



Operating Budget

Fiscal Year 2018-2019

CITY OF SAN ANGELO, TEXAS





City of San Angelo, Texas

Operating Budget Fiscal Year 2018-2019

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$626,546 (1.67%), AND OF THAT AMOUNT, \$383,414 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR

City Council Record Vote
****September 18, 2018****

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 FY2018-19	Adopted FY2017-18
Property Tax Rate	0.7760 / \$100	0.7760 / \$100
Effective Tax Rate	0.7641/ \$100	0.8564 / \$100
Effective M&O Tax Rate	0.6707/ \$100	0.7463 / \$100
Rollback Tax Rate	0.8179 / \$100	0.9127 / \$100
Debt Tax Rate	0.0936 / \$100	0.0936 / \$100

The total amount of outstanding City debt obligations secured by property taxes is \$173,890,000. Of that amount, the total amount of outstanding debt obligations considered self-supporting is \$127,750,000. 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 \$47,070,000 that is supported by the Water Fund and is not secured by the property tax.

City of San Angelo

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Introduction and Overview





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of San Angelo
Texas**

For the Fiscal Year Beginning

October 1, 2017

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, 2017. 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 18, 2018

Honorable Mayor and Council members,

In accordance with Article 2.11, Section 002 of the city charter, the fiscal year 2018-19 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 2018-19 adopted operating expenditure budget totals \$150 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 2018-19, \$39,783,708 is allocated for city property tax supported programs, such as fire, police, and street debt service. The council has identified long-term strategic priorities that commit to the core functions of city government that will be funded by property taxes, while limiting the growth of expenses on taxpayers, and maintaining the tax rate.

The 2018-19 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 2018 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.

On the following pages are the fiscal year 2019 operating budgets in excess of \$1 million in expenditures. These ten funds are compared side-by-side with the fiscal year 2017-18 original budget. The primary

revenue sources and expenditure categories are summarized for each fund below. Any major changes or issues are also identified.

General Fund

The primary revenue sources for the General Fund are the property tax and the sales tax. The increase for property tax is related to the upward trend in delinquent taxes. The sales tax line includes several forms of sales tax such as alcohol beverage tax and bingo tax. For fiscal year 2019, these taxes are projected conservatively at \$18,848,004. The increase in franchise tax is largely due to the change from 4% to 5% in the natural gas franchise fee. The main cause for the increase to charges for service is ambulance fees that were revised during the 2018 fee review process. The decrease to other is due to the loss in revenue from the Development Corporation for park maintenance.

While some departments decreased their personnel cost, there is a net increase primarily due to adding an additional five new officers in fiscal year 2019 for a total cost of \$329,685. The increase in operations and maintenance can be contributed to an increase in the Tom Green County Appraisal District contract, retiree health insurance, the five additional officers’ uniforms and weapons, and the billing contract for ambulance fees.

	2017-18 Budget	2018-19 Budget	Over / (Under)
Revenue			
Property Tax	33,753,546	34,356,663	603,117
Sales Tax	17,417,526	18,848,004	1,430,478
Franchise taxes	6,790,826	7,117,195	326,369
Charges for Service	9,422,465	9,737,614	315,149
Other	5,118,964	4,885,490	(233,474)
Total	72,503,327	74,944,966	2,441,639
Expenditure			
Personnel	51,533,510	53,106,186	290,313
O & M	16,963,198	17,319,863	437,480
Capital	532,354	765,935	196,848
Transfers	3,276,655	3,752,982	73,033
Total	72,503,327	74,944,966	2,441,639
Revenue Over/(Under) Expenditure	-	-	-

Water Fund

The primary revenue source for the Water Fund is water sales which are proposed at \$26 million. This budget is proposed in accordance with the rate study projections for both revenue and expense. A proposed \$2,182,972 is budgeted revenue over expenditure for a planned contribution to the fund balance in order to rebuild appropriate reserves as we recover financially from the recent drought. Expenses increased largely due to additional debt service for the Ford Ranch project.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
Sales	23,708,262	26,060,566	2,352,304
Other	3,896,164	4,360,480	464,316
Total	27,604,426	30,421,046	2,816,620
Expenditure			
Personnel	6,224,876	6,425,566	200,690
O & M	17,678,687	18,263,001	584,314
Capital	2,839,682	3,549,507	709,825
Total	26,743,245	28,238,074	1,494,829
Revenue Over/(Under) Expenditure	861,181	2,182,972	1,321,791

Water Reclamation Fund

The primary revenue source for the Water Reclamation Fund is user fees proposed at \$13.7 million. This budget is proposed in accordance with the rate study projections for both revenue and expense. A planned \$482,766 in revenue over expenditure is proposed to contribute to the fund balance in anticipation of future capital needs.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
User Fees	13,013,231	13,767,649	754,418
Other	379,202	528,285	149,083
Total	13,392,433	14,295,934	903,501
Expenditure			
Personnel	2,186,331	2,228,522	42,191
O & M	7,873,481	8,287,085	413,604
Capital	1,579,036	3,297,561	1,718,525
Total	11,638,848	13,813,168	2,174,320
Revenue Over/(Under) Expenditure	1,753,585	482,766	(1,270,819)

Solid Waste Fund

The primary revenue source for the Solid Waste Fund is user fees which were structured to fund the eventual permitting of a new landfill site on the 320 acres already owned by the City and dedicated for this purpose. These costs are expected to be approximately \$5.5 million.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
User fees	968,106	1,002,920	34,814
Other	642,708	957,505	314,797
Total	1,610,814	1,960,425	349,611
Expenditure			
Personnel	261,999	220,769	(41,230)
O & M	590,346	1,534,620	944,274
Capital	458,469	205,036	(253,433)
Total	1,310,814	1,960,425	649,611
Revenue Over/(Under) Expenditure	300,000	-	300,000

Stormwater Fund

The primary revenue source for the Stormwater Fund is user fees. This year there is also expected revenue of \$30,000 from auction proceeds. There is a planned use of fund balance of \$336,991 for capital purchases, such as replacing antiquated equipment and technology.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
User Fees	2,786,000	2,786,000	-
Other	237,154	267,399	30,245
Total	3,023,154	3,053,399	30,245
Expenditure			
Personnel	1,313,538	1,308,772	(30,686)
O & M	1,015,714	1,029,848	14,134
Capital	693,902	1,051,770	383,788
Total	3,023,154	3,390,390	367,236
Revenue Over/(Under) Expenditure	-	(336,991)	(336,991)

Airport Fund

The primary revenue source for the Airport Fund continues to be lease income followed closely behind by concessions. There is an increase in landing fees and charters. The changes in the expense budget are mostly attributed to changes in property casualty insurance.

Airport Fund	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
Leases, Concessions	1,368,858	1,396,127	27,269
Other	105,234	158,177	52,943
Total	1,474,092	1,554,304	80,212
Expenditure			
Personnel	784,271	787,791	3,520
O & M	689,821	766,513	61,104
Capital	-	-	-
Total	1,474,092	1,554,304	80,212
Revenue Over/(Under) Expenditure	-	-	-

Civic Events Fund

The Civic Events Fund revenue is comprised of their 48% allocation of hotel occupancy tax as well as the division's venue income. Due to recent positive trends in hotel occupancy tax, the Civic Events Fund was able to allocate additional funding for capital improvements.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
Hotel Occupancy Tax (HOT)	891,600	1,076,476	184,876
Other	579,178	549,885	(29,293)
Total	1,470,778	1,626,361	155,583
Expenditure			
Personnel	772,267	781,018	8,751
O & M	690,178	699,753	9,575
Capital	8,333	145,590	137,257
Total	1,470,778	1,626,361	155,583
Revenue Over/(Under) Expenditure	-	-	-

Fort Concho Fund

Fort Concho operations are funded through tax dollars, State Office Building support and program income. The Fort Concho Fund is working on implementing a capital plan for facility improvements as well as making the fund more self-sufficient and less dependent on tax dollars over the next 10 years.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
Rent & Donations	623,250	644,750	21,500
Other	434,405	513,328	78,923
Total	1,057,655	1,158,078	100,423
Expenditure			
Personnel	733,073	739,203	6,130
O & M	321,582	415,875	94,293
Capital	3,000	3,000	-
Total	1,057,655	1,158,078	100,423
Revenue Over/(Under) Expenditure	-	-	-

State Office Building Fund

The primary revenue source for the State Office Building Fund continues to be rent income. Debt service expense continues to decrease as the City approaches final payments on the bonds issued to build the facilities. As resources are freed up from servicing debt, the City continues to address the major capital needs at both buildings.

	2017-18 Budget	2018-19 Budget	Inc / (Dec)
Revenue			
Rent	1,240,000	1,250,300	10,300
Other	53,998	54,501	503
Total	1,293,998	1,304,801	10,803
Expenditure			
Personnel	122,952	125,362	(29)
O & M	1,121,046	1,129,351	8,305
Capital	50,000	50,088	88
Total	1,293,998	1,304,801	10,803
Revenue Over/(Under) Expenditure	-	-	-

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,

A handwritten signature in blue ink, consisting of a stylized 'D' followed by a horizontal line.

Daniel Valenzuela
City Manager

City of San Angelo

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City of San Angelo

Short-term Priorities & Goals

The City Council's goal setting workshop for the fiscal year 2018-19 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 has taken action to begin 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

City Council and Department Directors met in March 2018 to establish a long-term vision and strategic goals for the City of San Angelo. As a result, 14 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 process
 - 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) 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 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 system 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 homes & 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
- Educate / push issues out to their neighborhoods through neighborhood groups 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:

- Permits & Inspections office prioritization of staffing and other department needs

City of San Angelo Community Profile

San Angelo has steadily been named by many publications and rankings as one of the best small cities for business. 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 2018. It is also regularly recognized by Forbes as one of the top 25 best places to retire.

Geography

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.

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



Climate

San Angelo falls near the boundary between the subtropical semi-arid steppe and mid-latitude steppe climates. It is located 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 a few times a year.

San Angelo averages 251 days of sunshine a year and the average temperature is 65.5 degrees. The City sees an average rainfall of 21.22 inches.

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. 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 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 owned 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 which recently became part of the Texas Tech University system.



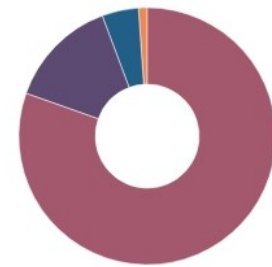
The military returned to San Angelo during World War II with the founding of Goodfellow Air Force Base which was assigned to train pilots at the time.

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.

Population

As of the 2010 census, there were 93,200 people (the 2017 estimate is 100,119), 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. 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%

**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%

Economy

The manufacturing industry has taken 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.

**Civilians Employed
By Year**



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. According to the United States Bureau of Statistics, the civilian labor force for San Angelo is approximately 55,550. Of that amount, about

53,600 people were employed as of March 2018. 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.

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

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 through American Eagle Airlines.

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.

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

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.



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 384. 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.

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 seventeen 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 12th 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.

Culture

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

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.



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

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 are open to the general public. The plays range from dinner theaters and theater-in-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.

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.



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 Lucas Oil annual drag boat races. 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.

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

Sports

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.

Financial Structure, Policy, and Process



City of San Angelo Elected Council Members



Brenda Gunter
Mayor



Tommy Hiebert
District 1



Tom Thompson
District 2



Harry Thomas
District 3



Lucy Gonzales
District 4

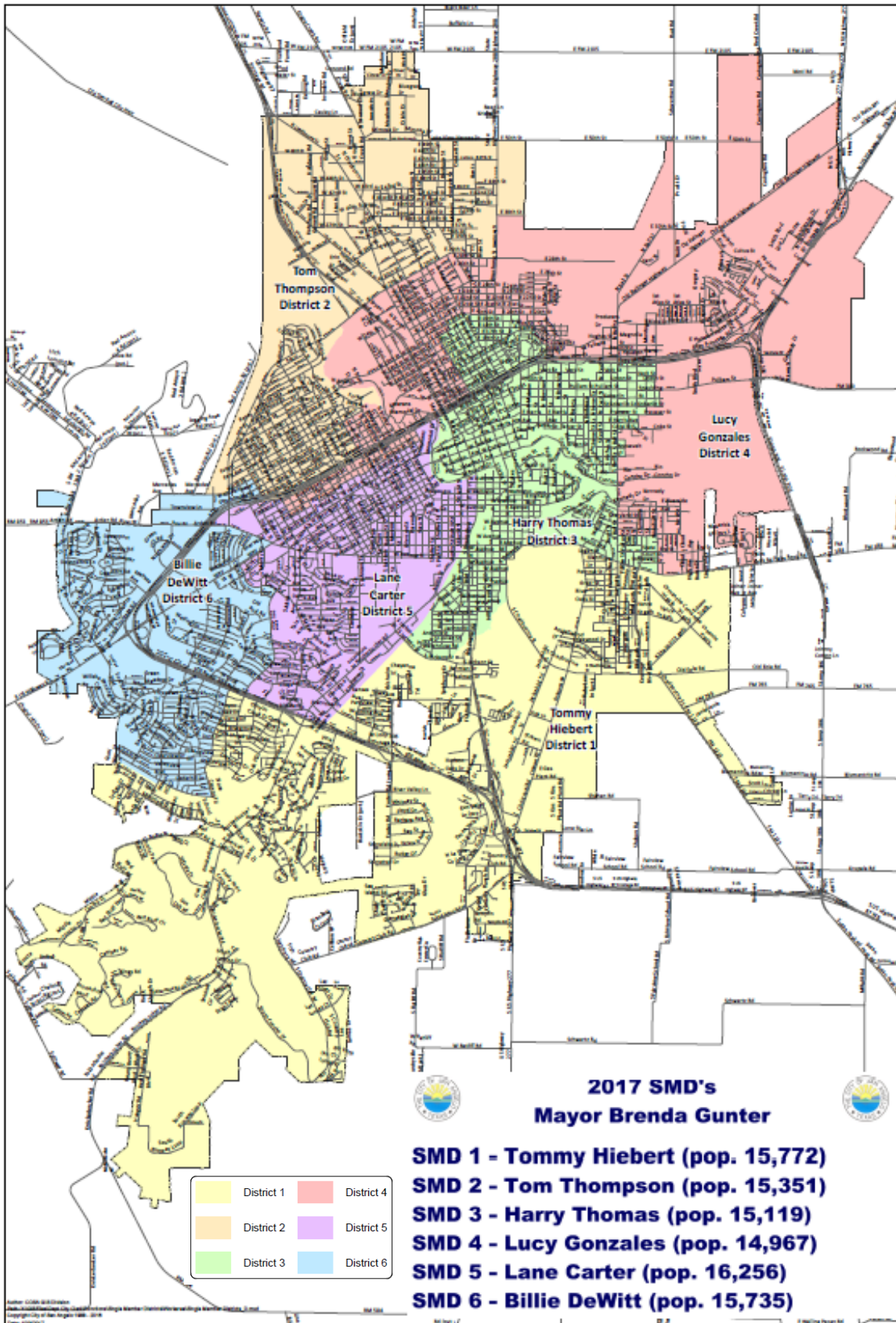


Lane Carter
District 5



Billie DeWitt
District 6

City of San Angelo Single Member District



City of San Angelo Principal Officials and Staff



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



Mitch Sprunger
Interim Airport Director



Lisa Marley
Director of Human Resources
& Risk Management



Jon James
Director of Planning &
Development Services



Allison Strube
Director of Water Utilities



Robert Salas
Director of Neighborhood
& Family Services



Anthony Wilson
Public Information Officer



Tina Dierschke
Director of Finance/CFO



H. Ryan Gaddy
Assistant Finance Director



Kimberly Holle
Budget Manager

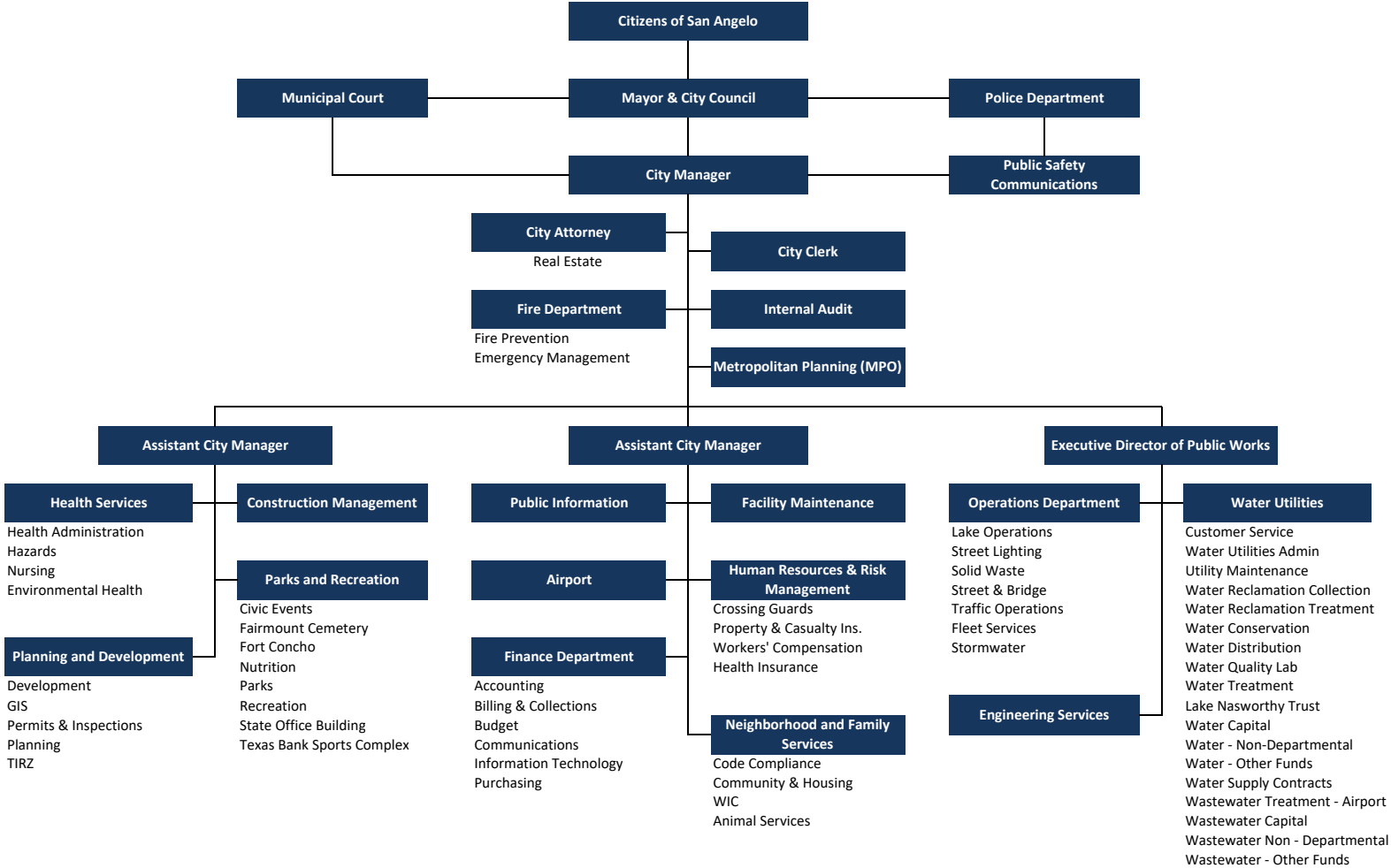


Angela Bloss
Senior Budget Analyst



Moises Flores
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	Civic Events	Lake Nasworthy Trust	Airport	Communications
Animal Services	Emergency Management		Customer Service	Health Insurance
Billing & Collections	Environmental Health		Lake Entrance	Property/Casualty Insurance
Budget	Hazards		Lake Operations	Vehicle Maintenance
City Attorney	Community Housing & Support Services		Solid Waste	Workers' Compensation
City Clerk	Nursing		State Office Building	
City Council	Nutrition		Stormwater	
City Manager	WIC		Utility Maintenance	
Code Compliance	Hotel Occupancy Tax		Water Reclamation Collection	
Construction Management	Citizen Contributions		Water Reclamation Treatment	
Development Services Admin			Water Reclamation Treatment - Airport	
Engineering			Water Reclamation Capital	
Facilities Maintenance			Water Reclamation - Non-Departmental	
Fairmount Cemetery			Water Reclamation - Other Funds	
Fire			Water Conservation	
Fire Prevention			Water Distribution	
Fort Concho			Water Quality Lab	
GIS			Water Treatment	
Human Resources			Water Utilities Admin	
Information Technology			Water Capital	
Municipal Court			Water - Non-Departmental	
Parks			Water - Other Funds	
Permits & Inspections			Water Supply Contracts	
Planning & Development Services				
Police Department				
Property Management				
Public Information				
Public Safety Communications				
Purchasing				
Recreation				
Crossing Guards				
Street & Bridge				
Texas Bank Sports Complex				
Traffic Operations				

City of San Angelo

Accounting Statements

Financial Information

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

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

Budgeting Controls

Each year, the City adopts operating budgets for the General, Special Revenue, Permanent, Enterprise, and Internal Service Funds.

Budgetary control is maintained at the line item level by the encumbered, appropriated, and expended 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.

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 water reclamation 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.

City of San Angelo

Fund Descriptions & Basis of Budgeting

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 follow.

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 the TIRZ. These monies fund continued programs in each area.

HOTEL OCCUPANCY TAX – Accounts for income from Hotel Occupancy Tax and correlated expenditures.

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

FIDUCIARY FUNDS

Details on the Fiduciary fund, Permanent Trust Fund follow.

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 follow.

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.

WATER RECLAMATION - Details operations of the water reclamation (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 owns 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.

FLEET SERVICES - Accounts for fuel, oil, and maintenance and upkeep expenses on City vehicles, as well as the sale of fuel to the local school district and other governmental agencies for their vehicles.

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

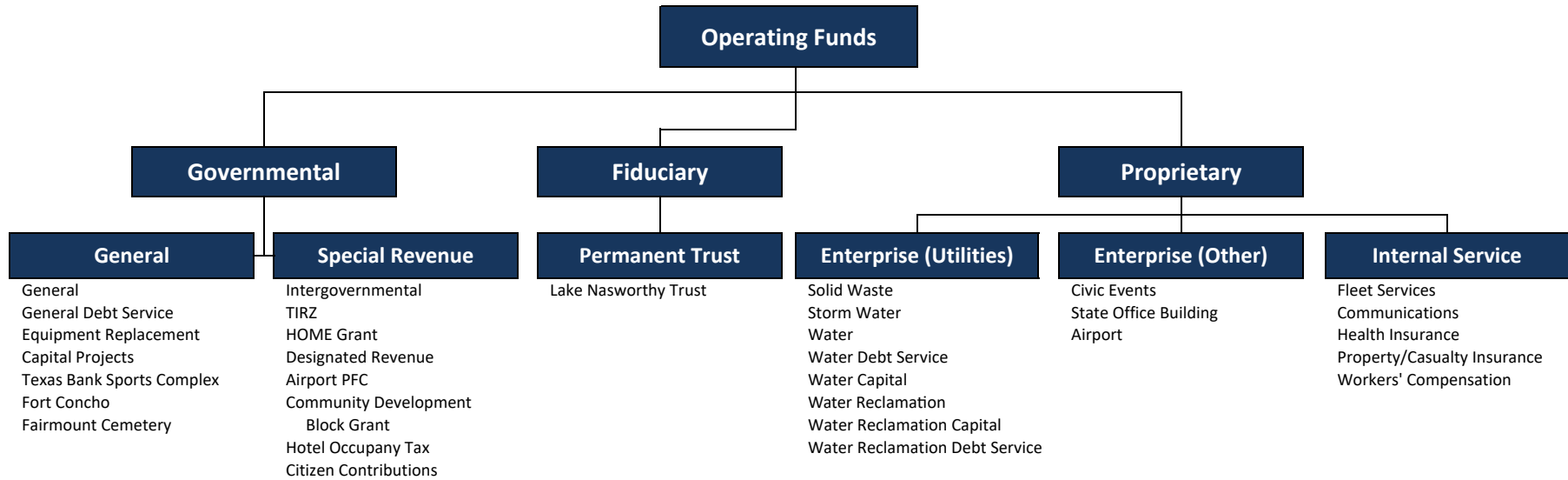
PROPERTY AND CASUALTY INSURANCE - Itemizes general and automobile liability and property damage coverage for City property. The City is self-insured for property and casualty insurance.

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

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

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

City of San Angelo Fund Structure



City of San Angelo

Financial Policies

BUDGET

Budget Compliance

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

Budget Formulation Guidelines

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 salaries 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 2018-19 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 2018-19 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 2018-19 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 monies 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 monies that are restricted to a particular use. Additionally, reimbursement type grant funds that do not have program income would be unable to accumulate a fund balance.

Other Funds (not mentioned previously):

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

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

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

City of San Angelo

Budget Process

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

March

Budget Manual

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

Budget Kickoff & Training

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

April

Revenue Estimates

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

Compensation Plan

The Human Resources 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.
Budget Planning								
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			→				
Budget Preparation								
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						→	→
Budget Adoption								
Tax rate adoption	Council							→
Budget adoption	Council							→

Financial Summaries



City of San Angelo

Consolidated Financial Schedule

Revenue and Expenditures, Fiscal Year Ending September 30, 2019

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	21,230,272	70,711,220	4,233,746	96,175,238	71,202,800	3,742,166	74,944,966	-	21,230,272
105	General Debt Service	1,780,962	4,691,199	2,909,822	9,381,983	7,601,021	-	7,601,021	-	1,780,962
501	Equipment Replacement	349,018	95,000	1,572,373	2,016,391	1,667,373	-	1,667,373	-	349,018
502	Capital Projects	144,468	2,852	247,148	394,468	250,000	-	250,000	-	144,468
103	Intergovernmental	587,650	1,990,463	394,772	2,972,885	2,288,062	97,173	2,385,235	-	587,650
106	TIRZ	1,648,787	795,630	-	2,444,417	795,630	-	795,630	-	1,648,787
453	Community Development Block Grant	-	731,822	-	731,822	731,822	-	731,822	-	-
483	HOME Grant	-	430,042	-	430,042	430,042	-	430,042	-	-
601	Designated Revenue	118,938	45,130	-	164,068	45,130	-	45,130	-	118,938
605	Hotel Occupancy Tax	1,345,442	2,271,707	-	3,617,149	1,064,633	1,176,476	2,241,109	30,598	1,376,040
640	Lake Nasworthy Trust	14,884,883	751,000	-	15,635,883	50,000	175,500	225,500	525,500	15,410,383
203	Texas Bank Sports Complex	515,265	192,231	757,532	1,465,028	949,763	-	949,763	-	515,265
410	Civic Events	839,511	549,885	1,076,476	2,465,872	1,495,929	130,432	1,626,361	-	839,511
420	Fort Concho	239,395	675,848	482,230	1,397,473	1,158,078	-	1,158,078	-	239,395
440	Fairmount Cemetery	(62,582)	372,300	93,111	402,829	418,592	-	418,592	46,819	(15,763)
201	State Office Building	152,498	1,304,801	-	1,457,299	1,284,999	19,802	1,304,801	-	152,498
220	Airport Operating	148,222	1,554,304	-	1,702,526	1,471,626	82,678	1,554,304	-	148,222
529	Airport PFC	1,192,865	285,854	-	1,478,719	-	285,854	285,854	-	1,192,865
230	Solid Waste Enterprise	3,785,406	1,960,425	-	5,745,831	1,705,425	255,000	1,960,425	-	3,785,406
240	Stormwater	3,126,616	2,958,399	95,000	6,180,015	3,045,867	344,523	3,390,390	(336,991)	2,789,625
260	Water Operating	6,984,557	28,598,086	1,822,960	37,405,603	24,744,940	3,493,134	28,238,074	2,182,972	9,167,529
261	Water Debt Service	19,060	76,978	11,200,147	11,296,185	11,277,125	-	11,277,125	-	19,060
512	Water / Supply Capital Projects	7,856,537	4,771,169	200,000	12,827,706	3,166,402	1,804,767	4,971,169	-	7,856,537
270	Water Reclamation Operating	12,015,736	14,295,934	-	26,311,670	8,403,062	5,410,106	13,813,168	482,766	12,498,502
271	Water Reclamation Debt Service	246,317	6,521	3,810,636	4,063,474	3,817,157	-	3,817,157	-	246,317
520	Water Reclamation Capital Projects	7,492,832	1,784,431	-	9,277,263	1,324,522	459,909	1,784,431	-	7,492,832
Operating Totals		\$ 86,642,655	\$ 141,903,231	\$ 28,895,953	\$ 257,441,839	\$ 150,390,000	\$ 17,477,520	\$ 167,867,520	\$ 2,931,664	\$ 89,574,319
301	Vehicle Maintenance	623,148	6,478,469	-	7,101,617	6,458,315	-	6,458,315	20,154	643,302
305	Communications	184,949	770,499	-	955,448	770,499	-	770,499	-	184,949
310	Health Insurance	(19,109)	9,002,565	-	8,983,456	9,002,565	-	9,002,565	-	(19,109)
320	Property/Casualty	741,977	1,215,621	-	1,957,598	1,215,621	-	1,215,621	-	741,977
330	Workers' Compensation	(423,551)	1,222,071	-	798,520	929,304	-	929,304	292,767	(130,784)
Total Internal Service Funds		\$ 1,107,414	\$ 18,689,225	\$ -	\$ 19,796,639	\$ 18,376,304	\$ -	\$ 18,376,304	\$ 312,921	\$ 1,420,335

City of San Angelo

Budget Summary by Fund Type

FY 2018-19

	General Fund*	Special Revenue	Other Funds	Expendable Trust	Debt Service	Enterprise Funds	Internal Service	Grand Total
Funding Sources								
Property Taxes	34,356,663	784,996	-	-	4,642,049	-	-	39,783,708
Other Taxes	25,965,199	2,242,657	1,076,476	-	-	-	-	29,284,332
Development Services	702,500	-	-	-	-	-	-	702,500
Grants	-	2,756,235	-	-	-	679	-	2,756,914
Charges for Services	5,910,349	327,545	1,526,100	556,000	-	55,914,890	18,637,778	82,872,662
Fines & Forfeitures	3,200,267	-	-	-	-	-	-	3,200,267
Interest & Miscellaneous	674,094	153,361	214,164	195,000	132,649	1,597,834	51,447	3,018,549
Other Financing Sources	6,053,267	394,772	1,382,873	-	17,920,605	2,117,960	-	27,869,477
Total Revenues & Other Financing Sources	76,862,339	6,659,566	4,199,613	751,000	22,695,303	59,631,363	18,689,225	189,488,409
Beginning Fund Balances	21,723,758	3,700,817	1,531,589	14,884,883	1,780,962	43,020,646	1,107,414	87,750,069
Total Available Resources	\$ 98,586,097	\$ 10,360,383	\$ 5,731,202	\$ 15,635,883	\$ 24,476,265	\$ 102,652,009	\$ 19,796,639	\$ 277,238,478
Expenditures								
General Government	2,295,909	282,257	-	-	-	1,840,158	-	4,418,324
Administrative Svcs.	8,593,708	-	-	-	-	-	11,917,989	20,511,697
Community & Develop. Svcs	1,998,869	986,105	-	-	-	-	-	2,984,974
Neighborhood & Family Svcs.	1,411,236	2,067,201	-	-	-	-	-	3,478,437
Public Safety	42,192,418	-	-	-	-	-	-	42,192,418
Public Works	10,009,508	-	-	-	-	1,960,425	6,458,315	18,428,248
Public Services	4,716,370	272,429	4,152,794	-	-	1,132,276	-	10,273,869
Health Services	234,782	637,564	-	-	-	-	-	872,346
Water & Water Reclamation	-	-	-	225,500	-	48,806,842	-	49,032,342
Stormwater	-	-	-	-	-	3,390,390	-	3,390,390
Debt Service	-	-	-	-	22,695,303	152,723	-	22,848,026
Other	5,409,539	2,383,412	-	-	-	19,802	-	7,812,753
Total Expenditures	76,862,339	6,628,968	4,152,794	225,500	22,695,303	57,302,616	18,376,304	186,243,824
Ending Fund Balances	21,723,758	3,731,415	1,578,408	15,410,383	1,780,962	45,349,393	1,420,335	90,994,654
Total Fund Commitments & Fund Balances	\$ 175,448,436	\$ 16,989,351	\$ 9,883,996	\$ 15,861,383	\$ 47,171,568	\$ 159,954,625	\$ 38,172,943	\$ 463,482,302

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

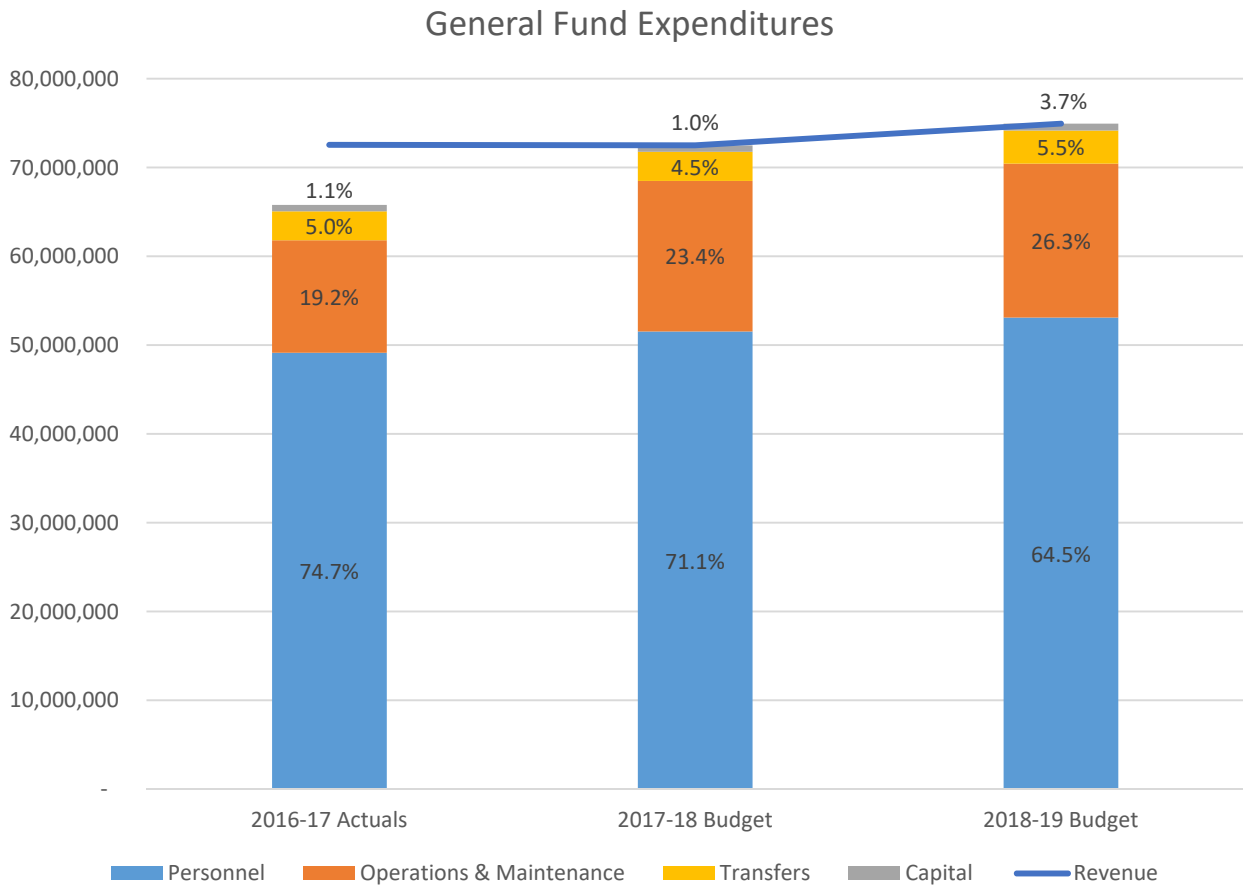
City of San Angelo

Long-term Trend Overview

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.

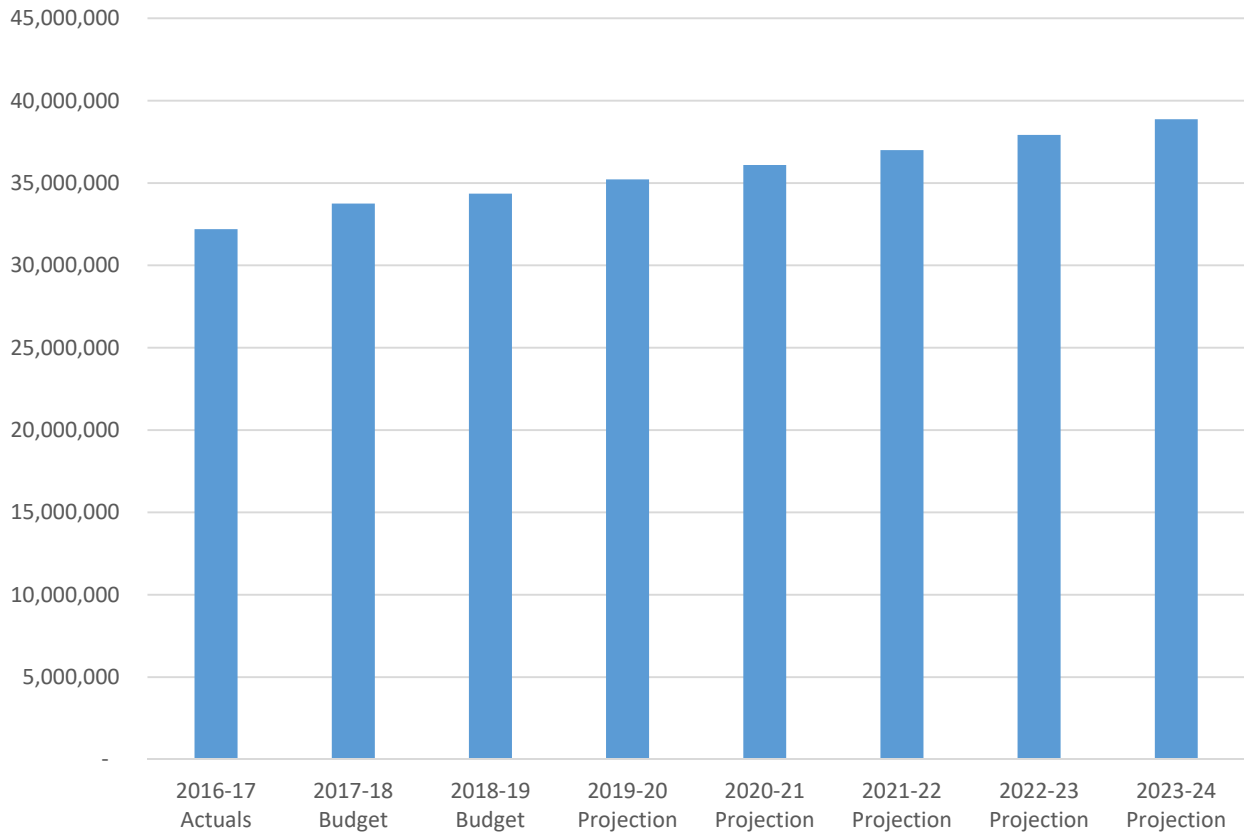
General Fund

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 2019, 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 45.8% and 24.6%, respectively, and total 70.4% of the total revenue collected. Other revenue sources include franchise tax, charges for service (such as ambulance charges, fines and forfeitures), transfers from enterprise funds, and interest income.

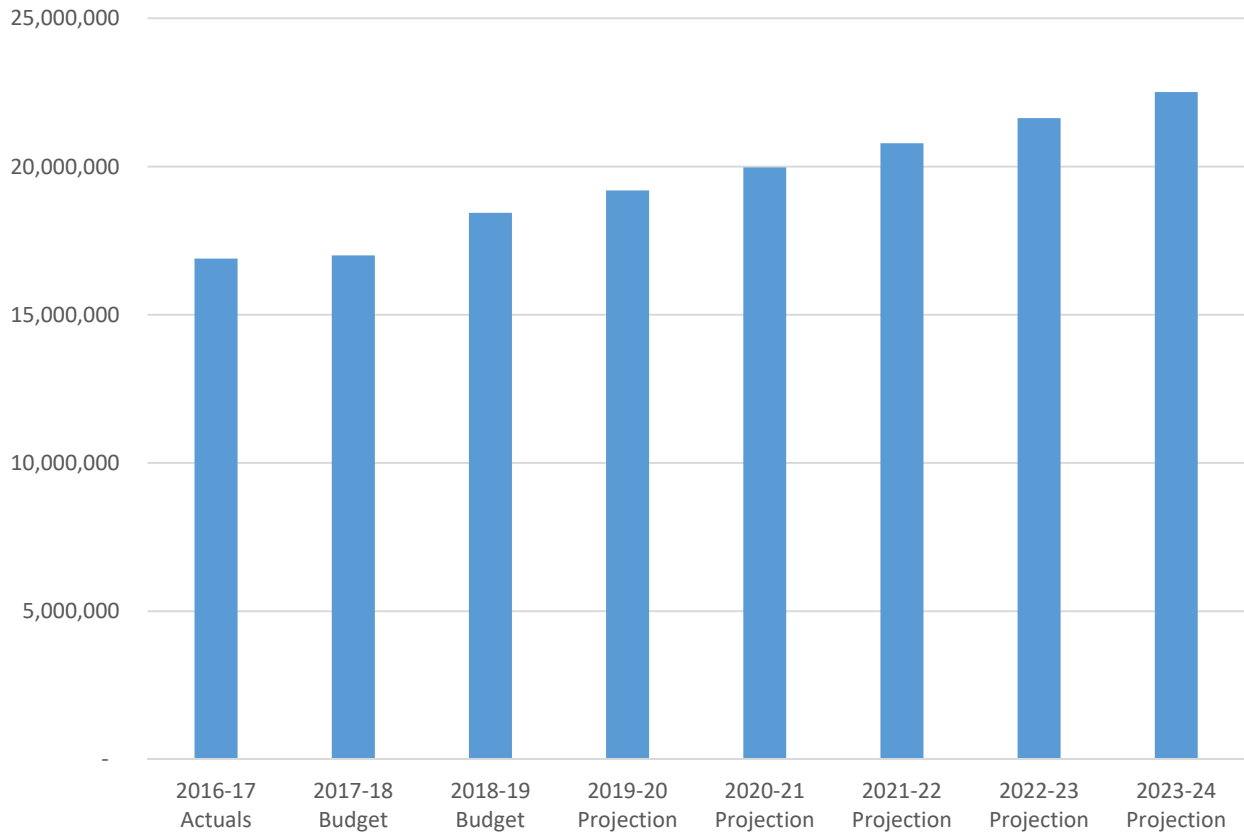
Property Tax



Property Tax: The property tax is the largest revenue source for the City’s General Fund. Property tax revenue is projected to grow 1.73% in the proposed budget, 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.

Property tax revenue has grown 3.6% over the last three fiscal years, which reflects the economic condition San Angelo has experienced in prior years. However, a growth factor of 2.5% 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 appendix.

Sales Tax

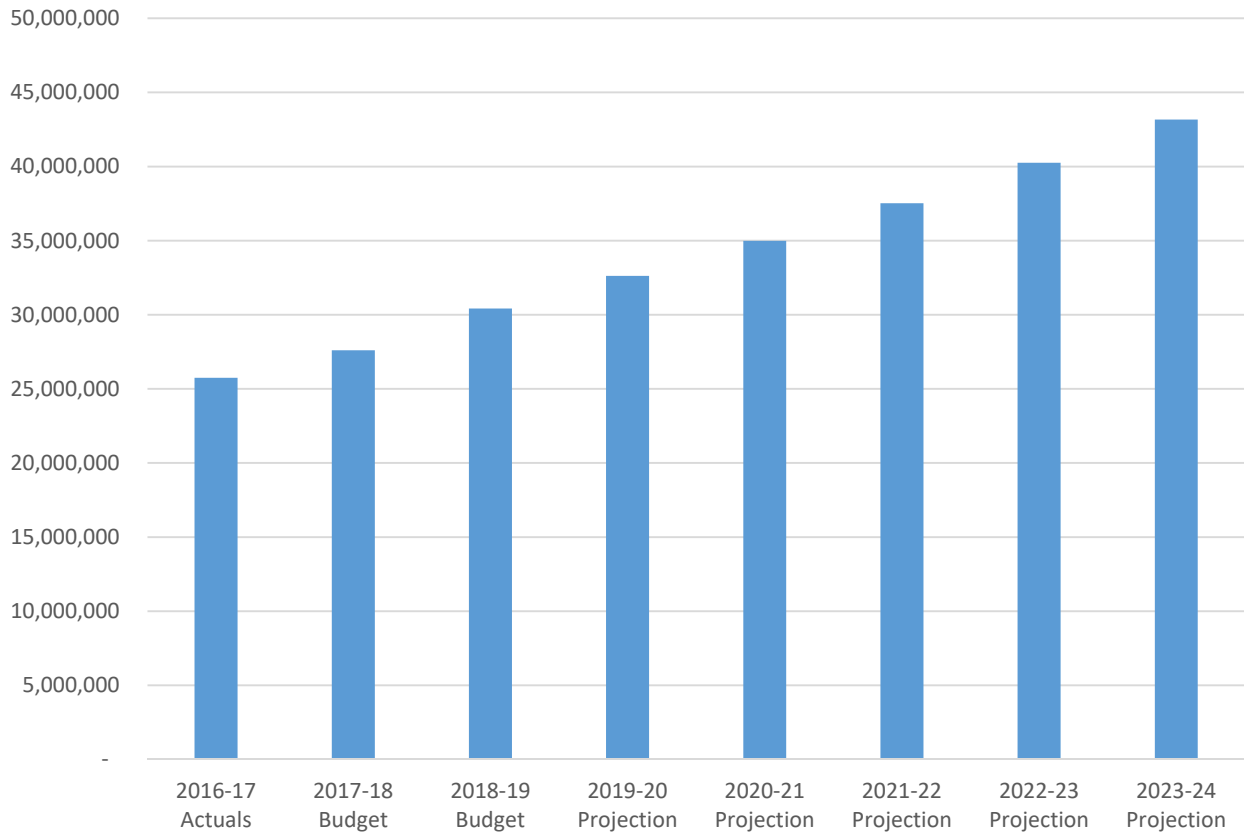


Sales Tax: The local option sales tax is the second largest revenue source for the General Fund. In the past, San Angelo experienced extraordinary sales tax growth and decline due to oil and gas activity in West Texas. Over the last five fiscal years, sales tax revenue has only increased an average of 0.7%. This is largely due to fiscal year 2016 receipts which yielded an 11.5% decrease from prior year. 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 growth in the oil and gas industry, however, in order to avoid underperformances in the budget, San Angelo doesn’t rely on substantial increases in activity. For fiscal year 2018, the City budgeted a 1.1% decrease and exceeded budget by \$1.6 million. Due to this volatile market in fiscal year 2019, the City budgeted a decrease of 0.9% from fiscal year 2018 receipts. A growth factor of 2.5% has been applied to future years’ projections, which is less than the average percent increase of 6.5% over the last two fiscal years actual receipts.

General Debt Service Fund

This fund is used to repay the principal and interest on debt. For fiscal year 2019, \$0.0936 of the property tax rate is designated to service debt payments for principal and interest. This year, 61% of total revenue collected comes from both current and delinquent property tax collections and 38% 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

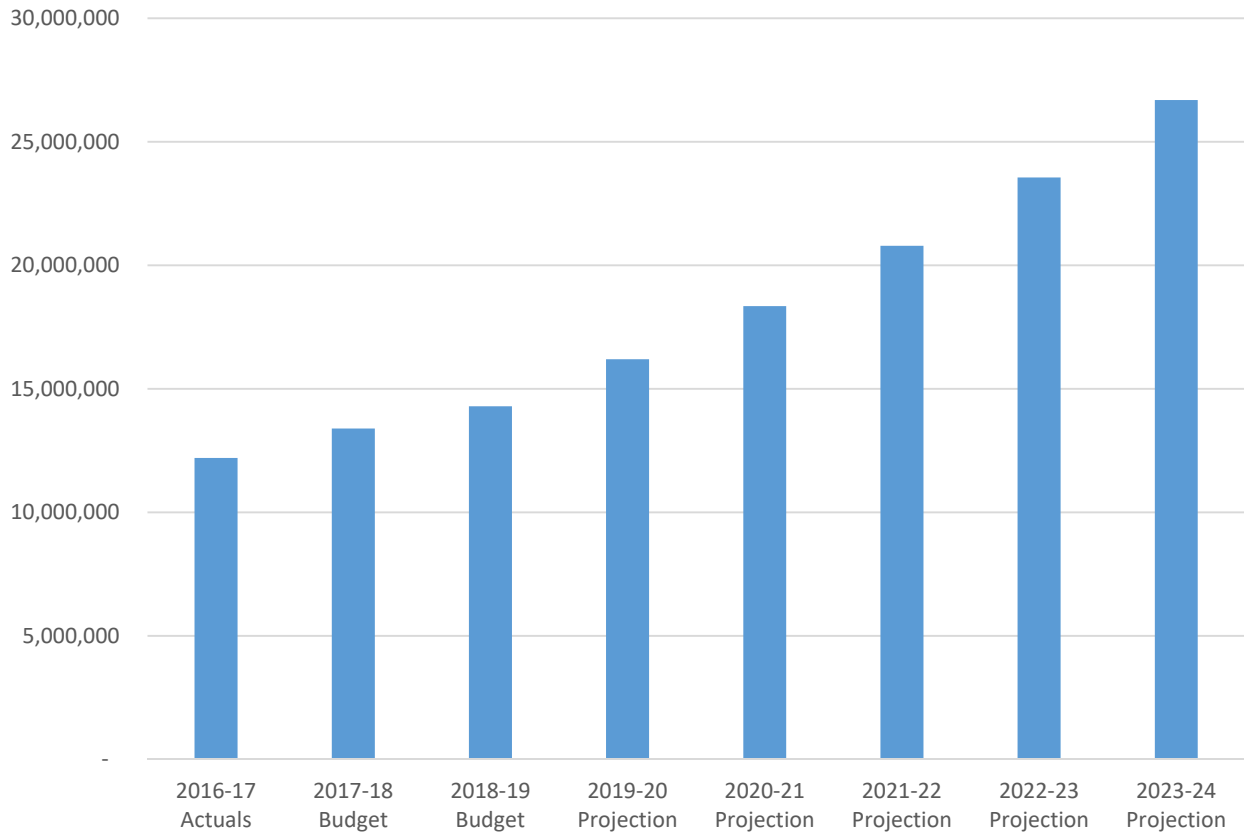
Water sales are the primary source of revenue for the Water Fund. They account for 86% of total budgeted Water Fund revenue for fiscal year 2019. Over the last five years, water sales have fluctuated greatly. This is primarily due to conservation awareness and watering restrictions imposed on consumers. Water rates are increased each fiscal year as a result of a water rate study. The goal of the water rate study 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% 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.

Water Reclamation Fund



Water Reclamation 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 96% of total wastewater revenues for fiscal year 2019.

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.

Water Reclamation 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 97% of total revenue for this fund. A portion of the wastewater rate is dedicated for this fund. The remaining revenue stems from interest income.

Fleet Services Fund

The Fleet Services 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% 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 69.2%, interest income accounts for 26%, and Lake Lease income accounts for 4.8% of total revenue. 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. 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 51% and leases at 31% 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 91% 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 90% of total revenue in this fiscal year. Activity in this fund is dependent on the strength of the aviation industry.

City of San Angelo

General Fund

Schedule of Revenues

Category	Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
101 REVENUES:					
Taxes					
	Property Tax	32,201,381	33,753,546	34,356,663	603,117
	Sales Tax	16,893,047	17,000,000	18,440,602	1,440,602
	Alcoholic Beverage Taxes	326,134	375,000	364,307	(10,693)
	Bingo Taxes	44,647	42,526	43,095	569
	Franchise Tax	6,601,241	6,790,826	7,117,195	326,369
	Total Taxes	56,066,450	57,961,898	60,321,862	2,359,964
Public Safety					
	Police	548,782	577,026	577,975	949
	Municipal Court	2,832,155	3,128,116	3,200,267	72,151
	Fire	5,644,235	3,510,000	3,650,000	140,000
	Fire Marshal	104,303	114,837	145,000	30,163
	Total Public Safety	9,129,475	7,329,979	7,573,242	243,263
Public Works					
	Engineering	75	-	7,575	7,575
	Street & Bridge	57,213	45,500	45,500	-
	Traffic Control	178,923	166,000	166,000	-
	Total Public Works	236,211	211,500	219,075	7,575
Public Services					
	Parks	26,069	26,800	32,000	5,200
	Recreation	322,486	332,850	338,100	5,250
	Nature Center	46,083	40,000	46,000	6,000
	Swimming	148,582	166,550	183,500	16,950
	Total Public Services	543,220	566,200	599,600	33,400
Planning & Development Services					
	Development Services	-	-	7,200	7,200
	Planning	64,223	43,000	51,500	8,500
	Permits & Inspections	646,756	613,231	643,800	30,569
	Total Planning & Development Svcs	710,979	656,231	702,500	46,269
Neighborhood & Family Services					
	Code Compliance	244,186	233,750	253,437	19,687
	Animal Services	60,522	88,379	64,776	19,687
	Total Neighborhood & Family Services	304,708	322,129	318,213	39,374
Other Departmental charges					
	Construction Management	48,500	74,300	60,000	(14,300)
	Legal & Real Estate	220,262	129,126	148,126	19,000
	Crossing Guards	129,658	130,700	131,333	633
	Other Departmental charges	62,963	45,797	61,027	15,230
	Other Departmental charges	461,383	379,923	400,486	20,563
Other Revenue Sources					
	Interest	275,990	418,466	508,523	90,057
	Miscellaneous	351,936	67,417	67,719	302
	Administrative Charges (Indirect Cost)	857,166	943,779	2,905,301	1,961,522
	Transfers In *	3,603,916	3,645,805	1,328,445	(2,317,360)
	Other Revenue Sources	5,089,008	5,075,467	4,809,988	(265,479)
Total General Fund Revenues		\$ 72,541,434	\$ 72,503,327	\$ 74,944,966	\$ 2,484,929

* The decrease in Transfers In is due to the loss in revenue from the Development Corporation for park maintenance.

City of San Angelo

General Fund

Schedule of Expenditures

Category	Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
101 EXPENDITURES:					
Public Safety					
	Police	17,968,255	18,398,256	19,143,550	745,294
	Traffic Safety	287,090	247,878	247,878	-
	Municipal Court	2,296,994	2,565,208	2,641,999	76,791
	Public Safety Communications	1,432,462	1,516,048	1,580,305	64,257
	Fire	16,677,765	16,926,633	17,532,042	605,409
	Fire Prevention	781,001	737,993	796,644	58,651
	Total Public Safety	39,443,567	40,392,016	41,942,418	1,550,402
Public Works					
	Engineering	1,086,703	1,209,596	1,200,910	(8,686)
	Operations Admin	344,778	357,130	371,797	14,667
	Traffic/Signal Control	907,679	986,806	1,017,772	30,966
	Street and Bridge	4,748,911	6,346,045	6,300,200	(45,845)
	Street Lighting	1,057,184	1,118,829	1,118,829	-
	Total Public Works	8,145,255	10,018,406	10,009,508	(8,898)
Public Services					
	Parks	3,149,838	3,419,845	3,468,815	48,970
	Water Lily Garden	99,843	102,346	104,905	2,559
	Recreation	814,579	932,564	938,612	6,048
	Nature Center	15,110	20,000	20,000	-
	Swimming Pool	188,628	166,935	184,038	17,103
	Total Public Services	4,267,998	4,641,690	4,716,370	74,680
Planning & Development Services					
	Administration	338,106	467,510	466,461	(1,049)
	Planning	290,729	296,139	307,343	11,204
	GIS	274,953	301,144	305,003	3,859
	Permits & Inspections	893,899	883,580	920,062	36,482
	Total Planning & Development Services	1,797,687	1,948,373	1,998,869	50,496
Neighborhood & Family Services					
	Code Compliance	487,604	453,434	471,756	18,322
	Animal Services	814,861	914,880	939,480	24,600
	Total Neighborhood & Family Services	1,302,465	1,368,314	1,411,236	42,922

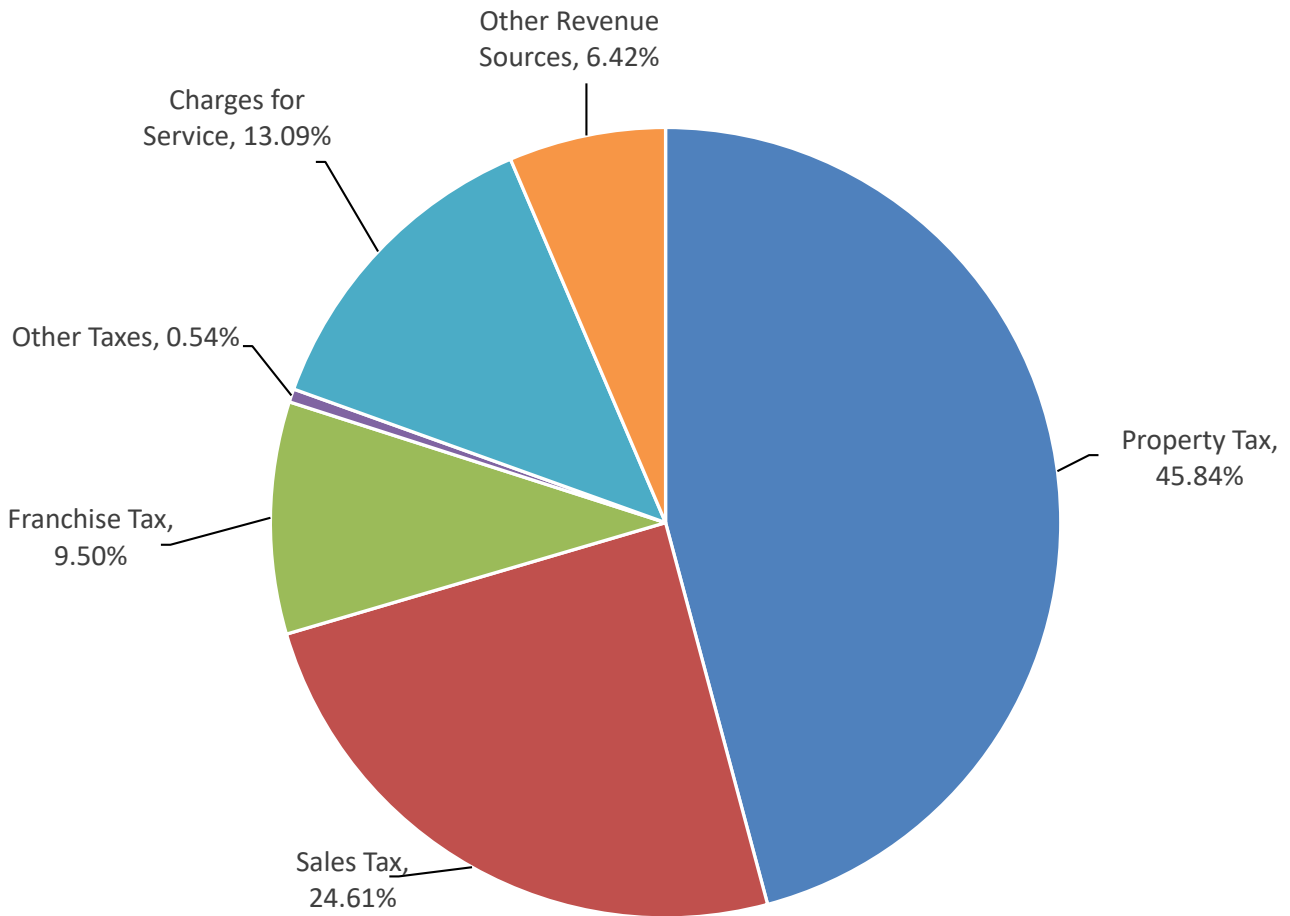
City of San Angelo

General Fund

Schedule of Expenditures

Category	Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
Health Services					
	Administration	170,924	176,616	179,282	2,666
	MHMR Contribution	55,423	55,500	55,500	-
	Total Health Services	226,347	232,116	234,782	2,666
General Government					
	City Council	145,066	156,989	187,473	30,484
	City Manager	691,267	719,704	730,939	11,235
	Internal Auditor	74,781	76,863	78,346	1,483
	Public Information	250,792	456,417	458,600	2,183
	City Clerk	235,876	261,721	280,930	19,209
	Construction Management	178,565	127,791	115,618	(12,173)
	Development Corporation	405,137	489,934	444,003	(45,931)
	Total General Government	1,981,484	2,289,419	2,295,909	6,490
Administrative Services					
	City Attorney/Legal	636,603	653,370	679,291	25,921
	Real Estate	169,146	175,450	190,030	14,580
	Finance	1,596,055	1,666,864	1,745,804	78,940
	Billing & Collections	675,521	704,861	750,112	45,251
	Information Technology	534,644	647,407	653,282	5,875
	Purchasing	155,819	169,287	183,879	14,592
	Human Resources	386,358	2,402,668	2,435,977	33,309
	Crossing Guards	137,910	130,700	131,333	633
	Facilities Maintenance	682,870	677,229	692,062	14,833
	Non-Departmental	368,328	1,113,502	1,131,938	18,436
	Total Administrative Services	5,343,254	8,341,338	8,593,708	252,370
Transfers out					
	Grants	274,550	273,818	281,288	7,470
	Capital	1,445,668	1,445,668	1,819,521	373,853
	Debt Service	200,000	200,000	200,000	-
	Other Funds	1,355,876	1,352,169	1,441,357	89,188
	Total Transfers out	3,276,094	3,271,655	3,742,166	470,511
Total General Fund Expenditures		\$ 65,784,151	\$ 72,503,327	\$ 74,944,966	\$ 2,441,639
Increase/(Decrease) in Fund Balance		6,757,283	-	-	-
Beginning Fund Balance		14,472,989	21,230,272	21,230,272	-
Ending Fund Balance		\$ 21,230,272	\$ 21,230,272	\$ 21,230,272	\$ -

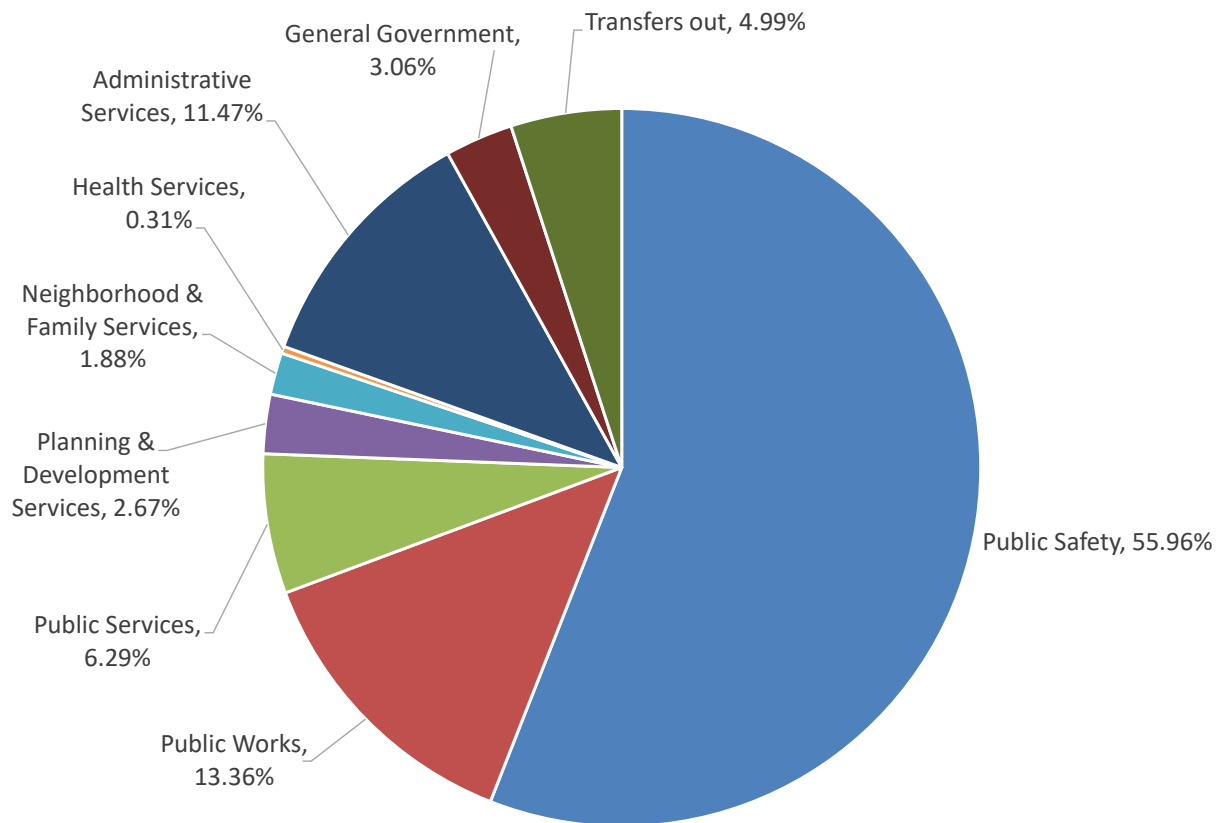
City of San Angelo General Fund Schedule of Revenues



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 80.49% of the General Fund's revenue.

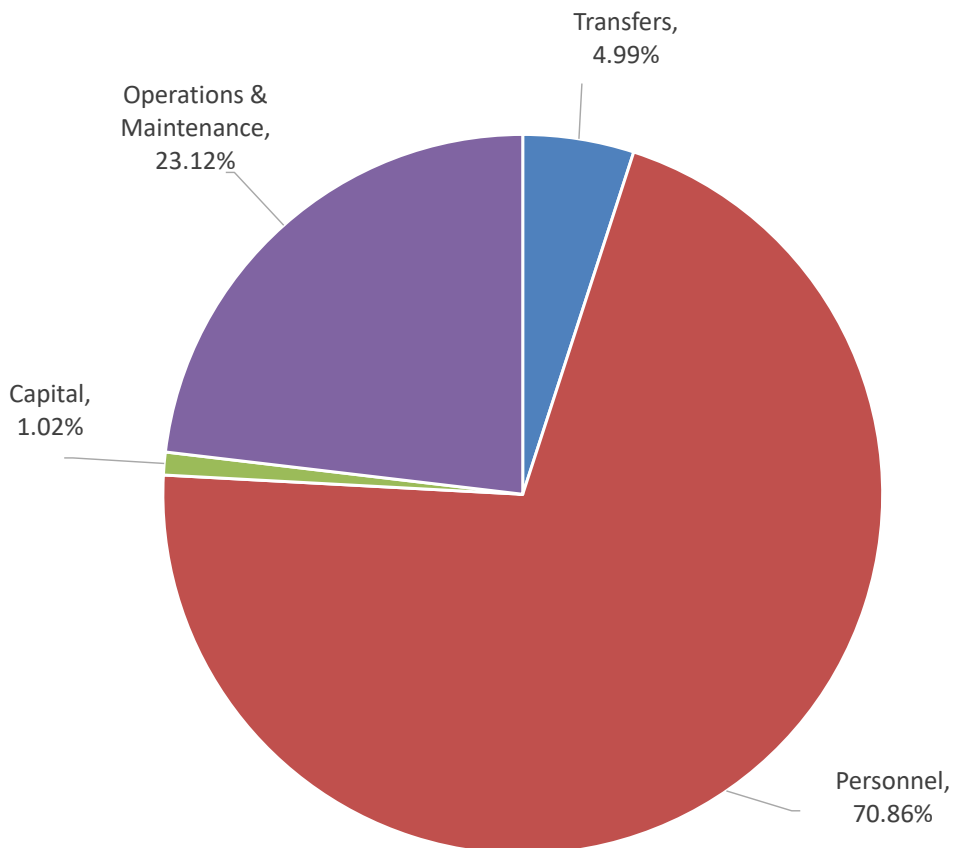
City of San Angelo General Fund Schedule of Expenditures by Division



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



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	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>105 REVENUES:</u>				
Current Taxes	4,563,051	4,519,800	4,595,373	75,573
Delinquent Taxes	58,184	46,676	46,676	-
Transfers In	3,810,860	2,909,822	2,909,822	-
Interest	3,937	4,500	49,150	44,650
Total Revenues	\$ 8,436,032	\$ 7,480,798	\$ 7,601,021	\$ 120,223
<u>105 EXPENSES:</u>				
Principal on Debt	8,385,000	5,324,696	4,945,000	(379,696)
Interest on Debt	2,402,022	2,140,968	2,449,944	308,976
Issue Costs	3,081	15,134	206,077	190,943
Total Expenditures	\$ 10,790,103	\$ 7,480,798	\$ 7,601,021	\$ 120,223
Revenues Over/ (Under) Expenditures	(2,354,071)	-	-	-
Beginning Fund Balance	4,135,033	1,780,962	1,780,962	-
Ending Fund Balance	\$ 1,780,962	\$ 1,780,962	\$ 1,780,962	\$ -

City of San Angelo

General Equipment Replacement Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>501 REVENUES:</u>				
Transfers In	1,201,373	1,201,373	1,572,373	371,000
Sale of Fixed Assets	110,760	110,000	55,000	(55,000)
Other Revenue	35,047	40,000	40,000	-
Interest	1,562	-	-	-
Total Revenue	\$ 1,348,742	\$ 1,351,373	\$ 1,667,373	\$ 316,000
<u>501 EXPENDITURES:</u>				
Vehicles & Equipment	1,307,153	1,351,373	1,667,373	316,000
Total Expenditures	\$ 1,307,153	\$ 1,351,373	\$ 1,667,373	\$ 316,000
Revenues Over/ (Under) Expenditures	41,589	-	-	-
Beginning Fund Balance	307,429	349,018	349,018	-
Ending Fund Balance	\$ 349,018	\$ 349,018	\$ 349,018	\$ -

City of San Angelo

General Capital Projects Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Current Budget *	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>502 REVENUES:</u>				
Transfers In	283,795	244,295	247,148	2,853
Other Revenue	98,307	3,906,685	-	(3,906,685)
Interest	15,622	5,705	2,852	(2,853)
Total Revenue	\$ 397,724	\$ 4,156,685	\$ 250,000	\$ (3,906,685)
<u>502 EXPENDITURES</u>				
Vehicle Maintenance	61,291	-	-	-
Facilities	1,300	198,051	-	(198,051)
City Hall Plaza Rehabilitation	(156,708)	2,552	-	(2,552)
19th St. Sidewalks	-	-	-	-
Development Software	-	-	-	-
Transportation Enhancement	62,745	50,117	-	(50,117)
Street Improvements	121,635	49,358	-	(49,358)
Stormwater Improvements	-	2,080,000	-	(2,080,000)
Dog Park	4,449	7,551	-	(7,551)
Texas Bank Sports Complex	14,636	659,908	-	(659,908)
29th St Sports Complex	68,498	877,436	-	(877,436)
Fort Concho	22,564	2,846	-	(2,846)
Cemetery Improvements	1,321	1,042,699	-	(1,042,699)
Auditorium	4,504,118	148,320	-	(148,320)
Fire Station	-	1,249,991	-	(1,249,991)
Ambulance Replacement	-	-	250,000	250,000
Fire Mobile Data Terminals	28,392	-	-	-
Contingencies	-	-	-	-
Total Expenditures	\$ 4,734,241	\$ 8,050,331	\$ 250,000	\$ (7,800,331)
Revenues Over/ (Under) Expenditures	(4,336,517)	(3,893,646)	-	3,893,646
Beginning Fund Balance	8,374,631	4,038,114	144,468	(3,893,646)
Ending Fund Balance	\$ 4,038,114	\$ 144,468	\$ 144,468	\$ -

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

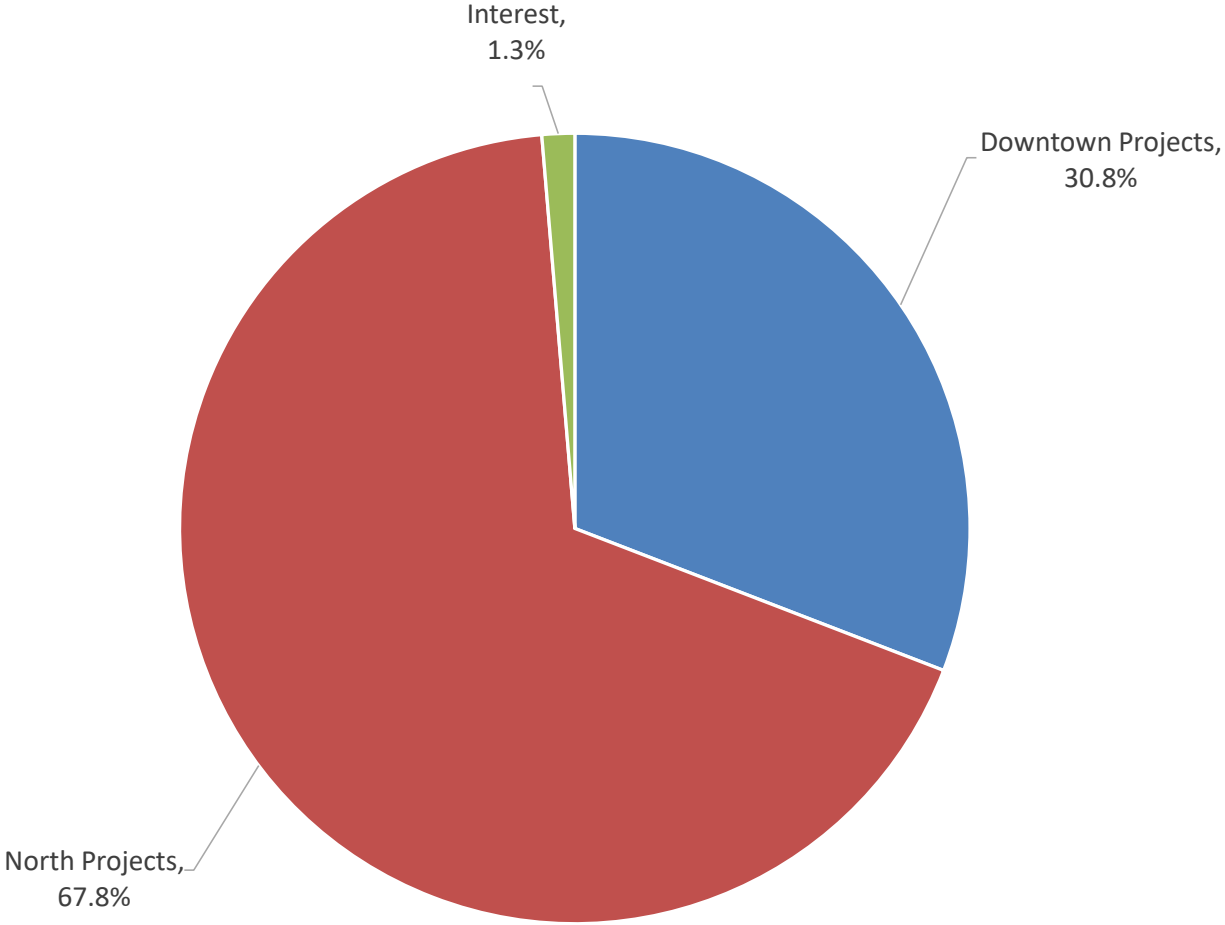
City of San Angelo

TIRZ Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>106 REVENUES:</u>				
Downtown Property Tax	297,972	315,758	245,448	(70,310)
North Property Tax	445,008	555,501	539,548	(15,953)
Interest	13,105	15,567	10,634	(4,933)
Total Revenues	\$ 756,085	\$ 886,826	\$ 795,630	\$ (91,196)
<u>106 EXPENSES:</u>				
Downtown Projects	518,511	323,542	245,780	(77,762)
North Projects	90,917	563,284	549,850	(13,434)
Total Expenditures	\$ 609,428	\$ 886,826	\$ 795,630	\$ (91,196)
Revenues Over/ (Under) Expenditures	146,657	-	-	-
Beginning Fund Balance	1,502,130	1,648,787	1,648,787	-
Ending Fund Balance	\$ 1,648,787	\$ 1,648,787	\$ 1,648,787	\$ -

City of San Angelo TIRZ Fund Schedule of Revenues



Graph Description:

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

City of San Angelo

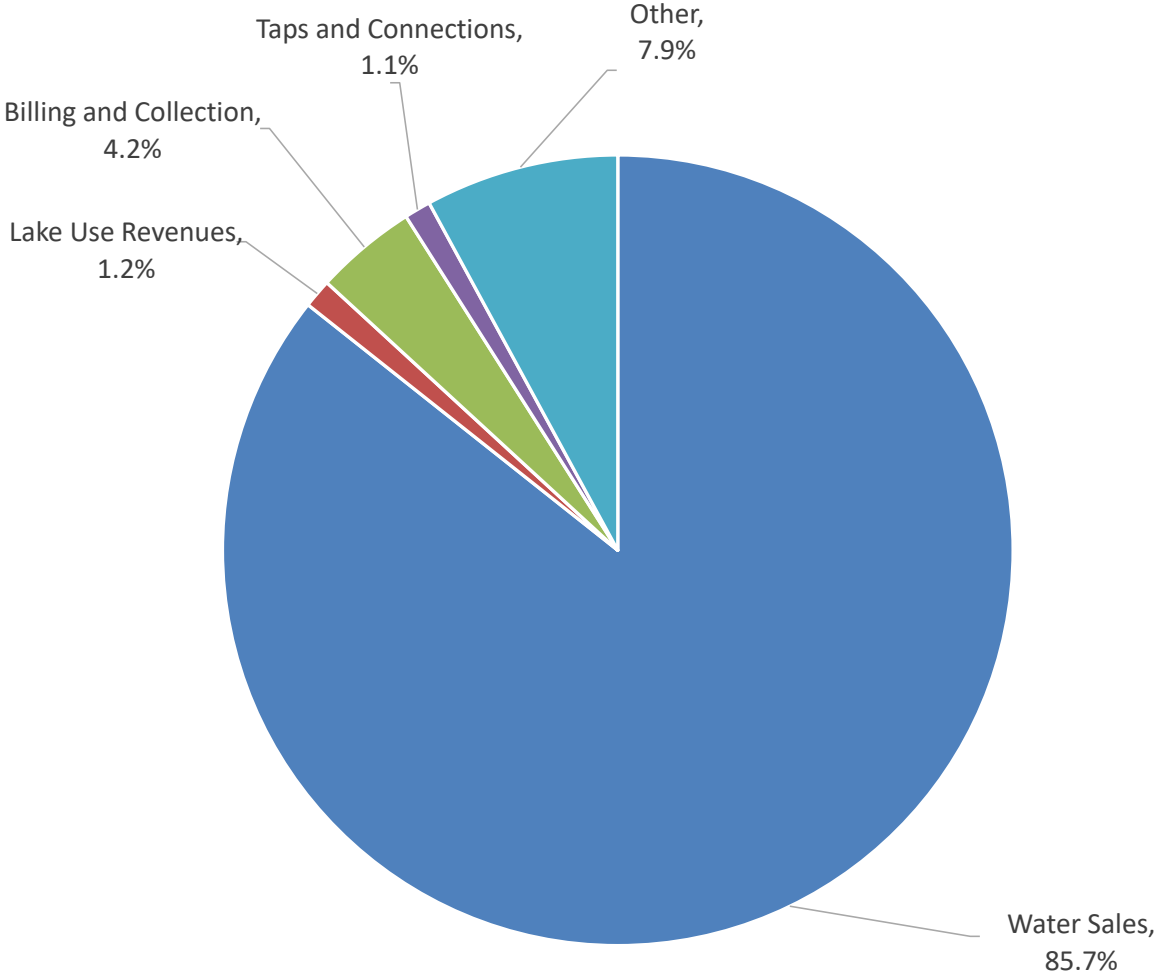
Water Enterprise Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>260 REVENUES:</u>				
Water Sales	21,982,760	23,708,262	26,060,566	2,352,304
Lake Use Revenues	337,006	378,717	356,048	(22,669)
Billing and Collection	1,535,456	1,506,000	1,267,045	(238,955)
Taps and Connections	287,665	325,000	328,200	3,200
Other Operating Revenue	134,799	21,627	36,980	15,353
Misc	295,668	345,570	425,570	80,000
Transfers In	1,131,050	1,279,705	1,822,960	543,255
Interest	45,578	39,545	123,677	84,132
Total Revenues	\$ 25,749,982	\$ 27,604,426	\$ 30,421,046	\$ 2,816,620
<u>260 EXPENSES:</u>				
Personnel	6,330,358	6,224,876	6,425,566	200,690
Operations & Maintenance	8,672,919	14,245,862	14,769,867	524,005
Capital	476,714	2,839,682	3,549,507	709,825
Transfers Out	3,282,317	3,432,825	3,493,134	60,309
Total Expenses	\$ 18,762,308	\$ 26,743,245	\$ 28,238,074	\$ 1,494,829
Revenues Over/ (Under) Expenditures	6,987,674	861,181	2,182,972	3,044,153
Beginning Fund Balance	(864,298)	6,123,376	6,984,557	861,181
Ending Fund Balance *	\$ 6,123,376	\$ 6,984,557	\$ 9,167,529	\$ 2,182,972

* 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.

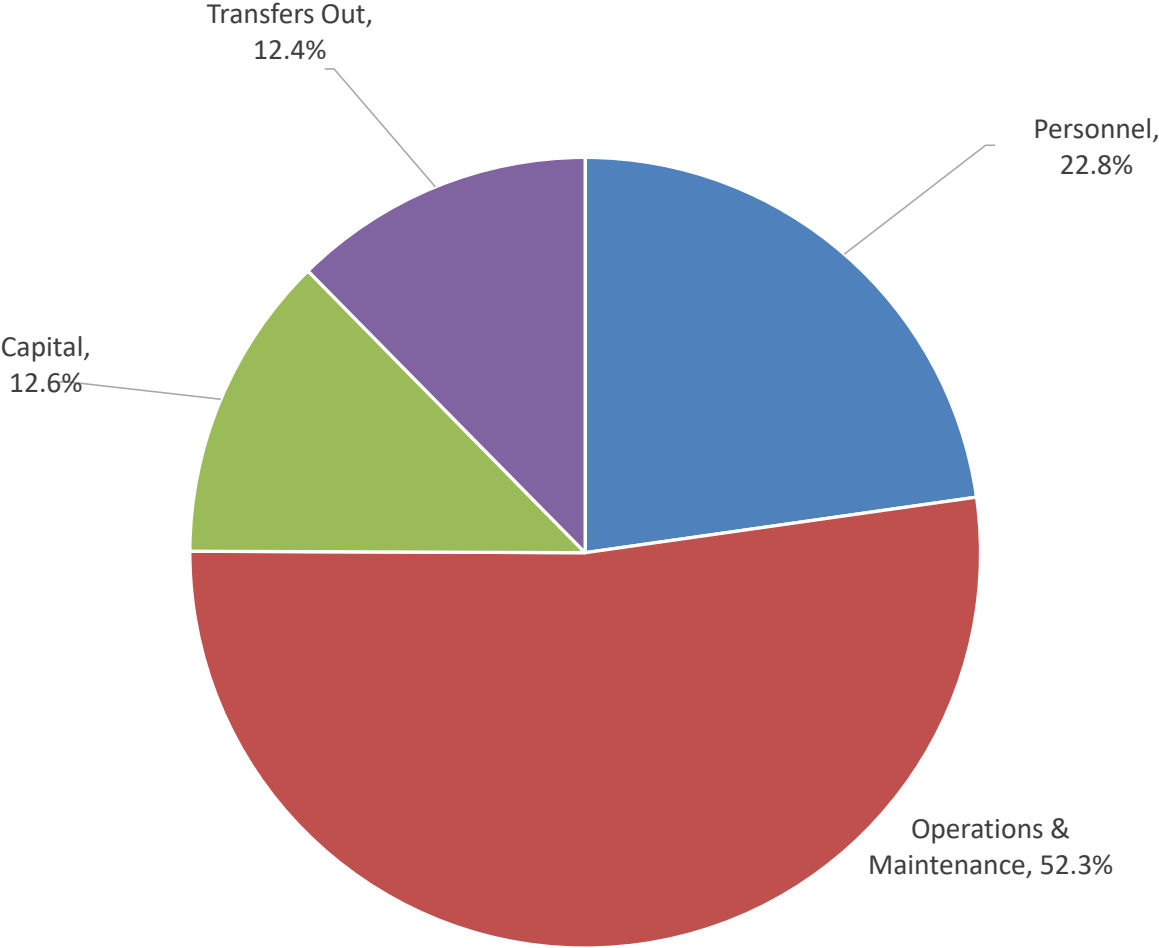
City of San Angelo Water Enterprise Fund Schedule of Revenues



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 and for capital needs.

City of San Angelo Water Enterprise Fund Schedule of Expenditures



Graph Description:

The graph above shows that operations and maintenance is the principal expenditure category for the Water Enterprise Fund.

City of San Angelo

Water Debt Service Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>261 REVENUES:</u>				
Development Corporation	3,331,217	3,527,574	2,700,000	(827,574)
Transfers In	7,835,607	7,946,647	8,500,147	553,500
Interest	24,360	-	76,978	76,978
Total Revenues	\$ 11,191,184	\$ 11,474,221	\$ 11,277,125	\$ (197,096)
<u>261 EXPENDITURES:</u>				
Debt Service	8,725,255	11,474,221	11,277,125	(197,096)
Total Expenses	\$ 8,725,255	\$ 11,474,221	\$ 11,277,125	\$ (197,096)
Revenues Over/ (Under) Expenditures	2,465,929	-	-	-
Beginning Fund Balance	(2,446,869)	19,060	19,060	-
Ending Fund Balance	\$ 19,060	\$ 19,060	\$ 19,060	\$ -

City of San Angelo

Water Capital Projects Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>512 REVENUES:</u>				
Water Sales	4,825,833	4,687,870	4,687,870	-
Transfers In	64,762	200,000	200,000	-
Interest	81,452	95,076	83,299	(11,777)
Total Revenues	\$ 4,972,047	\$ 4,982,946	\$ 4,971,169	\$ (11,777)
<u>512 EXPENDITURES:</u>				
Capital Improvements	1,338,339	2,978,179	2,966,402	(11,777)
Franchise Fee	241,318	234,394	234,394	-
Transfers Out	1,568,523	1,570,373	1,570,373	-
Contract Services	641,542	200,000	200,000	-
Total Expenses	\$ 3,789,722	\$ 4,982,946	\$ 4,971,169	\$ (11,777)
Revenues Over/ (Under) Expenditures	1,182,325	-	-	-
Beginning Fund Balance	6,674,212	7,856,537	7,856,537	-
Ending Fund Balance	\$ 7,856,537	\$ 7,856,537	\$ 7,856,537	\$ -

City of San Angelo

Lake Nasworthy Trust Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
640 REVENUES:				
Lot Sales	619,112	700,000	520,000	(180,000)
Lake Lease Income	35,158	32,882	36,000	3,118
Interest	162,081	206,138	195,000	(11,138)
Total Revenues	\$ 816,351	\$ 939,020	\$ 751,000	\$ (188,020)
640 EXPENDITURES:				
Professional Services	48,050	50,000	50,000	-
Transfers Out *	145,873	185,524	175,500	(10,024)
Total Expenditures	\$ 193,923	\$ 235,524	\$ 225,500	\$ (10,024)
Revenues Over/ (Under) Expenditures	622,428	703,496	525,500	(177,996)
Beginning Fund Balance	13,558,959	14,181,387	14,884,883	703,496
Ending Fund Balance	\$ 14,181,387	\$ 14,884,883	\$ 15,410,383	\$ 525,500

* 90% of interest is transferred to the Water Enterprise Fund to assist in operational activities.

City of San Angelo

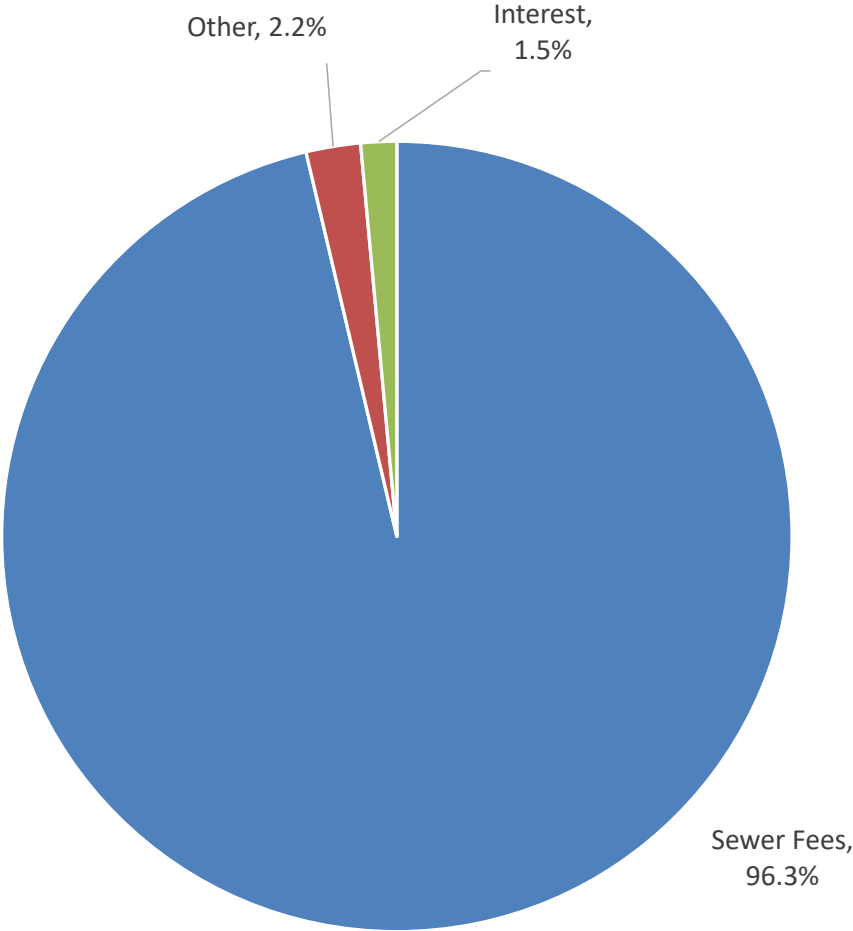
Water Reclamation Enterprise Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>270 REVENUES:</u>				
Water Reclamation Charges	11,784,278	13,013,231	13,767,649	754,418
Farm Use Revenues	201,182	203,806	218,591	14,785
Connections	11,195	20,000	30,000	10,000
Paving Cuts	45,985	20,000	45,000	25,000
Non-Refundable Aid	-	-	-	-
Miscellaneous	87,725	20,000	25,000	5,000
Interest	73,060	115,396	209,694	94,298
Total Revenues	\$ 12,203,425	\$ 13,392,433	\$ 14,295,934	\$ 903,501
<u>270 EXPENSES:</u>				
Personnel	2,126,264	2,186,331	2,228,522	42,191
Operations & Maintenance	2,441,718	2,754,373	2,876,979	122,606
Capital	498,989	1,579,036	3,297,561	1,718,525
Transfers Out	3,635,192	5,119,108	5,410,106	290,998
Total Expenses	\$ 8,702,163	\$ 11,638,848	\$ 13,813,168	\$ 2,174,320
Revenues Over/ (Under) Expenditures	3,501,262	1,753,585	482,766	(1,270,819)
Beginning Fund Balance	6,760,889	10,262,151	12,015,736	1,753,585
Ending Fund Balance *	\$ 10,262,151	\$ 12,015,736	\$ 12,498,502	\$ 482,766

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

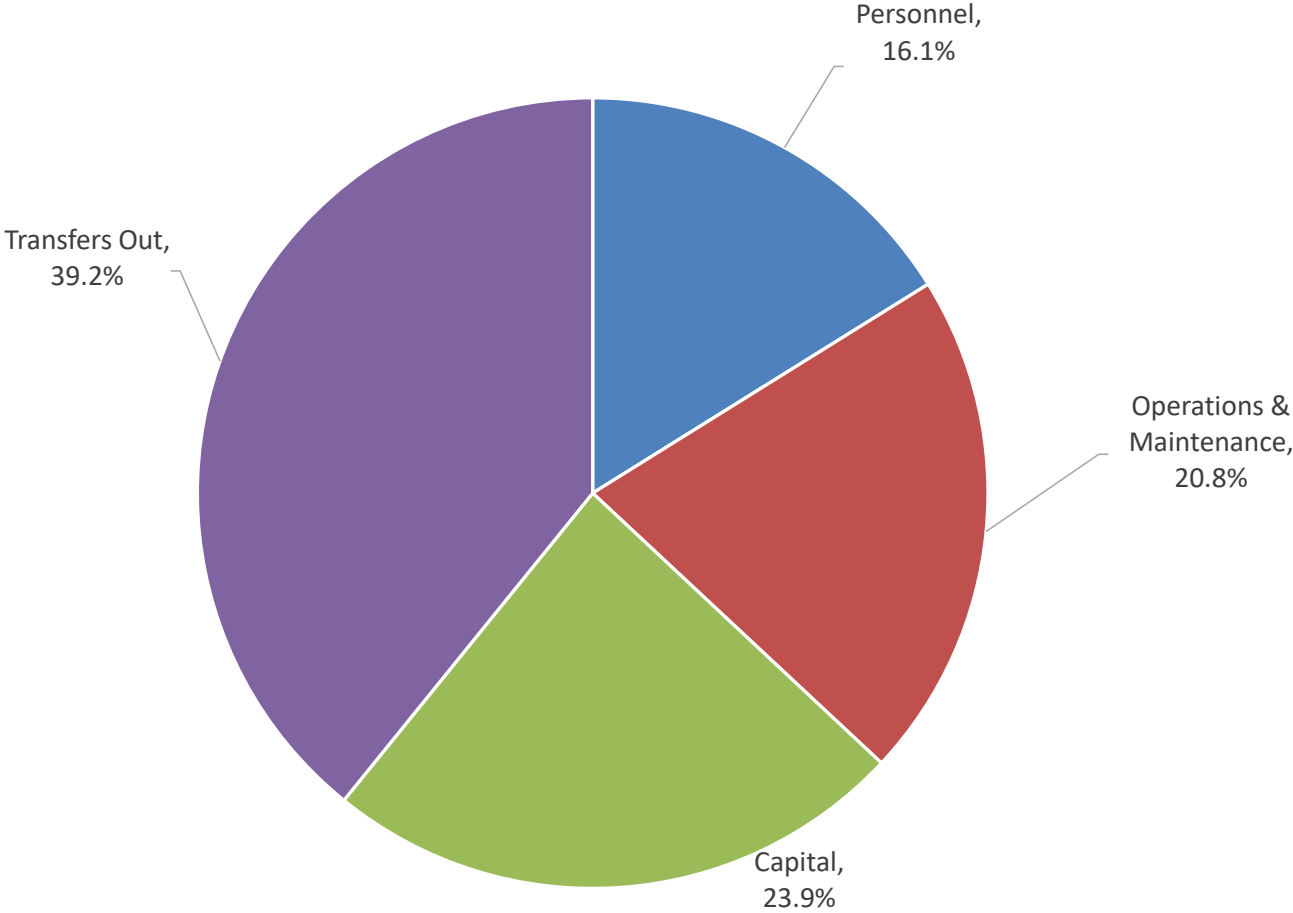
City of San Angelo Water Reclamation Enterprise Fund Schedule of Revenues



Graph Description:

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

City of San Angelo Water Reclamation Enterprise Fund Schedule of Expenditures



Graph Description:

The graph above shows that transfers out is the principal expenditure category for the Water Reclamation Enterprise Fund; this is primarily for debt service activities.

City of San Angelo

Water Reclamation Debt Service Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>271 REVENUES:</u>				
Transfers In	4,162,688	4,014,333	3,810,636	(203,697)
Interest	1,100	-	6,521	6,521
Total Revenues	\$ 4,163,788	\$ 4,014,333	\$ 3,817,157	\$ (197,176)
<u>271 EXPENDITURES:</u>				
Debt Service	11,875	4,014,333	3,817,157	(197,176)
Total Expenses	\$ 11,875	\$ 4,014,333	\$ 3,817,157	\$ (197,176)
Revenues Over/ (Under) Expenditures	4,151,913	-	-	-
Beginning Fund Balance	(3,905,596)	246,317	246,317	-
Ending Fund Balance	\$ 246,317	\$ 246,317	\$ 246,317	\$ -

City of San Angelo

Water Reclamation Capital Projects Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>520 REVENUES:</u>				
Water Reclamation Charges	1,743,079	1,727,496	1,727,496	-
Interest	72,086	78,506	56,935	(21,571)
Total Revenues	\$ 1,815,165	\$ 1,806,002	\$ 1,784,431	\$ (21,571)
<u>520 EXPENDITURES:</u>				
Capital Projects	1,643,187	1,346,093	1,324,522	(21,571)
Franchise Fee	87,185	86,375	86,375	-
Transfers Out	395,187	373,534	373,534	-
Total Expenses	\$ 2,125,559	\$ 1,806,002	\$ 1,784,431	\$ (21,571)
Revenues Over/ (Under) Expenditures	(310,394)	-	-	-
Beginning Fund Balance	7,803,226	7,492,832	7,492,832	-
Ending Fund Balance	\$ 7,492,832	\$ 7,492,832	\$ 7,492,832	\$ -

City of San Angelo

Solid Waste Enterprise Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>230 REVENUES:</u>				
Landfill Fees	1,265,933	968,106	1,002,920	34,814
Leases	598,828	602,450	606,075	3,625
Other	198,808	1,000	268,650	267,650
Interest	38,115	39,258	82,780	43,522
Total Revenues	\$ 2,101,684	\$ 1,610,814	\$ 1,960,425	\$ 349,611
<u>230 EXPENDITURES:</u>				
Personnel	267,998	261,999	220,769	(41,230)
Operations & Maintenance	218,832	335,346	1,279,620	944,274
Transfers Out	255,000	255,000	255,000	-
Capital	115,306	458,469	205,036	(253,433)
Debt Service	-	-	-	-
Total Expenditures	\$ 857,136	\$ 1,310,814	\$ 1,960,425	\$ 649,611
Revenues Over/ (Under) Expenditures	1,244,548	300,000	-	(300,000)
Beginning Fund Balance	2,240,858	3,485,406	3,785,406	300,000
Ending Fund Balance *	\$ 3,485,406	\$ 3,785,406	\$ 3,785,406	\$ -

* There has previously been a planned contribution to fund balance in an effort to fully fund the future expenditures associated with operating the City's landfill. In fiscal year 2019, there is no contribution to fund balance in order to begin engineering studies.

City of San Angelo

Stormwater Enterprise Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>240 REVENUES:</u>				
Stormwater Fee	2,556,864	2,786,000	2,786,000	-
Transfers In	95,000	95,000	95,000	-
Other	7,339	100,000	120,000	20,000
Interest	28,315	42,154	52,399	10,245
Total Revenues	\$ 2,687,518	\$ 3,023,154	\$ 3,053,399	\$ 30,245
<u>240 EXPENSES:</u>				
Personnel	1,290,844	1,313,538	1,308,772	(4,766)
Operations & Maintenance	171,862	656,475	685,325	28,850
Transfers Out	211,710	359,239	344,523	(14,716)
Capital	64,725	693,902	1,051,770	357,868
Total Expenses	\$ 1,739,141	\$ 3,023,154	\$ 3,390,390	\$ 367,236
Revenues Over/ (Under) Expenditures *	948,377	-	(336,991)	(336,991)
Beginning Fund Balance	2,178,239	3,126,616	3,126,616	-
Ending Fund Balance	\$ 3,126,616	\$ 3,126,616	\$ 2,789,625	\$ (336,991)

* There is a planned use of fund balance to replace antiquated capital equipment.

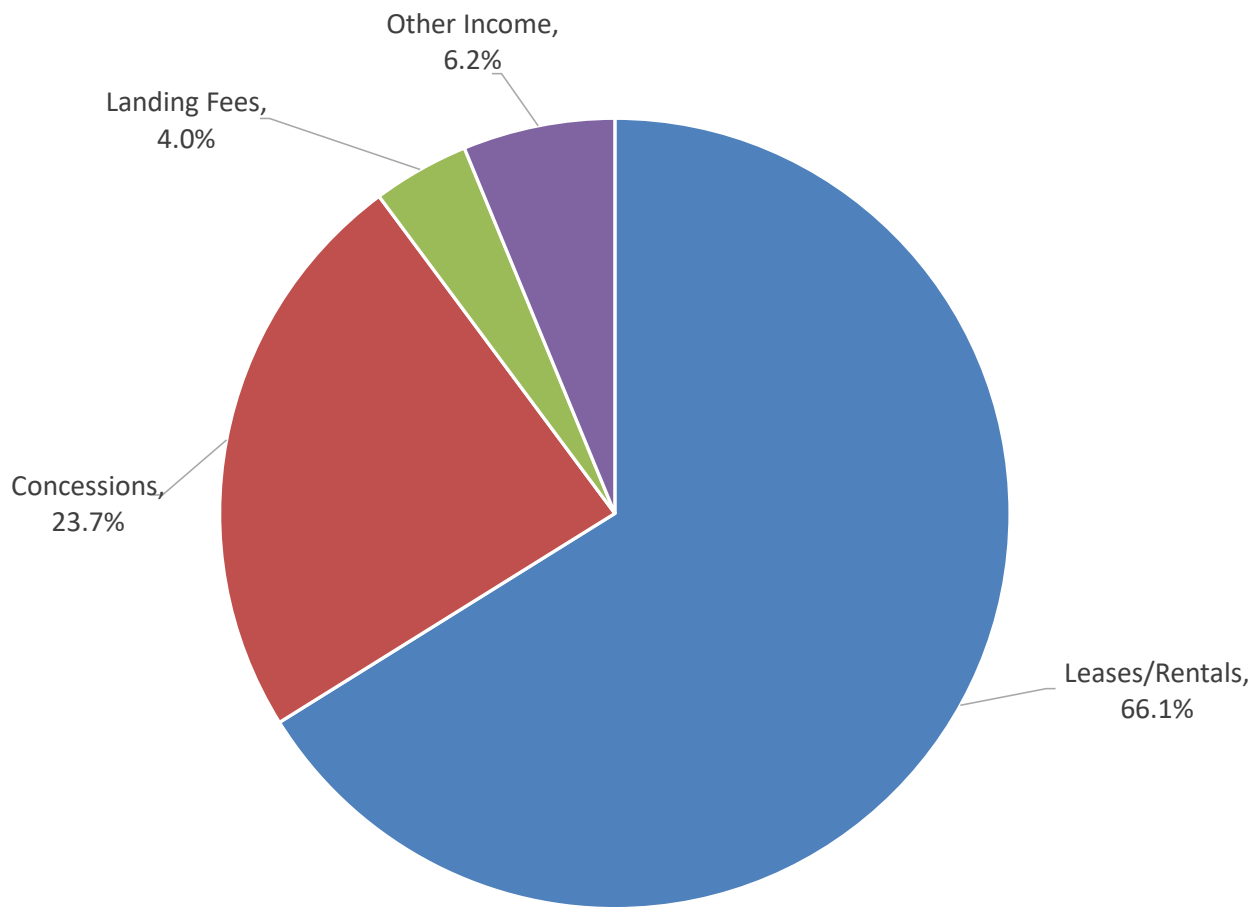
City of San Angelo

Airport Operating Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>220 REVENUES:</u>				
Leases/Rentals	1,035,786	1,010,758	1,027,913	17,155
Concessions	331,285	358,100	368,214	10,114
Landing Fees	41,917	52,682	61,523	8,841
Advertising	16,952	30,000	30,000	-
Grants	683	722	679	(43)
Transfers In	73,757	-	-	-
Other Income	55,565	20,658	62,232	41,574
Interest	675	1,172	3,743	2,571
Total Revenues	\$ 1,556,620	\$ 1,474,092	\$ 1,554,304	\$ 80,212
<u>220 EXPENSES:</u>				
Personnel	740,498	784,271	787,791	3,520
Operations & Maintenance	777,060	559,655	637,106	77,451
Capital	-	-	-	-
Transfers Out	79,829	84,200	82,678	(1,522)
Debt Service	-	45,966	46,729	763
Total Expenses	\$ 1,597,387	\$ 1,474,092	\$ 1,554,304	\$ 80,212
Revenues Over/ (Under) Expenditures	(40,767)	-	-	-
Beginning Fund Balance	188,989	148,222	148,222	-
Ending Fund Balance	\$ 148,222	\$ 148,222	\$ 148,222	\$ -

City of San Angelo Airport Operating Fund Schedule of Revenues



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	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>529 REVENUES:</u>				
Passenger Facility Charges	228,256	256,500	256,500	-
Interest	10,180	16,086	29,354	13,268
Total Revenues	\$ 238,436	\$ 272,586	\$ 285,854	\$ 13,268
<u>529 EXPENSES:</u>				
Transfer to Capital Fund	-	272,586	285,854	13,268
Miscellaneous	-	-	-	-
Total Expenses	\$ -	\$ 272,586	\$ 285,854	\$ 13,268
Revenues Over/ (Under) Expenditures	238,436	-	-	-
Beginning Fund Balance	954,429	1,192,865	1,192,865	-
Ending Fund Balance	\$ 1,192,865	\$ 1,192,865	\$ 1,192,865	\$ -

City of San Angelo

State Office Buildings Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>201 REVENUES:</u>				
Rental Income	1,232,054	1,240,000	1,250,300	10,300
Other Revenue	-	50,000	50,000	-
Interest	499	3,998	4,501	503
Total Revenues	\$ 1,232,553	\$ 1,293,998	\$ 1,304,801	\$ 10,803
<u>201 EXPENDITURES:</u>				
Personnel	134,969	122,952	125,362	2,410
Operations & Maintenance	624,244	926,532	956,826	30,294
Debt Service	31,141	171,573	152,723	(18,850)
Capital	5,924	50,000	50,088	88
Transfers Out	-	22,941	19,802	(3,139)
Total Expenditures	\$ 796,278	\$ 1,293,998	\$ 1,304,801	\$ 10,803
Revenues Over/ (Under) Expenditures	436,275	-	-	-
Beginning Fund Balance	(283,777)	152,498	152,498	-
Ending Fund Balance	\$ 152,498	\$ 152,498	\$ 152,498	\$ -

City of San Angelo

Texas Bank Sports Complex Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>203 REVENUES:</u>				
Program Fees	102,205	98,000	105,000	7,000
Transfers In	754,143	751,728	757,532	5,804
Other Revenue	74,121	62,700	74,700	12,000
Interest	4,150	5,009	12,531	7,522
Total Revenues	\$ 934,619	\$ 917,437	\$ 949,763	\$ 32,326
<u>203 EXPENSES:</u>				
Personnel	351,108	390,227	399,677	9,450
Operations & Maintenance	333,409	527,210	550,086	22,876
Total Expenses	\$ 684,517	\$ 917,437	\$ 949,763	\$ 32,326
Revenues Over/ (Under) Expenditures	250,102	-	-	-
Beginning Fund Balance	265,163	515,265	515,265	-
Ending Fund Balance	\$ 515,265	\$ 515,265	\$ 515,265	\$ -

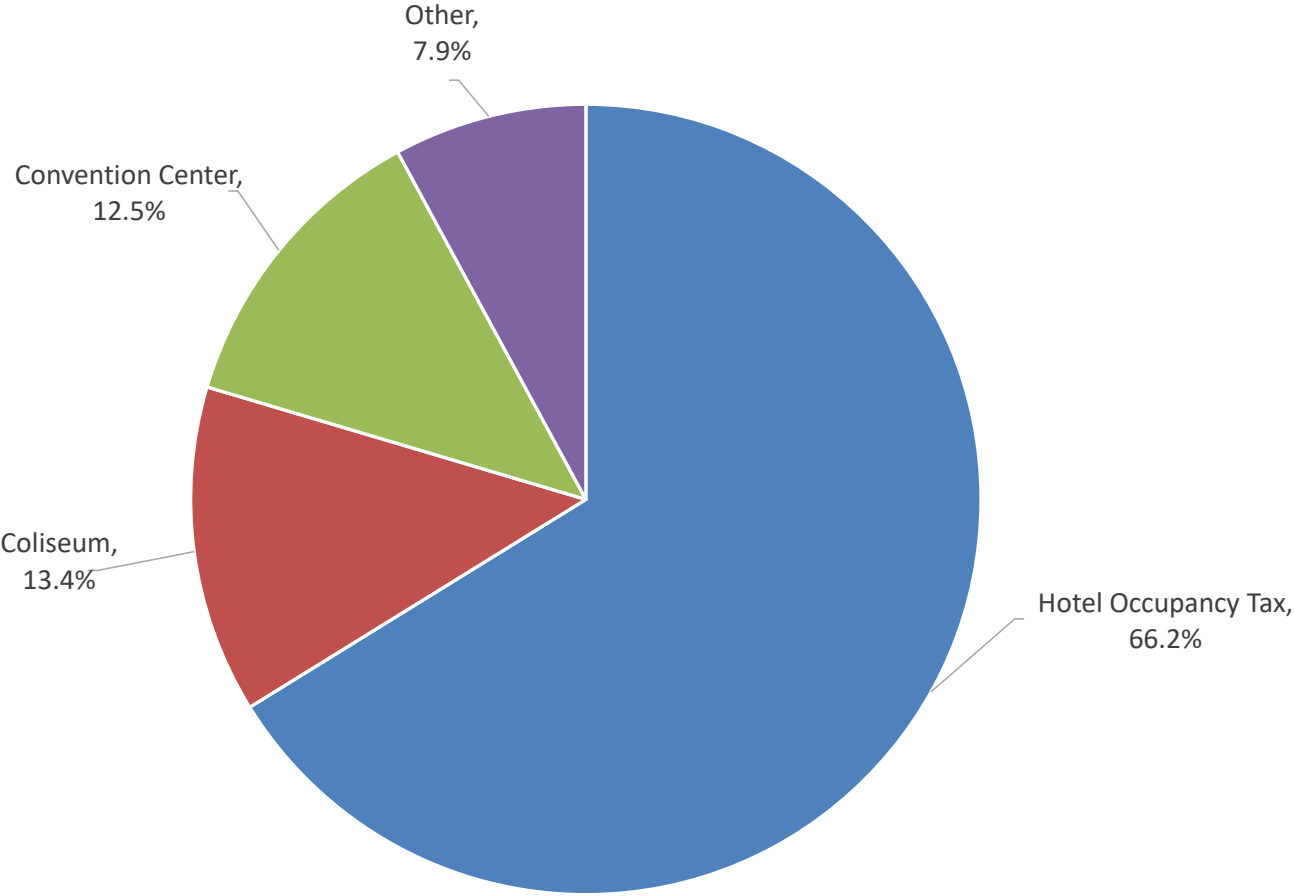
City of San Angelo

Civic Events Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>410 REVENUES:</u>				
Hotel Occupancy Tax (Transfer In)	948,707	891,600	1,076,476	184,876
Coliseum Revenue	327,667	238,500	218,000	(20,500)
Auditorium Revenue	-	-	4,000	4,000
Convention Center Revenue	228,223	209,750	203,350	(6,400)
River Stage Revenue	30,662	22,500	17,500	(5,000)
Pavilion Revenue	9,028	11,200	11,200	-
Pecan Creek Revenue	3,781	5,000	5,000	-
Other	85,590	60,000	76,000	16,000
Interest	13,855	32,228	14,835	(17,393)
Total Revenues	\$ 1,647,513	\$ 1,470,778	\$ 1,626,361	\$ 155,583
<u>410 EXPENDITURES:</u>				
Personnel	720,283	772,267	781,018	8,751
Operations & Maintenance	513,593	590,946	569,321	(21,625)
Transfers Out	99,232	99,232	130,432	31,200
Capital	421,857	8,333	145,590	137,257
Total Expenditures	\$ 1,754,965	\$ 1,470,778	\$ 1,626,361	\$ 155,583
Revenues Over/ (Under) Expenditures	(107,452)	-	-	-
Beginning Fund Balance	841,495	734,043	839,511	105,468
Ending Fund Balance	\$ 734,043	\$ 734,043	\$ 839,511	\$ 105,468

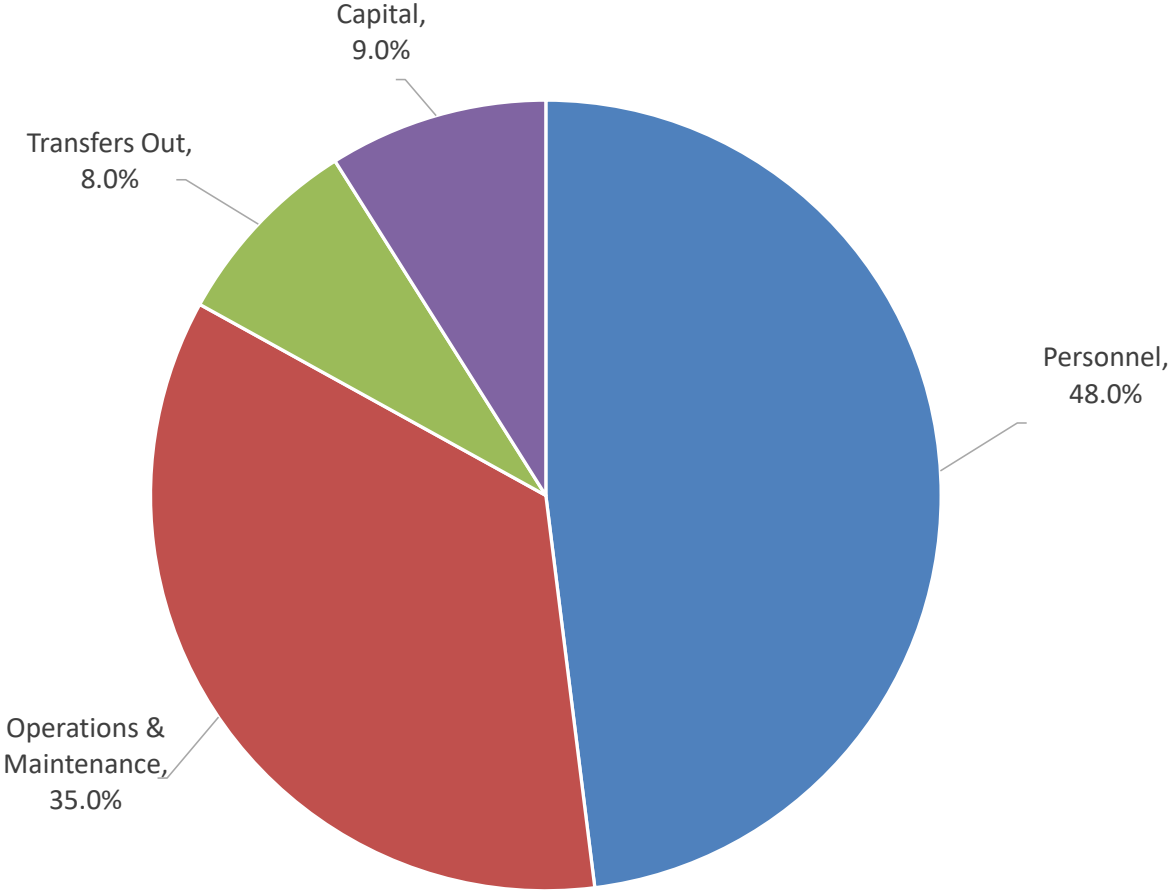
City of San Angelo Civic Events Fund Schedule of Revenues



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 48%, followed by operations and maintenance.

City of San Angelo

Fort Concho Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>420 REVENUES:</u>				
Rent & Donations	601,149	623,250	644,750	21,500
Transfers In	410,862	406,388	482,230	75,842
Other	22,456	24,450	24,450	-
Interest	1,886	3,567	6,648	3,081
Total Revenues	\$ 1,036,353	\$ 1,057,655	\$ 1,158,078	\$ 100,423
<u>420 EXPENDITURES:</u>				
Personnel	734,858	733,073	739,203	6,130
Operations & Maintenance	282,824	321,582	415,875	94,293
Capital	10,761	3,000	3,000	-
Total Expenditures	\$ 1,028,443	\$ 1,057,655	\$ 1,158,078	\$ 100,423
Revenues Over/ (Under) Expenditures	7,910	-	-	-
Beginning Fund Balance	231,485	239,395	239,395	-
Ending Fund Balance	\$ 239,395	\$ 239,395	\$ 239,395	\$ -

City of San Angelo

Fairmount Cemetery Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
440 REVENUES:				
Charges for Service	265,910	285,900	317,300	31,400
Trust Income	40,801	50,000	50,000	-
Transfers In	82,902	86,734	93,111	6,377
Other Revenue	7,375	5,000	5,000	-
Total Revenues	\$ 396,988	\$ 427,634	\$ 465,411	\$ 37,777
440 EXPENDITURES:				
Personnel	266,614	263,331	265,419	2,088
Operations & Maintenance	90,870	152,303	153,173	870
Capital	-	-	-	-
Total Expenditures	\$ 357,484	\$ 415,634	\$ 418,592	\$ 2,958
Revenues Over/ (Under) Expenditures	39,504	12,000	46,819	34,819
Beginning Fund Balance	(114,086)	(74,582)	(62,582)	12,000
Ending Fund Balance *	\$ (74,582)	\$ (62,582)	\$ (15,763)	\$ 46,819

* Due to the negative fund balance, the fund is budgeted revenue over expenditure.

City of San Angelo

Intergovernmental Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>103 REVENUES:</u>				
Health Department Revenue	126,339	108,900	113,600	4,700
Health Department Grants	426,899	437,229	432,229	(5,000)
WIC Grant	783,871	854,620	851,686	(2,934)
Transportation Grant	139,418	205,528	208,695	3,167
Nutrition Program Revenue	122,663	158,945	158,945	-
Police Grants	57,224	-	-	-
Parks Grants and Donations	7,500	-	-	-
Emergency Management Grant	173,283	225,308	225,308	-
Other Grants	1,500,000	-	-	-
Interest	-	-	-	-
Transfers In	381,179	386,137	394,772	8,635
Total Revenue	\$ 3,718,376	\$ 2,376,667	\$ 2,385,235	\$ 8,568
<u>103 EXPENDITURES:</u>				
Health Department Grants	478,336	628,089	637,564	9,475
WIC Grant	732,545	811,755	782,763	(28,992)
Social Services	129,791	126,170	122,574	(3,596)
Transportation Planning Grant	118,311	190,838	190,475	(363)
Nutrition	252,400	271,264	272,429	1,165
Police Grants	66,044	-	-	-
Parks Grants	7,425	-	-	-
Emergency Management	190,706	280,966	282,257	1,291
Fire Grants	836,758	-	-	-
Transfers Out	89,554	67,585	97,173	29,588
Total Expenditures	\$ 2,901,870	\$ 2,376,667	\$ 2,385,235	\$ 8,568
Revenues Over/ (Under) Expenditures	816,506	-	-	-
Beginning Fund Balance	(228,856)	587,650	587,650	-
Ending Fund Balance	\$ 587,650	\$ 587,650	\$ 587,650	\$ -

City of San Angelo

Community Development Block Grant Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>453 REVENUES:</u>				
Grant Income	644,349	688,898	699,822	10,924
Rehab Loans	(700)	32,000	32,000	-
Miscellaneous	61,000	-	-	-
Total Revenues	\$ 704,649	\$ 720,898	\$ 731,822	\$ 10,924
<u>453 EXPENDITURES:</u>				
Administration	251,004	269,000	271,364	2,364
Debt Service	147,695	146,048	144,154	(1,894)
Public Service Projects	105,988	177,850	100,304	(77,546)
Rehab Grants and Loans	164,147	90,000	178,000	88,000
Code Enforcement	38,000	38,000	38,000	-
Total Expenditures	\$ 706,834	\$ 720,898	\$ 731,822	\$ 10,924
Revenues Over/ (Under) Expenditures	(2,185)	-	-	-
Beginning Fund Balance	2,185	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

City of San Angelo

HOME Program Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>483 REVENUES:</u>				
Grant Income	211,247	249,197	338,495	89,298
Rent	-	-	-	-
Loan Payments	2,796	24,000	23,000	(1,000)
Miscellaneous	85,622	68,547	68,547	-
Total Revenues	\$ 299,665	\$ 341,744	\$ 430,042	\$ 88,298
<u>483 EXPENDITURES:</u>				
Administration	37,590	95,867	104,696	8,829
Galilee CDC	88,000	99,450	110,000	10,550
MHMR Contribution	43,755	1,545	80,000	78,455
Homebuyers Assistance	85,658	144,882	135,346	(9,536)
Duplex Maintenance	26	-	-	-
Total Expenditures	\$ 255,029	\$ 341,744	\$ 430,042	\$ 88,298
Revenues Over/ (Under) Expenditures	44,636	-	-	-
Beginning Balance	(44,636)	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -

City of San Angelo

Designated Revenue Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>601 REVENUES:</u>				
Donations	27,626	10,250	15,100	4,850
Riverfest	26,179	30,000	30,000	-
Interest	1,242	2,440	30	(2,410)
Total Revenue	\$ 55,047	\$ 42,690	\$ 45,130	\$ 2,440
<u>601 EXPENDITURES</u>				
Departmental Projects	110,644	12,690	15,130	2,440
Riverfest	35,928	30,000	30,000	-
Total Expenditures	\$ 146,572	\$ 42,690	\$ 45,130	\$ 2,440
Revenues Over/ (Under) Expenditures	(91,525)	-	-	-
Beginning Fund Balance	210,463	118,938	118,938	-
Ending Fund Balance	\$ 118,938	\$ 118,938	\$ 118,938	\$ -

City of San Angelo

Hotel Occupancy Tax Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
605 REVENUES:				
Hotel Occupancy Tax	1,976,473	1,857,500	2,242,657	385,157
Interest	6,126	27,394	29,050	1,656
Total Revenues	\$ 1,982,599	\$ 1,884,894	\$ 2,271,707	\$ 386,813
605 EXPENSES:				
San Angelo Performing Arts Center	8,333	50,000	50,000	-
San Angelo Chamber of Commerce	693,145	865,000	865,000	-
San Angelo Cultural Affairs Council	98,824	92,875	112,133	19,258
Downtown San Angelo	37,500	37,500	37,500	-
Transfer to Fort Concho	50,000	50,000	50,000	-
Transfer to Civic Events	948,707	891,600	1,076,476	184,876
Transfer to Sports Complex	50,000	50,000	50,000	-
Total Expenses	\$ 1,886,509	\$ 2,036,975	\$ 2,241,109	\$ 204,134
Revenues Over/ (Under) Expenditures	96,090	(152,081)	30,598	182,679
Beginning Balance	1,401,433	1,497,523	1,345,442	(152,081)
Ending Balance *	\$ 1,497,523	\$ 1,345,442	\$ 1,376,040	\$ 30,598

* This fund was created in fiscal year 2017 and fully enacted for fiscal year 2018. Fund balance was allocated from the Civic Events Fund.

City of San Angelo

Vehicle Maintenance Internal Service Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>301 REVENUES:</u>				
Gas and Oil	1,491,449	4,121,154	3,761,301	(359,853)
Material	793,532	1,315,321	1,192,345	(122,976)
Labor	1,425,830	1,371,275	1,353,889	(17,386)
Rent	120,000	120,000	120,000	-
Other Revenue	20,271	32,159	30,781	(1,378)
Interest	511	-	20,153	20,153
Total Revenues	\$ 3,851,593	\$ 6,959,909	\$ 6,478,469	\$ (481,440)
<u>301 EXPENSES:</u>				
Personnel	982,587	940,725	963,483	22,758
Operations & Maintenance	2,845,071	5,913,974	5,419,540	(494,434)
Capital	31,183	54,093	75,292	21,199
Total Expenses	\$ 3,858,841	\$ 6,908,792	\$ 6,458,315	\$ (450,477)
Revenues Over/ (Under) Expenditures	(7,248)	51,117	20,154	(30,963)
Beginning Fund Balance	579,279	572,031	623,148	51,117
Ending Fund Balance	\$ 572,031	\$ 623,148	\$ 643,302	\$ 20,154

City of San Angelo

Communications Internal Service Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>305 REVENUES:</u>				
Radio	166,844	157,498	157,498	-
Voice Over IP	296,116	300,041	300,041	-
Internet	60,043	49,367	49,367	-
Cell Phones	282,129	240,788	258,788	18,000
Interest	2,407	2,737	4,805	2,068
Total Revenues	\$ 807,539	\$ 750,431	\$ 770,499	\$ 20,068
<u>305 EXPENSES:</u>				
Radio	108,765	132,309	136,418	4,109
Voice Over IP	166,075	216,543	212,377	(4,166)
Internet	64,445	49,151	49,140	(11)
Cell Phones	254,979	241,222	259,391	18,169
Capital	91,362	111,206	113,173	1,967
Total Expenses	\$ 685,626	\$ 750,431	\$ 770,499	\$ 20,068
Revenues Over/ (Under) Expenditures	121,913	-	-	-
Beginning Fund Balance	63,036	184,949	184,949	-
Ending Fund Balance	\$ 184,949	\$ 184,949	\$ 184,949	\$ -

City of San Angelo

Health Insurance Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>310 REVENUES:</u>				
Clinic Revenue	103,267	101,200	101,200	0
Self Insurance Revenue	8,662,708	8,677,445	8,901,365	223,920
Interest	189	-	-	-
Total Revenues	\$ 8,766,164	\$ 8,778,645	\$ 9,002,565	\$ 223,920
<u>310 EXPENSES:</u>				
Personnel	143,538	122,165	162,406	40,241
Operations & Maintenance	1,006,674	1,031,750	2,009,344	977,594
Self Insurance Claims Liability	6,404,842	7,624,730	6,830,815	(793,915)
Capital	-	-	-	-
Total Expenses	\$ 7,555,054	\$ 8,778,645	\$ 9,002,565	\$ 223,920
Revenues Over/ (Under) Expenditures	1,211,110	-	-	-
Beginning Balance	(1,230,219)	(19,109)	(19,109)	-
Ending Balance	\$ (19,109)	\$ (19,109)	\$ (19,109)	\$ -

City of San Angelo

Property/Casualty Insurance Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>320 REVENUES:</u>				
Premium Contributions	466,818	523,154	778,025	254,871
Special Event Insurance	37,888	35,675	36,631	956
Insurance Proceeds	331,646	262,011	384,231	122,220
Interest	12,253	28,672	16,734	(11,938)
Total Revenues	\$ 848,605	\$ 849,512	\$ 1,215,621	\$ 366,109
<u>320 EXPENSES:</u>				
Personnel	140,432	158,089	136,636	155,742
Prior Year Indemnity	150,119	100,000	100,000	-
Claims	533,962	256,987	256,691	(296)
Insurance Premiums	101,743	118,699	508,907	390,208
Claims Management	41,978	204,987	204,533	(454)
Special Projects/Other	56,799	9,250	7,250	(2,000)
Capital	532	1,500	1,604	104
Total Expenses	\$ 1,025,565	\$ 849,512	\$ 1,215,621	\$ 366,109
Revenues Over/ (Under) Expenditures	(176,960)	-	-	-
Beginning Fund Balance	918,937	741,977	741,977	-
Ending Fund Balance	\$ 741,977	\$ 741,977	\$ 741,977	\$ -

City of San Angelo

Workers' Compensation Insurance Fund

Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Adopted Budget	Increase (Decrease) from FY18 Original
<u>330 REVENUES:</u>				
Premium Contributions	1,350,410	1,350,667	1,201,602	(149,065)
Insurance Proceeds	263	34,465	10,714	(23,751)
Interest	2,407	-	9,755	9,755
Total Revenues	\$ 1,353,080	\$ 1,385,132	\$ 1,222,071	\$ (163,061)
<u>330 EXPENSES:</u>				
Personnel	212,968	237,249	217,217	(20,032)
Operations & Maintenance	29,752	82,900	77,196	(5,704)
Claims	1,069,155	505,346	504,993	(353)
Insurance Premiums	83,778	127,018	129,898	2,880
Total Expenses	\$ 1,395,653	\$ 952,513	\$ 929,304	\$ (23,209)
Revenues Over/ (Under) Expenditures	(42,573)	432,619	292,767	(139,852)
Beginning Balance	(813,597)	(856,170)	(423,551)	432,619
Ending Balance *	\$ (856,170)	\$ (423,551)	\$ (130,784)	\$ 292,767

* Due to negative claims experience, the fund balance became negative. The fund for fiscal years 2018 and 2019 have been budgeted revenue over expenditures to gradually increase the fund balance.

Capital and Debt



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 2018-19 budget for routine capital expenditures was approved as shown on the adjacent table.

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 2018-19 is budgeted as shown on the adjacent table.

Routine Capital Expenditures by Fund	FY19 Budget
General Fund	398,849
Intergovernmental Fund	29,968
Solid Waste Fund	22,500
Stormwater Fund	103,000
Water Fund	10,200
Water Reclamation	4,000
Vehicle Maintenance Fund	8,000
Communications Fund	113,173
Property/Casualty Fund	1,604
Fort Concho Fund	3,000
Total Routine Expenditures	\$694,294

Equipment Replacement Expenditures by Fund	FY19 Budget
General Fund	8,000
Solid Waste	182,536
Stormwater Fund	548,770
Water Fund	674,215
Wastewater Fund	457,927
Vehicle Maintenance Fund	67,292
Equipment Replacement Fund	1,667,373
General Capital Fund	250,000
Total Equipment Replacement	\$3,856,113

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.

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 may 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, realize 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 Manager. Budget staff holds public meetings to gather citizen opinion on the priority of projects and the consideration of additional projects. The CIP is finally presented to and approved by City Council. Once the CIP is approved, unfunded, high priority projects are considered for funding in the budget preparation process. Project managers may then execute the capital project when funded.

CIP Expenditures by Entity & Fund	FY19 Budget
General Fund	209,970
Stormwater Fund	400,000
Water Fund	2,865,092
Wastewater Fund	2,835,634
Water Capital Fund	2,966,402
Wastewater Capital Fund	1,324,522
Total CIP	\$10,601,620

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, some community projects are funded through Economic Development type B sales tax. The above chart is a summary of fiscal year 2018-19 project expenditures by funding source.

A detailed list of projects with the source of funding is included later in this section.

Extenuating circumstances like natural disasters, new state or federal mandates, or a change in available funding can require immediate changes in the Capital Improvement Plan. In urgent situations, these changes can be adopted at any time in the year with City Council approval.

2018-2023 Capital Improvement Plan Summary of Impact to City Operations Over 5 Years					
	FY19	FY20	FY21	FY22	FY23
FY19 Capital Projects Estimated	(125,300)	(170,800)	(103,550)	(79,650)	(107,550)
Operating Budget Impact					

The CIP shows total estimated expenditures of \$416 million composed of 103 capital projects for the plan for 2018-2023. Through a combination of funding sources, project managers propose to continue or begin 52 projects this fiscal year with a projected capital cost of \$42,286,432 resulting in operational savings of \$125,300. (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.

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.

FY18 Capital Improvement and Operating Budget Impact - Detail	FY18 Projected Capital Project Cost	FY18 Estimated Operating Budget Impact
Animal Services		
Animal Adoption Center	50,000	-5,000
Animal Shelter Improvements	100,000	0
Subtotal	150,000	-5,000
Civic Events		
Bill Aylor Sr. Memorial Riverstage Improvements	200,000	1,000
Foster Communications Coliseum Improvements	300,000	-9,000
McNease Convention Center Improvements	50,000	1,000
Subtotal	50,000	-7,000
Engineering		
Construction of 11th St.	140,000	0
Drainage - Foster Rd.	1,500,000	500
Drainage - Remediation of Issue: W. Avenue P at Bryant Blvd.	1,614,573	0
Drainage - River Valley Ln.	470,000	1,200
Mill and Overlay of N. Chadbourne St. from Loop 306 to 43rd St.	8,640,142	0
Mill and Overlay of S. Chadbourne St. from Washington St. to Avenue L	2,301,229	0
Mill and Overlay of Sunset Dr. from College Hills Blvd. to Knickerbocker Rd.	2,601,718	0
Mill and Overlay of Sunset Dr. from Knickerbocker Rd. to Foster Rd.	3,339,648	0
Reconstruction of Bell St. from Concho River to Old Ballinger Hwy.	3,705,656	0
Reconstruction of College Hills Blvd. from Loop 306 to Avenue N	1,359,466	0
Reconstruction of Concho Ave. from Hwy. 87 to Randolph St.	850,000	0
Reconstruction of S. Jackson St. from Knickerbocker Rd. to Railroad Tracks	600,000	0
Stormwater – Quality Improvement Projects	300,000	50,000
Water Main Replacements	1,300,000	0
Subtotal	28,722,432	51,700
Facilities Maintenance		
City Hall - Exterior Wall Waterproofing	250,000	-150,000
Security Equipment Replacement	50,000	0
Subtotal	50,000	-150,000
Fire		
Fire Facility Improvements	20,000	0
Land for Future Fire Stations	75,000	0
Subtotal	75,000	0
Fort Concho		
Chase State Office Building Improvements	50,000	-15,000
Fort Concho Barracks and Mess Halls 3 and 4 Reconstruction	1,000,000	0
Fort Concho Officers' Quarters 2 Renovation	2,500	-5,000
Fort Concho Officers' Quarters 6 Restoration	5,000	-1,000
Fort Concho Officers' Quarters 8 Reconstruction	15,000	-5,000
Fort Concho Officers' Row and Company St. Reconstruction	9,000	-5,000
Fort Concho Roof Replacement	75,000	-35,000
Fort Concho Visitors' Center Restoration and Improvements	1,215,000	-15,000
Subtotal	1,299,000	-81,000
Operations		
Traffic Signal Battery Backup System	340,000	-9,000
Traffic Signal Replacement	3,500,000	3,000
Twin Mountain and Knickerbocker Signal	350,000	3,000
Subtotal	3,850,000	-3,000

FY18 Capital Improvement and Operating Budget Impact - Detail	FY18 Projected Capital Project Cost	FY18 Estimated Operating Budget Impact
Parks		
Santa Rita Neighborhood/School Park Renovation	189,500	0
Sunken Garden Park/Sculpture Gardens Improvements	75,000	0
Unidad (College Hills) Park Playground Refurbishment	175,000	0
Subtotal	175,000	0
Recreation		
29th St. Sports Complex Renovation	10,000	80,000
Recreation Centers' Improvements	150,000	7,000
Santa Fe and Station 618 Crossing Renovations	150,000	1,000
Subtotal	150,000	88,000
Water Utilities		
City Hall Annex Improvements	25,000	-5,000
Earthen Spillway Rehabilitation	2,300,000	0
Ford Ranch Expansion and Improvements	31,100,000	0
Lake Operations Maintenance Facility	600,000	-14,000
Lift Station Improvements	200,000	0
New Clearwell with New Piping	5,000,000	0
Stop Log System at Lake Nasworthy Dam	1,200,000	0
Water Chemical Building and Appurtenances	5,000,000	0
Water Production Control Center and Lab	2,500,000	0
Water Reclamation Plant Improvements	200,000	0
Water Treatment Plant Improvements	200,000	0
Fire Hydrant Replacement	40,000	0
Subtotal	7,940,000	-19,000
Grand Totals	42,286,432	-125,300

City of San Angelo

2018-2023 Capital Improvement Plan

Adopted by Resolution February 20, 2018

Responsible Division	Project Title	Dedicated/ Committed Funding	Proposed Funding Source	Total Project Costs
Airport	Taxiway Reconfiguration	Y	FAA, PFC	3,587,796
Animal Services	Animal Adoption Center	N	Undetermined	50,000
Animal Services	Animal Shelter Improvements	N	General Fund, Undetermined	350,000
Civic Events	Bill Aylor Sr. Memorial Riverstage Improvements	N	Undetermined	400,000
Civic Events	Foster Communications Coliseum Improvements	N	San Angelo Rodeo Contribution, Undetermined	1,010,000
Civic Events	McNease Convention Center Improvements	Y	Hotel Occupancy Tax	150,000
Information Technology	Fire Station Alerting System	Y	General Fund Capital	200,000
Information Technology	Record Management System Upgrade/Computer Aided Dispatch	N	Bond Funding	2,160,000
Engineering	Construction of 11th St.	N	Undetermined	2,140,000
Engineering	Construction of Rick's Dr. Sidewalk		Undetermined	565,100
Engineering	Drainage - Foster Rd.	N	Undetermined	1,605,000
Engineering	Drainage - Remediation of Issue: W. Avenue P at Bryant Blvd.	Y	Stormwater Fund, General Capital Fund	2,440,000
Engineering	Drainage - River Valley Ln.	N	Undetermined	470,000
Engineering	Mill and Overlay of Christoval Rd. from Paint Rock Rd. to S. Chadbourne St.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	3,388,078
Engineering	Mill and Overlay of Glenna Dr. from Woodlawn St. to Howard St.	Y	Future Bond Funding	3,863,442
Engineering	Mill and Overlay of E. Harris Ave. from N. Abe St. to N. Bell St.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	6,969,234
Engineering	Mill and Overlay of Howard St. from Greenwood St. to U.S. Hwy. 67	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	2,288,716
Engineering	Mill and Overlay of Howard St. from US Hwy. 67 to Pecos St.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	636,930
Engineering	Mill and Overlay of Johnson St. from Sherwood Way to W. Avenue N	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	1,298,716
Engineering	Mill and Overlay of N. Chadbourne St. from Loop 306 to 43rd St.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	8,640,142
Engineering	Mill and Overlay of S. Chadbourne St. from Washington St. to Avenue L	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	2,301,229
Engineering	Mill and Overlay of S. College Hills Blvd. from Loop 306 to Valleyview Blvd.	Y	Street Bond Funding	953,978
Engineering	Mill and Overlay of Smith Blvd. from U.S. Hwy 67 to Gordon Blvd.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	1,257,738

City of San Angelo

2018-2023 Capital Improvement Plan

Adopted by Resolution February 20, 2018

Responsible Division	Project Title	Dedicated/ Committed Funding	Proposed Funding Source	Total Project Costs
Engineering	Mill and Overlay of Smith Blvd. from U.S. Hwy 67 to Pulliam St.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	1,183,853
Engineering	Mill and Overlay of Southwest Blvd. from Rock Brook Dr. to Twin Mountain Dr.	Y	Future Bond Funding	4,880,452
Engineering	Mill and Overlay of Sunset Dr. from College Hills Blvd. to Knickerbocker Rd.	Y	Future Bond Funding	2,601,718
Engineering	Mill and Overlay of Sunset Dr. from Knickerbocker Rd. to Foster Rd.	Y	Future Bond Funding	3,339,648
Engineering	Mill and Overlay of Sunset Dr. from Loop 306 to College Hills Blvd.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	5,810,525
Engineering	Reconstruction of 29th St./Edmund from Howard St. to N. Bryant Blvd.	Y	Future Bond Funding	7,044,376
Engineering	Reconstruction of Avenue N from Sherwood Way to S. Chadbourne St.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	18,047,821
Engineering	Reconstruction of Bell St. from Concho River to Old Ballinger Hwy.	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	14,115,752
Engineering	Reconstruction of College Hills Blvd. from Loop 306 to Avenue N	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	13,594,664
Engineering	Reconstruction of Concho Ave. from Hwy. 87 to Randolph St.	N	Undetermined	850,000
Engineering	Reconstruction of Glenna Dr. from Houston Harte Expy. to Woodlawn St.	Y	Future Bond Funding	2,750,250
Engineering	Reconstruction of MLK Blvd. and Transportation Enhancement Project	Y	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund, TEP Grant & TIRZ Funds	6,816,995
Engineering	Reconstruction of N. Chadbourne St. from Loop 306 to Washington St.	Y	Future Bond Funding, Wastewater Capital Fund	2,203,718
Engineering	Reconstruction of S. Jackson St. from Knickerbocker Rd. to Railroad Tracks	N	Undetermined	600,000
Engineering	Reconstruction of Southland Blvd. from Sherwood Way to Wal-Mart Intersection	Y	Street Bond Funding	801,810
Engineering	Shady Point Rd. Bridge Replacement	N	Undetermined	530,000
Engineering	Stormwater – Quality Improvement Projects	Y	Stormwater Utility Fee	2,100,000
Engineering	Stormwater – Sunset Lake Improvements	Y	Stormwater Utility Fee	700,000
Engineering	Sulphur Draw Sewer Rehabilitation and Lift Station	Y	Wastewater Capital Fund	4,500,000
Engineering	Tom Green County Jail Sewer Main Extension	Y	Tom Green County Contribution, Wastewater Capital Fund	847,902
Engineering	Water Main Replacements	Y	Water Capital Fund	125,931,509
Facilities Maint.	City Hall - Exterior Wall Waterproofing	N	General Capital Fund, Undetermined	1,258,773
Facilities Maint.	Demolition of Riddle Building 713 and 721 S. Oakes Street	Y	General Fund	601,269
Facilities Maint.	Security Equipment Replacement	Y	General Fund, Water Fund, Wastewater Fund	350,000

City of San Angelo

2018-2023 Capital Improvement Plan

Adopted by Resolution February 20, 2018

Responsible Division	Project Title	Dedicated/ Committed Funding	Proposed Funding Source	Total Project Costs
Fire	Fire Facility Improvements	N	Funds from Sale of Stations 5 & 7	298,320
Fire	Fire Station #4 Reconstruction	Y	Bond funds, Medicaid Supplement, Sale of Stations, Undetermined	3,763,067
Fire	Land for Future Fire Stations	N	Undetermined	150,000
Fort Concho	Chase State Office Building Improvements	Y	State Office Fund	400,000
Fort Concho	Fort Concho Barracks and Mess Halls 3 and 4 Reconstruction	Y	Anonymous Private Donation	2,000,000
Fort Concho	Fort Concho Officers' Quarters 1 Improvements	N	Fort Concho Foundation, Private Donors, Other Foundations	300,000
Fort Concho	Fort Concho Officers' Quarters 2 Renovation	Y	Fort Concho Foundation, Private Donors, Foundations, COSA	170,500
Fort Concho	Fort Concho Officers' Quarters 6 Restoration	Y	Fort Concho Foundation, Private Donors, Foundations, COSA	300,000
Fort Concho	Fort Concho Officers' Quarters 8 Reconstruction	Y	Fort Concho Foundation, Private Donors, Foundations, COSA	265,000
Fort Concho	Fort Concho Officers' Row and Company St. Reconstruction	Y	Fort Concho Foundation, Private Donors, State Office, Capital Funds	200,000
Fort Concho	Fort Concho Roof Replacement	N	State Office, Risk Fund, Undetermined	830,000
Fort Concho	Fort Concho Visitors' Center Restoration and Improvements	Y	Type B Sales Tax, Private Donations	2,250,000
Operations	City Fuel Site Improvements	N	Undetermined	1,000,000
Operations	Fleet Services Facility Improvements	N	Undetermined	500,000
Operations	Public Works Maintenance Facility	N	Undetermined	4,500,000
Operations	Street and Bridge Facility Improvements	N	Undetermined	500,000
Operations	Traffic Operations Facility Improvements	N	Undetermined	500,000
Operations	Traffic Signal Battery Backup System	N	Undetermined	1,700,000
Operations	Traffic Signal Replacement	N	Undetermined	25,500,000
Operations	Twin Mountain and Knickerbocker Signal	N	Undetermined	350,000
Parks	Bart De Witt Park	Y	Private Fundraising	500,000
Parks	Brentwood Neighborhood Park Renovation	Y	Type B Sales Tax	250,000
Parks	Brown Neighborhood Park Renovation	Y	Type B Sales Tax	50,000
Parks	Civic League Park Improvements	N	Undetermined	2,000,000
Parks	Glenmore Park, Restrooms	N	Undetermined	275,000
Parks	Martin Luther King, Jr. Memorial Park Restrooms	N	Undetermined	225,000
Parks	Middle Concho Park Improvements	Y	State Grant & Trust Income	471,000
Parks	Rio Concho/Texas Bank Sports Complex Improvements	Y	Type B Sales Tax	708,744

City of San Angelo
 2018-2023 Capital Improvement Plan
 Adopted by Resolution February 20, 2018

Responsible Division	Project Title	Dedicated/ Committed Funding	Proposed Funding Source	Total Project Costs
Parks	Santa Rita Neighborhood/School Park Renovation	Y	Type B Sales Tax & HOA Fundraising	189,500
Parks	South Concho Park and Trail Renovation and Improvements	Y	State Grant & Type B Sales Tax	200,000
Parks	Sunken Garden Park/Sculpture Gardens Improvements	N	Undetermined	600,000
Parks	Unidad (College Hills) Park Playground Refurbishment	Y	Type B Sales Tax, Undetermined	350,000
Police	New Police Department Administration Building	N	General Fund, Undetermined	25,910,067
Public Information	City Auditorium Video Equipment	Y	PEG fees	30,000
Public Information	Public Information Television Studio	Y	PEG fees	250,000
Public Information	Public Information Video File Archiving	Y	PEG fees	40,000
Recreation	29th St. Sports Complex Renovation	Y	Grant, Type B Sales Tax	1,760,000
Recreation	Recreation Centers' Improvements	N	Undetermined	150,000
Recreation	Santa Fe and Station 618 Crossing Renovations	N	Undetermined	150,000
Recreation	Splash Pad Improvements	N	Undetermined	500,000
Recreation	Station 618 Parking Lot	Y	General Fund	85,000
Water Utilities	Asset Management System	Y	Water & Wastewater Capital Funds	250,000
Water Utilities	City Hall Annex Improvements	Y	Water & Wastewater Capital Funds	75,000
Water Utilities	Earthen Spillway Rehabilitation	Y	Water Capital Fund	2,300,000
Water Utilities	Ford Ranch Expansion and Improvements	Y	Water Capital Fund	32,100,000
Water Utilities	Gate Operators Lake Nasworthy Dam	Y	Water Capital Fund	5,200,000
Water Utilities	Lake Operations Maintenance Facility	Y	Water Capital Fund	600,000
Water Utilities	Lift Station Improvements	Y	Wastewater Capital Fund	2,720,000
Water Utilities	New Clearwell with New Piping	Y	Water Capital Fund	5,000,000
Water Utilities	Stop Log System at Lake Nasworthy Dam	Y	Water Capital Fund	1,200,000
Water Utilities	Water Chemical Building and Appurtenances	Y	Water Capital Fund	5,380,000
Water Utilities	Water Production Control Center and Lab	Y	Water Capital Fund	2,880,000
Water Utilities	Water Reclamation Plant Improvements	Y	Wastewater Capital Fund	2,600,000
Water Utilities	Water Treatment Plant Improvements	Y	Water Capital Fund	6,022,500
Water Utilities	Fire Hydrant Replacement	Y	Water Capital Fund	430,000
Water Utilities	Vacuum Truck	Y	Wastewater Capital Fund	1,663,000
2018-2023 Capital Improvement Plan Level 1 & 2 Projects Total				416,778,832

City of San Angelo

Asset Capitalization Policy

The San Angelo City Council members convened September 16, 1997, and adopted a policy that would prescribe a minimum value and useful life for capitalization and formalize an asset tracking and reporting policy. This policy has been in effect since that meeting and has been revised as needed.

The City acquires property, buildings, and equipment to provide its citizenry with services. As such, this policy requires 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

2018-19 Budget

The general laws of the State of Texas do not prescribe any debt limit for Texas cities and the charter for the City of San Angelo does not prescribe any debt limit; consequently, a statement of legal debt margin is not presented in this report. The Attorney General of the State of Texas will normally allow a Texas city to issue general obligation debt to the extent the debt can be serviced by a tax rate of \$1.00 per \$100.00 of assessed valuation.

The City of San Angelo, as of October 1, 2018, 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 10/1/2018	PRINCIPAL REQUIREMENTS 2018-2019	INTEREST REQUIREMENTS 2018-2019	AMOUNT OUTSTANDING 9/30/2019
General	Certificates of Obligation Series 2009*	\$ 14,600,000	750000	750000	\$ 15,938	0
State Office, Water, & Wastewater	General Obligation Refunding Bonds, Series 2011	\$ 28,030,000	\$ 11,675,000	\$ 2,815,000	\$ 434,413	8,860,000
General & Dev Corp	Certificates of Obligation Series 2011*	\$ 13,780,000	\$ 1,160,000	\$ 180,000	\$ 35,163	980,000
Water	Certificates of Obligation Series 2011B	\$ 120,000,000	\$ 79,910,000	\$ 5,735,000	\$ 1,112,209	74,175,000
General & Dev Corp	General Obligation Refunding Bonds, Series 2012	\$ 6,095,000	\$ 2,890,000	\$ 1,430,000	\$ 50,800	1,460,000
Wastewater	General Obligation Refunding Bonds, Series 2014	\$ 7,650,000	\$ 7,315,000	\$ 45,000	\$ 256,725	7,270,000
General	Certificates of Obligation Bonds, Series 2015	\$ 13,260,000	\$ 8,335,000	\$ 1,015,000	\$ 239,781	7,320,000
General	Certificates of Obligation Bonds, Series 2016	\$ 15,615,000	\$ 10,175,000	\$ 395,000	\$ 359,444	9,780,000
General & Dev Corp	General Obligation Refunding Bonds, Series 2016	\$ 17,720,000	\$ 17,720,000	\$ 65,000	\$ 752,969	17,655,000
Wastewater	General Obligation Refunding Bonds, Series 2017	\$ 7,395,000	\$ 5,720,000	\$ 1,740,000	\$ 242,500	3,980,000
General	Tax Notes Bonds, Series 2017	\$ 2,185,000	\$ 1,900,000	\$ 300,000	\$ 35,000	1,600,000
Water	Certificates of Obligation Series 2017	\$ 48,070,000	\$ 47,070,000	\$ 1,015,000	\$ 1,839,742	46,055,000
General	General Obligation Refunding Bonds, Series 2017B	\$ 11,320,000	\$ 11,175,000	\$ -	\$ 459,100	11,175,000
General	General Obligation Bonds, Series 2018	\$ 16,500,000	\$ 16,165,000	\$ 810,000	\$ 501,750	14,355,000
			222,003,374	16,295,000	6,335,534	204,708,738

*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 - 2019

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
2019	102,433	5,333,153,665	182,089,688	1,528,369	180,561,319	3.39%	1762.72

*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>
2019	4,833,419	11,271,417	3,811,449	152,722	2,561,525	22,630,532
2020	4,971,681	11,278,323	3,824,004	153,058	2,552,250	22,779,316
2021	4,050,728	11,285,935	3,896,905	153,506	2,566,094	21,953,168
2022	4,270,275	10,448,309	2,126,344	72,154	2,565,394	19,482,476
2023	3,409,400	10,397,279	2,083,557	67,356	2,565,600	18,523,192
2024	3,295,725	9,703,246	1,403,000		2,569,038	16,971,009
2025	2,747,825	9,702,081	1,403,400		2,565,600	16,418,906
2026	2,905,275	9,703,051	1,401,800		1,243,900	15,254,026
2027	3,009,450	9,707,382	1,240,250		1,245,800	15,202,882
2028	3,187,850	9,710,426			1,241,400	14,139,676
2029	3,220,975	9,706,700			1,240,700	14,168,375
2030	2,543,075	9,708,519			1,243,500	13,495,094
2031	2,541,519	9,708,805			1,239,800	13,490,124
2032	2,547,581	2,859,086			1,239,600	6,646,267
2033	2,545,722	2,854,573			1,242,700	6,642,995
2034	2,544,706	2,855,545			1,244,000	6,644,251
2035	2,544,969	2,858,428			1,238,600	6,641,997
2036	2,163,034	2,858,115			1,240,250	6,261,399

Continued on next page.

City of San Angelo

Summary of Debt Service Requirements

<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	1,263,825	2,854,606				4,118,431
2038	1,266,788	2,856,313				4,123,101
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

<u>\$59,863,822</u>	<u>\$175,185,834</u>	<u>\$21,190,709</u>	<u>\$598,796</u>	<u>\$31,605,751</u>	<u>\$288,444,912</u>
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City of San Angelo

Debt Service Requirements

General Obligation Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2019	3,270,000	1,563,419	4,833,419
2020	3,510,000	1,461,681	4,971,681
2021	2,680,000	1,370,728	4,050,728
2022	2,995,000	1,275,275	4,270,275
2023	2,235,000	1,174,400	3,409,400
2024	2,210,000	1,085,725	3,295,725
2025	1,745,000	1,002,825	2,747,825
2026	1,985,000	920,275	2,905,275
2027	2,180,000	829,450	3,009,450
2028	2,460,000	727,850	3,187,850
2029	2,605,000	615,975	3,220,975
2030	2,015,000	528,075	2,543,075
2031	2,075,000	466,519	2,541,519
2032	2,145,000	402,581	2,547,581
2033	2,210,000	335,722	2,545,722
2034	2,280,000	264,706	2,544,706
2035	2,355,000	189,969	2,544,969
2036	2,045,000	118,034	2,163,034
2037	1,200,000	63,825	1,263,825
2038	<u>1,245,000</u>	<u>21,788</u>	<u>1,266,788</u>
	<u>\$45,445,000</u>	<u>\$14,418,822</u>	<u>\$59,863,822</u>

City of San Angelo

Debt Service Requirements

Water Utility Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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

City of San Angelo

Debt Service Requirements

Water Utility Bonds

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>\$132,619,025</u>	<u>\$42,566,809</u>	<u>\$175,185,834</u>

City of San Angelo

Debt Service Requirements

Wastewater Utility Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$18,522,250</u>	<u>\$2,668,459</u>	<u>\$21,190,709</u>

City of San Angelo

Debt Service Requirements

State Office Buildings

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$548,725</u>	<u>\$50,071</u>	<u>\$598,796</u>

City of San Angelo

Debt Service Requirements

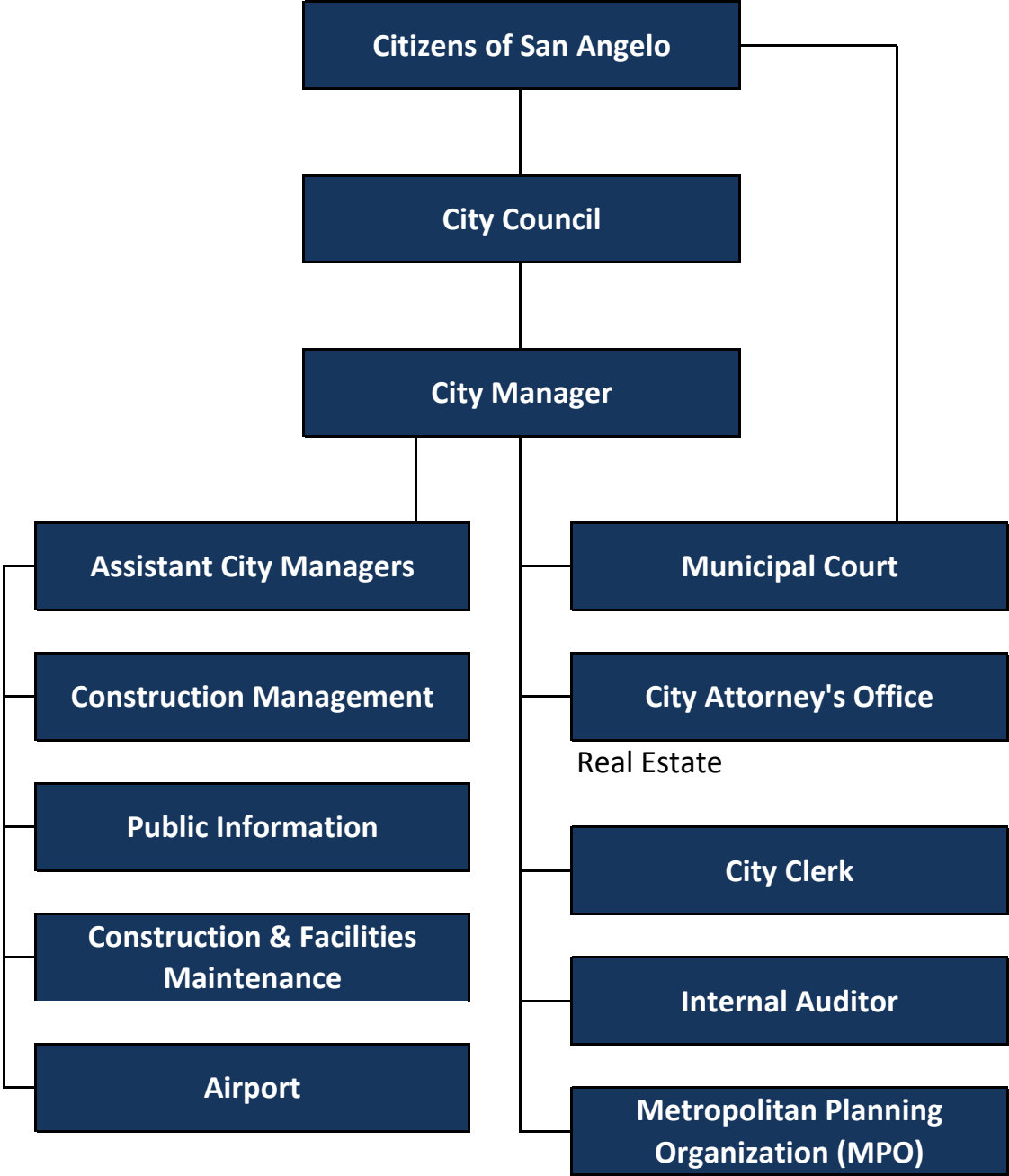
Development Corp

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$23,825,000</u>	<u>\$7,780,751</u>	<u>\$31,605,751</u>

Departmental Information



City of San Angelo General Government



City of San Angelo

City Council

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	145,066	156,989	162,473
Total Revenue	\$145,066	\$156,989	\$162,473
Expenditure			
Personnel	26,699	27,924	27,408
Operations & Maintenance	118,367	129,065	160,065
Capital	0	0	0
Total Expenditure	\$145,066	\$156,989	\$187,473

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	691,267	719,704	730,939
Total Revenue	\$691,267	\$719,704	\$730,939
Expenditure			
Personnel	667,385	674,813	686,048
Operations & Maintenance	23,502	44,891	44,891
Capital	380	0	0
Total Expenditure	\$691,267	\$719,704	\$730,939

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 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	FY17 Actual	FY18 Budget	FY19 Budget
Attend meetings with stakeholders	100%	100%	100%

City of San Angelo Municipal Court

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Fines and Fees	2,832,155	3,128,116	3,200,267
General Fund Reallocation	(535,161)	(562,908)	(558,268)
Total Revenue	\$2,296,994	\$2,565,208	\$2,641,999
Expenditure			
Personnel	1,954,582	2,104,830	2,174,858
Operations & Maintenance	342,412	460,378	467,141
Capital	0	0	0
Total Expenditure	\$2,296,994	\$2,565,208	\$2,641,999

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	31	31	31
Part-Time	1	1	1
Total Personnel	32	32	32

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

City of San Angelo Municipal Court

Goals, Objectives & Performance Measures

Activity: Customer Service

Serves City Council's Vision: N/A

Goal: Collections on traffic and criminal charges

Objectives: Collections

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of customers served	30,770	26,944	32,378
Number of credit card calls	5,719	4,960	5,800
Number at drive-up window	987	808	1,098
Average wait time per customer (in minutes)	10	10	10
Check charges filed	604	812	447
Number of individuals entering the court building	52,451	45,996	55,607
Mail processing	3,727	3,196	3,498

Activity: Financial/Budgeting

Serves City Council's Vision: Financial Vision

Goal: Collections on traffic and criminal charges

Objectives: Hearings; Trials; Collections

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Traffic cases filed	20,379	17,550	21,072
Number of traffic cases closed	19,939	15,932	19,732
Parking cases filed	1,240	1,436	1,236
Parking cases closed	1,278	1,707	1,204
Criminal cases filed	5,240	4,188	3,820
Criminal cases closed	6,748	4,924	3,508

City of San Angelo Municipal Court

Goals, Objectives & Performance Measures

Activity: Case Flow Management

Serves City Council's Vision: N/A

Goal: To handle all of the following: traffic; criminal and juvenile charges filed by the SAPD; environmental charges filed by the Code Compliance Division; Parent Contributing 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); collections on traffic and criminal charges; and vehicle impounds.

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of court hearings	5,993	6,292	15,000
Warrants issued	14,091	13,604	12,516
Warrants cleared	15,780	12,956	13,000
Warrants pending	3,003	5,000	6,999
Number of warrants sent to an outside collection agency	5,665	6,808	5,157

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; Parent Contributing 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	FY17 Actual	FY18 Budget	FY19 Budget
Number of people arrested and placed in jail	3,022	2,560	2,800
Number of people arrested and booked at court	620	448	192

City of San Angelo Municipal Court

Goals, Objectives & Performance Measures

Activity: Graffiti Eradication

Serves City Council's Vision: Community Appearance Vision

Goal: Remove graffiti through part time graffiti program

Objectives: To keep our city clean.

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of graffiti removal locations	90	120	95

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; Parent Contributing 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); three community service programs; collections on traffic and criminal charges; and vehicle impounds

Objectives: Hearings; Trials; Collections; Warrant Service

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of arraignments	1,687	1,620	1,600
Number of "Safe Housing" applications	79	0	78

City of San Angelo

City Attorney's Office

The Legal division provides the City Council, City Manager and City departments with professional, effective and ethical legal assistance with regard to all matters related to the business and operations of the City of San Angelo.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Legal Fees	2,896	0	0
General Fund Support	636,603	653,370	679,291
Total Revenue	\$639,499	\$653,370	\$679,291
Expenditure			
Personnel	607,529	615,123	641,044
Operations & Maintenance	28,175	36,247	36,247
Capital	899	2,000	2,000
Total Expenditure	\$636,603	\$653,370	\$679,291

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

City Attorney's Office

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of cases prosecuted in Municipal Court	1,762	1,772	1,782
Number of cases filed by prosecutor	19	29	39
Number of defendant pre-trials	1,228	1,238	1,248
Number of attorney pre-trials	305	315	325
Number of dismissals	515	505	495

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of cases utilizing outside counsel	5	2	2
Number of ordinances	75	85	95
Number of resolutions	72	82	92
Number of contracts reviewed/prepared	547	557	567
Number of public information requests reviewed/processed	247	257	267
Number of legal questions answered/opinions provided	146	156	166
Number of subpoenas received/worked filed	24	20	16
Number of board/commission meetings	156	156	156

City of San Angelo

Real Estate

The Real Estate 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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Legal Fees	217,922	129,126	148,126
General Fund Support	(48,776)	46,324	41,904
Total Revenue	\$169,146	\$175,450	\$190,030
Expenditure			
Personnel	133,390	139,629	154,209
Operations & Maintenance	35,756	35,821	31,821
Capital	0	0	4,000
Total Expenditure	\$169,146	\$175,450	\$190,030

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Real Estate

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of leases managed (recreational, agricultural, lake lots & grazing leases)	321	285	305
Number of tax sale lots	27	8	8
Number of filing fees collected - administrative	311	480	180
Number of lien recovery (interest)	83	150	150
Number of lien releases	205	150	150

City of San Angelo

City Clerk

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
User fees	815	2,050	300
General Fund Support	235,061	259,671	280,630
Total Revenue	\$235,876	\$261,721	\$280,930
Expenditure			
Personnel	169,777	173,454	180,663
Operations & Maintenance	66,099	86,617	98,467
Capital	0	1,650	1,800
Total Expenditure	\$235,876	\$261,721	\$280,930

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

City Clerk

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Percent of meetings held in compliance with the Texas Open Meetings Act	100%	100%	100%

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Percent of elections conducted in compliance with State Law	100%	N/A *	100%

*No elections are planned in FY18.

City of San Angelo

City Clerk

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Percent of open records requests processed in compliance with the Texas Public Information Act	100%	100%	100%

City of San Angelo

Internal Audit

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	74,781	76,863	78,346
Total Revenue	\$74,781	\$76,863	\$78,346
Expenditure			
Personnel	73,311	73,498	74,981
Operations & Maintenance	1,470	3,365	3,365
Capital	0	0	0
Total Expenditure	\$74,781	\$76,863	\$78,346

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of audits completed	15	16	17
Number of advisory services completed	18	22	24
Number of recommendations made	12	15	17
Number of recommendations implemented	4	7	8

City of San Angelo

Metropolitan Planning Organization

Part of the overall planning mission is to provide assistance to the City Manager and City Council on matters affecting the physical and economic growth and development of San Angelo.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	139,418	205,528	208,695
Total Revenue	\$139,418	\$205,528	\$208,695
Expenditure			
Personnel	89,146	175,693	182,963
Operations & Maintenance	37,824	29,835	25,732
Capital	865	0	0
Total Expenditure	\$127,835	\$205,528	\$208,695
Surplus/(Deficit)	\$11,583	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	3	3	3
Part-Time	0	0	0
Total Personnel	3	3	3

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

City of San Angelo Metropolitan Planning Organization

Goals, Objectives & Performance Measures

Activity: Public Outreach and Education

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

Goal: Promote physical and economical growth and development

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Present information/data to the MPO policy board	11	10	10
Host & coordinate public meetings	3	6	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	FY17 Actual	FY18 Budget	FY19 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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Research grant opportunities	7	5	5

City of San Angelo

Construction Management

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Reimbursed Expenses	48,500	74,300	60,000
General Fund Support	130,065	53,491	55,618
Total Revenue	\$178,565	\$127,791	\$115,618
Expenditure			
Personnel **	174,934	122,578	108,455
Operations & Maintenance	3,631	5,213	7,163
Capital	0	0	0
Total Expenditure	\$178,565	\$127,791	\$115,618

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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.

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

City of San Angelo

Construction Management

Goals, Objectives & Performance Measures

Activity: Construction Management

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

Goal: Provide construction management services

Objectives: Construction management of projects; architectural services

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of projects worked	14	8	8
Number of projects completed	5	4	4
Percent of projects completed on schedule	60%	100%	100%
Percent of projects completed within budget	100%	100%	100%

City of San Angelo

Public Information

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	250,792	458,600	454,859
Total Revenue	\$250,792	\$458,600	\$454,859
Expenditure			
Personnel	178,075	186,550	182,809
Operations & Maintenance	10,596	22,050	22,050
Capital	62,121	250,000	250,000
Total Expenditure	\$250,792	\$458,600	\$454,859

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	2	2	2
Part-Time	0	0	0
Total Personnel	2	2	2

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

City of San Angelo

Public Information

Goals, Objectives & Performance Measures

Activity: Information Dissemination

Serves City Council's Vision: Neighborhood Vision

Goal: Inform citizens about the work and workings of their municipal government, with an emphasis on issues of importance, impact and interest to them; a wide range of mass communication avenues

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of contributed pieces to the Standard-Times Newspaper	72	80	75
Number of press releases	175	180	180
Number of page views on cosatx.us	2.4 m	2.5 m	2.5 m
Number of YouTube views	23 k	26 k	28 k
Number of Facebook followers	25 k	26 k	27 k
Number of Twitter followers	5 k	6 k	7 k
Number of tweets	14 k	16 k	18 k
Number of original programs on SATV	177	260	260

City of San Angelo

Public Information

Goals, Objectives & Performance Measures

Activity: Perception Enhancement

Serves City Council's Vision: Neighborhood Vision

Goal: Improve the City's perception among its citizens by equipping staff and community members to ably speak about the organization and its work

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of internal training sessions led by Public Information	4	4	4

City of San Angelo

Facilities Maintenance

The Construction and Facilities Maintenance division provides maintenance and custodial services for the Employee Clinic, Utility Billing, City Hall, Community Development Building, Recreation/Senior Centers, Nature Center, Emergency Operations Center, Fort Concho, Animal Shelter, Railway Museum, 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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Reimbursed Expenses	9,831	8,500	18,500
General Fund Support	673,039	668,729	673,562
Total Revenue	\$682,870	\$677,229	\$692,062
Expenditure			
Personnel	343,714	358,518	364,363
Operations & Maintenance	290,929	318,711	327,699
Capital	48,227	0	0
Total Expenditure	\$682,870	\$677,229	\$692,062

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Facilities Maintenance

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of electrical repairs (contractor)	11	15	15
Number of HVAC repairs (contractor)	17	15	15
Number of plumbing repairs (contractor)	2	5	5
Number of requests for service	617	750	750
Number of HVAC filters and coils serviced for preventive maintenance	241	300	300
Number of plumbing preventative maintenance at various facilities including treating floor drains, replacing urinal cartridges, etc.	21	50	65
Number of electrical repairs	60	75	100
Number of HVAC repairs	15	40	50
Number of carpentry repairs	110	150	150
Number of plumbing repairs	97	100	100
Number of misc. services: de-icing, setups, grounds maintenance, council packet delivery	202	275	300
TDCJ inmate work crew oversight	15	12	12

City of San Angelo

Facilities Maintenance

Goals, Objectives & Performance Measures

Activity: Contractor/Project Management

Serves City Council's Vision: Infrastructure Vision

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Estimated costs savings or reductions by using TDCJ crews (mowing, weeding, painting, moving equipment, etc.)	\$17,536	\$15,000	\$15,000
Number of contracts renegotiated for best price for services to increase lifespan of COSA infrastructure	2	15	2
Number of contracts extended to continue best cost and to increase lifespan of COSA infrastructure	14	5	14
Bid solicitations for continuing projects such as HVAC system and roofing replacements	4	4	5

City of San Angelo

San Angelo Regional Airport

The San Angelo Regional Airport aims to contribute to the economic vitality and quality of life in San Angelo, Tom Green County, and the Concho Valley. We do this by providing high quality aviation services, facilities, and interaction with our customers. Our customers are the airfield tenants and users, neighbors, and the worldwide aviation community to which we may provide support.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grants	683	722	679
Leases/Rentals	1,035,786	1,010,758	1,027,913
Concessions	331,285	358,100	368,214
Landing Fees & Advertising	58,869	82,682	91,523
Development Corp	73,757	0	0
Other Income	56,240	21,830	65,975
Total Revenue	\$1,556,620	\$1,474,092	\$1,554,304
Expenditure			
Personnel	740,498	784,271	787,791
Operations & Maintenance	856,889	643,855	719,784
Capital	0	0	0
Debt Service	0	45,966	46,729
Total Expenditure	\$1,597,387	\$1,474,092	\$1,554,304
Surplus/(Deficit)	-\$40,767	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	13	13	13
Part-Time	0	0	0
Total Personnel	13	13	13

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

City of San Angelo

San Angelo Regional Airport

Goals, Objectives & Performance Measures

Activity: Commercial

Serves City Council's Vision: Industry Vision

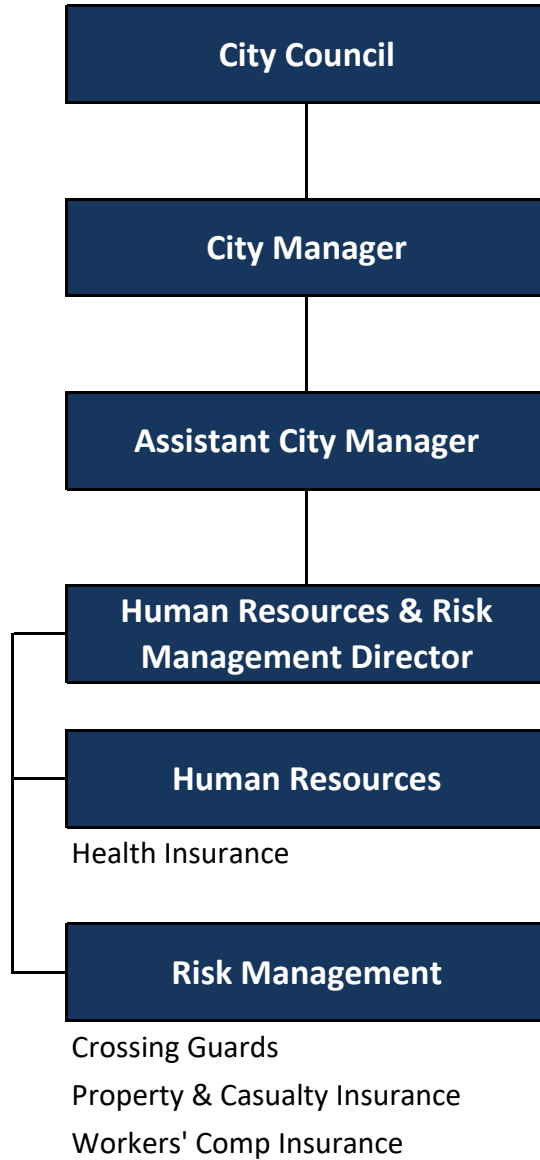
Goal: Provide high quality aviation services, facilities and interaction with our customers; contribute to the economic vitality and quality of life

Objectives: Contribute to regional economic development through aviation facilities and services

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of passengers	119,495	125,292	118,000
Number of aircraft operations	84,989	85,000	86,689
Fuel flowage (in gallons)	1,246,535	1,200,000	1,296,396

City of San Angelo

Human Resources and Risk Management



City of San Angelo

Human Resources

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	386,458	2,402,668	2,435,977
Total Revenue	\$386,458	\$2,402,668	\$2,435,977
Expenditure*			
Personnel	275,904	273,372	283,336
Operations & Maintenance	110,554	2,129,296	2,152,641
Capital	0	0	0
Total Expenditure	\$386,458	\$2,402,668	\$2,435,977

Personnel Summary**	FY17 Actual	FY18 Budget	FY19 Budget
Full Time ***	5	5	4
Part-Time	0	0	0
Total Personnel	5	5	4

*In FY18, retiree, catastrophe, and liability insurances were reallocated to this division.

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

*** Reorganization of staff to properly allocate responsibilities.

City of San Angelo

Human Resources

Goals, Objectives & Performance Measures

Activity: Recruiting/Employment Services

Serves City Council's Vision: N/A

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

Objectives: Recruitment; Department Excellence; and Employee Satisfaction

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Average number of days to fill vacant positions	32	35	30
Number of job fairs attended to promote city vacancies (goal of 5 each fiscal year)	4	5	5
Number of job classifications/salary ranges reviewed each year to establish competitive wages across comparable cities	200	200	200
On time completion of citywide pay increases by fiscal year beginning	On-time	On-time	On-time
Percent of errors in citywide fiscal year pay increases	0%	0%	0%

City of San Angelo

Health Insurance

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Clinic Revenue	103,267	101,200	101,200
Self Insurance Revenue	8,662,720	8,677,445	8,901,365
Interest	189	0	0
Total Revenue	\$8,766,176	\$8,778,645	\$9,002,565
Expenditure			
Personnel	143,538	122,165	159,422
Operations & Maintenance	1,006,674	1,031,750	2,012,328
Insurance Claims Liability	6,404,842	7,624,730	6,830,815
Capital	0	0	0
Total Expenditure	\$7,555,054	\$8,778,645	\$9,002,565
Surplus/(Deficit)	\$1,211,122	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	1	1	2
Part-Time	0	0	0
Total Personnel	1	1	2

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

** Reorganization of staff to properly allocate responsibilities.

City of San Angelo Health Insurance

Goals, Objectives & Performance Measures

Activity: Benefits

Serves City Council's Vision: N/A

Goal: Effectively administer the benefits and wellness programs

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Top diagnoses	Hypertension	Obesity	Obesity
Number of claims exceeding stop loss (> \$150,000)	4	3	2
Number of participants in a health & wellness program	770	782	802

City of San Angelo

Crossing Guards

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
User Fees	129,658	130,700	131,333
General Fund Support	3,252	(5,000)	(10,816)
Total Revenue	\$132,910	\$125,700	\$120,517
Expenditure			
Personnel	108,843	105,703	105,703
Operations & Maintenance	24,067	19,997	14,814
Capital	0	0	0
Total Expenditure	\$132,910	\$125,700	\$120,517

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	0	0	0
Part-Time	25	25	25
Total Personnel	25	25	25

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

City of San Angelo

Crossing Guards

Goals, Objectives & Performance Measures

Activity: School Crossings

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
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	\$6,646	\$6,285	\$6,026
Number of auto/pedestrian accidents	0	0	0
Number of reported injuries to children while crossing	0	0	0
Number of reported crossing guard injuries	1	1	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.

Budget Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Premium Contributions	466,818	523,154	778,025
Special Event Insurance	37,888	35,675	36,631
Insurance Proceeds	331,646	262,011	384,231
Interest	12,253	28,672	16,734
Total Revenue	\$848,605	\$849,512	\$1,215,621
Expenditure			
Personnel	140,432	158,089	136,636
Operations & Maintenance	884,601	689,923	1,077,381
Capital	532	1,500	1,604
Total Expenditure	\$1,025,565	\$849,512	\$1,215,621
Surplus/(Deficit)	(\$176,960)	\$0	\$0

* Change in accounting method for distributing cost to funds.

City of San Angelo

Property & Casualty Insurance

Goals, Objectives & Performance Measures

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

Serves City Council's Vision: N/A

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

Objectives: Risk management administration; property/casualty claims handling

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of general liability claims filed	14	37	29
Total costs of general liability claims	\$169,314	\$59,395	\$107,500
Average cost of general liability claims	\$12,093	\$1,653	\$5,475
Number of auto accidents involving City vehicles	139	133	142
Number of "at fault" City vehicle accidents	29	62	56
Total cost of auto claims	\$309,849	\$251,453	\$304,736
Average cost of all auto claims	\$2,229	\$1,891	\$2,146
Subrogation-amount recovered for damage to City vehicles	\$118,730	\$87,212	\$108,753
Number of property claims reported	130	93	113
Total cost of property claims	\$620,806	\$111,949	\$302,218
Average cost of property claims	\$4,775	\$1,204	\$2,674
Subrogation-amount recovered for damage to City property	\$101,070	\$60,071	\$62,407

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Premium Contributions	1,350,410	1,350,667	1,201,602
Insurance Proceeds	263	34,465	10,714
Interest	2,407	0	9,755
Total Revenue	\$1,353,080	\$1,385,132	\$1,222,071
Expenditure			
Personnel	212,968	237,249	217,217
Operations & Maintenance	29,752	82,900	77,196
Claims	1,069,155	505,346	504,993
Insurance Premiums	83,778	127,018	129,898
Capital	0	0	0
Total Expenditure	\$1,395,653	\$952,513	\$929,304
Surplus/(Deficit)	(\$42,573)	\$432,619	\$292,767

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	4	4	4
Part-Time	0	0	0
Total Personnel	4	4	4

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

City of San Angelo

Workers' Compensation

Goals, Objectives & Performance Measures

Activity: Investigate, evaluate and determine compensability of workers' compensation claims filed; pay benefits in accordance with the Texas workers' Compensation Act

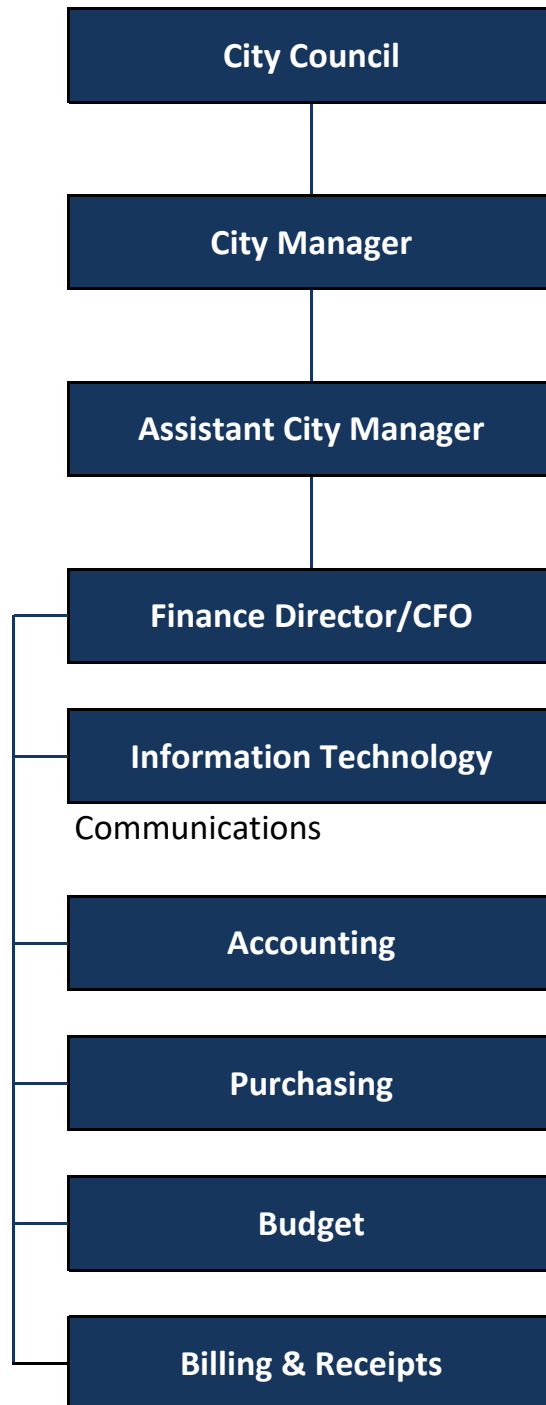
Serves City Council's Vision: N/A

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of workers' compensation claims reported	125	121	126
Total cost of workers' compensation	\$348,207	\$785,111	\$773,064
Average cost per workers' compensation claim	\$2,786	\$6,489	\$6,135
Amount reserved for workers' compensation claims	\$481,545	\$808,829	\$826,435
Amount paid in indemnity benefits for workers' compensation claims	\$110,726	\$218,992	\$181,670
Amount paid for medical services for workers' compensation claims	\$370,823	\$391,708	\$578,724
Subrogation-amount recovered from third parties for injuries sustained by City employees	\$9,076	\$1,680	\$4,582
Average number of workers' compensation claims reported monthly	10	10	10
Average number of workers' compensation claims finalized monthly	4	5	4

City of San Angelo Finance Department



City of San Angelo

Finance

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	1,596,055	1,666,864	1,745,804
Total Revenue	\$1,596,055	\$1,666,864	\$1,745,804
Expenditure			
Personnel	866,492	894,851	915,925
Operations & Maintenance	728,003	768,413	819,618
Capital	1,560	3,600	10,261
Total Expenditure	\$1,596,055	\$1,666,864	\$1,745,804

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 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	N/A	100%	100%
Average number of business days to process a budget amendment	3.56	4.00	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 (CIP); assist internal customers with capital project decision-making analysis

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of online survey responses	162	850	1,000
Submit CIP to City Council on time	Yes	Yes	Yes

City of San Angelo

Finance

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	FY17 Actual	FY18 Budget	FY19 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	24,411	20,486	20,590
Number of accounts payable payments processed	10,509	11,719	11,320
Number of journal entries recorded	987	900	930

City of San Angelo

Information Technology

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	534,644	647,407	653,282
Total Revenue	\$534,644	\$647,407	\$653,282
Expenditure			
Personnel	341,089	374,921	380,796
Operations & Maintenance	193,555	272,486	272,486
Capital	0	0	0
Total Expenditure	\$534,644	\$647,407	\$653,282

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	6	7	6
Part-Time	0	0	0
Total Personnel	6	7	6

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

**Reorganization to more efficiently reallocate staff for growing needs.

City of San Angelo Information Technology

Goals, Objectives & Performance Measures

Activity: Network Operation

Serves City Council's Vision: Infrastructure Vision

Goal: Provide quality and economical mainframe support services

Objectives: Provide mainframe, peripheral and related operational support

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Percent of time wireless network is available	100%	98%	98%
Percent of time data center is available	97%	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	FY17 Actual	FY18 Budget	FY19 Budget
Percent of work orders completed in the same day	86%	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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Radio	166,844	157,498	157,498
Voice Over IP	296,116	300,041	300,041
Internet	60,043	49,367	49,367
Cell Phones	282,129	240,788	258,788
Interest	2,407	2,737	4,805
Total Revenue	\$807,539	\$750,431	\$770,499
Expenditure			
Radio	108,765	132,309	136,418
Voice Over IP	166,075	216,543	212,377
Internet	64,445	49,151	49,140
Cell Phones	254,979	241,222	259,391
Capital	91,362	111,206	113,173
Total Expenditure	\$685,626	\$750,431	\$770,499
Surplus/(Deficit)	\$121,913	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	2	1	1
Part-Time	0	0	0
Total Personnel	2	1	1

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

**Reorganization to more efficiently reallocate staff for growing needs.

City of San Angelo Communications

Goals, Objectives & Performance Measures

Activity: Telephone/Internet Bundled Operations

Serves City Council's Vision: N/A

Goal: Provide quality and economical communication and support services

Objectives: Maintain VoIP technology; respond to telephone work order requests; keep updated records for annual directory; add/move/changes; process billing to departments

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Percent of time VoIP phone system is available	100%	100%	100%
Number of analog lines serviced	129	120	140
Average cost per analog land line	\$34.25	\$37.50	\$38.00
Percent of time internet service is available	100%	100%	100%
Cost of internet service a year	\$46,800	\$46,000	\$50,000
Cost per megabit/second	\$234	\$450	\$200

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of radios maintained	1,022	1,030	1,035
Number of radios repaired	6	15	25
Percentage of time radio system is available	100%	100%	100%

City of San Angelo

Purchasing

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Miscellaneous Revenue	52,253	34,997	37,227
General Fund Support	103,566	134,290	146,652
Total Revenue	\$155,819	\$169,287	\$183,879
Expenditure			
Personnel	147,506	156,128	170,720
Operations & Maintenance	6,373	10,095	10,095
Capital	1,940	3,064	3,064
Total Expenditure	\$155,819	\$169,287	\$183,879

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	2	2	3
Part-Time	0	0	0
Total Personnel	2	2	3

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

**One full time position was reallocated from IT to Purchasing.

City of San Angelo

Purchasing

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.

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of purchase orders issued	2,620	2,500	2,500
Number of procurement card transactions	7,489	8,000	8,000
Purchasing card compliance	88%	90%	93%
Total procurement card charges	\$1,533,564	\$1,500,000	\$1,500,000
Number of formal procurement requests	54	60	60
Number of contracts drafted and/or reviewed	149	150	150

City of San Angelo

Billing & Collections

The Billing and Collections 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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	675,521	704,861	750,112
Total Revenue	\$675,521	\$704,861	\$750,112
Expenditure			
Personnel	411,984	419,514	464,765
Operations & Maintenance	263,537	285,347	285,347
Capital	0	0	0
Total Expenditure	\$675,521	\$704,861	\$750,112

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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 & Collections

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	FY17 Actual	FY18 Budget	FY19 Budget
Accounts receivable invoices and statements processed	14,464	15,478	14,865
Accounts receivable customer payment transactions	9,044	9,436	9,134
Cash deposit transactions	26,068	25,797	25,807

Activity: Municipal Services Transactions

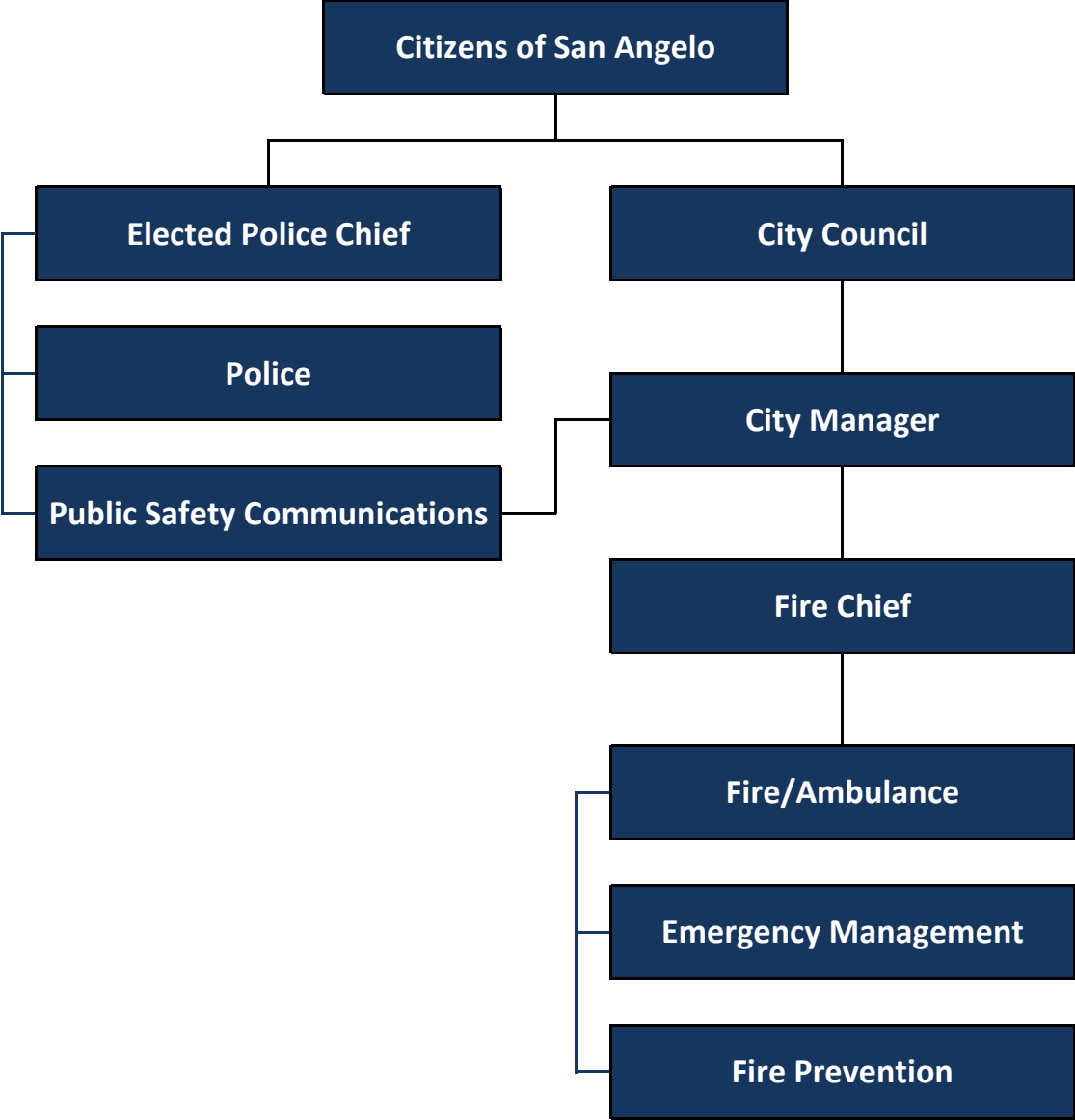
Serves City Council's Vision: Financial Vision

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Municipal services statements processed and mailed	417,073	418,814	421,244
Municipal services payments processed	410,035	419,745	414,135
Customer accounts with exceptions - processed daily	189	214	191
Number of staff manual payment entries	94,193	105,918	93,251
Percent of adjustments processed prior to subsequent billing cycle	89%	93%	91%

City of San Angelo Public Safety



City of San Angelo Police

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Alarm Fees	193,458	188,526	190,275
Other	355,324	388,500	387,700
General Fund Support	17,706,563	18,069,108	18,813,453
Total Revenue	\$18,255,345	\$18,646,134	\$19,391,428
Expenditure			
Personnel	16,259,477	16,636,847	17,358,417
Operations & Maintenance	1,890,844	1,963,491	1,987,215
Capital	105,024	45,796	45,796
Total Expenditure	\$18,255,345	\$18,646,134	\$19,391,428

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	197	202	207
Part-Time	1	1	1
Total Personnel	198	203	208

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

**Five civil service police officer positions were added in FY18 and in FY19.

City of San Angelo

Police

Goals, Objectives & Performance Measures

Activity: Patrol

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Uniform Patrol Services; traffic control/investigation

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of calls for the K-9 division	188	190	195
Number of calls received for police services annually	100,130	103,000	106,000
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	294	300	310

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of calls for Crime Scene Investigation (CSI)	1,450	1,475	1,500
Number of reports created by CSI	1,182	1,200	1,200
Number of evidence items received annually	8,587	8,700	8,800
Number of calls received by Crime Stoppers	561	575	600

City of San Angelo Police

Goals, Objectives & Performance Measures

Activity: Administration

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Crime Prevention; Professional Standards/Internal Affairs

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Alarm fee collection	\$193,457	\$195,000	\$200,000
Number of active alarms	3,513	3,550	3,600

City of San Angelo

Public Safety Communications

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	1,432,462	1,516,048	1,580,305
Total Revenue	\$1,432,462	\$1,516,048	\$1,580,305
Expenditure			
Personnel	1,195,143	1,245,516	1,298,655
Operations & Maintenance	225,384	254,783	259,650
Capital	11,935	15,749	22,000
Total Expenditure	\$1,432,462	\$1,516,048	\$1,580,305

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	25	25	25
Part-Time	0	0	0
Total Personnel	25	25	25

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

City of San Angelo

Public Safety Communications

Goals, Objectives & Performance Measures

Activity: Call Processing

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of 911 wireless calls received	51,736	52,500	54,000
Number of 911 wireline (landline) calls received	9,418	10,000	10,500
Average call processing time for 911 emergency calls	1.12	1.10	1.08
Number of incoming/outgoing non-emergency calls	200,855	185,000	190,000
Average call processing time for non-emergency calls	1.21	1.18	1.16
Number of 911 recording requests received	751	850	900

City of San Angelo

Public Safety Communications

Goals, Objectives & Performance Measures

Activity: Dispatching Emergency Services

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of police department calls dispatched	98,725	100,000	102,500
Number of fire and ambulance calls dispatched	12,723	14,000	14,500
Number of volunteer fire departments calls dispatched	1,065	1,200	1,250

City of San Angelo

Fire

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Ambulance & Fire Revenues	3,475,549	3,510,000	3,650,000
Reimbursed Expenses	632,033	0	0
General Fund Support	12,570,183	13,416,633	13,882,042
Total Revenue	\$16,677,765	\$16,926,633	\$17,532,042
Expenditure			
Personnel	15,029,398	15,453,452	15,998,611
Operations & Maintenance	1,369,136	1,459,181	1,519,431
Capital	279,231	14,000	14,000
Total Expenditure	\$16,677,765	\$16,926,633	\$17,532,042

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	168	176	176
Part-Time	0	0	0
Total Personnel	168	176	176

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

**8 new firefighter/paramedic positions were added in FY18.

City of San Angelo Fire

Goals, Objectives & Performance Measures

Activity: Emergency Response

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Emergency, fire and ambulance response

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Average fire truck response time in minutes to incidents	3:22	4:30	4:30
Average ambulance response time in minutes to incidents	4:27	5:30	5:30
Average ambulance response time in minutes from dispatch to emergency facility	29:30	30:00	30:00
Percent of total calls which are medical or first responders	80%	85%	85%
Percent of responses outside the city limits	9.00%	10.00%	10.00%
Number of ambulance responses	13,230	13,725	14,000
Number of fire truck responses	7,613	7,880	8,000

City of San Angelo Fire

Goals, Objectives & Performance Measures

Activity: Emergency Preparation

Serves City Council's Vision: Neighborhood Vision

Goal: Provide the highest safety level to emergency responders

Objectives: Training and preventive inspections

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of continuing education hours by classified personnel	28,377	40,000	30,000
Number of hydrants inspected*	0	3,000	3,000

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Percent of airpacks serviced and returned in five days	99	100	100
Number of face pieces tested annually	175	175	175
Number of airpacks tested annually	92	92	92
Number of times airpack cylinders are filled	2,019	1,400	2,000
Number of airpack repairs annually	114	25	25

City of San Angelo

Emergency Management

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	57,783	106,208	106,208
Rent	30,000	30,000	30,000
Reimbursed Expense	85,500	89,100	89,100
General Fund Local Match	17,423	55,658	56,949
Total Revenue	\$190,706	\$280,966	\$282,257
Expenditure			
Personnel	73,257	74,382	75,703
Operations & Maintenance	100,880	185,210	185,210
Capital	16,569	21,374	21,344
Total Expenditure	\$190,706	\$280,966	\$282,257
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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	FY17 Actual	FY18 Budget	FY19 Budget
Number of updates to the emergency operation plan annexes	3	2	2
Number of table top exercises	4	4	4
Number of functional or full scale exercises	1	1	1
Number of personnel trained in NIMS700	44	55	48
Number of personnel trained in NIMS100	39	87	47
Number of personnel trained in NIMS200	34	39	32
Number of personnel trained in NIMS800	8	3	6
Number of personnel trained in NIMS300	25	72	40
Number of personnel trained in NIMS400	20	47	42
Number of TDEM sponsored courses	4	8	14
Percentage of completed NIMS training organization wide	85%	87%	95%
Number of other Emergency Management classes sponsored	7	4	16
Number of personnel completing other Emergency Management classes	106	110	165
Number of community outreach programs delivered	10	10	10
Number of citizens reached through the outreach programs	250	250	250
Number of hours of media outreach programs completed	15	15	15
Total number of personnel trained through all courses	276	303	491
Total number of personnel hours of training delivered	2,052	2,156	2,528

City of San Angelo

Fire Prevention

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Permit & Inspection Fees	83,648	101,237	85,000
Other	20,655	13,600	60,000
General Fund Support	676,698	623,156	651,644
Total Revenue	\$781,001	\$737,993	\$796,644
Expenditure			
Personnel	697,860	655,870	644,521
Operations & Maintenance	80,891	79,623	140,394
Capital	2,250	2,500	11,729
Total Expenditure	\$781,001	\$737,993	\$796,644

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of licensed facilities inspected (facilities requiring state operational license - hospital, nursing home, MHMR home, foster homes, etc.)	165	130	140
Number of routine fire inspections or re-inspections	1,239	1,500	1,500
Number of educational facilities inspected	30	50	50
Number of complaints investigated	141	75	100
Average number of business days from the time plans are received until review is completed and returned	5	3	5
Number of plan reviews completed in a year	195	300	300

City of San Angelo

Fire Prevention

Goals, Objectives & Performance Measures

Activity: Dangerous Buildings

Serves City Council's Vision: Community Appearance Vision

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

Objectives: Identify, revitalize, secure or eliminate substandard buildings

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of letters mailed regarding dangerous buildings	307	250	250

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of fire prevention presentations made (not K-12)	32	30	30
Number of children educated during Fire Prevention Week	7,554	3,000	7,000
Number of technical consultations relating to fire code	261	400	350

City of San Angelo Fire Prevention

Goals, Objectives & Performance Measures

Activity: Incident Reports

Serves City Council's Vision: Commerce Vision

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

Objectives: Perform fire and arson investigations

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of informational reports provided by request	64	100	75
Number of fire investigations conducted	140	125	125

City of San Angelo Planning & Development Services



City of San Angelo

Development Services

The Development Services Administration Department 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. Development Services Administration 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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	338,106	467,510	466,461
Total Revenue	\$338,106	\$467,510	\$466,461
Expenditure			
Personnel	300,264	402,408	401,359
Operations & Maintenance	37,397	63,102	63,102
Capital	445	2,000	2,000
Total Expenditure	\$338,106	\$467,510	\$466,461

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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 Development Services

Goals, Objectives & Performance Measures

Activity: Management

Serves City Council's Vision: N/A

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of communication & coordination meetings with division managers	26	26	26
Implement Full Site Plan Process for review and revisions of commercial projects	N/A	40	40
Provide oversight of the Certificate of Occupancy process for new commercial projects	N/A	50	55

City of San Angelo Development Services

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Create a development handbook to educate users about the various development processes	90%	100%	Complete
Implement online permitting and plan review software and go live for customers	25%	100%	100%
Demonstrate a 80% satisfaction rating for the new online plan review software	N/A	80%	80%
Maintain communication timeline with consultation and DRC participants	N/A	90%	95%

City of San Angelo

GIS

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Map Sales & Other Fees	74	250	0
General Fund Support	274,879	300,894	305,003
Total Revenue	\$274,953	\$301,144	\$305,003
Expenditure			
Personnel	250,870	252,937	256,796
Operations & Maintenance	21,088	39,462	39,208
Capital	2,995	8,745	8,999
Total Expenditure	\$274,953	\$301,144	\$305,003

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

GIS

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of servers administered	3	3	4
Number of databases management systems administered	1	1	1
Number of server applications administered	3	3	3
Number of business systems maintained	3	3	4
Number of database domains administered	220	225	230

City of San Angelo

GIS

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of feature classes maintained	459	460	462
Number of feature datasets maintained	35	37	38
Street miles maintained in central GIS	1,952	1,953	1,954

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of requests received from City departments	2,369	2,400	2,400

City of San Angelo

Permits & Inspections

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Permit & Inspection Fees	646,756	613,231	643,800
General Fund Support	247,143	270,349	276,262
Total Revenue	\$893,899	\$883,580	\$920,062
Expenditure			
Personnel	841,147	830,203	866,685
Operations & Maintenance	52,752	51,627	52,177
Capital	0	1,750	1,200
Total Expenditure	\$893,899	\$883,580	\$920,062

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	13	13	13
Part-Time	1	1	1
Total Personnel	14	14	14

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

City of San Angelo

Permits & Inspections

Goals, Objectives & Performance Measures

Activity: Plan Reviews/Permit Issuance

Serves City Council's Vision: Commerce Vision

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

Objectives: Residential Permitting; commercial permitting; ensure compliance with Building, Fire, Energy, Plumbing, Electrical & Mechanical Codes

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of new commercial construction applications reviewed	187	125	150
Average number of working days for initial review of new commercial construction plans	9	15	15
Percentage of initial commercial building plan reviews completed within 21 working days	93%	90%	90%
Number of new single family construction permits issued	176	200	180
Total permits issued annually	7,072	7,000	7,000
Percentage of plan reviews approved without mistakes	95%	95%	95%

City of San Angelo

Permits & Inspections

Goals, Objectives & Performance Measures

Activity: Customer Services

Serves City Council's Vision: Commerce Vision

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

Objectives: Customer Service

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Average number of walk-in customers served per day	22	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	FY17 Actual	FY18 Budget	FY19 Budget
Number of inspections performed	9,873	11,000	10,000

City of San Angelo

Planning

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Zoning Fees	64,223	43,000	51,500
General Fund Support	226,506	253,139	255,843
Total Revenue	\$290,729	\$296,139	\$307,343
Expenditure			
Personnel	267,242	281,927	288,631
Operations & Maintenance	23,487	14,212	18,712
Capital	0	0	0
Total Expenditure	\$290,729	\$296,139	\$307,343

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Planning

Goals, Objectives & Performance Measures

Activity: Create and Implement a Vision for the City

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

Goal: 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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Draft a minimum of 10 Text Amendments to the Subdivision Ordinance, Sign Ordinance, Zoning Ordinance, or the Code of Ordinances	14	10	10
City Council pass a minimum of 90% of all Text Amendments presented.	100%	90%	90%
Assist in-person customers seeking assistance on a Planning-related matter.	85%	75%	75%
Percentage of applicants that ranked "satisfied" or higher with department performance.	85%	90%	90%

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Property Tax	742,980	871,259	784,996
Interest	13,105	15,567	10,634
Total Revenue	\$756,085	\$886,826	\$795,630
Expenditure			
Downtown Projects	518,511	323,542	245,780
North Projects	90,917	563,284	549,850
Total Expenditure	609,428	886,826	795,630
Surplus/(Deficit)	\$146,657	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

*Employees who manage TIRZ report to other divisions.

City of San Angelo

Neighborhood & Family Services



City of San Angelo

Community & Housing Support Services

To secure Community Development Block Grant and HOME Investment Partnerships grant funding from HUD for the City in order to enhance the facilities in the low income areas of the community and the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents. And to provide a complete range of social services to the citizens of San Angelo and Tom Green County. All services will be provided with respect for the client and in a courteous manner. COSA Family Support employees are expected to “go the second mile” to assure clients receive all necessary services for which they are eligible.

Budget Summary - CDBG	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	644,349	688,898	699,822
Other	60,300	32,000	32,000
Total Revenue	\$704,649	\$720,898	\$731,822
Expenditure			
Administration	251,004	269,000	271,364
Debt Service	147,695	146,048	144,154
Public Service Projects	105,988	177,850	100,304
Rehab Grants and Loans	164,147	90,000	178,000
Code Enforcement - Grant	38,000	38,000	38,000
Total Expenditure	\$706,834	\$720,898	\$731,822
Surplus/(Deficit)	(\$2,185)	\$0	\$0

City of San Angelo

Community & Housing Support Services

Budget Summary - HOME	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	855,596	938,095	1,038,317
Other	148,718	124,547	123,547
Total Revenue	\$1,004,314	\$1,062,642	\$1,161,864
Expenditure			
Administration	288,594	364,867	376,060
Homebuyers Assistance	85,658	144,882	135,346
Other	587,611	552,893	650,458
Total Expenditure	\$961,863	\$1,062,642	\$1,161,864
Surplus/(Deficit)	\$42,451	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of home buyers assisted	13	15	15
Number of applicants	16	18	18
Average cost per household assisted	\$9,835	\$9,600	\$9,600
Percent of home buyers assisted who earn less than 60% median family income	23%	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	FY17 Actual	FY18 Budget	FY19 Budget
Number of eligible households/persons served	18	15	15
Average cost per renter assisted (monthly)	\$239	\$226	\$225

City of San Angelo

Community & Housing Support Services

Goals, Objectives & Performance Measures

Activity: Owner Occupied Services-Rehabilitation

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

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of households assisted	31	0	30
Average cost per owner assisted	\$4,802	\$0	\$4,800

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of households assisted	49	35	35
Cost per unit assisted (average)	\$2,233	\$5,081	\$5,000

City of San Angelo

Community & Housing Support Services

Goals, Objectives & Performance Measures

Activity: Section 108 Debt Service

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

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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Cost per project	\$147,695	\$146,047	\$144,153

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	FY17 Actual	FY18 Budget	FY19 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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
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)

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	783,871	854,620	851,686
Total Revenue	\$783,871	\$854,620	\$851,686
Expenditure			
Personnel	652,573	702,582	670,279
Operations & Maintenance	148,638	148,480	181,407
Capital	1,334	3,558	0
Total Expenditure	\$802,545	\$854,620	\$851,686
Surplus/(Deficit)	(\$18,674)	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	15	14	14
Part-Time	0	0	0
Total Personnel	15	14	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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
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	45%	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	5	5	5
Percent of WIC mothers who initiate breastfeeding newborn	83%	84%	85%
Cost reimbursement rate per participant served benefits	\$15.75	\$15.75	\$15.75
Number of food benefit packages issued yearly	42,000	43,000	38,080
Number of staff training and education sessions	14	17	15
Percent of suspected child abuse cases reported to TDFPS	100%	100%	100%

City of San Angelo

Code Compliance

The Code Compliance division enforces city codes regarding junk, unsightly matter, tall grass and weeds and junk vehicles; promotes and maintains safe, healthy and sanitary neighborhoods; combats the continuing problems associated with blight and property devaluation through innovative and proactive processes while maximizing efficiency; 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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
License Fee	89,369	75,000	93,500
Reimbursed Expenses	154,817	158,750	159,937
General Fund Support	243,418	219,684	218,319
Total Revenue	\$487,604	\$453,434	\$471,756
Expenditure			
Personnel	433,600	397,241	415,563
Operations & Maintenance	54,004	56,193	56,193
Capital	0	0	0
Total Expenditure	\$487,604	\$453,434	\$471,756

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of properties in violation	9,993	12,000	12,000
Average annual number of properties in violation per officer	1,666	2,000	2,000
Number of re-inspections	16,984	12,000	12,000
Number of complaints received	2,248	1,800	1,800
Number of zoning violations investigated	13	20	20

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	FY17 Actual	FY18 Budget	FY19 Budget
Violation notifications mailed to property owners	11,281	12,000	12,000
Number of code compliance court cases filed	75	100	100

City of San Angelo

Animal Services

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Shelter Fees	60,522	88,379	64,776
General Fund Supported	754,339	826,501	874,704
Total Revenue	\$814,861	\$914,880	\$939,480
Expenditure			
Personnel	607,840	679,043	695,143
Operations & Maintenance	203,782	233,337	243,337
Capital	3,239	2,500	1,000
Total Expenditure	\$814,861	\$914,880	\$939,480

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	14	13	13
Part-Time	0	0	0
Total Personnel	14	13	13

*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

Goals, Objectives & Performance Measures

Activity: Control the Animal Population

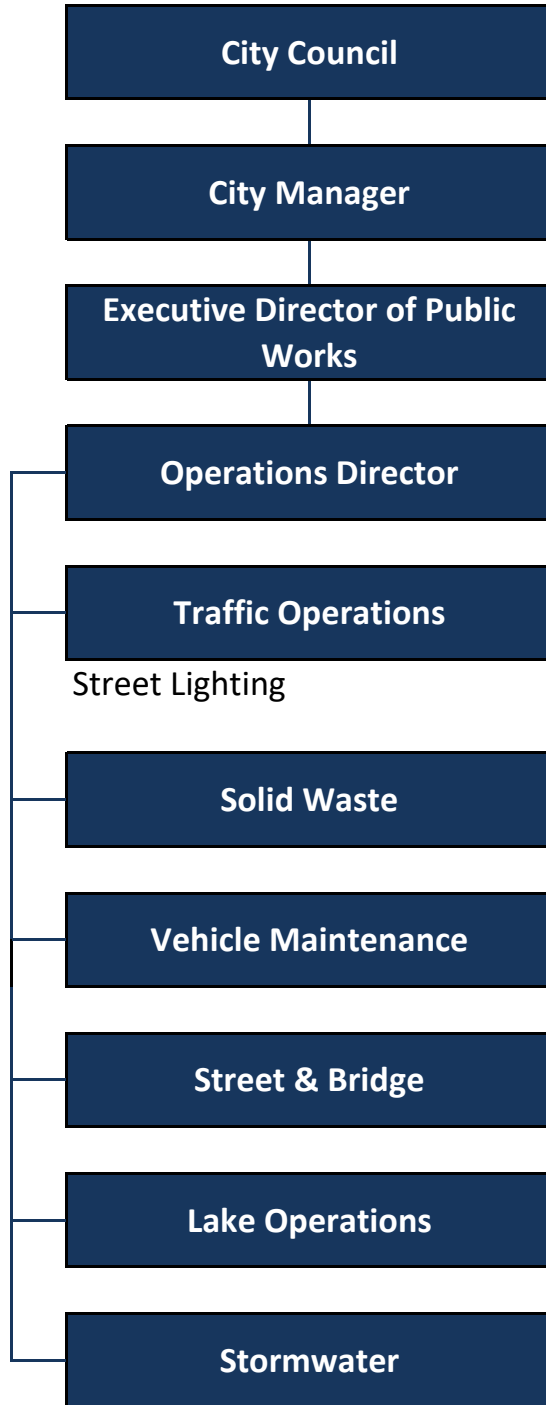
Serves City Council's Vision: Neighborhood Vision

Goal: Provide citizen protection; provide animals refuge

Objectives: Animal Impoundment

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of euthanizations performed	2,404	2,163	1,946
Cost of food at the shelter	\$17,135	\$19,705	\$22,660
Percent of animals adopted	34%	34%	46%
Live release percentage rate of adoptable animals	49%	59%	65%
Percent of sheltered animals returned to owners	9%	11%	12%
Number of animals sheltered in a year	4,857	5,828	4,371
Number of rabies specimen tests done in a year	83	100	120

City of San Angelo Operations



City of San Angelo

Operations

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	344,778	357,130	371,797
Total Revenue	\$344,778	\$357,130	\$371,797
Expenditure			
Personnel	335,173	336,916	351,583
Operations & Maintenance	9,375	20,214	20,214
Capital	230	0	0
Total Expenditure	\$344,778	\$357,130	\$371,797

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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 Operations

Goals, Objectives & Performance Measures

Activity: Administration

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

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

Objectives: Public ways; parks development and maintenance; ROW and lake maintenance; solid waste collection/disposal contract; stormwater; fleet maintenance; traffic operations; building demolition; mosquito control

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of divisions managed	5	5	5

City of San Angelo

Traffic Operations

The Traffic Operations division aims to achieve efficient flow of vehicles and pedestrians at traffic control signals on streets and prevent accidents.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Reimbursed Expenses	178,923	166,000	166,000
General Fund Support	728,756	820,806	851,772
Total Revenue	\$907,679	\$986,806	\$1,017,772
Expenditure			
Personnel	525,289	578,569	591,535
Operations & Maintenance	237,024	256,737	274,737
Capital	145,366	151,500	151,500
Total Expenditure	\$907,679	\$986,806	\$1,017,772

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	11	11	11
Part-Time	0	0	0
Total Personnel	11	11	11

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

City of San Angelo

Traffic Operations

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of signals maintained	117	119	120
Number of lamps & LEDs repaired or adjusted	330	360	360
Number of school zone flashers and warning flashers maintained	83	83	83
Number of luminaries replaced or maintained	30	31	34

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of pavement reflectors installed/replaced on city streets	4,078	1,500	1,500
Gallons of paint used to stripe and mark streets	757	800	800
Linear feet of streets that are striped	230,000	230,000	230,000
Linear feet of road striping done by thermoplastic contractor	37,721	170,701	148,540

City of San Angelo

Traffic Operations

Goals, Objectives & Performance Measures

Activity: Sign Maintenance

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

Goal: Achieve efficient flow of vehicles and pedestrians; prevent accidents

Objectives: Install and maintain traffic control signs; guide signs

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of signs installed	1,520	800	800
Sign poles upgraded	1,520	800	800
Number of regulatory signs replaced	1,029	450	450
Number of warning signs replaced	78	150	150
Number of guide signs replaced	413	200	200

City of San Angelo

Street Lighting

The Street Lighting division provides pleasant and accurate lighting conditions for the convenience and safety of traffic, the discouragement of crime and the promotion of business and civic progress.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	1,057,184	1,118,829	1,118,829
Total Revenue	\$1,057,184	\$1,118,829	\$1,118,829
Expenditure			
Personnel	0	0	0
Operations & Maintenance	1,057,184	1,118,829	1,118,829
Capital	0	0	0
Total Expenditure	\$1,057,184	\$1,118,829	\$1,118,829

City of San Angelo

Street Lighting

Goals, Objectives & Performance Measures

Activity: Illumination

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

Goal: Provide illumination for the public

Objectives: N/A

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Total number of street lights	7,213	7,260	7,260

City of San Angelo

Solid Waste

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Landfill Fees & Leases	1,864,761	1,570,556	1,608,995
Other	236,923	40,258	351,430
Total Revenue	\$2,101,684	\$1,610,814	\$1,960,425
Expenditure			
Personnel*	267,998	261,999	220,769
Operations & Maintenance	218,832	335,346	1,279,620
Transfer to General Fund	255,000	255,000	255,000
Capital	115,306	458,469	205,036
Total Expenditure	\$857,136	\$1,310,814	\$1,960,425
Deficit/(Surplus)	\$1,244,548	\$300,000	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Solid Waste

Goals, Objectives & Performance Measures

Activity: Manage Solid Waste Collection and Disposal Contract

Serves City Council's Vision: Infrastructure Vision

Goal: Provide solid waste contract management

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
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

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Sales	3,830,811	6,927,750	6,427,535
Other	20,782	32,159	50,934
Total Revenue	\$3,851,593	\$6,959,909	\$6,478,469
Expenditure			
Personnel	982,587	940,725	963,483
Operations & Maintenance	2,845,071	5,913,974	5,420,999
Capital	31,183	54,093	73,833
Total Expenditure	\$3,858,841	\$6,908,792	\$6,458,315
Surplus/(Deficit)	(\$7,248)	\$51,117	\$20,154

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of vehicles/machinery in the equipment fleet	956	940	920
Number of items sold at auction	77	50	50
Revenue generated from auction sales	\$292,071	\$90,000	\$90,000

Activity: Unscheduled Repairs

Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

Objectives: Maintain City fleet

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of unscheduled repair jobs	2,613	2,500	2,400
Percent of work orders completed within 24 hours	54%	60%	65%

City of San Angelo

Street & Bridge

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Reimbursed Expenses	58,306	45,000	45,000
Other	1,093	500	500
General Fund Support	4,689,512	6,300,545	6,254,700
Total Revenue	\$4,748,911	\$6,346,045	\$6,300,200
Expenditure			
Personnel	1,565,318	1,849,036	1,803,191
Operations & Maintenance	3,176,538	4,487,009	4,487,009
Capital	7,055	10,000	10,000
Total Expenditure	\$4,748,911	\$6,346,045	\$6,300,200

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	37	37	37
Part-Time	0	0	0
Total Personnel	37	37	37

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

City of San Angelo

Street & Bridge

Goals, Objectives & Performance Measures

Activity: Street & Alley Maintenance

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

Goal: Provide a quality and convenient street system

Objectives: Maintenance, seal coating and crack sealing

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Square yards of street cracks sealed	99,567	100,000	120,000
Number of pot holes patched	5,734	6,500	6,500
Lane miles resurfaced	0	40	60
Linear feet of alley repairs	19,382	25,000	30,000
Cost per square yard to seal coat streets	\$1.95	\$2.10	\$2.35
Number of utility trench repairs	285	335	400

Activity: Demolitions

Serves City Council's Vision: Community Appearance Vision

Goal: Support other City divisions

Objectives: Fairmount Cemetery

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Tons of soil hauled from Fairmount Cemetery	542	490	490

City of San Angelo

Lake Operations

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	688,443	856,900	867,523
Total Revenue	\$688,443	\$856,900	\$867,523
Expenditure			
Personnel	580,792	572,273	582,896
Operations & Maintenance	125,956	284,627	284,627
Capital	(18,305)	0	0
Total Expenditure	\$688,443	\$856,900	\$867,523

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Lake Operations

Goals, Objectives & Performance Measures

Activity: Lake & Park Maintenance

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

Goal: Provide clean appealing recreational facilities at lakes

Objectives: Mosquito control; tree trimming; mowing parks; lake operations

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of buoys maintained or repaired	108	130	150
Number of boat docks repaired	43	35	40
Number of fishing benches maintained or repaired	25	20	30
Number of signs repaired or replaced	60	100	150
Amount of time removing trash and debris from Lake Nasworthy and Twin Buttes Lake (in hours)	5,000	6,100	6,000
Number of picnic tables repaired or repainted	110	90	100

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of trees pruned or trimmed	3,000	3,000	3,000
Number of acres mowed	6,000	6,000	6,000
Cost per acre mowed	\$77.00	\$88.75	\$100.70

City of San Angelo

Stormwater

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Stormwater Fee	2,556,864	2,786,000	2,786,000
Other	130,654	237,154	267,399
Total Revenue	\$2,687,518	\$3,023,154	\$3,053,399
Expenditure			
Personnel	1,290,844	1,313,538	1,308,772
Operations & Maintenance	171,862	656,475	685,325
Transfers Out	211,710	359,239	344,523
Capital	64,725	693,902	1,051,770
Total Expenditure	\$1,739,141	\$3,023,154	\$3,390,390
Surplus/(Deficit)	\$948,377	\$0	-\$336,991

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	23	23	23
Part-Time	0	0	0
Total Personnel	23	23	23

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

City of San Angelo

Stormwater

Goals, Objectives & Performance Measures

Activity: Easement and Right of Way Maintenance including Street Sweeping

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

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

Objectives: Sweep streets; trim and mow

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Total number of miles of streets swept annually	4,413	6,941	5,800
Annual cost of street sweeping	\$581,899	\$587,992	\$640,000
Average cost per mile for street sweeping	\$131.87	\$85	\$110
Total acres mowed annually	4,400	4,400	4,400
Average cost per acre mowed	\$80.18	\$94.64	\$89.00
Total tons of street sweeping debris that is removed from designated areas and hauled to landfill	3,769	2,564	4,500
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

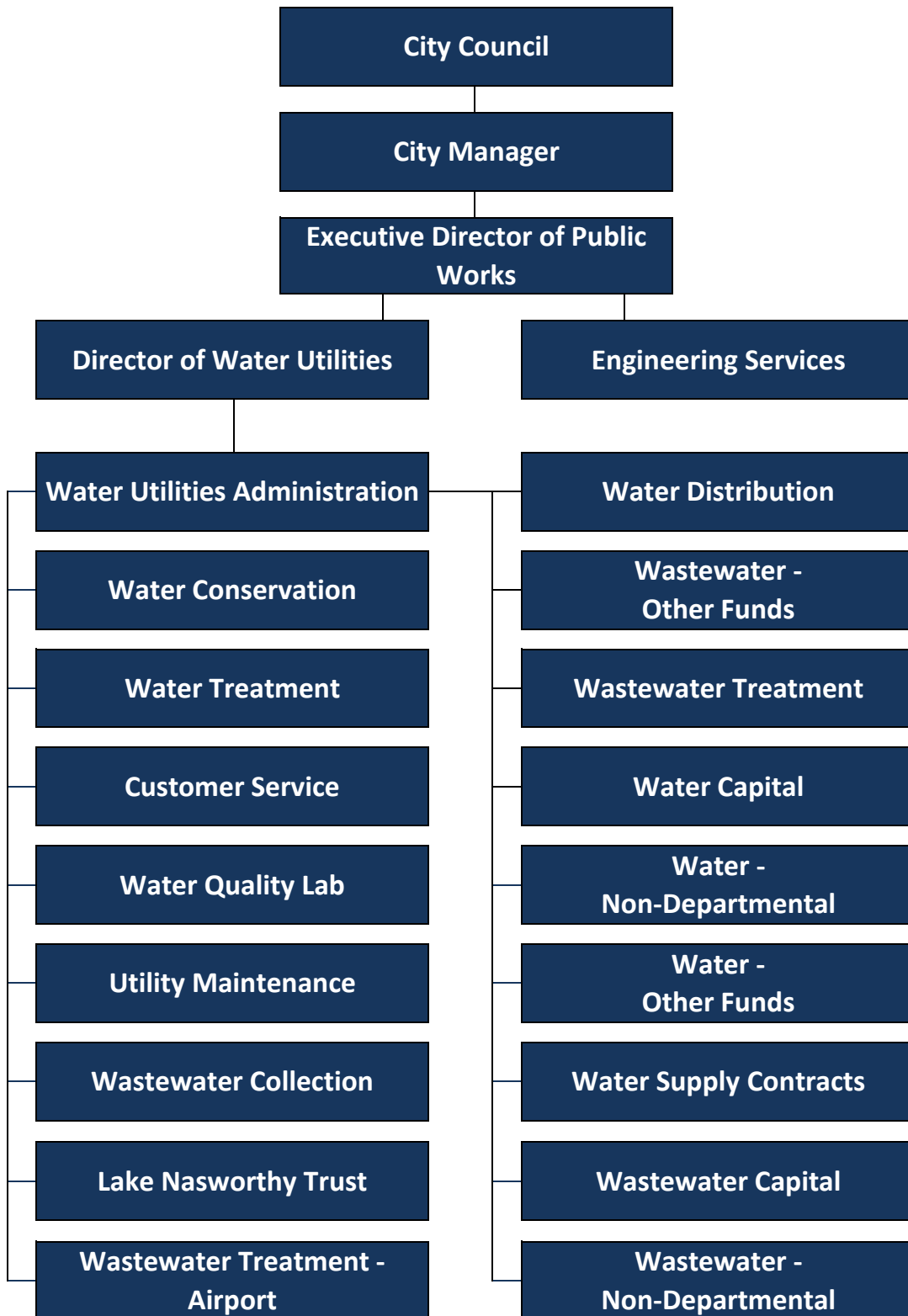
Goal: Keep debris and unwanted matter from entering waterways

Objectives: Clean drains and inlets; inspect drains

Performance Measures	FY17 Actual	FY18 Budget	FY19 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



City of San Angelo

Engineering Services

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Node Network Rental	75	0	7,575
General Fund Support	1,086,628	1,209,596	1,193,335
Total Revenue	\$1,086,703	\$1,209,596	\$1,200,910
Expenditure			
Personnel	1,021,485	1,122,531	1,113,845
Operations & Maintenance	63,821	87,065	87,065
Capital	1,397	0	0
Total Expenditure	\$1,086,703	\$1,209,596	\$1,200,910

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Engineering Services

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of design projects completed	10	11	12
Number of projects advertised for bid	8	9	9
Number of projects released for construction	8	9	9
Number of projects under inspection	19	20	20
Percent of projects completed on time	90%	100%	100%
Percent of projects completed within budget	100%	100%	100%
Number of projects managed	8	9	9
Dollar value of construction projects managed	\$15 mil	\$30 mil	\$30 mil

City of San Angelo

Engineering Services

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of stormwater inquiries	60+	70+	80+
Number of floodplain development permits	4	4	5
Sealcoat program - square yards sealcoated	1.1 mil	2.6 mil	1.2 mil
Water line improvement program - feet of pipe replaced	12,000	12,000	12,000
Sewer line improvement program - feet of pipe replaced	6,000	8,000	10,000
Number of plats reviewed	60	70	80
Number of utility plan reviews	140	150	160
Number of street plan reviews	20	25	30
Number of drainage study reviews	12	15	18

City of San Angelo

Water Utilities Administration

The Water Utilities Administration division provides effective, efficient and value-minded administration and management of the City of San Angelo Water and Wastewater utilities.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	3,965,675	4,193,974	4,311,980
Total Revenue	\$3,965,675	\$4,193,974	\$4,311,980
Expenditure			
Personnel	432,797	495,602	526,800
Operations & Maintenance	250,561	265,547	290,846
Capital	0	0	1,200
Transfers Out	3,282,317	3,432,825	3,493,134
Total Expenditure	\$3,965,675	\$4,193,974	\$4,311,980

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	3	5	5
Part-Time	0	0	0
Total Personnel	3	5	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

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	2,302,127	2,978,817	2,755,894
Total Revenue	\$2,302,127	\$2,978,817	\$2,755,894
Expenditure			
Personnel	1,647,176	1,679,541	1,738,201
Operations & Maintenance	654,951	1,299,276	1,015,693
Capital	0	0	2,000
Total Expenditure	\$2,302,127	\$2,978,817	\$2,755,894

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time**	37	34	34
Part-Time	0	0	0
Total Personnel	37	34	34

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

**Multiple positions have been added and removed in this division due to fund wide reorganization.

City of San Angelo

Water Distribution

Goals, Objectives & Performance Measures

Activity: Water System Maintenance

Serves City Council's Vision: Infrastructure Vision

Goal: Provide potable water in adequate qualities

Objectives: Provide service connections; repair service leaks and main leaks

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of valves repaired	6	15	20
Number of potable water service leaks repaired	250	200	175
Number of water main leaks repaired	150	150	125
Number of fire hydrants replaced	8	5	5
Number of fire hydrants repaired	10	10	10
Number of water meter leaks repaired	123	175	170
Number of new water taps and services installed	200	175	170
Work orders managed	1,500	1,500	1,350

City of San Angelo

Water Conservation

The Water Conservation division promotes water conservation to enhance efficient use of water thereby optimizing the City's water supply.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	85,473	122,705	99,826
Total Revenue	\$85,473	\$122,705	\$99,826
Expenditure			
Personnel	51,879	59,450	51,703
Operations & Maintenance	33,594	63,255	48,123
Capital	0	0	0
Total Expenditure	\$85,473	\$122,705	\$99,826

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of appearances on local television stations	10	10	10
Number of occurrences for television media advertising	1,460	1,460	1,460
Number of messages that appear on customers' water bills	420,000	420,000	420,000
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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	2,997,607	3,651,840	3,772,454
Total Revenue	\$2,997,607	\$3,651,840	\$3,772,454
Expenditure			
Personnel	1,040,073	969,221	1,033,525
Operations & Maintenance	1,955,882	2,682,619	2,737,929
Capital	1,652	0	1,000
Total Expenditure	\$2,997,607	\$3,651,840	\$3,772,454

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Average amount of raw water treated daily for consumption	12.1 mgd	13 mgd	14 mgd
Chemical treatment cost as a percentage of overall treatment cost	24%	36%	36%
Electrical cost as a percentage of overall treatment cost	20%	17%	20%
Number of after-hours calls handled	832	1,000	1,000
Average volume of Lake Ivie water treated	10.5 mgd	12.0 mgd	12.0 mgd
Average amount of Hickory water treated daily	4 mgd	2.5 mgd	2.5 mgd
Number of observation well readings taken	252	250	250

City of San Angelo

Water Reclamation Treatment

The Water Reclamation Treatment division provides for the treatment of wastewater from the City of San Angelo and beneficial reuse of the treated wastewater and biosolids.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Reclamation Fund Support	2,505,889	2,783,917	2,871,007
Total Revenue	\$2,505,889	\$2,783,917	\$2,871,007
Expenditure			
Personnel	1,270,937	1,230,788	1,275,167
Operations & Maintenance	1,234,952	1,553,129	1,593,840
Capital	0	0	2,000
Total Expenditure	\$2,505,889	\$2,783,917	\$2,871,007

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Water Reclamation Treatment

Goals, Objectives & Performance Measures

Activity: Treatment of Wastewater

Serves City Council's Vision: Infrastructure Vision

Goal: Provide for the treatment of wastewater

Objectives: Treatment of wastewater to meet TCEQ environment standards

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Cost of wastewater treated	\$0.77/1000 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	2,960.084 MG	2,500.000 MG	2,600.000 MG
Percent reduction in volume of bio-solids through composting	85%	85%	95%

City of San Angelo

Customer Service

The Customer Service division provides quality customer service both in person and through the telephone; offers payment options to accommodate the customer; sets up or disconnects requested service; and resolves issues in a timely manner.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	1,063,098	1,155,338	1,121,483
Total Revenue	\$1,063,098	\$1,155,338	\$1,121,483
Expenditure			
Personnel	686,900	679,331	696,359
Operations & Maintenance	376,198	476,007	422,124
Capital	0	0	3,000
Total Expenditure	\$1,063,098	\$1,155,338	\$1,121,483

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	14	14	14
Part-Time	0	0	0
Total Personnel	14	14	14

*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	FY17 Actual	FY18 Budget	FY19 Budget
Number of phone calls received from customers	44,770	50,000	50,000
Number of walk-in customers assisted	16,824	15,140	13,630

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of manual meter reads conducted	2,065	2,270	2,500
Number of electronic meter reads conducted	405,436	409,490	413,585
Percent of meter reads conducted accurately	100%	100%	100%

City of San Angelo

Customer Service

Goals, Objectives & Performance Measures

Activity: Service Establishment/Disconnection

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Establish and disconnect service

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of meter disconnects due to delinquency	1,823	2,000	2,200
Number of new taps processed	285	315	360
Number of meters connected	5,846	5,950	6,000

City of San Angelo

Water Capital

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	493,172	2,837,217	3,539,307
Total Revenue	\$493,172	\$2,837,217	\$3,539,307
Expenditure			
Capital	493,172	2,837,217	3,539,307
Total Expenditure	\$493,172	\$2,837,217	\$3,539,307

City of San Angelo

Water Quality Lab

The Water Quality Lab provides laboratory services to the City in sampling, analyzing, evaluating, reporting and consulting on City water/wastewater quality and plant operational issues.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	535,988	525,111	553,282
Total Revenue	\$535,988	\$525,111	\$553,282
Expenditure			
Personnel	407,237	377,890	390,051
Operations & Maintenance	128,556	146,221	161,231
Capital	195	1,000	2,000
Total Expenditure	\$535,988	\$525,111	\$553,282

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Ratio of distribution system bacteria samples retested	1/1200	0/1200	0/1200
Number of industrial waste customers monitored	10	12	14
Number of grease traps monitored for compliance with 90 day ordinance	384	400	425
Quantity of backflow devices tracked for annual certification compliance	1,312	1,378	1,447
Number of analyses for entire lab	36,000	38,000	39,000

City of San Angelo

Water Non-Departmental

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	3,939,184	6,743,578	7,356,231
Total Revenue	\$3,939,184	\$6,743,578	\$7,356,231
Expenditure			
Personnel*	305,558	208,200	205,200
Operations & Maintenance	3,633,626	6,535,378	7,151,031
Capital	0	0	0
Total Expenditure	\$3,939,184	\$6,743,578	\$7,356,231

*These personnel expenses are payroll related, such as Workers' Compensation Insurance, but do not tie to full-time employee positions.

City of San Angelo

Utility Maintenance

The Water Utility Maintenance division provides maintenance and construction support to the water utilities treatment plants, pump stations, water supply facilities and distribution/collection systems.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Supported	\$1,282,387	\$1,304,431	\$1,315,281
Total Revenue	\$1,282,387	\$1,304,431	\$1,315,281
Expenditure			
Personnel	\$1,150,042	\$1,154,436	\$1,172,910
Operations & Maintenance	\$132,345	\$148,530	\$141,371
Capital	\$0	\$1,465	\$1,000
Total Expenditure	\$1,282,387	\$1,304,431	\$1,315,281

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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	FY17 Actual	FY18 Budget	FY19 Budget
Number of preventative maintenance, repair and miscellaneous work orders	1,367	1,200	1,200
Percentage of preventative maintenance work orders to total work orders	54%	55%	57%
Percentage of repair work orders to total work orders	46%	45%	43%
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.

Water Debt	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Development Corporation	3,331,217	3,527,574	2,700,000
Transfers In	7,835,607	7,946,647	8,500,147
Other	24,360	0	76,978
Total Revenue	\$11,191,184	\$11,474,221	\$11,277,125
Expenditure			
Debt Service	8,725,255	11,474,221	11,277,125
Total Expenditure	\$8,725,255	\$11,474,221	\$11,277,125
Surplus/(Deficit)	\$2,465,929	\$0	\$0

Water Capital	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Sales	4,825,833	4,687,870	4,687,870
Transfers In	64,762	200,000	200,000
Interest	81,452	95,076	83,299
Total Revenue	\$4,972,047	\$4,982,946	\$4,971,169
Expenditure			
Capital Improvements	1,338,339	2,978,179	2,966,402
Franchise Fee	241,318	234,394	234,394
Transfers Out	1,568,523	1,570,373	1,570,373
Contract Services	641,542	200,000	200,000
Total Expenditure	\$3,789,722	\$4,982,946	\$4,971,169
Surplus/(Deficit)	\$1,182,325	\$0	\$0

City of San Angelo

Water Reclamation

The Water Reclamation division provides for the collection of wastewater in the City of San Angelo.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Reclamation Fund	1,205,869	1,471,970	1,482,125
Total Revenue	\$1,205,869	\$1,471,970	\$1,482,125
Expenditure			
Personnel	744,382	900,823	898,635
Operations & Maintenance	461,487	571,147	581,490
Capital	0	0	2,000
Total Expenditure	\$1,205,869	\$1,471,970	\$1,482,125

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Water Reclamation

Goals, Objectives & Performance Measures

Activity: Water Reclamation 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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Linear footage of sewer mains inspected and cleaned	363,000	300,000	300,000
Number of sewer main stoppages repaired	350	200	175
Number of sewer taps installed for new service	60	70	70
Number of collapsed or broken sewer mains repaired	20	15	21
Number of work orders managed	975	1,000	1,000

City of San Angelo

Water Supply Contracts

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Fund Support	972,198	2,002,697	2,199,197
Total Revenue	\$972,198	\$2,002,697	\$2,199,197
Expenditure			
Personnel	0	0	0
Operations & Maintenance	972,198	2,002,697	2,199,197
Capital	0	0	0
Total Expenditure	\$972,198	\$2,002,697	\$2,199,197

City of San Angelo

Lake Nasworthy Trust Fund

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Lot Sales	619,112	700,000	520,000
Lake Lease Income	35,158	32,882	36,000
Interest	162,081	206,138	195,000
Total Revenue	\$816,351	\$939,020	\$751,000
Expenditure			
Professional Services	48,050	50,000	50,000
Transfers Out	145,873	185,524	175,500
Total Expenditure	\$193,923	\$235,524	\$225,500
Surplus/(Deficit)	\$622,428	\$703,496	\$525,500

City of San Angelo

Water Reclamation Capital

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Reclamation Fund Support	498,989	1,579,036	1,714,525
Total Revenue	\$498,989	\$1,579,036	\$1,714,525
Expenditure			
Personnel	0	0	0
Operations & Maintenance	0	0	0
Capital	498,989	1,579,036	1,714,525
Total Expenditure	\$498,989	\$1,579,036	\$1,714,525

City of San Angelo

Water Reclamation Treatment - Airport

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Reclamation Fund Support	14,323	17,960	17,460
Total Revenue	\$14,323	\$17,960	\$17,460
Expenditure			
Personnel	0	0	0
Operations & Maintenance	14,323	17,960	17,460
Capital	0	0	0
Total Expenditure	\$14,323	\$17,960	\$17,460

City of San Angelo

Water Reclamation Non-Departmental

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Reclamation Fund Support	4,477,093	5,785,965	6,149,015
Total Revenue	\$4,477,093	\$5,785,965	\$6,149,015
Expenditure			
Personnel*	110,945	54,720	54,720
Operations & Maintenance	4,366,148	5,731,245	6,094,295
Capital	0	0	0
Total Expenditure	\$4,477,093	\$5,785,965	\$6,149,015

*These personnel expenses are payroll related, such as Workers' Compensation Insurance, but do not tie to full-time employee positions.

City of San Angelo

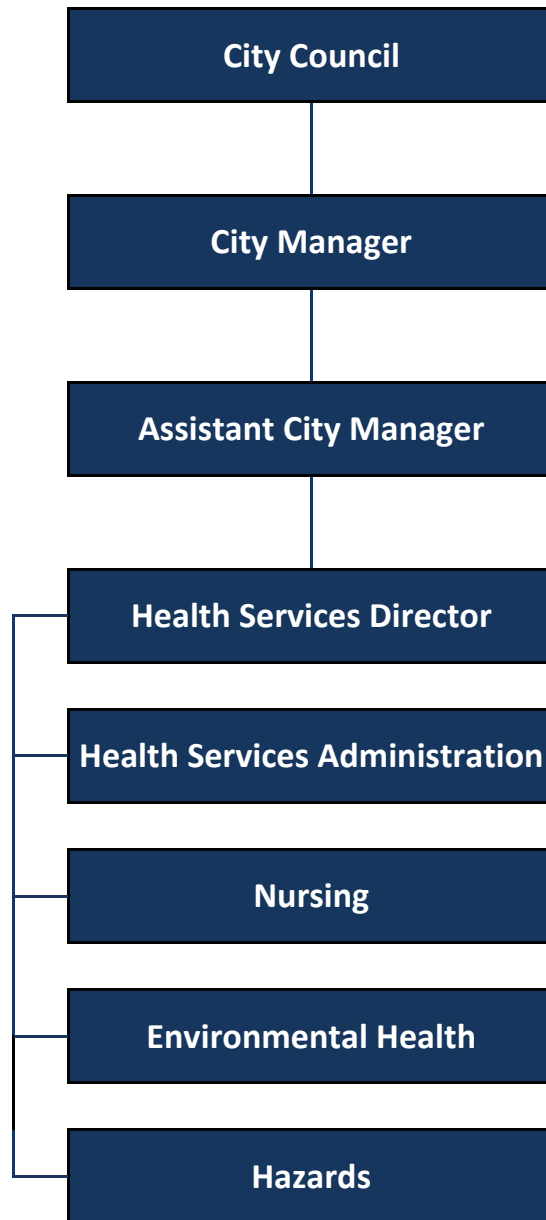
Other Water Reclamation Funds

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

Water Reclamation Debt	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Transfers In	4,162,688	4,014,333	3,810,636
Interest	1,100	0	6,521
Total Revenue	\$4,163,788	\$4,014,333	\$3,817,157
Expenditure			
Debt Service	11,875	4,014,333	3,817,157
Total Expenditure	\$11,875	\$4,014,333	\$3,817,157
Surplus/(Deficit)	\$4,151,913	\$0	\$0

Water Reclamation Capital	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Water Reclamation Charges	1,743,079	1,727,496	1,727,496
Interest	72,086	78,506	56,935
Total Revenue	\$1,815,165	\$1,806,002	\$1,784,431
Expenditure			
Capital Projects	1,643,187	1,346,093	1,324,522
Franchise Fee	87,185	86,375	86,375
Transfers Out	395,187	373,534	373,534
Total Expenditure	\$2,125,559	\$1,806,002	\$1,784,431
Surplus/(Deficit)	(\$310,394)	\$0	\$0

City of San Angelo Health Services



City of San Angelo

Health Services Administration

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

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
General Fund Support	170,924	176,616	179,282
Total Revenue	\$170,924	\$176,616	\$179,282
Expenditure			
Personnel	141,845	140,966	143,632
Operations & Maintenance	29,079	35,650	35,650
Capital	0	0	0
Total Expenditure	\$170,924	\$176,616	\$179,282

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Goals, Objectives & Performance Measures

Activity: Health Planning & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Provide administration leadership

Objectives: Respond to citizen calls, appeals and action

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of public, board, director, staff, planning, training meetings, webinars & conference calls attended	229	200	200
Number of responses to citizen complaints and appeals	53	53	53

City of San Angelo

Health Services Administration

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of activity and financial status reports submitted to the Department of State Health Services	49	49	49
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	4	4	4
Number of purchase vouchers submitted to the Department of State Health Services	36	36	36
Dollar amount of purchase vouchers/funds received for Health Services projects/staff	\$393,378	\$400,000	\$400,000
Dollar amount received for special projects	\$35,000	\$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	75%	50%	50%

City of San Angelo

Nursing

The Nursing division provides a range of services designated to promote healthy living through prevention, protection and intervention to the citizens of San Angelo and Tom Green County.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Clinic Fees	36,333	28,900	28,900
Transfers from General Fund	66,487	110,574	115,817
Total Revenue	\$102,820	\$139,474	\$144,717
Expenditure			
Personnel	80,891	87,477	89,267
Operations & Maintenance	21,929	51,997	55,450
Capital	0	0	0
Total Expenditure	\$102,820	\$139,474	\$144,717
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

Nursing

Goals, Objectives & Performance Measures

Activity: Immunization Education & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Promote healthy living through prevention, protection and intervention

Objectives: Immunizations for children and adults; public health education; lab services

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of adult immunizations	344	344	344
Number of immunizations administered to children	992	990	990
Number of immunization outreach encounter activities	33	30	30

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of STD clients treated	185	200	200
Number of STD/HIV education & prevention encounters	785	780	780
Number of clients scheduled through STD clinic	805	800	800
Number of Texas reportable conditions	136	140	140
Number of reported cases related to food borne illness	105	100	100
Number of TB tests	376	376	376
Total number of reportable condition cases reported for investigation & surveillance	438	430	430
Total number of syphilis cases and contacts treated	29	25	25

City of San Angelo

Environmental Health

The Environmental Health division protects the public's health by providing environmental health services within the City of San Angelo.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Inspection Fees	90,006	80,000	88,711
Grant Revenue	100,659	119,433	119,433
Transfer from General Fund	525	0	0
Total Revenue	\$191,190	\$199,433	\$208,144
Expenditure			
Personnel	132,022	164,166	164,230
Operations & Maintenance	8,360	27,050	31,279
Capital	0	8,217	8,624
Total Expenditure	\$140,382	\$199,433	\$204,133
Surplus/Deficit	\$50,808	\$0	\$4,011

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	2	2	2
Part-Time	0	1	1
Total Personnel	2	3	3

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

City of San Angelo

Environmental Health

Goals, Objectives & Performance Measures

Activity: Public Health Investigations; Inspections and Permits

Serves City Council's Vision: Neighborhood Vision

Goal: Protect public's health

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of public health nuisance complaints and investigations	14	20	20
Percentage of food establishments inspected based on TFER (x2/yr.)	51%	90%	95%
Number of routine food establishment inspections	1,278	1,800	1,900
Percent of all food service complaints initiated within 24 hours of notification	100%	100%	100%
Number of pre-inspections and walk-through	53	50	50
Number of temporary food establishment inspections performed	75	75	75
Number of plan reviews	20	25	25
Percent of inspections with grade of less than 30 demerits (70 or above)	< 1%	< 1%	< 1%
Number of foster home and day care inspections	60	60	60
Number of mobile unit inspections	19	25	25
Total number of annual permits issued	544	545	545

City of San Angelo

Hazards

Goals, Objectives & Performance Measures

Activity: Emergency Planning & Response

Serves City Council's Vision: Neighborhood Vision

Goal: Provide public health emergency preparedness and response

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

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of emergency plans and/or annexes reviewed and revised	2	2	2
Attend local emergency planning committee meetings and other various activities (VOAD)	45	40	40
Participate in disasters, emergencies or exercises	5	5	5
Quarterly test of the ability to notify key partners and stakeholders	3	3	3
Number of target capabilities administered in the Hazards Capabilities & Objectives Work Plan	4	4	4

City of San Angelo

Hazards

The Hazards Division provides public health emergency preparedness and response.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	98,608	100,296	100,296
Transfer from General Fund	10,733	11,416	10,030
Total Revenue	\$109,341	\$111,712	\$110,326
Expenditure			
Personnel	92,689	93,495	94,618
Operations & Maintenance	15,415	17,066	16,626
Capital	0	1,151	0
Total Expenditure	\$108,104	\$111,712	\$111,244
Surplus/(Deficit)	\$1,237	\$0	(\$918)

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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 Parks & Recreation



City of San Angelo

Parks

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Development Corp Transfer*	279,758	285,353	0
Other	26,069	26,800	32,000
General Fund Support	2,943,854	3,210,038	3,541,720
Total Revenue	\$3,249,681	\$3,522,191	\$3,573,720
Expenditure			
Personnel	2,227,965	2,370,405	2,419,375
Operations & Maintenance	991,022	1,149,286	1,151,845
Capital	30,694	2,500	2,500
Total Expenditure	\$3,249,681	\$3,522,191	\$3,573,720

Personnel Summary**	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	49	49	49
Part-Time	0	0	0
Total Personnel	49	49	49

*Development Corporation transfer for parks maintenance.

**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	FY17 Actual	FY18 Budget	FY19 Budget
Total number of acres maintained and inspected monthly	590	590	590
Cost per acre for maintenance of parks, sports fields, and green spaces	\$5,733	\$6,019	\$6,319
Number of specific parks, sports fields, and green spaces	80	80	80
Number of playgrounds maintained	17	17	17
Number of repair work orders over the course of the year	403	420	420
Average number of days in a landscape service cycle for high priority (Class AA) parks.	13	14	14
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	24	14	14
Average number of days in a service cycle for the North Mowing Crew	19	21	21
Average number of days in a service cycle for the South Sports Field Mowing Crew	19	14	14
Average number of days in a service cycle for the landscape North Sports Field Mowing Crew	14	14	14

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Rent & Donations	601,149	623,250	644,750
Transfers In	410,862	406,388	482,230
Other	24,342	28,017	31,098
Total Revenue	\$1,036,353	\$1,057,655	\$1,158,078
Expenditure			
Personnel	734,858	733,073	739,203
Operations & Maintenance	282,824	321,582	415,875
Capital	10,761	3,000	3,000
Total Expenditure	\$1,028,443	\$1,057,655	\$1,158,078
Surplus/(Deficit)	\$7,910	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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; contribute to the betterment of the City's tourism economy with events, exhibits, and programs

Objectives: Provide Fort programs for the public including Christmas at Fort Concho, Frontier Days events, and the Danner Museum of Telephony

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of visitors at Christmas at Old Fort Concho	8,000	17,000	17,500
Number of participants & volunteers at Christmas at Old Fort Concho	600	900	1,000
Percentage of visitors, participants and volunteers and Christmas at Old Fort Concho from out-of-town	31%	33%	34%
Number of new displays or exhibits	3	3	3
Number of people served at site	68,157	65,000	67,500

Activity: Membership Packages

Serves City Council's Vision: N/A

Goal: Contribute to the general improvement and vibrancy of San Angelo's downtown and cultural center south of the Concho River

Objectives: Provide Fort facilities and buildings for the public

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of annual members	325	350	375
Revenue from annual memberships	\$46,470	\$50,000	\$50,000

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Hotel Occupancy Tax*	948,707	891,600	1,076,476
Venue Revenue	599,361	486,950	459,050
Other	99,445	92,228	90,835
Total Revenue	\$1,647,513	\$1,470,778	\$1,626,361
Expenditure			
Personnel	720,283	772,267	781,018
Operations & Maintenance	513,593	590,946	569,321
Transfers Out	99,232	99,232	130,432
Capital	421,857	8,333	145,590
Total Expenditure	\$1,754,965	\$1,470,778	\$1,626,361
Surplus/(Deficit)	(\$107,452)	\$0	\$0

Personnel Summary**	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	12	12	12
Part-Time	0	0	0
Total Personnel	12	12	12

* Total revenues and expenditures have decreased due to reallocation of Hotel Occupancy Tax to its own fund.

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

City of San Angelo

Civic Events

Goals, Objectives & Performance Measures

Activity: Event Booking & Sponsorship

Serves City Council's Vision: Neighborhood Vision

Goal: Provide organizers and attendees of local events and touring shows a clean, comfortable, safe and well-maintained facility; exceptional customer service; fair market prices; and consistently enforced policies

Objectives: Attract top-notch events that appeal to the community's varied interests; negotiate reasonable terms for events and execute fair agreements that serve all parties' interests; efficiently set-up and break-down for events; provide all requested support services for events

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Amount of advertising/naming rights/sponsorship revenue generated	\$25,800	\$25,000	\$25,000
Number of touring events booked	16	12	10
Number of private events	330	350	370
Number of attendees at public ticketed events that include facility fees	55,000	45,000	40,000
Number of meeting/events contracted by internal customers	295	300	300
Number of events contracted by new promoters	3	2	2

City of San Angelo

Civic Events

Goals, Objectives & Performance Measures

Activity: Venue Management

Serves City Council's Vision: Neighborhood Vision

Goal: Provide organizers and attendees of local events and touring shows a clean, comfortable, safe and well-maintained facility; exceptional customer service; fair market prices; and consistently enforced policies

Objectives: Provide a clean, well-maintained facility for a wide range of events throughout the year; Collect all revenue to which the taxpaying public is entitled

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of events that are self-promoted or co-promoted by the City at Civic Events	2	2	2
Number of private bookings at Civic Events facilities	330	350	370
Number of reoccurring public events	46	55	60

City of San Angelo

Texas Bank Sports Complex

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Program Fees	102,205	98,000	105,000
Transfers In	754,143	751,728	757,532
Other Revenue	78,271	67,709	87,231
Total Revenue	\$934,619	\$917,437	\$949,763
Expenditure			
Personnel	351,108	390,227	399,677
Operations & Maintenance	310,721	527,210	550,086
Capital	22,688	0	0
Total Expenditure	\$684,517	\$917,437	\$949,763
Surplus/(Deficit)	\$250,102	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 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	\$10,664	\$11,198	\$11,757
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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
User fees	517,151	539,400	567,600
General Fund Support	501,166	580,099	575,050
Total Revenue	\$1,018,317	\$1,119,499	\$1,142,650
Expenditure			
Personnel	586,443	619,631	616,963
Operations & Maintenance	429,723	484,868	510,687
Capital	2,151	15,000	15,000
Total Expenditure	\$1,018,317	\$1,119,499	\$1,142,650

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	7	7	7
Part-Time	0	0	0
Total Personnel	7	7	7

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

City of San Angelo Recreation

Goals, Objectives & Performance Measures

Activity: Nature Center Services

Serves City Council's Vision: N/A

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

Objectives: Recreational programs

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of participants in summer day camps	80	80	80
Number of parties hosted	200	250	250
Number of tours provided for education institutions and other organizations	110	120	120
Number of self-guided wildlife exhibit tours	3,600	3,800	3,800

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of summer camp participants	120	120	120

City of San Angelo Recreation

Goals, Objectives & Performance Measures

Activity: Athletics/Aquatics

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Recreational programs

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Combined number of participants for youth sports	2,220	2,250	2,300
Number of teams that participate in the pre-season youth basketball tournament	62	75	75
Total attendance at the Love Municipal Pool during public hours	14,500	15,000	15,500

Activity: Special

Serves City Council's Vision: N/A

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

Objectives: Recreation programs

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of Date Night participants	1,810	2,400	2,400

City of San Angelo

Nutrition

Goals, Objectives & Performance Measures

Activity: Congregate Meals

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs for adults 55 and older

Objectives: Serve hot meals in a community setting; prepare frozen meals for weekends

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of noon meals prepared	35,894	34,500	34,500
Number of client intakes	544	550	550
Cost per meal prepared	\$6.55	\$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	FY17 Actual	FY18 Budget	FY19 Budget
Number of nutritional health screenings completed	544	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

Nutrition

The Senior Services division provides a comprehensive group of programs for adults 55 and older to help build a brighter future for them and their community, enabling them to live more independently with dignity.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Grant Revenue	122,633	158,945	158,945
General Fund Transfer	129,767	112,319	113,484
Total Revenue	\$252,400	\$271,264	\$272,429
Expenditure			
Personnel	143,937	145,937	147,164
Operations & Maintenance	108,463	125,327	125,265
Capital	0	0	0
Total Expenditure	\$252,400	\$271,264	\$272,429
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	1	1	1
Part-Time	4	4	4
Total Personnel	5	5	5

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

City of San Angelo

Fairmount Cemetery

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.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Cemetery Fees	314,086	340,900	372,300
General Fund Transfer	82,902	86,734	93,111
Total Revenue	\$396,988	\$427,634	\$465,411
Expenditure			
Personnel	266,614	263,331	265,419
Operations & Maintenance	90,870	152,303	153,173
Capital	0	0	0
Total Expenditure	\$357,484	\$415,634	\$418,592
Surplus/(Deficit)	\$39,504	\$12,000	\$46,819

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
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

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	FY17 Actual	FY18 Budget	FY19 Budget
Number of burial services	80	80	80
Number of burial lots sold	40	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	FY17 Actual	FY18 Budget	FY19 Budget
Number of acres mowed/trimmed annually	1,374	1,374	1,374

City of San Angelo

State Office Buildings

The State Office Building division assists the State of Texas in serving area citizens by providing an efficient central office location for various agencies with proper support space, work areas and parking.

Budget Summary	FY17 Actual	FY18 Budget	FY19 Budget
Revenue			
Rent	1,232,054	1,240,000	1,250,300
Other	499	53,998	54,501
Total Revenue	\$1,232,553	\$1,293,998	\$1,304,801
Expenditure			
Personnel	134,969	122,952	125,362
Operations & Maintenance	624,244	926,532	956,826
Debt Service	31,141	171,573	152,723
Capital	5,924	50,000	50,088
Transfers Out	0	22,941	19,802
Total Expenditure	\$796,278	\$1,293,998	\$1,304,801
Surplus/(Deficit)	\$436,275	\$0	\$0

Personnel Summary*	FY17 Actual	FY18 Budget	FY19 Budget
Full Time	2	2	2
Part-Time	0	0	0
Total Personnel	2	2	2

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

City of San Angelo

State Office Buildings

Goals, Objectives & Performance Measures

Activity: Facility Management

Serves City Council's Vision: Industry Vision

Goal: Provide an efficient central office location

Objectives: Provide/maintain office, support space and parking areas for state agencies; contribute to the area's overall positive appearance and cooperate with ongoing programs and events at Fort Concho; work with state agencies and plan for authorized future expansion of office space

Performance Measures	FY17 Actual	FY18 Budget	FY19 Budget
Number of tenants in lease agreements	300	300	300
Average annual percentage of available office space leased	100%	100%	100%
Level of State Office Balance	162,069	200,000	225,000
HVAC Units Replaced	0	8	12
Lease with State Renewed	0	0	1

Appendix



ORDINANCE 2018-112

AN ORDINANCE OF THE CITY OF SAN ANGELO APPROVING AND ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018, AND ENDING SEPTEMBER 30, 2019; 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, 2018, and ending September 30, 2019, 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, 2018, through September 30, 2019, (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 2018-2019 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 and acceptance 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 are attached hereto as Exhibit "D" and are hereby authorized.

SECTION 11 The total number of civilian employees in place as shown on Exhibit "D" is 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 4th day of September, 2018, and finally PASSED, APPROVED and ADOPTED on this the 18th day of September, 2018


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September 18, 2018

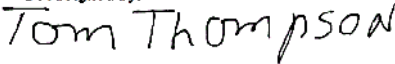
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<u>YES</u>	<u>NO</u>
<u>X</u>	<u> </u>
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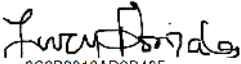
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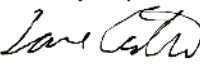
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 Brenda Gunter, Mayor

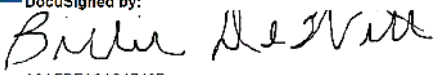
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 Tommy Hiebert, SMD #1

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 Tom Thompson, SMD #2


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 Harry Thomas, SMD #3

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 Lucy Gonzales, SMD #4

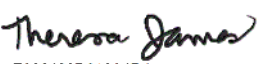
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 Lane Carter, SMD #5

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 Billie DeWitt, SMD #6

ATTEST:

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 Bryan Renuick, City Clerk

APPROVED AS TO FORM:

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 Theresa James, City Attorney

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City of San Angelo

Consolidated Financial Schedule

Revenue and Expenditures, Fiscal Year Ending September 30, 2019

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	\$21,230,272	\$70,711,220	\$4,233,746	\$96,175,238	\$71,191,984	\$3,752,982	\$74,944,966	\$0	\$21,230,272
105	General Debt Service	1,780,962	4,691,199	2,909,822	9,381,983	7,601,021	0	7,601,021	0	1,780,962
501	Equipment Replacement	349,018	95,000	1,572,373	2,016,391	1,667,373	0	1,667,373	0	349,018
502	Capital Projects	144,468	2,852	247,148	394,468	250,000	0	250,000	0	144,468
103	Intergovernmental	587,650	1,990,463	394,772	2,972,885	2,288,062	97,173	2,385,235	0	587,650
106	TIRZ	1,648,787	795,630	0	2,444,417	795,630	0	795,630	0	1,648,787
453	Community Development Block	0	731,822	0	731,822	731,822	0	731,822	0	0
483	HOME Grant	0	430,042	0	430,042	430,042	0	430,042	0	0
601	Designated Revenue	118,938	45,130	0	164,068	45,130	0	45,130	0	118,938
605	Hotel Occupancy Tax	1,345,442	2,271,707	0	3,617,149	1,064,633	1,176,476	2,241,109	30,598	1,376,040
640	Lake Nasworthy Trust	14,884,883	751,000	0	15,635,883	50,000	175,500	225,500	525,500	15,410,383
203	Texas Bank Sports Complex	515,265	192,231	757,532	1,465,028	949,763	0	949,763	0	515,265
410	Civic Events	839,511	549,885	1,076,476	2,465,872	1,495,929	130,432	1,626,361	0	839,511
420	Fort Concho	239,395	675,848	482,230	1,397,473	1,158,078	0	1,158,078	0	239,395
440	Fairmount Cemetery	(62,582)	372,300	93,111	402,829	418,592	0	418,592	46,819	(15,763)
201	State Office Building	152,498	1,304,801	0	1,457,299	1,284,999	19,802	1,304,801	0	152,498
220	Airport Operating	148,222	1,554,304	0	1,702,526	1,471,626	82,678	1,554,304	0	148,222
529	Airport PFC	1,192,865	285,854	0	1,478,719	0	285,854	285,854	0	1,192,865
230	Solid Waste Enterprise	3,785,406	1,960,425	0	5,745,831	1,705,425	255,000	1,960,425	0	3,785,406
240	Stormwater	3,126,616	2,958,399	95,000	6,180,015	3,045,867	344,523	3,390,390	(336,991)	2,789,625
260	Water Operating	6,984,557	28,598,086	1,822,960	37,405,603	24,744,940	3,493,134	28,238,074	2,182,972	9,167,529
261	Water Debt Service	19,060	76,978	11,200,147	11,296,185	11,277,125	0	11,277,125	0	19,060
512	Water / Supply Capital Projects	7,856,537	4,771,169	200,000	12,827,706	3,166,402	1,804,767	4,971,169	0	7,856,537
270	Wastewater Operating	12,015,736	14,295,934	0	26,311,670	8,403,062	5,410,106	13,813,168	482,766	12,498,502
271	Wastewater Debt Service	246,317	6,521	3,810,636	4,063,474	3,817,157	0	3,817,157	0	246,317
520	Wastewater Capital Projects	7,492,832	1,784,431	0	9,277,263	1,324,522	459,909	1,784,431	0	7,492,832
	Operating Totals	\$86,642,655	\$141,903,231	\$28,895,953	\$257,441,839	\$150,379,184	\$17,488,336	\$167,867,520	\$2,931,664	\$89,574,319
301	Vehicle Maintenance	\$623,148	\$6,478,469	\$0	\$7,101,617	\$6,458,315	\$0	\$6,458,315	\$20,154	\$643,302
305	Communications	184,949	770,499	0	955,448	770,499	0	770,499	0	184,949
310	Health Insurance	(19,109)	9,002,565	0	8,983,456	9,002,565	0	9,002,565	0	(19,109)
320	Property/Casualty	741,977	1,215,621	0	1,957,598	1,215,621	0	1,215,621	0	741,977
330	Workers' Compensation	(423,551)	1,222,071	0	798,520	929,304	0	929,304	292,767	(130,784)
	Total Internal Service Funds	\$1,107,414	\$18,689,225	\$0	\$19,796,639	\$18,376,304	\$0	\$18,376,304	\$312,921	\$1,420,335

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City of San Angelo Development Corporation Schedule of Revenues and Expenditures

Description	FY17 Actual	FY18 Original Budget	FY19 Proposed Budget	Increase (Decrease) from FY18 Original
REVENUES:				
Ballot	7,868,410	5,656,000	6,668,617	904,455
Economic Development	1,795,047	2,556,250	2,737,578	139,265
Total Revenues	\$9,663,457	\$8,212,250	\$9,406,195	\$1,043,720
EXPENSES:				
Ballot	7,868,410	5,656,000	6,668,617	904,455
Economic Development	1,795,047	2,556,250	2,737,578	139,265
Total Expenditures	\$7,868,410	\$8,212,250	\$9,406,195	\$1,043,720
Revenues Over/ (Under) Expenditures	1,795,047	0	0	0
Unreserved Beginning Fund Balance	11,881,056	10,086,009	10,086,009	0
Unreserved Ending Fund Balance	\$10,086,009	\$10,086,009	\$10,086,009	\$0

Fund Balance Designated for existing projects

Ballot	241,231
Economic Development	7,199,412
Total Fund Balance	7,440,643

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EXHIBIT B
COMPETITIVE PAY PLAN GRADE AND STEP TABLES – POLICE

City of San Angelo
Salary Ranges
Effective 10-1-18

<u>Grade</u>	<u>Min</u>	<u>Mid</u>	<u>Max</u>
47	\$133,583	\$166,844	\$200,105
43	\$109,995	\$137,359	\$164,722
42	\$104,784	\$130,845	\$156,905
40	\$95,178	\$118,815	\$142,452
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
26	\$50,417	\$63,022	\$75,626
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

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

EXHIBIT B
COMPETITIVE PAY PLAN GRADE AND STEP TABLES – FIRE**City of San Angelo**
Civil Service Pay Plan
Fire Department
Effective 10/1/18

		<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	\$5,390.25	\$64,683
GR 30	Captain	\$6,198.83	\$74,386
GR 31	Battalion Chief	\$7,128.58	\$85,543

EXHIBIT B
COMPETITIVE PAY PLAN GRADE AND STEP TABLES – POLICE

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

Effective 10/1/2018

			<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
GR 23	Recruit	\$42,856						
GR 26	Probationary PO	\$45,500						
GR 27	Police Officer		\$48,500	\$50,500	\$52,500	\$54,500	\$56,500	\$62,500
GR 29	Sergeant		\$68,500	\$70,500				
GR 30	Lieutenant		\$78,500	\$83,000				

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**EXHIBIT C
GRANT APPLICATIONS**

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

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**EXHIBIT D
CLASSIFICATION PLAN**

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	2
Police Lieutenant	7
Police Sergeant	28
Police Officer	137
<hr/>	
Total Police Department – Civil Service	175

All Others

Civilians	611
<hr/>	
Total All Others	611
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Grand Total Staffing Levels	957
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ORDINANCE 2018-113

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 2018-2019 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, 2018; 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, 2018, and ending September 30, 2019, 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, 2018, and ending September 30, 2019, hereinafter levied for purposes of maintenance and operations must be levied to provide for the revenue requirements of the budget for the ensuing fiscal year:

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

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

Section Two. The following taxes be and are hereby levied for the fiscal year 2018-2019, 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

For the purposes of maintenance and operations in the	
General Fund	<u>\$0.6824</u>

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

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

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

Section Five: Taxes levied under this ordinance shall be due on October 1, 2018, and if not paid as provided by law, shall immediately become delinquent on February 1, 2019.

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

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

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

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

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

INTRODUCED on the 4th day of September, 2018, and APPROVED and ADOPTED on this 18th day of September, 2018.

<u>YES</u>	<u>NO</u>
<u> X </u>	_____
<u> X </u>	_____
<u> X </u>	_____
<u> X </u>	_____
<u> X </u>	_____

THE CITY OF SAN ANGELO, TEXAS:

DocuSigned by:
Mayor Gunter
65CC121DADBB40F...
BRENDA GUNTER, Mayor

DocuSigned by:
Tommy Hiebert
7A8E05958920435...
TOMMY HIEBERT, SIVD #1

DocuSigned by:
Tom Thompson
F21919348DDE401...
Tom Thompson, SIVD #2

DocuSigned by:
Harry Thomas : harry.thomas@cosatz.us
EE0F2DAB21E042C...
HARRY THOMAS, SIVD #3

DocuSigned by:
Lucy Gonzales
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LUCY GONZALES, SIVD #4

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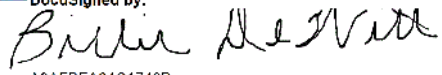
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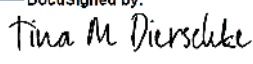
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Billie DeWitt, SIVID #6

ATTEST:

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Bryan Kendrick, City Clerk

APPROVED AS TO CONTENT:

APPROVED AS TO FORM:

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Tina Dierschke, Finance Director

DocuSigned by:

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Theresa James, City Attorney

City of San Angelo

Principal Taxpayers, 2018-19 Budget

<u>Name</u>	<u>Type of Property</u>	<u>Taxable Valuation</u>
1 Walmart/Sam's	Retail	\$ 87,900,970
2 Ethicon, Inc	Mfg.	71,236,685
3 AEP Texas North	Utility	69,816,590
4 Hirschfeld Steel & Energy	Mfg.	42,494,460
5 Envoy Air	Transportation	32,764,620
6 San Angelo Hospital	Medical	28,113,230
7 C & J Well Services Inc.	Petroleum	24,549,970
8 HEB Grocery Company	Retail	21,588,720
9 Southern Glazers Wine & Spirits	Wholesale	19,192,530
10 Jim Bass Ford	Auto Dealer	18,771,080
		<hr/>
	TOTAL	\$ 416,428,855
		<hr/>

Valuation from the top ten principal taxpayers increased approximately 0.48% from FY2017-18.

City of San Angelo

Property Taxpayers, 2018-19 Budget

Tax Base Distribution

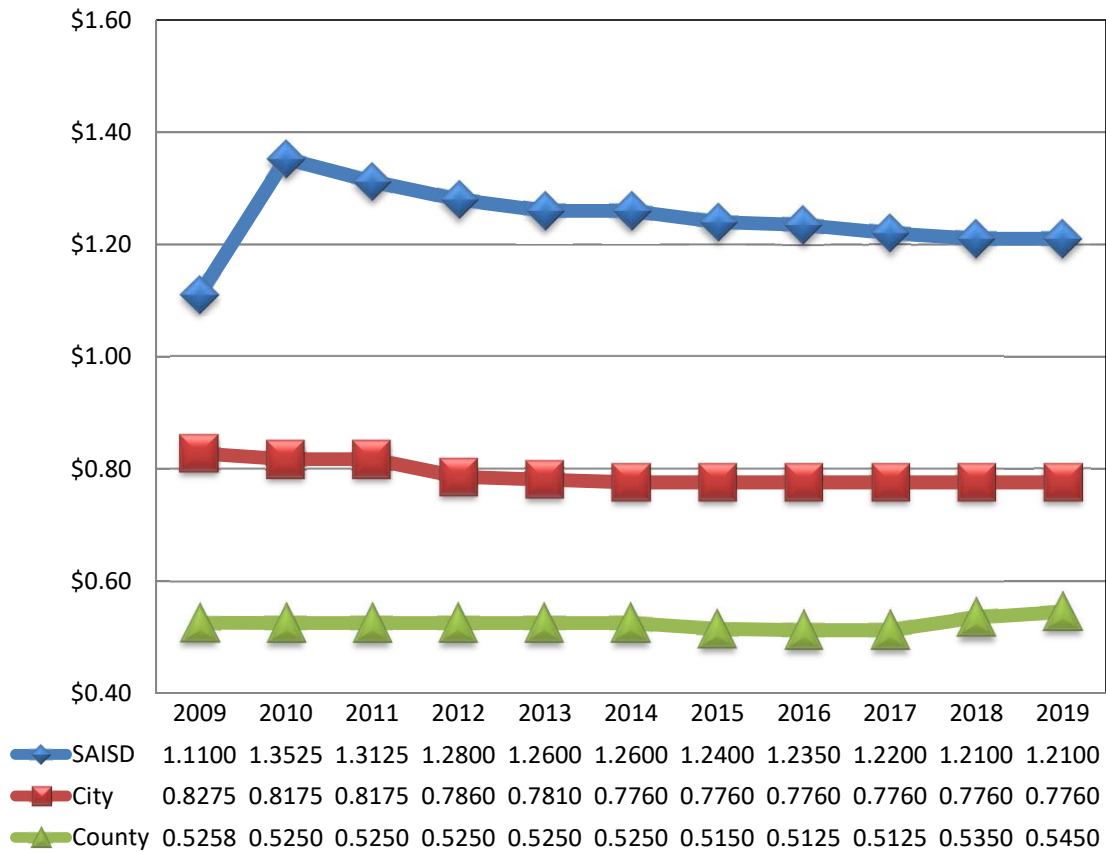
A comparison of the assessed valuation for the last two years by major property classifications.

<u>Property Type</u>	<u>2017-18 Budget</u>	<u>2018-19 Budget</u>
Real Property	\$ 5,058,233,570	\$ 5,158,518,110
Personal Property	881,566,525	900,968,360
Total Values on Tax Roll	\$ 5,939,800,095	\$ 6,059,486,470
Less Exemptions:		
Mandatory Homestead, Over 65, Disabled, & Disabled Veteran	(70,654,390)	(77,013,405)
Optional Homestead, Over 65, & Disabled	(583,102,650)	(600,991,270)
Freeport / Productivity	(26,665,092)	(37,504,125)
Pollution Control	(5,762,219)	(5,562,275)
Minimum Value	(38,540)	(65,205)
Historical Abatement	(2,151,388)	(2,513,345)
Constitution Exempt	(2,357,106)	(2,683,180)
Industrial Abatement	0	0
Assessed Taxable Value	\$ 5,249,068,710	\$ 5,333,153,665
Less Freeze Loss:		
Over 65 & Disable Veteran Value Loss	(253,861,582)	(262,272,500)
Net Taxable Value Minus Freeze Value Credit	\$ 4,995,207,128	\$ 5,070,881,165

Total Values on the tax roll increased 2.01%, assessed taxable value increased 1.60%, and the net taxable value minus freeze value increased 1.51% from FY2017-18.

City of San Angelo

Property Tax Rate Comparisons: School, City, and County 2010-2019



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 1.21 as of fiscal year 2018.

The City tax rate has steadily decreased over the past ten years and has maintained for fiscal year 2019. 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

<u>Budget Year</u>	<u>City</u>	<u>School</u>	<u>County</u>
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
2019	39,350,038	61,436,818	36,181,922

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 1st and are considered delinquent on February 1st. Penalty and interest begin to accrue on that date.

City of San Angelo

Property Tax Levies and Collections

Fiscal Years 2009-2019

Fiscal Year Ended September 30	Total Tax Levy	Collection of Current Years Taxes	Percent of Levy Collected	Collection of Prior Years Taxes in	Total Collections	Ratio of Total Collections to Tax Levy	Accumulated Delinquent Taxes	Ratio of Delinquent Taxes to Levy
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%
2019	39,350,038	38,098,388	96.82%	455,138	38,553,526	97.98%	1,817,602	4.62%

City of San Angelo Personnel Summary

	FY17 Budget	FY18 Budget	FY19 Budget
CITY COUNCIL			
Mayor (PT)	1	1	1
Councilmember (PT)	6	6	6
	<u>7</u>	<u>7</u>	<u>7</u>
CITY MANAGER			
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>
INTERNAL AUDITOR			
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
CITY ATTORNEY			
City Attorney	1	1	1
Deputy City Attorney	1	1	1
Assistant City Attorney, Sr	1	0	0
Assistant City Attorney	1	2	2
Paralegal	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>
PROPERTY MANAGEMENT			
Real Estate Administrator	1	1	1
Property Mgt Specialist	1	1	0
Paralegal	0	0	1
	<u>2</u>	<u>2</u>	<u>2</u>
MUNICIPAL COURT			
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	1	1	1
Building Maintenance Worker (PT)	1	1	1
Network Administrator	1	1	1
Court Collections Supervisor	0	0	1
	<u>32</u>	<u>32</u>	<u>33</u>
CITY CLERK			
City Clerk	1	1	1
Deputy City Clerk	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>

	FY17 Budget	FY18 Budget	FY19 Budget
PUBLIC INFORMATION			
Public Information Officer	1	1	1
Multimedia Coordinator	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
EMERGENCY MANAGEMENT/BIOTERRORISM			
Emergency Management Coordinator	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
HAZARDS			
Emergency Management Planning Specialist	1	1	1
Office Assistant (PT)	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
FACILITIES MAINTENANCE			
Construction & Facilities Manager	1	1	1
HVAC/Security Coordinator	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Technician	0	2	3
Building Maintenance Worker	3	1	0
	<u>6</u>	<u>6</u>	<u>6</u>
HUMAN RESOURCES			
Director of Human Resources & Risk Management	1	1	1
Assistant Director of Human Resources	1	1	0
Human Resources Coordinator	0	0	2
Human Resources Generalist	1	1	0
Human Resources Specialist	1	1	0
Human Resources Assistant	1	1	1
	<u>5</u>	<u>5</u>	<u>4</u>
HEALTH INSURANCE			
Human Resources Coordinator	0	0	1
Benefits Representative	1	1	0
Benefits Technician	0	0	1
	<u>1</u>	<u>1</u>	<u>2</u>
RISK MANAGEMENT			
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>
CROSSING GUARDS			
Safety Guard Supervisor (PT)	1	1	1
Safety Guard (PT)	24	24	24
	<u>25</u>	<u>25</u>	<u>25</u>

	FY17 Budget	FY18 Budget	FY19 Budget
FINANCE			
Director of Finance	1	1	1
Assistant Finance Director	0	1	1
Budget Manager	1	0	1
Budget Analyst, Sr	2	2	2
Administrative Assistant, Sr.	1	1	1
Chief Accountant	1	1	0
Cash & Debt Analyst	1	1	1
Accountant	2	2	2
Accounts Payable Specialist	2	2	1
Accounting Clerk	0	0	1
Payroll Specialist	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>

PURCHASING			
Purchasing Manager	1	1	1
Purchasing Specialist	1	1	1
Administrative Assistant	0	0	1
	<u>2</u>	<u>2</u>	<u>3</u>

INFORMATION TECHNOLOGY			
Information Technology Manager	1	1	1
Network Analyst	1	0	0
Network Engineer	0	1	1
Computer Support Specialist	2	0	0
Server Administrator	0	1	1
Systems Analyst	1	3	3
Administrative Assistant	1	1	0
	<u>6</u>	<u>7</u>	<u>6</u>

COMMUNICATIONS			
Communications Administrator	1	0	0
Communications Repair Tech	1	1	1
	<u>2</u>	<u>1</u>	<u>1</u>

BILLING & COLLECTIONS			
Billing & Collections 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>

	FY17 Budget	FY18 Budget	FY19 Budget
FIRE			
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	82	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>176</u>	<u>176</u>

PUBLIC SAFETY COMMUNICATIONS			
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>

POLICE			
Police Chief	1	1	1
Assistant Police Chief	3	3	2
Lieutenant	7	7	7
Sergeant	28	28	28
Police Officer	126	131	137
Administrative Services Manager	1	1	1
Executive Office Coordinator	0	0	0
Administrative Assistant	5	5	5
Office Assistant	0	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	0	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	0	0	0
Maintenance Technician	2	2	2
	<u>198</u>	<u>203</u>	<u>208</u>

DEVELOPMENT SERVICES			
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>

	FY17 Budget	FY18 Budget	FY19 Budget
GIS			
GIS Manager	1	1	1
GIS Coordinator	1	1	1
GIS Analyst, Sr	0	0	0
GIS Analyst	0	0	0
GIS Technician	0	0	0
GIS Developer	2	2	2
	<u>4</u>	<u>4</u>	<u>4</u>
PERMITS & INSPECTIONS			
Building Official	1	1	1
Deputy Building Official	1	1	1
Plans Examiner, Sr	1	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>14</u>	<u>14</u>	<u>14</u>
PLANNING			
Planning Manager	1	1	1
Planner, Sr	2	2	2
Planner	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>
ENGINEERING SERVICES			
City Engineer	1	1	1
Assistant City Engineer	0	1	1
Professional Engineer	1	2	2
Project Engineer	3	1	1
Inspection Coordinator	1	1	1
Construction Inspector, Sr	1	1	1
Construction Inspector	3	3	3
Sr. Engineering Design Technician	1	1	1
CADD Technician	1	1	1
Survey Technician, Sr	1	1	1
Survey Technician	1	1	1
Water Utilities Engineering Manager	0	0	0
Administrative Assistant	1	1	1
	<u>15</u>	<u>15</u>	<u>15</u>
STORMWATER			
Stormwater Superintendent	1	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>23</u>	<u>23</u>	<u>23</u>

	FY17 Budget	FY18 Budget	FY19 Budget
FIRE PREVENTION			
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>

COMMUNITY & HOUSING SUPPORT SERVICES			
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>

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

WIC			
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	0	0
Administrative Coordinator	1	1	1
Peer Counselor Supervisor	1	1	1
	<u>15</u>	<u>14</u>	<u>14</u>

OPERATIONS			
Executive Director of Public Works	1	1	1
Director of Operations	1	1	1
Assistant Director of Operations	1	1	1
Public Works Project Administrator	0	0	1
Administrative Assistant, Sr	1	1	1
	<u>4</u>	<u>4</u>	<u>5</u>

SOLID WASTE			
Contract Manager	1	1	1
Solid Waste Coordinator	1	1	1
Public Works Educator	0	1	0
	<u>2</u>	<u>3</u>	<u>2</u>

	FY17 Budget	FY18 Budget	FY19 Budget
TRAFFIC OPERATIONS			
Traffic Operations Superintendent	1	1	1
Traffic Supervisor	1	0	0
Traffic Signal Specialist	1	0	0
Traffic Support Coordinator	1	2	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	1	1
Traffic Systems Tech I	3	2	2
Administrative Assistant	0	1	1
	<u>11</u>	<u>11</u>	<u>11</u>

STREET & BRIDGE			
Street & Bridge Superintendent	1	1	1
Street & Bridge Supervisor	1	1	1
Street & Bridget Construction Coordinator	1	1	1
Street & Bridget Maintenance Coordinator	1	1	1
Street & Bridge Crew Leader	5	5	5
Heavy Equipment Operator	10	12	12
Light Equipment Operator	5	6	6
Maintenance Worker	7	8	8
Inventory Control Technician	1	1	1
Administrative Assistant	1	1	1
	<u>33</u>	<u>37</u>	<u>37</u>

FLEET SERVICES			
Equipment Maintenance Superintendent	1	1	1
Equipment Maintenance Supervisor	1	1	1
Mechanic IIII	0	1	1
Mechanic III	1	0	0
Mechanic II	2	2	2
Mechanic I	0	6	6
Mechanic	6	0	0
Mechanic Apprentice	0	0	0
Equipment Service Technician	3	3	3
Shop Assistant	1	1	1
Administrative Assistant	2	2	2
	<u>17</u>	<u>17</u>	<u>17</u>

LAKE OPERATIONS			
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>

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

	FY17 Budget	FY18 Budget	FY19 Budget
WATER CONSERVATION			
Code Compliance Officer	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>

WATER CUSTOMER SERVICE			
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>

WATER DISTRIBUTION			
Distribution /Collection Superintendent	1	1	1
W/WW Distribution Supervisor	1	0	0
Water Coordinator	0	1	1
AMR Meter Shop Supervisor	1	1	1
Warehouse Supervisor	1	1	1
Water Distribution Crew Leader	8	8	8
SCADA & Data Asset Specialist	1	0	0
Heavy Equipment Operator	6	6	6
Light Equipment Operator	4	4	4
Leak & Tap Supervisor	1	1	1
Meter Technician	1	1	1
Meter Service Field Technician	2	2	2
Maintenance Worker	8	6	6
Administrative Assistant	1	1	1
Office Assistant	1	0	0
	<u>37</u>	<u>33</u>	<u>33</u>

WATER TREATMENT			
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>

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

	FY17 Budget	FY18 Budget	FY19 Budget
UTILITY MAINTENANCE			
Utility Maintenance Superintendent	1	1	1
Utility Maintenance Supervisor	1	0	0
Electrical Supervisor	1	0	0
Utility Maintenance Coordinator	0	1	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	1	1
Administrative Assistant	1	1	1
	<u>22</u>	<u>22</u>	<u>22</u>
WATER RECLAMATION COLLECTION			
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	0	0	0
Maintenance Worker	3	3	3
Administrative Assistant	0	1	1
	<u>17</u>	<u>18</u>	<u>18</u>
WATER RECLAMATION TREATMENT			
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)	4	4	4
W/WW Plant Operator, (Cert A/B)	0	0	0
W/WW Plant Operator (Cert C/D)	10	10	10
Heavy Equipment Operator	1	1	1
	<u>21</u>	<u>21</u>	<u>21</u>
HEALTH SERVICES ADMINISTRATION			
Health Services Director	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
ENVIRONMENTAL HEALTH			
Environmental Health Inspector, Sr.	0	1	1
Environmental Health Inspector	2	1	1
Environmental Health Inspector (PT)	0	1	1
	<u>2</u>	<u>3</u>	<u>3</u>

	FY17 Budget	FY18 Budget	FY19 Budget
ANIMAL SERVICES			
Assistant Director of Neighborhood & Family Services	1	1	1
Veterinarian	1	0	0
Veterinarian Technician	1	0	0
Animal Services Admin & Volunteer Coordinator	1	0	0
Animal Services Supervisor	0	1	1
Animal Services Officer, Senior	1	1	1
Animal Services Officer	2	4	4
Shelter Supervisor	1	1	1
Shelter Assistant III	0	0	0
Shelter Assistant II	1	1	1
Shelter Assistant I	3	3	3
Office Assistant	1	2	2
Administrative Assistant	1	0	0
	<u>14</u>	<u>14</u>	<u>14</u>

NURSING			
Licensed Vocational Nurse	1	1	1
Nursing Manager	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>

PARKS			
Director of Parks & Recreation	1	1	1
Parks Superintendent	1	0	0
Deputy Parks Superintendent	1	0	0
Parks Manager, Sr.	0	1	1
Parks Manager	0	1	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>

STATE OFFICE BUILDING			
Building Maintenance Supervisor	1	1	1
Building Maintenance Technician	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>

	FY17 Budget	FY18 Budget	FY19 Budget
FAIRMOUNT CEMETERY			
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>

RECREATION			
Recreation Manager	1	1	1
Recreation Supervisor/Interim Manager	0	0	0
Recreation Supervisor	2	2	2
Athletics/Aquatics Coordinator	1	0	0
Recreation Coordinator	1	2	2
Office Assistant	1	1	1
Custodian	1	1	1
	<u>7</u>	<u>7</u>	<u>7</u>

NUTRITION			
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>

CIVIC EVENTS			
Civic Events Manager	1	1	1
Civic Events Assistant Manager	0	1	1
Civic Events Operations Supervisor	1	0	0
Business & Finance Analyst	1	1	1
Business & Finance Assistant	1	1	1
Event Service Representative, Sr	3	3	3
Event Service Representative	3	3	3
Event Service Worker	0	0	0
Building Maintenance Technician, Sr	1	1	1
Building Maintenance Technician	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>

FORT CONCHO			
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>

	FY17 Budget	FY18 Budget	FY19 Budget
TEXAS BANK SPORTS COMPLEX			
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>
CONSTRUCTION MANAGEMENT			
Construction Manager	1	1	1
Construction Assistant Manager	1	0	0
	<u>2</u>	<u>1</u>	<u>1</u>
ECONOMIC DEVELOPMENT			
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>
METROPOLITAN PLANNING ORGANIZATION			
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>
AIRPORT			
Airport Director	1	1	1
Business/Finance Analyst	1	1	1
Deputy Airport Director	1	1	1
Airport Operations Manager	0	0	0
Airport Operations Coordinator	0	0	0
Airport Maintenance Supervisor	1	1	1
Airport Maintenance Technician	2	2	2
Airport Maintenance Worker	5	5	5
Airport Police Officer	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>13</u>	<u>13</u>	<u>13</u>
FULL-TIME EMPLOYEES	936	951	957
PART-TIME EMPLOYEES	42	43	43
TOTAL EMPLOYEES	<u>978</u>	<u>994</u>	<u>1,000</u>

City of San Angelo

Glossary

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).