



FISCAL YEAR 2017-18

# OPERATING BUDGET

CITY OF SAN ANGELO, TEXAS



# City of San Angelo, Texas

## Operating Budget Fiscal Year 2017-2018

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$1,540,425 (4.29%), AND OF THAT AMOUNT, \$635,425 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR

City Council Record Vote  
**\*\*September 19, 2017\*\***

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

FOR: Tommy Hiebert, Tom Thompson, Harry Thomas, Lucy Gonzales, Lane Carter, Billie DeWitt, and Brenda Gunter

AGAINST: None

PRESENT and not voting: None

ABSENT: None

Tax Rate	Adopted FY2017-18	Adopted FY2016-17
Property Tax Rate	0.7760 / \$100	0.7760 / \$100
Effective Tax Rate	0.8564 / \$100	0.8514 / \$100
Effective M&O Tax Rate	0.7463 / \$100	0.7436 / \$100
Rollback Tax Rate	0.9127 / \$100	0.9194 / \$100
Debt Tax Rate	0.0936 / \$100	0.0986 / \$100

The total amount of outstanding City debt obligations secured by property taxes is \$173,690,000. Of that amount, the total amount of outstanding debt obligations considered self-supporting is \$143,257,800. Self-supporting debt is currently secured by the 4B Sales Tax Corporation, Water/Sewer Funds, and State Office Building Lease Revenue. In the event such amounts are insufficient to pay debt service, the City will be required to assess an ad valorem tax to pay such obligations. Additionally, the City has one outstanding revenue bond in the amount of \$48,070,000 that is supported by the Water Fund and is not secured by the property tax.

# City of San Angelo

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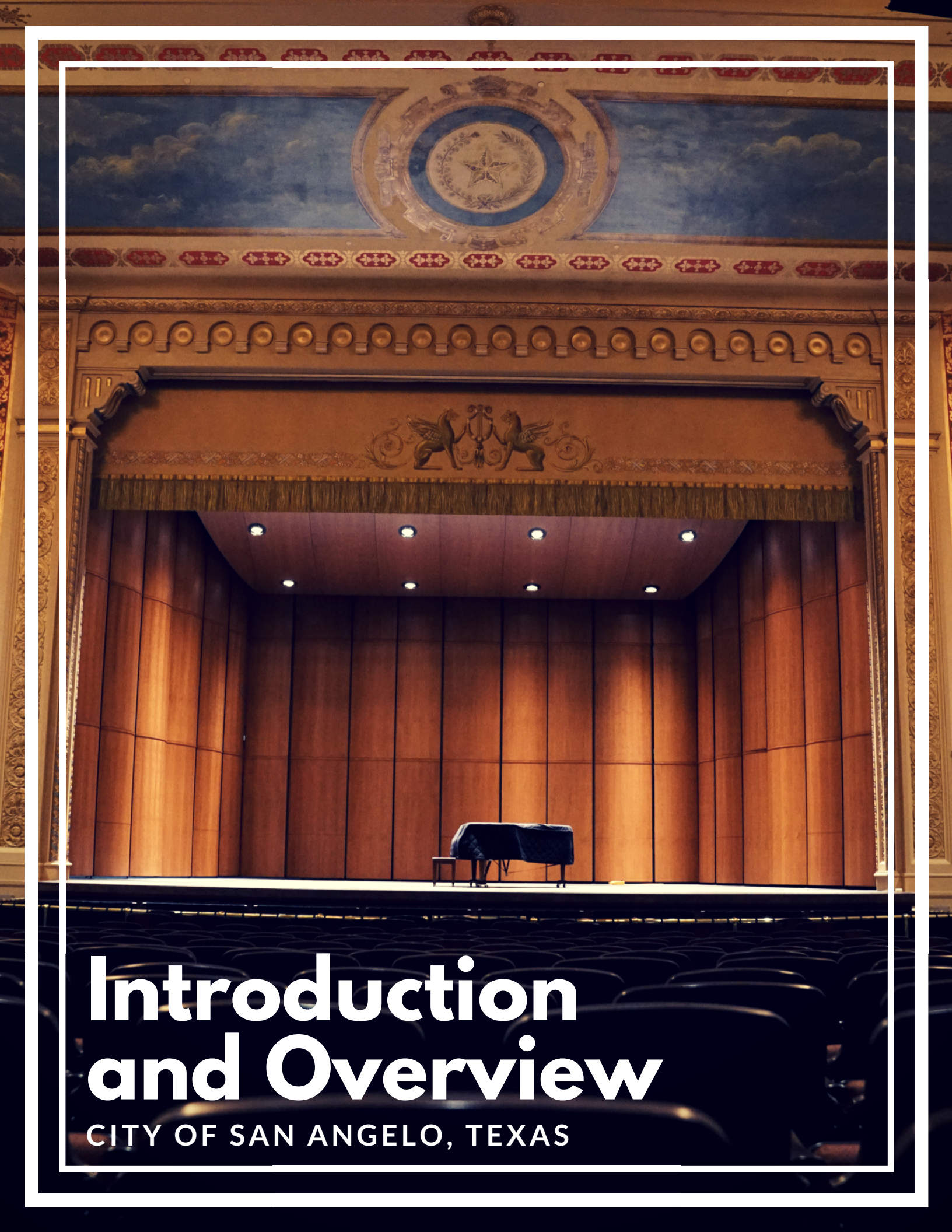
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# Introduction and Overview

CITY OF SAN ANGELO, TEXAS



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of San Angelo  
Texas**

For the Fiscal Year Beginning

**October 1, 2016**

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

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, 2016. 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

72 West College Avenue, San Angelo, TX 76903

September 5, 2017

Honorable Mayor and Council members,

In accordance with Article 2.11, Section 002 of the city charter, the fiscal year 2017-18 annual operating budget is presented for your consideration. All governmental agencies, whether local, state, or federal, function with a unique set of challenges and circumstances based on past decisions, financial conditions, and expectations from constituents. The City of San Angelo is no different. We face drought conditions, failing streets and water infrastructure, and an uncertain economic climate.

Each year, the City of San Angelo prepares a budget for how we will allocate resources for the range of services we provide. The budget is a plan – it is a guide to help us define the work, the resources needed and the measurement for success. It is helpful as a spending guide, but is also necessary as a guide to set the course of operations for the year as we have thoughtfully identified our work by reviewing more than 100 specific programs. The 2017-18 adopted budget totals \$136 million.

To carry out these programs, the City of San Angelo uses a diverse mix of revenue sources including property tax, user fees, grants, and more. Of the amount budgeted for 2017-18, \$39,191,281 is within city property tax supported programs. The council has identified long-term strategic priorities that commit to the core functions of city government that will be funded by local city property taxes, while limiting the growth of expenses on taxpayers, and maintaining the tax rate.

The 2017-18 budget seeks to balance the provision of exemplary services while mitigating the financial impact on citizens.

Development of the budget began several months ago with planning, analysis, review, and assessments. Utilizing the 2017 strategic priorities as well as requests and concerns heard from department directors, this budget recognizes and addresses our community needs and culminates in a financial plan that provides for public safety services, continues investment in capital and infrastructure, improves operational efficiency, and promotes economic development.

## Strategic Priorities

In March and July of 2017, 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.

### Progress:

- Purchase of Ford Ranch to protect San Angelo's rights to the Hickory Aquifer
- Building of a fund balance to put the utility back on a path to financial sustainability
- City Hall Annex (former First Financial Bank) purchased to house Public Works and Public Information (additional departments to move in 2018 include Police Department and Fire Marshal's offices)
- Water and sewer infrastructure replacement as a part of the street rehabilitation program
- Continued participation in the West Texas Water Partnership

### Additional Need:

- Continued development of additional water supply
- Additional investment in existing infrastructure to implement an appropriate maintenance cycle



*Streets: Renewed Infrastructure* – Renewal of all city streets at 13% per year or 100% over 8 years.

### Progress:

- Improved from a FY12 street maintenance budget of about \$600,000 on a 12-year maintenance cycle to a FY18 budget of about \$6 million, including an additional crew to achieve an 8-year maintenance cycle. Current funding shows great progress but ultimately the street survey found that this is inadequate to improve the overall condition rating of our road system. See additional need below.
- First of five planned debt issues (each \$16 million) has been received for improvements, including the transportation enhancement project (Martin Luther King Jr. Boulevard), Bell Street reconstruction (phase I, II, and III), College Hills mill and overlay, Chadbourne Street reconstruction, and Southland Boulevard reconstruction. The remaining debt is scheduled to be issued over the next eight years.

Additional Need:

- Consideration of expanded street maintenance services, including seal coat, micro-surfacing, fog seal, crack seal, level ups, potholing, small reconstruction, curb and gutter, and sidewalks were proposed at an estimated cost of \$500,000 for FY17 as well as for FY18.
- Reconstruction of additional failed or failing streets at an estimated cost of \$494 million in accordance with the results of the street survey, \$80 million of which is funded with current and future debt issues.



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

Progress:

- Needs assessment conducted in 2011 at a cost of \$135,067.

Additional Need:

- Rehabilitation or construction of up to \$25,775,000.
- Acquisition of possible site approved not to exceed \$1,627,699.
- Obtain voter approval to fund the project.

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

Progress:

- FY14 salary adjustments for most civilians of 2.5%, Police civil service increases at various levels, and various Fire civil service adjustments.
- FY15 salary adjustments for civilians of 5%, Police civil service an average of 6.74%, and various Fire civil service adjustments.
- FY16 salary adjustments for police civil service and fire civil service of 6.26% and civilians of 5.12%.
- FY17 salary adjustments for police civil service proposed at levels from 7.31% to 9.68%.
- FY18 salary adjustments for most civilians of 1.5%, Police civil service of 1%, and various Fire civil service adjustments.

Additional Need:

- Further salary adjustments for civilians and civil service, if funding is available.

*Improved Development Process* – Expedite approval process and compare with peer cities to ensure that our processes are in line, if not faster; Educate those seeking approval on available options, find a reason to say “yes”; Continue to improve on customer service to a level nearing 100% satisfaction by those seeking services; Continue to streamline processes and timeline to reduce unnecessary delays.

Progress:

- Installation of permitting and plan review software. Internal rollout was in 2017 with live customer rollout expected beginning in early 2018 continuing throughout the year.
- Increased number of full-time employees by two in the Department.
- Adapted work stations to better serve customers.
- Reviewed development ordinances and recommended changes to simplify and clarify ordinance requirements.

Additional Need:

- Best practice review of processes, specifically zoning ordinance and form-based codes. Year one of three is proposed to cost \$110,000.

In conclusion, the budget allows the City of San Angelo to tell the story of how we use the resources that are entrusted to us by the taxpayers. Thank you for the opportunity to allow us to continue to deliver services the citizens expect. We have been thoughtful and deliberate in the work we do.

Respectfully Submitted,



Daniel Valenzuela  
City Manager

# City of San Angelo

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# City of San Angelo

## Short-term Priorities & Goals

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The City Council's goal setting workshop for the FY2017-18 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.

To better manage the water we have, a water conservation plan is necessary. 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 is 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 eight 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.



### 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.

### 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 100% satisfaction by those seeking services.
- Streamline all service requests: from staff work to introduction and approval by board to final approval to Council.

# City of San Angelo

## Long-term Vision & Strategic Goals

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City Council and Department Directors met in March and July 2017 to establish a long-term vision and strategic goals for the City of San Angelo. As a result, fourteen major priorities were established with desirable outcomes to measure success.

### Neighborhood Vision

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
- Health and Safety
- Revitalization of neighborhoods through housing
- Fostering pride in the community
- Tied to Quality of Life



### Commerce Vision

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

- Revitalized older commercial areas
  - Primarily downtown
  - Reduction in vacant properties
- A streamlined development processes
  - Solution-oriented staff attitude
  - Centralized services
- Application of development regulations
  - Consistent missions between Council and Boards
  - Council adopts ordinance, staff implements
  - Public education
- Compatible commercial and neighborhood districts
- City Council meeting with boards/commissions monthly at City Council
- Customer friendly, responsive, timely process and staff

### Industry Vision

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

- Partnerships with institutions of higher learning, to include trade schools, to address industry workforce needs
- Industrial business at the airport and industrial park
- Alternative transportation modes
- Strategic plan for industry recruitment
- Initiatives for retention and expansion
- Available facilities and sites for use that have appropriate infrastructure
- Zoning Master Plan Development
- Comprehensive Plan Development
- Focus on Quality of Life



### 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
- Stop light synchronization
- Wayfinding prioritization
- Thoroughfare Plan Development

### 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
- Work with partners (county/state/federal) for on various state highways (not just Ports – to – Plains)
- Actively pursue Proposition 1

### 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
- Maintenance issues addressed before dedication of operational dollars
- Percentage of funds placed in reserve fund at before beginning a project
- Additional Trail 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
- Ordinances are needed to address demolition of structures and absentee landlords
- Address existing buildings / blight
- National Fire Prevention (NFPS) standards for older buildings adopted
- Property Maintenance needed
- Greater latitude with existing building codes
- Design guidelines applicable
- Demolition Program is self sustaining
- Search of demolition properties
- Incentives
- Downtown Revitalization gaps addressed by identifying funding sources to decrease gaps
- Invest in installation of water lines and other infrastructure when repairing streets, to assist future buyers of older buildings (sprinkler systems lines, etc.)
- Establish / reestablish relationship with River Revitalization and Downtown Development along with way-finding system

### **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



- Implementation of a long-term infrastructure maintenance schedule
- Maintain a Disaster Plan addressing events of catastrophic service failures
- Comprehensive Plan must tie into Infrastructure Plan
- Use Thermoplastics for street markings
- Address 911 System needs (generator \$150,000)

### **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
- Commercial landscaper / Landscaping Ordinance as water saving measures
- Incentives
- Neighborhood Standards adopted (tighter requirements in maintenance and looks of home & residences)
- Judicial Process in place
- Façade standards in place

### **Financial Vision**

The financial health of the organization will be evident when:

- An adequate funding source is available for equipment replacement
- Sufficient reserves exist in operating funds
- Unused or underperforming City-owned properties are liquidated
- Enterprise funds become 100% self-sufficient
- Financial impact of increased population of 65+ effect on property tax freeze is

- analyzed and mitigated
- Property tax rates are reviewed annually
- Comprehensive financial policies are developed and adopted
- Appropriate internal controls and processes are implemented
- Results of fee review are implemented



**Public Safety Vision:**

The Safety of the Citizens will be enhanced by the following:

- One ambulance at each fire station to decrease response time
- Decrease response times in general
- Recruitment / retention of Civil Service Employees
- Updated Communication System (to include personal / physical communication technology)

- Signage / hazard status on Commercial Buildings
- Improve responder safety
- Neighborhood Crime Watch groups / Education
- Community Engagement
- Self-enforcement
- Educational / push issues out to their neighborhoods through neighborhood group with staff assistance
- Crime watch
- Network / virtual associations between neighbors
- Neighbors taking ownership of neighborhood

**Water Vision:**

- Plan for long term water supply needs
- Identify other water sources

**Salary / Wages:**

- Value of the organization & City Council

**Development:**

- Permit & Inspections Office Prioritization of staffing and other department needs

# 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, who were also 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.

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.



*Historic Santa Fe-Orient Train Depot*

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.

**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.



*Fountains on the Concho River*

**Climate**

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

Temperatures occasionally reach the 100s in the summer, but because of low humidity, never reach a high heat index. In winter, temperatures rarely drop below 30 degrees, and though the region does experience snow and sleet, it occurs only several times a year.

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

**Population**

As of the 2010 census, there were 93,200 people (the 2016 estimate is 100,700), 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.

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

The median income for a household in the City was \$38,777, and the median income for a family was \$49,640. Males had a median income of \$33,257 versus \$26,750 for females. The per capita income for the City was \$20,970. About 13.9% of families and 17.4% of the population were below the poverty line, including 25.4% of those under age 18 and 10.5% of those age 65 or over.

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

Civilians Employed – By Year	
2012	54,800
2013	54,400
2014	54,900
2015	53,200
2016	54,000
2017	53,800

### Transportation

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



*Mathis Field Airport*

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. Under deregulation, San Angelo residents and businesses can select their own retail electric provider.

In 2015, Verizon reached a definitive agreement to sell its Texas wireline operations to Frontier Communications, which impacted approximately 400 employees in San Angelo. (Verizon still has a strong cellular presence in the City.) Other long-distance providers in San Angelo include AT&T, Sprint, Quest, Cable & Wireless, and CTTC. In addition to telephone services, San Angelo residential and business customers can also obtain digital subscriber line (DSL) service, high-speed modem service, local multipoint distribution 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 millions of residential customers and thousands of commercial customers.

Refuse collection is provided by Republic Services, Inc., a private contractor who utilizes the City-

owned landfill. Rates for residential customers are:

Service Charges	2017 Prices
<b>Base Rate (1x week Trash &amp; every other week Recycling)</b>	\$14.68
<b>Bulk Collections (every other week)</b>	\$0.54
<b>Out of Cycle Bulk Trip</b>	\$81.72
<b>Out of Cycle Bulk Price Per Cubic Yard</b>	\$27.24

San Angelo’s water supply is owned and operated by the City. Several lakes are the sources of San Angelo’s water along with a groundwater supply from the Hickory Aquifer. The City’s Hickory Well Field currently has fifteen wells in service. The well field and Groundwater Treatment Facility have a maximum treatment capacity of 8 million gallons per day. The 2017 average daily use is 12 million gallons per day with the highest recorded use of 21 million gallons in a day. The current monthly base residential water rates inside city limits are as follows:

Water Meter Size	Inside City Total Base Rate
<b>5/8"</b>	\$23.88
<b>1"</b>	\$28.90
<b>1 ½"</b>	\$33.96
<b>2"</b>	\$44.78
<b>3"</b>	\$130.76
<b>4"</b>	\$163.26
<b>6"</b>	\$237.66
<b>8"</b>	\$322.15

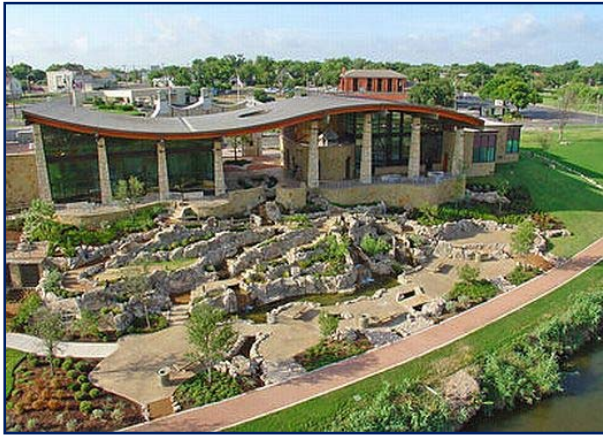
Residential volumetric (consumption rates) are added to the base rates:

Thousands of Gallons	Volumetric Rate
<b>0-2</b>	\$3.00
<b>3-5</b>	\$4.38
<b>6-15</b>	\$5.12
<b>16-39</b>	\$5.48
<b>40 and over</b>	\$10.03

The City of San Angelo has an activated sludge wastewater treatment facility. The current treatment averages 7.6 million gallons per day and the highest peak treatment was 16.9 million gallons per day. Costs of monthly residential sanitary sewer treatment inside city limits are as follows:

Wastewater Meter Size	Inside City Total Rate
<b>5/8"</b>	\$24.96
<b>1"</b>	\$28.89
<b>1 ½"</b>	\$32.86
<b>2"</b>	\$41.32
<b>3"</b>	\$108.56
<b>4"</b>	\$133.98
<b>6"</b>	\$192.18
<b>8"</b>	\$258.28

There are, of course, additional qualifiers to both water and wastewater charges. Non-residential fees also differ from the presented rates in some circumstances. The full listing of water and wastewater fees can be found in the City ordinance.



*San Angelo Visitors Center*

### **Economy**

San Angelo has consistently been named by many publications and rankings as one of the best small cities for business. 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. San Angelo has been consistently ranked as one of the “Best Places for Business and Careers” by Forbes Magazine, maintaining its position in the top 100 through 2015. It is also regularly recognized by Forbes as one of the top 25 best places to retire.

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 (MIR) 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 the Concho River. Additionally, the oil industry continues to bring peripheral jobs to the area.



*San Angelo City Hall*

According to the United States Department of Labor, the civilian labor force for San Angelo is approximately 53,800. Of that amount, about 52,000 persons were employed as of September 2017. This means the local unemployment rate was 3.4%.

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 its oil is no longer abundant in the area.



*Angelo State University MIR Center*

Major Employers	Employees
Goodfellow Air Force Base	5,127
Shannon Health System	2,712
San Angelo Independent School District	1,973
Angelo State University	1,625
San Angelo State Supported Living Center	950

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



*San Angelo City Auditorium*

## Culture

City Auditorium opened in February of 1929 and recently underwent a \$16 million dollar renovation. The ornate space within City Hall has hosted an amazing array of talents, including a young Elvis Presley, President Bill Clinton, and bluegrass sensation Alison Krauss. It is also the home to the San Angelo Symphony and San Angelo Civic Ballet's annual performances of "The Nutcracker."

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 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.

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.



*Mural of Elmer Kelton in Downtown San Angelo*



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 by the Concho River.

The City of San Angelo has hosted an annual Riverfest for the past five 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.



*Pedestrian bridge over the Concho River*

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 multiple 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 is 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 support all events.

## **Education**

### Higher Education

San Angelo is home to Angelo State University (ASU). The University, founded in 1928, has approximately 10,500 students from every county in Texas, multiple states and 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 21 graduate programs including one doctoral program. The university is divided into six colleges—Health and Human Services, Arts and Humanities, Business, Education, Sciences and Engineering, and Graduate Studies. It is now a member of the Texas Tech University System. This association began in 2007.



*Angelo State University*

San Angelo has a large branch of Howard College that is based out of Big Spring, Texas. 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 is open to civilians and is one of the top providers of education courses for military members. Associate's, Bachelor's, and Master's degrees are available and span numerous fields. 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 in almost any situation.

#### 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 Freshman Campus, and Lake View), three middle schools and 17 elementary schools within the San Angelo city limits.

#### Private and Alternative Education

There are nine 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.



*Celebration Bridge*

#### 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. Additionally, the department maintains numerous playgrounds, sports practice fields, 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 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.



*International Waterlily Collection*

San Angelo also provides several parks on Lake Nasworthy, one of three lakes surrounding the City.

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

over 50 miles of developed trails. The park is home to the Official State of Texas Longhorn herd.

The San Angelo Nature Center is a collection of animals, along with related exhibits and information that are native to the Southwest. Among the animals are bobcats, skunks, porcupines, hissing cockroaches, tarantulas, scorpions, turtles, lizards, and snakes.

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.



*Showdown in San Angelo*

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.



*Fort Concho*

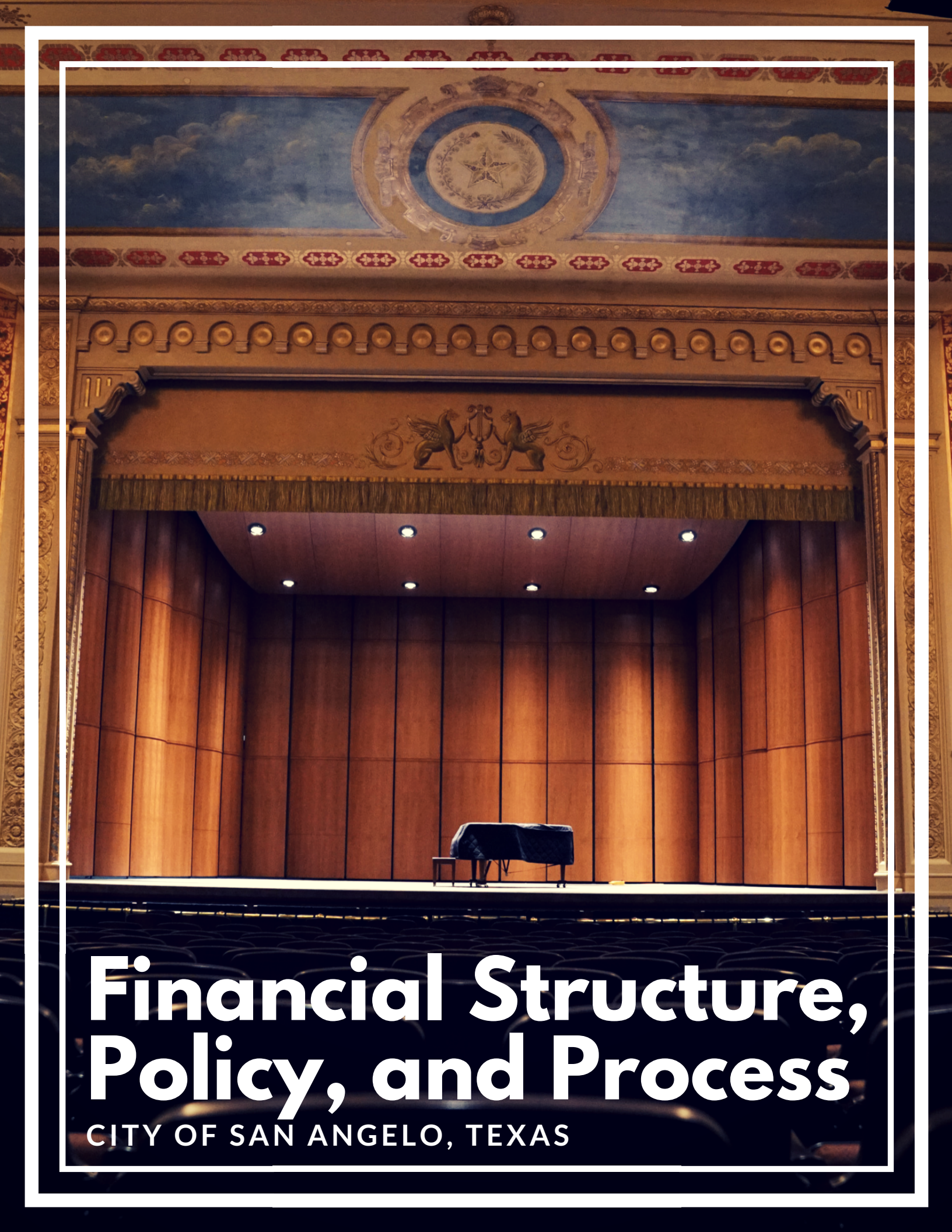
### **Sports**

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 impressive National Championships in football, basketball, softball and track & 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*



# Financial Structure, Policy, and Process

CITY OF SAN ANGELO, TEXAS

# City of San Angelo Elected Council Members

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Brenda Gunter  
Mayor



Tommy Hiebert  
District 1



Tom Thompson  
District 2



Harry Thomas  
District 3



Lucy Gonzales  
District 4

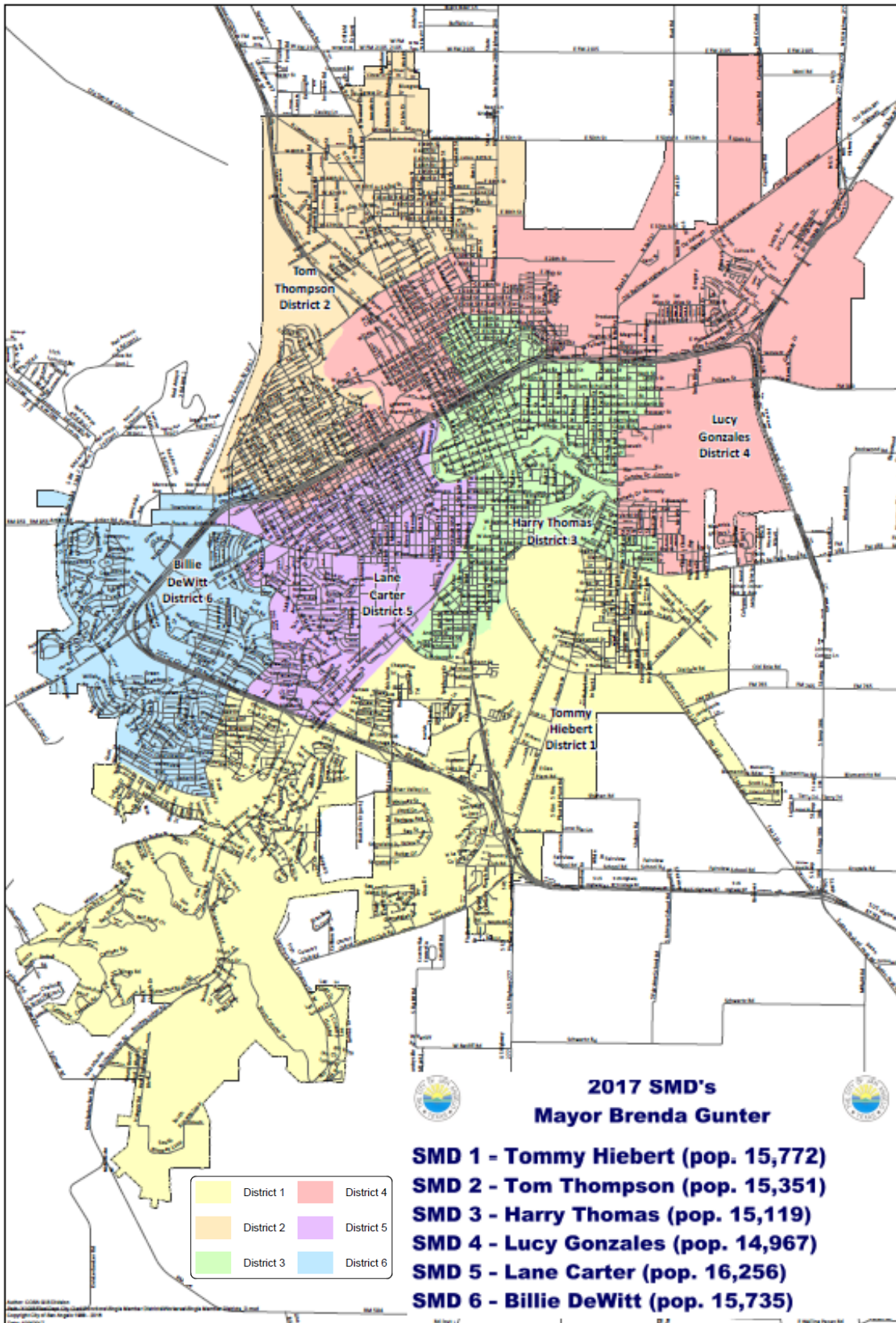


Lane Carter  
District 5



Billie DeWitt  
District 6

# City of San Angelo Single Member District



# City of San Angelo Principal Officials and Staff

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Daniel Valenzuela  
City Manager



Michael Dane  
Assistant City Manager



Rick Weise  
Assistant City Manager



Allen Gilbert  
Presiding Judge



Frank Carter  
Police Chief



Brian Dunn  
Fire Chief



Sandra Villarreal  
Director of Health Services



Carl White  
Director of Parks & Recreation



Bryan Kendrick  
City Clerk



Theresa James  
City Attorney



Shane Kelton  
Director Of Operations



Ricky Dickson  
Executive Director of Public Works



Luis Elguezabal  
Airport Director



Lisa Marley  
Director of Human Resources  
& Risk Management



Jon James  
Director of Planning &  
Development Services





Bill Riley  
Director of Water Utilities



Robert Salas  
Director of Neighborhood  
& Family Services



Anthony Wilson  
Public Information Officer



Tina Dierschke  
Director of Finance/CFO



Jaime Guerrero  
Assistant Finance Director

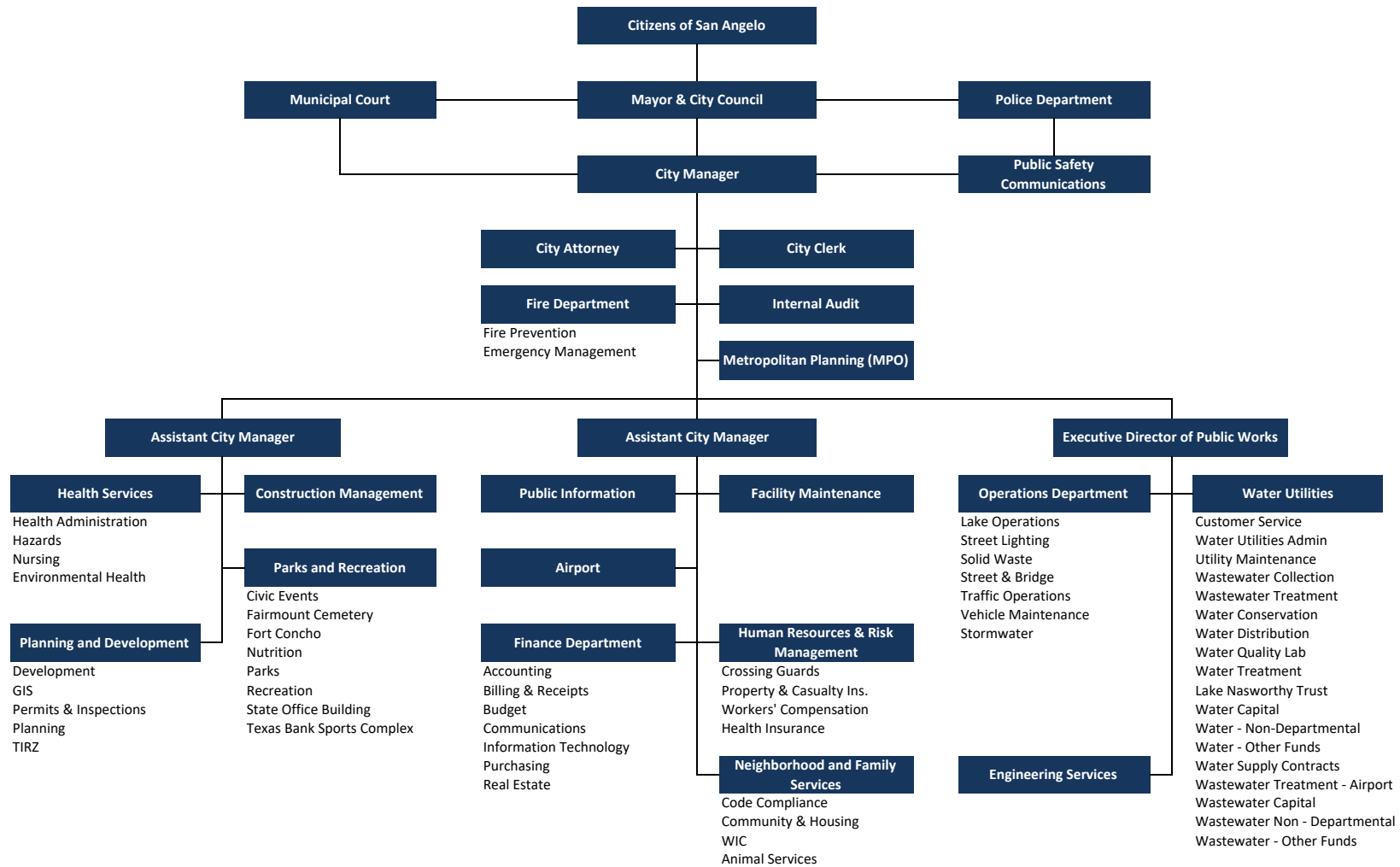


Kimberly Holle  
Budget Coordinator



Walt Wilkinson  
Senior Budget Analyst

# City of San Angelo Organizational Chart



# City of San Angelo

## Fund/Department 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 Hotel Occupancy Tax Citizen Contributions	Lake Nasworthy Trust	Airport Customer Service Lake Entrance Lake Operations Solid Waste State Office Building Stormwater Utility Maintenance Wastewater Collection Wastewater Treatment Wastewater Treatment - Airport Wastewater Capital Wastewater - Non-Departmental Wastewater - Other Funds Water Conservation Water Distribution 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

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### **Financial Information**

City management is responsible for establishing and maintaining adequate internal controls. These controls provide reasonable assurance that assets are safeguarded against loss from unauthorized use and accountability is maintained. Adequate controls ensure reliability of financial records when preparing financial statements according to generally accepted accounting principles (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 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

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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 Council persons. Serving four-year terms, an election is held every two years as the City Council and Mayor are elected in staggered terms.

### **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 are dedicated for use on lake improvements and management. Use of the principal 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 project 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 both 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.

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

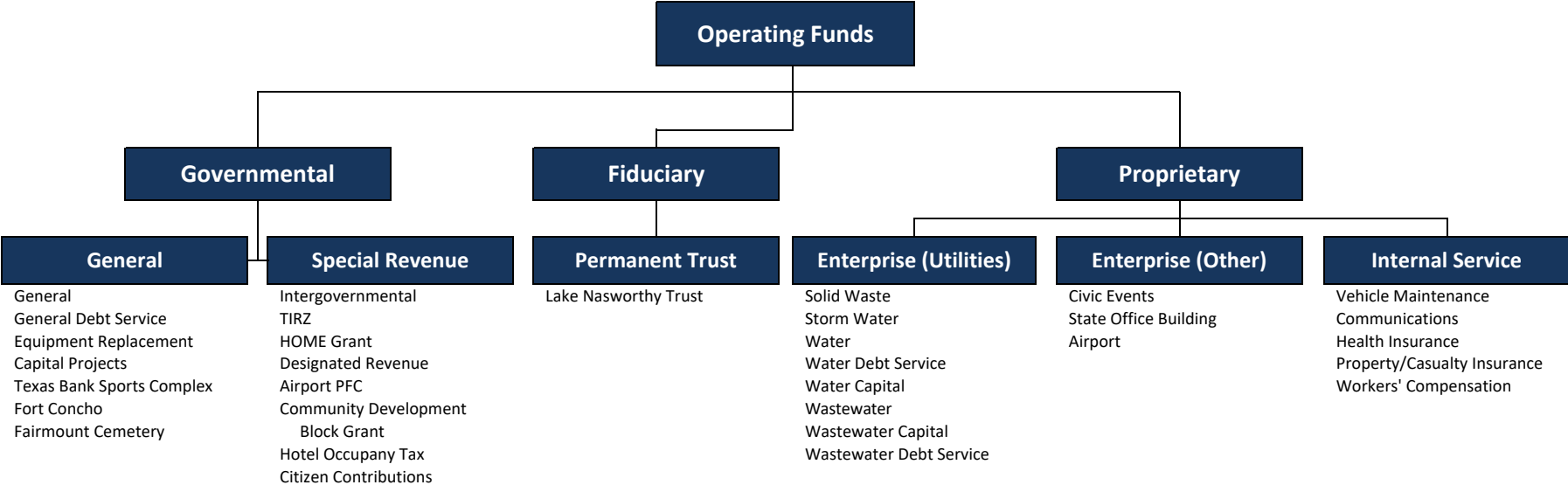
**COMMUNICATIONS** - Accounts for radio, cellphone, and Voice over Internet Protocol (VOIP) communication maintenance and service for City divisions.

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

# City of San Angelo

## Fund Structure

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# City of San Angelo

## Financial Policies

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### **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**

The City of San Angelo adopted formal policies for all of the following items on September 1, 2015.

**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 9.36 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 Department 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 Department prepares a pay plan for all City divisions based on the Classification and Compensation Plan. Then the Finance Department calculates each division's projected salary and benefits. Divisions review a list of their employees' projected salaries to verify the data is accurate.

### **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 2017-18 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 2017-18 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 budget, 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. The amount borrowed is based on the amount of debt that can be serviced by 9.36 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 2017-18 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

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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 Department and Budget Division 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 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.

### 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.

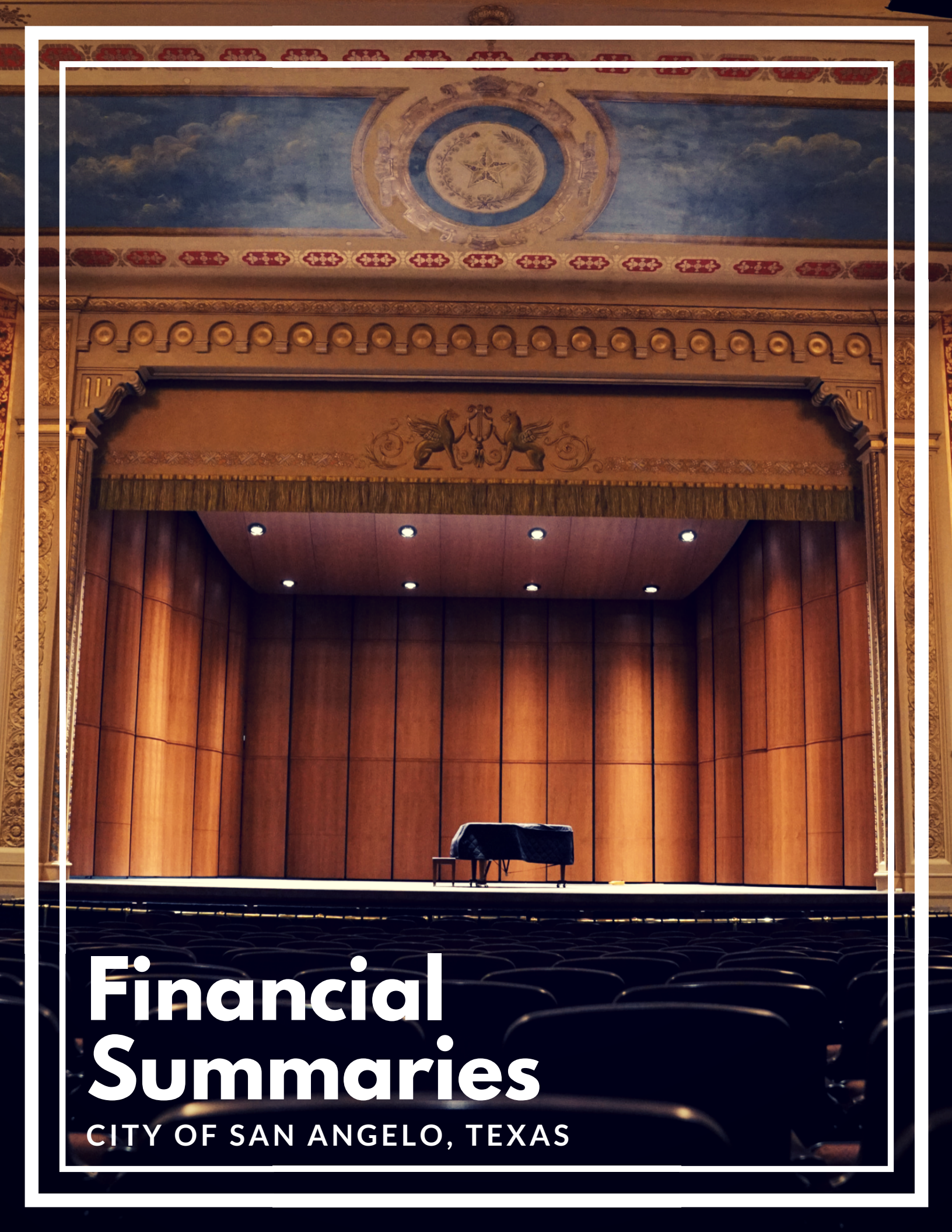
## October through September

### 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.

# City of San Angelo Budget Calendar

Action	Responsible Party	Timeframe						
		Mar.	Apr.	May	June	July	Aug.	Sept.
<b>Budget Planning</b>								
Budget manuals provided to staff	Budget Division	→						
Budget training to staff	Budget Division	→						
Revenue projections	Department Directors		→					
Compensation plan	Human Resources		→					
Expenditure projections	Department Directors			→				
<b>Budget Preparation</b>								
Budget reviews	City Manager's Office/Finance Director/Budget Division				→			
Receive certified property tax roll	Tom Green County Tax Appraisal District					→		
Propose budget to council	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							→



# Financial Summaries

CITY OF SAN ANGELO, TEXAS

# City of San Angelo

## Consolidated Financial Schedule

### Revenue and Expenditures, Fiscal Year Ending September 30, 2018

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	\$19,628,629	\$65,756,899	\$6,746,428	\$92,131,956	\$69,226,672	\$3,276,655	\$72,503,327	\$0	\$19,628,629
105	General Debt Service	1,769,906	4,570,976	2,909,822	9,250,704	7,480,798	0	7,480,798	0	1,769,906
501	Equipment Replacement	343,644	150,000	1,201,373	1,695,017	1,351,373	0	1,351,373	0	343,644
502	Capital Projects	94,771	5,705	244,295	344,771	250,000	0	250,000	0	94,771
103	Intergovernmental	84,497	1,990,530	386,137	2,461,164	2,309,082	67,585	2,376,667	0	84,497
106	TIRZ	1,499,343	886,826	0	2,386,169	886,826	0	886,826	0	1,499,343
453	Community Development Block Grant	0	720,898	0	720,898	720,898	0	720,898	0	0
483	HOME Grant	0	341,744	0	341,744	341,744	0	341,744	0	0
601	Designated Revenue	224,037	42,690	0	266,727	42,690	0	42,690	0	224,037
605	Hotel Occupancy Tax	1,396,084	1,884,894	0	3,280,978	1,045,375	991,600	2,036,975	(152,081)	1,244,003
640	Lake Nasworthy Trust	14,150,603	939,020	0	15,089,623	50,000	185,524	235,524	703,496	14,854,099
203	Texas Bank Sports Complex	265,163	165,709	751,728	1,182,600	917,437	0	917,437	0	265,163
410	Civic Events	839,511	579,178	891,600	2,310,289	1,371,546	99,232	1,470,778	0	839,511
420	Fort Concho	231,484	651,267	406,388	1,289,139	1,057,655	0	1,057,655	0	231,484
440	Fairmount Cemetery	(83,366)	340,900	86,734	344,268	415,634	0	415,634	12,000	(71,366)
201	State Office Building	199,239	1,293,998	0	1,493,237	1,271,057	22,941	1,293,998	0	199,239
220	Airport Operating	218,381	1,474,092	0	1,692,473	1,389,892	84,200	1,474,092	0	218,381
529	Airport PFC	950,816	272,586	0	1,223,402	0	272,586	272,586	0	950,816
230	Solid Waste Enterprise	2,526,409	1,610,814	0	4,137,223	1,055,814	255,000	1,310,814	300,000	2,826,409
240	Stormwater	3,071,684	2,928,154	95,000	6,094,838	2,663,915	359,239	3,023,154	0	3,071,684
260	Water Operating	3,344,344	26,324,721	1,279,705	30,948,770	16,934,146	9,809,099	26,743,245	861,181	4,205,525
261	Water Debt Service	306,082	0	11,474,221	11,780,303	11,474,221	0	11,474,221	0	306,082
512	Water / Supply Capital Projects	8,374,074	4,782,946	200,000	13,357,020	3,178,179	1,804,767	4,982,946	0	8,374,074
270	Wastewater Operating	8,626,775	13,392,433	0	22,019,208	5,999,211	5,639,637	11,638,848	1,753,585	10,380,360
271	Wastewater Debt Service	234,257	0	4,014,333	4,248,590	4,014,333	0	4,014,333	0	234,257
520	Wastewater Capital Projects	7,690,779	1,806,002	0	9,496,781	1,346,093	459,909	1,806,002	0	7,690,779
<b>Operating Totals</b>		<b>\$75,987,146</b>	<b>\$132,912,982</b>	<b>\$30,687,764</b>	<b>\$239,587,892</b>	<b>\$136,794,591</b>	<b>\$23,327,974</b>	<b>\$160,122,565</b>	<b>\$3,478,181</b>	<b>\$79,465,327</b>
301	Vehicle Maintenance	\$674,610	\$6,959,909	\$0	\$7,634,519	\$6,908,792	\$0	\$6,908,792	\$51,117	\$725,727
305	Communications	145,631	750,431	0	896,062	750,431	0	750,431	0	145,631
310	Health Insurance	(1,333,192)	8,778,645	0	7,445,453	8,778,645	0	8,778,645	0	(1,333,192)
320	Property/Casualty	948,493	849,512	0	1,798,005	849,512	0	849,512	0	948,493
330	Workers' Compensation	(912,655)	1,385,132	0	472,477	952,513	0	952,513	432,619	(480,036)
<b>Total Internal Service Funds</b>		<b>(\$477,113)</b>	<b>\$18,723,629</b>	<b>\$0</b>	<b>\$18,246,516</b>	<b>\$18,239,893</b>	<b>\$0</b>	<b>\$18,239,893</b>	<b>\$483,736</b>	<b>\$6,623</b>



# City of San Angelo

## Budget Summary by Fund Type

### FY 2017-18

	General Fund*	Special Revenue	Other Funds	Expendable Trust	Debt Service	Enterprise Funds	Internal Service	Grand Total
<b>Funding Sources</b>								
Property Taxes	33,753,546	871,259			4,566,476			39,191,281
Other Taxes	22,051,508	1,857,500	891,600					24,800,608
Development Services	708,869							708,869
Grants		2,785,327				200,722		2,986,049
Charges for Services	5,637,818	267,845	1,586,328	732,882		52,695,329	18,694,957	79,615,159
Fines & Forfeitures	3,128,116							3,128,116
Interest & Miscellaneous	537,747	85,651	33,017	206,138	4,500	1,189,695	28,672	2,085,420
Other Financing Sources	8,287,096	386,137	1,362,559		18,398,376	1,374,705		29,808,873
<b>Total Revenues &amp; Other Financing Sources</b>	<b>74,104,700</b>	<b>6,253,719</b>	<b>3,873,504</b>	<b>939,020</b>	<b>22,969,352</b>	<b>55,460,451</b>	<b>18,723,629</b>	<b>182,324,375</b>
Beginning Fund Balances	20,067,044	3,203,961	1,252,792	14,150,603	1,769,906	35,542,840	(477,113)	75,510,033
<b>Total Available Resources</b>	<b>94,171,744</b>	<b>9,457,680</b>	<b>5,126,296</b>	<b>15,089,623</b>	<b>24,739,258</b>	<b>91,003,291</b>	<b>18,246,516</b>	<b>257,834,408</b>
<b>Expenditures</b>								
General Government	5,695,292	280,966				1,746,678		7,722,936
Human Resources & Risk Mgt	2,528,368						10,580,670	13,109,038
Administrative Svcs.	3,363,869						750,431	4,114,300
Community & Eco. Develop.	2,438,307	1,077,664						3,515,971
Neighborhood & Family Svcs.	1,368,314	2,000,567						3,368,881
Police & Fire	38,076,808	7,250						38,084,058
Operations	11,369,779					1,310,814	6,908,792	19,589,385
Parks & Rec	4,641,690	304,264	3,861,504			1,099,484		9,906,942
Health	232,116	628,089						860,205
Water & Wastewater				235,524		45,171,041		45,406,565
Stormwater						3,023,154		3,023,154
Debt Service					22,954,218	171,573		23,125,791
Other	4,390,157	2,107,000			15,134	22,941		6,535,232
<b>Total Expenditures</b>	<b>74,104,700</b>	<b>6,405,800</b>	<b>3,861,504</b>	<b>235,524</b>	<b>22,969,352</b>	<b>52,545,685</b>	<b>18,239,893</b>	<b>178,362,458</b>
Ending Fund Balances	20,067,044	3,051,880	1,264,792	14,854,099	1,769,906	38,457,606	6,623	79,471,950
<b>Total Fund Commitments &amp; Fund Balances</b>	<b>94,171,744</b>	<b>9,457,680</b>	<b>5,126,296</b>	<b>15,089,623</b>	<b>24,739,258</b>	<b>91,003,291</b>	<b>18,246,516</b>	<b>257,834,408</b>

\*Note: includes General, Equipment Replacement, and Capital Project Funds

# City of San Angelo

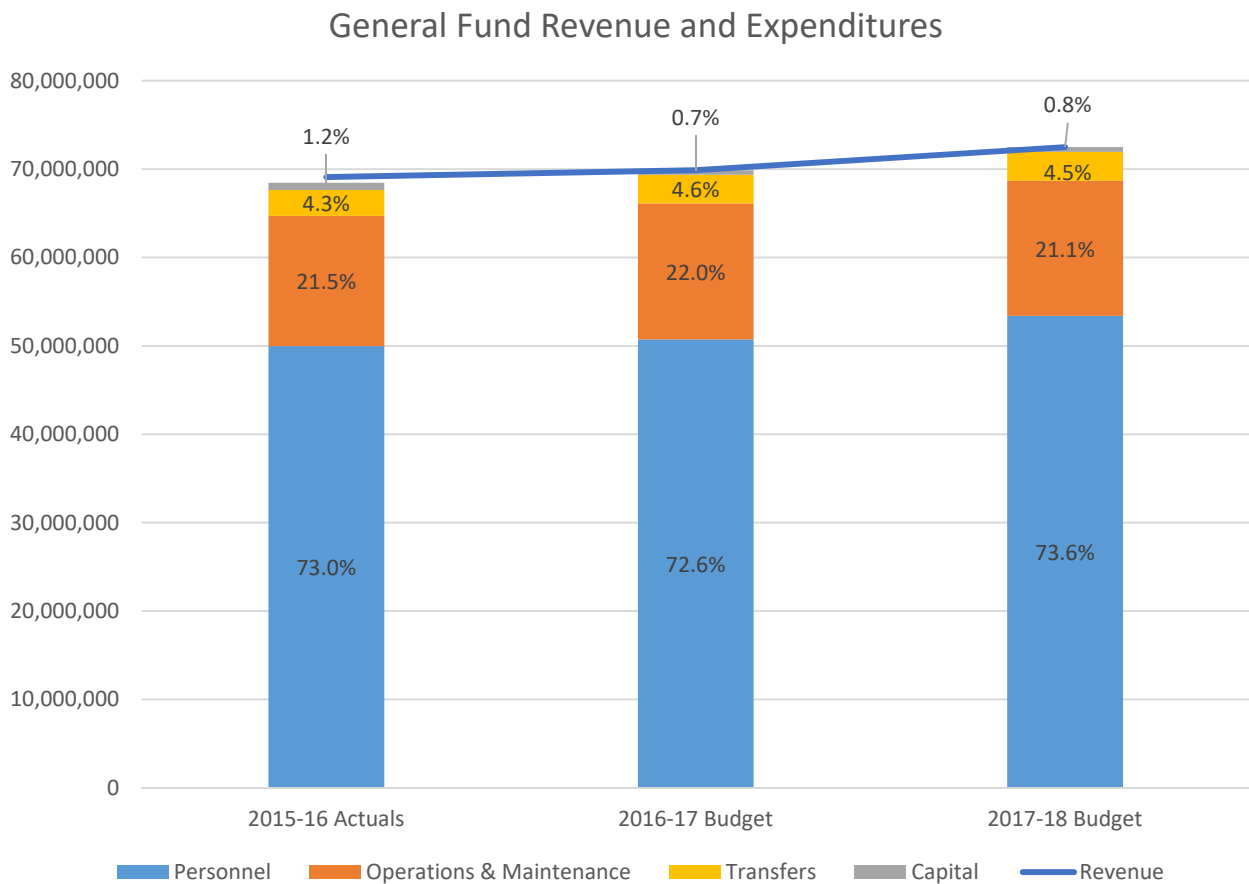
## Long-term Trend Overview

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Finance staff analyzes revenue sources quarterly and revises revenue projections for the current fiscal year and for future fiscal years. 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.

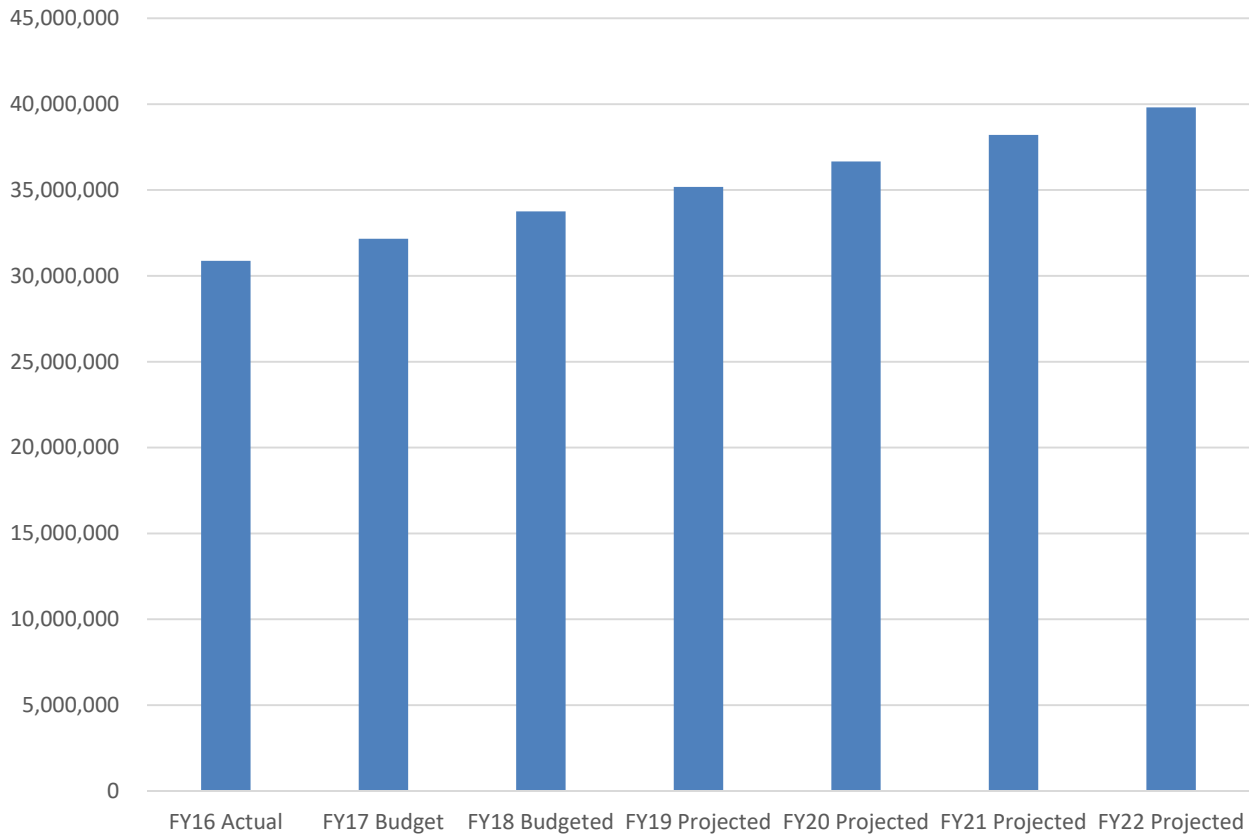
### General Fund

In the beginning of each budget season, projections are made for revenue regarding the upcoming fiscal year in order to ensure expenditures equal revenue. Unfortunately, during hard economic times, the City is forced to cut expenditures or choose only certain needs to fulfill that year. City Council decided for fiscal year 2018, that the priority was our civil service employees, increasing personnel expenditures for salary increases, an additional eight firefighter/paramedics and five additional police officers.



The General Fund contains two major revenue sources: property tax and sales tax. These two taxes account for 46.5% and 24% respectively and total to be 70.5% of the total revenue collected in the General Fund. Other revenue sources include franchise tax, charges for service (such as ambulance charges), fines and forfeitures, transfers from enterprise funds, and interest income.

## Property Tax

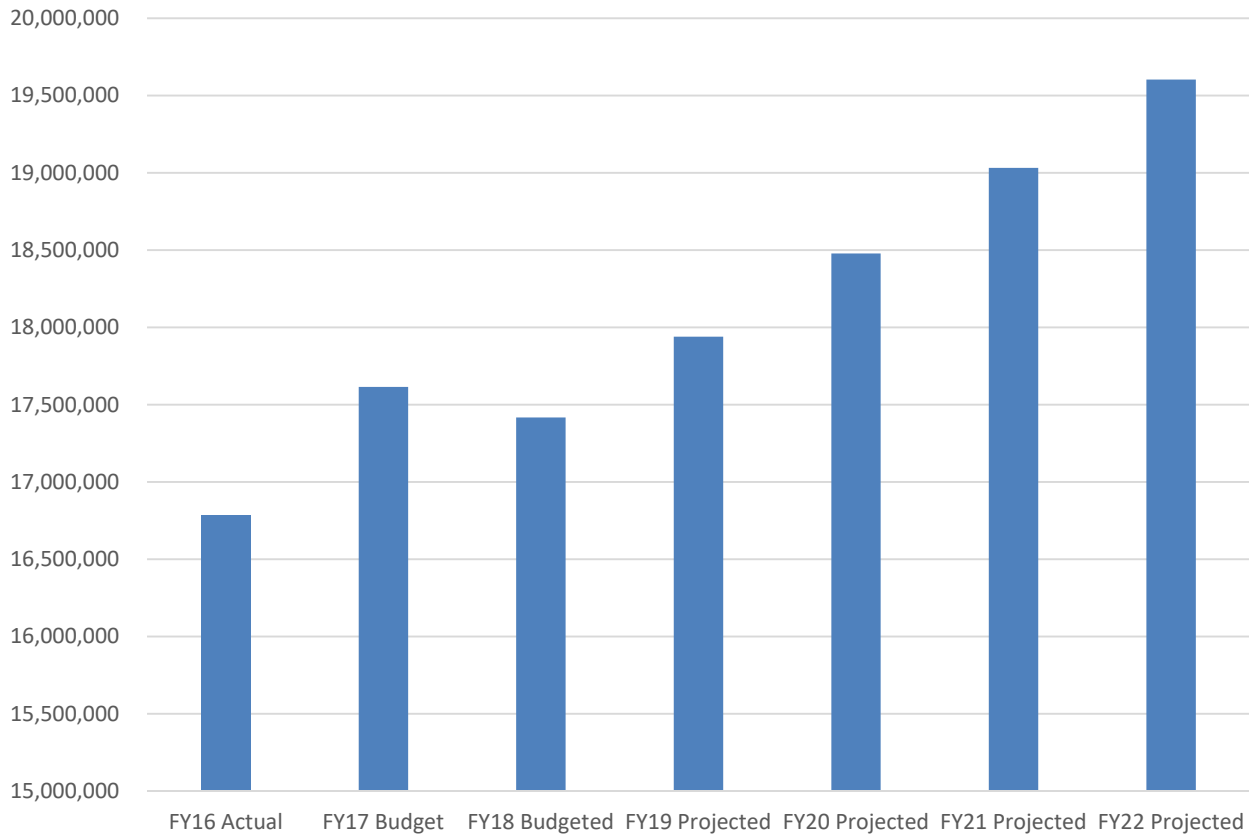


**Property Tax:** The property tax is the largest revenue source for the City’s General Fund. Property tax revenue is projected to grow 5.0% in the proposed budget. This may be considered an aggressive factor, however, certified property tax values support this projection. The growth in taxable value is primarily due to increased appraisal values and new construction. The City has maintained the same property tax rate for the past five years and projections are based upon this same rate. Additional property tax data can be found in the appendix.

Property tax has grown 4.5% over the last two fiscal years, which reflects the economic boom San Angelo has experienced in prior years. A growth factor of 4.7% has been applied to future years’ projections, which is the average percent increase of property tax receipts over the last five fiscal years. For more information on San Angelo’s property tax see 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



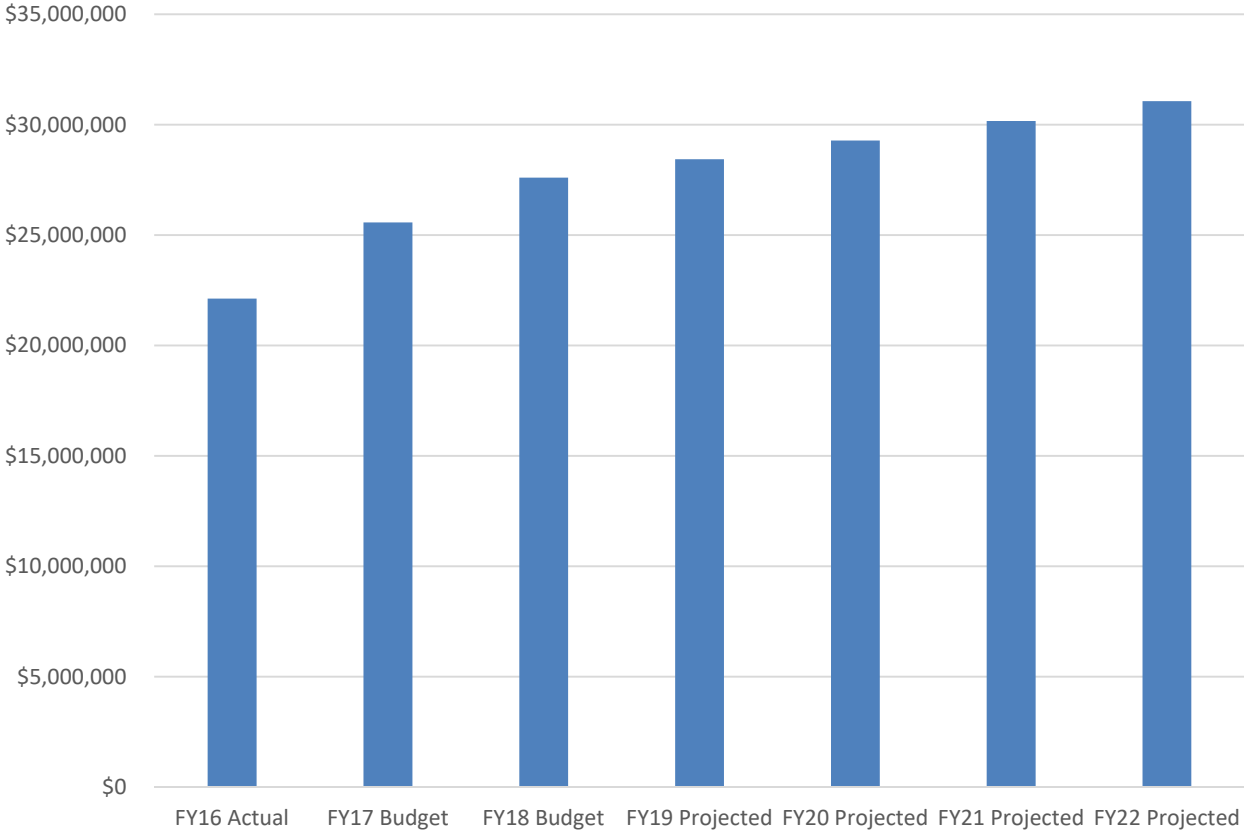
**Sales Tax:** The local option sales tax is the second largest revenue source for the General Fund. Over the last two fiscal years, sales tax revenue (including Bingo and Alcoholic Beverage taxes) has decreased an average of 3.3%. Fiscal year 2016 receipts yielded an 11.5% decrease from fiscal year 2015, continuing the substantial slowdown in San Angelo’s economy. A conservative growth factor of 3.0% has been applied to future years’ projections, which is less than the average percent increase of 5.2% over the last five fiscal years.

In past fiscal years, San Angelo experienced extraordinary sales tax growth due to oil and gas activity in West Texas. For fiscal year 2017, the City budgeted a 5.0% growth from prior year’s actual receipts. That proved to be a lofty goal; the City faced a shortage in excess of \$600,000 which was funded through budgetary cuts. The latest economic measures indicate that oil and gas activity has gradually returned to the area through San Angelo doesn’t rely on increased activity since we are on the periphery. For fiscal year 2018, the City budgeted a 1.1% decrease from fiscal year 2017’s budget.

### **General Debt Service Fund**

This fund is used to repay the principal and interest on debt. For fiscal year 2018, \$0.0936 of the property tax rate is designated to service debt payments for principal and interest. This year, 61.0% of total revenue collected comes from both current and delinquent property tax collections and 38.9% reflects transfers from the Development Corporation and the General Fund. The remaining revenue is interest. Debt requirements change from year to year and activity in this fund will vary accordingly.

## Water Fund



**Water Fund**

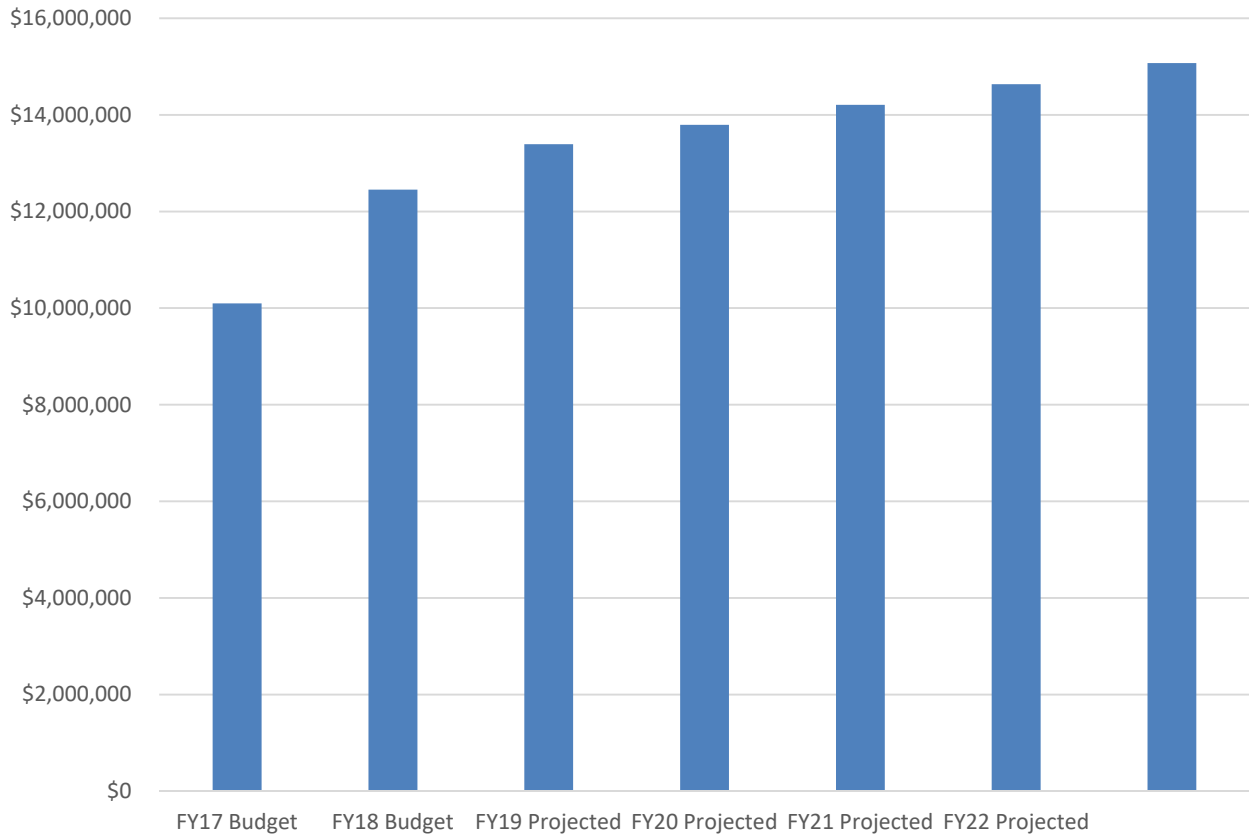
Water sales are the primary source of revenue for the Water Fund. They account for 85.9% of total budgeted Water Fund revenue for fiscal year 2018. Over the last five years, water sales have fluctuated greatly. This is primarily due to conservation awareness and watering restrictions imposed on consumers. Water rates are increased each fiscal year as a result of a water rate study. The goal of the water rate study is to threefold: (1) “Right the ship” and remedy prior years’ financial losses by building an appropriate fund balance, (2) fully fund operations at the correct level (which has grown due to inflation), and (3) contribute an acceptable amount to capital investment.

A growth factor of 7.25% has been applied to future years’ projections, which is the average percent increase based on the water rate study.

**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 94.1% of total revenue for this fund. A portion of the water rate is dedicated for this fund. The remaining revenue stems from interest income. Investment in capital infrastructure was ramped up starting in 2017 for utility improvements to keep in line with the street reconstruction schedule.

## Wastewater Fund



### **Wastewater Fund**

The Wastewater Fund is an enterprise fund that is largely self-sufficient. As the number of customers for utilities increases, this fund grows. The primary source of revenue for the Wastewater Fund is sewer charges. This fee accounts for 97.2% of total wastewater revenues for fiscal year 2018.

A growth factor of 13.3% has been applied to future years' projections, which is the average percent increase based on the wastewater rate study. The wastewater study ensures that charges will remain sufficient to provide service to utility customers and infrastructure upgrades.

### **Wastewater Supply Capital Projects Fund**

Like the Wastewater Fund, wastewater sales are the major source of revenue for the Wastewater Supply Capital Projects Fund. Wastewater sales account for 95.7% of total revenue for this fund. A portion of the wastewater rate is dedicated for this fund. The remaining revenue stems from interest income.

### **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 97.8% of revenue. In 2016, we revamped oversight of the fleet to gain efficiencies including installation of GPS tracking units and implementation of maintenance tracking software.

### **Lake Nasworthy Trust Fund**

Lot sales account for 74.5%, interest income accounts for 22%, and Lake Lease income accounts for 3.5% of total revenue for fiscal year 2018. 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 Fund is rental income. This revenue source accounts for 95.8% of total revenue in fiscal year 2018. Rental income is projected to increase a small amount as there is an escalation clause in the contracts. The recent pay off of debt in fiscal year 2017 has freed up additional funds for capital and major maintenance projects.

### **Solid Waste Fund**

The primary sources of revenue for the Solid Waste Fund are landfill fees at 60.1% and leases at 37.4% of total revenue. The solid waste fee is based on the contract between the City and Republic Services, which provides trash pickup services to residences.

### **Stormwater Fund**

The primary source of revenue for the Stormwater Fund is the stormwater fee at 92.2% 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 77.8% of total revenue in fiscal year 2018. Activity in this fund is dependent on the strength of the aviation industry.

# City of San Angelo

## General Fund

### Schedule of Revenues

Category	Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>101 REVENUES:</u></b>					
Taxes	Property Tax	30,872,466	32,160,271	33,753,546	1,593,275
	Sales Tax	16,781,314	17,614,317	17,417,526	(196,791)
	Franchise Tax	4,349,481	4,517,446	4,633,982	116,536
	<b>Total Taxes</b>	<b>52,003,261</b>	<b>54,292,034</b>	<b>55,805,054</b>	<b>1,513,020</b>
Charges for Services	Construction Management	167,315	127,076	74,300	(52,776)
	Real Estate	158,146	132,105	129,126	(2,979)
	Development Services	706,212	702,768	708,869	6,101
	Operations	145,826	148,100	211,500	63,400
	Parks & Recreation	540,208	559,200	566,200	7,000
	Neighborhood & Family Svcs	352,417	419,851	322,129	(97,722)
	Police	552,891	562,175	577,026	14,851
	Fire	5,016,007	3,389,686	3,624,837	235,151
	Other Charges	178,013	129,000	132,700	3,700
	<b>Total Charges for Service</b>	<b>7,817,035</b>	<b>6,169,961</b>	<b>6,346,687</b>	<b>176,726</b>
Fines and Forfeitures	Municipal Court	2,608,938	2,813,239	3,128,116	314,877
Other	Interest	206,435	125,776	418,466	292,690
	Miscellaneous	69,757	53,539	58,576	5,037
	<b>Total Other</b>	<b>276,192</b>	<b>179,315</b>	<b>477,042</b>	<b>297,727</b>
Transfers	Miscellaneous Transfers In	1,475,714	1,212,295	1,192,625	(19,670)
	Administrative Charges	3,138,476	3,173,759	3,396,959	223,200
	Water & Sewer Franchise Fees	1,761,007	2,029,747	2,156,844	127,097
	<b>Total Transfers</b>	<b>6,375,197</b>	<b>6,415,801</b>	<b>6,746,428</b>	<b>330,627</b>
<b>Total General Fund Revenues</b>		<b>\$69,080,623</b>	<b>\$69,870,350</b>	<b>\$72,503,327</b>	<b>\$2,632,977</b>



# City of San Angelo

## General Fund

### Schedule of Expenditures

Category	Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<u>101 EXPENDITURES:</u>					
General Government	City Council	173,823	156,989	156,989	0
	City Manager	686,057	706,956	719,704	12,748
	Internal Auditor	73,804	75,151	76,863	1,712
	City Attorney/Legal	604,947	640,873	653,370	12,497
	Public Information	371,002	452,397	456,417	4,020
	City Clerk	275,755	243,226	261,721	18,495
	Construction Management	178,926	190,328	127,791	(62,537)
	Municipal Court	2,494,473	2,418,177	2,565,208	147,031
	Facilities Maintenance	796,571	658,482	677,229	18,747
	<b>Total General Government</b>	<b>5,655,358</b>	<b>5,542,579</b>	<b>5,695,292</b>	<b>152,713</b>
Human Resources & Risk Management	Human Resources	366,276	406,148	2,402,668	1,996,520
	Crossing Guards	130,164	122,000	125,700	3,700
	<b>Total Human Resources &amp; Risk Management</b>	<b>496,440</b>	<b>528,148</b>	<b>2,528,368</b>	<b>2,000,220</b>
Finance	Budget	1,058,339	1,073,197	1,088,244	15,047
	Accounting	511,797	520,543	578,620	58,077
	Billing & Receipts	655,625	694,807	704,861	10,054
	Information Technology	527,841	581,969	647,407	65,438
	Purchasing	138,035	158,724	169,287	10,563
	Real Estate	150,631	171,059	175,450	4,391
	<b>Total Finance</b>	<b>3,042,268</b>	<b>3,200,299</b>	<b>3,363,869</b>	<b>163,570</b>
Economic Development	Development Corporation	362,039	471,250	489,934	18,684
	<b>Total Development Corporation</b>	<b>362,039</b>	<b>471,250</b>	<b>489,934</b>	<b>18,684</b>
Planning & Development Services	Administration	471,305	466,072	467,510	1,438
	Planning	351,890	299,481	296,139	(3,342)
	GIS	267,231	295,217	301,144	5,927
	Permits & Inspections	869,748	838,663	883,580	44,917
	<b>Total Development Services</b>	<b>1,960,174</b>	<b>1,899,433</b>	<b>1,948,373</b>	<b>48,940</b>
Neighborhood & Family Services	Code Compliance	444,227	461,179	453,434	(7,745)
	Animal Services	877,716	1,016,501	914,880	(101,621)
	<b>Total Neighborhood &amp; Family Services</b>	<b>1,321,943</b>	<b>1,477,680</b>	<b>1,368,314</b>	<b>(109,366)</b>

# City of San Angelo

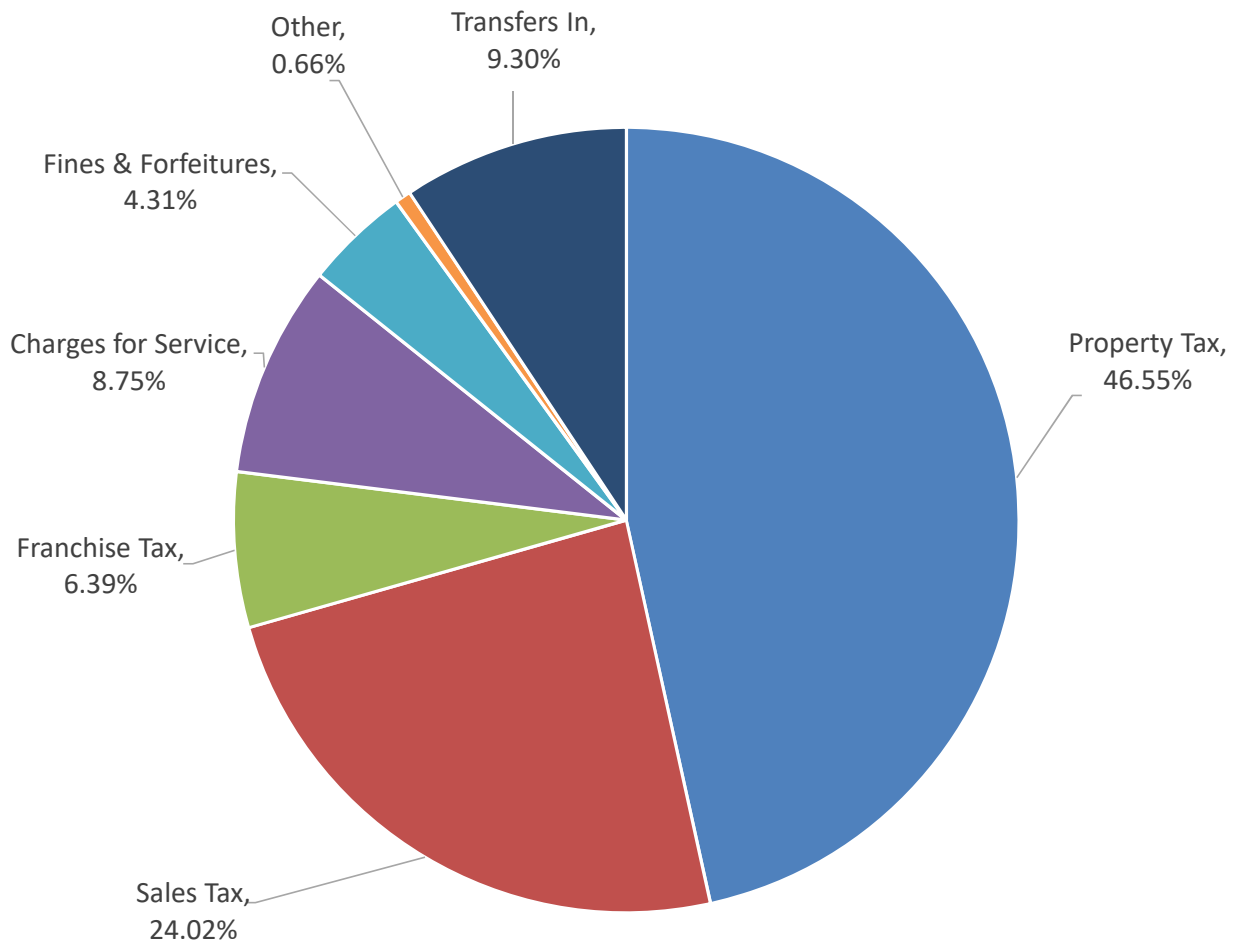
## General Fund

### Schedule of Expenditures

Category	Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
Health Services	Administration	166,557	173,922	176,616	2,694
	MHMR Contribution	55,423	55,423	55,500	77
	<b>Total Health Services</b>	<b>221,980</b>	<b>229,345</b>	<b>232,116</b>	<b>2,771</b>
Police	Police	17,636,079	17,174,033	18,359,034	1,185,001
	Traffic Safety	285,889	247,878	247,878	0
	DWI Step	19,750	39,222	39,222	0
	Public Safety Communications	1,324,183	1,479,276	1,516,048	36,772
	<b>Total Police</b>	<b>19,265,901</b>	<b>18,940,409</b>	<b>20,162,182</b>	<b>1,221,773</b>
Fire	Fire	15,877,962	15,713,112	16,926,633	1,213,521
	Fire Prevention	750,072	721,900	737,993	16,093
	<b>Total Fire</b>	<b>16,628,034</b>	<b>16,435,012</b>	<b>17,664,626</b>	<b>1,229,614</b>
Public Works	Engineering	1,095,965	1,188,075	1,209,596	21,521
	Operations Admin	344,799	350,170	357,130	6,960
	Traffic/Signal Control	818,153	925,376	986,806	61,430
	Street and Bridge	5,928,463	6,102,409	6,346,045	243,636
	Street Lighting	1,318,463	1,118,829	1,118,829	0
	<b>Total Public Works</b>	<b>9,505,843</b>	<b>9,684,859</b>	<b>10,018,406</b>	<b>333,547</b>
Parks & Recreation	Parks	3,310,081	3,360,227	3,419,845	59,618
	Water Lily Garden	97,415	99,850	102,346	2,496
	Recreation	1,046,214	1,105,133	1,119,499	14,366
	<b>Total Parks &amp; Recreation</b>	<b>4,453,710</b>	<b>4,565,210</b>	<b>4,641,690</b>	<b>76,480</b>
Other	Non-Departmental	2,622,577	3,652,559	1,113,502	(2,539,057)
	Transfers Out	2,933,564	3,243,567	3,276,655	4,047
	<b>Total Other</b>	<b>5,556,141</b>	<b>6,896,126</b>	<b>4,390,157</b>	<b>(2,505,969)</b>
<b>Total General Fund Expenditures</b>		<b>\$68,469,831</b>	<b>\$69,870,350</b>	<b>\$72,503,327</b>	<b>\$2,632,977</b>
Increase/(Decrease) in Fund Balance		610,792	0	0	0
Beginning Fund Balance		19,017,837	19,628,629	19,628,629	0
<b>Ending Fund Balance</b>		<b>\$19,628,629</b>	<b>\$19,628,629</b>	<b>\$19,628,629</b>	<b>\$0</b>

# City of San Angelo General Fund Schedule of Revenues

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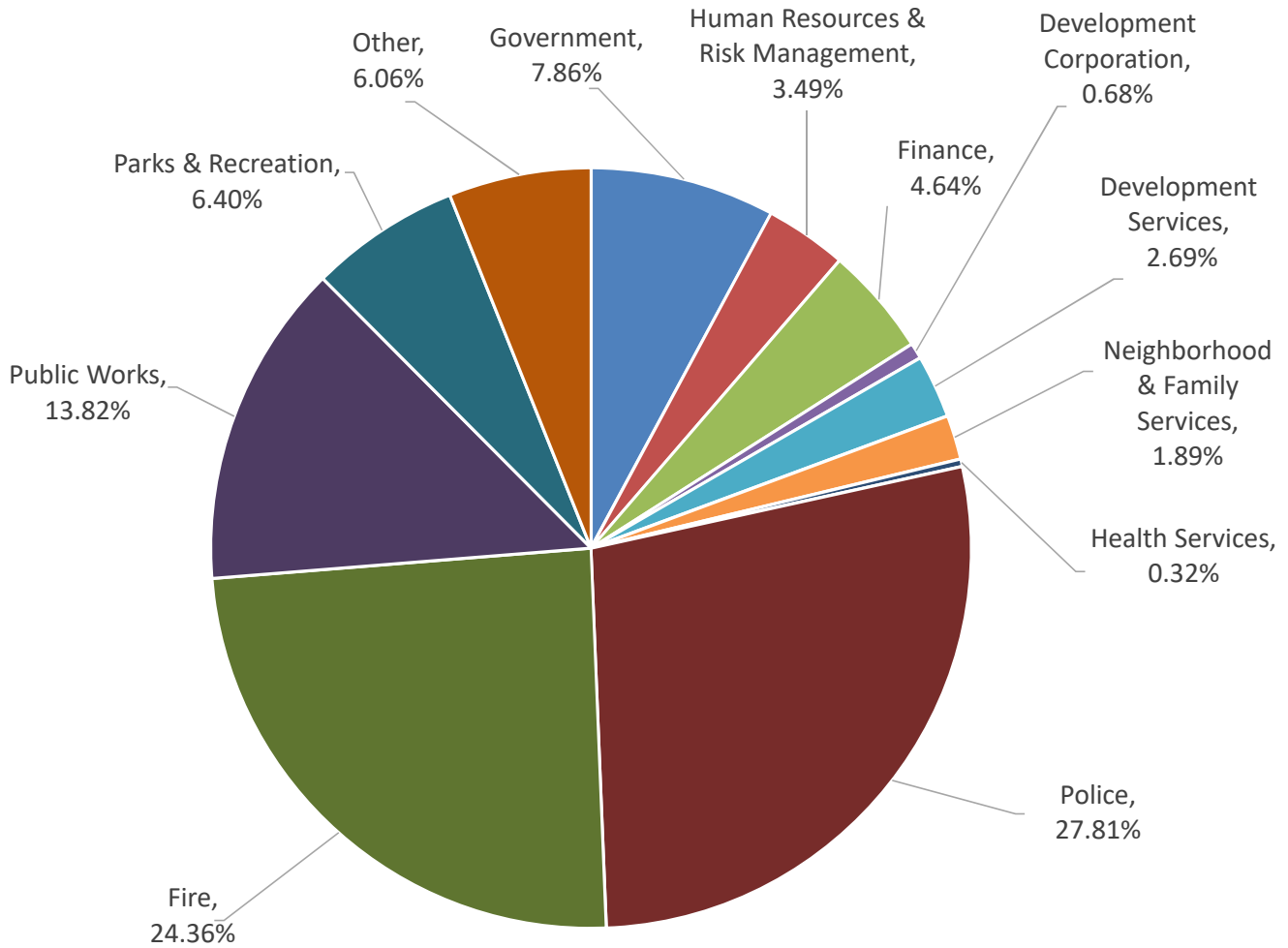


**Graph Description:**

The property tax, at a rate of 0.7760 per \$100 valuation, is the largest revenue source for the General Fund. Property, sales, and franchise taxes account for almost 77% of the General Fund's revenue. All other revenue sources combined total approximately 23% of General Fund Revenue.

# City of San Angelo General Fund Schedule of Expenditures by Division

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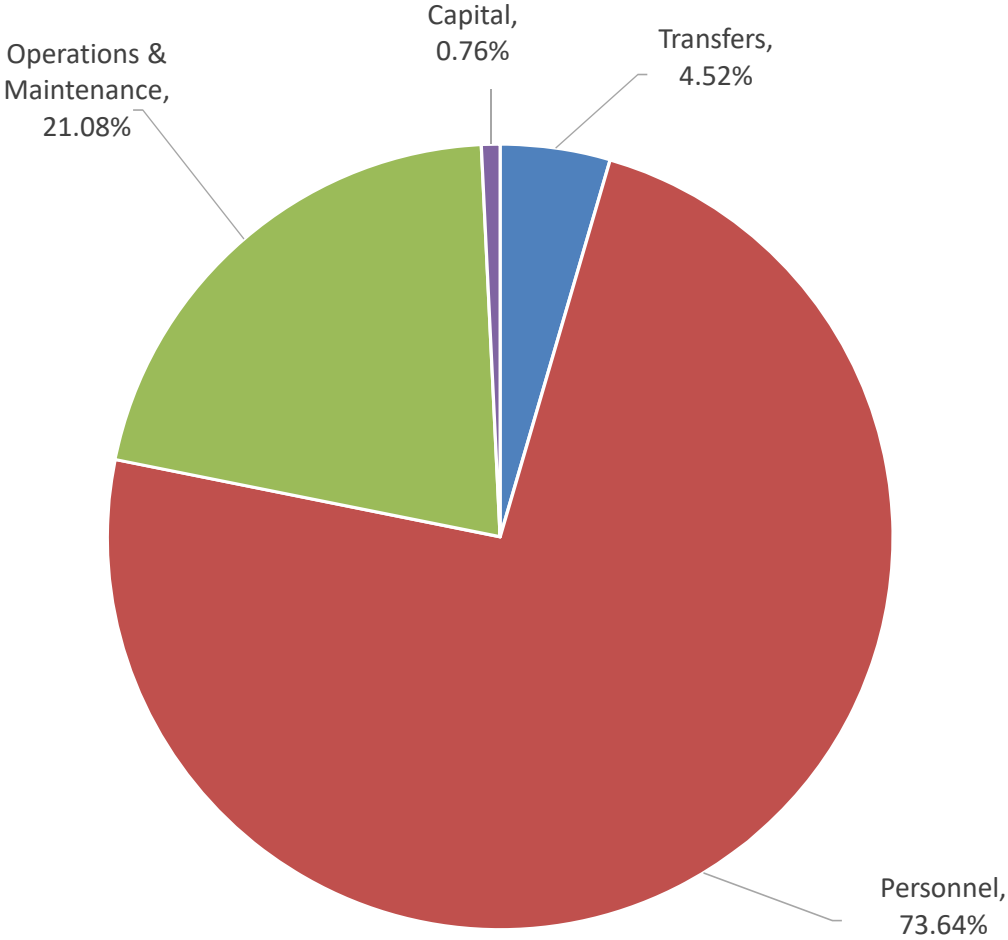


**Graph Description:**

The "Other" portion includes transfers and non-departmental (civil service leave payoffs, tax rebates, and transit contracts).

# City of San Angelo General Fund Schedule of Expenditures by Category

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**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, capital, and transfers account for just over one-quarter of General Fund expenses.

# City of San Angelo

## General Debt Service Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>105 REVENUES:</u></b>				
Current Taxes	4,405,660	4,565,513	4,519,800	(45,713)
Delinquent Taxes	41,469	50,000	46,676	(3,324)
Transfers In	2,473,747	1,837,561	2,909,822	1,072,261
Interest	21,899	12,000	4,500	(7,500)
<b>Total Revenues</b>	<b>\$6,942,775</b>	<b>\$6,465,074</b>	<b>\$7,480,798</b>	<b>\$1,015,724</b>
<b><u>105 EXPENSES:</u></b>				
Principal on Debt	5,302,500	8,385,000	5,324,696	(3,060,304)
Interest on Debt	1,878,204	2,402,023	2,140,968	(261,055)
Issue Costs	302,588	13,458	15,134	1,676
<b>Total Expenditures</b>	<b>\$7,483,292</b>	<b>\$10,800,481</b>	<b>\$7,480,798</b>	<b>(\$3,319,683)</b>
Revenues Over/ (Under) Expenditures	(540,517)	(4,335,407)	0	4,335,407
Beginning Fund Balance	6,645,830	6,105,313	1,769,906	(4,335,407)
<b>Ending Fund Balance</b>	<b>\$6,105,313</b>	<b>\$1,769,906</b>	<b>\$1,769,906</b>	<b>\$0</b>

# City of San Angelo

## General Equipment Replacement Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>501 REVENUES:</u></b>				
Transfers In	1,071,862	1,201,373	1,201,373	0
Sale of Fixed Assets	0	55,000	55,000	0
Other	138,014	40,301	95,000	54,699
<b>Total Revenue</b>	<b>\$1,209,876</b>	<b>\$1,296,674</b>	<b>\$1,351,373</b>	<b>\$54,699</b>
<b><u>501 EXPENDITURES:</u></b>				
Vehicles & Equipment	1,143,708	1,296,674	1,351,373	54,699
<b>Total Expenditures</b>	<b>\$1,143,708</b>	<b>\$1,296,674</b>	<b>\$1,351,373</b>	<b>\$54,699</b>
Revenues Over/ (Under) Expenditures	66,168	0	0	0
Beginning Fund Balance	277,476	343,644	343,644	0
<b>Ending Fund Balance</b>	<b>\$343,644</b>	<b>\$343,644</b>	<b>\$343,644</b>	<b>\$0</b>

# City of San Angelo

## General Capital Projects Fund

### Schedule of Revenues and Expenditures

Description	FY16 Actual	FY17 Current Budget *	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>502 REVENUES:</b>				
Transfers In	5,115,039	283,795	244,295	(39,500)
Other Revenue	213,354	7,261,590	5,705	(7,255,885)
<b>Total Revenue</b>	<b>\$5,328,393</b>	<b>\$7,545,385</b>	<b>\$250,000</b>	<b>(\$7,295,385)</b>
<b>502 EXPENDITURES</b>				
Vehicle Maintenance	0	61,292	0	(61,292)
Facilities	14,919	40,555	0	(40,555)
City Hall Plaza Rehabilitation	4,949	4,640	0	(4,640)
19th St. Sidewalks	124,626	0	0	0
Development Software	35,000	0	0	0
Transportation Enhancement	27,138	112,862	0	(112,862)
Street Improvements	103	171,618	0	(171,618)
Stormwater Improvements	0	2,080,000	0	(2,080,000)
Dog Park	0	12,000	0	(12,000)
Texas Bank Sports Complex	34,200	674,544	0	(674,544)
29th St Sports Complex	0	1,750,000	0	(1,750,000)
Fort Concho	0	900,000	0	(900,000)
Cemetery Improvements	298,745	4,167	0	(4,167)
Auditorium	0	11,642,908	0	(11,642,908)
Fire Station	0	148,380	0	(148,380)
Ambulance Replacement	15,416	999,991	250,000	(749,991)
Fire Mobile Data Terminals	4,731	28,392	0	(28,392)
Contingencies	0	17,096	0	(17,096)
<b>Total Expenditures</b>	<b>\$559,827</b>	<b>\$18,648,445</b>	<b>\$250,000</b>	<b>(\$18,398,445)</b>
Revenues Over/ (Under) Expenditures	4,768,566	(11,103,060)	0	11,103,060
Beginning Fund Balance	6,429,265	11,197,831	94,771	(11,103,060)
<b>Ending Fund Balance</b>	<b>\$11,197,831</b>	<b>\$94,771</b>	<b>\$94,771</b>	<b>\$0</b>

\* Reporting amended budget due to numerous multi-year projects.



# City of San Angelo

## Intergovernmental Fund

### Schedule of Revenues and Expenditures

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>103 REVENUES:</b>				
Health Department Revenue	126,551	108,900	108,900	0
Health Department Grants	455,221	437,229	437,229	0
WIC Grant	828,858	877,860	854,620	(23,240)
Transportation Grant	133,921	477,599	205,528	(272,071)
Nutrition Program Revenue	140,798	158,945	158,945	0
Police Grants	20,137	198,299	0	(198,299)
Parks Grants and Donations	7,500	0	0	
Emergency Management Grant	123,283	225,448	225,308	(140)
Interest	711	0	0	0
Transfers In	381,869	372,575	386,137	13,562
<b>Total Revenue</b>	<b>\$2,218,849</b>	<b>\$2,856,855</b>	<b>\$2,376,667</b>	<b>(\$480,188)</b>
<b>103 EXPENDITURES:</b>				
Health Department Grants	578,410	625,023	628,089	3,066
WIC Grant	763,347	807,860	811,755	3,895
Social Services	177,676	124,915	126,170	1,255
Transportation Planning Grant	65,449	462,909	190,838	(272,071)
Nutrition	247,656	263,204	271,264	8,060
Police Grants	20,137	198,299	0	(198,299)
Parks Grants	6,357	0	0	
Emergency Management	204,080	279,925	280,966	1,041
Fire Grants	363,242	0	0	0
Transfers Out	362,459	94,720	67,585	(27,135)
<b>Total Expenditures</b>	<b>\$2,788,813</b>	<b>\$2,856,855</b>	<b>\$2,376,667</b>	<b>(\$480,188)</b>
Revenues Over/ (Under) Expenditures	(569,964)	0	0	0
Beginning Fund Balance	654,461	84,497	84,497	0
<b>Ending Fund Balance</b>	<b>\$84,497</b>	<b>\$84,497</b>	<b>\$84,497</b>	<b>\$0</b>

# City of San Angelo

## TIRZ Fund

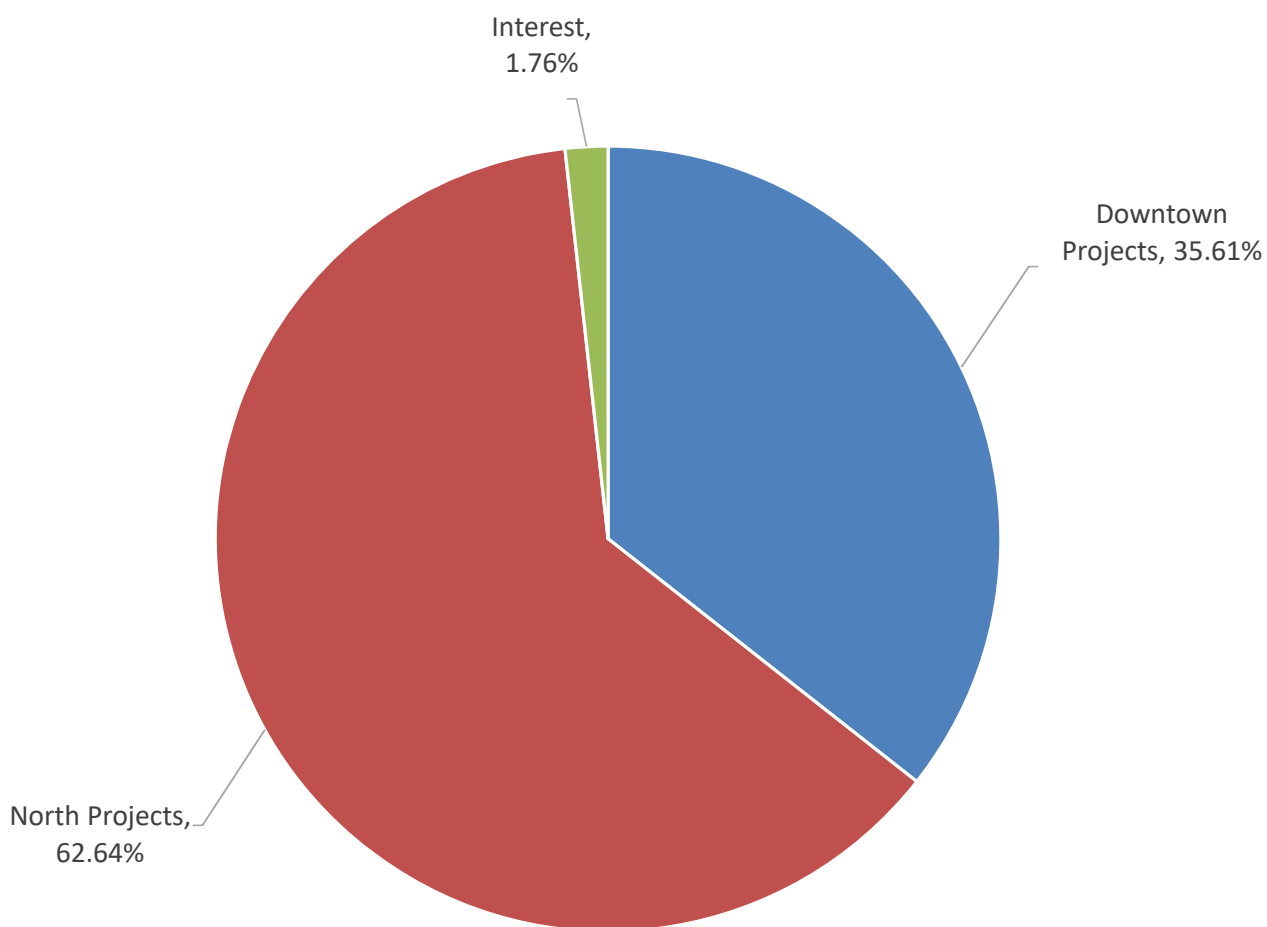
### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>106 REVENUES:</u></b>				
Downtown Property Tax	248,219	283,705	315,758	32,053
North Property Tax	387,342	452,738	555,501	102,763
Interest	7,918	4,334	15,567	11,233
<b>Total Revenues</b>	<b>\$643,479</b>	<b>\$740,777</b>	<b>\$886,826</b>	<b>\$146,049</b>
<b><u>106 EXPENSES:</u></b>				
Downtown Projects	73,302	285,872	323,542	37,670
North Projects	64,363	454,905	563,284	108,379
New Freedom Grant	254,830	0	0	0
<b>Total Expenditures</b>	<b>\$392,495</b>	<b>\$740,777</b>	<b>\$886,826</b>	<b>\$146,049</b>
Revenues Over/ (Under) Expenditures	250,984	0	0	0
Beginning Fund Balance	1,248,359	1,499,343	1,499,343	0
<b>Ending Fund Balance</b>	<b>\$1,499,343</b>	<b>\$1,499,343</b>	<b>\$1,499,343</b>	<b>\$0</b>

# City of San Angelo TIRZ Fund Schedule of Revenues

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**Graph Description:**

The purpose of this graph is to show that TIRZ funds are allocated in accordance with receipt, with more resources in North exceeding resources in the Downtown area

# City of San Angelo

## Community Development Block Grant Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>453 REVENUES:</b>				
Grant Income	629,376	678,718	688,898	10,180
Rehab Loans	4,451	32,000	32,000	0
Miscellaneous	10,000	0	0	0
<b>Total Revenues</b>	<b>\$643,827</b>	<b>\$710,718</b>	<b>\$720,898</b>	<b>\$10,180</b>
<b>453 EXPENDITURES:</b>				
Administration	240,243	265,858	269,000	3,142
Debt Service	149,001	147,695	146,048	(1,647)
Public Service Projects	82,495	109,165	177,850	68,685
Rehab Grants and Loans	145,255	150,000	90,000	(60,000)
Code Enforcement	38,000	38,000	38,000	0
<b>Total Expenditures</b>	<b>\$654,994</b>	<b>\$710,718</b>	<b>\$720,898</b>	<b>\$10,180</b>
Revenues Over/ (Under) Expenditures	(11,167)	0	0	0
Beginning Fund Balance	11,167	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 Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>483 REVENUES:</b>				
Grant Income	181,316	254,111	249,197	(4,914)
Rent	16,003	0	0	0
Loan Payments	3,494	24,000	24,000	0
Miscellaneous	66,859	68,727	68,547	(180)
<b>Total Revenues</b>	<b>\$267,672</b>	<b>\$346,838</b>	<b>\$341,744</b>	<b>(\$5,094)</b>
<b>483 EXPENDITURES:</b>				
Administration	35,801	96,730	95,867	(863)
Galilee CDC	83,009	88,000	99,450	11,450
MHMR Contribution	38,286	51,000	1,545	(49,455)
Homebuyers Assistance	74,840	111,108	144,882	33,774
Duplex Maintenance	3,439	0	0	0
<b>Total Expenditures</b>	<b>\$235,375</b>	<b>\$346,838</b>	<b>\$341,744</b>	<b>(\$5,094)</b>
Revenues Over/ (Under) Expenditures	32,297	0	0	0
Beginning Balance	(32,297)	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	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>601 REVENUES:</b>				
Police Donations	28,028	4,250	7,250	3,000
Parks Donations	65,133	3,000	3,000	0
Recreation Donations	42,203	30,600	30,000	(600)
Other Donations	668	0	0	0
Interest	18,176	0	2,440	2,440
<b>Total Revenue</b>	<b>\$154,208</b>	<b>\$37,850</b>	<b>\$42,690</b>	<b>\$4,840</b>
<b>601 EXPENDITURES</b>				
Police Projects	45,371	4,250	7,250	3,000
Parks Projects	24,102	3,000	3,000	0
Recreation Projects	21,757	30,600	30,000	(600)
Other	48,119	0	2,440	2,440
<b>Total Expenditures</b>	<b>\$139,349</b>	<b>\$37,850</b>	<b>\$42,690</b>	<b>\$4,840</b>
Revenues Over/ (Under) Expenditures	14,859	0	0	0
Beginning Fund Balance	209,178	224,037	224,037	0
<b>Ending Fund Balance</b>	<b>\$224,037</b>	<b>\$224,037</b>	<b>\$224,037</b>	<b>\$0</b>

# City of San Angelo

## Hotel Occupancy Tax Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>605 REVENUES:</b>				
Hotel Occupancy Tax	0	0	1,857,500	1,857,500
Interest	0	0	27,394	27,394
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,884,894</b>	<b>\$1,884,894</b>
<b>605 EXPENSES:</b>				
San Angelo Performing Arts Center	0	0	50,000	50,000
San Angelo Chamber of Commerce	0	0	865,000	865,000
San Angelo Cultural Affairs Council	0	0	92,875	92,875
Down Town San Angelo	0	0	37,500	37,500
Transfer to Fort Concho	0	0	50,000	50,000
Transfer to Civic Events	0	0	891,600	891,600
Transfer to Sports Complex	0	0	50,000	50,000
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,036,975</b>	<b>\$2,036,975</b>
Revenues Over/ (Under) Expenditures	0	0	(152,081)	(152,081)
Beginning Balance	0	0	1,396,084	1,396,084
<b>Ending Balance *</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,244,003</b>	<b>\$1,244,003</b>

\* This fund was created in fiscal year 2017 and fully enacted for fiscal year 2018. Fund balance was allocated from the Civic Events Fund. A use of the fund balance is necessary this first year and will be reevaluated throughout the year.

# City of San Angelo

## Lake Nasworthy Trust Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>640 REVENUES:</b>				
Lot Sales	134,814	700,000	700,000	0
Lake Lease Income	28,847	84,000	32,882	(51,118)
Interest	161,042	144,441	206,138	61,697
<b>Total Revenues</b>	<b>\$324,703</b>	<b>\$928,441</b>	<b>\$939,020</b>	<b>\$10,579</b>
<b>640 EXPENDITURES:</b>				
Professional Services	12,100	50,000	50,000	0
Transfers Out	116,889	286,797	185,524	(101,273)
<b>Total Expenditures</b>	<b>\$128,989</b>	<b>\$336,797</b>	<b>\$235,524</b>	<b>(\$101,273)</b>
Revenues Over/ (Under) Expenditures	195,714	591,644	703,496	111,852
Beginning Fund Balance	13,363,245	13,558,959	14,150,603	591,644
<b>Ending Fund Balance</b>	<b>\$13,558,959</b>	<b>\$14,150,603</b>	<b>\$14,854,099</b>	<b>\$703,496</b>



# City of San Angelo

## Texas Bank Sports Complex Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>203 REVENUES:</u></b>				
Program Fees	103,195	88,000	98,000	10,000
Transfers In	746,802	747,651	751,728	4,077
Other Revenue	72,849	57,426	67,709	10,283
<b>Total Revenues</b>	<b>\$922,846</b>	<b>\$893,077</b>	<b>\$917,437</b>	<b>\$24,360</b>
<b><u>203 EXPENSES:</u></b>				
Personnel	364,800	381,543	390,227	8,684
Operations & Maintenance	425,589	511,534	527,210	15,676
<b>Total Expenses</b>	<b>\$790,389</b>	<b>\$893,077</b>	<b>\$917,437</b>	<b>\$24,360</b>
Revenues Over/ (Under) Expenditures	132,457	0	0	0
Beginning Fund Balance	132,706	265,163	265,163	0
<b>Ending Fund Balance</b>	<b>\$265,163</b>	<b>\$265,163</b>	<b>\$265,163</b>	<b>\$0</b>

# City of San Angelo

## Civic Events Fund

### Schedule of Revenues and Expenditures

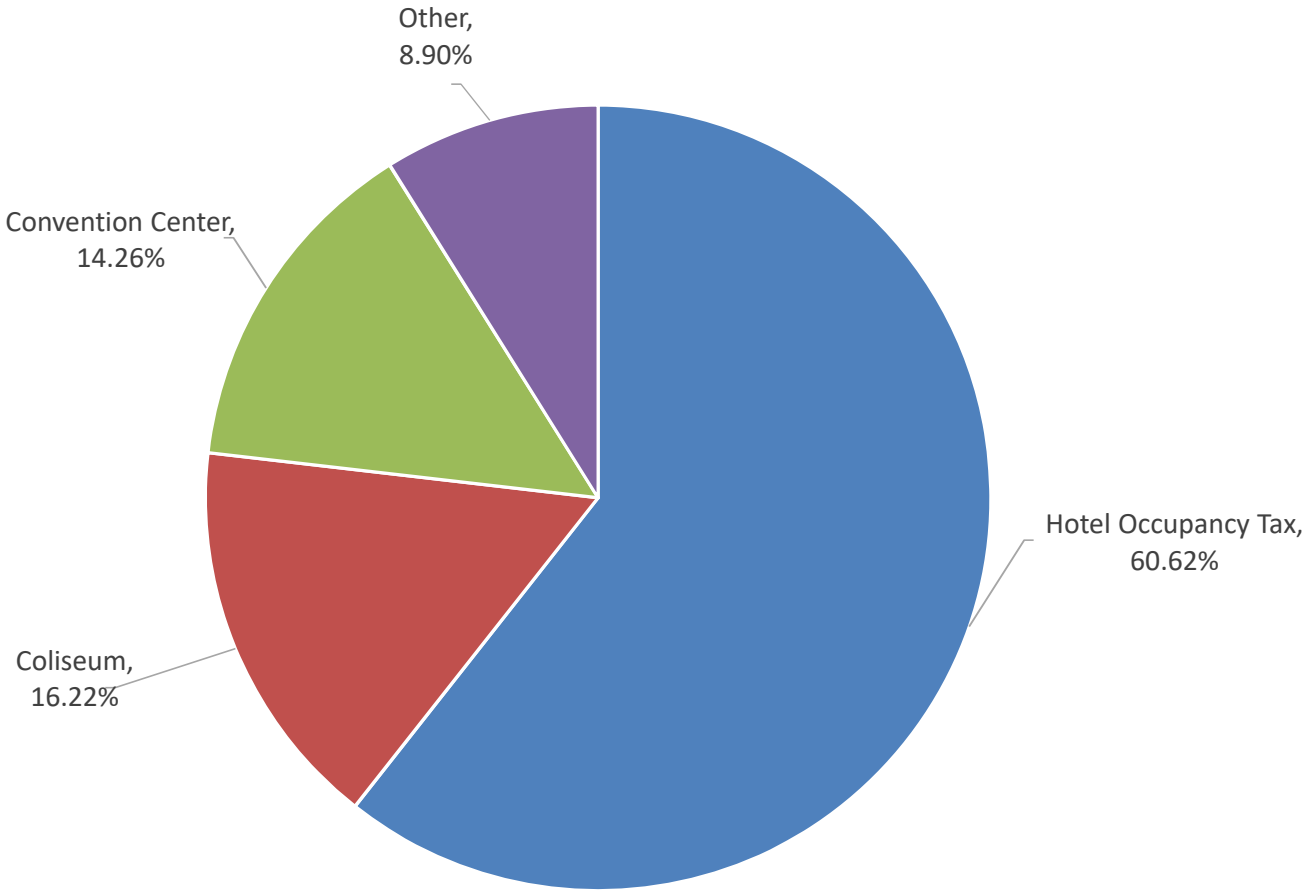
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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>410 REVENUES:</b>				
Hotel Occupancy Tax (Transfer In)	1,960,114	1,857,500	891,600	(965,900)
Coliseum Revenue	232,179	245,986	238,500	(7,486)
Convention Center Revenue	200,053	249,400	209,750	(39,650)
River Stage Revenue	14,191	31,000	22,500	(8,500)
Pavilion Revenue	11,533	9,500	11,200	1,700
Pecan Creek Revenue	4,160	5,800	5,000	(800)
Other	65,648	75,262	92,228	16,966
<b>Total Revenues</b>	<b>\$2,487,878</b>	<b>\$2,474,448</b>	<b>\$1,470,778</b>	<b>(\$1,003,670)</b>
<b>410 EXPENDITURES:</b>				
Personnel	735,735	753,060	772,267	19,207
Operations & Maintenance	1,695,638	1,506,500	590,946	(915,554)
Transfers Out	199,232	199,232	99,232	(100,000)
Capital	68,386	15,656	8,333	(7,323)
<b>Total Expenditures *</b>	<b>\$2,698,991</b>	<b>\$2,474,448</b>	<b>\$1,470,778</b>	<b>(\$1,003,670)</b>
Revenues Over/ (Under) Expenditures	(211,113)	0	0	0
Beginning Fund Balance *	2,446,708	2,235,595	839,511	(1,396,084)
<b>Ending Fund Balance</b>	<b>\$2,235,595</b>	<b>\$2,235,595</b>	<b>\$839,511</b>	<b>(\$1,396,084)</b>

\* Total expenditures and fund balance have decreased due to the creation of the 605 Hotel Occupancy Tax Fund.

# City of San Angelo Civic Events Fund Schedule of Revenues

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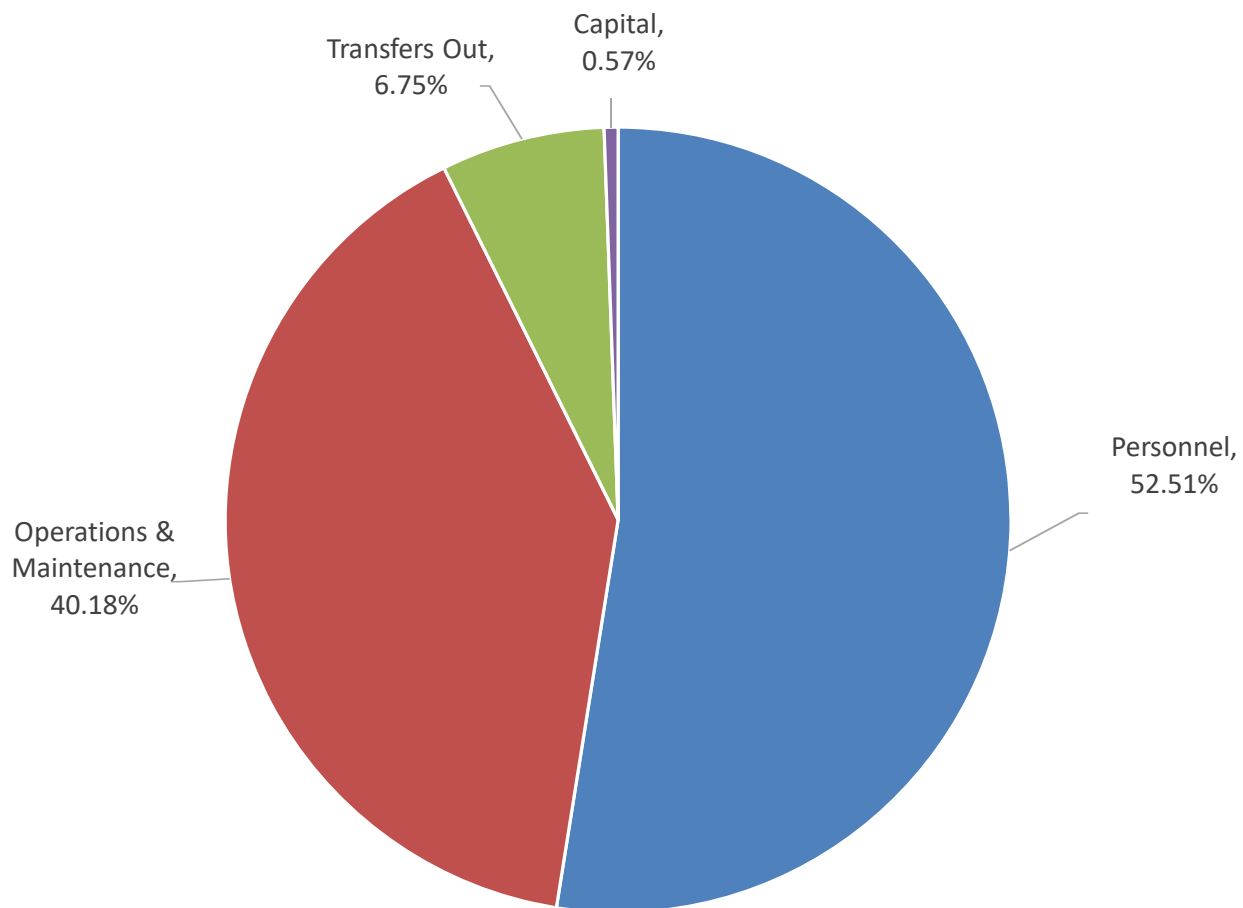


**Graph Description:**

The graph above shows that the hotel occupancy tax serves as the main source of revenue for the the Civic Events Fund.

# City of San Angelo Civic Events Fund Schedule of Expenditures

---



**Graph Description:**

The graph above shows that personnel comprises the largest expense for the Civic Events Fund at over 52%, followed closely by operations and maintenance.

# City of San Angelo

## Fort Concho Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>420 REVENUES:</b>				
Rent & Donations	640,402	600,250	623,250	23,000
Transfers In	391,826	393,640	406,388	12,748
Other	24,796	25,092	28,017	2,925
<b>Total Revenues</b>	<b>\$1,057,024</b>	<b>\$1,018,982</b>	<b>\$1,057,655</b>	<b>\$38,673</b>
<b>420 EXPENDITURES:</b>				
Personnel	732,478	720,999	733,073	12,074
Operations & Maintenance	282,697	295,710	321,582	25,872
Capital	1,000	2,273	3,000	727
<b>Total Expenditures</b>	<b>\$1,016,175</b>	<b>\$1,018,982</b>	<b>\$1,057,655</b>	<b>\$38,673</b>
Revenues Over/ (Under) Expenditures	40,849	0	0	0
Beginning Fund Balance	190,635	231,484	231,484	0
<b>Ending Fund Balance</b>	<b>\$231,484</b>	<b>\$231,484</b>	<b>\$231,484</b>	<b>\$0</b>

# City of San Angelo

## Fairmount Cemetery Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>440 REVENUES:</b>				
Charges for Service	311,919	326,950	285,900	(41,050)
Trust Income	39,590	50,000	50,000	0
Transfers In	91,020	77,693	86,734	9,041
Other Revenue	6,200	5,000	5,000	0
<b>Total Revenues</b>	<b>\$448,729</b>	<b>\$459,643</b>	<b>\$427,634</b>	<b>(\$32,009)</b>
<b>440 EXPENDITURES:</b>				
Personnel	281,213	251,571	263,331	11,760
Operations & Maintenance	118,925	177,352	152,303	(25,049)
Capital	13,948	0	0	0
<b>Total Expenditures</b>	<b>\$414,086</b>	<b>\$428,923</b>	<b>\$415,634</b>	<b>(\$13,289)</b>
Revenues Over/ (Under) Expenditures	34,643	30,720	12,000	(18,720)
Beginning Fund Balance	(148,729)	(114,086)	(83,366)	30,720
<b>Ending Fund Balance *</b>	<b>(\$114,086)</b>	<b>(\$83,366)</b>	<b>(\$71,366)</b>	<b>\$12,000</b>

\* Fees for the new columbarium service are budgeted revenue over expenditure thereby increasing the fund balance.

# City of San Angelo

## State Office Buildings Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<u>201 REVENUES:</u>				
Rental Income	1,221,712	1,230,000	1,240,000	10,000
Other Revenue	55,307	50,053	53,998	3,945
<b>Total Revenues</b>	<b>\$1,277,019</b>	<b>\$1,280,053</b>	<b>\$1,293,998</b>	<b>\$13,945</b>
<u>201 EXPENDITURES:</u>				
Personnel	127,060	119,997	122,952	2,955
Operations & Maintenance	638,613	595,700	926,532	330,832
Debt Service	499,977	514,356	171,573	(342,783)
Capital	85,132	50,000	50,000	0
Transfers Out	0	0	22,941	22,941
<b>Total Expenditures</b>	<b>\$1,350,782</b>	<b>\$1,280,053</b>	<b>\$1,293,998</b>	<b>\$13,945</b>
Revenues Over/ (Under) Expenditures	(73,763)	0	0	0
Beginning Fund Balance	273,002	199,239	199,239	0
<b>Ending Fund Balance</b>	<b>\$199,239</b>	<b>\$199,239</b>	<b>\$199,239</b>	<b>\$0</b>

# City of San Angelo

## Airport Operating Fund

### Schedule of Revenues and Expenditures

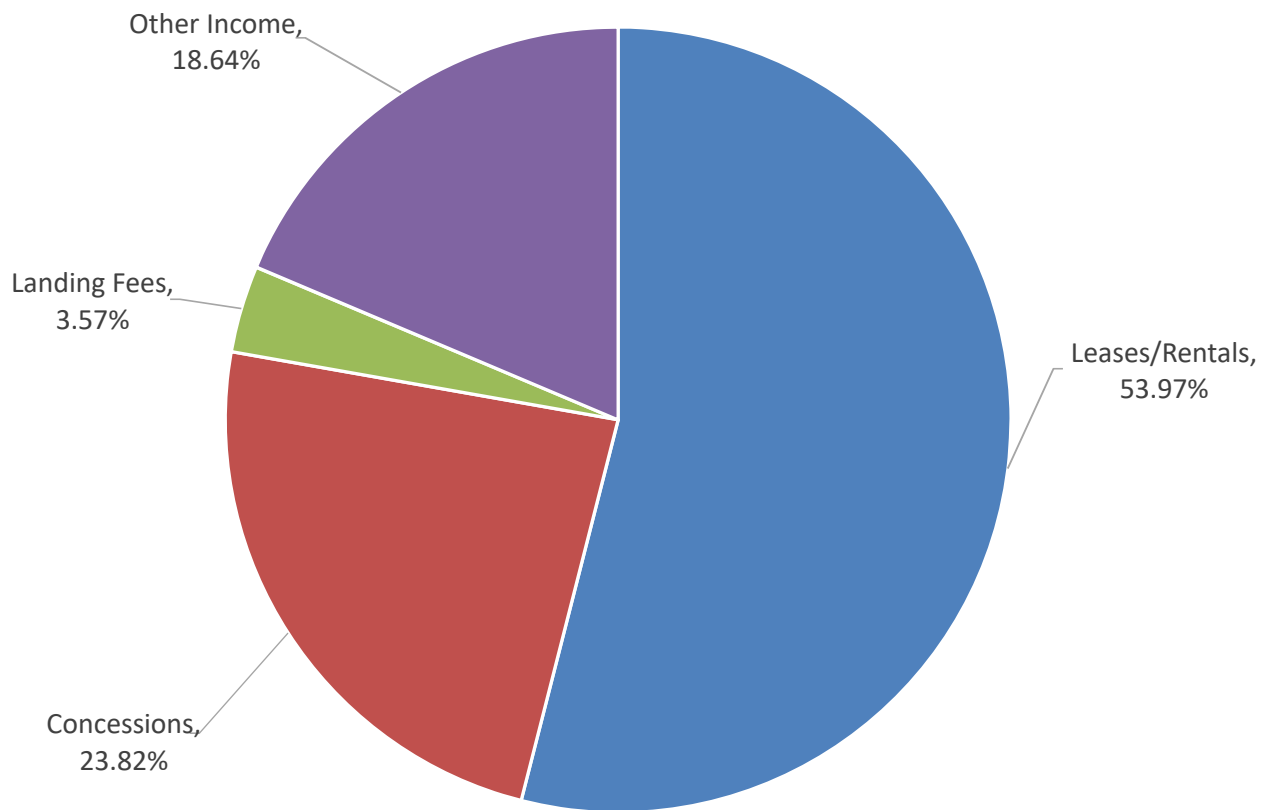
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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>220 REVENUES:</b>				
Leases/Rentals	820,727	754,102	795,502	41,400
Concessions	327,347	331,891	351,080	19,189
Landing Fees	46,934	45,469	52,682	7,213
Advertising	17,311	30,000	30,000	0
Interest	1,225	378	1,172	794
Grants	726	722	722	0
Transfers In	240,000	0	0	0
Other Income	211,161	228,199	242,934	14,735
<b>Total Revenues</b>	<b>\$1,665,431</b>	<b>\$1,390,761</b>	<b>\$1,474,092</b>	<b>\$83,331</b>
<b>220 EXPENSES:</b>				
Personnel	765,069	745,080	784,271	39,191
Operations & Maintenance	667,134	519,886	559,655	39,769
Capital	1,678	0	0	0
Transfers Out	79,829	79,829	84,200	4,371
Debt Service	42,233	45,966	45,966	0
<b>Total Expenses</b>	<b>\$1,555,943</b>	<b>\$1,390,761</b>	<b>\$1,474,092</b>	<b>\$83,331</b>
Revenues Over/ (Under) Expenditures	109,488	0	0	0
Beginning Fund Balance	108,893	218,381	218,381	0
<b>Ending Fund Balance</b>	<b>\$218,381</b>	<b>\$218,381</b>	<b>\$218,381</b>	<b>\$0</b>



# City of San Angelo Airport Operating Fund Schedule of Revenues

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**Graph Description:**

The graph above shows the majority of the City's Airport revenue comes from leases and rental income, such as hangar rentals.

# City of San Angelo

## Airport Passenger Facility Charges (PFC) Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>529 REVENUES:</u></b>				
Passenger Facility Charges	263,378	270,000	256,500	(13,500)
Interest	8,226	4,936	16,086	11,150
<b>Total Revenues</b>	<b>\$271,604</b>	<b>\$274,936</b>	<b>\$272,586</b>	<b>(\$2,350)</b>
<b><u>529 EXPENSES:</u></b>				
Transfer to Capital Fund	145,242	274,936	272,586	(2,350)
Miscellaneous	20,000	0	0	0
<b>Total Expenses</b>	<b>\$165,242</b>	<b>\$274,936</b>	<b>\$272,586</b>	<b>(\$2,350)</b>
Revenues Over/ (Under) Expenditures	106,362	0	0	0
Beginning Fund Balance	844,454	950,816	950,816	0
<b>Ending Fund Balance</b>	<b>\$950,816</b>	<b>\$950,816</b>	<b>\$950,816</b>	<b>\$0</b>

# City of San Angelo

## Solid Waste Enterprise Fund

### Schedule of Revenues and Expenditures

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>230 REVENUES:</b>				
Landfill Fees	1,237,869	949,417	968,106	18,689
Leases	595,221	598,832	602,450	3,618
Other	403,334	3,000	1,000	(2,000)
Interest	22,702	19,059	39,258	20,199
<b>Total Revenues</b>	<b>\$2,259,126</b>	<b>\$1,570,308</b>	<b>\$1,610,814</b>	<b>\$40,506</b>
<b>230 EXPENDITURES:</b>				
Personnel	222,535	212,164	261,999	49,835
Operations & Maintenance	428,895	379,870	335,346	(44,524)
Transfers Out	255,000	255,000	255,000	0
Capital	5,225	207,500	458,469	250,969
Debt Service	8,250	0	0	0
<b>Total Expenditures</b>	<b>\$919,905</b>	<b>\$1,054,534</b>	<b>\$1,310,814</b>	<b>\$256,280</b>
Revenues Over/ (Under) Expenditures	1,339,221	515,774	300,000	(215,774)
Beginning Fund Balance	671,414	2,010,635	2,526,409	515,774
<b>Ending Fund Balance *</b>	<b>\$2,010,635</b>	<b>\$2,526,409</b>	<b>\$2,826,409</b>	<b>\$300,000</b>

\* There is a planned contribution to fund balance in an effort to fully fund the future expenditures associated with of operating the City's landfill.

# City of San Angelo

## Stormwater Enterprise Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>240 REVENUES:</b>				
Stormwater Fee	2,568,278	2,620,000	2,786,000	166,000
Transfers In	95,000	95,000	95,000	0
Other	32,032	22,635	142,154	119,519
<b>Total Revenues</b>	<b>\$2,695,310</b>	<b>\$2,737,635</b>	<b>\$3,023,154</b>	<b>\$285,519</b>
<b>240 EXPENSES:</b>				
Personnel	1,330,818	1,286,143	1,313,538	27,395
Operations & Maintenance	494,463	620,275	656,475	36,200
Transfers Out	211,710	211,710	359,239	147,529
Capital	6,028	619,507	693,902	74,395
<b>Total Expenses</b>	<b>\$2,043,019</b>	<b>\$2,737,635</b>	<b>\$3,023,154</b>	<b>\$285,519</b>
Revenues Over/ (Under) Expenditures	652,291	0	0	0
Beginning Fund Balance	2,419,393	3,071,684	3,071,684	0
<b>Ending Fund Balance</b>	<b>\$3,071,684</b>	<b>\$3,071,684</b>	<b>\$3,071,684</b>	<b>\$0</b>

# City of San Angelo

## Water Enterprise Fund

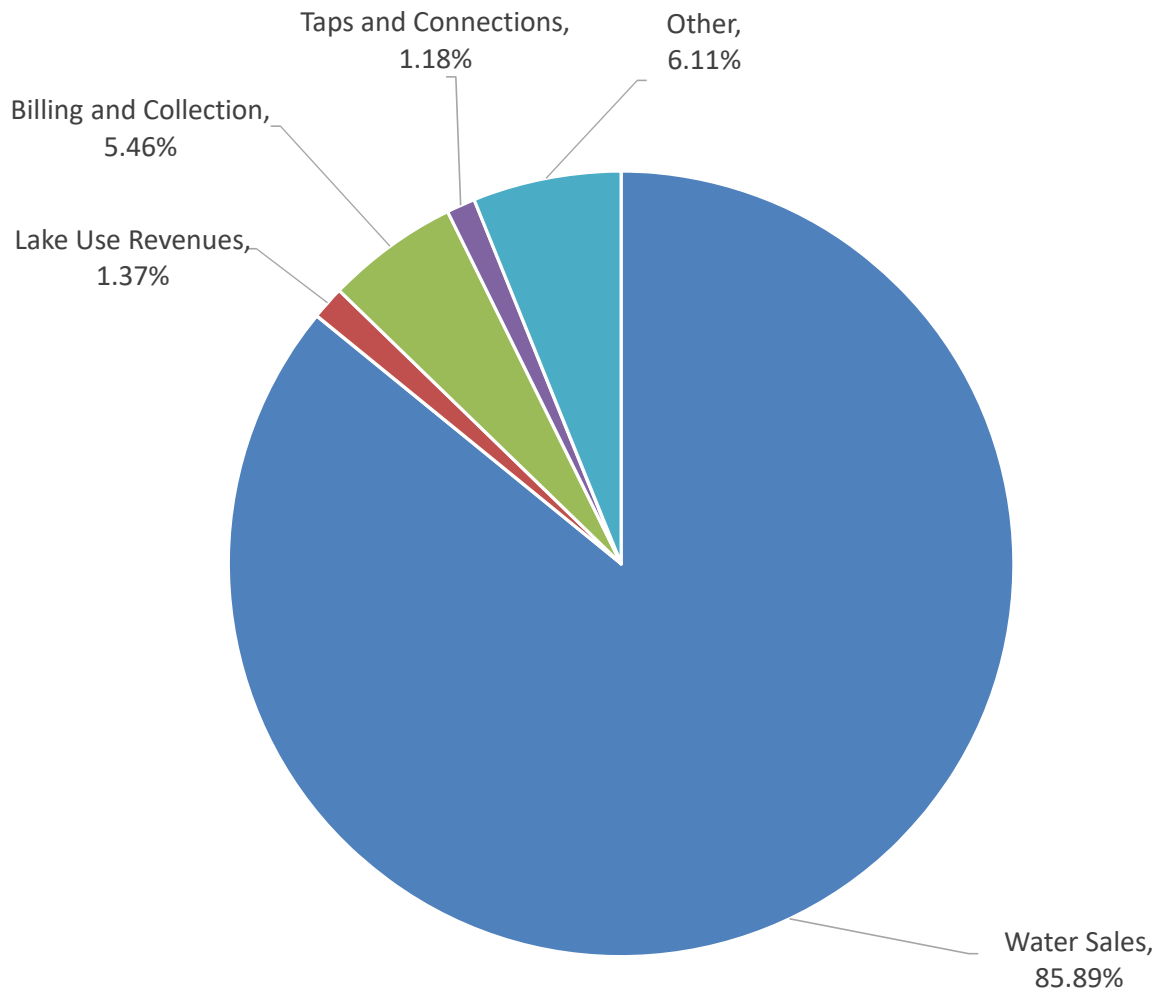
### Schedule of Revenues and Expenditures

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>260 REVENUES:</b>				
Water Sales	18,235,329	22,113,017	23,708,262	1,595,245
Lake Use Revenues	335,761	335,412	378,717	43,305
Billing and Collection	1,599,466	1,508,000	1,506,000	(2,000)
Taps and Connections	332,919	325,000	325,000	0
Other Operating Revenue	115,961	45,782	21,627	(24,155)
Misc	723,589	21,500	345,570	324,070
Transfers In	760,871	1,218,456	1,279,705	61,249
Interest	19,336	5,282	39,545	34,263
<b>Total Revenues</b>	<b>\$22,123,232</b>	<b>\$25,572,449</b>	<b>\$27,604,426</b>	<b>\$2,031,977</b>
<b>260 EXPENSES:</b>				
Personnel	6,301,196	5,989,482	6,224,876	235,394
Operations & Maintenance	6,525,665	7,639,650	7,869,588	229,938
Capital	570,325	2,430,210	2,839,682	409,472
Transfers Out	8,444,916	6,792,743	9,809,099	3,016,356
<b>Total Expenses</b>	<b>\$21,842,102</b>	<b>\$22,852,085</b>	<b>\$26,743,245</b>	<b>\$3,891,160</b>
Revenues Over/ (Under) Expenditures	281,130	2,720,364	861,181	3,581,545
Beginning Fund Balance	1,291,578	623,980	3,344,344	2,720,364
<b>Ending Fund Balance *</b>	<b>\$623,980</b>	<b>\$3,344,344</b>	<b>\$4,205,525</b>	<b>\$861,181</b>

\* There is a contribution to fund balance as planned in the adopted water rate study to build an appropriate amount for 75 days of operating budget. The fund balance was drawn down in prior fiscal years due to water drought conservation.

# City of San Angelo Water Enterprise Fund Schedule of Revenues

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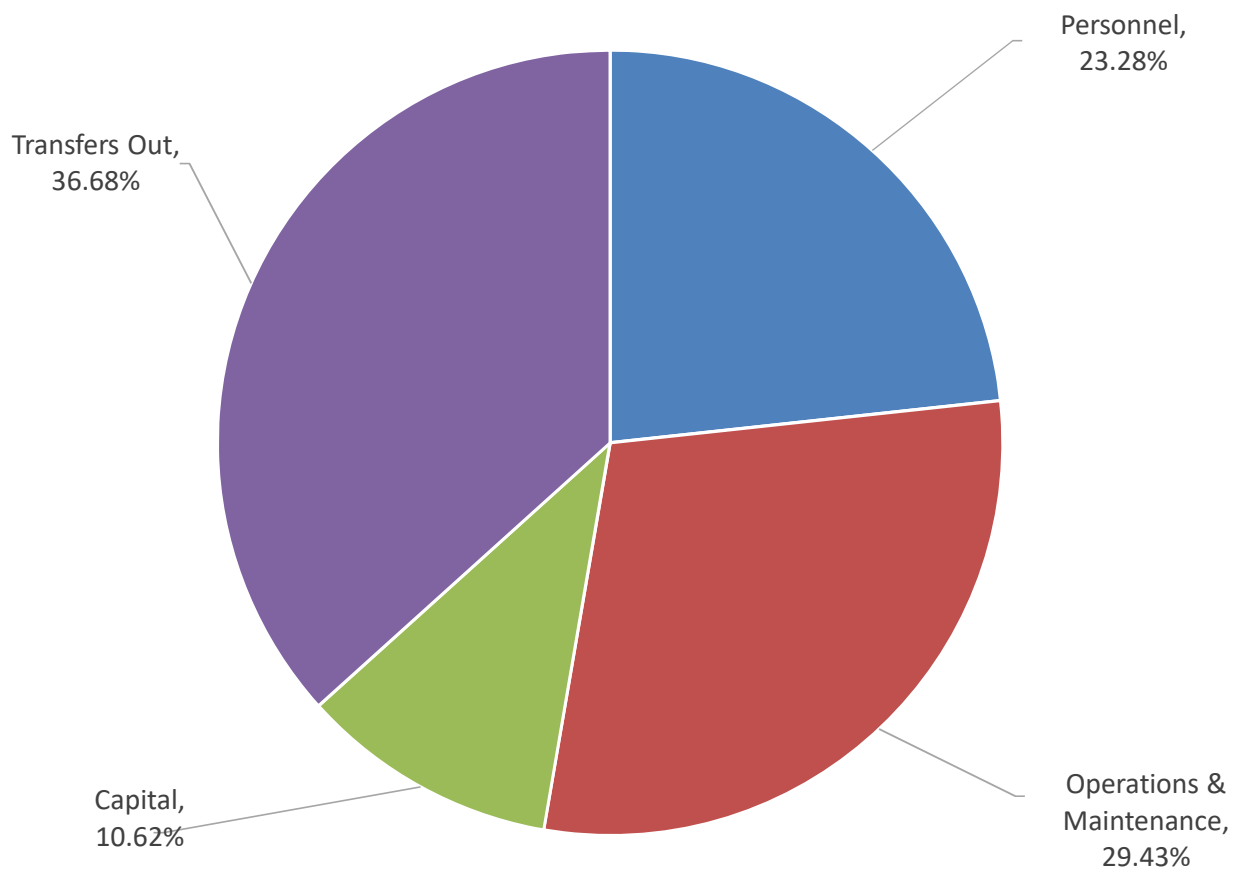


**Graph Description:**

The graph above shows that the sale of water to customers serves as the main source of revenue for the Water Enterprise Fund. The water rates are determined by a multi-year plan to build up fund balance to an appropriate level as well as for capital needs.

# City of San Angelo Water Enterprise Fund Schedule of Expenditures

---



**Graph Description:**

The graph above shows that transfers out (primarily to debt service activities) is the principal expenditure category for the Water Enterprise Fund.

# City of San Angelo

## Water Debt Service Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>261 REVENUES:</u></b>				
Development Corporation	1,500,000	3,331,217	3,527,574	196,357
Transfers In	6,906,915	5,062,163	7,946,647	2,884,484
Other	61,111	21,111	0	(21,111)
<b>Total Revenues</b>	<b>\$8,468,026</b>	<b>\$8,414,491</b>	<b>\$11,474,221</b>	<b>\$3,059,730</b>
<b><u>261 EXPENDITURES:</u></b>				
Debt Service	8,406,064	8,414,491	11,474,221	3,059,730
<b>Total Expenses</b>	<b>\$8,406,064</b>	<b>\$8,414,491</b>	<b>\$11,474,221</b>	<b>\$3,059,730</b>
Revenues Over/ (Under) Expenditures	61,962	0	0	0
Beginning Fund Balance	244,120	306,082	306,082	0
<b>Ending Fund Balance</b>	<b>\$306,082</b>	<b>\$306,082</b>	<b>\$306,082</b>	<b>\$0</b>



# City of San Angelo

## Water Capital Projects Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>512 REVENUES:</b>				
Water Sales	4,815,276	4,687,870	4,687,870	0
Transfers In	1,298,093	40,770	200,000	159,230
Interest	110,485	48,376	95,076	46,700
<b>Total Revenues</b>	<b>\$6,223,854</b>	<b>\$4,777,016</b>	<b>\$4,982,946</b>	<b>\$205,930</b>
<b>512 EXPENDITURES:</b>				
Capital Improvements	214,588	2,774,099	2,978,179	204,080
Franchise Fee	240,820	234,394	234,394	0
Transfers Out	1,557,663	1,568,523	1,570,373	1,850
Contract Services	185,813	200,000	200,000	0
<b>Total Expenses</b>	<b>\$2,198,884</b>	<b>\$4,777,016</b>	<b>\$4,982,946</b>	<b>\$205,930</b>
Revenues Over/ (Under) Expenditures	4,024,970	0	0	0
Beginning Fund Balance	4,349,104	8,374,074	8,374,074	0
<b>Ending Fund Balance</b>	<b>\$8,374,074</b>	<b>\$8,374,074</b>	<b>\$8,374,074</b>	<b>\$0</b>

# City of San Angelo

## Wastewater Enterprise Fund

### Schedule of Revenues and Expenditures

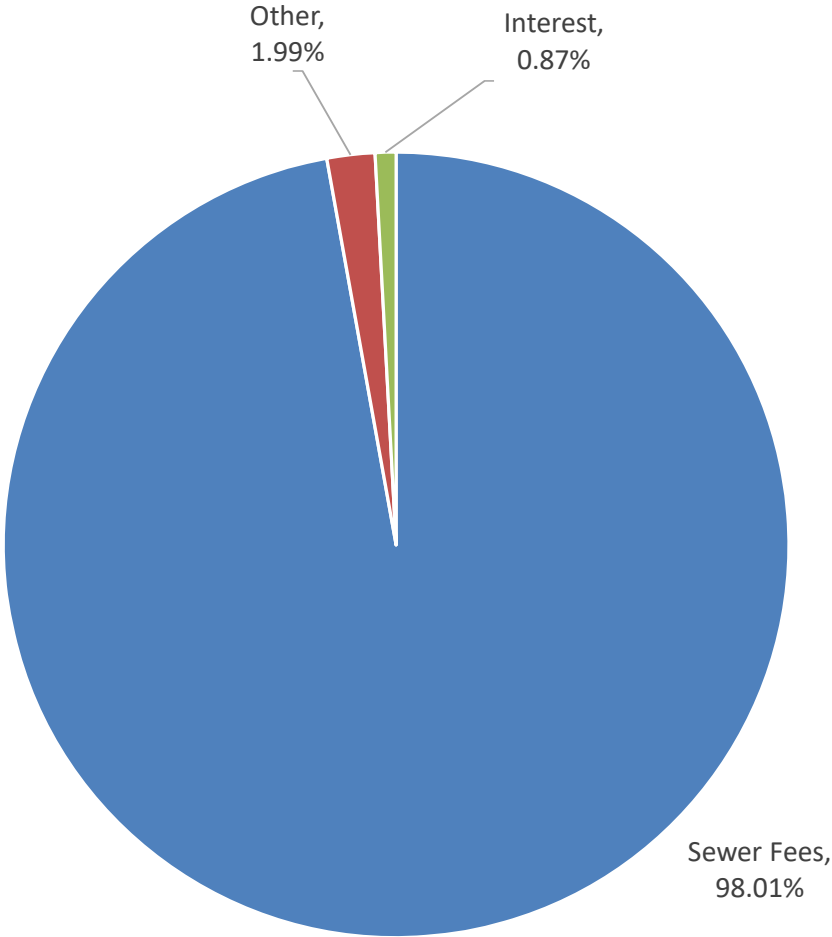
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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>270 REVENUES:</u></b>				
Wastewater Charges	9,808,881	12,151,544	13,013,231	861,687
Farm Use Revenues	202,283	200,637	203,806	3,169
Connections	22,326	15,000	20,000	5,000
Paving Cuts	23,845	20,000	20,000	0
Non-Refundable Aid	700	50,000	0	(50,000)
Miscellaneous	22,371	14,000	20,000	6,000
Interest	16,926	3,040	115,396	112,356
<b>Total Revenues</b>	<b><u>\$10,097,332</u></b>	<b><u>\$12,454,221</u></b>	<b><u>\$13,392,433</u></b>	<b><u>\$938,212</u></b>
<b><u>270 EXPENSES:</u></b>				
Personnel	2,165,493	2,077,587	2,186,331	108,744
Operations & Maintenance	2,176,238	2,196,114	2,233,844	37,730
Capital	29,833	1,331,109	1,579,036	247,927
Transfers Out	1,748,465	5,651,563	5,639,637	(11,926)
<b>Total Expenses</b>	<b><u>\$6,120,029</u></b>	<b><u>\$11,256,373</u></b>	<b><u>\$11,638,848</u></b>	<b><u>\$382,475</u></b>
Revenues Over/ (Under) Expenditures	3,977,303	1,197,848	1,753,585	555,737
Beginning Fund Balance	3,306,362	7,428,927	8,626,775	1,197,848
<b>Ending Fund Balance *</b>	<b><u>\$7,428,927</u></b>	<b><u>\$8,626,775</u></b>	<b><u>\$10,380,360</u></b>	<b><u>\$1,753,585</u></b>

\* Due to a restructuring of debt service payments, a surplus occurred in the Wastewater Enterprise Fund. Those dollars were earmarked for a specific future capital project.

# City of San Angelo Wastewater Enterprise Fund Schedule of Revenues

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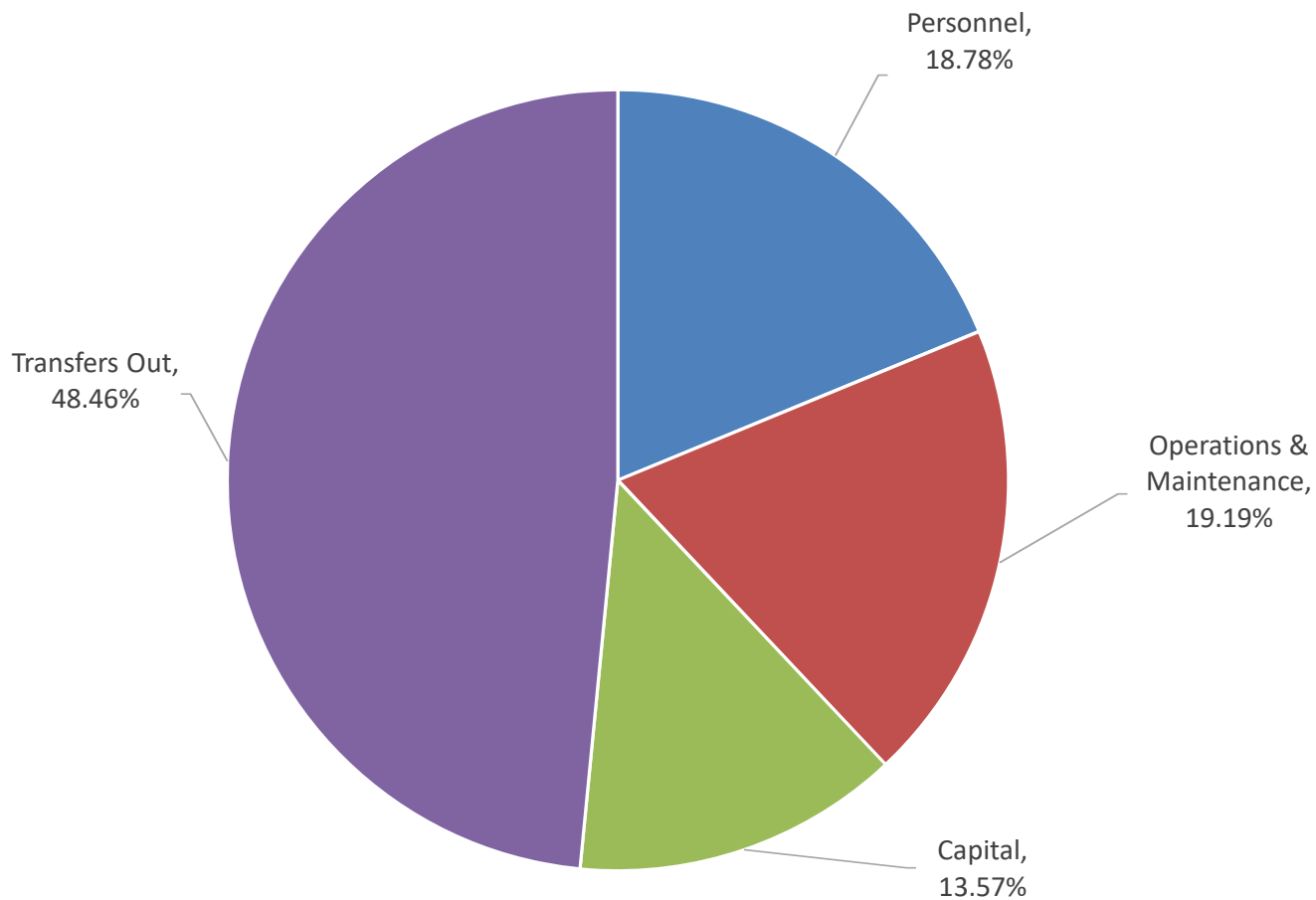


**Graph Description:**

The graph above shows that sewer fees serve as the main source of revenue for the Wastewater Enterprise Fund. Wastewater rates are determined by a multi-year plan to build up fund balance for capital needs.

# City of San Angelo Wastewater Enterprise Fund Schedule of Expenditures

---



**Graph Description:**

The graph above shows that transfers out (primarily to debt service activities) is the principal expenditure category for the Wastewater Enterprise Fund.

# City of San Angelo

## Wastewater Debt Service Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>271 REVENUES:</u></b>				
Transfers In	3,839,325	4,162,688	4,014,333	(148,355)
Interest	432	0	0	0
<b>Total Revenues</b>	<b><u>\$3,839,757</u></b>	<b><u>\$4,162,688</u></b>	<b><u>\$4,014,333</u></b>	<b><u>(\$148,355)</u></b>
<b><u>271 EXPENDITURES:</u></b>				
Debt Service	4,090,327	4,162,688	4,014,333	(148,355)
<b>Total Expenses</b>	<b><u>\$4,090,327</u></b>	<b><u>\$4,162,688</u></b>	<b><u>\$4,014,333</u></b>	<b><u>(\$148,355)</u></b>
Revenues Over/ (Under) Expenditures	(250,570)	0	0	0
Beginning Fund Balance	484,827	234,257	234,257	0
<b>Ending Fund Balance</b>	<b><u>\$234,257</u></b>	<b><u>\$234,257</u></b>	<b><u>\$234,257</u></b>	<b><u>\$0</u></b>

# City of San Angelo

## Wastewater Capital Projects Fund

### Schedule of Revenues and Expenditures

---

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>520 REVENUES:</b>				
Wastewater Charges	1,747,176	1,727,496	1,727,496	0
Interest	94,768	46,801	78,506	31,705
<b>Total Revenues</b>	<b>\$1,841,944</b>	<b>\$1,774,297</b>	<b>\$1,806,002</b>	<b>\$31,705</b>
<b>520 EXPENDITURES:</b>				
Capital Projects	14,665	1,292,735	1,346,093	53,358
Franchise Fee	87,426	86,375	86,375	0
Transfers Out	341,584	395,187	373,534	(21,653)
<b>Total Expenses</b>	<b>\$443,675</b>	<b>\$1,774,297</b>	<b>\$1,806,002</b>	<b>\$31,705</b>
Revenues Over/ (Under) Expenditures	1,398,269	0	0	0
Beginning Fund Balance	6,292,510	7,690,779	7,690,779	0
<b>Ending Fund Balance</b>	<b>\$7,690,779</b>	<b>\$7,690,779</b>	<b>\$7,690,779</b>	<b>\$0</b>

# City of San Angelo

## Vehicle Maintenance Internal Service Fund

### Schedule of Revenues and Expenditures

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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>301 REVENUES:</u></b>				
Gas and Oil	1,370,680	4,512,251	4,121,154	(391,097)
Material	659,529	919,613	1,315,321	395,708
Labor	1,271,804	1,425,668	1,371,275	(54,393)
Rent	120,000	120,000	120,000	0
Other Revenue	28,531	35,732	32,159	(3,573)
<b>Total Revenues</b>	<b>\$3,450,544</b>	<b>\$7,013,264</b>	<b>\$6,959,909</b>	<b>(\$53,355)</b>
<b><u>301 EXPENSES:</u></b>				
Personnel	1,000,731	909,383	940,725	31,342
Operations & Maintenance	2,592,468	6,000,937	5,913,974	(86,963)
Capital	122,315	102,944	54,093	(48,851)
<b>Total Expenses</b>	<b>\$3,715,514</b>	<b>\$7,013,264</b>	<b>\$6,908,792</b>	<b>(\$104,472)</b>
Revenues Over/ (Under) Expenditures	(264,970)	0	51,117	51,117
Beginning Fund Balance	939,580	674,610	674,610	0
<b>Ending Fund Balance *</b>	<b>\$674,610</b>	<b>\$674,610</b>	<b>\$725,727</b>	<b>\$51,117</b>

\* An investment occurred in fiscal year 2016 for vehicle monitoring capital and software by using the fund balance.

# City of San Angelo

## Communications Internal Service Fund

### Schedule of Revenues and Expenditures

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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b><u>305 REVENUES:</u></b>				
Radio	168,632	167,467	160,235	(7,232)
Voice Over IP	294,401	302,901	300,041	(2,860)
Internet	69,497	51,526	49,367	(2,159)
Cell Phones	270,979	288,618	240,788	(47,830)
<b>Total Revenues</b>	<b>\$803,509</b>	<b>\$810,512</b>	<b>\$750,431</b>	<b>(\$60,081)</b>
<b><u>305 EXPENSES:</u></b>				
Radio	105,911	137,914	132,309	(5,605)
Voice Over IP	238,324	236,293	216,543	(19,750)
Internet	63,826	51,165	49,151	(2,014)
Cell Phones	289,140	289,444	241,222	(48,222)
Capital	102,457	95,696	111,206	15,510
<b>Total Expenses</b>	<b>\$799,658</b>	<b>\$810,512</b>	<b>\$750,431</b>	<b>(\$60,081)</b>
Revenues Over/ (Under) Expenditures	3,851	0	0	0
Beginning Fund Balance	141,780	145,631	145,631	0
<b>Ending Fund Balance</b>	<b>\$145,631</b>	<b>\$145,631</b>	<b>\$145,631</b>	<b>\$0</b>



# City of San Angelo

## Health Insurance Fund

### Schedule of Revenues and Expenditures

Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>310 REVENUES:</b>				
Clinic Revenue	120,563	104,740	101,200	(3,540)
Self Insurance Revenue	7,999,012	7,703,392	8,677,445	974,053
Interest	8,709	2,705	0	(2,705)
<b>Total Revenues</b>	<b>\$8,128,284</b>	<b>\$7,810,837</b>	<b>\$8,778,645</b>	<b>\$967,808</b>
<b>310 EXPENSES:</b>				
Personnel	147,845	127,341	122,165	(5,176)
Operations & Maintenance	935,405	1,597,281	1,031,750	(565,531)
Self Insurance Claims Liability	7,669,162	6,086,215	7,624,730	1,538,515
Capital	550	0	0	0
<b>Total Expenses</b>	<b>\$8,752,962</b>	<b>\$7,810,837</b>	<b>\$8,778,645</b>	<b>\$967,808</b>
Revenues Over/ (Under) Expenditures	(624,678)	0	0	0
Beginning Balance	(708,514)	(1,333,192)	(1,333,192)	0
<b>Ending Balance</b>	<b>(\$1,333,192)</b>	<b>(\$1,333,192)</b>	<b>(\$1,333,192)</b>	<b>\$0</b>

# City of San Angelo

## Property/Casualty Insurance Fund

### Schedule of Revenues and Expenditures

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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>320 REVENUES:</b>				
Premium Contributions	473,089	523,154	523,154	0
Special Event Insurance	36,396	33,692	35,675	1,983
Insurance Proceeds	518,658	251,768	262,011	10,243
Interest	17,639	8,883	28,672	19,789
<b>Total Revenues</b>	<b>\$1,045,782</b>	<b>\$817,497</b>	<b>\$849,512</b>	<b>\$32,015</b>
<b>320 EXPENSES:</b>				
Personnel	0	0	158,089	155,742
Prior Year Indemnity	872,227	100,000	100,000	0
Claims	205,265	383,061	256,987	(126,074)
Insurance Premiums	92,121	118,699	118,699	0
Claims Management	28,774	204,987	204,987	0
Special Projects/Other	26,890	9,250	9,250	0
Capital	0	1,500	1,500	0
<b>Total Expenses</b>	<b>\$1,225,277</b>	<b>\$817,497</b>	<b>\$849,512</b>	<b>\$32,015</b>
Revenues Over/ (Under) Expenditures	(179,495)	0	0	0
Beginning Fund Balance	1,127,988	948,493	948,493	0
<b>Ending Fund Balance</b>	<b>\$948,493</b>	<b>\$948,493</b>	<b>\$948,493</b>	<b>\$0</b>

# City of San Angelo

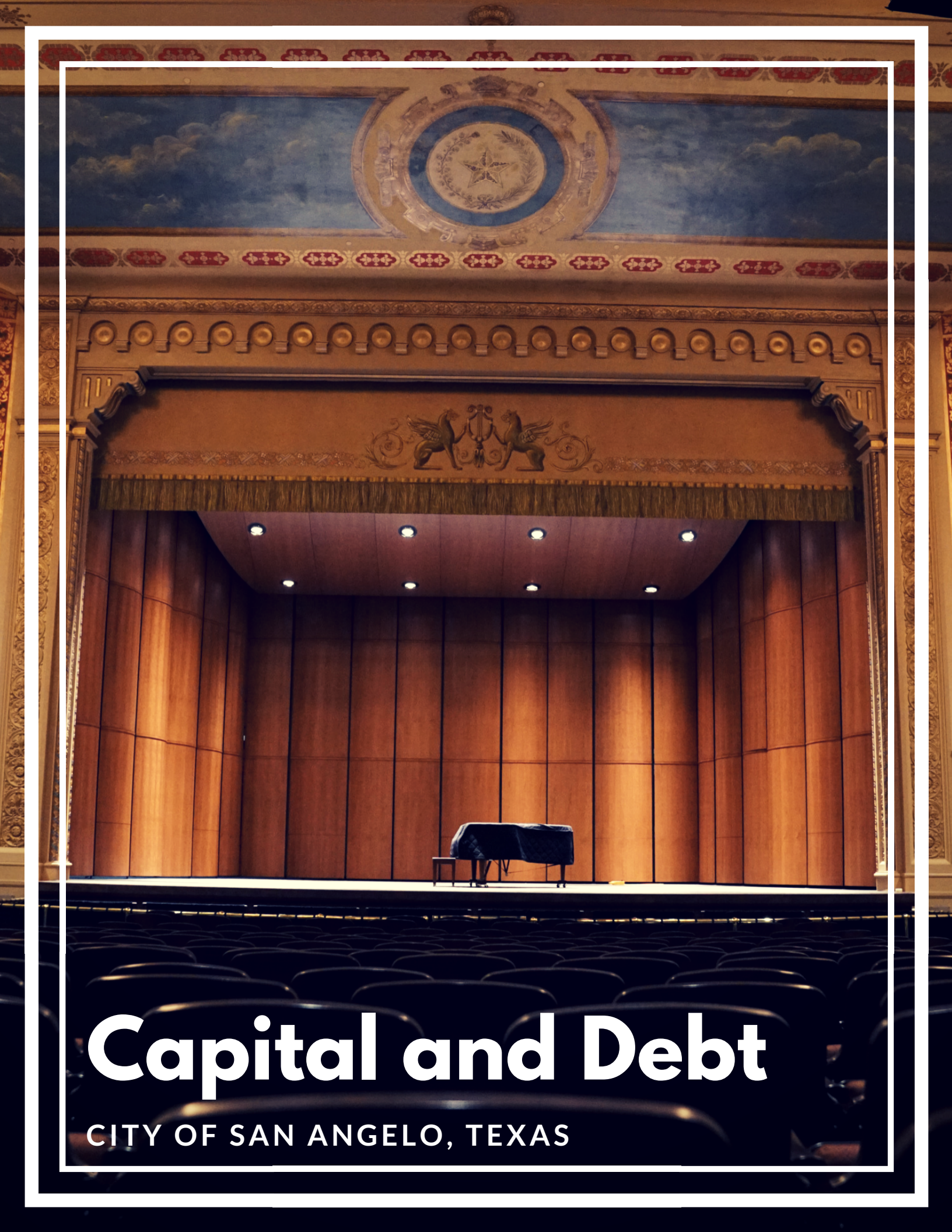
## Workers' Compensation Insurance Fund

### Schedule of Revenues and Expenditures

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Description	FY16 Actual	FY17 Original Budget	FY18 Adopted Budget	Increase (Decrease) from FY17 Original
<b>330 REVENUES:</b>				
Premium Contributions	1,285,631	1,272,724	1,350,667	77,943
Insurance Proceeds	17,573	31,965	34,465	2,500
Interest	15,548	3,867	0	(3,867)
<b>Total Revenues</b>	<b>\$1,318,752</b>	<b>\$1,308,556</b>	<b>\$1,385,132</b>	<b>\$76,576</b>
<b>330 EXPENSES:</b>				
Personnel	329,319	351,026	237,249	(113,777)
Operations & Maintenance	34,603	81,426	82,900	1,474
Claims	1,218,561	512,845	505,346	(7,499)
Insurance Premiums	113,581	127,018	127,018	0
<b>Total Expenses</b>	<b>\$1,696,064</b>	<b>\$1,072,315</b>	<b>\$952,513</b>	<b>(\$119,802)</b>
Revenues Over/ (Under) Expenditures	(377,312)	236,241	432,619	196,378
Beginning Balance	(771,584)	(1,148,896)	(912,655)	236,241
<b>Ending Balance *</b>	<b>(\$1,148,896)</b>	<b>(\$912,655)</b>	<b>(\$480,036)</b>	<b>\$432,619</b>

\* Due to negative claims experience, the fund balance became negative. An increase to the premium contribution rate created revenues over expenditures for FY16 and FY17 thereby increasing the fund balance.



# Capital and Debt

CITY OF SAN ANGELO, TEXAS

# City of San Angelo Capital Expenditures

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

Minor, routine capital expenditures are included in each division’s budget. These purchases require a single acquisition, cost less than \$5,000, and a useful life of fewer than two years. The fiscal year 2017-18 budget for routine capital expenditures was approved as follows (see table below).

Routine Capital Expenditures by Fund	FY18 Budget
General Fund	\$124,354
Intergovernmental Fund	34,300
Solid Waste Fund	7,500
Stormwater Fund	2,800
Water Fund	8,465
Vehicle Maintenance Fund	3,050
Communications Fund	111,206
Property/Casualty Fund	1,500
Fort Concho Fund	3,000
<b>Total Routine Expenditures</b>	<b>\$296,175</b>

These expenditures do not require additional personnel or operating costs. Nor do routine capital expenditures yield savings or generate revenue.



## 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 2017-18 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	FY18 Budget
General Fund	\$43,000
Solid Waste	450,969
Stormwater Fund	291,102
Water Fund	625,000
Wastewater Fund	400,000
Vehicle Maintenance Fund	51,043
Equipment Replacement Fund	1,351,373
General Capital Fund	250,000
<b>Total Equipment Replacement</b>	<b>\$3,462,487</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 2006 Zero Turn Mower. On average, this unit costs approximately \$1,000 per year, in parts alone, to

repair and maintain with an increased annual expense as the machine ages. A new replacement mower would cost less than \$15,000, effectively reducing maintenance and repair costs as well as improving productivity by decreasing down-time. Replacing equipment such as this on a regular schedule is essential to preventing maintenance expenses from totaling more than a new replacement unit.

To a lesser degree, gasoline usage also decreases when equipment is replaced. Generally, new equipment, especially vehicles, realizes fuel savings as technology and regulations push equipment of all types to be more fuel efficient.



**3) Capital Improvement Plan (CIP)**

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 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 than due to 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 the 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 Coordinator. 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 some community projects are funded through Economic Development type B sales tax. The following chart is a summary of fiscal year 2017-18 projects by funding source.

CIP Expenditures	
By Entity & Fund	FY18 Budget
General Fund	\$404,701
Stormwater Fund	400,000
Water Fund	2,206,217
Wastewater Fund	1,179,036
Civic Events Fund	8,333
Water Capital Fund	2,978,179
Wastewater Capital Fund	1,346,093
<b>Total CIP</b>	<b>\$8,522,559</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.



2017-2022 Capital Improvement Plan					
Summary of Impact to City Operations Over 5 Years					
	FY18	FY19	FY20	FY21	FY22
FY18 Capital Projects Estimated Operating Budget Impact	\$115,350	111,850	134,400	131,900	79,400

The CIP shows total estimated expenditures of \$437 million composed of 89 capital projects for the plan for 2017-2022. Through a combination of funding sources, project managers propose to continue or begin 27 projects this fiscal year with a projected capital cost of \$43,910,058 and an estimated operating impact of \$115,350. (The estimates for the ongoing operating costs were adopted in the formal CIP.) These projects will be funded by the General Fund, stormwater fee, water rates, wastewater charges, grants, Type B sales tax, and more.

FY18 Capital Improvement and Operating Budget Impact - Summary	
<b>FY18 Projected Capital Project Cost</b>	\$43,910,058
<b>FY18 Estimated Operating Budget Impact</b>	115,350



FY18 Capital Improvement and Operating Budget Impact - Detail	FY18 Projected Capital Project Cost	FY18 Estimated Operating Budget Impact
<b>Engineering</b>		
Mill and Overlay of Glenna Drive from Woodlawn to Howard Street	3,863,442	0
Mill and Overlay of Johnson Street from Sherwood Way to W. Ave N	1,298,716	0
Mill and Overlay of N. Chadbourne from Loop 306 to 43rd Street	8,640,142	0
Mill and Overlay of Southwest Blvd from Rockbrook to Twin Mountain Dr	4,880,452	0
Reconstruction of Bell St from Concho River to Old Ballinger Hwy	3,705,656	0
Reconstruction of Glenna Dr. from Houston Harte to Woodlawn	2,750,250	0
Stormwater - Quality Improvement Projects	300,000	50,000
Stormwater - Sunset Lake Improvements	700,000	0
Sulphur Draw Sewer Rehabilitation and Lift Station	3,076,250	5,000
Tom Green County Jail Sewer Main Extension	848,862	-20,000
Water Main Replacements	1,300,000	0
<b>Subtotal</b>	<b>31,363,770</b>	<b>35,000</b>
<b>Water Utilities</b>		
Gate Operators Lake Nasworthy	800,000	0
Lift Station Improvements	200,000	0
Stop Log System at Lake Nasworthy Dam	1,200,000	0
Water Reclamation Plant Improvements	200,000	0
Water Treatment Plant Improvements	200,000	0
<b>Subtotal</b>	<b>2,600,000</b>	<b>0</b>
<b>Airport</b>		
Airport Pavement Prioritization Plan	670,194	27,000
Taxiway Rehabilitation/Reconfiguration	3,587,795	0
<b>Subtotal</b>	<b>4,257,989</b>	<b>27,000</b>
<b>Facilities Maintenance</b>		
Demolition of City Owned Properties	23,649	-1,000
<b>Subtotal</b>	<b>23,649</b>	<b>-1,000</b>
<b>Fire</b>		
Fire Station #4 Reconstruction	524,650	0
<b>Subtotal</b>	<b>524,650</b>	<b>0</b>
<b>Fort Concho</b>		
Chase State Office Building Improvements	10,000	-10,000
Fort Concho Barracks and Mess Halls 3 & 4 Reconstruction	2,000,000	0
Fort Concho Visitors' Center Restoration Improvements	990,000	-17,500
<b>Subtotal</b>	<b>3,000,000</b>	<b>-27,500</b>
<b>Public Information</b>		
Public Information Studio	100,000	1,850
<b>Subtotal</b>	<b>100,000</b>	<b>1,850</b>
<b>Recreation</b>		
29th Street Complex Renovation	1,650,000	80,000
<b>Subtotal</b>	<b>1,650,000</b>	<b>80,000</b>
<b>Water Utilities</b>		
Fire Hydrant Replacement	40,000	0
Vacuum Truck	350,000	0
<b>Subtotal</b>	<b>390,000</b>	<b>0</b>
<b>Grand Totals</b>	<b>43,910,058</b>	<b>115,350</b>

# City of San Angelo

## 2017-2022 Capital Improvement Plan

### Adopted by Resolution March 21, 2017

Responsible Department/Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	Total Project Costs
Engineering	Construction of 11th Street	N	Undetermined	2,140,000
Engineering	Drainage - Foster Road	N	Undetermined	1,605,000
Engineering	Drainage - Remediation of Issue: West Ave. P at Bryant Blvd	Y	General Fund/Storm Water CIP	2,440,000
Engineering	Drainage - River Valley Lane	N	Undetermined	470,000
Engineering	Mill and Overlay of Glenna Drive from Woodlawn to Howard Street	Y	Future Bond Funding	3,863,442
Engineering	Mill and Overlay of Johnson Street from Sherwood Way to W. Ave N	Y	Future Bond Funding	1,298,716
Engineering	Mill and Overlay of N. Chadbourne from Hwy 67 to E. Concho	Y	2017/18 Bond, 2017 Water and Sewer Capital	2,997,959
Engineering	Mill and Overlay of N. Chadbourne from Loop 306 to 43rd Street	Y	2017/18 Bond, 2017 Water and Sewer Capital	8,640,142
Engineering	Mill and Overlay of S. Chadbourne from W. Ave B to E. Ave L	Y	2017/18 Bond, 2017 Water and Sewer Capital	2,301,229
Engineering	Mill and Overlay of S. College Hills from Loop 306 to Valleyview Blvd	Y	2017/18 Bond, 2017 Water and Sewer Capital	3,117,628
Engineering	Mill and Overlay of Southwest Blvd from Rockbrook to Twin Mountain Dr	Y	2018 & Future Bond Funding	17,851,727
Engineering	Mill and Overlay of Sunset Dr. from College Hills to Knickerbocker Rd.	Y	Future Bond Funding	2,601,718
Engineering	Mill and Overlay of Sunset Drive from Knickerbocker to Foster Rd.	Y	Future Bond Funding	3,339,648
Engineering	Reconstruction of 29th St. from Howard St. to N. Bryant Blvd	Y	Future Bond Funding	7,044,376
Engineering	Reconstruction of Bell St from Concho River to Old Ballinger Hwy	Y	2017/18 Bond, 2017 Water and Sewer Capital	14,115,752
Engineering	Reconstruction of College Hills from Loop 306 to Avenue N	Y	Future Bond Funding, 2017 Water and Sewer Capital	13,594,664
Engineering	Reconstruction of Glenna Dr. from Houston Harte to Woodlawn	Y	Future Bond Funding	2,750,250
Engineering	Reconstruction of MLK Blvd. and Transportation Enhancement Project	Y	2016 Bond, Water and Sewer Capital	6,816,995
Engineering	Reconstruction of S. Jackson Street	N	Undetermined	600,000
Engineering	Reconstruction of Southland Blvd from Sherwood Way to Wal-Mart Intersection	Y	2017/18 Bond, 2017 Water and Sewer Capital	523,782
Engineering	Stormwater - Quality Improvement Projects	Y	Stormwater Utility Fee	2,100,000

# City of San Angelo

## 2017-2022 Capital Improvement Plan

### Adopted by Resolution March 21, 2017

Responsible Department/Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	Total Project Costs
Engineering	Stormwater - Sunset Lake Improvements	Y	Stormwater Utility Fee	700,000
Engineering	Sulphur Draw Sewer Rehabilitation and Lift Station	Y	Wastewater CIP Fund	3,531,250
Engineering	Tom Green County Jail Sewer Main Extension	Y	Tom Green County Contribution & Sewer Capital	848,862
Engineering	Water Main Replacements	Y	Water CIP Fund	125,931,509
MPO	Bicycle Improvement Project (BIP)	N	Program funds, Private, Undetermined	940,000
Operations - Fleet	City Fuel Site Improvement	Y	Internal Service Fees	1,000,000
Operations - PW	Public Works Facility	N	Undetermined	4,500,000
Operations - Traffic	Traffic Signal Battery Backup System	N	Undetermined	1,698,650
Operations - Traffic	Traffic Signal Replacement	N	Undetermined	15,351,060
Operations - Traffic	Twin Mountain and Knickerbocker Signal	N	Undetermined	310,000
Water Utilities	Asset Management System	Y	Water CIP Fund	250,000
Water Utilities	Earthen Spillway Rehabilitation	Y	Water CIP Fund	2,300,000
Water Utilities	Ford Ranch	Y	Water CIP Fund	45,000,000
Water Utilities	Gate Operators Lake Nasworthy	Y	Water CIP Fund	4,000,000
Water Utilities	Lake Operations Maintenance Facility	Y	Water CIP Fund	600,000
Water Utilities	Lift Station Improvements	Y	Wastewater CIP Fund	2,520,000
Water Utilities	New Clearwell with New Piping	Y	Water CIP Fund	5,000,000
Water Utilities	Stop Log System at Lake Nasworthy Dam	Y	Water CIP Fund	1,200,000
Water Utilities	Water Chemical Building and Appurtenances	Y	Water CIP Fund	5,000,000
Water Utilities	Water Production Control Center and Lab	Y	Water CIP Fund	2,500,000
Water Utilities	Water Reclamation Plant Improvements	Y	Wastewater CIP Fund	2,200,000
Water Utilities	Water Treatment Plant Improvements	Y	Water CIP Fund	6,060,000
Water Utilities	Water Utility Building	Y	Water CIP Fund	2,000,000
			Level 1 Infrastructure Projects Total	333,654,359

# City of San Angelo

## 2017-2022 Capital Improvement Plan

### Adopted by Resolution March 21, 2017

Responsible Department/Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	Total Project Costs
Airport	Airport Pavement Prioritization Plan	Y	FAA Grant,PFC Fund	4,840,965
Airport	Taxiway Rehabilitation/Reconfiguration	Y	FAA Grant,PFC Fund	4,130,000
Animal Services	Animal Shelter Improvements	N	Environmental Grant/Undetermined	285,000
Civic Events	McNease Convention Center Renovation	N	Undetermined	15,000,000
Communications & IT	Fire Station Alerting System	Y	General Fund Capital	200,000
Communications & IT	Radio P25 Migration/Coverage Expansion	Y	2015 C.O. Proceeds	6,000,000
Communications & IT	Record Management System Upgrade/Computer Aided Dispatch	Y	Future C.O. Proceeds	2,500,000
Facilities Maint.	Citywide Heating, Ventilation, and Air Conditioning (HVAC)	N	Undetermined	944,000
Facilities Maint.	Citywide Roof Replacements	N	Type B Sales Tax, General Fund, Future C.O. Proceeds, Undetermined	275,000
Facilities Maint.	Demolition of City Owned Properties	Y	General Fund/Undetermined	475,000
Facilities Maint.	Security Equipment Replacement	N	Undetermined	250,000
Fire	Fire Station #4 Reconstruction	Y	2015 C.O., Undetermined	3,728,900
Fire	Fire Training Facility	Y	Federal Grant, 2015 C.O., General Fund	4,400,000
Fire	Mobile Data Terminals	Y	General Fund Capital	182,600
Fort Concho	Chase State Office Building Improvements	Y	State Office Building Fund	245,000
Fort Concho	Fort Concho Barracks and Mess Halls 3 & 4 Reconstruction	Y	Anonymous Private Donation	2,000,000
Fort Concho	Fort Concho Officers' Quarters 1 Improvements	N	Ft. Concho Foundation, Donations, Other Foundations, Undetermined	195,000
Fort Concho	Fort Concho Officers' Quarters 2 Renovation	Y	Ft. Concho Foundation, Donations, Other Foundations	130,000
Fort Concho	Fort Concho Officers' Quarters 8 Reconstruction	N	Ft. Concho Foundation, Donations, Other Foundations, Undetermined	265,000
Fort Concho	Fort Concho Roof Replacement	Y	State Office Building Fund	500,000
Fort Concho	Fort Concho Visitors' Center Restoration Improvements	Y	Type B Sales Tax, Donations	1,500,000
Parks	Auditorium Renovation	Y	Type B Sales Tax, SAPAC, Grant, General Fund, COSADC	16,109,089
Parks	Brentwood Neighborhood Park Renovation	Y	Type B Sales Tax	275,000

# City of San Angelo

## 2017-2022 Capital Improvement Plan

### Adopted by Resolution March 21, 2017

Responsible Department/Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	Total Project Costs
Parks	Brown Neighborhood Park Renovation	Y	Type B Sales Tax	50,000
Parks	Civic League Park--Botanical Garden	N	Undetermined	1,950,000
Parks	Dog Park	Y	Fundraising, Type B Sales Tax	78,000
Parks	Middle Concho Park Main Boat Ramp Improvements	N	TPWD Grant, Undetermined	471,000
Parks	Restroom Facilities, Neighborhood Parks	N	Undetermined	600,000
Parks	Rio Concho Community Park & Texas Bank Sports Complex	Y	Type B Sales Tax	708,744
Parks	Santa Rita Neighborhood Park Renovation	Y	Type B Sales Tax, HOA Fundraising	175,000
Parks	South Concho Park Main Boat Ramp Improvements	N	TPWD Grant, Undetermined	438,600
Parks	South Concho Park Trail	N	TPWD Grant, Undetermined	200,000
Parks	Splash Pad	N	Type B Sales Tax, Undetermined	500,000
Parks	Sunken Garden Park and Sculpture Garden	N	Grants, Private Fundraising	550,000
Parks	Unidad (College Hills) Park Improvements	Y	Type B Sales Tax, Grants	350,000
Police	Emergency Generator	N	Undetermined	97,000
Police	Mobile Command Center Storage Facility	N	Undetermined	100,000
Police	Police Department Administration Building	N	General Fund, Future Bond, Undetermined	25,910,067
Public Information	Public Information Studio	Y	PEG Fees	500,000
Real Estate	Santa Fe Train Depot Improvements	N	Undetermined	163,860
Real Estate	Spur Parking Garage Renovation and Repair	N	Undetermined	2,409,000
Recreation	29th Street Complex Renovation	Y	Type B Sales Tax	1,750,000
Recreation	Recreation Centers Improvements	N	Undetermined	85,000
Water Utilities	Fire Hydrant Replacement	Y	Water CIP Fund	380,000
Water Utilities	Vacuum Truck	Y	Wastewater CIP Fund	1,633,000
Level 2 Other Projects Total				103,529,825
2017-2022 Capital Improvement Plan Level 1 & 2 Projects Total				437,184,184

# City of San Angelo

## Asset Capitalization Policy

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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 and has been revised as needed.

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 \$5,000, 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 \$5,000 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 \$5,000
- 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

### 2017-18 Budget

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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, 2017, is levying a debt service tax rate of 9.36 cents per \$100.00 of assessed valuation.

This indicates a margin equal to 1/10.68 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

FUND	BOND ISSUE	TOTAL AMOUNT OF ISSUE	AMOUNT OUTSTANDING 10/1/2017	PRINCIPAL REQUIREMENTS 2017-2018	INTEREST REQUIREMENTS 2017-2018	AMOUNT OUTSTANDING 9/30/2018
General & Dev Corp	Certificates of Obligation Series 2008*	\$ 10,145,000	100,000	100,000	2,125	0
General	Certificates of Obligation Series 2009*	\$ 14,600,000	1,470,000	720,000	46,725	750,000
State Office, Water, & Wastewater	General Obligation Refunding Bonds, Series 2011	\$ 28,030,000	14,795,000	3,120,000	530,475	11,675,000
General & Dev Corp	Certificates of Obligation Series 2011*	\$ 13,780,000	1,335,000	175,000	40,050	1,160,000
Water	Certificates of Obligation Series 2011B	\$ 120,000,000	85,635,000	5,725,000	1,124,249	79,910,000
General & Dev Corp	General Obligation Refunding Bonds, Series 2012	\$ 6,095,000	4,290,000	1,400,000	79,100	2,890,000
Wastewater	General Obligation Refunding Bonds, Series 2014	\$ 7,650,000	7,360,000	45,000	258,075	7,315,000
General	Certificates of Obligation Bonds, Series 2015	\$ 13,260,000	9,360,000	1,025,000	270,381	8,335,000
General	Certificates of Obligation Bonds, Series 2016	\$ 15,615,000	10,565,000	390,000	367,294	10,175,000
General & Dev Corp	General Obligation Refunding Bonds, Series 2016	\$ 17,720,000	17,720,000	0	753,619	17,720,000
Wastewater	General Obligation Refunding Bonds, Series 2017	\$ 7,395,000	7,395,000	1,675,000	311,125	5,720,000
General	Tax Notes Bonds, Series 2017	\$ 2,185,000	2,185,000	285,000	51,411	1,900,000
Water	Certificates of Obligation Series 2017	\$ 48,070,000	48,070,000	1,000,000	1,856,083	47,070,000
General	General Obligation Refunding Bonds, Series 2017B	\$ 11,320,000	11,320,000	145,000	379,700	11,175,000
			<b>221,600,000</b>	<b>15,805,000</b>	<b>6,070,412</b>	<b>205,795,000</b>

\*Debt was partially refunded by later issue.

# City of San Angelo

## Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt Per Capita, 2010 - 2018

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
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	100,450	4,401,912,327	155,430,000	3,882,768	151,547,232	3.44%	1508.68
2016	100,942	4,781,404,458	169,287,200	3,681,493	165,605,707	3.46%	1640.60
2017	101,437	5,013,095,477	195,955,000	(653,914)	196,608,914	3.92%	1938.24
2018	101,934	5,249,068,710	181,970,000	1,770,154	180,199,846	3.43%	1767.81

\*The 2010 and 2015 reported populations are actual numbers from the Census. Estimated population is calculated for all other years using the multiplier 1.0049 provided by the Texas Demographer's office for Tom Green County.

\*\* Outstanding Bonded Debt does not include Type B Sales Tax bonds. Net Bonded Debt is calculated by taking the difference of this and the redemption fund.

# City of San Angelo

## Summary of Debt Service Requirements

<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>DEVELOPMENT CORPORATION</u>	<u>TOTAL</u>
2018	3,604,135	11,468,511	4,004,923	171,572	2,626,270	21,875,411
2019	3,521,669	11,271,417	3,811,449	152,722	2,561,525	21,318,782
2020	3,497,081	11,278,323	3,824,004	153,058	2,552,250	21,304,716
2021	3,487,703	11,285,935	3,896,905	153,506	2,566,094	21,390,143
2022	3,513,400	10,448,309	2,126,344	72,154	2,565,394	18,725,601
2023	2,617,350	10,397,279	2,083,557	67,356	2,565,600	17,731,142
2024	2,489,550	9,703,246	1,403,000		2,569,038	16,164,834
2025	2,149,900	9,702,081	1,403,400		2,565,600	15,820,981
2026	2,155,000	9,703,051	1,401,800		1,243,900	14,503,751
2027	2,160,450	9,707,382	1,240,250		1,245,800	14,353,882
2028	2,151,725	9,710,426			1,241,400	13,103,551
2029	2,149,850	9,706,700			1,240,700	13,097,250
2030	1,274,800	9,708,519			1,243,500	12,226,819
2031	1,277,569	9,708,805			1,239,800	12,226,174
2032	1,278,856	2,859,086			1,239,600	5,377,542
2033	1,278,856	2,854,573			1,242,700	5,376,129
2034	1,277,037	2,855,545			1,244,000	5,376,582
2035	1,278,294	2,858,428			1,238,600	5,375,322
2036	894,300	2,858,115			1,240,250	4,992,665
	<u>\$42,057,525</u>	<u>\$158,085,731</u>	<u>\$25,195,632</u>	<u>\$770,368</u>	<u>\$34,232,021</u>	<u>\$260,341,277</u>

# City of San Angelo

## Summary of Debt Service Requirements

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<u>FISCAL YEAR</u> <u>ENDED</u> <u>SEPTEMBER 30</u>	<u>GENERAL</u> <u>OBLIGATION</u>	<u>WATER</u> <u>UTILITY</u>	<u>WASTEWATER</u> <u>UTILITY</u>	<u>STATE OFFICE</u> <u>BUILDING</u>	<u>DEVELOPMENT</u> <u>CORPORATION</u>	<u>TOTAL</u>
2037		2,854,606				2,854,606
2038		2,856,313				2,856,313
2039		2,857,852				2,857,852
2040		2,855,431				2,855,431
2041		2,858,829				2,858,829
2042		2,857,827				2,857,827
2043		2,857,313				2,857,313
2044		2,857,068				2,857,068
2045		2,856,871				2,856,871
2046		2,856,504				2,856,504

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\$0	\$28,568,614	\$0	\$0	\$0	\$28,568,614
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# City of San Angelo

## Debt Service Requirements

### General Obligation Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2018	2,420,000	1,184,135	3,604,135
2019	2,460,000	1,061,669	3,521,669
2020	2,510,000	987,081	3,497,081
2021	2,575,000	912,703	3,487,703
2022	2,690,000	823,400	3,513,400
2023	1,885,000	732,350	2,617,350
2024	1,835,000	654,550	2,489,550
2025	1,570,000	579,900	2,149,900
2026	1,650,000	505,000	2,155,000
2027	1,730,000	430,450	2,160,450
2028	1,795,000	356,725	2,151,725
2029	1,870,000	279,850	2,149,850
2030	1,050,000	224,800	1,274,800
2031	1,085,000	192,569	1,277,569
2032	1,120,000	158,856	1,278,856
2033	1,155,000	123,856	1,278,856
2034	1,190,000	87,037	1,277,037
2035	1,230,000	48,294	1,278,294
2036	880,000	14,300	894,300
	<u>\$32,700,000</u>	<u>\$9,357,525</u>	<u>\$42,057,525</u>

# City of San Angelo

## Debt Service Requirements

### Water Utility Bonds

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2018	8,231,960	3,236,551	11,468,511
2019	8,109,645	3,161,772	11,271,417
2020	8,215,190	3,063,133	11,278,323
2021	8,350,225	2,935,710	11,285,935
2022	7,640,350	2,807,959	10,448,309
2023	7,708,615	2,688,664	10,397,279
2024	7,135,000	2,568,246	9,703,246
2025	7,255,000	2,447,081	9,702,081
2026	7,390,000	2,313,051	9,703,051
2027	7,540,000	2,167,382	9,707,382
2028	7,700,000	2,010,426	9,710,426
2029	7,865,000	1,841,700	9,706,700
2030	8,050,000	1,658,519	9,708,519
2031	8,245,000	1,463,805	9,708,805
	<u>\$109,435,985</u>	<u>\$34,363,999</u>	<u>\$143,799,984</u>

# City of San Angelo

## Debt Service Requirements

### Water Utility Bonds

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2032	1,525,000	1,334,086	2,859,086
2033	1,585,000	1,269,573	2,854,573
2034	1,655,000	1,200,545	2,855,545
2035	1,730,000	1,128,428	2,858,428
2036	1,805,000	1,053,115	2,858,115
2037	1,880,000	974,606	2,854,606
2038	1,965,000	891,313	2,856,313
2039	2,055,000	802,852	2,857,852
2040	2,145,000	710,431	2,855,431
2041	2,245,000	613,829	2,858,829
2042	2,345,000	512,827	2,857,827
2043	2,450,000	407,313	2,857,313
2044	2,560,000	297,068	2,857,068
2045	2,675,000	181,871	2,856,871
2046	2,795,000	61,504	2,856,504
	<u>\$31,415,000</u>	<u>\$11,439,361</u>	<u>\$42,854,361</u>



# City of San Angelo

## Debt Service Requirements

### Wastewater Utility Bonds

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2018	3,186,400	818,523	4,004,923
2019	3,108,050	703,399	3,811,449
2020	3,262,100	561,904	3,824,004
2021	3,485,250	411,655	3,896,905
2022	1,821,500	304,844	2,126,344
2023	1,840,350	243,207	2,083,557
2024	1,215,000	188,000	1,403,000
2025	1,265,000	138,400	1,403,400
2026	1,315,000	86,800	1,401,800
2027	1,210,000	30,250	1,240,250
	<u>\$21,708,650</u>	<u>\$3,486,982</u>	<u>\$25,195,632</u>

# City of San Angelo

## Debt Service Requirements

### State Office Buildings

---

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$695,365</u>	<u>\$75,003</u>	<u>\$770,368</u>

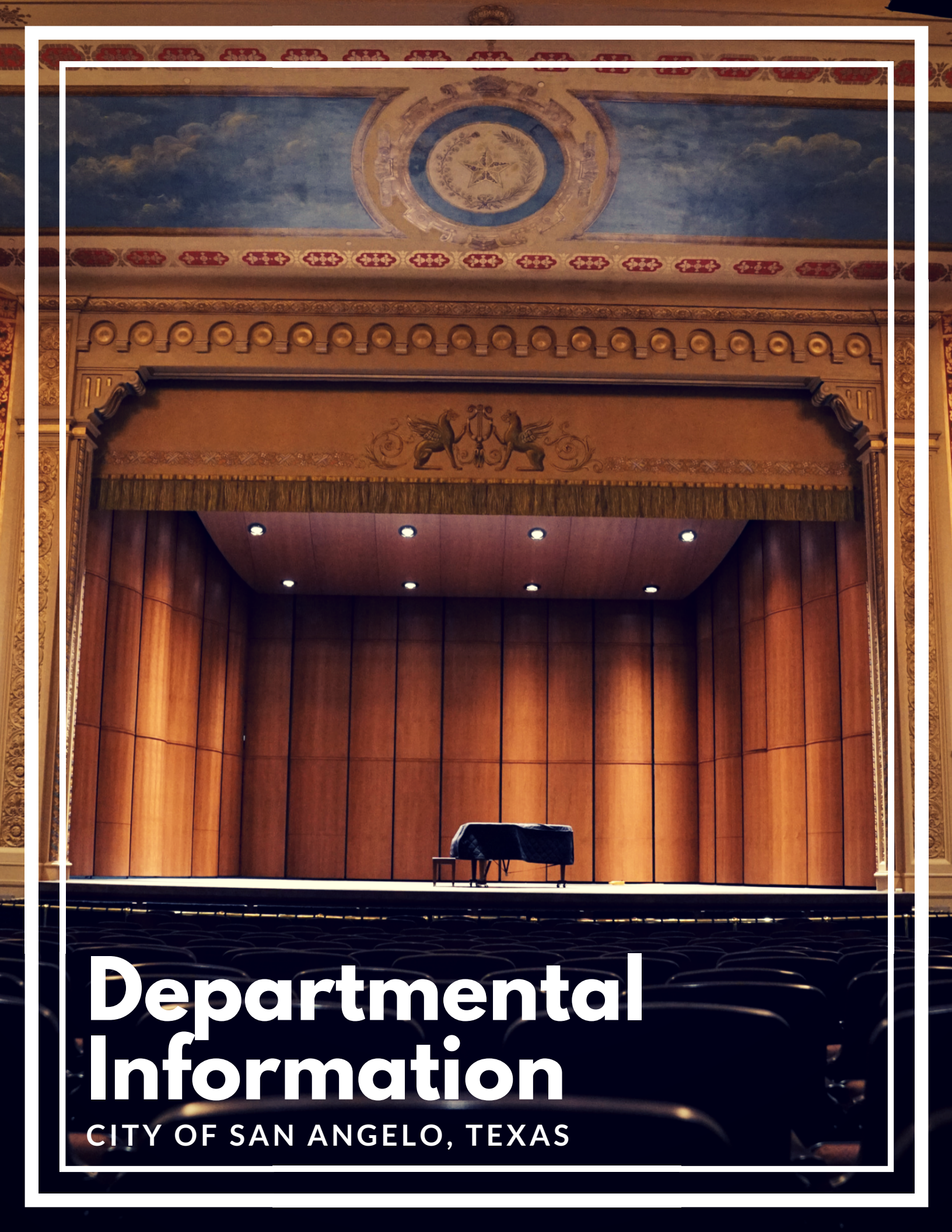
# City of San Angelo

## Debt Service Requirements

### Development Corp

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2018	1,820,000	806,270	2,626,270
2019	1,675,000	886,525	2,561,525
2020	1,705,000	847,250	2,552,250
2021	1,760,000	806,094	2,566,094
2022	1,815,000	750,394	2,565,394
2023	1,885,000	680,600	2,565,600
2024	1,970,000	599,038	2,569,038
2025	2,065,000	500,600	2,565,600
2026	810,000	433,900	1,243,900
2027	845,000	400,800	1,245,800
2028	875,000	366,400	1,241,400
2029	910,000	330,700	1,240,700
2030	950,000	293,500	1,243,500
2031	985,000	254,800	1,239,800
2032	1,025,000	214,600	1,239,600
2033	1,070,000	172,700	1,242,700
2034	1,115,000	129,000	1,244,000
2035	1,155,000	83,600	1,238,600
2036	1,210,000	30,250	1,240,250
	<u>\$25,645,000</u>	<u>\$8,587,021</u>	<u>\$34,232,021</u>

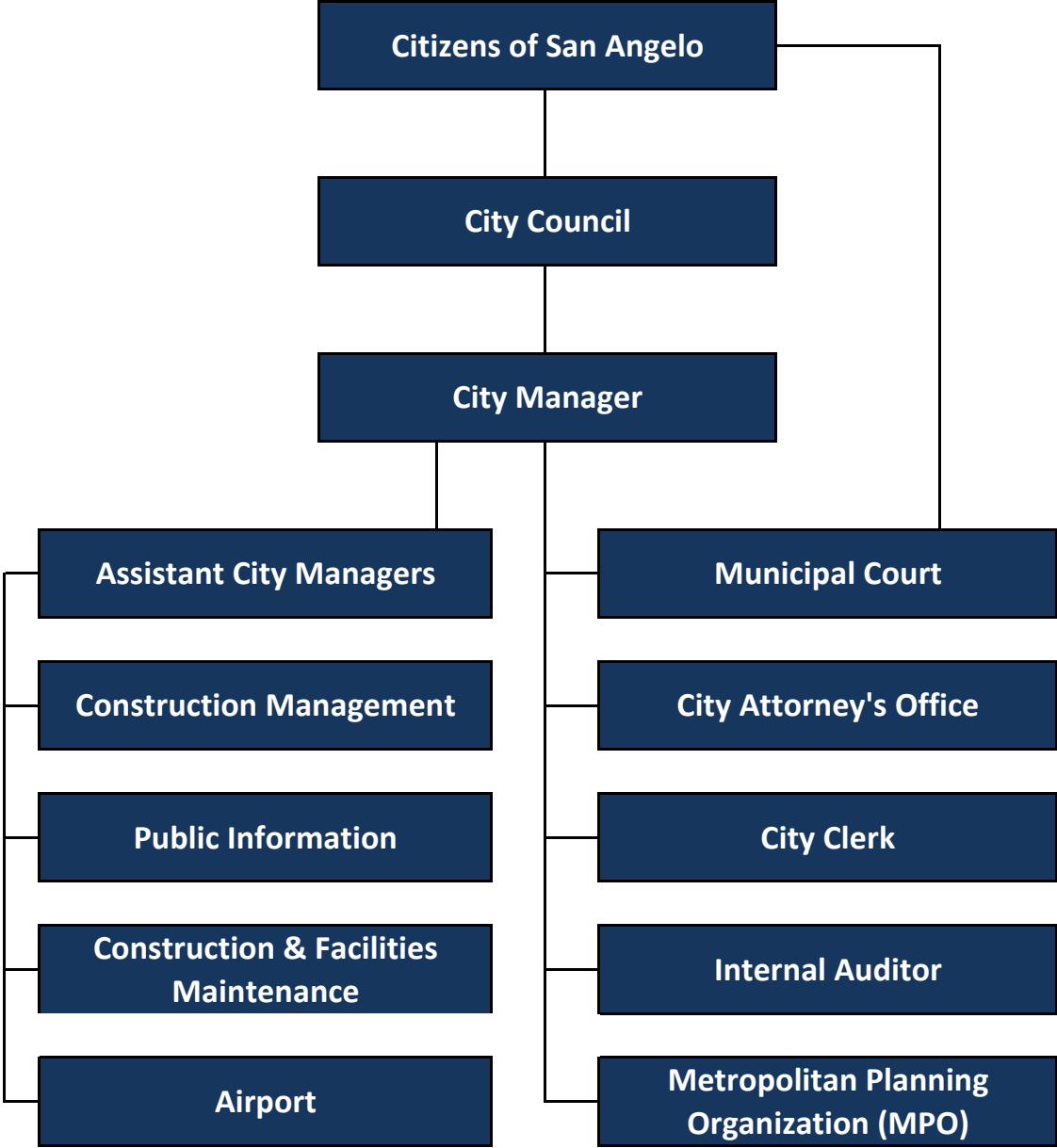


# Departmental Information

CITY OF SAN ANGELO, TEXAS

# City of San Angelo General Government

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# City of San Angelo

## City Council

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$173,823	\$156,989	\$156,989
Total Revenue	\$173,823	\$156,989	\$156,989
<b>Expenditure</b>			
Personnel	\$24,175	\$27,924	\$27,924
Operations & Maintenance	\$143,400	\$129,065	\$129,065
Capital	\$6,248	\$0	\$0
Total Expenditure	\$173,823	\$156,989	\$156,989

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	7	7	7
Total Personnel	7	7	7

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

# City of San Angelo

## City Manager

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$686,057	\$706,956	\$719,704
Total Revenue	\$686,057	\$706,956	\$719,704
<b>Expenditure</b>			
Personnel	\$654,638	\$662,065	\$674,813
Operations & Maintenance	\$25,719	\$44,891	\$44,891
Capital	\$5,700	\$0	\$0
Total Expenditure	\$686,057	\$706,956	\$719,704

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## City Manager

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### Goals, Objectives & Performance Measures

Activity: City Management

Serves City Council's Vision: The Texas Standard for opportunity, prosperity and quality of life

Goal: Excellence in services through best management practices; a dedicated, caring and productive workforce; innovative solutions; and a strong commitment to fiscal responsibility

Objectives: Create organizational objectives for use in the development of a proposed budget based on identified Council and community priorities

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Facilitate a priority setting workshop for the City Council	Yes	Yes	Yes

Activity: City Management

Serves City Council's Vision: To be the Texas Standard for opportunity, prosperity and quality of life

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	FY16 Actual	FY17 Budget	FY18 Budget
Attend meetings with stakeholders	100%	100%	100%



# City of San Angelo

## Municipal Court

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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 the 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Fines and Fees	\$2,608,938	\$2,813,239	\$3,128,116
General Fund Reallocation	(\$114,465)	(\$395,062)	(\$562,908)
<b>Total Revenue</b>	<b>\$2,494,473</b>	<b>\$2,418,177</b>	<b>\$2,565,208</b>
<b>Expenditure</b>			
Personnel	\$1,892,398	\$2,015,513	\$2,104,830
Operations & Maintenance	\$561,683	\$402,664	\$460,378
Capital	\$40,392	\$0	\$0
<b>Total Expenditure</b>	<b>\$2,494,473</b>	<b>\$2,418,177</b>	<b>\$2,565,208</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	32	31	31
Part-Time	1	1	1
<b>Total Personnel</b>	<b>33</b>	<b>32</b>	<b>32</b>

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

\*\*Building maintenance worker positions were altered.

# City of San Angelo Municipal Court

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of customers served	29,836	33,000	26,944
Number of credit card calls	5,379	6,248	4,960
Number at drive-up window	1,072	1,226	808
Average wait time per customer (in minutes)	10	10	10
Check charges filed	1,047	830	812
Number of individuals entering the court building	51,995	51,718	45,996
Mail processing	3,658	4,390	3,196

Activity: Financial/Budgeting

Serves City Council's Vision: Financial Vision

Goal: Collections on traffic and criminal charges

Objectives: Hearings; Trials; Collections

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Traffic cases filed	19,860	18,300	17,550
Number of traffic cases closed	19,337	19,164	15,932
Parking cases filed	1,183	1,174	1,436
Parking cases closed	1,159	1,204	1,707
Criminal cases filed	4,613	4,588	4,188
Criminal cases closed	5,734	6,250	4,924

# City of San Angelo Municipal Court

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## 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 Code Compliance Division; 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of court hearings	5,304	5,298	6,292
Warrants issued	14,700	13,816	13,604
Warrants cleared	13,685	13,612	12,956
Warrants pending	4,038	5,058	5,000
Number of warrants sent to an outside collection agency	5,524	5,424	6,808

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 Code Compliance Division; 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of people arrested and placed in jail	2,610	2,760	2,560
Number of people arrested and booked at court	621	630	448

# City of San Angelo Municipal Court

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of graffiti removal locations	169	138	120

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 Code Compliance Division; 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of arraignments	1,609	1,500	1,620
Number of "Safe Housing" applications	36	72	0

# City of San Angelo

## City Attorney's Office

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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.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Legal Fees	\$222	\$0	\$0
General Fund Supported	\$604,725	\$640,873	\$653,370
<b>Total Revenue</b>	<b>\$604,947</b>	<b>\$640,873</b>	<b>\$653,370</b>
<b>Expenditure</b>			
Personnel	\$566,911	\$602,626	\$615,123
Operations & Maintenance	\$36,304	\$36,247	\$36,247
Capital	\$1,732	\$2,000	\$2,000
<b>Total Expenditure</b>	<b>\$604,947</b>	<b>\$640,873</b>	<b>\$653,370</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## City Attorney's Office

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### Goals, Objectives & Performance Measures

Activity: Litigation

Serves City Council's Vision: N/A

Goal: Provide professional, effective and ethical legal representation

Objectives: Legal Research and Advice; Litigation

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of cases prosecuted in Municipal Court	1,521	1,530	1,550
Number of cases filed by prosecutor	52	55	58
Number of defendant pre-trials	1171	1180	1185
Number of attorney pre-trials	206	210	215
Number of dismissals	439	400	350

Activity: Legal Counsel

Serves City Council's Vision: N/A

Goal: Provide professional, effective and ethical legal representation

Objectives: Legal research; advice; litigation; document preparation

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of cases utilizing outside counsel	4	5	5
Number of ordinances	43	50	40
Number of resolutions	47	50	50
Number of contracts reviewed/prepared	342	350	350
Number of public information requests reviewed/processed	171	200	200
Number of legal questions answered/opinions provided	126	130	140
Number of subpoenas received/worked	20	15	15
Number of bankruptcy proof of claims filed	4	4	4
Number of board/commission meetings	114	117	120

# City of San Angelo

## City Clerk

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
User fees	\$2,906	\$2,050	\$2,050
General Fund Supported	\$272,849	\$241,176	\$259,671
<b>Total Revenue</b>	<b>\$275,755</b>	<b>\$243,226</b>	<b>\$261,721</b>
<b>Expenditure</b>			
Personnel	\$154,545	\$154,959	\$173,454
Operations & Maintenance	\$121,210	\$86,767	\$86,617
Capital	\$0	\$1,500	\$1,650
<b>Total Expenditure</b>	<b>\$275,755</b>	<b>\$243,226</b>	<b>\$261,721</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

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### Goals, Objectives & Performance Measures

Activity: Administration of City Council Meetings

Serves City Council's Vision: N/A

Goal: 100% Compliance with State Laws regarding Open Meetings

Objective: Maintain the legal record of the actions of the City Council to ensure the continuity of government

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Percent of meetings held in compliance with the Texas Open Meetings Act	100%	100%	100%

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Activity: Administration/Conduction of Elections

Serves City Council's Vision: N/A

Goal: 100% Compliance with State Laws regarding conduction of elections

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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Percent of elections conducted in compliance with state law	100%	100%	100%



# City of San Angelo

## City Clerk

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### Goals, Objectives & Performance Measures

Activity: Administration of Records Management for the City of San Angelo

Serves City Council's Vision: N/A

Goal: 100% Compliance with State Laws regarding public information/records management

Objective: Ensure the preservation and accessibility of essential information

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Percent of open records requests processed in compliance with the Texas Public Information Act	100%	100%	100%

# City of San Angelo

## Internal Audit

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$73,804	\$75,151	\$76,863
Total Revenue	\$73,804	\$75,151	\$76,863
<b>Expenditure</b>			
Personnel	\$71,643	\$71,786	\$73,498
Operations & Maintenance	\$2,161	\$3,365	\$3,365
Capital	\$0	\$0	\$0
Total Expenditure	\$73,804	\$75,151	\$76,863

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Internal Audit

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### 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 the City achieve the highest level of 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of audits completed	12	15	15
Number of advisory services completed	19	22	24
Number of recommendations made	14	20	20
Number of recommendations implemented	8	10	10

# City of San Angelo Metropolitan Planning Organization

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$133,921	\$477,599	\$205,528
General Fund Supported	\$0	\$0	\$0
Total Revenue	\$133,921	\$477,599	\$205,528
<b>Expenditure</b>			
Personnel	\$60,907	\$148,466	\$175,693
Operations & Maintenance	\$7,466	\$315,367	\$29,835
Capital	\$1,365	\$13,766	\$0
Total Expenditure	\$69,738	\$477,599	\$205,528

<b>Personnel Summary**</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	3	3	3
Part-Time	0	0	0
Total Personnel	3	3	3

\*FY18 large decrease in budget is due to a change in budgeting method.

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

# City of San Angelo Metropolitan Planning Organization

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## Goals, Objectives & Performance Measures

Activity: Public Outreach and Education

Serves City Council's Vision: Transportation Vision; Neighborhood Vision

Goal: Promote physical and economical growth and development

Objectives: Transportation planning for the City; general operations of the MPO; data collection and analysis; special projects and studies

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Present information/data to the MPO policy board	10	10	10
Host & coordinate public meetings	2	4	6

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of amendments to the Transportation Improvement Program	3	3	3
Number of amendments to the Metropolitan Transportation Plan	3	3	3
Number of amendments to the Unified Planning Work Program	1	1	1

# City of San Angelo Metropolitan Planning Organization

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## 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Research grant opportunities	5	5	5

# City of San Angelo

## Construction Management

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$167,315	\$127,076	\$74,300
General Fund Supported	\$11,611	\$63,252	\$53,491
<b>Total Revenue</b>	<b>\$178,926</b>	<b>\$190,328</b>	<b>\$127,791</b>
<b>Expenditure</b>			
Personnel	\$176,128	\$183,905	\$123,300
Operations & Maintenance	\$2,798	\$6,423	\$4,491
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$178,926</b>	<b>\$190,328</b>	<b>\$127,791</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	2	2	1
Part-Time	0	0	0
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>1</b>

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

\*\*The construction assistant manager position was reallocated to the Water Department in FY18.

# City of San Angelo

## Construction Management

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of projects worked	12	10	6
Number of projects completed	4	5	3
Percent of projects completed on schedule	70%	100%	100%
Percent of projects completed within budget	70%	100%	100%



# City of San Angelo

## Public Information

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$371,002	\$452,397	\$456,417
Total Revenue	\$371,002	\$452,397	\$456,417
<b>Expenditure</b>			
Personnel	\$172,185	\$180,347	\$184,367
Operations & Maintenance	\$11,392	\$22,050	\$22,050
Capital	\$187,425	\$250,000	\$250,000
Total Expenditure	\$371,002	\$452,397	\$456,417

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

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### 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; 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of contributed pieces to the Standard-Times Newspaper	84	80	80
Number of press releases	164	180	180
Number of page views on cosatx.us	1.4 million	1.0 million	2.5 million
Number of YouTube views	575,000	700,000	800,000
Number of Facebook "followers"	20,000	22,000	26,000
Number of Twitter followers	4,000	4,500	5,500
Number of tweets	11,000	12,000	14,000
Number of original programs on SATV	222	150	200

# City of San Angelo

## Public Information

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### 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: Community outreach and internal training to equip others to advocate for and represent them

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of COSA University graduates	22	30	20
Number of internal training sessions led by Public Information	4	4	4

# City of San Angelo

## Facilities Maintenance

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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, 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 and writes bid specifications for City-wide maintenance services.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$11,772	\$8,000	\$8,500
General Fund Supported	\$784,799	\$650,482	\$668,729
<b>Total Revenue</b>	<b>\$796,571</b>	<b>\$658,482</b>	<b>\$677,229</b>
<b>Expenditure</b>			
Personnel	\$326,118	\$335,195	\$358,518
Operations & Maintenance	\$295,731	\$323,287	\$318,711
Capital	\$174,722	\$0	\$0
<b>Total Expenditure</b>	<b>\$796,571</b>	<b>\$658,482</b>	<b>\$677,229</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Facilities Maintenance

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### Goals, Objectives & Performance Measures

Activity: Repairs

Serves City Council's Vision: Infrastructure Vision

Goal: Keep maintenance services; support and logistics for other departments; respond to service requests as quickly and efficiently as possible

Objectives: Preventive maintenance; emergency response and repairs

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of electrical repairs (contractor)	8	20	20
Number of HVAC repairs (contractor)	6	15	15
Number of plumbing repairs (contractor)	4	10	10
Number of requests for service	787	900	900
Number of HVAC Preventive Maintenance at various facilities including filter replacements, inside and outside coil cleanings, pump cleanings, flushing VAV strainers, grease motors as required, etc.	36	36	36
Number of Plumbing Preventative Maintenance at various facilities including treating floor drains, replacing urinal cartridges, etc.	21	65	65
Number of electrical repairs	47	100	100
Number of HVAC repairs	20	75	75
Number of carpentry repairs	90	150	150
Number of plumbing repairs	77	100	100
Number of misc. services: de-icing, setups, grounds maintenance, counsel packet delivery	550	275	300
TDCJ inmate work crew oversight	21	30	30

# City of San Angelo

## Facilities Maintenance

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Estimated costs savings or reductions by using TDCJ crews (mowing, weeding, painting, moving equipment, etc.)	\$56,000	\$25,000	\$10,000

# City of San Angelo

## San Angelo Regional Airport

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grants	\$726	\$722	\$722
Leases/Rentals	\$820,727	\$754,102	\$795,502
Concessions	\$327,347	\$331,891	\$351,080
Landing Fees & Advertising	\$64,245	\$75,469	\$82,682
Development Corp	\$240,000	\$0	\$0
Other Income	\$212,386	\$228,577	\$244,106
<b>Total Revenue</b>	<b>\$1,665,431</b>	<b>\$1,390,761</b>	<b>\$1,474,092</b>
<b>Expenditure</b>			
Personnel	\$765,069	\$745,080	\$784,271
Operations & Maintenance	\$746,963	\$599,715	\$643,855
Capital	\$1,678	\$0	\$0
Debt Service	\$42,233	\$45,966	\$45,966
<b>Total Expenditure</b>	<b>\$1,555,943</b>	<b>\$1,390,761</b>	<b>\$1,474,092</b>
<b>Surplus/(Deficit)</b>	<b>\$109,488</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	13	13	13
Part-Time	0	0	0
<b>Total Personnel</b>	<b>13</b>	<b>13</b>	<b>13</b>

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

# City of San Angelo

## San Angelo Regional Airport

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### 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

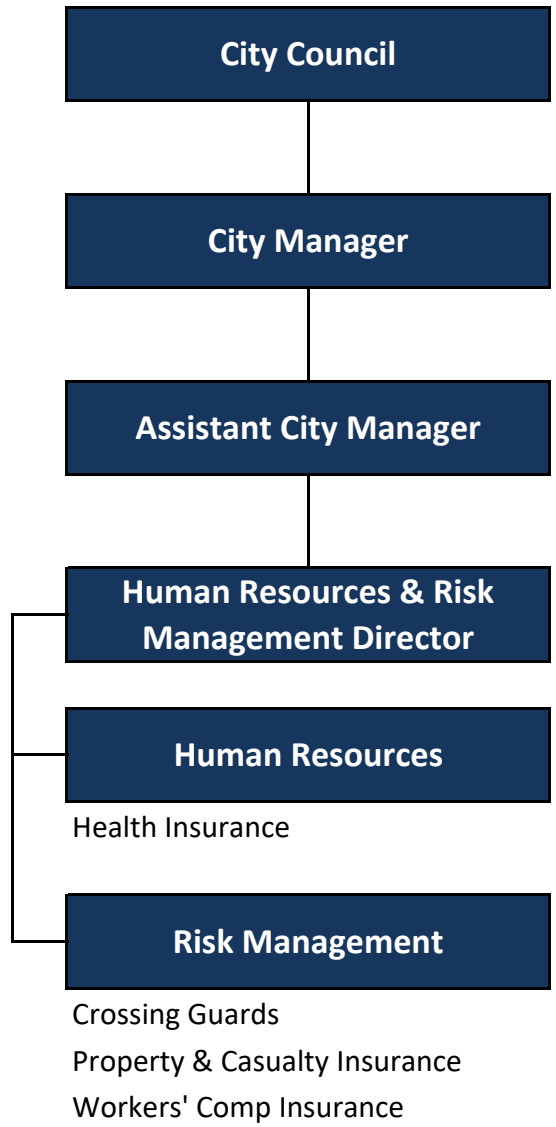
<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of passengers	123,722	125,292	125,292
Number of aircraft operations	77,223	85,000	85,000
Fuel flowage (in gallons)	1,231,461	1,179,884	1,200,000



# City of San Angelo

## Human Resources and Risk Management

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# City of San Angelo

## Human Resources

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$366,276	\$406,148	\$2,402,668
<b>Total Revenue</b>	<b>\$366,276</b>	<b>\$406,148</b>	<b>\$2,402,668</b>
<b>Expenditure*</b>			
Personnel	\$287,599	\$310,226	\$1,931,746
Operations & Maintenance	\$78,677	\$95,922	\$470,922
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$366,276</b>	<b>\$406,148</b>	<b>\$2,402,668</b>

<b>Personnel Summary**</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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>

\*Retiree, catastrophe, and liability insurances are now budgeted in the expenditure of this division.

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

# City of San Angelo

## Human Resources

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### 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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Average number of days to fill vacant positions	31	30	30
Number of job fairs attended to promote city vacancies (goal of 5 each fiscal year)	3	5	5
Number of job classifications/salary ranges reviewed each year to establish competitive wages across comparable cities	220	200	200
On time completion of citywide pay increases by fiscal year beginning	N/A	On time	On time
Percent of errors in citywide fiscal year pay increases	N/A	0.00%	0.00%

# City of San Angelo

## Health Insurance

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Clinic Revenue	\$120,563	\$104,740	\$101,200
Self Insurance Revenue	\$7,999,012	\$7,703,392	\$8,677,445
Interest	\$8,709	\$2,705	\$0
Total Revenue	\$8,128,284	\$7,810,837	\$8,778,645
<b>Expenditure</b>			
Personnel	\$147,845	\$127,341	\$122,165
Operations & Maintenance	\$935,405	\$1,597,281	\$1,031,750
Insurance Claims Liability	\$7,669,162	\$6,086,215	\$7,624,730
Capital	\$550	\$0	\$0
Total Expenditure	\$8,752,962	\$7,810,837	\$8,778,645
Surplus/(Deficit)	(\$624,678)	\$0	\$0

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

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## 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Top diagnoses	Circulatory	Hypertension	Hypertension
Number of claims exceeding stop loss (> \$150,000)	3	2	2
Number of participants in a health & wellness program	Not yet available	100%	100%

# City of San Angelo

## Crossing Guards

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
User Fees	\$135,107	\$127,000	\$130,700
General Fund Supported	\$57	\$0	\$0
<b>Total Revenue</b>	<b>\$135,164</b>	<b>\$127,000</b>	<b>\$130,700</b>
<b>Expenditure</b>			
Personnel	\$111,918	\$105,703	\$105,703
Operations & Maintenance	\$23,246	\$21,297	\$24,997
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$135,164</b>	<b>\$127,000</b>	<b>\$130,700</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	25	25	25
<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

## Crossing Guards

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Designated school crossings staffed each day of school	20	20	20
Average hours per location	2.75	2.75	2.75
Average cost per location	\$6,758	\$6,350	\$6,535
Number of auto/pedestrian accidents	1	0	0
Number of reported injuries to children while crossing	1	0	0
Number of reported crossing guard injuries	1	0	0
Number of approved crossing guards	25	25	25

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Premium Contributions	\$473,089	\$523,154	\$523,154
Special Event Insurance	\$36,396	\$33,692	\$35,675
Insurance Proceeds	\$518,658	\$251,768	\$262,011
Interest	\$17,639	\$8,883	\$28,672
<b>Total Revenue</b>	<b>\$1,045,782</b>	<b>\$817,497</b>	<b>\$849,512</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$158,089
Operations & Maintenance	\$1,225,227	\$815,997	\$689,923
Capital	\$0	\$1,500	\$1,500
<b>Total Expenditure</b>	<b>\$1,225,227</b>	<b>\$817,497</b>	<b>\$849,512</b>
<b>Surplus/(Deficit)</b>	<b>(\$179,445)</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Property & Casualty Insurance

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of general liability claims filed	35	34	37
Total costs of general liability claims	\$93,790	\$21,770	\$59,395
Average cost of general liability claims	\$2,680	\$640	\$1,605
Number of auto accidents involving City vehicles	155	133	133
Number of "at fault" City vehicle accidents	78	65	62
Total cost of auto claims	\$352,905	\$266,100	\$251,453
Average cost of all auto claims	\$2,277	\$2,957	\$1,821
Subrogation-amount recovered for damage to City vehicles	\$120,316	\$41,962	\$87,212
Number of property claims reported	116	89	93
Total cost of property claims	\$173,898	\$92,112	\$111,949
Average cost of property claims	\$1,500	\$1,035	\$1,204
Subrogation-amount recovered for damage to City property	\$26,080	\$81,228	\$60,071

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Premium Contributions	\$1,285,631	\$1,272,724	\$1,350,667
Insurance Proceeds	\$17,573	\$31,965	\$34,465
Interest	\$15,548	\$3,867	\$0
<b>Total Revenue</b>	<b>\$1,318,752</b>	<b>\$1,308,556</b>	<b>\$1,385,132</b>
<b>Expenditure</b>			
Personnel	\$329,319	\$351,026	\$237,249
Operations & Maintenance	\$34,603	\$81,426	\$82,900
Claims	\$1,218,561	\$512,845	\$505,346
Insurance Premiums	\$113,581	\$127,018	\$127,018
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$1,696,064</b>	<b>\$1,072,315</b>	<b>\$952,513</b>
<b>Surplus/(Deficit)</b>	<b>(\$377,312)</b>	<b>\$236,241</b>	<b>\$432,619</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## 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

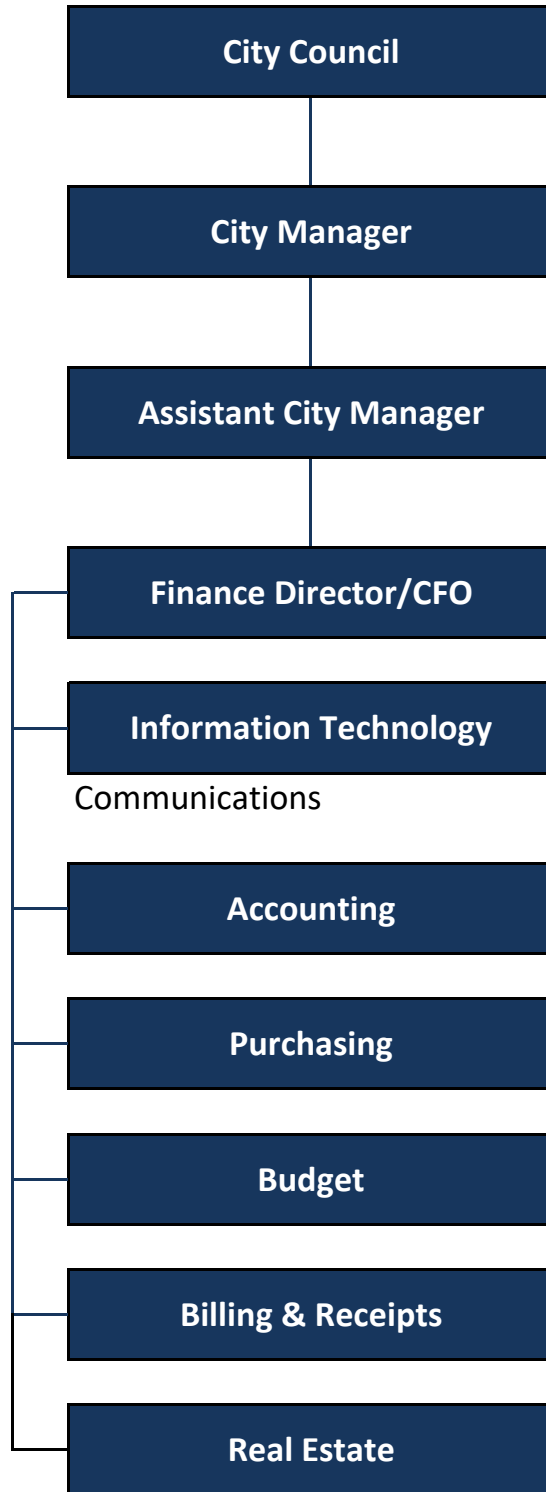
Goal: Administer the self funded workers compensation program in a professional manner under the provisions of the Texas Workers Compensation Act; reduce the frequency and cost of workers compensation

Objectives: Provide quality workers compensation claims handling services for City employees; risk management administration

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of workers compensation claims reported	131	113	122
Total cost of workers compensation claims	\$1,185,873	\$1,308,556	\$1,385,132
Average cost per workers compensation claim	\$9,052	\$11,580	\$11,353
Amount reserved for workers compensation claims	\$1,869,702	\$1,167,273	\$1,518,487
Amount paid in indemnity benefits for workers compensation claims	\$589,963	\$516,819	\$553,391
Amount paid for medical services for workers compensation claims	\$1,279,739	\$650,454	\$965,096
Subrogation-amount recovered from third parties for injuries sustained by City employees	\$200,380	\$49,793	\$125,086
Average number of workers compensation claims reported monthly	11	10	10
Average number of workers compensation claims finalized monthly	4	5	5

# City of San Angelo Finance Department

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# City of San Angelo

## Finance

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Finance staff ensures that financial and budgetary accountability needs are met for the entire organization. The Finance division aims to control spending within its means; establishes and maintains reserves; budgets costs with all due transparency; incorporates economic and long-term planning into the budget process; 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$1,570,136	\$1,593,740	\$1,621,864
Total Revenue	\$1,570,136	\$1,593,740	\$1,621,864
<b>Expenditure</b>			
Personnel	\$852,197	\$866,187	\$849,851
Operations & Maintenance	\$714,730	\$723,953	\$768,413
Capital	\$3,209	\$3,600	\$3,600
Total Expenditure	\$1,570,136	\$1,593,740	\$1,621,864

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Finance

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### 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 and assist internal customers with budgeting

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Receive the Distinguished Budget Award	Yes	Yes	Yes
Actual general fund revenue received as a percentage of current budget	100%	100%	100%
Provide report of budget variances within five days of quarterly closing of financial period	89%	92%	100%
Average number of days to process a budget amendment	4.37	4.25	4.00

Activity: Capital Improvement Plan Preparation and Management

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

Goal: To 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of public meetings	2	1	1
Submit CIP to City Council on time	Yes	Yes	Yes
Status reports	12	12	12

# City of San Angelo

## Finance

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### Goals, Objectives & Performance Measures

Activity: Accounting 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

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
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	5	5	5
Average number of days between system close and availability of the blue book	3	3	3
Number of paycheck/direct deposits processed	21,744	21,010	20,486
Number of accounts payable payments processed	11,090	11,478	11,719
Number of journal entries recorded	957	930	900

# City of San Angelo

## Information Technology

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$527,841	\$581,969	\$647,407
<b>Total Revenue</b>	<b>\$527,841</b>	<b>\$581,969</b>	<b>\$647,407</b>
<b>Expenditure</b>			
Personnel	\$317,705	\$309,483	\$374,921
Operations & Maintenance	\$210,136	\$272,486	\$272,486
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$527,841</b>	<b>\$581,969</b>	<b>\$647,407</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	6	6	7
Part-Time	0	0	0
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>7</b>

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



# City of San Angelo Information Technology

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Percent of time wireless network is available	100%	98%	98%
Percent of time data center is available	98%	98%	98%
Percent of time the AS400 is available	90%	90%	90%
Percent of time Click to Gov is available	90%	90%	90%

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	FY16 Actual	FY17 Budget	FY18 Budget
Percent of work orders completed in the same day	87%	85%	85%

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Radio	\$168,632	\$167,467	\$160,235
Voice Over IP	\$294,401	\$302,901	\$300,041
Internet	\$69,497	\$51,526	\$49,367
Cell Phones	\$270,979	\$288,618	\$240,788
Total Revenue	\$803,509	\$810,512	\$750,431
<b>Expenditure</b>			
Radio	\$105,911	\$137,914	\$132,309
Voice Over IP	\$238,324	\$236,293	\$216,543
Internet	\$63,826	\$51,165	\$49,151
Cell Phones	\$289,140	\$289,444	\$241,222
Capital	\$102,457	\$95,696	\$111,206
Total Expenditure	\$799,658	\$810,512	\$750,431
Surplus/(Deficit)	\$3,851	\$0	\$0

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	2	2	1
Part-Time	0	0	0
Total Personnel	2	2	1

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

# City of San Angelo Communications

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Percent of time VoIP phone system is available	100%	100%	100%
Number of analog lines serviced	110	115	120
Average cost per analog land line	\$35.90	\$36.50	\$37.50
Percent of time internet service is available	100%	100%	100%
Cost of internet service	\$43,600	\$44,000	\$46,000
Cost per megabit/second	\$436	\$436	\$450

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of radios maintained	1,005	985	985
Number of radios repaired	23	20	25
Percentage of time radio system is available	100%	100%	100%

# City of San Angelo

## Purchasing

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The Purchasing division assists City divisions with purchasing equipment, materials, supplies and services by seeking competitive bids. Purchasing also assists divisions in their specification writing to secure fair and enhance competition and ensure responsible bidders are given a fair opportunity to compete for the City's business.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Miscellaneous Revenue	\$34,729	\$28,000	\$34,997
General Fund Supported	\$103,306	\$130,724	\$134,290
<b>Total Revenue</b>	<b>\$138,035</b>	<b>\$158,724</b>	<b>\$169,287</b>
<b>Expenditure</b>			
Personnel	\$128,963	\$145,025	\$156,128
Operations & Maintenance	\$8,590	\$11,849	\$10,095
Capital	\$482	\$1,850	\$3,064
<b>Total Expenditure</b>	<b>\$138,035</b>	<b>\$158,724</b>	<b>\$169,287</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

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### Goals, Objectives & Performance Measures

Activity: Procurement

Serves City Council's Vision: Financial Vision

Goal: Procure goods and services at the best value to citizens

Objectives: Issue purchase orders; provide best value to citizens; ensure financially responsible purchasing decisions are made by City staff; and adhere to all state and local purchasing guidelines.

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of purchase orders issued	2,475	2,400	2,400
Number of procurement card transactions	8,089	8,100	8,100
Purchasing card compliance	87%	90%	93%
Total procurement card charges	\$1,713,793	\$1,765,207	\$1,818,163
Number of formal procurement requests	53	65	65
Addenda to formal procurements	12	10	10
Percentage formal addenda	23%	15%	15%
Number of contracts drafted and/or reviewed	121	146	146

# City of San Angelo Billing & Receipts

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$655,625	\$694,807	\$704,861
Total Revenue	\$655,625	\$694,807	\$704,861
<b>Expenditure</b>			
Personnel	\$397,371	\$409,460	\$419,514
Operations & Maintenance	\$258,254	\$285,347	\$285,347
Capital	\$0	\$0	\$0
Total Expenditure	\$655,625	\$694,807	\$704,861

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	9	9	9
Part-Time	0	0	0
Total Personnel	9	9	9

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

# City of San Angelo Billing & Receipts

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Accounts receivable invoices and statements processed	15,325	14,872	15,478
Accounts receivable customer payment transactions	9,343	9,452	9,436
Cash deposit transactions	25,542	22,622	25,797

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	FY16 Actual	FY17 Budget	FY18 Budget
Municipal services statements processed and mailed	414,677	411,050	418,814
Municipal services payments processed	411,515	414,234	419,745
Customer accounts with exceptions - processed daily	176	221	214
Number of staff manual payment entries	106,988	109,253	105,918
Percent of adjustments processed prior to subsequent billing cycle	92%	84%	93%

# City of San Angelo

## Property Management

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The Property Management division serves the citizens and the City of San Angelo through the acquisition, management and disposition of the City's real estate interests, and the management of the recovery of financial obligations owed to the City.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Legal Fees	\$157,924	\$132,105	\$129,126
General Fund Supported	(\$7,293)	\$38,954	\$46,324
<b>Total Revenue</b>	<b>\$150,631</b>	<b>\$171,059</b>	<b>\$175,450</b>
<b>Expenditure</b>			
Personnel	\$114,365	\$136,318	\$139,629
Operations & Maintenance	\$36,266	\$34,741	\$35,821
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$150,631</b>	<b>\$171,059</b>	<b>\$175,450</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Property Management

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### Goals, Objectives & Performance Measures

Activity: Collections

Serves City Council's Vision: N/A

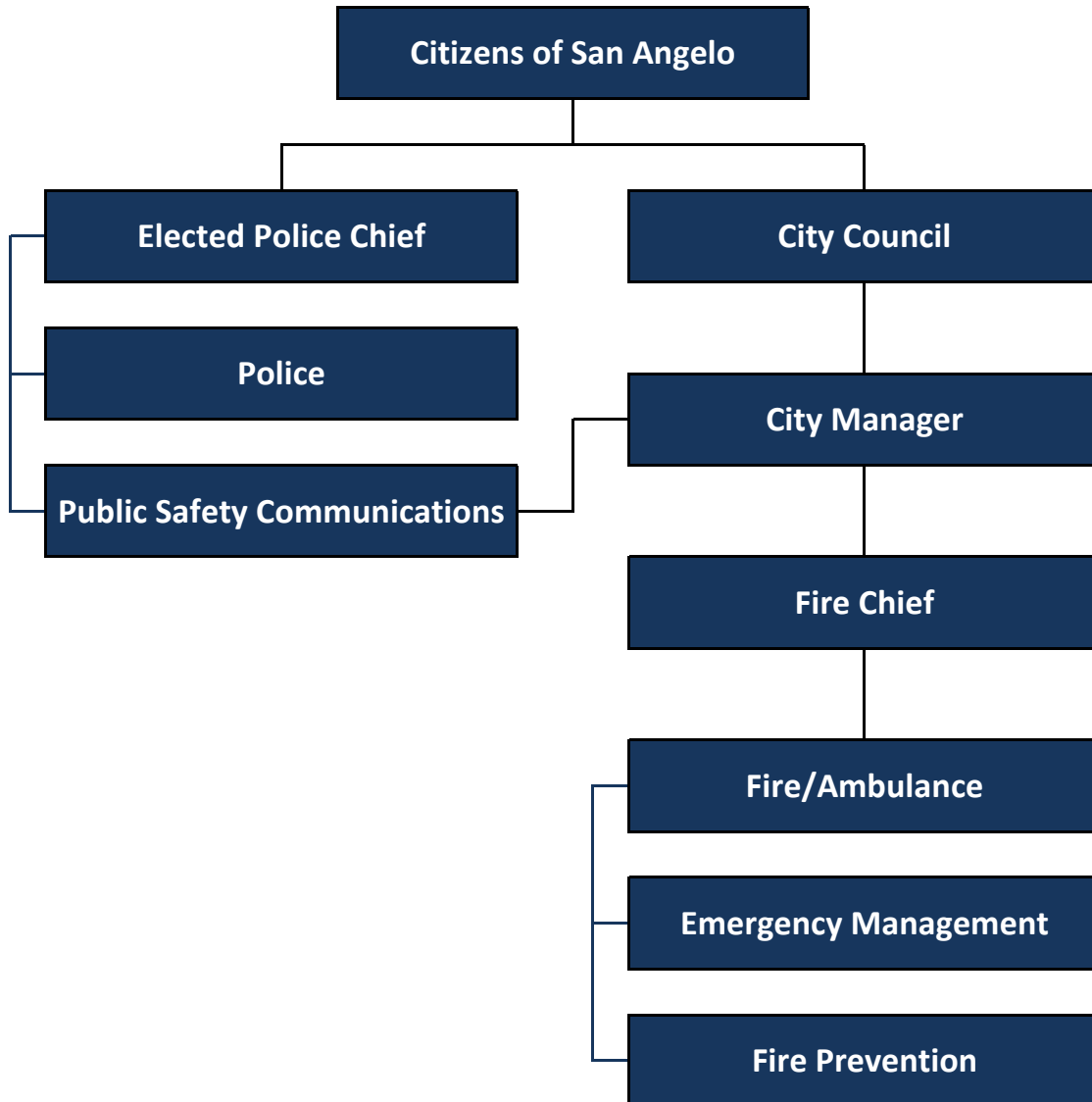
Goal: Provide professional, efficient and effective revenue generation

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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of lake lot leases managed (recreational, agricultural, & grazing leases)	305	305	295
Number of tax sale lots	21	20	8
Number of filing fees collected - administrative	546	360	480
Number of lien recovery (interest)	199	100	150
Number of lien releases	194	100	150

# City of San Angelo Public Safety

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# City of San Angelo

## Police

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Alarm Fees	\$182,901	\$190,175	\$188,526
Other	\$369,990	\$372,000	\$388,500
General Fund Supported	\$17,388,827	\$16,898,958	\$18,069,108
<b>Total Revenue</b>	<b>\$17,941,718</b>	<b>\$17,461,133</b>	<b>\$18,646,134</b>
<b>Expenditure</b>			
Personnel	\$16,265,442	\$15,504,617	\$16,636,847
Operations & Maintenance	\$1,658,298	\$1,910,720	\$1,963,491
Capital	\$17,978	\$45,796	\$45,796
<b>Total Expenditure</b>	<b>\$17,941,718</b>	<b>\$17,461,133</b>	<b>\$18,646,134</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	197	197	202
Part-Time	1	1	1
<b>Total Personnel</b>	<b>198</b>	<b>198</b>	<b>203</b>

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

\*\*Five civil service police officer positions were added in FY18.

# City of San Angelo

## Police

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of calls for the K-9 division	233	240	240
Number of calls received for police services annually	54,029	54,500	56,000
Average response time in minutes to priority 1 calls	4:3	4:25	4:2
Number of hit and run accidents cleared by the traffic division	241	250	260

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of calls for Crime Scene Investigation (CSI)	1,794	1,800	1,850
Number of reports created by CSI	1,462	1,475	1,500
Number of cases assigned to investigators	2,784	3,000	3,200
Number of polygraphs performed annually	110	115	120
Number of evidence items received annually	8,126	8,200	8,200
Value of property recovered	\$106,000	\$125,000	\$125,000

# City of San Angelo Police

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## 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Alarm fee collection	\$182,900	\$190,175	\$195,000
Average hours of training each officer receives at the training facility	94	100	100

# City of San Angelo

## Public Safety Communications

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$40,000	\$0	\$0
General Fund Supported	\$1,284,183	\$1,479,276	\$1,516,048
<b>Total Revenue</b>	<b>\$1,324,183</b>	<b>\$1,479,276</b>	<b>\$1,516,048</b>
<b>Expenditure</b>			
Personnel	\$1,086,942	\$1,208,744	\$1,245,516
Operations & Maintenance	\$222,133	\$254,783	\$254,783
Capital	\$15,108	\$15,749	\$15,749
<b>Total Expenditure</b>	<b>\$1,324,183</b>	<b>\$1,479,276</b>	<b>\$1,516,048</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

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### Goals, Objectives & Performance Measures

Activity: Call Processing

Serves City Council's Vision: Neighborhood Vision

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

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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of 911 wireless calls received	54,858	58,000	57,000
Number of 911 wireline (landline) calls received	10,638	11,400	11,000
Average call processing time for 911 emergency calls	1.04	1.05	1.05
Number of incoming/outgoing non-emergency calls	137,489	145,000	140,000
Average call processing time for non-emergency calls	1.13	1.14	1.14
Number of 911 recording requests received	392	253	310

# City of San Angelo

## Public Safety Communications

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of police department calls dispatched	97,023	100,000	98,500
Number of fire and ambulance calls dispatched	14,369	16,000	15,500
Number of volunteer fire departments calls dispatched	846	1,150	1,000



# City of San Angelo

## Fire

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Ambulance & Fire Revenues	\$4,430,164	\$3,200,150	\$3,510,000
Reimbursed Expenses	\$471,006	\$0	\$0
General Fund Supported	\$10,976,792	\$12,512,962	\$13,416,633
<b>Total Revenue</b>	<b>\$15,877,962</b>	<b>\$15,713,112</b>	<b>\$16,926,633</b>
<b>Expenditure</b>			
Personnel	\$14,466,909	\$14,236,777	\$15,453,452
Operations & Maintenance	\$1,347,980	\$1,462,335	\$1,459,181
Capital	\$63,073	\$14,000	\$14,000
<b>Total Expenditure</b>	<b>\$15,877,962</b>	<b>\$15,713,112</b>	<b>\$16,926,633</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	168	168	176
Part-Time	0	0	0
<b>Total Personnel</b>	<b>168</b>	<b>168</b>	<b>176</b>

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

# City of San Angelo Fire

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Average fire truck response time in minutes to incidents	3:54	4:30	4:30
Average ambulance response time in minutes to incidents	5:30	5:30	5:30
Average ambulance response time in minutes from dispatch to emergency facility	28:29	30:00	30:00
Percent of total calls which are medical or first responders	81.00%	85.00%	85.00%
Percent of responses outside the city limits	13.10%	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	FY16 Actual	FY17 Budget	FY18 Budget
Number of continuing education hours by classified personnel	28,963	40,000	40,000
Number of hydrants inspected*	0	0	7,000

\* Fire hydrants were not tested in FY16 and FY17 due to drought conditions.

# City of San Angelo Fire

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## 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Percent of airpacks serviced and returned in five days	100	100	100
Number of face pieces tested annually	171	200	200
Number of airpacks tested annually	112	120	120
Number of times airpack cylinders are filled	1,119	1,400	1,400
Number of airpack repairs annually	30	25	25

# City of San Angelo

## Emergency Management

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$7,783	\$106,348	\$106,208
Rent	\$30,000	\$30,000	\$30,000
Reimbursed Expense	\$85,500	\$89,100	\$89,100
General Fund Supported	\$80,797	\$54,477	\$55,658
Total Revenue	\$204,080	\$279,925	\$280,966
<b>Expenditure</b>			
Personnel	\$66,198	\$72,845	\$74,382
Operations & Maintenance	\$126,850	\$186,116	\$185,210
Capital	\$11,032	\$20,964	\$21,374
Total Expenditure	\$204,080	\$279,925	\$280,966

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	1	1	1
Part-Time	1	1	1
Total Personnel	2	2	2

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

# 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

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of updates to the emergency operation plan annexes	4	3	2
Number of table top exercises	2	4	4
Number of functional full scale exercises	1	1	1
Number of personnel trained in NIMS700	42	44	46
Number of personnel trained in NIMS100	39	39	40
Number of personnel trained in NIMS200	34	34	35
Number of personnel trained in NIMS800	6	8	10
Number of personnel trained in NIMS300	25	25	26
Number of personnel trained in NIMS400	20	20	22
Number of TDEM sponsored courses	4	4	5
Percentage of completed NIMS training organization wide	60%	85%	87%
Number of other Emergency Management classes sponsored	7	7	7
Number of personnel completing other Emergency Management classes	105	106	110
Number of community outreach programs delivered	5	10	10
Number of citizens reached through the outreach programs	100	250	250
Number of hours of media outreach programs completed	1	15	15
Total number of personnel trained through all courses	271	276	289
Total number of personnel hours of training delivered	2,020	2,052	2,156

# City of San Angelo

## Fire Prevention

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Permit & Inspection Fees	\$76,056	\$166,936	\$101,237
Other	\$38,781	\$22,600	\$13,600
General Fund Supported	\$635,235	\$532,364	\$623,156
Total Revenue	\$750,072	\$721,900	\$737,993
<b>Expenditure</b>			
Personnel	\$659,727	\$645,397	\$655,870
Operations & Maintenance	\$87,013	\$74,253	\$79,623
Capital	\$3,332	\$2,250	\$2,500
Total Expenditure	\$750,072	\$721,900	\$737,993

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Fire Prevention

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of licensed facilities inspected (facilities requiring state operational license - hospital, nursing home, MHMR home, foster homes, etc.)	133	130	130
Number of routine fire inspections or re-inspections	1,665	1,500	1,600
Number of educational facilities inspected	49	50	50
Number of complaints investigated	98	75	80
Average number of business days from the time plans are received until review is completed and returned	3	3	3
Number of plan reviews completed in a year	300	300	300

# City of San Angelo

## Fire Prevention

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of letters mailed regarding dangerous buildings	233	250	240

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of fire prevention presentations made (not K-12)	46	30	40
Number of children educated during Fire Prevention Week	7,384	3,000	5,000
Number of technical consultations relating to fire code	369	900	400



# City of San Angelo

## Fire Prevention

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of informational reports provided by request	58	100	65
Number of fire investigations conducted	123	125	125

# City of San Angelo Planning & Development Services

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# City of San Angelo

## Development Services

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund	\$459,790	\$466,072	\$467,510
<b>Total Revenue</b>	<b>\$459,790</b>	<b>\$466,072</b>	<b>\$467,510</b>
<b>Expenditure</b>			
Personnel	\$382,250	\$400,470	\$402,408
Operations & Maintenance	\$58,540	\$63,602	\$63,102
Capital	\$19,000	\$2,000	\$2,000
<b>Total Expenditure</b>	<b>\$459,790</b>	<b>\$466,072</b>	<b>\$467,510</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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 Development Services

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## 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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of communication & coordination meetings with division managers	26	26	26

# City of San Angelo Development Services

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## Goals, Objectives & Performance Measures

Activity: Coordination

Serves City Council's Vision: N/A

Goal: Coordinating with other City agencies and working with the development community residents and property owners to ensure timely, accurate, and efficient service delivery; working to ensure the highest quality of development for the City; additionally, working with appointed boards, commissions, and committees to ensure development related issues are resolved in an appropriate, expedient and professional manner

Objectives: Efficient service delivery; high-level City development

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Create a development handbook to educate users about the various development processes	10%	50%	100%
Implement online permitting and plan review software and go live for customers	40%	90%	100%
Demonstrate a 90% satisfaction rating for the new online plan review software	N/A	N/A	90%
Maintain a rating of 90% "satisfied" or higher by recent DRC participants	88%	83%	90%

# City of San Angelo

## GIS

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To administer, develop and provide central mapping and information services in an effective, efficient, and timely manner. To accurately deliver data driven decisions throughout the organization that will empower staff to provide better service to the public.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Map Sales & Other Fees	\$180	\$250	\$250
General Fund Supported	\$267,051	\$294,967	\$300,894
<b>Total Revenue</b>	<b>\$267,231</b>	<b>\$295,217</b>	<b>\$301,144</b>
<b>Expenditure</b>			
Personnel	\$233,937	\$247,010	\$252,937
Operations & Maintenance	\$28,497	\$39,319	\$39,462
Capital	\$4,797	\$8,888	\$8,745
<b>Total Expenditure</b>	<b>\$267,231</b>	<b>\$295,217</b>	<b>\$301,144</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## GIS

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### Goals, Objectives & Performance Measures

Activity: GIS System Administration

Serves City Council's Vision: Water and street Infrastructure, development process

Goal: Administering, centralizing, deploying, maintaining, and supporting the City's central geographic information system that houses all of the City maps and data

Objectives: GIS Server Administration in order to centralize, maintain and make accessible central GIS data and information for use by City staff and the general public to improve communication, coordination, efficiencies in workflows, and decision making

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of servers administered	3	3	3
Number of databases management systems administered	1	1	1
Number of server applications administered	3	3	3
Number of business systems maintained	3	3	3
Number of database domains administered	197	200	205

# City of San Angelo

## GIS

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### Goals, Objectives & Performance Measures

Activity: GIS Data Development

Serves City Council's Vision: Water and Street Infrastructure, development process

Goal: Administering, centralizing, deploying, maintaining, and supporting the City's central geographic information system that houses all of the City maps and data

Objectives: Create and maintain various data and information "in house" for use in City department decision making processes and business workflows

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of feature classes maintained	468	470	475
Number of feature datasets maintained	38	38	40
Street miles maintained in central GIS	1,946	1,948	1,955

Activity: GIS Support Services

Serves City Council's Vision: Water and street infrastructure, development process

Goal: Administering, centralizing, deploying, maintaining, and supporting the City's central geographic information system that houses all of the city maps and data

Objectives: Print maps; support; accessibility

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of online mapping hits	9,526	9,500	9,500
Number of requests received from City departments	2,767	2,800	2,800



# City of San Angelo

## Permits & Inspections

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Permit & Inspection Fees	\$617,231	\$606,500	\$613,231
General Fund Supported	\$252,517	\$232,163	\$270,349
<b>Total Revenue</b>	<b>\$869,748</b>	<b>\$838,663</b>	<b>\$883,580</b>
<b>Expenditure</b>			
Personnel	\$822,798	\$785,286	\$830,203
Operations & Maintenance	\$45,935	\$51,627	\$51,627
Capital	\$1,015	\$1,750	\$1,750
<b>Total Expenditure</b>	<b>\$869,748</b>	<b>\$838,663</b>	<b>\$883,580</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	12	13	13
Part-Time	1	1	1
<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 plans examiner was added in FY17.

# City of San Angelo

## Permits & Inspections

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of new commercial construction applications reviewed	117	150	125
Average number of working days for initial review of new commercial construction plans	16	15	15
Percentage of initial commercial building plan reviews completed within 21 working days	89%	90%	90%
Number of new single family construction permits issued	181	250	200
Total permits issued annually	6,872	8,200	7,000
Percentage of plan reviews approved without mistakes	95%	95%	95%

# City of San Angelo

## Permits & Inspections

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Average number of walk-in customers served per day	23	25	25

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of inspections performed	10,607	12,750	11,000

# City of San Angelo

## Planning

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Zoning Fees	\$41,867	\$40,161	\$43,000
General Fund Supported	\$310,023	\$259,320	\$253,139
<b>Total Revenue</b>	<b>\$351,890</b>	<b>\$299,481</b>	<b>\$296,139</b>
<b>Expenditure</b>			
Personnel	\$260,085	\$285,269	\$281,927
Operations & Maintenance	\$91,805	\$14,212	\$14,212
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$351,890</b>	<b>\$299,481</b>	<b>\$296,139</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

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### Goals, Objectives & Performance Measures

Activity: Create and Implement a vision for the City

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

Goal: Coordinating and collaborating with community stakeholders, developers, other City departments and elected and appointed officials to create and implement a vision for the City via the creation, administration and/or implementation of policies and strategic plans to address current and future community needs; maintain consistency between adopted policies and plans, staff recommendations, and commission/Council decisions; and oversight and administration of all applicable land development and land entitlement related codes and ordinances

Objectives: Ordinance composition; ordinance review; ordinance proposals; ordinance maintenance/research

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Maintain the percentage of Planning Division recommendations accepted by the Planning Commission and the City Council at 95% or higher	96%	95%	95%
Maintain online plat and plan review tracking system; utilize surveys to demonstrate a minimum 90% satisfaction rating of users of the system	40%	90%	100%
Maintain a rating of "satisfied" or higher by applicants who have recently finished projects	92%	93%	94%

# City of San Angelo

## Tax Increment Reinvestment Zone (TIRZ)

The Tax Increment Reinvestment Zone, or TIRZ, was created in 2006 to preserve the near- and long-term integrity of the economic and social investment in the designated area and to encourage additional new projects within that area. The TIRZ district has two eligibility areas for incentives: the TIRZ-North and the TIRZ-South. Within these areas, a variety of incentive types are available to encourage revitalization and infill development of properties in these key locations.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Property Tax	\$635,561	\$736,443	\$871,259
Interest	\$7,918	\$4,334	\$15,567
Total Revenue	\$643,479	\$740,777	\$886,826
<b>Expenditure</b>			
Downtown Projects	\$73,302	\$285,872	\$323,542
North Projects	\$64,363	\$454,905	\$563,284
Total Expenditure	\$137,665	\$740,777	\$886,826
Surplus/(Deficit)	\$505,814	\$0	\$0

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo Neighborhood & Family Services

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# City of San Angelo

## Community & Housing Support Services

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<b>Budget Summary - HOME</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$181,316	\$254,111	\$249,197
Other	\$86,356	\$92,727	\$92,547
Total Revenue	\$267,672	\$346,838	\$341,744
<b>Expenditure</b>			
Administration	\$35,801	\$96,730	\$95,867
Homebuyers Assistance	\$74,840	\$111,108	\$144,882
Other	\$124,734	\$139,000	\$100,995
Total Expenditure	\$235,375	\$346,838	\$341,744
Surplus/(Deficit)	\$32,297	\$0	\$0

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Community & Housing Support Services

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of home buyers assisted	23	15	15
Number of applicants	26	20	20
Average cost per household assisted	\$9,180	\$9,000	\$9,000
Percent of home buyers assisted who earn less than 60% median family income	22%	20%	20%

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of eligible households/persons served	26	20	20
Average cost per renter assisted (monthly)	\$5,500	\$4,250	\$4,250

# City of San Angelo

## Community & Housing Support Services

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of households assisted	55	30	30
Average cost per owner assisted (monthly)	\$4,071	\$4,000	\$4,000

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of households assisted	62	30	30
Cost per unit assisted	\$2,230	\$5,000	\$5,000

# City of San Angelo

## Community & Housing Support Services

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Cost per project	\$149,001	\$147,696	\$146,048

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	FY16 Actual	FY17 Budget	FY18 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	0	0	0
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

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Women, Infants, and Children (WIC)

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$828,858	\$877,860	\$854,620
Total Revenue	\$828,858	\$877,860	\$854,620
<b>Expenditure</b>			
Personnel	\$664,061	\$694,585	\$702,582
Operations & Maintenance	\$167,426	\$183,275	\$152,038
Capital	\$0	\$0	\$0
Total Expenditure	\$831,487	\$877,860	\$854,620
Surplus/(Deficit)	(\$2,629)	\$0	\$0

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	15	15	14
Part-Time	0	0	0
Total Personnel	15	15	14

\*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

## Women, Infants, and Children (WIC)

### Goals, Objectives & Performance Measures

Activity: Health and Nutrition Services

Serves City Council's Vision: N/A

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

Objectives: Nutrition education; food benefits; health referrals; breast feeding education and promotion; registered dietitian counseling; obesity prevention; nutrition related illness prevention

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Percent of clients who receive clinic services during first year	100%	100%	100%
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	100%	100%	100%
Percent of total pregnancies enrolled during first trimester for greatest health benefit to mother and developing offspring	42%	45%	45%
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	4	5	5
Percent of WIC mothers who initiate breastfeeding newborn	82%	83%	84%
Cost reimbursement rate per participant served benefits	\$15.75	\$15.75	\$15.75
Number of food benefit packages issued yearly	36,963	42,000	43,000
Number of staff training and education sessions	15	14	15
Percent of suspected child abuse cases reported to TDFPS	100%	100%	100%

# City of San Angelo

## Code Compliance

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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; and 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
License Fee	\$104,010	\$84,200	\$75,000
Reimbursed Expenses	\$160,028	\$136,000	\$158,750
General Fund Supported	\$180,189	\$240,979	\$219,684
Total Revenue	\$444,227	\$461,179	\$453,434
<b>Expenditure</b>			
Personnel	\$395,346	\$404,986	\$397,241
Operations & Maintenance	\$48,881	\$56,193	\$56,193
Capital	\$0	\$0	\$0
Total Expenditure	\$444,227	\$461,179	\$453,434

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	6	6	6
Part-Time	0	0	0
Total Personnel	6	6	6

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

# City of San Angelo

## Code Compliance

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of properties in violation	10,677	15,000	12,000
Average number of properties in violation per officer	17	15	16
Number of re-inspections	18,278	20,000	20,000
Number of complaints received	3,015	1,800	2,000
Number of zoning violations investigated	4	5	5

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	FY16 Actual	FY17 Budget	FY18 Budget
Violation notifications sent out to property owners	12,274	14,000	13,000
Number of code compliance court cases filed	217	100	200



# City of San Angelo

## Animal Services

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Shelter Fees	\$108,379	\$199,651	\$88,379
General Fund Supported	\$763,096	\$816,850	\$826,501
<b>Total Revenue</b>	<b>\$871,475</b>	<b>\$1,016,501</b>	<b>\$914,880</b>
<b>Expenditure</b>			
Personnel	\$713,006	\$780,664	\$679,043
Operations & Maintenance	\$158,469	\$233,337	\$233,337
Capital	\$0	\$2,500	\$2,500
<b>Total Expenditure</b>	<b>\$871,475</b>	<b>\$1,016,501</b>	<b>\$914,880</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	13	14	13
Part-Time	0	0	0
<b>Total Personnel</b>	<b>13</b>	<b>14</b>	<b>13</b>

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

\*\*Multiple positions have been changed due to the reorganization of the division.

# City of San Angelo

## Animal Services

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### Goals, Objectives & Performance Measures

Activity: Control the animal population

Serves City Council's Vision: Neighborhood Vision

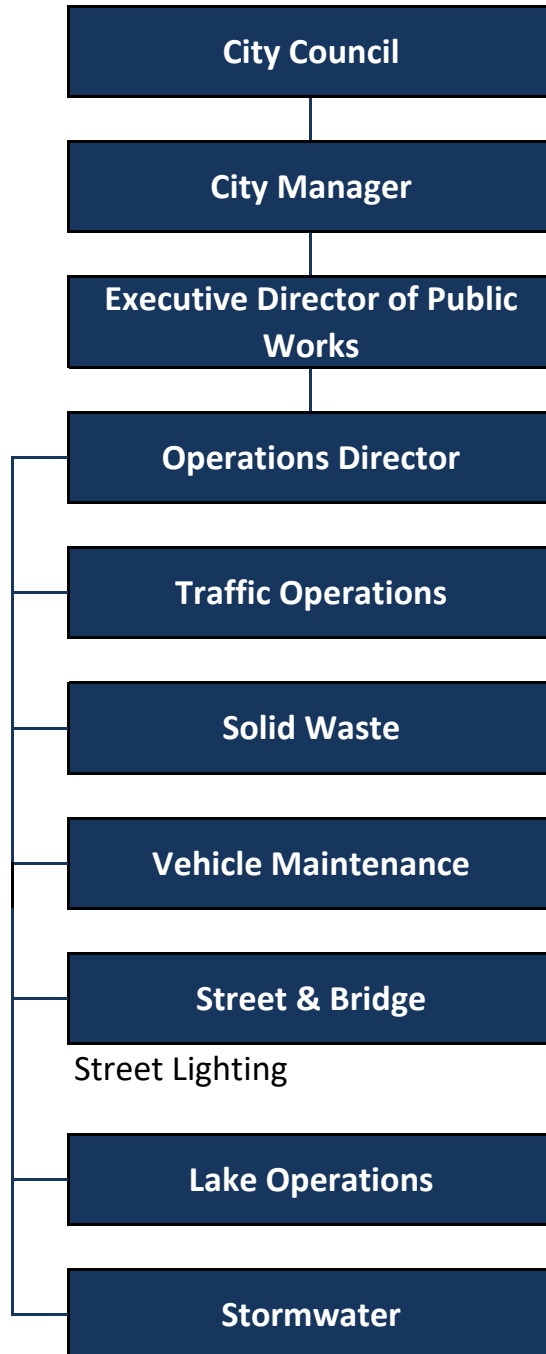
Goal: Provide citizen protection; provide animals refuge

Objectives: Animal Impoundment

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of euthanizations performed	3,161	2,600	3,000
Cost of food at the shelter	\$10,304	\$12,000	\$12,000
Percent of animals adopted	53.00%	60.00%	62.00%
Live release percentage rate of adoptable animals	99.00%	95.00%	95.00%
Percent of sheltered animals returned to owners	4.00%	40.00%	8.00%
Number of animals sheltered in a year	7,987	9,200	8,000
Number of rabies specimen tests done in a year	50	50	50

# City of San Angelo Operations

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# City of San Angelo

## Operations

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$16	\$0	\$0
General Fund Supported	\$344,783	\$350,170	\$357,130
<b>Total Revenue</b>	<b>\$344,799</b>	<b>\$350,170</b>	<b>\$357,130</b>
<b>Expenditure</b>			
Personnel	\$331,710	\$329,956	\$336,916
Operations & Maintenance	\$13,089	\$20,214	\$20,214
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$344,799</b>	<b>\$350,170</b>	<b>\$357,130</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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 Operations

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## 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of divisions managed	5	5	5

# City of San Angelo

## Traffic Operations

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$51,395	\$102,100	\$166,000
General Fund Supported	\$766,758	\$823,276	\$820,806
<b>Total Revenue</b>	<b>\$818,153</b>	<b>\$925,376</b>	<b>\$986,806</b>
<b>Expenditure</b>			
Personnel	\$520,892	\$567,139	\$578,569
Operations & Maintenance	\$244,720	\$253,487	\$256,737
Capital	\$52,541	\$104,750	\$151,500
<b>Total Expenditure</b>	<b>\$818,153</b>	<b>\$925,376</b>	<b>\$986,806</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Traffic Operations

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### Goals, Objectives & Performance Measures

Activity: Signal Maintenance

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

Goal: To continually improve both traffic and pedestrian use of the roadway network while increasing safety and reducing environmental impacts on the community we live in

Objectives: Install, maintain and improve timing of traffic control signals, warning flashers and school zone flashers

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of signals maintained	117	117	120
Number of lamps & LEDs repaired or adjusted	697	360	360
Number of school zone flashers and warning flashers maintained	83	83	83

Activity: Pavement Markings

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

Goal: Add safe and clear guidance to the traveling public

Objectives: Install and maintain pavement markers

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of pavement reflectors installed/replaced on city streets	2,320	2,000	1,500
Gallons of paint used to stripe and mark streets	817	800	800
Linear feet of streets that are striped	230,000	230,000	230,000
Linear feet of road striping done by thermoplastic contractor	44,800	27,130	30,000

# City of San Angelo

## Traffic Operations

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of signs installed	1,149	800	800
Sign poles upgraded	1,149	800	800
Number of regulatory signs replaced	708	450	450
Number of warning signs replaced	213	150	150
Number of guide signs replaced	228	200	200



# City of San Angelo

## Solid Waste

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The Solid Waste division provides collection and disposal of residential and commercial municipal solid waste for the citizens of San Angelo.

Budget Summary	FY16 Actual	FY17 Budget	FY18 Budget
<b>Revenue</b>			
Landfill Fees & Leases	\$1,833,090	\$1,548,249	\$1,570,566
Other	\$426,036	\$22,059	\$40,258
<b>Total Revenue</b>	<b>\$2,259,126</b>	<b>\$1,570,308</b>	<b>\$1,610,824</b>
<b>Expenditure</b>			
Personnel*	\$222,535	\$212,164	\$261,999
Operations & Maintenance	\$436,894	\$379,870	\$335,346
Transfer to General Fund	\$255,000	\$255,000	\$255,000
Capital	\$5,225	\$207,500	\$458,469
<b>Total Expenditure</b>	<b>\$919,654</b>	<b>\$1,054,534</b>	<b>\$1,310,814</b>
<b>Deficit/(Surplus)</b>	<b>\$1,339,472</b>	<b>\$515,774</b>	<b>\$300,010</b>

Personnel Summary	FY16 Actual	FY17 Budget	FY18 Budget
Full Time**	1	2	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>1</b>	<b>2</b>	<b>3</b>

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

\*\*A solid waste coordinator and a public works coordinator were added in sequential years.

# City of San Angelo

## Solid Waste

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Ensure annual compliance with solid waste collection and hauling service contract	Yes	Yes	Yes
Ensure annual compliance with solid waste landfill operations contract	Yes	Yes	Yes

# City of San Angelo

## Vehicle Maintenance

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Sales	\$3,302,013	\$6,857,532	\$6,807,750
Other	\$148,531	\$155,732	\$152,159
Total Revenue	\$3,450,544	\$7,013,264	\$6,959,909
<b>Expenditure</b>			
Personnel	\$1,000,731	\$909,383	\$940,725
Operations & Maintenance	\$2,592,468	\$6,000,937	\$5,913,974
Capital	\$122,315	\$102,944	\$54,093
Total Expenditure	\$3,715,514	\$7,013,264	\$6,908,792
Surplus/(Deficit)	(\$264,970)	\$0	\$51,117

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	17	17	17
Part-Time	0	0	0
Total Personnel	17	17	17

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

# City of San Angelo

## Vehicle Maintenance

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of vehicles/machinery in the equipment fleet	965	950	935
Number of items sold at auction	52	45	45
Revenue generated from auction sales	\$93,900	\$80,000	\$80,000

Activity: Unscheduled Repairs

Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

Objectives: Maintain City fleet

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of unscheduled repair jobs	3,418	3,300	3,200
Percent of work orders completed within 24 hours	40%	50%	55%

# City of San Angelo

## Street & Bridge

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The Street and Bridge division provides the citizens of San Angelo with a quality and convenient street system.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$87,033	\$45,000	\$45,000
Other	\$7,382	\$1,000	\$500
General Fund Supported	\$5,834,048	\$6,056,409	\$6,300,545
<b>Total Revenue</b>	<b>\$5,928,463</b>	<b>\$6,102,409</b>	<b>\$6,346,045</b>
<b>Expenditure</b>			
Personnel	\$1,558,584	\$1,589,508	\$1,849,036
Operations & Maintenance	\$4,353,485	\$4,500,901	\$4,487,009
Capital	\$16,394	\$12,000	\$10,000
<b>Total Expenditure</b>	<b>\$5,928,463</b>	<b>\$6,102,409</b>	<b>\$6,346,045</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	33	33	37
Part-Time	0	0	0
<b>Total Personnel</b>	<b>33</b>	<b>33</b>	<b>37</b>

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

\*\*A new four person crew was added in FY17.

# City of San Angelo

## Street & Bridge

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Square yards of street cracks sealed	150,000	150,000	100,000
Number of pot holes patched	4,000	5,000	6,500
Lane miles resurfaced	No data	No data	40
Linear feet of alley repairs	25,000	25,000	25,000
Cost per square yard to seal coat streets	\$2.25	\$2.59	\$2.50
Number of utility trench repairs	No data	330	330

Activity: Demolitions

Serves City Council's Vision: Community Appearance Vision

Goal: Support other City divisions

Objectives: Fairmount Cemetery

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Tons of soil hauled from Fairmount Cemetery	400	490	450

# City of San Angelo

## Street Lighting

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund	\$1,318,463	\$1,118,829	\$1,118,829
Total Revenue	\$1,318,463	\$1,118,829	\$1,118,829
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$1,318,463	\$1,118,829	\$1,118,829
Capital	\$0	\$0	\$0
Total Expenditure	\$1,318,463	\$1,118,829	\$1,118,829

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## Street Lighting

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### Goals, Objectives & Performance Measures

Activity: Illumination

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

Goal: Provide illumination for the public

Objectives: N/A

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Total number of street lights	7,208	7,250	7,260



# City of San Angelo

## Lake Operations

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Misc.	\$758	\$0	\$0
Water Fund Supported	\$764,317	\$810,803	\$856,900
<b>Total Revenue</b>	<b>\$765,075</b>	<b>\$810,803</b>	<b>\$856,900</b>
<b>Expenditure</b>			
Personnel	\$549,224	\$557,991	\$572,273
Operations & Maintenance	\$200,368	\$252,812	\$284,627
Capital	\$15,483	\$0	\$0
<b>Total Expenditure</b>	<b>\$765,075</b>	<b>\$810,803</b>	<b>\$856,900</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Lake Operations

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of buoys maintained or repaired	125	108	130
Number of boat docks repaired	33	43	35
Number of fishing benches maintained or repaired	15	25	20
Number of signs repaired or replaced	55	60	100
Amount of time removing trash and debris from Lake Nasworthy and Twin Buttes Lake (in hours)	5,000	5,000	6,100
Number of picnic tables repaired or repainted	100	110	90

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of trees pruned or trimmed	2,500	3,000	3,500
Number of acres mowed	6,000	6,000	6,000
Cost per acre mowed	\$77.00	\$77.00	\$88.75

# City of San Angelo

## Stormwater

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Stormwater Fee	\$2,568,278	\$2,620,000	\$2,786,000
Other	\$127,032	\$117,635	\$237,154
<b>Total Revenue</b>	<b>\$2,695,310</b>	<b>\$2,737,635</b>	<b>\$3,023,154</b>
<b>Expenditure</b>			
Personnel	\$1,330,818	\$1,286,143	\$1,313,538
Operations & Maintenance	\$494,463	\$620,275	\$656,475
Transfers Out	\$211,710	\$211,710	\$359,239
Capital	\$6,028	\$619,507	\$693,902
<b>Total Expenditure</b>	<b>\$2,043,019</b>	<b>\$2,737,635</b>	<b>\$3,023,154</b>
<b>Surplus/(Deficit)</b>	<b>\$652,291</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	22	23	23
Part-Time	0	0	0
<b>Total Personnel</b>	<b>22</b>	<b>23</b>	<b>23</b>

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

\*\*A stormwater superintendent was added in FY17.

# City of San Angelo

## Stormwater

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Total number of miles of streets swept annually	6,307	6,933	6,941
Annual cost of street sweeping	\$593,332	\$513,680	\$587,992
Average cost per mile for street sweeping	\$94	\$74	\$85
Total acres mowed annually	4,400	4,400	4,400
Average cost per acre mowed	\$90.09	\$88.75	\$94.64
Total tons of street sweeping debris that is removed from designated areas and hauled to landfill	3,391	3,500	2,564
Total acreage of easement areas sprayed to prevent and/or eliminate unwanted weeds and grass in easement and drainage areas	15	15	15

Activity: Storm Drain Inspection and Maintenance

Serves City Council's Vision: Infrastructure Vision

Goal: Keep debris and unwanted matter from entering waterways

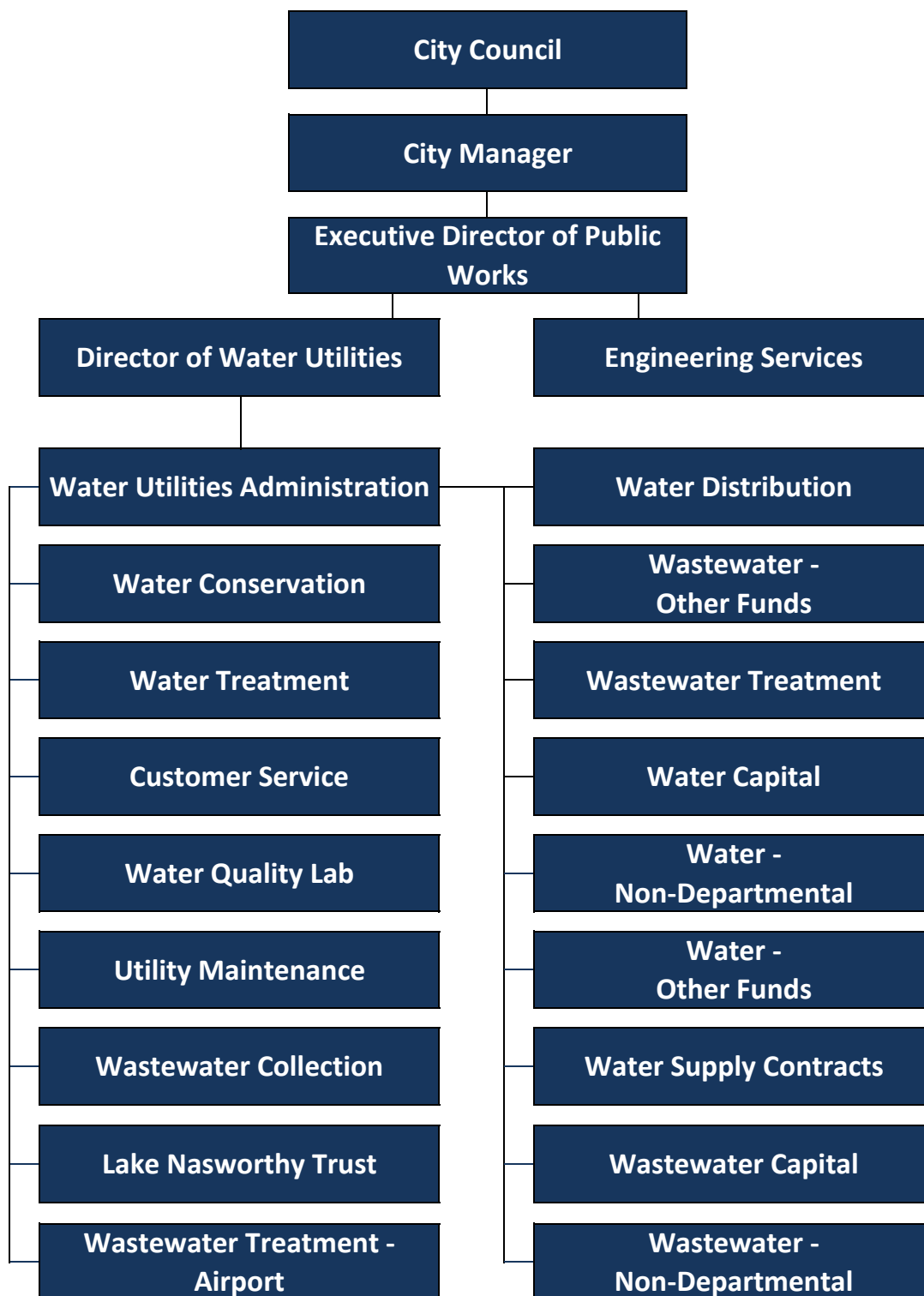
Objectives: Clean drains and inlets; inspect drains

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Percentage of time that high activity drains and inlets are cleaned within 48 hours after rain or storms	80%	80%	80%

# City of San Angelo

## Water & Wastewater Utilities

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# City of San Angelo

## Engineering Services

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$154	\$0	\$0
Other	\$95	\$0	\$0
General Fund Supported	\$1,095,716	\$1,188,075	\$1,209,596
<b>Total Revenue</b>	<b>\$1,095,965</b>	<b>\$1,188,075</b>	<b>\$1,209,596</b>
<b>Expenditure</b>			
Personnel	\$1,008,386	\$1,101,010	\$1,122,531
Operations & Maintenance	\$68,384	\$87,065	\$87,065
Capital	\$19,195	\$0	\$0
<b>Total Expenditure</b>	<b>\$1,095,965</b>	<b>\$1,188,075</b>	<b>\$1,209,596</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	15	15	15
Part-Time	0	0	0
<b>Total Personnel</b>	<b>15</b>	<b>15</b>	<b>15</b>

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

# City of San Angelo

## Engineering Services

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### Goals, Objectives & Performance Measures

Activity: Design of Capital Improvement Projects

Serves City Council's Vision: Infrastructure Vision

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

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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of design projects completed	6	10	10
Number of projects advertised for bid	5	8	8
Number of projects released for construction	6	10	10
Number of projects under inspection	6	10	10
Percent of projects completed on time	85%	100%	100%
Percent of projects completed within budget	100%	100%	100%
Number of projects managed	6	10	10
Dollar value of construction projects managed	\$13,500,000	\$10,000,000	\$10,000,000

# City of San Angelo Engineering Services

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## Goals, Objectives & Performance Measures

Activity: Development and Infrastructure Management

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

Goal: 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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of stormwater inquiries	50+	60+	70+
Number of floodplain development permits	2	2	2
Sealcoat program - square yards sealcoated	1,300,000	1,100,000	1,500,000
Water line improvement program - feet of pipe replaced	10,700	12,000	12,000
Sewer line improvement program - feet of pipe replaced	0	12,000	10,000
Number of plats reviewed	43	45	50
Number of utility plan reviews	81	81	81
Number of street plan reviews	81	81	81
Number of drainage study reviews	10	10	10



# City of San Angelo

## Water Utilities Administration

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$3,793,156	\$3,917,600	\$4,193,974
Total Revenue	\$3,793,156	\$3,917,600	\$4,193,974
<b>Expenditure</b>			
Personnel	\$448,555	\$365,831	\$495,602
Operations & Maintenance	\$248,937	\$252,666	\$265,547
Capital	\$0	\$0	\$0
Transfers Out	\$3,095,664	\$3,299,103	\$3,432,825
Total Expenditure	\$3,793,156	\$3,917,600	\$4,193,974

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	3	3	5
Part-Time	0	0	0
Total Personnel	3	3	5

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

\*\*An analyst and building maintenance coordinator were added in FY18.

# City of San Angelo

## Water Distribution

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$2,865,364	\$3,096,876	\$2,978,817
Total Revenue	\$2,865,364	\$3,096,876	\$2,978,817
<b>Expenditure</b>			
Personnel	\$1,847,443	\$1,737,149	\$1,679,541
Operations & Maintenance	\$1,017,921	\$1,359,727	\$1,299,276
Capital	\$0	\$0	\$0
Total Expenditure	\$2,865,364	\$3,096,876	\$2,978,817

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	36	37	34
Part-Time	0	0	0
Total Personnel	36	37	34

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

\*\*Multiple positions have been added or removed in this department due to fund reorganization.

# City of San Angelo

## Water Distribution

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of valves repaired	8	6	12
Number of potable water service leaks repaired	250	250	250
Number of water main leaks repaired	166	150	150
Number of fire hydrants replaced	5	8	10
Number of fire hydrants repaired	40	35	40
Number of water meter leaks repaired	600	595	550
Number of new water taps and services installed	225	200	250
Work orders managed	2,800	2,700	2,850

# City of San Angelo

## Water Conservation

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$99,714	\$114,745	\$122,705
Total Revenue	\$99,714	\$114,745	\$122,705
<b>Expenditure</b>			
Personnel	\$54,232	\$49,307	\$59,450
Operations & Maintenance	\$45,482	\$65,438	\$63,255
Capital	\$0	\$0	\$0
Total Expenditure	\$99,714	\$114,745	\$122,705

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Water Conservation

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### 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; 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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of appearances on local television stations	10	9	9
Number of occurrences for television media advertising	1,460	1,460	1,460
Number of messages that appear on customers' water bills	374,000	385,000	388,300
Number of public speaking engagements	1	2	2

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$2,931,730	\$3,590,873	\$3,651,840
Total Revenue	\$2,931,730	\$3,590,873	\$3,651,840
<b>Expenditure</b>			
Personnel	\$861,631	\$937,874	\$969,221
Operations & Maintenance	\$2,070,099	\$2,652,999	\$2,682,619
Capital	\$0	\$0	\$0
Total Expenditure	\$2,931,730	\$3,590,873	\$3,651,840

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	15	15	15
Part-Time	0	0	0
Total Personnel	15	15	15

\*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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Average amount of raw water treated daily for consumption	12.2 mgd	13.6 mgd	14 mgd
Chemical treatment cost as a percentage of overall treatment cost	19%	41%	45%
Electrical cost as a percentage of overall treatment cost	17%	41%	45%
Number of after-hours calls handled	1,931	2,300	2,000
Average volume of Lake Ivie water treated	10.65 mgd	12.0 mgd	12.0 mgd
Average amount of Hickory water treated daily	1.5 mgd	1.5 mgd	1.5 mgd
Number of observation well readings taken	143	143	143

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Wastewater Fund Supported	\$2,692,072	\$2,665,726	\$2,783,917
Total Revenue	\$2,692,072	\$2,665,726	\$2,783,917
<b>Expenditure</b>			
Personnel	\$1,275,618	\$1,189,126	\$1,230,788
Operations & Maintenance	\$1,416,454	\$1,476,600	\$1,553,129
Capital	\$0	\$0	\$0
Total Expenditure	\$2,692,072	\$2,665,726	\$2,783,917

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	21	21	21
Part-Time	0	0	0
Total Personnel	21	21	21

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



# City of San Angelo

## Wastewater Treatment

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### 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

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Cost of wastewater treated	\$0.71/1000 Gal	\$0.80/1000 Gal	\$0.85/1000 Gal
Chemical cost of wastewater treated	\$0.02/1000 Gal	\$0.05/1000 Gal	\$0.10/1000 Gal
Electrical cost of wastewater treated	\$0.19/1000 Gal	\$0.20/1000 Gal	\$0.25/1000 Gal
Quality of treated effluent discharged through the irrigation pump station	2,546.681 MG	2,500.000 MG	2,600.000 MG
Percent reduction in volume of bio-solids through composting	93%	95%	95%

# City of San Angelo

## Customer Service

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$785,351	\$833,404	\$1,155,338
<b>Total Revenue</b>	<b>\$785,351</b>	<b>\$833,404</b>	<b>\$1,155,338</b>
<b>Expenditure</b>			
Personnel	\$676,133	\$663,944	\$679,331
Operations & Maintenance	\$109,218	\$169,460	\$476,007
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$785,351</b>	<b>\$833,404</b>	<b>\$1,155,338</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	14	14	14
Part-Time	0	0	0
<b>Total Personnel</b>	<b>14</b>	<b>14</b>	<b>14</b>

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

# 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of phone calls received from customers	49,759	50,000	50,500
Number of walk-in customers assisted	16,419	16,000	15,500

Activity: Meter Reading

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Read residential, commercial and sprinkler meters

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of manual meter reads conducted	43,920	38,000	35,000
Number of electronic meter reads conducted	397,340	403,489	406,489
Percent of meter reads conducted accurately	100%	100%	100%

# City of San Angelo

## Customer Service

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of meter disconnects due to delinquency	2,324	2,500	2,550
Number of new taps processed	319	344	320
Number of meters connected	6,787	6,000	5,800

# City of San Angelo

## Water Capital

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The Water Capital cost center exists to fund routine capital expenditures in the water operating fund budget in excess of \$5,000 such as machinery, vehicles, computers, new service, replacement fire hydrants, replacement meters, and line extensions for new customers.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$173,828	\$2,043,710	\$2,437,217
Total Revenue	\$173,828	\$2,043,710	\$2,437,217
<b>Expenditure</b>			
Capital	\$173,828	\$2,043,710	\$2,437,217
Total Expenditure	\$173,828	\$2,043,710	\$2,437,217

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## Water Quality Lab

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$543,219	\$519,718	\$525,111
Total Revenue	\$543,219	\$519,718	\$525,111
<b>Expenditure</b>			
Personnel	\$406,481	\$370,754	\$377,890
Operations & Maintenance	\$136,738	\$147,464	\$146,221
Capital	\$0	\$1,500	\$1,000
Total Expenditure	\$543,219	\$519,718	\$525,111

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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 Water Quality Lab

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## 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Ratio of distribution system bacteria samples retested	4/1200	0/1200	0/1200
Number of industrial waste customers monitored	8	12	14
Number of grease traps monitored for compliance with 90 day ordinance	1,770	1,780	1,785
Quantity of backflow devices tracked for annual certification compliance	767	1,030	1,050
Number of analyses for entire lab	42,000	37,000	38,000

# City of San Angelo

## Water Non-Departmental

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$5,893,923	\$3,842,840	\$6,743,578
Total Revenue	\$5,893,923	\$3,842,840	\$6,743,578
<b>Expenditure</b>			
Personnel*	\$403,671	\$208,200	\$208,200
Operations & Maintenance	\$5,490,252	\$3,634,640	\$6,535,378
Capital	\$0	\$0	\$0
Total Expenditure	\$5,893,923	\$3,842,840	\$6,743,578

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Utility Maintenance

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$1,045,593	\$1,197,648	\$1,304,431
Total Revenue	\$1,045,593	\$1,197,648	\$1,304,431
<b>Expenditure</b>			
Personnel	\$931,031	\$1,067,384	\$1,154,436
Operations & Maintenance	\$114,543	\$130,264	\$148,530
Capital	\$19	\$0	\$1,465
Total Expenditure	\$1,045,593	\$1,197,648	\$1,304,431

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	22	22	22
Part-Time	0	0	0
Total Personnel	22	22	22

\*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

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of preventative maintenance, repair and miscellaneous work orders	1,198	1,200	1,200
Percentage of preventative maintenance work orders to total work orders	32%	50%	55%
Percentage of repair work orders to total work orders	66%	50%	45%
Number of work orders scheduled for the Water Reclamation Facility	483	400	400
Number of work orders scheduled for Water Treatment	241	400	400
Number of work orders scheduled for the lift stations/grinders	474	400	400

# 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>Water Debt - Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Development Corporation	\$1,500,000	\$3,331,217	\$3,527,574
Transfers In	\$6,906,915	\$5,062,163	\$7,946,647
Other	\$61,111	\$21,111	\$0
Total Revenue	\$8,468,026	\$8,414,491	\$11,474,221
<b>Expenditure</b>			
Debt Service	\$8,406,064	\$8,414,491	\$11,474,221
Total Expenditure	\$8,406,064	\$8,414,491	\$11,474,221

<b>Water Capital - Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Sales	\$4,815,276	\$4,687,870	\$4,687,870
Transfers In	\$1,298,093	\$40,770	\$200,000
Interest	\$110,485	\$48,376	\$95,076
Total Revenue	\$6,223,854	\$4,777,016	\$4,982,946
<b>Expenditure</b>			
Capital Improvements	\$214,588	\$2,774,099	\$2,978,179
Franchise Fee	\$240,820	\$234,394	\$234,394
Transfers Out	\$1,557,663	\$1,568,523	\$1,570,373
Contract Services	\$185,813	\$200,000	\$200,000
Total Expenditure	\$2,198,884	\$4,777,016	\$4,982,946

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$1,398,904	\$1,459,255	\$1,471,970
<b>Total Revenue</b>	<b>\$1,398,904</b>	<b>\$1,459,255</b>	<b>\$1,471,970</b>
<b>Expenditure</b>			
Personnel	\$741,757	\$833,741	\$900,823
Operations & Maintenance	\$657,147	\$625,514	\$571,147
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$1,398,904</b>	<b>\$1,459,255</b>	<b>\$1,471,970</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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.

\*\*Added an administrative assistant in FY17.

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Linear footage of sewer mains inspected and cleaned	355,224	360,000	365,000
Number of sewer main stoppages repaired	572	370	395
Number of sewer taps installed for new service	94	90	85
Number of collapsed or broken sewer mains repaired	72	65	56
Number of work orders managed	1,032	950	980

# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Water Fund Supported	\$2,082,796	\$2,107,731	\$2,002,697
Total Revenue	\$2,082,796	\$2,107,731	\$2,002,697
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$2,082,796	\$2,107,731	\$2,002,697
Capital	\$0	\$0	\$0
Total Expenditure	\$2,082,796	\$2,107,731	\$2,002,697

<b>Personnel Summary</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 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

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Lot Sales	\$134,814	\$700,000	\$700,000
Lake Lease Income	\$28,847	\$84,000	\$32,882
Interest	\$161,042	\$144,441	\$206,138
Total Revenue	\$324,703	\$928,441	\$939,020
<b>Expenditure</b>			
Professional Services	\$12,100	\$50,000	\$50,000
Transfers Out	\$116,889	\$286,797	\$185,524
Total Expenditure	\$128,989	\$336,797	\$235,524
Surplus/(Deficit)	\$195,714	\$591,644	\$703,496

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## Wastewater Capital

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The Wastewater Capital cost center exists to track routine capital expenditures in the wastewater operating fund in excess of \$5,000 such as machinery, vehicles, computers, and new services.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Wastewater Fund Supported	\$29,833	\$1,331,109	\$1,579,036
Total Revenue	\$29,833	\$1,331,109	\$1,579,036
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$0	\$0	\$0
Capital	\$29,833	\$1,331,109	\$1,579,036
Total Expenditure	\$29,833	\$1,331,109	\$1,579,036

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0



# City of San Angelo

## Wastewater Treatment - Airport

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Wastewater Fund Supported	\$14,356	\$5,000	\$17,960
Total Revenue	\$14,356	\$5,000	\$17,960
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$14,356	\$5,000	\$17,960
Capital	\$0	\$0	\$0
Total Expenditure	\$14,356	\$5,000	\$17,960

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## Wastewater Non-Departmental

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Wastewater Fund Supported	\$1,984,864	\$5,795,283	\$5,785,965
Total Revenue	\$1,984,864	\$5,795,283	\$5,785,965
<b>Expenditure</b>			
Personnel*	\$148,118	\$54,720	\$54,720
Operations & Maintenance	\$1,836,746	\$5,740,563	\$5,731,245
Capital	\$0	\$0	\$0
Total Expenditure	\$1,984,864	\$5,795,283	\$5,785,965

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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 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 - Wastewater Debt</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Transfers In	\$3,839,325	\$4,162,688	\$4,014,333
Interest	\$432	\$0	\$0
<b>Total Revenue</b>	<b>\$3,839,757</b>	<b>\$4,162,688</b>	<b>\$4,014,333</b>
<b>Expenditure</b>			
Debt Service	\$4,090,327	\$4,162,688	\$4,014,333
<b>Total Expenditure</b>	<b>\$4,090,327</b>	<b>\$4,162,688</b>	<b>\$4,014,333</b>

<b>Budget Wastewater Capital</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Wastewater Charges	\$1,747,176	\$1,727,496	\$1,727,496
Interest	\$94,768	\$46,801	\$78,506
<b>Total Revenue</b>	<b>\$1,841,944</b>	<b>\$1,774,297</b>	<b>\$1,806,002</b>
<b>Expenditure</b>			
Capital Projects	\$14,665	\$1,292,735	\$1,346,093
Franchise Fee	\$87,426	\$86,375	\$86,375
Transfers Out	\$341,584	\$395,187	\$373,534
<b>Total Expenditure</b>	<b>\$443,675</b>	<b>\$1,774,297</b>	<b>\$1,806,002</b>

<b>Personnel Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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 Health Services

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# City of San Angelo

## Health Services Administration

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

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
General Fund Supported	\$166,557	\$173,922	\$176,616
Total Revenue	\$166,557	\$173,922	\$176,616
<b>Expenditure</b>			
Personnel	\$136,767	\$138,272	\$140,966
Operations & Maintenance	\$29,790	\$35,650	\$35,650
Capital	\$0	\$0	\$0
Total Expenditure	\$166,557	\$173,922	\$176,616

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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 Services Administration

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### Goals, Objectives & Performance Measures

Activity: Health Planning & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Provide administration leadership

Objectives: Respond to citizen calls, appeals and action

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of public, board, director, staff, planning, training meetings, webinars & conference calls attended	194	200	200
Number of responses to citizen complaints and appeals	80	50	50

# City of San Angelo

## Health Services Administration

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### Goals, Objectives & Performance Measures

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of activity and financial status reports submitted to the Department of State Health Services	62	50	50
Number of local, state and/or federal grants applied for and/or researched	3	3	3
Number of local, state and/or federal grants applied for to fund special projects	6	5	5
Number of purchase vouchers submitted to the Department of State Health Services	45	36	36
Dollar amount of purchase vouchers/funds received for Health Services projects/staff	\$423,786	\$400,000	\$400,000
Dollar amount received for special projects	\$15,000	\$25,000	\$25,000
Percentage of successful award of dollars based on number of local, state, and/or federal grants applied for Health Services projects/staffing	100%	100%	100%
Percentage of successful award of dollars based on number of local, state, and/or federal grants applied for special projects	17%	25%	25%

# City of San Angelo

## Nursing

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Clinic Fees	\$38,608	\$28,900	\$28,900
Transfers from General Fund	\$108,666	\$108,894	\$110,574
<b>Total Revenue</b>	<b>\$147,274</b>	<b>\$137,794</b>	<b>\$139,474</b>
<b>Expenditure</b>			
Personnel	\$79,248	\$85,270	\$87,477
Operations & Maintenance	\$29,638	\$52,524	\$51,997
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$108,886</b>	<b>\$137,794</b>	<b>\$139,474</b>
<b>Surplus/(Deficit)</b>	<b>38,388</b>	<b>0</b>	<b>0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Nursing

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### 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 for children and adults; public health education; lab services

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of adult immunizations	430	430	430
Number of immunizations administered to children	1,199	1,200	1,200
Number of immunization outreach encounter activities	23	23	23

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of STD clients treated	182	200	200
Number of STD/HIV education & prevention encounters	1,029	1,025	1,025
Number of clients scheduled through STD clinic	786	780	780
Number of Texas reportable conditions	126	132	130
Number of reported cases related to food borne illness	79	75	75
Number of TB tests	502	500	500
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

## Environmental Health

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Inspection Fees	\$87,943	\$80,000	\$80,000
Grant Revenue	\$119,470	\$119,433	\$119,433
Transfer from General Fund	\$10,256	\$0	\$0
<b>Total Revenue</b>	<b>\$217,669</b>	<b>\$199,433</b>	<b>\$199,433</b>
<b>Expenditure</b>			
Personnel	\$160,891	\$162,734	\$164,166
Operations & Maintenance	\$46,529	\$27,030	\$27,050
Capital	\$1,383	\$9,669	\$8,217
<b>Total Expenditure</b>	<b>\$208,803</b>	<b>\$199,433</b>	<b>\$199,433</b>
<b>Surplus/Deficit</b>	<b>\$8,866</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time**	2	2	2
Part-Time	0	0	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>3</b>

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

\*\*A part-time health inspector was added during FY17.

# City of San Angelo

## Environmental Health

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### Goals, Objectives & Performance Measures

Activity: Public Health Investigations; Inspections and Permits

Serves City Council's Vision: Neighborhood Vision

Goal: Protect public's health

Objectives: Routine food service inspections; food service complaint inspections; food borne illness investigations; pool investigations; onsite sewage system complaints and corrective action; public health nuisance complaint investigations; foster home and day care inspections

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of public health nuisance complaints and investigations	74	70	70
Percentage of food establishments inspected based on TFER (x2/yr.)	92%	90%	90%
Number of routine food establishment inspections	1,940	2,000	2,000
Percent of all food service complaints initiated within 24 hours of notification	100%	100%	100%
Number of pre-inspections and walk-through	85	75	75
Number of temporary food establishment inspections performed	85	90	90
Number of plan reviews	32	30	30
Percent of inspections with grade of less than 30 demerits (70 or above)	100%	100%	100%
Number of foster home and day care inspections	74	75	75
Number of mobile unit inspections	19	20	20
Total number of annual permits issued	535	535	535

# City of San Angelo

## Hazards

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The Hazards Division provides public health emergency preparedness and response.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$118,542	\$100,296	\$100,296
Transfer from General Fund	\$10,030	\$10,030	\$11,416
<b>Total Revenue</b>	<b>\$128,572</b>	<b>\$110,326</b>	<b>\$111,712</b>
<b>Expenditure</b>			
Personnel	\$97,567	\$93,260	\$93,495
Operations & Maintenance	\$35,809	\$17,066	\$17,066
Capital	\$2,276	\$0	\$1,151
<b>Total Expenditure</b>	<b>\$135,652</b>	<b>\$110,326</b>	<b>\$111,712</b>
<b>Surplus/(Deficit)-MATCH</b>	<b>(\$7,080)</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Hazards

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### Goals, Objectives & Performance Measures

Activity: Emergency Planning & Response

Serves City Council's Vision: Neighborhood Vision

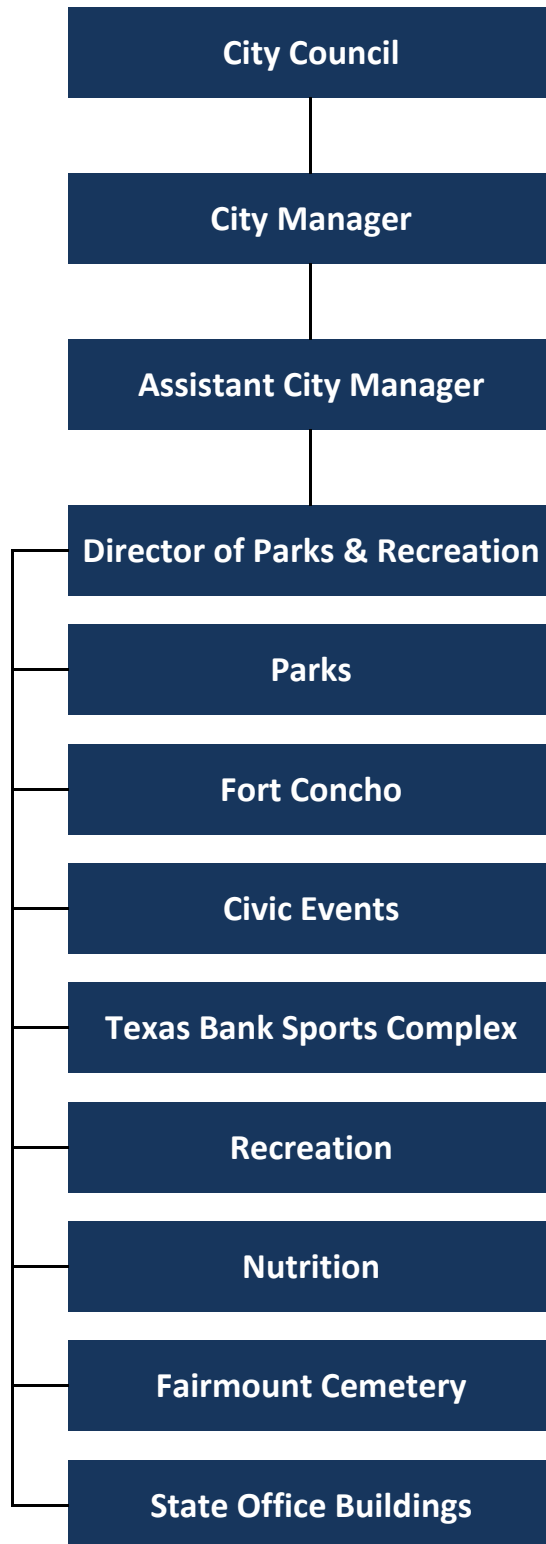
Goal: Provide public health emergency preparedness and response

Objectives: Coordinate with local, regional and state partners; develop and maintain response plan

<b>Performance Measures</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of emergency plans and/or annexes reviewed and revised	2	4	4
Attend local emergency planning committee meetings and other various activities (VOAD)	22	20	20
Participate in disasters, emergencies or exercises	3	3	3
Quarterly test of the ability to notify key partners and stakeholders	3	4	4
Number of target capabilities administered in the Hazards Capabilities & Objectives Work Plan	4	4	4

# City of San Angelo Parks & Recreation

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# City of San Angelo

## Parks

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The Parks Department provides, develops and maintains a system of parks and sports fields 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Development Corp Transfer	\$274,273	\$279,758	\$285,353
Other	\$33,297	\$24,800	\$26,800
General Fund Supported	\$3,099,926	\$3,155,519	\$3,210,038
<b>Total Revenue</b>	<b>\$3,407,496</b>	<b>\$3,460,077</b>	<b>\$3,522,191</b>
<b>Expenditure</b>			
Personnel	\$2,192,046	\$2,310,787	\$2,370,405
Operations & Maintenance	\$1,065,207	\$1,146,790	\$1,149,286
Capital	\$150,243	\$2,500	\$2,500
<b>Total Expenditure</b>	<b>\$3,407,496</b>	<b>\$3,460,077</b>	<b>\$3,522,191</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	49	49	49
Part-Time	0	0	0
<b>Total Personnel</b>	<b>49</b>	<b>49</b>	<b>49</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

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Total number of acres maintained and inspected monthly	507	507	507
Cost per acre for maintenance of parks, sports fields, and green spaces	\$6,611	\$6,704	\$6,797
Number of specific parks, sports fields, and green spaces	76	76	76
Number of playgrounds maintained	18	18	18
Number of repair work orders over the course of the year	313	350	375
Average number of days in a landscape service cycle for high priority (Class AA) parks.	13	10	7
Average number of days in a service cycle for the South Mowing Crew	22	21	21
Average number of days in a service cycle for the River Mowing Crew	21	20	20
Average number of days in a service cycle for the North Mowing Crew	17	15	14
Average number of days in a service cycle for the South Sports Field Mowing Crew	10	10	10
Average number of days in a service cycle for the landscape North Sports Field Mowing Crew	11	11	11



# 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Rent & Donations	\$640,402	\$600,250	\$623,250
Transfers In	\$391,826	\$393,640	\$406,388
Other	\$24,796	\$25,092	\$28,017
Total Revenue	\$1,057,024	\$1,018,982	\$1,057,655
<b>Expenditure</b>			
Personnel	\$732,478	\$720,999	\$733,073
Operations & Maintenance	\$282,697	\$295,710	\$321,582
Capital	\$1,000	\$2,273	\$3,000
Total Expenditure	\$1,016,175	\$1,018,982	\$1,057,655
Surplus/(Deficit)	\$40,849	\$0	\$0

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	12	12	12
Part-Time	2	2	2
Total Personnel	14	14	14

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

# City of San Angelo

## Fort Concho

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of visitors at Christmas at Old Fort Concho	16,000	8,000	17,000
Number of participants & volunteers at Christmas at Old Fort Concho	900	600	1,000
Percentage of visitors, participants and volunteers and Christmas at Old Fort Concho from out-of-town	33%	31%	34%
Number of new displays or exhibits	1	3	3
Number of children's programs participants	5,000	5,500	6,000

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of annual members	300	350	400
Revenue from annual memberships	\$44,090	\$50,000	\$55,000

# 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 River Stage, El Paseo de Santa Angela pavilions, the Indoor Arena and the Farmers Market pavilions.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Hotel Occupancy Tax*	\$1,960,114	\$1,857,500	\$891,600
Venue Revenue	\$462,116	\$541,686	\$486,950
Other	\$65,648	\$75,262	\$92,228
Total Revenue	\$2,487,878	\$2,474,448	\$1,470,778
<b>Expenditure</b>			
Personnel	\$735,735	\$753,060	\$772,267
Operations & Maintenance	\$1,695,638	\$1,506,500	\$590,946
Transfers Out	\$199,232	\$199,232	\$99,232
Capital	\$68,386	\$15,656	\$8,333
Total Expenditure	\$2,698,991	\$2,474,448	\$1,470,778
Surplus/(Deficit)	(\$211,113)	\$0	\$0

<b>Personnel Summary**</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	12	12	12
Part-Time	0	0	0
Total Personnel	12	12	12

\* Total expenditures have decreased due to changes in accounting for the Hotel Occupancy Tax.

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

# City of San Angelo

## Civic Events

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Amount of advertising/naming rights/sponsorship revenue generated	\$7,691	\$25,000	\$25,000
Number of touring events booked	13	16	19
Number of private events	312	330	340
Number of attendees at public ticketed events that include facility fees	63,414	66,000	70,000
Number of meeting/events contracted by internal customers	355	365	365
Number of events contracted by new promoters	5	6	6

# City of San Angelo

## Civic Events

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of events that are self-promoted or co-promoted by the City at Civic Events	1	4	6
Number of private bookings at Civic Event facilities	278	300	300
Number of reoccurring public events	40	45	50

# City of San Angelo

## Texas Bank Sports Complex

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The Texas Bank Sports Complex provides leisure services and opportunities by providing recreation opportunities through organized programs in safe facilities and areas; acquiring, developing and maintaining recreation areas and open spaces; educating all citizens about the important role leisure activities can play in improving the quality of life; serving the leisure needs of all citizens; and providing such areas and services in the most cost effective manner possible.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Program Fees	\$103,195	\$88,000	\$98,000
Transfers In	\$746,802	\$747,651	\$751,728
Other Revenue	\$72,849	\$57,426	\$67,709
Total Revenue	\$922,846	\$893,077	\$917,437
<b>Expenditure</b>			
Personnel	\$364,800	\$381,543	\$390,227
Operations & Maintenance	\$413,969	\$511,534	\$527,210
Capital	\$11,620	\$0	\$0
Total Expenditure	\$790,389	\$893,077	\$917,437
Surplus/(Deficit)	\$132,457	\$0	\$0

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	9	9	9
Part-Time	0	0	0
Total Personnel	9	9	9

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

# City of San Angelo

## Texas Bank Sports Complex

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### 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

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Average number of days in a service cycle to mow the ball fields, parks and open space	7	7	7
Percentage of time the ball fields are prepared	100%	100%	100%
Cost per acre of overall maintenance of the complex	\$10,587	\$10,677	\$10,768
Number of acres maintained in the complex	75	75	75

# City of San Angelo

## Recreation

---

The Recreation division provides leisure services and opportunities by providing recreation opportunities through organized programs, facilities and areas; acquiring, developing and maintaining recreation areas and open spaces; educating all citizens about the important role leisure can play in improving the quality of life; serving the leisure needs of all citizens; and providing such facilities, areas and services in the most cost-effective manner possible.

<b>Budget Summary</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Budget</b>
<b>Revenue</b>			
User fees	\$506,911	\$534,400	\$539,400
General Fund	\$539,303	\$570,733	\$580,099
<b>Total Revenue</b>	<b>\$1,046,214</b>	<b>\$1,105,133</b>	<b>\$1,119,499</b>
<b>Expenditure</b>			
Personnel	\$570,782	\$560,056	\$619,631
Operations & Maintenance	\$457,843	\$510,077	\$464,868
Capital	\$17,589	\$35,000	\$35,000
<b>Total Expenditure</b>	<b>\$1,046,214</b>	<b>\$1,105,133</b>	<b>\$1,119,499</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## Recreation

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of participants in summer day camps	80	80	80
Number of parties hosted	200	200	200
Number of tours provided for education institutions and other organizations	60	60	60
Number of self-guided wildlife exhibit tours	2,500	3,600	3,600

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of summer camp participants	120	120	120

# City of San Angelo Recreation

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## 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	FY16 Actual	FY17 Budget	FY18 Budget
Combined number of participants for youth sports	1,725	1,800	1,800
Number of teams that participate in the pre-season youth basketball tournament	35	45	62
Total attendance at the Love Municipal Pool during public hours	9,150	10,000	12,000

Activity: Special

Serves City Council's Vision: N/A

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

Objectives: Recreation programs

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of Date Night participants	2,390	2,400	2,400

# City of San Angelo

## Nutrition

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$140,798	\$158,945	\$158,945
General Fund Transfer	\$103,889	\$104,259	\$112,319
<b>Total Revenue</b>	<b>\$244,687</b>	<b>\$263,204</b>	<b>\$271,264</b>
<b>Expenditure</b>			
Personnel	\$143,933	\$143,260	\$145,937
Operations & Maintenance	\$103,723	\$119,944	\$125,327
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$247,656</b>	<b>\$263,204</b>	<b>\$271,264</b>
<b>Surplus/(Deficit)</b>	<b>(\$2,969)</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Full Time	1	1	1
Part-Time	4	4	4
<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

## Nutrition

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### 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	FY16 Actual	FY17 Budget	FY18 Budget
Number of noon meals prepared	36,013	34,500	34,500
Number of client intakes	550	550	550
Cost per meal prepared	\$6.88	\$5.88	\$5.88

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	FY16 Actual	FY17 Budget	FY18 Budget
Number of nutritional health screenings completed	550	550	550
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

## Fairmount Cemetery

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The Fairmount Cemetery division maintains and supports a 59 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; and provides services to the public such as locating of family burial plots, selection of burial space and completion of necessary documentation for interment.

<b>Budget Summary</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Cemetery Fees	\$357,709	\$381,950	\$340,900
General Fund Transfer	\$91,020	\$77,693	\$86,734
<b>Total Revenue</b>	<b>\$448,729</b>	<b>\$459,643</b>	<b>\$427,634</b>
<b>Expenditure</b>			
Personnel	\$281,213	\$251,571	\$263,331
Operations & Maintenance	\$118,925	\$177,352	\$152,303
Capital	\$13,948	\$0	\$0
<b>Total Expenditure</b>	<b>\$414,086</b>	<b>\$428,923</b>	<b>\$415,634</b>
<b>Surplus/(Deficit)</b>	<b>\$34,643</b>	<b>\$30,720</b>	<b>\$12,000</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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, services for the public, and burial spaces

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of burial services	98	80	80
Number of burial lots sold	47	40	40

Activity: Grounds Maintenance

Serves City Council's Vision: Parks and Open Space Vision

Goal: Maintain and support a 59 acre historic cemetery in accordance with state law

Objectives: Provide cemetery facilities, services for the public, and burial spaces

Performance Measures	FY16 Actual	FY17 Budget	FY18 Budget
Number of acres mowed/trimmed annually	1,368	1,374	1,374

# City of San Angelo

## State Office Buildings

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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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
<b>Revenue</b>			
Rent	\$1,221,712	\$1,230,000	\$1,240,000
Other	\$55,307	\$50,053	\$53,998
<b>Total Revenue</b>	<b>\$1,277,019</b>	<b>\$1,280,053</b>	<b>\$1,293,998</b>
<b>Expenditure</b>			
Personnel	\$127,060	\$119,997	\$122,952
Operations & Maintenance	\$638,613	\$595,700	\$926,532
Debt Service	\$499,977	\$514,356	\$171,573
Capital	\$85,132	\$50,000	\$50,000
Transfers Out	\$0	\$0	\$22,941
<b>Total Expenditure</b>	<b>\$1,350,782</b>	<b>\$1,280,053</b>	<b>\$1,293,998</b>
<b>Surplus/(Deficit)</b>	<b>(\$73,763)</b>	<b>\$0</b>	<b>\$0</b>

<b>Personnel Summary*</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 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

## State Office Buildings

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### 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>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Budget</b>
Number of tenants in lease agreements	300	300	300
Average annual percentage of available office space leased	100%	100%	100%





# Appendix

CITY OF SAN ANGELO, TEXAS

September 18, 2017

Pg. 247

## RESOLUTION NO. 2017-09-137

AN ORDINANCE OF THE CITY OF SAN ANGELO APPROVING AND ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017, AND ENDING SEPTEMBER 30, 2018; AUTHORIZING EMPLOYEE COMPENSATION SCHEDULES; PROVIDING FOR THE GENERAL APPROPRIATION OF FUNDS; 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; AUTHORIZING THE CITY MANAGER TO EXECUTE ANY INTERLOCAL AGREEMENT THAT DOES NOT REQUIRE THE EXPENDITURE OF CITY FUNDS; AND, PROVIDING FOR FILING OF THE BUDGET.

WHEREAS, a budget for the fiscal year beginning October 1, 2017, and ending September 30, 2018, 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, 2017, through September 30, 2018, (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 2017-2018 fiscal year, the amounts set forth in the Budget for the purposes therein stated.

SECTION 5. 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 6. The expenditures of the City shall be made in accordance with the financial summaries included within the Budget approved by this ordinance provided however:

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

SECTION 7. Certain grants are identified in the Budget, 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 and accept those grants and execute any documents related thereto.

SECTION 8. The City Manager or his designee is hereby authorized to execute any documents necessary for the application for any grants in which the City expenditure of funds is less than \$50,000.

SECTION 9. The City Manager is authorized to execute any Interlocal Agreement formed under Chapter 791 of the Texas Government Code that does not require the expenditure of City funds.

SECTION 10. The Classification plan for authorized police and fire positions set out in Chapter 2, Article 2.1500, Section 2.1502, paragraph (b) of the City of San Angelo Code of Ordinances, as amended, are attached hereto as **Exhibit "D"** and are hereby authorized and made part hereof for all purposes.

SECTION 11. The total number of civilian employees in place as shown on **Exhibit "D"** is

September 19, 2017

hereby authorized. The City Manager or his designee is authorized to adjust compensation and position titles for any non-civil service positions and hire all part time positions deemed necessary to retain qualified individuals or for the efficient administration of the City.

SECTION 12. 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 13. 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 5<sup>th</sup> day of September, 2017, and finally PASSED, APPROVED and ADOPTED on this the 19<sup>th</sup> day of September, 2017.

<u>YES</u>	<u>NO</u>	
<u>X</u>	<u>          </u>	CITY OF SAN ANGELO, TEXAS <small>DocuSigned by:</small> <i>Brenda Gunter</i> <hr/> <small>65CC121DADBB40F...</small> Brenda Gunter, Mayor <small>DocuSigned by:</small> <i>Tommy Hiebert</i> <hr/> <small>7A8E05956920435...</small> Tommy Hiebert, SMD #1 <small>DocuSigned by:</small> <i>Tom Thompson</i> <hr/> <small>F21919346DDE401...</small> Tom Thompson, SMD #2 <small>DocuSigned by:</small> Harry Thomas : <i>harry.thomas@cosatx.us</i> <hr/> <small>EE0F2DAE21E042C...</small> Harry Thomas, SMD #3 <small>DocuSigned by:</small> <i>Lucy Gonzales</i> <hr/> <small>0C9B3318AD2D485...</small> Lucy Gonzales, SMD #4 <small>DocuSigned by:</small> <i>Lane Carter</i> <hr/> <small>A088FC912DA04C7...</small> Lane Carter, SMD #5 <small>DocuSigned by:</small> <i>Billie DeWitt</i> <hr/> <small>A9AFBFA84C1740B...</small> Billie DeWitt, SMD #6
<u>X</u>	<u>          </u>	
<u>X</u>	<u>          </u>	
<u>X</u>	<u>          </u>	
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<u>X</u>	<u>          </u>	

ATTEST:

APPROVED AS TO FORM:

DocuSigned by:  
*Bryan Kendrick*  

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EE6995EDA6A1475...  
Bryan Kendrick, City Clerk

DocuSigned by:  
*Theresa James*  

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Theresa James, City Attorney

# City of San Angelo

## Consolidated Financial Schedule

### Revenue and Expenditures, Fiscal Year Ending September 30, 2018

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	\$19,628,629	\$65,756,899	\$6,746,428	\$92,131,956	\$69,226,672	\$3,276,655	\$72,503,327	\$0	\$19,628,629
105	General Debt Service	(211,433)	4,570,976	2,909,822	7,269,365	7,480,798	0	7,480,798	0	(211,433)
501	Equipment Replacement	343,644	150,000	1,201,373	1,695,017	1,351,373	0	1,351,373	0	343,644
502	Capital Projects	94,771	5,705	244,295	344,771	250,000	0	250,000	0	94,771
103	Intergovernmental	84,497	1,990,530	386,137	2,461,164	2,309,082	67,585	2,376,667	0	84,497
106	TIRZ	1,499,343	886,826	0	2,386,169	886,826	0	886,826	0	1,499,343
453	Community Development Block Grant	0	720,898	0	720,898	720,898	0	720,898	0	0
483	HOME Grant	0	341,744	0	341,744	341,744	0	341,744	0	0
601	Designated Revenue	224,037	42,690	0	266,727	42,690	0	42,690	0	224,037
605	Hotel Occupancy Tax	1,396,084	1,884,894	0	3,280,978	1,045,375	991,600	2,036,975	(152,081)	1,244,003
640	Lake Nasworthy Trust	14,150,603	939,020	0	15,089,623	50,000	185,524	235,524	703,496	14,854,099
203	Texas Bank Sports Complex	265,163	165,709	751,728	1,182,600	917,437	0	917,437	0	265,163
410	Civic Events	839,511	579,178	891,600	2,310,289	1,371,546	99,232	1,470,778	0	839,511
420	Fort Concho	231,484	651,267	406,388	1,289,139	1,057,655	0	1,057,655	0	231,484
440	Fairmount Cemetery	(83,366)	340,900	86,734	344,268	415,634	0	415,634	12,000	(71,366)
201	State Office Building	199,239	1,293,998	0	1,493,237	1,271,057	22,941	1,293,998	0	199,239
220	Airport Operating	218,381	1,474,092	0	1,692,473	1,389,892	84,200	1,474,092	0	218,381
529	Airport PFC	950,816	272,586	0	1,223,402	0	272,586	272,586	0	950,816
230	Solid Waste Enterprise	2,526,409	1,610,814	0	4,137,223	1,055,814	255,000	1,310,814	300,000	2,826,409
240	Stormwater	3,071,684	2,928,154	95,000	6,094,838	2,663,915	359,239	3,023,154	0	3,071,684
260	Water Operating	3,344,344	26,324,721	1,279,705	30,948,770	16,934,146	9,809,099	26,743,245	861,181	4,205,525
261	Water Debt Service	306,082	0	11,474,221	11,780,303	11,474,221	0	11,474,221	0	306,082
512	Water / Supply Capital Projects	8,374,074	4,782,946	200,000	13,357,020	3,178,179	1,804,767	4,982,946	0	8,374,074
270	Wastewater Operating	8,626,775	13,392,433	0	22,019,208	5,999,211	5,639,637	11,638,848	1,753,585	10,380,360
271	Wastewater Debt Service	234,257	0	4,014,333	4,248,590	4,014,333	0	4,014,333	0	234,257
520	Wastewater Capital Projects	7,690,779	1,806,002	0	9,496,781	1,346,093	459,909	1,806,002	0	7,690,779
<b>Operating Totals</b>		<b>\$74,005,807</b>	<b>\$132,912,982</b>	<b>\$30,687,764</b>	<b>\$237,606,553</b>	<b>\$136,794,591</b>	<b>\$23,327,974</b>	<b>\$160,122,565</b>	<b>\$3,478,181</b>	<b>\$77,483,988</b>
301	Vehicle Maintenance	(\$260,914)	\$6,959,909	\$0	\$6,698,995	\$6,908,792	\$0	\$6,908,792	\$51,117	(\$209,797)
305	Communications	145,631	750,431	0	896,062	750,431	0	750,431	0	145,631
310	Health Insurance	(1,333,192)	8,778,645	0	7,445,453	8,778,645	0	8,778,645	0	(1,333,192)
320	Property/Casualty	948,493	849,512	0	1,798,005	849,512	0	849,512	0	948,493
330	Workers' Compensation	(912,655)	1,385,132	0	472,477	952,513	0	952,513	432,619	(480,036)
<b>Total Internal Service Funds</b>		<b>(\$1,412,637)</b>	<b>\$18,723,629</b>	<b>\$0</b>	<b>\$17,310,992</b>	<b>\$18,239,893</b>	<b>\$0</b>	<b>\$18,239,893</b>	<b>\$483,736</b>	<b>(\$928,901)</b>

**City of San Angelo Development Corporation  
Schedule of Revenues and Expenditures  
Fiscal Year Beginning October 1, 2017**

	<b>Proposed 2017-2018</b>
<b>Revenue</b>	
Economic Development Revenue	2,556,250
Ballot Revenue	5,656,000
<b>Total Revenue</b>	<b>\$ 8,212,250</b>
 <b>Expenditures</b>	
Economic Development Projects	2,556,250
Ballot Projects	5,656,000
<b>Total Expenditures</b>	<b>\$ 8,212,250</b>
<b>Revenue Over/(Under) Expenditures</b>	-

<b>2016-2017 Fund Balance Designated for Existing Projects</b>	
Estimated Balance of Existing Economic Development Projects	4,384,564
Estimated Balance of Existing Ballot Projects	79,702
<b>Estimated 9/30/17 Balance of Existing Projects</b>	<b>\$ 4,464,266</b>

**City of San Angelo**  
**Salary Ranges**  
**Effective 10-1-17**

<b><u>Grade</u></b>	<b><u>Min</u></b>	<b><u>Mid</u></b>	<b><u>Max</u></b>
47	\$133,583	\$166,844	\$200,105
43	\$109,995	\$137,359	\$164,722
42	\$104,784	\$130,845	\$156,905
39	\$90,645	\$113,157	\$135,669
38	\$86,329	\$107,769	\$129,208
37	\$82,218	\$102,637	\$123,056
36	\$78,421	\$97,891	\$117,360
35	\$74,624	\$93,145	\$111,665
34	\$71,097	\$88,736	\$106,374
33	\$67,754	\$84,558	\$101,361
32	\$64,537	\$80,536	\$96,534
31	\$61,516	\$76,754	\$91,991
30	\$58,587	\$73,099	\$87,610
29	\$55,823	\$69,644	\$83,464
28	\$54,770	\$68,327	\$81,884
27	\$52,818	\$66,023	\$79,228
25	\$48,016	\$60,021	\$72,025
24	\$45,730	\$57,162	\$68,594
23	\$43,552	\$54,441	\$65,329
22	\$41,479	\$51,848	\$62,216
21	\$39,502	\$49,378	\$59,253
20	\$36,526	\$45,658	\$54,790
19	\$35,864	\$44,806	\$53,747
18	\$34,786	\$43,484	\$52,181
17	\$31,868	\$39,835	\$47,801
16	\$31,443	\$39,304	\$47,165
15	\$30,363	\$37,953	\$45,542
14	\$30,050	\$37,563	\$45,075
13	\$27,719	\$34,648	\$41,577
12	\$26,483	\$33,103	\$39,723
11	\$22,075	\$27,594	\$33,113

**Non-Civil Service Public Safety**

<b><u>Grade</u></b>	<b><u>Min</u></b>	<b><u>Max</u></b>
GR 30M	\$78,064	\$87,759
GR 29M	\$68,075	\$77,281
GR 27M	\$48,439	\$66,100

**City of San Angelo  
Civil Service Pay Plan  
Fire Department  
Effective 10/1/17**

		<u>Monthly</u>	<u>Annually</u>
GR 24	Recruit	\$3,193.00	\$38,316
GR 26	Probationary FF	\$3,277.83	\$39,334
GR 27	Firefighter II	\$4,102.25	\$49,227
GR 28	Driver	\$4,687.17	\$56,246
GR 29	Lieutenant	\$4,997.83	\$59,974
GR 30	Captain	\$5,729.75	\$68,757
GR 31	Battalion Chief	\$6,778.17	\$81,338



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

Effective 10/1/2017

	<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	\$42,856												
GR 26 Probationary PO	\$45,316												
GR 27 Police Officer	\$48,923	\$50,410	\$51,896	\$53,383	\$54,869	\$56,356	\$57,843	\$59,328	\$60,815	\$62,302	\$63,788	\$65,274	\$66,761
GR 29 Sergeant	\$68,756	\$69,918	\$71,081	\$72,242	\$73,405	\$74,567	\$75,729	\$76,891	\$78,054				
GR 30 Lieutenant	\$78,845	\$80,069	\$81,293	\$82,516	\$83,740	\$84,964	\$86,188	\$87,412	\$88,637				

City Council authorizes application for and acceptance of 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

Gang Initiative Grant

HOME Grant

Office of Justice Programs Bulletproof Vest Partnership

Office of the Governor Criminal Justice Division Body-Worn Camera Program

Hazards Grant

State and Federal Hazard Mitigation Grants

State and Federal Homeland Security Grants Programs

San Angelo Cultural Affairs Council Grant

State Events Trust Fund Grant

Texas Department of State Health Services Healthy Communities 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

**Fire Department – Civil Service**

Fire Chief	1
Assistant Chief	2
Battalion Chief	4
Fire Captain	12
Fire Lieutenant	20
Fire Engineer (or Driver)	50
Fire Fighter	82
<hr/>	
Total Fire Department – Civil Service	171

**Police Department – Civil Service**

Police Chief	1
Assistant Chief	3
Police Lieutenant	7
Police Sergeant	28
Police Officer	131
<hr/>	
Total Police Department – Civil Service	170

**All Others**

Civilians	610
<hr/>	
Total All Others	610
<hr/>	
Grand Total Staffing Levels	951
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September 19, 2017

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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 2017-2018 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, 2017; 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, 2017, and ending September 30, 2018, 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, 2017, and ending September 30, 2018, 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."

September 19, 2017

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Section Two. The following taxes be and are hereby levied for the fiscal year 2017-2018, 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	\$0.0936
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For the purposes of maintenance and operations in the General Fund	<u>\$0.6824</u>
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The total tax rate for the aforementioned purposes is:	\$0.7760
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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, 2017, and if not paid as provided by law, shall immediately become delinquent on February 1, 2018.

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.

September 19, 2017

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INTRODUCED on the 5<sup>th</sup> day of September, 2017, and APPROVED and ADOPTED on this the 19<sup>th</sup> day of September, 2017.

YES                      NO  
  X                        \_\_\_\_\_

CITY OF SAN ANGELO, TEXAS

DocuSigned by:  
Brenda Gunter  
65CCT2TDADBB40F...  
Brenda Gunter, Mayor

  X                        \_\_\_\_\_

DocuSigned by:  
Tommy Hiebert  
7A8E05956920435...  
Tommy Hiebert, SMD #1

  X                        \_\_\_\_\_

DocuSigned by:  
Tom Thompson  
F21949340BDE401...  
Tom Thompson, SMD #2

  X                        \_\_\_\_\_

DocuSigned by:  
Harry Thomas ; harry.thomas@cosatz.us  
EE0F2DAB21E042C...  
Harry Thomas, SMD #3

  X                        \_\_\_\_\_

DocuSigned by:  
Lucy Gonzales  
6C9B3318AD20485...  
Lucy Gonzales, SMD #4

  X                        \_\_\_\_\_

DocuSigned by:  
Lane Carter  
A088FC912DA04C7...  
Lane Carter, SMD #5

  X                        \_\_\_\_\_

DocuSigned by:  
Billie DeWitt  
A9AFBFA34C1740B...  
Billie DeWitt, SMD #6

ATTEST:

DocuSigned by:  
Bryan Kendrick  
EE0995EDAE1475...  
Bryan Kendrick, City Clerk

Approved as to Content

DocuSigned by:  
Tina M Dierschke  
A236E4F107114D6...  
Tina Dierschke, Finance Director

Approved as to Form

DocuSigned by:  
Theresa James  
E822428D810A4D4...  
Theresa James, City Attorney

# City of San Angelo

## Principal Taxpayers, 2017-18 Budget

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<u>Name</u>	<u>Type of Property</u>	<u>Taxable Valuation</u>
1 Walmart/Sam's	Retail	\$ 90,988,160
2 AEP Texas North	Utility	60,180,630
3 Ethicon, Inc	Mfg.	53,142,324
4 Hirschfeld Steel & Energy	Mfg.	42,468,570
5 C & J Well Services Inc.	Petroleum	39,932,470
6 Envoy Air	Transportation	37,669,470
7 San Angelo Hospital	Medical	34,006,720
8 Glazers	Wholesale	19,229,920
9 Sunset Mall	Mall-Real Est.	19,072,550
10 Atmos Energy	Utility	17,757,160
		<hr/>
	<b>TOTAL</b>	<b>\$ 414,447,974</b>
		<hr/>

Valuation from the top ten principal taxpayers increased approximately 16.49% from FY2016-17.

# City of San Angelo

## Property Taxpayers, 2017-18 Budget

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### Tax Base Distribution

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

<u>Property Type</u>	<u>2016-17 Budget</u>	<u>2017-18 Budget</u>
Real Property	\$ 4,803,908,445	\$ 5,058,233,570
Personal Property	864,003,785	881,566,525
<b>Total Values on Tax Roll</b>	<b>\$ 5,667,912,230</b>	<b>\$ 5,939,800,095</b>
Less Exemptions:		
Mandatory Homestead, Over 65, Disabled, & Disabled Veteran	(63,316,784)	(70,654,390)
Optional Homestead, Over 65, & Disabled	(554,327,701)	(583,102,650)
Freeport / Productivity	(18,537,084)	(26,665,092)
Pollution Control	(5,851,614)	(5,762,219)
Minimum Value	(38,070)	(38,540)
Historical Abatement	(2,170,976)	(2,151,388)
Constitution Exempt	(10,574,524)	(2,357,106)
Industrial Abatement	0	0
<b>Assessed Taxable Value</b>	<b>\$ 5,013,095,477</b>	<b>\$ 5,249,068,710</b>
Less Freeze Loss:		
Over 65 & Disable Veteran Value Loss	(230,500,402)	(253,861,582)
<b>Net Taxable Value Minus Freeze Value Credit</b>	<b>\$ 4,782,595,075</b>	<b>\$ 4,995,207,128</b>

Total Values on the tax roll increased 4.80%, assessed taxable value increased 4.71%, and the net taxable value minus freeze value increased 4.45% from FY2016-17.



# City of San Angelo

## Property Tax Rate Comparisons: School, City, and County 2008-2018

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**Graph Description:**

Above is an 11 year history of property tax rates for San Angelo Independent School District, the City of San Angelo, and Tom Green County.

The increase in the rate for SAISD in 2010 is a result of an election bond passing in 2009. SAISD has steadily decreased the property tax rate to 1.22 as of fiscal year 2018.

The City tax rate has steadily decreased over the past ten years and has maintained for fiscal year 2018. The County's tax rate has remained relatively stable over the same period with only fractional changes in percentage.

# City of San Angelo

## Property Tax Levies

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<u>Budget Year</u>	<u>City</u>	<u>School</u>	<u>County</u>
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
2016	35,537,358	56,104,190	30,531,342
2017	37,112,938	57,495,987	31,681,749
2018	38,762,807	60,143,262	34,683,030

### 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

### Fiscal Years 2007-2018

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
2007	24,353,960	24,003,858	98.56%	318,008	24,321,866	99.87%	1,069,364	4.39%
2008	25,450,480	24,896,126	97.82%	285,012	25,181,138	98.94%	1,126,536	4.43%
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	27,439,945	96.89%	431,270	27,871,215	98.42%	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%	1,219,480	4.17%
2014	30,082,386	33,000,852	109.70%	481,544	33,482,396	111.30%	1,116,761	3.71%
2015	32,888,262	32,106,628	97.62%	411,378	32,518,006	98.87%	1,154,509	3.51%
2016	35,537,358	34,589,165	97.33%	410,944	35,000,109	98.49%	1,261,987	3.55%
2017	37,112,938	35,913,711	96.77%	501,864	36,415,575	98.12%	1,896,037	5.11%
2018	38,762,807	37,471,842	96.67%	455,138	37,926,980	97.84%	1,855,154	4.79%

# City of San Angelo Personnel Summary

	FY16 Budget	FY17 Budget	FY18 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
Assistant City Manager	2	2	2
Executive Office Coordinator	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>
<b>INTERNAL AUDITOR</b>			
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
<b>CITY ATTORNEY</b>			
City Attorney	1	1	1
Deputy City Attorney	1	1	1
Assistant City Attorney, Sr	0	1	0
Assistant City Attorney	2	1	2
Paralegal	1	1	1
	<u>5</u>	<u>5</u>	<u>5</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	5	5	5
Court Administrator	1	1	1
Court Supervisor	1	1	1
Court Clerk Supervisor	2	2	2
Deputy Court Clerk, Sr	8	8	8
Deputy Court Clerk	4	4	4
Juvenile Case Manager	1	1	1
Community Service Work Leader	2	2	2
Parking Officer	1	1	1
Building Maintenance Worker	2	1	1
Building Maintenance Worker (PT)	1	1	1
Network Administrator	1	1	1
Juvenile Community Workers Supervisor (PT)	0	0	0
	<u>33</u>	<u>32</u>	<u>32</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>CITY CLERK</b>			
City Clerk	1	1	1
Deputy City Clerk	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
<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
	<u>1</u>	<u>1</u>	<u>1</u>
<b>HAZARDS</b>			
Emergency Management Planning Specialist	1	1	1
Office Assistant (PT)	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
<b>CONSTRUCTION &amp; FACILITIES MAINTENANCE</b>			
Construction & Facilities Manager	1	1	1
HVAC/Security Coordinator	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Technician	0	0	2
Building Maintenance Worker	3	3	1
	<u>6</u>	<u>6</u>	<u>6</u>
<b>HUMAN RESOURCES</b>			
Director of Human Resources & Risk Management	1	1	1
Assistant Director of Human Resources	1	1	1
Human Resources Generalist	1	1	1
Human Resources Specialist	1	1	1
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>RISK MANAGEMENT</b>			
Risk Manager	1	1	1
Claims Analyst	1	1	1
Claims Technician	1	1	1
Training and Development Specialist	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)	24	24	24
	<u>25</u>	<u>25</u>	<u>25</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>FINANCE</b>			
Director of Finance	1	1	1
Assistant Finance Director	0	0	1
Budget Manager	1	1	0
Budget Analyst, Sr	2	2	2
Administrative Assistant, Sr.	1	1	1
Chief Accountant	1	1	1
Cash & Debt Analyst	1	1	1
Accountant	2	2	2
Accounts Payable Specialist	2	2	2
Payroll Specialist	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>
<b>PROPERTY MANAGEMENT</b>			
Real Estate Administrator	1	1	1
Property Mgt Specialist	0	1	1
Office Assistant	1	0	0
	<u>2</u>	<u>2</u>	<u>2</u>
<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	0
Network Engineer	0	0	1
Computer Support Specialist	2	2	0
Server Administrator	0	0	1
Systems Analyst	1	1	3
Administrative Assistant	1	1	1
	<u>6</u>	<u>6</u>	<u>7</u>
<b>COMMUNICATIONS</b>			
Communications Administrator	1	1	0
Communications Repair Tech	1	1	1
	<u>2</u>	<u>2</u>	<u>1</u>
<b>BILLING &amp; RECEIPTS</b>			
Billing & Receipts Manager	1	1	1
Utility Billing Supervisor	1	1	1
Billing Clerk	1	1	1
Utility Billing Clerk	1	1	1
Cashier, Sr	1	1	1
Cashier	3	3	3
Accounting Clerk	1	1	1
	<u>9</u>	<u>9</u>	<u>9</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<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	50	50	50
Firefighter	74	74	82
Executive Office Coordinator	1	1	1
Administrative Assistant	2	2	2
Building Maintenance Tech	1	1	1
Bunker Gear Technician	1	1	1
	<u>168</u>	<u>168</u>	<u>176</u>

<b>PUBLIC SAFETY COMMUNICATIONS</b>			
Emergency Services Dispatch Supervisor	3	3	3
Emergency Services Dispatcher	21	21	21
Network Administrator	1	1	1
	<u>25</u>	<u>25</u>	<u>25</u>

<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	131
Administrative Services Manager	0	1	1
Executive Office Coordinator	1	0	0
Administrative Assistant	3	5	5
Office Assistant	1	0	0
Budget Analyst	1	1	1
Systems Analyst	2	2	2
Intelligence Specialist	2	2	2
Purchasing Technician	1	1	1
Evidence Technician	1	1	1
Alarm Coordinator	1	1	1
Statistics Clerk	1	0	0
Crime Scene Supervisor	1	1	1
Crime Scene Technician	3	3	3
Criminal Analysis Technician	1	1	1
Crime Stopper Coordinator	1	1	1
Property Control Clerk	1	1	1
Records Supervisor	1	1	1
Records Clerk	7	7	7
Records Clerk (PT)	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Worker	1	0	0
Maintenance Technician	1	2	2
	<u>198</u>	<u>198</u>	<u>203</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>DEVELOPMENT SERVICES</b>			
Director of Development Services	1	1	1
Planning & Development Administrator	1	1	1
Administrative Assistant, Sr	1	1	1
Office Assistant	1	1	1
Development Services Technician	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>

<b>GIS</b>			
GIS Manager	1	1	1
GIS Coordinator	0	1	1
GIS Analyst, Sr	1	0	0
GIS Analyst	1	0	0
GIS Technician	1	0	0
GIS Developer	0	2	2
	<u>4</u>	<u>4</u>	<u>4</u>

<b>PERMITS &amp; INSPECTIONS</b>			
Building Official	1	1	1
Deputy Building Official	1	1	1
Plans Examiner, Sr	0	1	1
Plans Examiner	1	1	1
Building Inspector, Principal	1	1	1
Building Inspector, Sr	2	2	2
Building Inspector	2	2	2
Combination Inspector	1	1	1
Permit Technician	3	3	3
911 Addressing Coordinator (PT)	1	1	1
	<u>13</u>	<u>14</u>	<u>14</u>

<b>PLANNING</b>			
Planning Manager	1	1	1
Planner, Sr	2	2	2
Planner	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>



	FY16 Budget	FY17 Budget	FY18 Budget
<b>ENGINEERING SERVICES</b>			
City Engineer	1	1	1
Assistant City Engineer	0	0	1
Professional Engineer	1	1	2
Project Engineer	3	3	1
Inspection Coordinator	0	1	1
Construction Inspector, Sr	2	1	1
Construction Inspector	4	3	3
Sr. Engineering Design Technician	1	1	1
CADD Technician	0	1	1
Survey Technician, Sr	2	1	1
Survey Technician	0	1	1
Water Utilities Engineering Manager	1	0	0
Administrative Assistant	0	1	1
	<u>15</u>	<u>15</u>	<u>15</u>

<b>STORMWATER</b>			
Stormwater Superintendent	0	1	1
Stormwater Supervisor	1	1	1
Stormwater Inspector	1	1	1
Stormwater Engineer	1	1	1
Stormwater Crew Leader	2	2	2
Stormwater Billing Specialist	1	1	1
Heavy Equipment Operator	4	4	4
Light Equipment Operator	7	7	7
Maintenance Worker	5	5	5
	<u>22</u>	<u>23</u>	<u>23</u>

<b>FIRE PREVENTION</b>			
Fire Marshal	1	1	1
Fire Investigator	2	2	2
Fire Inspector	4	4	4
Administrative Assistant	1	1	1
	<u>8</u>	<u>8</u>	<u>8</u>

<b>COMMUNITY &amp; HOUSING SUPPORT SERVICES</b>			
Director Neighborhood & Family Services	1	1	1
Community Programs Supervisor	1	1	1
Construction Coordinator	1	1	1
Special Projects Coordinator	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>

<b>CODE COMPLIANCE</b>			
Code Enforcement Supervisor	0	0	1
Code Enforcement Officer	0	1	2
Code Compliance Officer, Sr.	1	0	0
Code Compliance Officer	4	4	2
Administrative Assistant, Sr.	1	1	1
	<u>6</u>	<u>6</u>	<u>6</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>WIC</b>			
WIC Program Manager	1	1	1
Licensed Vocational Nurse	2	2	2
Nutrition Education Coordinator	1	1	1
Nutritionist	1	1	1
WIC Certification Specialist	2	2	2
Social Services Assistant	5	5	5
Administrative Assistant	1	1	0
Administrative Coordinator	1	1	1
Peer Counselor Supervisor	1	1	1
	<u>15</u>	<u>15</u>	<u>14</u>
<b>OPERATIONS</b>			
Executive Director of Public Works	1	1	1
Director of Operations	1	1	1
Assistant Director of Operations	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>
<b>SOLID WASTE</b>			
Contract Manager	1	1	1
Solid Waste Coordinator	0	1	1
Public Works Educator	0	0	1
	<u>1</u>	<u>2</u>	<u>3</u>
<b>TRAFFIC OPERATIONS</b>			
Traffic Operations Superintendent	1	1	1
Traffic Supervisor	1	1	0
Traffic Signal Specialist	1	1	0
Traffic Support Coordinator	1	1	2
Traffic Maintenance Tech	3	3	3
Traffic Signal Technician, Sr	0	0	0
Traffic Support Technician	1	1	1
Traffic Systems Tech II	0	0	1
Traffic Systems Tech I	3	3	2
Administrative Assistant	0	0	1
	<u>11</u>	<u>11</u>	<u>11</u>
<b>STREET &amp; BRIDGE</b>			
Street & Bridge Superintendent	1	1	1
Street & Bridge Supervisor	1	1	1
Street & Bridget Construction Coordinator	0	1	1
Street & Bridget Maintenance Coordinator	0	1	1
Street & Bridge Crew Leader	4	5	5
Heavy Equipment Operator	12	10	12
Light Equipment Operator	9	5	6
Maintenance Worker	4	7	8
Inventory Control Technician	1	1	1
Administrative Assistant	1	1	1
	<u>33</u>	<u>33</u>	<u>37</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>VEHICLE MAINTENANCE</b>			
Equipment Maintenance Superintendent	1	1	1
Equipment Maintenance Supervisor	1	1	1
Mechanic IIII	0	0	1
Mechanic III	1	1	0
Mechanic II	1	2	2
Mechanic I	0	0	6
Mechanic	7	6	0
Mechanic Apprentice	1	0	0
Equipment Service Technician	3	3	3
Shop Assistant	1	1	1
Administrative Assistant	1	2	2
	<u>17</u>	<u>17</u>	<u>17</u>

<b>LAKE OPERATIONS</b>			
Lake Operations Superintendent	1	1	1
Lake Maintenance Supervisor	1	1	1
Crew Leader	2	2	2
Maintenance Worker, Sr	3	3	3
Maintenance Worker	5	5	5
	<u>12</u>	<u>12</u>	<u>12</u>

<b>WATER UTILITIES ADMINISTRATION</b>			
Director of Water Utilities	1	1	1
Water Utilities Assistant Director	1	1	1
Water Utilities Analyst	0	0	1
Building Maintenance Coordinator	0	0	1
Administrative Assistant, Sr	1	1	1
	<u>3</u>	<u>3</u>	<u>5</u>

<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	1	1	1
Customer Service Representative	4	4	4
Meter Service Supervisor	1	1	1
Meter Service Representative, Sr	1	1	1
Meter Service Representative	4	4	4
Meter Reader	1	1	1
	<u>14</u>	<u>14</u>	<u>14</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>WATER DISTRIBUTION</b>			
Distribution /Collection Superintendent	1	1	1
W/WW Distribution Supervisor	1	1	0
Water Coordinator	0	0	1
AMR Meter Shop Supervisor	1	1	1
Warehouse Supervisor	1	1	1
Water Distribution Crew Leader	8	8	8
SCADA & Data Asset Specialist	0	1	1
Heavy Equipment Operator	5	6	6
Light Equipment Operator	5	4	4
Leak & Tap Supervisor	1	1	1
Meter Technician	1	1	1
Meter Service Field Technician	2	2	2
Maintenance Worker	8	8	6
Administrative Assistant	1	1	1
Office Assistant	1	1	0
	<u>36</u>	<u>37</u>	<u>34</u>

<b>WATER TREATMENT</b>			
Water Treatment Administrator	1	1	1
Water Treatment Supervisor	1	1	1
Water Treatment Maintenance Supervisor	1	1	1
W/WW Plant Operator, Sr (Cert. A/B)	3	3	3
W/WW Plant Operator (Cert. C/D)	7	7	7
Dam Operator	1	1	1
Administrative Assistant	1	1	1
	<u>15</u>	<u>15</u>	<u>15</u>

<b>WATER QUALITY LAB</b>			
Plant Operations Manager	0	1	1
Water Quality Superintendent	1	0	0
Laboratory Supervisor	0	1	1
Assistant Water Quality Superintendent	1	0	0
Water Quality Technician, Sr	1	1	1
Water Quality Technician	2	2	2
	<u>5</u>	<u>5</u>	<u>5</u>

<b>UTILITY MAINTENANCE</b>			
Utility Maintenance Superintendent	1	1	1
Utility Maintenance Supervisor	1	1	0
Electrical Supervisor	1	1	0
Utility Maintenance Coordinator	0	0	1
Utility Maintenance Technician	5	5	5
Welder	2	2	2
Utility Maintenance Mechanic	9	9	9
Electrical and Instrument Specialist	2	2	2
SCADA & Data Specialist	0	0	1
Administrative Assistant	1	1	1
	<u>22</u>	<u>22</u>	<u>22</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>WASTEWATER COLLECTION</b>			
Wastewater Coordinator	1	1	1
Water Distribution Crew Leader	2	2	2
Wastewater Inflow/Infiltration Tech	1	1	1
Heavy Equipment Operator	6	6	6
Light Equipment Operator	4	4	4
Utility Maintenance Mechanic	1	0	0
Maintenance Worker	2	3	3
Administrative Assistant	0	0	1
	<u>17</u>	<u>17</u>	<u>18</u>

<b>WASTEWATER RECLAMATION</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
Compost Field Supervisor	1	1	1
Utility Maintenance Technician	1	1	1
W/WW Plant Operator, Sr (Cert A/B)	5	4	4
W/WW Plant Operator, (Cert A/B)	1	0	0
W/WW Plant Operator (Cert C/D)	7	10	10
Heavy Equipment Operator	2	1	1
	<u>21</u>	<u>21</u>	<u>21</u>

<b>HEALTH SERVICES ADMINISTRATION</b>			
Health Services Director	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>

<b>ENVIRONMENTAL HEALTH</b>			
Environmental Health Inspector, Sr.	0	0	1
Environmental Health Inspector	2	2	1
Environmental Health Inspector (PT)	0	0	1
	<u>2</u>	<u>2</u>	<u>3</u>

<b>ANIMAL SERVICES</b>			
Assistant Director of Neighborhood & Family Services	1	1	1
Veterinarian	0	1	0
Veterinarian Technician	0	1	0
Animal Services Admin & Volunteer Coordinator	0	1	0
Animal Services Supervisor	0	0	1
Animal Services Officer, Senior	1	1	1
Animal Services Officer	3	2	3
Shelter Supervisor	1	1	1
Shelter Assistant III	1	0	0
Shelter Assistant II	1	1	1
Shelter Assistant I	1	3	3
Office Assistant	3	1	2
Administrative Assistant	1	1	0
	<u>13</u>	<u>14</u>	<u>13</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>NURSING</b>			
Licensed Vocational Nurse	1	1	1
Nursing Manager	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>

<b>PARKS</b>			
Director of Parks & Recreation	1	1	1
Parks Superintendent	1	1	0
Deputy Parks Superintendent	1	1	0
Parks Manager, Sr.	0	0	1
Parks Manager	0	0	1
Parks Project Coordinator	1	1	1
Parks Projects Welder, Sr	1	1	1
Parks Project Crew Leader	1	1	1
Parks Facilities Supervisor	1	1	1
Parks Facility Crew Leader	1	1	1
Landscape Coordinator	1	1	1
Landscape Crew Leader	5	5	5
Horticulture Crew Leader	1	1	1
Gardener, Sr	1	1	1
Gardener	3	3	3
Irrigation/Horticulture Supervisor	1	1	1
Irrigation/Horticulture Coordinator	1	1	1
Irrigation Crew Leader	1	1	1
Irrigation Technician, Sr	1	1	1
Maintenance Worker, Sr	10	10	10
Maintenance Worker	12	12	12
Parks Shop & Inventory Sr Technician	1	1	1
Administrative Assistant, Sr	1	1	1
Sports Complex Crew Leaders	2	2	2
	<u>49</u>	<u>49</u>	<u>49</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>

<b>FAIRMOUNT CEMETERY</b>			
Cemetery Office Supervisor	1	1	1
Maintenance Worker, Sr	2	2	2
Maintenance Worker	2	2	2
Office Assistant	1	1	1
	<u>6</u>	<u>6</u>	<u>6</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>RECREATION</b>			
Recreation Manager	1	1	1
Recreation Supervisor/Interim Manager	1	0	0
Recreation Supervisor	1	2	2
Athletics/Aquatics Coordinator	1	1	0
Recreation Coordinator	1	1	2
Office Assistant	1	1	1
Custodian	1	1	1
	<u>7</u>	<u>7</u>	<u>7</u>

<b>NUTRITION</b>			
Recreation Supervisor	1	1	1
Lead Cook (PT)	1	1	1
Cook Helper (PT)	1	1	1
Van Driver Kitchen Aide (PT)	1	1	1
Kitchen Aide (PT)	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>

<b>CIVIC EVENTS</b>			
Civic Events Manager	1	1	1
Civic Events Assistant Manager	0	0	1
Civic Events Operations Supervisor	1	1	0
Business & Finance Analyst	1	1	1
Business & Finance Assistant	1	1	1
Event Service Representative, Sr	2	3	3
Event Service Representative	1	3	3
Event Service Worker	3	0	0
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
Event Coordinator	1	1	1
Education Coordinator	1	1	1
Volunteer & Visitor Services Coordinator	1	1	1
Animal Program Coordinator	1	1	1
Curator of Collections/History	1	1	1
Archivist	1	1	1
Museum Guide (PT)	2	2	2
Building Maintenance Supervisor	1	1	1
Building Maintenance Technician	1	1	1
Building Maintenance Worker	2	2	2
Administrative Assistant	1	1	1
	<u>14</u>	<u>14</u>	<u>14</u>

	FY16 Budget	FY17 Budget	FY18 Budget
<b>TEXAS BANK SPORTS COMPLEX</b>			
Sports Field Supervisor	1	1	1
Sports Field Coordinator	1	1	1
Sports Field Crew Leader	2	2	2
Sports Field Maintenance Worker, Sr.	2	2	2
Sports Field Maintenance Worker	1	1	1
Irrigation Crew Leader	1	1	1
Irrigation Technician, Sr	1	1	1
	<u>9</u>	<u>9</u>	<u>9</u>
<b>CONSTRUCTION MANAGEMENT</b>			
Construction Manager	1	1	1
Construction Assistant Manager	1	1	0
	<u>2</u>	<u>2</u>	<u>1</u>
<b>ECONOMIC DEVELOPMENT</b>			
Economic Development Director	1	1	1
Bussiness Retention Expansion Coordinator	1	1	1
Economic Development Specialist	1	1	1
Executive Office Coordinator	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>
<b>METROPOLITAN PLANNING ORGANIZATION</b>			
MPO Director	1	1	1
Transportation Planning Analyst/GIS	1	1	1
Transportation Planning Project Coordinator	1	1	1
	<u>3</u>	<u>3</u>	<u>3</u>
<b>AIRPORT</b>			
Airport Director	1	1	1
Business/Finance Analyst	1	1	1
Deputy Airport Director	0	1	1
Airport Operations Manager	0	0	0
Airport Operations Coordinator	1	0	0
Airport Maintenance Supervisor	1	1	1
Airport Maintenance Technician	2	2	2
Airport Maintenance Worker	4	5	5
Airport Police Officer	2	1	1
Administrative Assistant, Sr	1	1	1
	<u>13</u>	<u>13</u>	<u>13</u>
FULL-TIME EMPLOYEES	932	936	951
PART-TIME EMPLOYEES	42	42	43
TOTAL EMPLOYEES	<u>974</u>	<u>978</u>	<u>994</u>



# City of San Angelo

## Glossary

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

**ACCOUNTING PERIOD** – A month in a fiscal year.

**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.

**ADJUDICATION** – The legal process by which an arbiter or judge reviews evidence and argumentation including legal reasoning set forth by opposing parties or litigants to come to a decision which determines rights and obligations between the parties involved.

**AD VALOREM** – A tax based on the value of real estate or personal property.

**AS/400** – An application system built by IBM that serves as the basis of many computer activities for the city of San Angelo; see *HTE, Naviline*

**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.

**BLUE BOOK** – See *Monthly Revenues and Expenditures Report*.

**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.

**CLICK 2 GOV (C2G)** – An application system developed by the Superior Corporation designed to aid citizens in self-service and bill pay options. This service is offered by the city of San Angelo.

**CAPITAL EXPENDITURE** – Purchase or acquisition of any asset that has a cost of \$5,000 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 CENTER FOR ENTREPRENURIAL DEVELOPMENT (CVCED)** – A business incubator for the greater San Angelo area. *See COSADC.*

**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.

**CONSOLIDATED OMNIBUS BUDGET RECONCILIATION ACT (COBRA)** – Health benefits allotted to workers and their families upon termination from the place of employment. Election for benefits is optional.

**COSA** – City of San Angelo.

**COSADC** – City of San Angelo Development Corporation. Working with economic development partners, COSADC will retain, strengthen and diversify the job base of the community to ensure a vibrant business climate for San Angelo and the region.

**COSA University** – The City of San Angelo University is an eight-month program from October through May that seeks to inform and illuminate citizens on how and why their city government works as it does. Among the topics to be explored are water, streets, garbage collection, community development, public safety, parks and recreation, and opportunities to serve.

**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.

**DEVELOPMENT REVIEW COMMITTEE (DRC)** – A committee comprised of various representatives from city departments involved in the drafting of development plans. Citizens of San Angelo are invited to voice their opinions on the tasks at hand.

**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.

**ENVIRONMENTAL CONTROL DEPARTMENT** – see *TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ)*

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

**ESRI** – A private corporation that works with various governmental organizations on various GIS related enterprises and applications.

**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.

**HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME)** – A program of HUD that provides

formula grants to states and localities to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership.

**HOMESTEAD** – A tax exemption on property taxes based on the home’s appraised value.

**HTE** – An application system developed by the Superior Corporation designed to aid accounting, budgeting, purchasing, and other departments in database management and job processes.

**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.

**INCIDENT COMMAND SYSTEM (ICS)** – A standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.

**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.

**JOURNAL ENTRY** – A record that keeps accounting transactions in chronological order, i.e. as they occur.

**LEVY** – The City Council authority to impose or collect taxes, special assessments or service charges.

**LIGHT-EMITTING DIODE (LED)** – A semiconductor light source used in a variety of products.

**LITIGATION** – A term that refers to the rules and practices involved in resolving disputes in the court system.

**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.

**MEGABIT** – The megabit is a multiple of the unit bit for digital information. Megabits per second (mbps) are generally used to describe the speed of an Internet connection.

**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.

**MONTHLY REVENUES AND EXPENDITURES REPORT** – A report published by the city of San Angelo’s accounting department on a monthly basis. This report is commonly referred to as the “Blue Book” due to its blue cover sheet.

**MENTAL HEALTH MENTAL RETARDATION ORGANIZATION (MHMR)** – A mental health and intellectual disability authority that is sponsored in part by the city of San Angelo.

**MPO** – Metropolitan Planning Organization; A federally-mandated and federally-funded transportation policy-making organization.

**NAVILINE** – An application system developed by the Superior Corporation designed to aid accounting, budgeting, purchasing, and other departments in database management and job processes.

**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.

**PAVEMENT CONDITION INDEX (PCI)** – A numerical index between 0 and 100 which is used to indicate the general conditions of a pavement. It is a statistical measure and requires manual survey of the pavement.

**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.

**POTABLE WATER** – Water that is safe enough to drink and use for food preparation. Also known as drinking water.

**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. This school district includes: Central Freshman Campus, Central High School, Lake View High School, Glenn Middle School, Lee Middle School, Lincoln Middle School, and 17 elementary schools in the area. Head Start and alternative education programs also fall within the district.

**SATV** – Suddenlink cable channel 17 (and now in High Definition on 117) is the City of San Angelo's governmental access channel.

Programming for SATV includes board meetings, events, municipal commercials, special videos and more.

**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.

**SUBROGATION** – The substitution of one person or group by another in respect of a debt or insurance claim, accompanied by the transfer of any associated rights and duties.

**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 CRIMINAL JUSTICE (TDCJ)** – A state agency with the goal of providing public safety, prosecuting and

reforming offenders, and assisting victims of crime.

**TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (TDFPS)** – A state agency with the goal of protecting children and disabled adults.

**TEXAS DEPARTMENT OF STATE HEALTH SERVICES (TDSHS)** – A state agency with the goal of protecting the health of all Americans and providing essential human services.

**TEXAS DIVISION OF EMERGENCY MANAGEMENT (TDEM)** – A division of the Texas Department of Public Safety.

**TEXAS FOOD ESTABLISHMENT RULES (TFER)** – Food safety rules intended to prevent or eliminate food borne illnesses.

**TEXAS OPEN MEETINGS ACT** – An act that generally applies when members of a governmental body are present and discuss public business. This act is meant to dissuade secret deliberations about public business and ensure transparency for the general public.

**TEXAS PUBLIC INFORMATION ACT** – A series of laws incorporated into the Texas governmental code to ensure the public has access to information held by the state government.

**TEXAS WORKERS' COMPENSATION ACT** – A state-regulated insurance program under the Texas Department of Insurance. *See Workers' Compensation.*

**THERMOPLASTIC** – A plastic material, polymer, that becomes pliable or moldable above a specific temperature and solidifies upon cooling.

**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.

**TRUBIDITY** – The cloudiness or haziness of a fluid caused by large numbers of individual particles that are generally invisible to the naked eye, similar to smoke in air. The measurement of turbidity is a key test of water quality.

**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 (on-the-job injuries).