

CITY OF  
SAN ANGELO, TEXAS

# Operating Budget

FISCAL YEAR 2019-2020





# City of San Angelo, Texas

## Operating Budget Fiscal Year 2019-2020

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$1,365,635 (3.58%), AND OF THAT AMOUNT, \$405,140 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR

City Council Record Vote  
**\*\*September 17, 2019\*\***

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	Proposed FY2019-20	Adopted FY2018-19
Property Tax Rate	0.7760 / \$100	0.7760 / \$100
Effective Tax Rate	0.7503 / \$100	0.7641 / \$100
Effective M&O Tax Rate	0.6587 / \$100	0.6707 / \$100
Rollback Tax Rate	0.8047 / \$100	0.8179 / \$100
Debt Tax Rate	0.0934 / \$100	0.0936 / \$100

The total amount of outstanding City debt obligations secured by property taxes is \$158,610,000. Of that amount, the total amount of outstanding debt obligations considered self-supporting is \$116,435,000. 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 \$46,055,000 that supported by the Water Fund and not secured by the property tax.

# City of San Angelo

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CITY OF  
SAN ANGELO, TEXAS

# 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, 2018**

*Christopher P. Morill*

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, 2018. 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, 2019

Honorable Mayor and Council members,

In accordance with Article 2.11, Section 002 of the city charter, the fiscal year 2019-20 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 2019-20 adopted operating expenditure budget totals \$160 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 2019-20, \$41,425,217 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 2019-20 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 2019 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 2020 operating budgets in excess of \$1 million in expenditures. These ten funds are compared side-by-side with the fiscal year 2018-19 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 increase in appraisal values. The sales tax line below includes several forms of sales tax such as alcohol beverage tax and bingo tax. For fiscal year 2020, sales tax is projected conservatively at a 5% decline from fiscal year 2019 projected actuals as of August. The increase in franchise tax is largely due to increase in water sales. The main cause for the increase to charges for service is ambulance fees that were revised during the 2019 fee review process.

While some departments decreased their personnel cost, there is a net increase due to the second year of the police pay plan that was approved in fiscal year 2019 for an increased cost of \$232,147 and performance based raises that were partially offset by a decrease in health insurance costs which nets to be an increase of \$673,322. The increase in operations and maintenance can be contributed to an increase in the Tom Green County Appraisal District contract, the billing contract for ambulance fees, and a structural reorganization of employees between divisions.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Property Tax	34,356,663	35,557,578	1,200,915
Sales Tax	18,848,004	19,066,734	218,730
Franchise taxes	7,117,195	7,234,690	117,495
Charges for Service	9,813,116	10,018,222	205,106
Other	4,809,988	4,810,001	13
<b>Total</b>	<b>74,944,966</b>	<b>76,687,225</b>	<b>1,742,259</b>
<b>Expenditure</b>			
Personnel	53,106,186	54,265,984	1,159,798
O & M	17,270,709	17,882,529	611,820
Capital	825,905	872,128	46,223
Transfers	3,742,166	3,666,584	(75,582)
<b>Total</b>	<b>74,944,966</b>	<b>76,687,225</b>	<b>1,742,259</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Water Fund

The primary revenue source for the Water Fund is water sales. This budget is proposed in accordance with the rate study projections. This budget is proposed with revenue equal to expenditures, in order to fund capital needs and projected debt service payments. Expenses increased largely due to additional electrical costs at the Water Treatment Plant and debt service.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Sales	26,060,566	28,164,918	2,104,352
Other	4,360,480	5,052,664	692,184
<b>Total</b>	<b>30,421,046</b>	<b>33,217,582</b>	<b>2,796,536</b>
<b>Expenditure</b>			
Personnel	6,425,566	6,770,312	344,746
O & M	18,263,001	20,612,777	2,349,776
Capital	3,549,507	5,834,493	2,284,986
<b>Total</b>	<b>28,238,074</b>	<b>33,217,582</b>	<b>4,979,508</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>2,182,972</b>	<b>-</b>	<b>(2,182,972)</b>

### Water Reclamation Fund

The primary revenue source for the Water Reclamation Fund is user fees which are budgeted in accordance with the rate study projections. This budget is proposed with revenue equal to expenditures, in order to fund capital needs and projected debt service payments.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
User Fees	13,767,649	15,086,996	1,319,347
Other	528,285	676,511	148,226
<b>Total</b>	<b>14,295,934</b>	<b>15,763,507</b>	<b>1,467,573</b>
<b>Expenditure</b>			
Personnel	2,228,522	2,278,182	49,660
O & M	8,287,085	8,893,119	606,034
Capital	3,297,561	4,592,206	(270,897)
<b>Total</b>	<b>13,813,168</b>	<b>15,763,507</b>	<b>1,950,339</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>482,766</b>	<b>-</b>	<b>(482,766)</b>

### **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. In recent fiscal years, there has been no budgeted contribution to fund balance in order to begin funding engineering studies.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
User fees	1,002,920	1,064,920	62,000
Other	957,505	1,066,659	109,154
<b>Total</b>	<b>1,960,425</b>	<b>2,131,579</b>	<b>171,154</b>
<b>Expenditure</b>			
Personnel	220,769	220,769	(31,600)
O & M	1,534,620	1,572,020	37,400
Capital	205,036	370,390	165,354
<b>Total</b>	<b>1,960,425</b>	<b>2,131,576</b>	<b>171,154</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

### **Stormwater Fund**

The primary revenue source for the Stormwater Fund is user fees. In fiscal year 2019, there was an expected use of fund balance for capital purchases, such as replacing equipment and technology. The proposed fiscal year is budgeted with revenue equal to expenditures.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
User Fees	2,786,000	2,786,000	-
Other	267,399	229,056	(38,343)
<b>Total</b>	<b>3,053,399</b>	<b>3,015,056</b>	<b>(38,343)</b>
<b>Expenditure</b>			
Personnel	1,308,772	1,235,395	(73,377)
O & M	1,029,848	1,051,433	21,585
Capital	1,051,770	728,228	(379,972)
<b>Total</b>	<b>3,390,390</b>	<b>3,015,056</b>	<b>(375,334)</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>(336,991)</b>	<b>-</b>	<b>336,991</b>

### Airport Fund

The primary revenue source for the Airport Fund continues to be lease income followed by concessions. The decline in revenue and expenditures is due to more conservative budgeting which is more in line with historical data than what was budgeted in prior years.

Airport Fund	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Leases, Concessions	1,396,127	1,356,013	(40,114)
Other	158,177	147,196	(10,981)
<b>Total</b>	<b>1,554,304</b>	<b>1,503,209</b>	<b>(51,095)</b>
<b>Expenditure</b>			
Personnel	787,791	789,053	1,262
O & M	766,513	667,427	(52,357)
Capital	-	-	-
<b>Total</b>	<b>1,554,304</b>	<b>1,503,209</b>	<b>(51,095)</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Hotel Occupancy Fund

The hotel occupancy tax revenue is utilized to support events, programs, or facilities. Hotel occupancy tax revenues must be likely to do two things: 1) directly promote tourism; and 2) directly promote the convention and hotel industry.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Hotel Occupancy Tax (HOT)	2,242,657	2,242,657	-
Interest	29,050	56,112	27,062
<b>Total</b>	<b>2,271,707</b>	<b>2,298,769</b>	<b>27,062</b>
<b>Expenditure</b>			
External Partners	1,064,633	1,175,258	110,625
Transfer Out to Other Funds	1,176,476	1,108,050	(68,426)
<b>Total</b>	<b>2,241,109</b>	<b>2,283,308</b>	<b>42,199</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>30,598</b>	<b>15,461</b>	<b>(15,137)</b>

### Civic Events Fund

The Civic Events Fund revenue is comprised of their allocation of hotel occupancy tax as well as the division's venue income. The facility use fee revenue is being restricted to fund balance for future capital and maintenance needs which will require City Council approval. The increase for O&M will be utilized for facility maintenance at the venues.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Hotel Occupancy Tax (HOT)	1,076,476	1,008,050	(68,426)
Facility Use Fee	108,500	133,500	25,000
Other	441,385	504,540	63,155
<b>Total</b>	<b>1,626,361</b>	<b>1,646,090</b>	<b>19,729</b>
<b>Expenditure</b>			
Personnel	781,018	764,090	(16,928)
O & M	699,753	748,500	48,747
Capital	145,590	-	(145,590)
<b>Total</b>	<b>1,626,361</b>	<b>1,512,590</b>	<b>19,729</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>133,500</b>	<b>133,500</b>

### 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.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Rent & Donations	644,750	661,750	17,000
Other	513,328	532,754	19,426
<b>Total</b>	<b>1,158,078</b>	<b>1,194,504</b>	<b>36,426</b>
<b>Expenditure</b>			
Personnel	739,203	771,913	32,710
O & M	415,875	414,591	(1,284)
Capital	3,000	8,000	5,000
<b>Total</b>	<b>1,158,078</b>	<b>1,194,504</b>	<b>36,426</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>



### **State Office Building Fund**

The primary revenue source for the State Office Building Fund continues to be rent income. As we approach the final payments on the bonds issued to build the facilities, plans are in place for addressing the major capital needs at both buildings.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Rent	1,250,300	1,260,302	10,002
Other	54,501	65,786	11,285
<b>Total</b>	<b>1,304,801</b>	<b>1,326,088</b>	<b>21,287</b>
<b>Expenditure</b>			
Personnel	125,362	123,499	(1,863)
O & M	1,129,351	1,152,589	23,238
Capital	50,088	50,000	(88)
<b>Total</b>	<b>1,304,801</b>	<b>1,326,088</b>	<b>21,287</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

### **Development Corporation: Ballot Funds**

The Development Corporation is primarily funded through the type B sales tax, 72% of which is earmarked for ballot projects such as long term water supply and affordable housing. Staff proposed sales tax at an increase based on trends and consistency with the General Fund's conservative projections.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Sales and Use Tax	6,638,617	6,710,590	71,973
Other	30,000	75,000	45,000
<b>Total</b>	<b>6,668,617</b>	<b>6,785,590</b>	<b>116,973</b>
<b>Expenditure</b>			
Personnel	152,326	-	(152,326)
O & M	5,788,552	5,987,250	198,698
Capital	727,739	798,340	70,601
<b>Total</b>	<b>6,668,617</b>	<b>6,785,590</b>	<b>116,973</b>
<b>Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Development Corporation: Eco Dev Funds**

The Development Corporation is primarily funded through the type B sales tax, 28% of which is allocated for economic development initiatives. Staff proposed sales tax at an increase based on trends and consistency with the General Fund's conservative projections.

	2018-19 Budget	2019-20 Budget	Over / (Under)
<b>Revenue</b>			
Sales and Use Tax	2,581,684	2,609,674	27,990
Other	155,894	292,679	136,785
<b>Total</b>	<b>2,737,578</b>	<b>2,902,353</b>	<b>164,775</b>
<b>Expenditure</b>			
Personnel	248,905	394,597	145,692
O & M	770,137	906,267	136,130
Capital	1,718,536	1,601,489	(117,047)
<b>Total</b>	<b>2,737,578</b>	<b>2,902,353</b>	<b>164,775</b>
<b>Revenue Over/(Under) Expenditure</b>	-	-	-

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

Respectfully Submitted,



Daniel Valenzuela  
City Manager

# City of San Angelo

## Quick Reference Guide

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# City of San Angelo

## Short-term Priorities & Goals

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The City Council's goal setting workshop for the fiscal year 2019-20 yielded three major priorities that served as a tool to steer budget discussions amongst staff and constituents. The priorities that best address San Angelo's current needs are focused on infrastructure, public safety, and economic development.

### Infrastructure

**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.



**Drainage:** Current infrastructure in some areas of San Angelo were not designed to properly divert and move large volumes of water causing flooding in neighborhoods, homes, and streets. The City Council has made this issue a top priority to resolve. Along with controlling the volume of water, the City strives to improve the quality of stormwater runoff through effective maintenance of drainage features, street sweeping, right-of-way maintenance and mowing, and approved methods of herbicide applications. It is also responsible for new construction of drainage structures.

### Public Safety

**Police:** As the City continues to grow in population, additional police officers will be necessary to keep the current ratio of officers to civilians. In fiscal year 2020, body cameras will be purchased in order to comply with Criminal Justice Information System (CJIS) recommendations.

**Fire:** The same growth issue is present for the Fire Department; additional firefighters and paramedics are necessary as the number of calls increases. This also requires additional fire stations to be strategically placed throughout the City to maintain the recommended response time.



## **Economic Development**

**Development Services:** 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.

**Economic Development Projects:** The City's Economic Development division strives to retain, strengthen and diversify the industry base of the community to ensure a vibrant business climate for San Angelo and the region. This process is made possible through the allocation of type B sales tax funds to promote economic growth and sustainability for San Angelo and the region. Through job creation and retention, recruitment and expansion, special project funding and various other activities, the Development Corporation has concentrated its efforts toward improving opportunities and enhancing the lives of the citizens to grow a better San Angelo.

# City of San Angelo

## Long-term Vision & Strategic Goals

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City Council and Department Directors met in March 2019 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

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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, occurring 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.



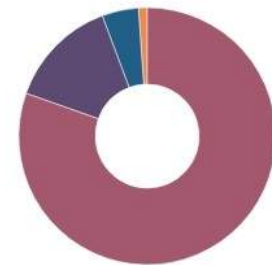
The military returned to San Angelo during World War II with the founding of Goodfellow Air Force Base which was assigned to train pilots at the time.

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 2018 estimate is 100,215), 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 14.8% 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**



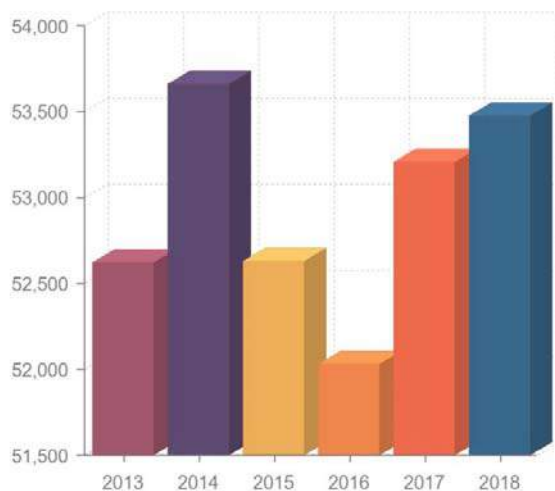
17 Years and Younger	24.3%
18-24 Years	13.9%
25-44 Years	24.9%
45-64 Years	23.1%
65 Years and Older	13.8%

## 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 much 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 55,800. Of that amount, about



54,000 people were employed as of June 2019. This means the local unemployment rate was 3.2%.

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 eight private schools in operation in the City, certified through the 12<sup>th</sup> grade, which includes 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 3<sup>rd</sup> Pops Concert. Over 20,000 people regularly attend that performance at the Bill Aylor Sr. Memorial River Stage by the Concho River.

The 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.



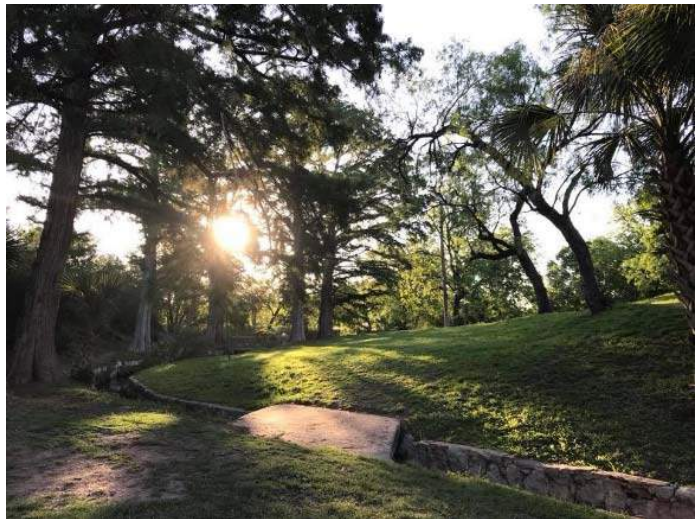
Angelo Civic Theater, the oldest civic theater in Texas, was founded in 1885 to raise funds for a town clock at the county courthouse. In 1969, a fire destroyed the school building that the theater was housed in so it produced its plays at various locations for 13 years until it purchased the 230 seat 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 Craig Partusch Memorial Showdown 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

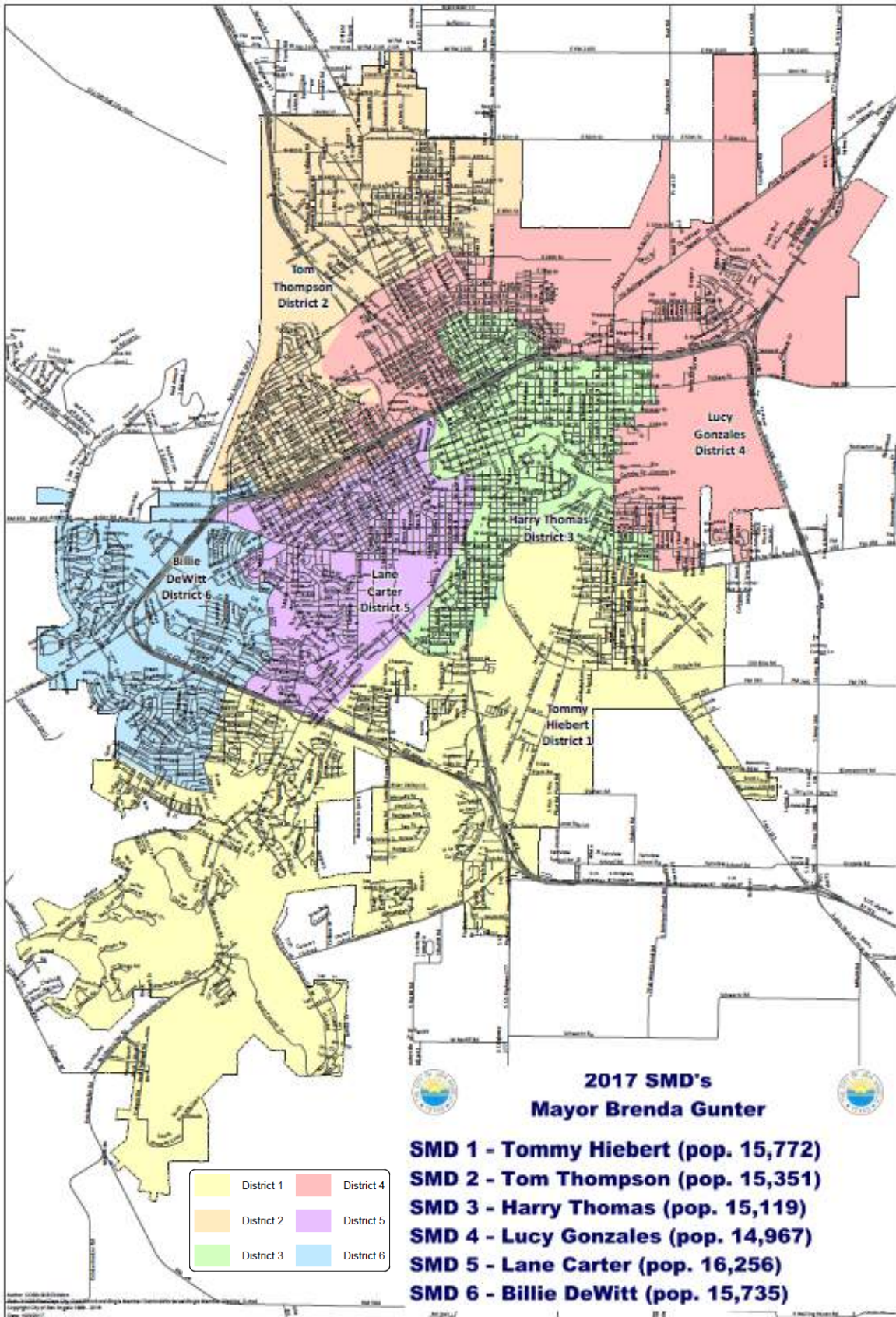
Angelo State University (ASU), a member of the NCAA Division II Lone Star Conference, games are open to the public. The ASU Rams compete in baseball, basketball, cross country, football, golf, soccer, softball, track & field, and volleyball. The school features some of the largest and newest facilities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



# City of San Angelo Single Member District



# City of San Angelo Elected Council Members

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Brenda Gunter  
Mayor



Tommy Hiebert  
District 1



Tom Thompson  
District 2



Harry Thomas  
District 3



Lucy Gonzales  
District 4



Lane Carter  
District 5



Billie DeWitt  
District 6

# City of San Angelo Principal Officials and Staff

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Daniel Valenzuela  
City Manager



Michael Dane  
Assistant City Manager



Rick Weise  
Assistant City Manager



Jay Daniel  
Presiding Judge



Frank Carter  
Police Chief



Brian Dunn  
Fire Chief



Theresa James  
City Attorney



Julia Antilley  
City Clerk



Brian Groves  
Public Information Officer

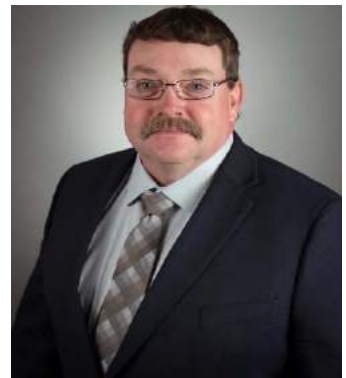




Carl White  
Director of Parks &  
Recreation



Allison Strube  
Director of Water Utilities



Shane Kelton  
Director of Operations



Bryan Kendrick  
Director of Human  
Resources  
& Risk Management



Lance Overstreet  
City Engineer



Jon James  
Director of Planning &  
Development Services



Jeremy Valgardson  
Director of Airport



Robert Salas  
Director of Neighborhood  
& Family Services



Sandra Villarreal  
Director of Health Services



**Bucky Hasty**  
Director of Information  
Technology



**Tina Dierschke**  
Director of Finance/CFO



**H. Ryan Gaddy**  
Assistant Finance Director



**Kimberly Holle**  
Budget Manager

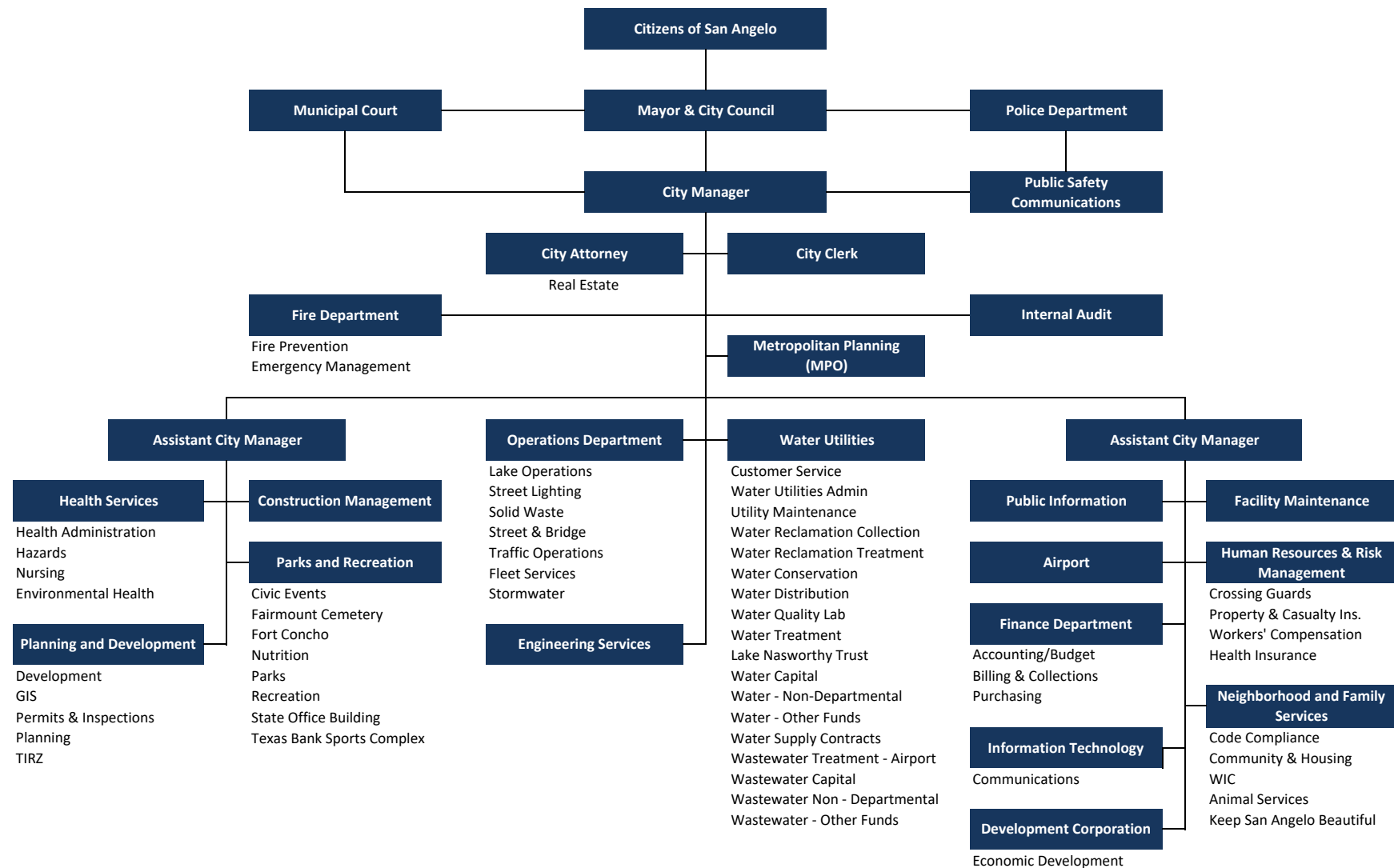


**Angela Bloss**  
Senior Budget Analyst



**Michael Muncey**  
Senior Budget Analyst

# City of San Angelo Organizational Chart







CITY OF  
SAN ANGELO, TEXAS

# Financial Structure



# City of San Angelo

## Fund/Department Relationship

	<u>Governmental</u>		<u>Proprietary</u>		<u>Discretely Presented</u>
	<u>General Fund</u>	<u>Special Revenue</u>	<u>Enterprise Funds</u>	<u>Internal Service</u>	<u>Component Unit Development Cooperation</u>
<b>Departments</b>					
<b>General Government</b>					
City Council	X				
City Manager	X				
Internal Auditor	X				
Public Information	X				
City Clerk	X				
Construction Management	X				
Development Corperation					X
<b>Administrative Services</b>					
City Attorney/Legal	X				
Real Estate	X				
Finance	X				
Billing & Collections	X				
Information Technology	X				
Communication				X	
Purchasing	X				
Human Resources	X				
Health Insurance				X	
Property/Causaulty				X	
Workers Compensation				X	
Crossing Guards	X				
Facilities Maintenance	X				
Airport			X		
<b>Planning &amp; Development Services</b>					
Administration	X				
Planning	X				
GIS	X				
Permits & Inspections	X				
<b>Neighborhood &amp; Family Services</b>					
Code Compliance	X				
Animal Services	X				
Social Services	X				
Keep San Angelo Beautiful		X			
WIC		X			
Community Development		X			
<b>Public Safety</b>					
Police	X				
Municipal Court	X				
Public Safety Communications	X				
Fire	X				
Fire Prevention	X				
Emergency Management		X			

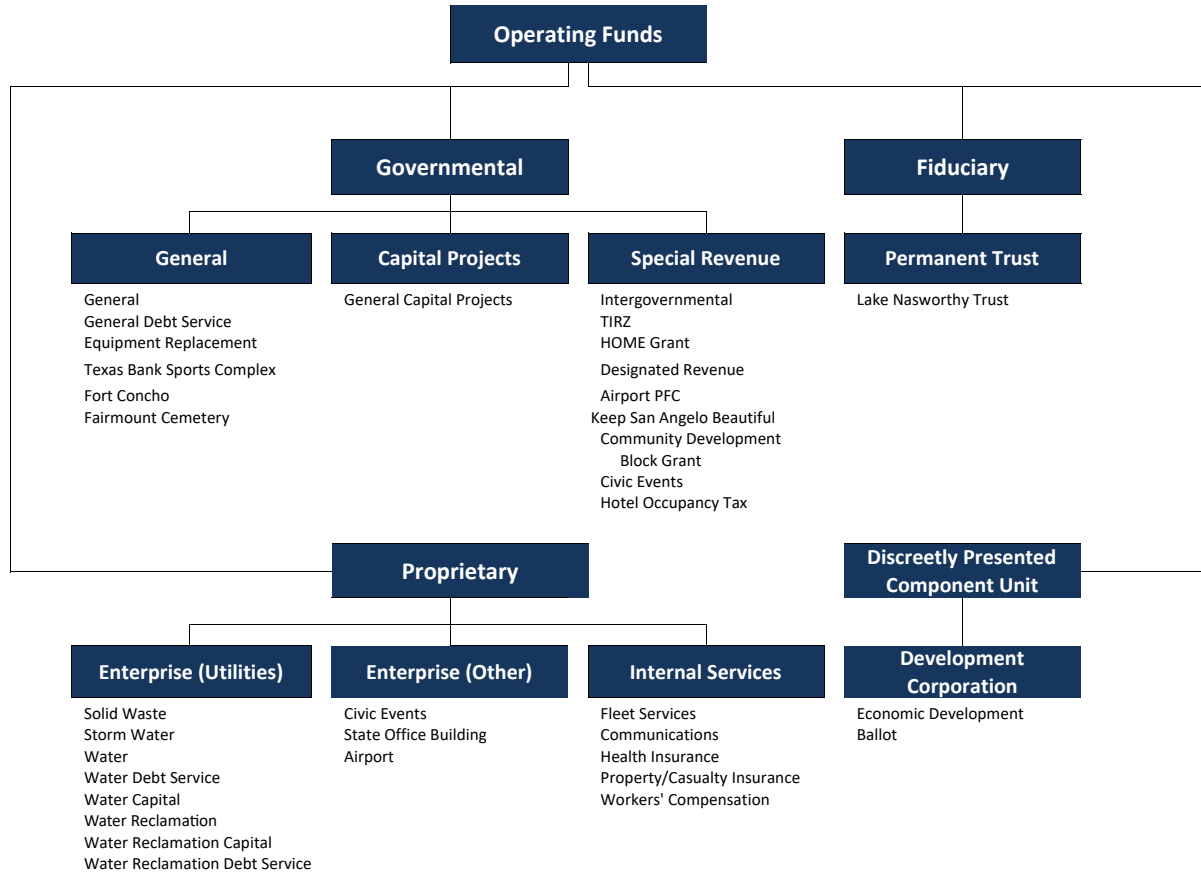
# City of San Angelo

## Fund/Department Relationship

	<u>Governmental</u>		<u>Proprietary</u>		<u>Fiduciary</u>
	<u>General Fund</u>	<u>Special Revenue</u>	<u>Enterprise Funds</u>	<u>Internal Service</u>	<u>Permanent Trust</u>
<b>Departments</b>					
<b>Public Works</b>					
Engineering	X				
Operations	X				
Traffic/Signal Control	X				
Street and Bridge	X				
Stormwater			X		
Solid Waste			X		
Fleet Services				X	
Water			X		X
Water Reclamation			X		X
<b>Public Services</b>					
Parks	X				
Recreation	X				
Swimming Pool	X				
Nature Center	X				
Fairmount	X				
Civic Events			X		
Fort Concho	X				
Texas Bank Sports Complex	X				
State Office Building			X		
<b>Health Services</b>					
Nursing	X				
Environmental Health	X	X			
Administration	X				
MHMR Contribution		X			
Nutrition		X			

# City of San Angelo Fund Structure

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# City of San Angelo

## Fund Descriptions & Basis of Budgeting

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### **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 is 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 finance needed structural improvements and enhanced infrastructure publicly. These improvements occur within a defined area to promote the viability of existing businesses and attract new commercial enterprises to the area. The resources are provided from the incremental increase of ad valorem taxes on properties within the defined TIRZ area. The city, along with Tom Green County, 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.

KEEP SAN ANGELO BEAUTIFUL – Accounts for the operation of the Keep San Angelo Beautiful program.

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, cell phone, 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

## Accounting Statements

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### **Financial Information**

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

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

### **Budgeting Controls**

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

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

City budgets are prepared on a modified accrual basis and accounting records are maintained on that basis throughout the fiscal year. Applicable accounting records are then adjusted to the full or modified accrual basis for year-end reporting purposes.

### **Cash Management**

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

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

## Financial Policies

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### ***BUDGET***

#### **Budget Compliance**

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

#### **Budget Formulation Guidelines**

The City of San Angelo adopted formal policies for all of the following items on October 17, 2017.

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 2019-20 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 2019-20 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 2019-20 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

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

### **March**

#### Budget Manual

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

#### Budget Kickoff & Training

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

### **April**

#### Revenue Estimates

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

#### Compensation Plan

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

### **May**

#### Expenditure Packets

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

### **June**

#### Budget Staff Reviews

The budget staff reviewers include City Manager's Office and Finance staff. Each department director presents their budget to the reviewers for consideration. The reviewers analyze each budget, and in a collaborative effort, shape the proposed budget to ensure core services are supported.

## **July**

### **Proposed Budget**

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

### **Council Meetings**

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

### **Tax Roll**

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

## **August**

### **Public Hearings**

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

## **September**

### **Adopted Budget**

After the public hearings, the City Council votes to adopt the proposed budget by ordinance. A copy of the adopted budget is filed with the City Clerk and the County Clerk.

### **Adopted Tax Rate**

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

## **October through September**

### **Amending the Budget**

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

# City of San Angelo Budget Calendar

Action	Responsible Party	Timeframe						
		Mar.	Apr.	May	June	July	Aug.	Sept.
<b>Budget Planning</b>								
Budget manuals provided to staff	Budget Division	→						
Budget training to staff	Budget Division	→						
Revenue projections	Department Directors		→					
Compensation plan	Human Resources		→					
Expenditure projections	Department Directors			→				
<b>Budget Preparation</b>								
Budget reviews	City Manager's Office/Finance Director/Budget Division				→			
Receive certified property tax roll	Tom Green County Tax Appraisal District					→		
Propose budget to council	Budget Division					→	→	→
Council meetings to discuss budget and special work sessions as needed	Council/Citizens					→	→	→
Council meetings with public hearings	Council/Citizens						→	→
<b>Budget Adoption</b>								
Tax rate adoption	Council							→
Budget adoption	Council							→



# Budget Summary by Fund Type

## Fiscal Year 2019-20

	General Fund*	Special Revenue	Other Funds	Expendable Trust	Debt Service	Enterprise Funds	Internal Service	Grand Total
<b>Funding Sources</b>								
Property Taxes	35,557,578	1,060,870	-	-	4,806,769	-	-	41,425,217
Other Taxes	26,301,424	2,242,657	1,008,050	-	-	-	-	29,552,131
Development Services	808,678	-	-	-	-	-	-	808,678
Grants	-	3,042,345	-	-	-	-	-	3,042,345
Charges for Services	6,377,356	211,945	1,579,350	811,140	-	59,950,082	18,919,930	87,849,803
Fines & Forfeitures	2,832,188	-	-	-	-	-	-	2,832,188
Interest & Miscellaneous	876,514	190,960	278,623	368,448	75,178	1,879,111	83,078	3,751,912
Other Financing Sources	5,837,889	404,644	1,377,538	-	17,854,563	2,237,050	-	27,711,684
<b>Total Revenues &amp; Other Financing Sources</b>	<b>78,591,627</b>	<b>7,153,421</b>	<b>4,243,561</b>	<b>1,179,588</b>	<b>22,736,510</b>	<b>64,066,243</b>	<b>19,003,008</b>	<b>196,973,958</b>
Beginning Fund Balances	31,276,100	2,982,527	2,028,955	14,826,503	1,528,369	51,748,741	2,215,079	106,606,274
<b>Total Available Resources</b>	<b>\$ 109,867,727</b>	<b>\$ 10,135,948</b>	<b>\$ 6,272,516</b>	<b>\$ 16,006,091</b>	<b>\$ 24,264,879</b>	<b>\$ 115,814,984</b>	<b>\$ 21,218,087</b>	<b>\$ 303,580,232</b>
<b>Expenditures</b>								
General Government	2,279,359	834,343	-	-	-	1,769,642	-	4,883,344
Administrative Svcs.	9,255,065	-	-	-	-	-	12,104,880	21,359,945
Community & Develop. Svcs.	2,140,978	1,275,690	-	-	-	-	-	3,416,668
Neighborhood & Family Svcs.	1,618,666	1,889,977	-	-	-	-	-	3,508,643
Public Safety	42,445,313	-	-	-	-	-	-	42,445,313
Public Works	10,100,926	-	-	-	-	2,131,579	6,478,705	18,711,210
Public Services	4,712,131	275,610	4,110,061	-	-	1,154,157	-	10,251,959
Health Services	468,203	359,436	-	-	-	-	-	827,639
Water & Water Reclamation	-	-	-	381,603	-	55,823,878	-	56,205,481
Stormwater	-	-	-	-	-	3,015,056	-	3,015,056
Debt Service	-	-	-	-	22,736,510	153,058	-	22,889,568
Other	5,570,986	2,502,904	-	-	-	18,873	-	8,092,763
<b>Total Expenditures</b>	<b>78,591,627</b>	<b>7,137,960</b>	<b>4,110,061</b>	<b>381,603</b>	<b>22,736,510</b>	<b>64,066,243</b>	<b>18,583,585</b>	<b>195,607,589</b>
Ending Fund Balances	31,276,100	2,997,988	2,162,455	15,624,488	1,528,369	51,748,741	2,634,502	107,972,643
<b>Total Fund Commitments &amp; Fund Balances</b>	<b>\$ 188,459,354</b>	<b>\$ 17,273,908</b>	<b>\$ 10,382,577</b>	<b>\$ 16,387,694</b>	<b>\$ 47,001,389</b>	<b>\$ 179,881,227</b>	<b>\$ 39,801,672</b>	<b>\$ 499,187,821</b>

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

# Consolidated Financial Schedule

## Revenue and Expenditures, Fiscal Year Ending September 30, 2020

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	23,628,668	72,658,738	4,028,487	100,315,893	73,020,641	3,666,584	76,687,225	-	23,628,668
105	General Debt Service	1,528,369	4,711,165	2,909,822	9,149,356	7,620,987	-	7,620,987	-	1,528,369
501	Equipment Replacement	1,328,110	95,000	1,251,373	2,674,483	1,346,373	-	1,346,373	-	1,328,110
502	Capital Projects	6,319,322	-	558,029	6,877,351	558,029	-	558,029	-	6,319,322
103	Intergovernmental	782,586	2,231,565	334,644	3,348,795	2,467,669	98,540	2,566,209	-	782,586
106	TIRZ	599,548	1,076,115	-	1,675,663	1,076,115	-	1,076,115	-	599,548
453	Community Development Block Grant	-	704,764	-	704,764	704,764	-	704,764	-	-
483	HOME Grant	-	386,508	-	386,508	386,508	-	386,508	-	-
601	Designated Revenue	247,058	51,056	-	298,114	51,056	-	51,056	-	247,058
605	Hotel Occupancy Tax	1,353,335	2,298,769	-	3,652,104	1,175,258	1,108,050	2,283,308	15,461	1,368,796
640	Lake Nasworthy Trust	14,826,503	1,179,588	-	16,006,091	50,000	331,603	381,603	797,985	15,624,488
203	Texas Bank Sports Complex	511,676	203,874	745,243	1,460,793	949,117	-	949,117	-	511,676
410	Civic Events	1,117,209	638,040	1,008,050	2,763,299	1,382,158	130,432	1,512,590	133,500	1,250,709
420	Fort Concho	393,806	1,144,504	50,000	1,588,310	1,194,504	-	1,194,504	-	393,806
440	Fairmount Cemetery	6,264	367,600	86,250	460,114	453,850	-	453,850	-	6,264
201	State Office Building	389,657	1,326,088	-	1,715,745	1,307,215	18,873	1,326,088	-	389,657
220	Airport Operating	346,826	1,503,209	-	1,850,035	1,412,321	90,888	1,503,209	-	346,826
529	Airport PFC	1,019,379	266,433	-	1,285,812	-	266,433	266,433	-	1,019,379
230	Solid Waste Enterprise	4,446,639	2,131,579	-	6,578,218	1,598,229	533,350	2,131,579	-	4,446,639
240	Stormwater	3,793,026	2,920,056	95,000	6,808,082	2,629,662	385,394	3,015,056	-	3,793,026
260	Water Operating	11,865,996	31,275,532	1,942,050	45,083,578	30,051,200	3,166,382	33,217,582	-	11,865,996
261	Water Debt Service	57,350	2,325	11,280,549	11,340,224	11,282,874	-	11,282,874	-	57,350
512	Water / Supply Capital Projects	8,304,953	4,826,002	200,000	13,330,955	4,791,608	234,394	5,026,002	-	8,304,953
270	Water Reclamation Operating	12,575,521	15,763,507	-	28,339,028	9,784,182	5,979,325	15,763,507	-	12,575,521
271	Water Reclamation Debt Service	268,486	10,885	3,821,764	4,101,135	3,832,649	-	3,832,649	-	268,486
520	Water Reclamation Capital Projects	8,680,908	1,816,787	-	10,497,695	1,730,412	86,375	1,816,787	-	8,680,908
625	Keep San Angelo Beautiful	-	70,000	-	70,000	70,000	-	70,000	-	-
<b>Operating Totals</b>		<b>\$ 104,391,195</b>	<b>\$ 149,659,689</b>	<b>\$ 28,311,261</b>	<b>\$ 282,362,145</b>	<b>\$ 160,927,381</b>	<b>\$ 16,096,623</b>	<b>\$ 177,024,004</b>	<b>\$ 946,946</b>	<b>\$ 105,338,141</b>
301	Fleet Services	603,259	6,478,705	-	7,081,964	6,478,705	-	6,478,705	-	603,259
305	Communications	253,385	754,736	-	1,008,121	754,736	-	754,736	-	253,385
310	Health Insurance	456,183	9,207,731	-	9,663,914	9,207,731	-	9,207,731	-	456,183
320	Property/Casualty	979,087	1,217,355	-	2,196,442	1,217,355	-	1,217,355	-	979,087
330	Workers' Compensation	(76,835)	1,344,481	-	1,267,646	925,058	-	925,058	419,423	342,588
<b>Total Internal Service Funds</b>		<b>\$ 2,215,079</b>	<b>\$ 19,003,008</b>	<b>\$ -</b>	<b>\$ 21,218,087</b>	<b>\$ 18,583,585</b>	<b>\$ -</b>	<b>\$ 18,583,585</b>	<b>\$ 419,423</b>	<b>\$ 2,634,502</b>



CITY OF  
SAN ANGELO, TEXAS

# General Operating Fund



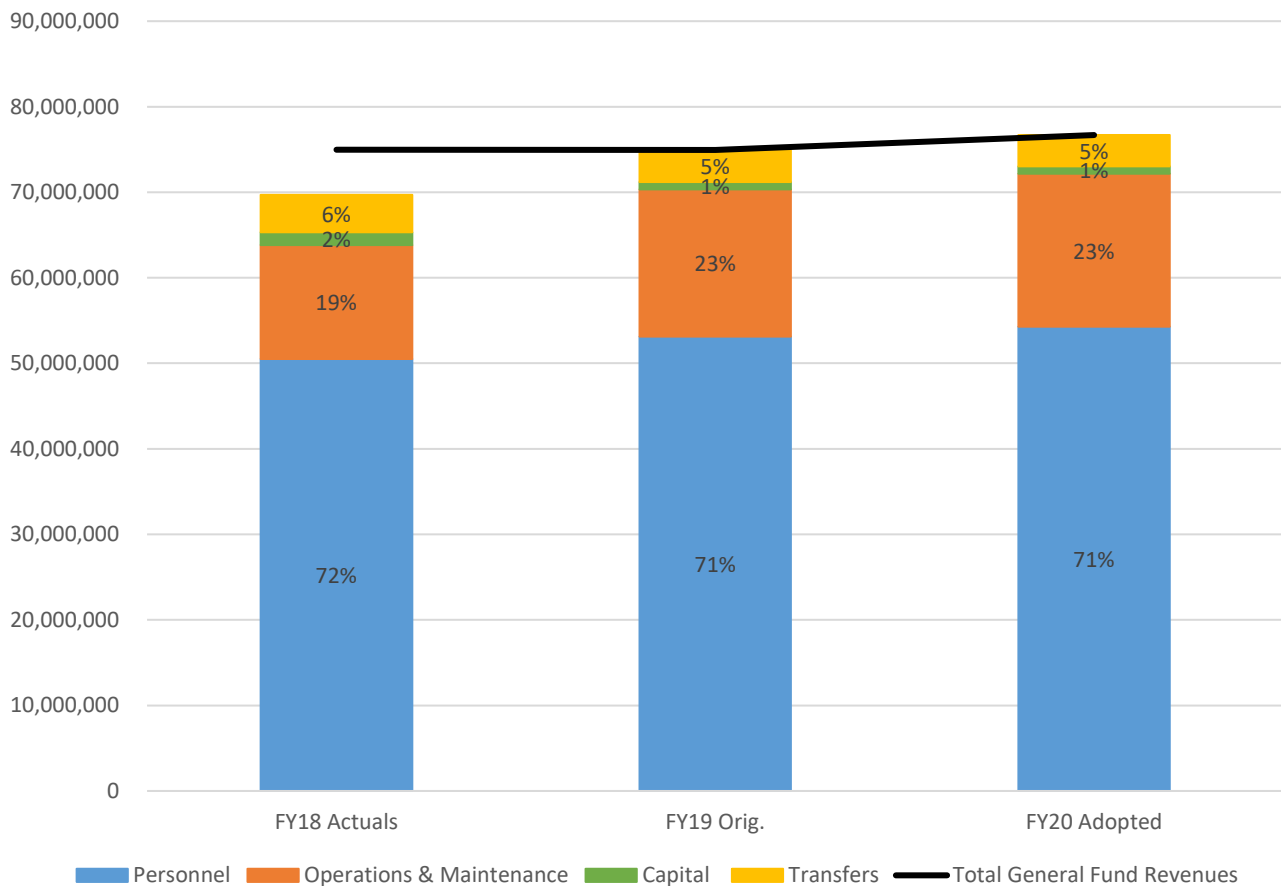
# General Fund

## 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.

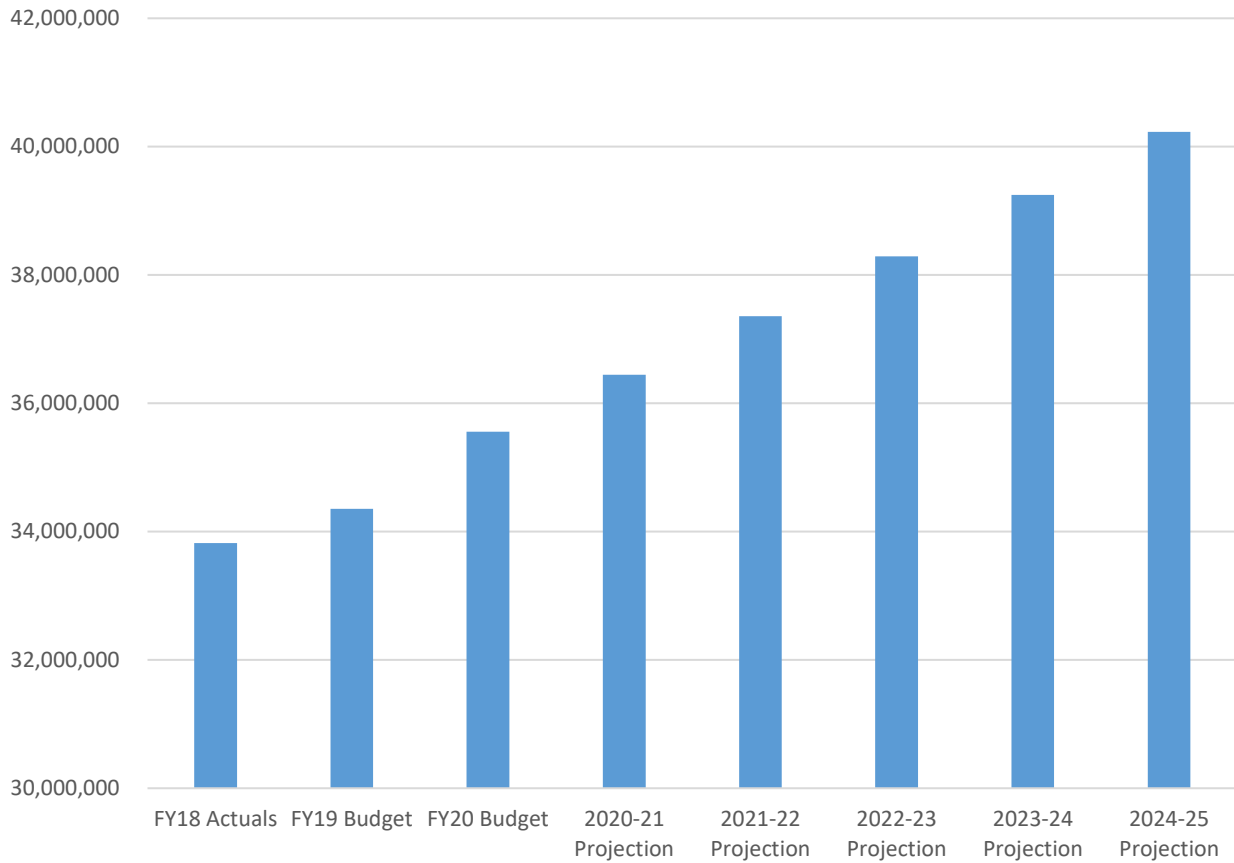
### General Fund

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 2020, their priorities were infill development, riverbank stabilization, increasing personnel expenditures for salary increases, and Police Department body cameras.



The General Fund contains two major revenue sources: property tax and sales tax. These two taxes account for 46.4% and 24.3%, respectively, and total 70.7% 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.

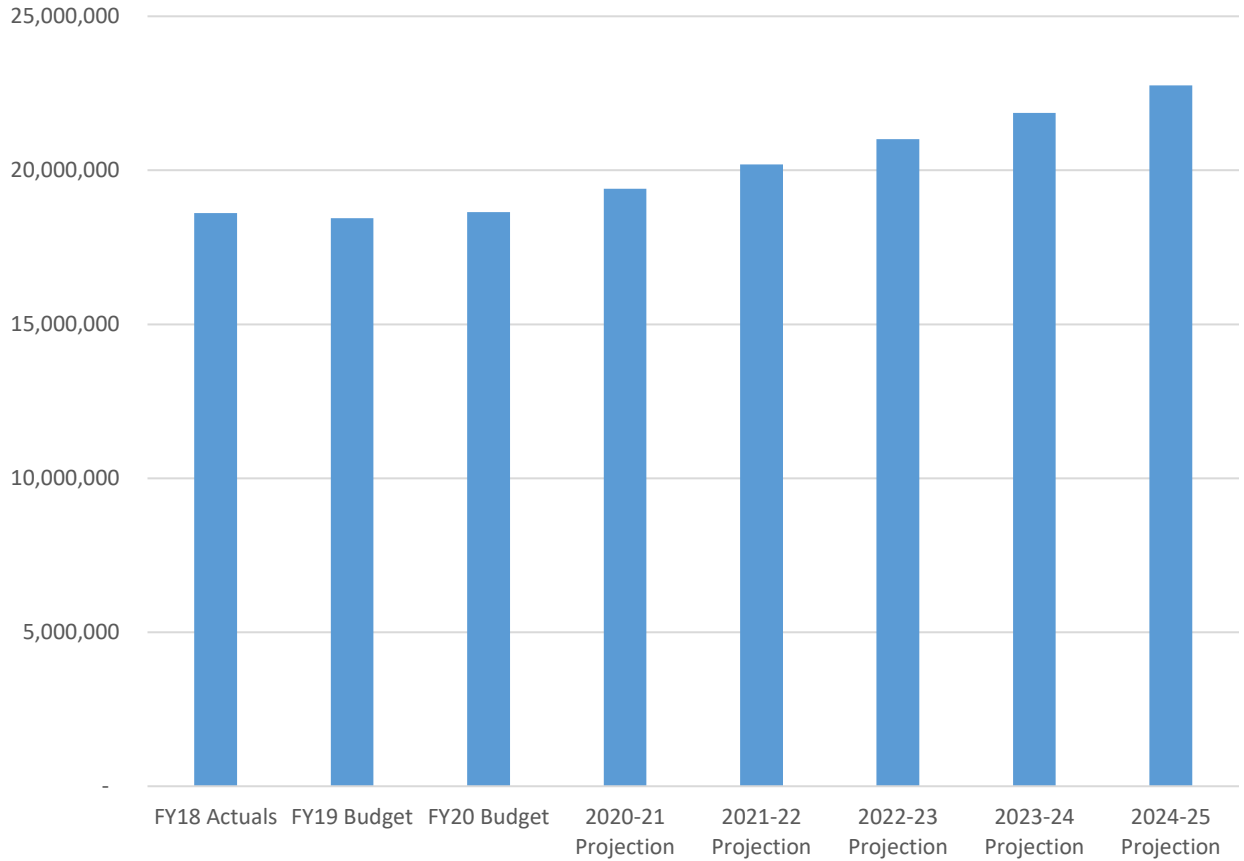
## Property Tax



**Property Tax:** The property tax is the largest revenue source for the City’s General Fund. Property tax revenue is projected to grow 3.58% 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 six 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 six 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 2%. For fiscal year 2019, the City budgeted a 0.9% decrease and exceeded budget by \$1.3 million. Due to this volatile market in fiscal year 2020, the City budgeted a decrease of 6.4% from fiscal year 2019 receipts. This conservative budgeting method allows for marginal revenue at year end to be utilized for one-time projects such as replacement of vehicles/equipment, facility improvements, and capital projects. A growth factor of 4.0% has been applied to future years' projections, which is less than the average percent increase of 8.6% over the last two fiscal years' actual receipts.



# General Fund

## Schedule of Revenues and Expenditures

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>101 REVENUES:</u></b>				
<b>Taxes</b>				
Property Tax	33,822,932	34,356,663	35,557,578	1,200,915
Sales Tax	18,606,171	18,440,602	18,640,527	199,925
Alcohol Beverage Taxes	353,657	364,307	389,247	24,940
Bingo Taxes	36,960	43,095	36,960	(6,135)
Franchise Tax	6,914,164	7,117,195	7,234,690	117,495
Total Taxes	59,733,884	60,321,862	61,859,002	1,537,140
<b>Public Safety</b>				
Police	575,696	577,975	571,975	(6,000)
Municipal Court	3,018,776	3,200,267	2,832,188	(368,079)
Fire	3,932,122	3,650,000	3,989,205	339,205
Fire Prevention	82,876	145,000	145,000	-
Total Public Safety	7,609,470	7,573,242	7,538,368	(34,874)
<b>Public Works</b>				
Engineering	1,540	7,575	7,575	-
Traffic Control	46,285	166,000	166,000	-
Street & Bridge	418,306	45,500	45,500	-
Total Public Works	466,131	219,075	219,075	-
<b>Public Services</b>				
Parks	45,446	32,000	34,500	2,500
Recreation	298,741	338,100	344,970	6,870
Swimming	144,474	183,500	183,500	-
Nature Center	43,180	46,000	46,115	115
Total Public Services	531,841	599,600	609,085	9,485
<b>Planning &amp; Development Services</b>				
Development Services	2,900	7,200	7,500	300
Planning	57,564	51,500	51,038	(462)
Permits & Inspections	588,727	643,800	750,140	106,340
Total Planning & Development Services	649,191	702,500	808,678	106,178
<b>Neighborhood &amp; Family Services</b>				
Code Compliance	228,464	253,437	309,734	56,297
Animal Services	63,460	64,776	60,200	(4,576)
Total Neighborhood & Family Services	291,924	318,213	369,934	51,721

# General Fund

## Schedule of Revenues and Expenditures

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>Other Departmental Charges</b>				
Health Services <sup>(1)</sup>	-	-	113,900	113,900
Legal & Real Estate	146,360	148,126	154,125	5,999
Crossing Guards	132,017	131,333	131,469	136
Other Departmental charges	69,088	61,027	73,588	12,561
<b>Other Departmental Charges</b>	<b>347,465</b>	<b>340,486</b>	<b>473,082</b>	<b>132,596</b>
<b>Other Revenue Sources</b>				
Interest	537,693	508,523	716,891	208,368
Miscellaneous	50,777	67,719	64,623	(3,096)
Transfers In	4,756,668	4,293,746	4,028,487	(265,259)
<b>Other Revenue Sources</b>	<b>5,345,138</b>	<b>4,869,988</b>	<b>4,810,001</b>	<b>(59,987)</b>
<b>Total General Fund Revenues</b>	<b>\$ 74,975,044</b>	<b>\$ 74,944,966</b>	<b>\$ 76,687,225</b>	<b>\$ 1,742,259</b>

### 101 EXPENDITURES:

<b>Public Safety</b>				
Police	18,620,751	19,065,281	19,471,525	406,244
Traffic Safety	412,455	247,878	247,878	-
Municipal Court	2,437,833	2,641,999	2,506,435	(135,564)
Public Safety Communications	1,438,103	1,580,305	1,586,167	5,862
Fire	17,126,587	17,532,042	17,870,810	338,768
Fire Prevention	748,571	796,644	762,498	(34,146)
<b>Total Public Safety</b>	<b>40,784,300</b>	<b>41,864,149</b>	<b>42,445,313</b>	<b>581,164</b>
<b>Public Works</b>				
Engineering	1,117,715	1,200,910	1,303,689	102,779
Operations Admin	348,355	371,797	357,465	(14,332)
Traffic/Signal Control	1,345,117	1,017,772	1,029,607	11,835
Street and Bridge	2,513,126	6,300,200	6,291,336	(8,864)
Street Lighting	1,053,453	1,118,829	1,118,829	-
<b>Total Public Works</b>	<b>6,377,766</b>	<b>10,009,508</b>	<b>10,100,926</b>	<b>91,418</b>
<b>Public Services</b>				
Parks	3,206,756	3,468,815	3,456,403	(12,412)
Water Lily Garden	102,372	104,905	107,528	2,623
Recreation <sup>(2)</sup>	826,767	958,612	847,538	(111,074)
Swimming Pool	155,352	184,038	182,798	(1,240)
Nature Center <sup>(2)</sup>	-	-	117,864	117,864
<b>Total Public Services</b>	<b>4,291,247</b>	<b>4,716,370</b>	<b>4,712,131</b>	<b>(4,239)</b>

# General Fund

## Schedule of Revenues and Expenditures

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>Planning &amp; Development Services</b>				
Administration	446,804	466,461	575,966	109,505
Planning	311,424	307,343	311,602	4,259
GIS	286,239	305,003	343,892	38,889
Permits & Inspections	878,527	920,062	909,518	(10,544)
<b>Total Planning &amp; Development Services</b>	<b>1,922,994</b>	<b>1,998,869</b>	<b>2,140,978</b>	<b>142,109</b>
<b>Neighborhood &amp; Family Services</b>				
Code Compliance	411,589	471,756	541,275	69,519
Animal Services	909,684	939,480	983,646	44,166
Social Services <sup>(1)</sup>	-	-	93,745	93,745
<b>Total Neighborhood &amp; Family Services</b>	<b>1,321,273</b>	<b>1,411,236</b>	<b>1,618,666</b>	<b>207,430</b>
<b>Health Services</b>				
Nursing <sup>(1)</sup>	-	-	146,576	146,576
Environmental Health <sup>(1)</sup>	-	-	83,306	83,306
Administration	174,617	179,282	182,821	3,539
MHMR Contribution	50,881	55,500	55,500	-
<b>Total Health Services</b>	<b>225,498</b>	<b>234,782</b>	<b>468,203</b>	<b>233,421</b>
<b>General Government</b>				
City Council	144,461	187,473	187,588	115
City Manager	667,923	730,939	797,583	66,644
Internal Auditor	74,811	78,346	79,625	1,279
Public Information	733,860	458,600	431,337	(27,263)
City Clerk	234,038	280,930	275,141	(5,789)
Construction Management	133,869	115,618	113,488	(2,130)
Development Corporation	465,772	444,003	394,597	(49,406)
<b>Total General Government</b>	<b>2,454,734</b>	<b>2,295,909</b>	<b>2,279,359</b>	<b>(16,550)</b>
<b>Administrative Services</b>				
City Attorney/Legal	654,599	679,291	704,609	25,318
Real Estate	155,765	190,030	196,523	6,493
Finance	1,700,838	1,745,804	1,788,332	42,528
Billing & Collections	737,263	750,112	756,756	6,644
Information Technology	636,789	653,282	709,241	55,959
Purchasing	148,038	183,879	197,420	13,541
Human Resources	2,734,006	2,435,977	2,569,992	134,015
Crossing Guards	150,517	131,333	131,469	136
Facilities Maintenance	657,882	692,062	694,531	2,469
Non-Departmental <sup>(3)</sup>	384,438	1,210,207	1,506,192	295,985
<b>Total Administrative Services</b>	<b>7,960,135</b>	<b>8,671,977</b>	<b>9,255,065</b>	<b>583,088</b>

# General Fund

## Schedule of Revenues and Expenditures

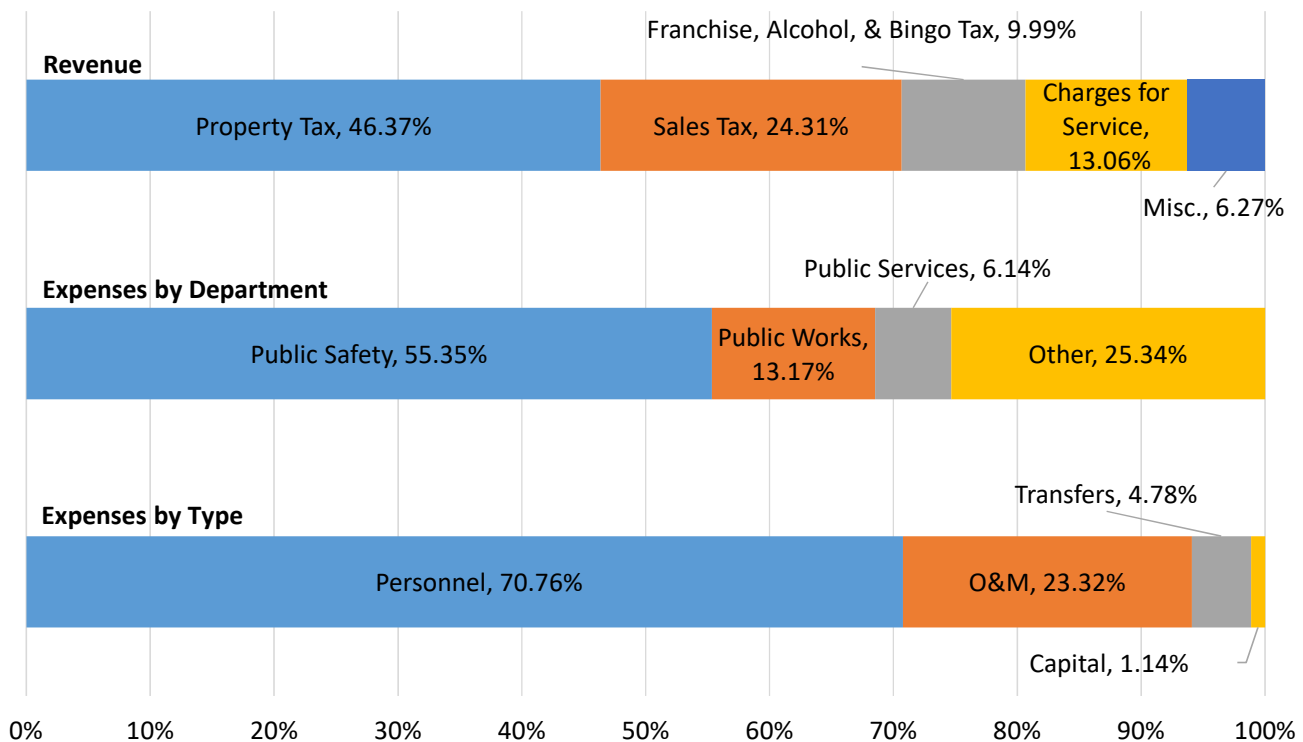
Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
Transfers Out				
Grants	387,600	394,772	334,644	(60,128)
Capital	2,525,668	1,819,521	1,809,402	(10,119)
Debt Service	200,000	200,000	200,000	-
Other Funds	1,239,850	1,327,873	1,322,538	(5,335)
Total Transfers Out	4,353,118	3,742,166	3,666,584	(75,582)
<b>Total General Fund Expenditures</b>	<b>\$ 69,691,065</b>	<b>\$ 74,944,966</b>	<b>\$ 76,687,225</b>	<b>\$ 1,742,259</b>
Increase/(Decrease) in Fund Balance	5,283,979	-	-	-
Beginning Fund Balance	18,344,689	23,628,668	23,628,668	-
<b>Ending Fund Balance</b>	<b>\$ 23,628,668</b>	<b>\$ 23,628,668</b>	<b>\$ 23,628,668</b>	<b>\$ -</b>

<sup>(1)</sup> Health Services (Nursing and Environmental Health) and Social Services were moved from Intergovernmental to General Fund in fiscal year 2020.

<sup>(2)</sup> Nature Center is a new division created in FY20, those expenses were previously included in the recreation division.

<sup>(3)</sup> Non-departmental includes tax rebates, Concho Valley Transit District, and Civil Service Leave Payoffs.

# General Fund Visual Diagram



**Graph Description:**

Revenue: 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 a majority of the General Fund's revenue.

Expense by Department: The "Other" portion includes Planning & Development Services, Neighborhood & Family Services, Health Services, General Government, Administrative Services, and Transfers out.

Expense by Type: 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.



# Police

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Alarm Fees	191,525	190,275	190,275
Other	384,171	387,700	381,700
General Fund Support	18,457,510	18,735,184	19,147,428
<b>Total Revenue</b>	<b>\$19,033,206</b>	<b>\$19,313,159</b>	<b>\$19,719,403</b>
<b>Expenditure</b>			
Personnel	17,119,458	17,280,148	17,713,864
Operations & Maintenance	1,844,363	1,987,215	1,959,743
Capital	69,385	45,796	45,796
<b>Total Expenditure</b>	<b>\$19,033,206</b>	<b>\$19,313,159</b>	<b>\$19,719,403</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Civil Service	FY18 Actual	FY19 Budget	FY20 Budget
Police Chief	1.00	1.00	1.00
Assistant Police Chief	3.00	2.00	2.00
Lieutenant	7.00	7.00	7.00
Sergeant	28.00	28.00	28.00
Police Officer*	131.00	137.00	137.00
<b>Total FTE Count</b>	<b>170.00</b>	<b>175.00</b>	<b>175.00</b>

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

# Police

## Departmental Information

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Non-Civil Service	FY18 Actual	FY19 Budget	FY20 Budget
Administrative Services Manager	1.00	1.00	1.00
Administrative Assistant	5.00	5.00	5.00
Budget Analyst	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00
Intelligence Specialist	2.00	2.00	2.00
Purchasing Technician	1.00	1.00	1.00
Evidence Technician	1.00	1.00	2.00
Alarm Coordinator	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00
Crime Scene Technician	3.00	3.00	3.00
Criminal Analysis Technician	1.00	1.00	1.00
Crime Stopper Coordinator	1.00	1.00	1.00
Property Control Clerk	1.00	1.00	0.00
Records Supervisor	1.00	1.00	1.00
Records Clerk	7.00	7.00	7.00
Building Maintenance Supervisor	1.00	1.00	1.00
Maintenance Technician	2.00	2.00	2.00
Records Clerk (PT)	0.50	0.50	0.50
Extra Help (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>

# Police

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Patrol

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Uniform Patrol Services; traffic control/investigation

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of calls for the K-9 division	240	195	200
Number of calls received for police services annually	97,953	98,560	99,750
Average response time in minutes to priority 1 calls	5.2	4.2	4.2
Number of hit and run accidents cleared by the traffic division	300	310	300

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of calls for Crime Scene Investigation (CSI)	832	1,000	1,200
Number of reports created by CSI	1,028	1,200	1,300
Number of evidence items received annually	1,076	1,100	1,235
Number of calls received by Crime Stoppers	648	600	620

# Police

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Administration

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Crime Prevention; Professional Standards/Internal Affairs

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of active alarms	3,550	3,600	3,700
Number of alarm permits issued	634	492	460
Number of alarm calls	3,391	2,486	3,756
Number of false alarm calls billed	171	83	120

# Municipal Court

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Fines and Fees	3,018,762	3,200,267	2,832,188
General Fund Reallocation	(580,929)	(558,268)	(325,753)
<b>Total Revenue</b>	<b>\$2,437,833</b>	<b>\$2,641,999</b>	<b>\$2,506,435</b>
<b>Expenditure</b>			
Personnel	2,067,748	2,174,858	2,014,157
Operations & Maintenance	370,085	467,141	492,278
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$2,437,833</b>	<b>\$2,641,999</b>	<b>\$2,506,435</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Municipal Court Judge	1.00	1.00	1.00
Associate Municipal Court Judge	1.00	1.00	0.00
City Marshal	1.00	1.00	1.00
Deputy City Marshal, Sr	1.00	1.00	1.00
Deputy City Marshal	5.00	5.00	4.00
Court Administrator	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00
Court Clerk Supervisor	2.00	2.00	1.00
Deputy Court Clerk, Sr	8.00	8.00	10.00
Deputy Court Clerk	4.00	4.00	4.00
Juvenile Case Manager	1.00	1.00	1.00
Community Service Work Leader	2.00	2.00	2.00
Parking Officer	1.00	1.00	1.00
Building Maintenance Worker	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
Court Collections Supervisor	0.00	1.00	1.00
Building Maintenance Worker (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>31.50</b>	<b>32.50</b>	<b>31.50</b>

# Municipal Court

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Customer Service

Serves City Council's Vision: N/A

Goal: Collections on traffic and criminal charges

Objectives: Collections

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of customers served	34,296	32,378	32,000
Number of credit card calls	6,754	5,800	6,200
Number at drive-up window	1,102	1,098	1,052
Average wait time per customer (in minutes)	10	10	10
Check charges filed	447	447	440
Number of individuals entering the court building	56,022	55,607	53,500
Mail processing	4,112	3,498	3,670

Activity: Case Filings

Serves City Council's Vision: N/A

Goal: Collections on traffic and criminal charges

Objectives: Hearings; Trials; Collections

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Traffic cases filed	26,200	21,072	20,466
Number of traffic cases closed	24,614	19,732	21,624
Parking cases filed	777	1,236	900
Parking cases closed	761	1,204	890
Criminal cases filed	4,340	3,820	3,723
Criminal cases closed	4,388	3,508	3,750



# Municipal Court

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Case Flow Management

Serves City Council's Vision: N/A

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of court hearings	14,178	15,000	14,258
Warrants issued	13,847	12,516	14,472
Warrants cleared	14,692	13,000	13,563
Warrants pending	3,691	6,999	4,200
Number of warrants sent to an outside collection agency	5,386	5,157	5,400

Activity: Booking/Arrests

Serves City Council's Vision: N/A

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

Objectives: Hearings; Trials; Collections; Warrant Service

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of people arrested and placed in jail	2,410	2,800	2,126
Number of people arrested and booked at court	328	192	292

# Municipal Court

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Graffiti Eradication

Serves City Council's Vision: Community Appearance Vision

Goal: Remove graffiti through community service programs

Objectives: Community service

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of graffiti removal locations	80	95	70

Activity: Personnel

Serves City Council's Vision: N/A

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

Objectives: Hearings; Trials; Collections; Warrant Service

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of arraignments	1,218	1,600	1,200
Number of "Safe Housing" applications	102	78	124

# Public Safety Communications

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	1,438,103	1,580,305	1,586,167
<b>Total Revenue</b>	<b>\$1,438,103</b>	<b>\$1,580,305</b>	<b>\$1,586,167</b>
<b>Expenditure</b>			
Personnel	1,220,284	1,298,655	1,304,517
Operations & Maintenance	208,640	259,650	261,028
Capital	9,179	22,000	20,622
<b>Total Expenditure</b>	<b>\$1,438,103</b>	<b>\$1,580,305</b>	<b>\$1,586,167</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Emergency Services Dispatch Sup.	3.00	3.00	3.00
Emergency Services Dispatcher	21.00	21.00	21.00
Network Administrator	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

# Public Safety Communications Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Call Processing

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of 911 wireless calls received	49,196	54,000	54,650
Number of 911 wireline (landline) calls received	11,905	10,500	11,230
Average call processing time for 911 emergency calls	84.1 sec	60 sec	60 sec
Number of incoming/outgoing non-emergency calls	153,620	190,000	145,500
Average call processing time for non-emergency calls	87.9 sec	60 sec	60 sec
Number of 911 recording requests received	868	350	400

# Public Safety Communications Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Dispatching Emergency Services

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of police department calls dispatched	100,066	102,500	98,500
Number of fire and ambulance calls dispatched	15,967	14,500	16,430
Number of volunteer fire departments calls dispatched	1,000	1,250	1,296

# Fire

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Ambulance & Fire Revenues	3,932,122	3,650,000	3,989,205
Reimbursed Expenses	505,772	0	0
General Fund Support	12,688,693	13,882,042	13,881,605
<b>Total Revenue</b>	<b>\$17,126,587</b>	<b>\$17,532,042</b>	<b>\$17,870,810</b>
<b>Expenditure</b>			
Personnel	15,539,858	15,998,611	16,144,410
Operations & Maintenance	1,445,066	1,519,431	1,712,400
Capital	141,663	14,000	14,000
<b>Total Expenditure</b>	<b>\$17,126,587</b>	<b>\$17,532,042</b>	<b>\$17,870,810</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Civil Service	FY18 Actual	FY19 Budget	FY20 Budget
Fire Chief	1.00	1.00	1.00
Assistant Fire Chief	2.00	2.00	2.00
Battalion Chief	4.00	4.00	4.00
Captain	12.00	12.00	12.00
Lieutenant	20.00	20.00	20.00
Driver	50.00	50.00	50.00
Firefighter*	82.00	82.00	90.00
<b>Total FTE Count</b>	<b>171.00</b>	<b>171.00</b>	<b>179.00</b>

Non-Civil Service	FY18 Actual	FY19 Budget	FY20 Budget
Executive Office Coordinator	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
Building Maintenance Tech	1.00	1.00	1.00
Bunker Gear Technician	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

\*8 new firefighter/paramedic positions were added after the start of FY19.



# Fire

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Emergency Response

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Emergency, fire and ambulance response

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Average fire truck response time in minutes to incidents	3:56	4:30	4:30
Number of fire truck responses	7,926	8,000	8,300
Average ambulance response time in minutes to incidents	5:18	5:30	5:30
Average ambulance response time in minutes from dispatch to emergency facility	29:05	30:00	30:00
Percent of total calls which are medical or first responders	79%	85%	85%
Number of ambulance responses	13,812	14,000	14,400
Percent of responses outside the city limits	9% estimate	10%	10%

# Fire

## Departmental Information

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### 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of continuing education hours by classified personnel	37,676	30,000	30,000
Number of hydrants inspected*	0	3,000	3,000

\* Fire hydrants were not tested in FY18 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	FY18 Actual	FY19 Budget	FY20 Budget
Percent of airpacks serviced and returned in five days	99%	100%	100%
Number of face pieces tested annually	224	175	175
Number of airpacks tested annually	165	92	100
Number of times airpack cylinders are filled	1,944	2,000	2,000
Number of airpack repairs annually	55	25	25

# Fire Prevention

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Permit & Inspection Fees	84,668	85,000	85,000
Other	1,792	60,000	60,000
General Fund Support	662,111	651,644	617,498
<b>Total Revenue</b>	<b>\$748,571</b>	<b>\$796,644</b>	<b>\$762,498</b>
<b>Expenditure</b>			
Personnel	666,807	644,521	617,888
Operations & Maintenance	79,264	140,394	139,610
Capital	2,500	11,729	5,000
<b>Total Expenditure</b>	<b>\$748,571</b>	<b>\$796,644</b>	<b>\$762,498</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Fire Marshal	1.00	1.00	0.00
Fire Prevention Administrator	0.00	0.00	1.00
Fire Investigator	2.00	2.00	2.00
Fire Inspector	4.00	4.00	3.00
Fire Plans Reviewer	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

# Fire Prevention

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Inspections and Permits

Serves City Council's Vision: Commerce Vision

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

Objectives: Identify all commercial buildings for inspections

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of licensed facilities inspected (facilities requiring state operational license - hospital, nursing home, MHMR home, foster homes, etc.)	140	140	140
Number of routine fire inspections or re-inspections	1,130	1,500	1,300
Number of educational facilities inspected	37	50	35
Number of complaints investigated	96	100	90
Average number of business days from the time plans are received until review is completed and returned	5	5	5
Number of plan reviews completed in a year	348	300	300

# Fire Prevention

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Dangerous Buildings

Serves City Council's Vision: Community Appearance Vision

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

Objectives: Identify, revitalize, secure or eliminate substandard buildings

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of letters mailed regarding dangerous buildings	250	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	FY18 Actual	FY19 Budget	FY20 Budget
Number of fire prevention presentations made (not K-12)	18	30	25
Number of children educated during Fire Prevention Week	7,000	7,000	7,000
Number of technical consultations relating to fire code	301	350	300

# Fire Prevention

## Departmental Information

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Goals, Objectives & Performance Measures

Activity: Incident Reports

Serves City Council's Vision: Commerce Vision

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

Objectives: Perform fire and arson investigations

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of informational reports provided by request	41	75	50
Number of fire investigations conducted	75	125	100

# Engineering Services

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Node Network Rental	1,540	7,575	7,575
General Fund Support	1,116,175	1,193,335	1,296,114
<b>Total Revenue</b>	<b>\$1,117,715</b>	<b>\$1,200,910</b>	<b>\$1,303,689</b>
<b>Expenditure</b>			
Personnel	1,038,646	1,113,845	1,212,704
Operations & Maintenance	72,015	87,065	89,585
Capital	7,054	0	1,400
<b>Total Expenditure</b>	<b>\$1,117,715</b>	<b>\$1,200,910</b>	<b>\$1,303,689</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
City Engineer	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00
Professional Engineer	2.00	2.00	1.00
Project Engineer	1.00	1.00	2.00
Inspection Coordinator	1.00	1.00	1.00
Construction Inspector, Sr	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00
Sr. Engineering Design Technician	1.00	1.00	1.00
CADD Technician	1.00	1.00	1.00
Survey Technician, Sr	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>



# Engineering Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Design of Capital Improvement Projects

Serves City Council's Vision: Infrastructure Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of design projects completed	7	12	6
Number of projects advertised for bid	5	9	5
Number of projects released for construction	6	9	6
Number of projects under inspection	13	20	12
Percent of projects completed on time	100%	100%	100%
Percent of projects completed within budget	100%	100%	100%
Number of projects managed	14	9	14
Dollar value of construction projects managed	\$35 mil	\$30 mil	\$30 mil

# Engineering Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Development and Infrastructure Management

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

Goal: Provide professional services for the improvement and preservation of the City's infrastructure

Objectives: Floodplain management; management and inspection of subdivision construction; administration of speed hump policy

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Downtown River Corridor/ Consultations	70	80	80
Number of floodplain development permits	3	5	2
Sealcoat program - square yards sealcoated	1.53 mil	1.2 mil	1.35 mil
Number of plats reviewed	25	80	25
Number of utility plan reviews	55	60	60
Number of street plan reviews	12	30	15
Number of drainage study reviews	18	18	25

# Operations

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	348,355	371,797	357,465
<b>Total Revenue</b>	<b>\$348,355</b>	<b>\$371,797</b>	<b>\$357,465</b>
<b>Expenditure</b>			
Personnel	334,946	351,583	337,251
Operations & Maintenance	10,841	20,214	20,214
Capital	2,568	0	0
<b>Total Expenditure</b>	<b>\$348,355</b>	<b>\$371,797</b>	<b>\$357,465</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Executive Director of Public Works	1.00	1.00	1.00
Director of Operations	1.00	1.00	1.00
Assistant Director of Operations	1.00	1.00	1.00
Public Works Project Admin.	0.00	1.00	1.00
Administrative Assistant, Sr	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>

# Operations

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Administration

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of divisions managed	5	5	5

# Traffic Operations

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Reimbursed Expenses	46,285	166,000	166,000
General Fund Support	1,298,832	851,772	863,607
<b>Total Revenue</b>	<b>\$1,345,117</b>	<b>\$1,017,772</b>	<b>\$1,029,607</b>
<b>Expenditure</b>			
Personnel	506,046	591,535	603,370
Operations & Maintenance	244,878	274,737	259,737
Capital	594,193	151,500	166,500
<b>Total Expenditure</b>	<b>\$1,345,117</b>	<b>\$1,017,772</b>	<b>\$1,029,607</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Traffic Operations Superintendent	1.00	1.00	1.00
Traffic Signal Specialist	0.00	0.00	1.00
Traffic Support Coordinator	2.00	2.00	2.00
Traffic Maintenance Tech	3.00	3.00	2.00
Traffic Maintenance Tech II	0.00	0.00	1.00
Traffic Support Technician	1.00	1.00	1.00
Traffic Systems Tech II	1.00	1.00	1.00
Traffic Systems Tech I	2.00	2.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

# Traffic Operations

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Signal Maintenance

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of signals maintained	120	120	120
Number of lamps & LEDs repaired or adjusted	174	360	120
Number of school zone flashers and warning flashers maintained	83	83	110
Number of luminaries replaced or maintained	34	34	130

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of pavement reflectors installed/replaced on city streets	60	1,500	1,500
Gallons of paint used to stripe and mark streets	813	800	800
Linear feet of streets that are striped	230,000	230,000	230,000
Linear feet of road striping done by thermoplastic contractor	133,904	148,540	150,000

# Traffic Operations

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Sign Maintenance

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

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

Objectives: Install and maintain traffic control signs; guide signs

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of signs installed	1,097	800	800
Sign poles upgraded	1,097	800	800
Number of regulatory signs replaced	720	450	450
Number of warning signs replaced	82	150	150
Number of guide signs replaced	295	200	200



# Street & Bridge Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Reimbursed Expenses	419,938	45,000	45,000
Other	(1,632)	500	500
General Fund Support	2,094,820	6,254,700	6,245,836
<b>Total Revenue</b>	<b>\$2,513,126</b>	<b>\$6,300,200</b>	<b>\$6,291,336</b>
<b>Expenditure</b>			
Personnel	1,307,117	1,803,191	1,836,878
Operations & Maintenance	1,139,947	4,487,009	4,452,458
Capital	66,062	10,000	2,000
<b>Total Expenditure</b>	<b>\$2,513,126</b>	<b>\$6,300,200</b>	<b>\$6,291,336</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Street & Bridge Superintendent	1.00	1.00	1.00
Street & Bridge Supervisor	1.00	1.00	1.00
Street & Bridge Construct. Coord.	1.00	1.00	1.00
Street & Bridge Maint. Coord.	1.00	1.00	1.00
Street & Bridge Crew Leader	5.00	5.00	5.00
Heavy Equipment Operator	12.00	12.00	12.00
Light Equipment Operator	6.00	6.00	6.00
Maintenance Worker	8.00	8.00	8.00
Shop Technician	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>

# Street & Bridge Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Street & Alley Maintenance

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

Goal: Provide a quality and convenient street system

Objectives: Maintenance, seal coating and crack sealing

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Square yards of street cracks sealed	141,119	120,000	100,000
Number of pot holes patched	3,217	6,500	4,000
Lane miles resurfaced	1	60	3
Linear feet of alley repairs	2,100	30,000	15,000
Cost per square yard to seal coat streets	\$2.66	\$2.35	\$2.71
Number of utility trench repairs	380	400	390

# Street Lighting

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	1,053,453	1,118,829	1,118,829
<b>Total Revenue</b>	<b>\$1,053,453</b>	<b>\$1,118,829</b>	<b>\$1,118,829</b>
<b>Expenditure</b>			
Personnel	0	0	0
Operations & Maintenance	1,053,453	1,118,829	1,118,829
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$1,053,453</b>	<b>\$1,118,829</b>	<b>\$1,118,829</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Street Lighting

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Illumination

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

Goal: Provide illumination for the public

Objectives: N/A

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Total number of street lights	7,260	7,260	7,260

# Parks

## Departmental Information

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The Parks Department provides, develops and maintains a system of parks and sports fields for public use and enjoyment subject to the limitations, conditions and descriptions prescribed in the three separate deeds to the lands and premises designated as the Santa Fe Parks and further described limitations conditions and descriptions set forth in the City Charter.

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Development Corp Transfer*	485,353	0	0
Other	45,446	32,000	34,500
General Fund Support	2,675,957	3,436,815	3,421,903
<b>Total Revenue</b>	<b>\$3,206,756</b>	<b>\$3,468,815</b>	<b>\$3,456,403</b>
<b>Expenditure</b>			
Personnel	2,271,804	2,419,375	2,406,963
Operations & Maintenance	925,336	1,046,940	1,046,940
Capital	9,616	2,500	2,500
<b>Total Expenditure</b>	<b>\$3,206,756</b>	<b>\$3,468,815</b>	<b>\$3,456,403</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*Reduced in FY19 due to Development Corporation transfer for parks maintenance.

# Parks

## Departmental Information

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Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Director of Parks & Recreation	1.00	1.00	1.00
Parks Manager, Sr.	1.00	1.00	1.00
Parks Manager	1.00	1.00	1.00
Parks Project Coordinator	1.00	1.00	1.00
Parks Projects Welder, Sr	1.00	1.00	1.00
Parks Project Crew Leader	1.00	1.00	1.00
Parks Facilities Supervisor	1.00	1.00	1.00
Parks Facility Crew Leader	1.00	1.00	1.00
Landscape Coordinator	1.00	1.00	1.00
Landscape Crew Leader	5.00	5.00	5.00
Horticulture Crew Leader	1.00	1.00	1.00
Gardener, Sr	1.00	1.00	1.00
Gardener	3.00	3.00	3.00
Irrigation/Horticulture Supervisor	1.00	1.00	1.00
Irrigation/Horticulture Coord.	1.00	1.00	1.00
Irrigation Crew Leader	1.00	1.00	1.00
Irrigation Technician, Sr	1.00	1.00	1.00
Maintenance Worker, Sr	10.00	10.00	10.00
Maintenance Worker	12.00	12.00	12.00
Parks Shop & Inventory Sr Tech	1.00	1.00	1.00
Administrative Assistant, Sr	1.00	1.00	1.00
Sports Complex Crew Leaders	2.00	2.00	2.00
<b>Total FTE Count</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>

# Parks

## Departmental Information

### 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	FY18 Actual	FY19 Budget	FY20 Budget
Total number of acres maintained and inspected monthly	515	515	515
Cost per acre for maintenance of parks, sports fields, and green spaces	\$5,969	\$6,319	\$6,652
Number of specific parks, sports fields, and green spaces	76	76	76
Number of playgrounds maintained	17	17	17
Number of repair work orders over the course of the year	216	300	350
Average number of days in a landscape service cycle for high priority (Class AA) parks	14	14	14
Average number of days in a service cycle for the South Mowing Crew	23	21	21
Average number of days in a service cycle for the River Mowing Crew	24	21	21
Average number of days in a service cycle for the North Mowing Crew	28	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	15	14	14



# Recreation

## Departmental Information

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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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
User fees	298,741	338,100	344,970
General Fund Support	528,026	620,512	502,568
<b>Total Revenue</b>	<b>\$826,767</b>	<b>\$958,612</b>	<b>\$847,538</b>
<b>Expenditure</b>			
Personnel	474,887	535,791	455,277
Operations & Maintenance	351,880	407,821	377,261
Capital	0	15,000	15,000
<b>Total Expenditure</b>	<b>\$826,767</b>	<b>\$958,612</b>	<b>\$847,538</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Recreation Manager	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00
Recreation Coordinator	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00
Custodian	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

# Recreation

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Athletics/Aquatics

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Recreational programs

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Combined number of participants for youth sports	2,705	2,300	2,500
Number of teams that participate in the pre-season youth basketball tournament	77	75	75

### Goals, Objectives & Performance Measures

Activity: Special

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Recreational programs

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of Date Night participants	1,557	2,400	2,000

# Swimming Pool

## Departmental Information

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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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
User fees	144,474	183,500	183,500
General Fund Support	10,878	538	(702)
<b>Total Revenue</b>	<b>\$155,352</b>	<b>\$184,038</b>	<b>\$182,798</b>
<b>Expenditure</b>			
Personnel	93,429	81,172	79,831
Operations & Maintenance	61,923	42,896	42,896
Capital	0	59,970	60,071
<b>Total Expenditure</b>	<b>\$155,352</b>	<b>\$184,038</b>	<b>\$182,798</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Recreation Supervisor	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Swimming Pool

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Athletics/Aquatics

Serves City Council's Vision: Neighborhood Vision

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

Objectives: Recreational programs

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Total attendance at the Love Municipal Pool during public hours	18,923	15,500	16,000

# Nature Center

## Departmental Information

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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*	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Admissions & Membership	0	0	46,115
General Fund Support	0	0	71,749
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$117,864</b>
<b>Expenditure</b>			
Personnel	0	0	87,304
Operations & Maintenance	0	0	30,560
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$117,864</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Recreation Supervisor	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

\*Nature Center is a new division created in FY20, these revenue and expenses were previously included in the Recreation division.

# Nature Center

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Nature Center Services

Serves City Council's Vision: N/A

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

Objectives: Recreational programs

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of participants in summer day camps	50	79	80
Number of parties hosted	126	110	140
Number of tours provided for education institutions and other organizations	94	87	100
Number of self-guided wildlife exhibit tours	8,358	9,573	9,000

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of summer camp participants	113	120	120

# Development Services

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Site Plan Review Fees	2,900	7,200	7,500
General Fund Support	443,904	459,261	568,466
<b>Total Revenue</b>	<b>\$446,804</b>	<b>\$466,461</b>	<b>\$575,966</b>
<b>Expenditure</b>			
Personnel	384,054	401,359	409,751
Operations & Maintenance	60,901	63,102	164,535
Capital	1,849	2,000	1,680
<b>Total Expenditure</b>	<b>\$446,804</b>	<b>\$466,461</b>	<b>\$575,966</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Director of Development Svcs	1.00	1.00	1.00
Assist. Dir. of Development Svcs	0.00	0.00	1.00
Planning & Development Admin	1.00	1.00	0.00
Administrative Assistant, Sr	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Development Services Technician	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



# Development Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Management

Serves City Council's Vision: N/A

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of communication & coordination meetings with division managers	28	26	26
Implement Full Site Plan Process for review and revisions of commercial projects	58	40	50
Provide oversight of the Certificate of Occupancy process for new commercial projects	115	55	90

# Development Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Coordination

Serves City Council's Vision: N/A

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

Objectives: Efficient service delivery; high-level City development

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Create a development handbook to educate users about the various development processes	10%	100%	N/A
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	90%	80%	80%
Maintain communication timeline with consultation and DRC participants	98%	95%	95%

# Planning

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Zoning Fees	57,564	51,500	51,038
General Fund Support	253,860	255,843	260,564
<b>Total Revenue</b>	<b>\$311,424</b>	<b>\$307,343</b>	<b>\$311,602</b>
<b>Expenditure</b>			
Personnel	291,813	288,631	292,890
Operations & Maintenance	19,611	18,712	18,712
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$311,424</b>	<b>\$307,343</b>	<b>\$311,602</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Planning Manager	1.00	1.00	1.00
Planner	1.00	1.00	1.00
Principal Planner	0.00	0.00	2.00
Planner, Sr	2.00	2.00	0.00
<b>Total FTE Count</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# Planning

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Create and Implement a Vision for the City

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Draft a minimum of 10 Text Amendments to the Subdivision Ordinance, Sign Ordinance, Zoning Ordinance, or the Code of Ordinances	8	10	10
City Council pass a minimum of 90% of all Text Amendments presented	50% (50% tabled)	90%	90%
Percentage of applicants that ranked "satisfied" or higher with department performance	92%	90%	90%

# GIS

## Developmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	286,239	305,003	343,892
<b>Total Revenue</b>	<b>\$286,239</b>	<b>\$305,003</b>	<b>\$343,892</b>
<b>Expenditure</b>			
Personnel	251,011	256,796	295,685
Operations & Maintenance	28,727	39,208	46,418
Capital	6,501	8,999	1,789
<b>Total Expenditure</b>	<b>\$286,239</b>	<b>\$305,003</b>	<b>\$343,892</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
GIS Manager	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00
GIS Developer	2.00	2.00	2.00
<b>Total FTE Count</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# GIS

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: GIS System Administration

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of servers administered	3	4	3
Number of databases management systems administered	2	1	2
Number of server applications administered	3	3	3
Number of business systems maintained	3	4	3
Number of database domains administered	229	230	271

# GIS

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: GIS Data Development

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of feature classes maintained	468	462	469
Number of feature datasets maintained	36	38	37
Street miles maintained in central GIS	1,961	1,954	1,964

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of requests received from City departments	2,478	2,400	2,400

# Permits & Inspections

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Permit & Inspection Fees	587,907	643,800	750,140
General Fund Support	290,620	276,262	159,378
<b>Total Revenue</b>	<b>\$878,527</b>	<b>\$920,062</b>	<b>\$909,518</b>
<b>Expenditure</b>			
Personnel	825,653	866,685	845,925
Operations & Maintenance	51,780	52,177	62,393
Capital	1,094	1,200	1,200
<b>Total Expenditure</b>	<b>\$878,527</b>	<b>\$920,062</b>	<b>\$909,518</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Building Official	1.00	1.00	1.00
Deputy Building Official	1.00	1.00	1.00
Plans Examiner, Sr	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00
Building Inspector, Principal	1.00	1.00	1.00
Building Inspector, Sr	2.00	2.00	2.00
Building Inspector	2.00	2.00	2.00
Combination Inspector	1.00	1.00	1.00
Permit Technician, Sr	0.00	0.00	1.00
Permit Technician	3.00	3.00	2.00
911 Addressing Coordinator (PT)	0.75	0.75	0.75
<b>Total FTE Count</b>	<b>13.75</b>	<b>13.75</b>	<b>13.75</b>



# Permits & Inspections

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Plan Reviews/Permit Issuance

Serves City Council's Vision: Commerce Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of new commercial construction applications reviewed	188	150	200
Average number of working days for initial review of new commercial construction plans	11	15	11
Percentage of initial commercial building plan reviews completed within 21 working days	80%	90%	90%
Number of new single family construction permits issued	262	180	250
Total permits issued annually	7,514	7,000	7,500
Percentage of plan reviews approved without mistakes	95%	95%	95%

# Permits & Inspections

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Customer Services

Serves City Council's Vision: Commerce Vision

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

Objectives: Customer Service

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Average number of walk-in customers served per day (walk-in, phone calls, and emails)	124	125	130

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of inspections performed	11,632	10,000	12,000

# Code Compliance

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
License Fee	90,538	93,500	104,500
Reimbursed Expenses	137,926	159,937	205,234
General Fund Support	183,125	218,319	231,541
<b>Total Revenue</b>	<b>\$411,589</b>	<b>\$471,756</b>	<b>\$541,275</b>
<b>Expenditure</b>			
Personnel	342,934	415,563	465,377
Operations & Maintenance	68,655	56,193	75,898
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$411,589</b>	<b>\$471,756</b>	<b>\$541,275</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Code Enforcement Supervisor	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	4.00
Code Compliance Officer	2.00	2.00	0.00
Administrative Assistant, Sr.	1.00	1.00	1.00
Maintenance Worker (PT)	0.50	1.00	1.00
<b>Total FTE Count</b>	<b>6.50</b>	<b>7.00</b>	<b>7.00</b>

# Code Compliance

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Compliance Investigations

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

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

Objectives: Enforcement of City codes and zoning violations

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of properties in violation	7,451	10,000	10,100
Average annual number of properties in violation per officer	1,241	1,600	1,700
Number of re-inspections	14,500	14,800	15,000
Number of complaints received	2,324	2,600	2,600
Number of zoning violations investigated	70	80	85

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	FY18 Actual	FY19 Budget	FY20 Budget
Violation notifications mailed to property owners	8,920	10,000	10,100
Number of code compliance court cases filed	96	100	105

# Animal Services

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Shelter Fees	63,460	64,776	60,200
General Fund Supported	846,224	874,704	923,446
<b>Total Revenue</b>	<b>\$909,684</b>	<b>\$939,480</b>	<b>\$983,646</b>
<b>Expenditure</b>			
Personnel	639,697	695,143	739,309
Operations & Maintenance	269,987	243,337	242,932
Capital	0	1,000	1,405
<b>Total Expenditure</b>	<b>\$909,684</b>	<b>\$939,480</b>	<b>\$983,646</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Assist Dir of NBHD & Family Svcs	1.00	1.00	1.00
Animal Services Supervisor	1.00	1.00	1.00
Animal Services Officer, Senior	1.00	1.00	0.00
Animal Services Officer	4.00	4.00	4.00
Shelter Supervisor	1.00	1.00	1.00
Shelter Assistant II	1.00	1.00	1.00
Shelter Assistant I	3.00	3.00	3.00
Office Assistant	2.00	2.00	2.00
Shelter Assistant (PT)	3.00	3.00	3.00
<b>Total FTE Count</b>	<b>17.00</b>	<b>17.00</b>	<b>16.00</b>

# Animal Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Control the Animal Population

Serves City Council's Vision: Neighborhood Vision

Goal: Provide citizen protection; provide animals refuge

Objectives: Animal Impoundment

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of euthanizations performed	2,841	2,600	2,400
Number of animals utilizing microchip clinic	431	612	857
Percent of animals adopted	34%	46%	58%
Live release percentage rate of adoptable animals	47%	60%	82%
Percent of sheltered animals returned to owners	12%	14%	18%
Number of animals sheltered in a year	5,914	5,654	5,371
Number of rabies specimen tests done in a year	107	120	70

# Social Services

## Departmental Information

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The Social Services division is designed to promote social well-being by providing benefits to the community, such as education, medical care, and housing.

Budget Summary*	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	117,900	122,574	93,745
<b>Total Revenue</b>	<b>\$117,900</b>	<b>\$122,574</b>	<b>\$93,745</b>
<b>Expenditure</b>			
Personnel**	69,816	73,082	69,260
Operations & Maintenance	48,084	49,492	24,485
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$117,900</b>	<b>\$122,574</b>	<b>\$93,745</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\* Social Services was moved from Intergovernmental to General Fund in fiscal year 2020.

\*\*Employees are counted in other divisions.

# Nursing

## Departmental Information

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

Budget Summary*	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Clinic Fees	67,836	28,900	28,900
Transfers from General Fund	110,574	115,817	117,676
<b>Total Revenue</b>	<b>\$178,410</b>	<b>\$144,717</b>	<b>\$146,576</b>
<b>Expenditure</b>			
Personnel	81,089	89,267	89,813
Operations & Maintenance	32,336	55,450	56,763
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$113,425</b>	<b>\$144,717</b>	<b>\$146,576</b>
<b>Surplus/(Deficit)</b>	<b>\$64,985</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY18 Budget	FY19 Budget
Licensed Vocational Nurse	1.00	1.00	1.00
Nursing Manager	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

\*Nursing was moved from Intergovernmental to General Fund in fiscal year 2020.



# Nursing

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Immunization Education & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Promote healthy living through prevention, protection and intervention

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of adult immunizations	315	344	300
Number of immunizations administered to children	964	990	960
Number of immunization outreach encounter activities	35	30	35

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of STD clients treated	192	200	190
Number of STD/HIV education & prevention encounters	1,097	780	1,000
Number of clients scheduled through STD clinic	945	800	940
Number of Texas reportable conditions	108	140	100
Number of TB tests	406	376	400
Total number of reportable condition cases reported for investigation & surveillance	330	430	330
Total number of syphilis cases and contacts treated	17	25	20

# Environmental Health

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Inspection Fees	90,985	84,700	85,000
<b>Total Revenue</b>	<b>\$90,985</b>	<b>\$84,700</b>	<b>\$85,000</b>
<b>Expenditure</b>			
Personnel*	35,728	44,797	52,717
Operations & Maintenance	13,341	31,279	29,520
Capital	0	8,624	1,069
<b>Total Expenditure</b>	<b>\$49,069</b>	<b>\$84,700</b>	<b>\$83,306</b>
<b>Surplus/Deficit</b>	<b>\$41,916</b>	<b>\$0</b>	<b>\$1,694</b>

This is the non-grant portion of Environmental Health, further departmental information is located within the Intergovernmental Fund.

\*Personnel costs are related to full time employees that are partially paid by this division.

# Health Services Administration

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	174,617	179,282	182,821
<b>Total Revenue</b>	<b>\$174,617</b>	<b>\$179,282</b>	<b>\$182,821</b>
<b>Expenditure</b>			
Personnel	144,375	143,632	147,171
Operations & Maintenance	30,242	35,650	35,650
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$174,617</b>	<b>\$179,282</b>	<b>\$182,821</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Health Services Director	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Health Services Administration

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Health Planning & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Provide administration leadership

Objectives: Respond to citizen calls, appeals and action

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of public, board, director, staff, planning, training meetings, webinars & conference calls attended	140	200	150
Number of responses to citizen complaints and appeals	97	53	75

# Health Services Administration

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Grant Management

Serves City Council's Vision: Financial Vision

Goal: Provide administration leadership

Objectives: Financial reporting to Department of State Health Services; activity reporting to Department of State Health Services

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of activity and financial status reports submitted to the Department of State Health Services	53	49	50
Number of local, state and/or federal grants applied for and/or researched	3	3	3
Number of local, state and/or federal grants applied for to fund special projects	4	4	3
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	\$419,195	\$400,000	\$400,000
Dollar amount received for special projects	\$49,488	\$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	25%	50%	25%

# City Council

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	144,461	187,473	187,588
<b>Total Revenue</b>	<b>\$144,461</b>	<b>\$187,473</b>	<b>\$187,588</b>
<b>Expenditure</b>			
Personnel	27,383	27,408	27,523
Operations & Maintenance	117,078	160,065	160,065
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$144,461</b>	<b>\$187,473</b>	<b>\$187,588</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Mayor (PT)	0.50	0.50	0.50
Councilmember (PT)	3.00	3.00	3.00
<b>Total FTE Count</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

# City Manager Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	667,923	730,939	797,583
<b>Total Revenue</b>	<b>\$667,923</b>	<b>\$730,939</b>	<b>\$797,583</b>
<b>Expenditure</b>			
Personnel	638,283	686,048	752,692
Operations & Maintenance	28,373	44,891	44,891
Capital	1,267	0	0
<b>Total Expenditure</b>	<b>\$667,923</b>	<b>\$730,939</b>	<b>\$797,583</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
City Manager	1.00	1.00	1.00
Assistant City Manager	2.00	2.00	2.00
Executive Office Coordinator	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# City Manager

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: City Management

Serves City Council's Vision: Professional management through the direction, administration, and execution of City policy.

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	FY18 Actual	FY19 Budget	FY20 Budget
Facilitate a priority setting workshop for the City Council	Yes	Yes	Yes

Activity: City Management

Serves City Council's Vision: Professional management through the direction, administration, and execution of City policy.

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	FY18 Actual	FY19 Budget	FY20 Budget
Attend meetings with stakeholders	100%	100%	100%



# Internal Audit

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	74,811	78,346	79,625
<b>Total Revenue</b>	<b>\$74,811</b>	<b>\$78,346</b>	<b>\$79,625</b>
<b>Expenditure</b>			
Personnel	73,599	74,981	76,260
Operations & Maintenance	1,212	3,365	3,365
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$74,811</b>	<b>\$78,346</b>	<b>\$79,625</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Internal Auditor	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Internal Audit

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Internal Audit of Risks and Controls; Compliance Management of Grants and Contracts

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

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

Objectives: Promote adequate systems of internal control; improve operational efficiency and effectiveness; advance contract and grant compliance; optimize value received from City resources; expand staff knowledge, skills, and abilities; stay current on issues and trends affecting governments; increase audit efficiency; increase audit effectiveness

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of audits completed	13	17	17
Number of advisory services completed	30	24	25
Number of recommendations made	8	17	17
Number of recommendations implemented	1	8	3

# Public Information

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
PEG Channel Fees	258,453	250,000	250,000
General Fund Support	475,407	208,600	181,637
<b>Total Revenue</b>	<b>\$733,860</b>	<b>\$458,600</b>	<b>\$431,637</b>
<b>Expenditure</b>			
Personnel	178,989	186,550	159,587
Operations & Maintenance	11,508	22,050	22,050
Capital	543,363	250,000	250,000
<b>Total Expenditure</b>	<b>\$733,860</b>	<b>\$458,600</b>	<b>\$431,637</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Public Information Officer	1.00	1.00	1.00
Communications Coordinator	0.00	0.00	1.00
Multimedia Coordinator	1.00	1.00	0.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Public Information

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Information Dissemination

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of contributed pieces to the Standard-Times Newspaper	75	75	75
Number of press releases	110	180	100
Number of page views on cosatx.us	2.5 m	2.5 m	1.4 m
Number of YouTube views	26,000	28,000	188,000
Number of Facebook followers	29,000	27,000	32,000
Number of original programs on SATV	165	260	170

# City Clerk

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
User fees	225	300	2,236
General Fund Support	233,813	280,630	272,905
<b>Total Revenue</b>	<b>\$234,038</b>	<b>\$280,930</b>	<b>\$275,141</b>
<b>Expenditure</b>			
Personnel	178,600	180,663	172,874
Operations & Maintenance	51,008	98,467	100,267
Capital	4,430	1,800	2,000
<b>Total Expenditure</b>	<b>\$234,038</b>	<b>\$280,930</b>	<b>\$275,141</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# City Clerk

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Administration

Serves City Council's Vision: N/A

Goal: 100% Compliance with State Laws

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Percent of meetings held in compliance with the Texas Open Meetings Act	100%	100%	100%
Percent of elections conducted in compliance with State Law	N/A*	100%**	100%
Percent of open records requests processed in compliance with the Texas Public Information Act	100%	100%	100%

\*No elections were held in FY18.

\*\*While no election was held in FY19 due to uncontested races, the city was in compliance with all steps leading up to, and including, cancelling the May 2019 election.

# Construction Management Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Reimbursed Expenses	14,000	60,000	0
General Fund Support	119,869	55,618	113,488
<b>Total Revenue</b>	<b>\$133,869</b>	<b>\$115,618</b>	<b>\$113,488</b>
<b>Expenditure</b>			
Personnel	130,681	108,455	106,326
Operations & Maintenance	3,188	7,163	7,162
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$133,869</b>	<b>\$115,618</b>	<b>\$113,488</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Construction Manager	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Construction Management Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Construction Management

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

Goal: Provide construction management services

Objectives: Construction management of projects; architectural services

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of projects worked	7	8	10
Number of projects completed	2	4	6
Percent of projects completed on schedule	100%	100%	100%
Percent of projects completed within budget	100%	100%	100%



# City Attorney's Office

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Legal Fees	1,655	0	0
General Fund Support	654,599	679,291	704,609
<b>Total Revenue</b>	<b>\$656,254</b>	<b>\$679,291</b>	<b>\$704,609</b>
<b>Expenditure</b>			
Personnel	619,103	641,044	661,362
Operations & Maintenance	32,909	36,247	41,247
Capital	2,587	2,000	2,000
<b>Total Expenditure</b>	<b>\$654,599</b>	<b>\$679,291</b>	<b>704,609</b>
<b>Surplus/(Deficit)</b>	<b>\$1,655</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
City Attorney	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00
Assistant City Attorney	2.00	2.00	2.00
Paralegal	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

# City Attorney's Office

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Litigation

Serves City Council's Vision: N/A

Goal: Provide professional, effective and ethical legal representation

Objectives: Legal Research and Advice; Litigation

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of cases prosecuted in Municipal Court	1,686	1,700	1,720
Number of cases filed by prosecutor	19	25	30
Number of defendant pre-trials	1,408	1,425	1,450
Number of attorney pre-trials	278	285	290
Number of dismissals	441	440	435

# City Attorney's Office

## Departmental Information

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### Goals, Objectives & Performance Measures

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of cases utilizing outside	4	3	2
Number of ordinances	93	95	100
Number of resolutions	70	75	80
Number of contracts reviewed/prepared	395	405	420
Number of public information requests reviewed/processed	346	356	360
Number of legal opinions answered/provided	219	225	230
Number of subpoenas received/worked filed	24	30	35
Number of claims/litigation rev/processed	18	20	25
Number of collections rev/processed	6	10	15
Number of Board/Commission meetings	156	156	156

# Real Estate

## Departmental Information

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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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Legal Fees	148,015	148,126	154,125
General Fund Support	7,750	41,904	42,398
<b>Total Revenue</b>	<b>\$155,765</b>	<b>\$190,030</b>	<b>\$196,523</b>
<b>Expenditure</b>			
Personnel	138,865	154,209	160,702
Operations & Maintenance	16,900	31,821	31,821
Capital	0	4,000	4,000
<b>Total Expenditure</b>	<b>\$155,765</b>	<b>\$190,030</b>	<b>\$196,523</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Real Estate Administrator	1.00	1.00	1.00
Property Mgt Specialist	0.00	1.00	0.00
Paralegal	1.00	0.00	1.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Real Estate Departmental Information

## Goals, Objectives & Performance Measures

Activity: Leases

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	FY18 Actual*	FY19 Budget*	FY20 Budget
<u>Leases managed:</u>			
Rec/Ag	N/A	N/A	75
Land lease	N/A	N/A	6
Ford Ranch lease	N/A	N/A	1
City Farm lease	N/A	N/A	12
Alamosa	N/A	N/A	1
Special leases	N/A	N/A	16
Commercial	N/A	N/A	11
Total Lease Revenue	N/A	N/A	\$645,275
Ford Ranch Mineral/land use revenue	N/A	N/A	\$9,000
City Farm Mineral revenue	N/A	N/A	\$4,000
<u>Residential Lake Leases:</u>			
Number of leases	N/A	N/A	160
Average lease price	N/A	N/A	\$1,314

\* Performance measure were restructured for Fiscal Year 2020, therefore FY18 actuals and FY19 budgeted numbers are not available.

# Real Estate Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Sale of property

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	FY18 Actual*	FY19 Budget*	FY20 Budget
<b>Tax resale lots:</b>			
Number of lots sold	N/A	N/A	3
Average sale price	N/A	N/A	\$1,500
<b>Residential lots:</b>			
Number of Residential lots	N/A	N/A	8
Average sale price	N/A	N/A	\$89,000
<b>Surplus property sales:</b>			
Number of properties sold	N/A	N/A	6
Average sale price	N/A	N/A	\$2,525

\* Performance measure were restructured for Fiscal Year 2020, therefore FY18 actuals and FY19 budgeted numbers are not available.

# Real Estate Departmental Information

## 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	FY18 Actual*	FY19 Budget*	FY20 Budget
<b><u>Demolition Filing Fees:</u></b>			
Number of filings collected	N/A	N/A	10
Average filing fee	N/A	N/A	\$26
<b><u>Code Enforcement Filing Fees Collected:</u></b>			
Number of filings collected	N/A	N/A	190
Average filing fee	N/A	N/A	\$36
<b><u>Demolition lien interest</u></b>			
Number of liens	N/A	N/A	10
Average interest per lien	N/A	N/A	\$500
<b><u>Code Enforcement lien interest:</u></b>			
Number of liens	N/A	N/A	190
Average interest per lien	N/A	N/A	\$75
<b><u>Demolition lien releases</u></b>			
Number of lien releases	N/A	N/A	10
Average amount per release	N/A	N/A	\$26
<b><u>Code Enforcement lien releases:</u></b>			
Number of lien releases	N/A	N/A	190
Average amount per release	N/A	N/A	\$26

\* Performance measure were restructured for Fiscal Year 2020, therefore FY18 actuals and FY19 budgeted numbers are not available.

# Finance

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Reimbursed Expenses	5,000	5,000	5,925
General Fund Support	1,695,838	1,740,804	1,782,407
<b>Total Revenue</b>	<b>\$1,700,838</b>	<b>\$1,745,804</b>	<b>\$1,788,332</b>
<b>Expenditure</b>			
Personnel	879,887	915,925	934,253
Operations & Maintenance	817,199	819,618	847,325
Capital	3,752	10,261	6,754
<b>Total Expenditure</b>	<b>\$1,700,838</b>	<b>\$1,745,804</b>	<b>\$1,788,332</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Director of Finance	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Budget Manager	0.00	1.00	1.00
Budget Analyst, Sr	2.00	2.00	2.00
Administrative Assistant, Sr.	1.00	1.00	1.00
Chief Accountant	1.00	0.00	0.00
Cash & Debt Analyst	1.00	1.00	1.00
Accountant	2.00	2.00	2.00
Senior Accountant	0.00	0.00	1.00
Accounts Payable Specialist	2.00	1.00	1.00
Accounting Clerk	0.00	1.00	1.00
Payroll Specialist	1.00	1.00	0.00
<b>Total FTE Count</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>



# Finance

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Budget Preparation and Management

Serves City Council's Vision: Financial Vision

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

Objectives: Prepare the annual operating budget and assist internal customers with budgeting

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Receive the Distinguished Budget Award	Yes	Yes	Yes
Actual general fund revenue received as a percentage of current budget	99.88%	100%	100%
Provide report of budget variances within five days of quarterly closing of financial period	100%	100%	100%
Average number of business days to process a budget amendment	3.12	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	FY18 Actual	FY19 Budget	FY20 Budget
Number of online survey responses	834	1,000	1,000
Submit CIP to City Council on time	Yes	Yes	Yes

# Finance

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Accounting Transaction Services

Serves City Council's Vision: Financial Vision

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	FY18 Actual	FY19 Budget	FY20 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	24,374	24,000	24,400
Number of accounts payable payments processed	10,874	11,320	11,320
Number of journal entries recorded	808	930	930

# Billing & Collections

## Departmental Information

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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	FY18 Actual	FY19 Budget	FY20 Budget
Revenue			
General Fund Support	737,263	750,112	756,756
<b>Total Revenue</b>	<b>\$737,263</b>	<b>\$750,112</b>	<b>\$756,756</b>
Expenditure			
Personnel	450,026	464,765	471,409
Operations & Maintenance	287,237	285,347	285,347
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$737,263</b>	<b>\$750,112</b>	<b>\$756,756</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Billing & Collections Manager	1.00	1.00	1.00
Utility Billing Supervisor	1.00	1.00	1.00
Billing Clerk	1.00	1.00	1.00
Utility Billing Clerk	1.00	1.00	1.00
Cashier, Sr	1.00	1.00	1.00
Cashier	2.00	3.00	3.00
Accounting Clerk	2.00	1.00	1.00
<b>Total FTE Count</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# Billing & Collections

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Accounts Receivable & Other Transactions

Serves City Council's Vision: Financial Vision

Goal: This division is committed to maintaining accurate, timely, and accountable records of general accounts receivables and cash receipts.

Objectives: The division aims to process all payments received by the City as a centralized cash office and offer departments assistance with review during their receivable billing and cash transactions.

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Accounts receivable invoices and statements processed	14,716	14,865	14,569
Accounts receivable customer payment transactions	8,668	9,134	8,754
Cash deposit transactions	28,385	25,807	28,669

Activity: Municipal Services Transactions

Serves City Council's Vision: Financial Vision

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

Objectives: To provide billing for water, water reclamation, landfill and storm water services

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Municipal services statements processed and mailed	420,676	421,244	424,883
Municipal services payments processed	413,084	414,135	415,149
Customer accounts with exceptions - processed daily	186	191	185
Number of staff manual payment entries	82,194	93,251	81,372
Percent of adjustments processed prior to subsequent billing cycle	90%	91%	92%

# Information Technology

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	636,789	653,282	709,241
<b>Total Revenue</b>	<b>\$636,789</b>	<b>\$653,282</b>	<b>\$709,241</b>
<b>Expenditure</b>			
Personnel	364,526	380,796	410,255
Operations & Maintenance	272,263	272,486	298,986
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$636,789</b>	<b>\$653,282</b>	<b>\$709,241</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary*	FY18 Actual	FY19 Budget	FY20 Budget
Director of Information Technology	0.00	0.00	1.00
Information Technology Manager	1.00	1.00	0.00
Network Engineer	1.00	1.00	1.00
Server Administrator	1.00	1.00	1.00
Systems Analyst	3.00	3.00	3.00
Administrative Assistant	1.00	0.00	0.00
<b>Total FTE Count</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

\* Administrative Assistant position moved to the Purchasing department in FY19.

# Information Technology Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Network Operation

Serves City Council's Vision: Infrastructure Vision

Goal: Provide quality and economical mainframe support services

Objectives: Provide mainframe, peripheral and related operational support

Performance Measures	FY18 Actual	FY19 Budget	FY20 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	FY18 Actual	FY19 Budget	FY20 Budget
Percent of work orders completed in the same day	86%	85%	85%

# Purchasing

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Miscellaneous Revenue	21,600	37,227	37,227
General Fund Support	126,438	146,652	160,193
<b>Total Revenue</b>	<b>\$148,038</b>	<b>\$183,879</b>	<b>\$197,420</b>
<b>Expenditure</b>			
Personnel	140,499	170,720	183,411
Operations & Maintenance	5,825	10,095	10,945
Capital	1,714	3,064	3,064
<b>Total Expenditure</b>	<b>\$148,038</b>	<b>\$183,879</b>	<b>\$197,420</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary*	FY18 Actual	FY19 Budget	FY20 Budget
Purchasing Manager	1.00	1.00	1.00
Purchasing Specialist	1.00	1.00	2.00
Administrative Assistant	0.00	1.00	0.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>

\* Administrative Assistant position moved from the Information Technology department in FY19.

# Purchasing Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Procurement

Serves City Council's Vision: Financial Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of purchase orders issued	2,615	2,500	2,500
Number of procurement card transactions	7,657	8,000	8,000
Purchasing card compliance	86%	93%	90%
Total procurement card charges	\$1,590,613	\$1,500,000	\$1,545,000
Number of formal procurement requests	46	60	55
Number of contracts drafted and/or reviewed	181	150	170



# Human Resources

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
General Fund Support	2,734,006	2,435,977	2,569,992
<b>Total Revenue</b>	<b>\$2,734,006</b>	<b>\$2,435,977</b>	<b>\$2,569,992</b>
<b>Expenditure</b>			
Personnel	284,024	283,336	372,290
Operations & Maintenance	2,449,982	2,152,641	2,194,902
Capital	0	0	2,800
<b>Total Expenditure</b>	<b>\$2,734,006</b>	<b>\$2,435,977</b>	<b>\$2,569,992</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary*	FY18 Actual	FY19 Budget	FY20 Budget
Director of HR & Risk Management	1.00	1.00	1.00
Assist. Director of HR	1.00	0.00	0.00
Human Resources Manager	0.00	0.00	1.00
Human Resources Coordinator	0.00	2.00	0.00
Human Resources Generalist	1.00	0.00	1.00
Human Resources Specialist	1.00	0.00	1.00
Human Resources Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>5.00</b>	<b>4.00</b>	<b>6.00</b>

\*Reorganization of staff to properly allocate responsibilities.

# Human Resources

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Recruiting/Employment Services

Serves City Council's Vision: N/A

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

Objectives: Recruitment; Department Excellence; and Employee Satisfaction

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Average number of days to fill vacant positions	30	30	30
Ratio of HR Personnel per City Employee	1:227	1:245	1:273
Number of Civil Service exams proctored	5	9	5

# Crossing Guards

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
User Fees	132,017	131,333	131,469
General Fund Support	18,500	0	0
<b>Total Revenue</b>	<b>\$150,517</b>	<b>\$131,333</b>	<b>\$131,469</b>
<b>Expenditure</b>			
Personnel	105,466	105,703	109,079
Operations & Maintenance	45,051	25,630	22,390
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$150,517</b>	<b>\$131,333</b>	<b>\$131,469</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Safety Guard Supervisor (PT)	0.50	0.50	0.50
Safety Guard (PT)	12.00	12.00	12.00
<b>Total FTE Count</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>

# Crossing Guards

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: School Crossings

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 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	\$7,526	\$6,567	\$6,573
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	0	0
Number of approved crossing guards	25	25	25

# Facilities Maintenance

## Departmental Information

The Construction and Facilities Maintenance division provides maintenance and custodial services for the Employee Clinic, City Hall, Community Development Building, City Hall Annex, Recreation/Senior Centers, Nature Center, Emergency Operations Center, Fort Concho, Animal Shelter, 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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Reimbursed Expenses	32,001	18,500	28,200
General Fund Support	625,881	673,562	666,331
<b>Total Revenue</b>	<b>\$657,882</b>	<b>\$692,062</b>	<b>\$694,531</b>
<b>Expenditure</b>			
Personnel	340,770	364,363	361,319
Operations & Maintenance	297,028	327,699	333,212
Capital	20,084	0	0
<b>Total Expenditure</b>	<b>\$657,882</b>	<b>\$692,062</b>	<b>\$694,531</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Construction & Facilities Manager	1.00	1.00	1.00
HVAC/Security Coordinator	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00
Building Maintenance Technician	2.00	3.00	3.00
Building Maintenance Worker	1.00	0.00	0.00
<b>Total FTE Count</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Facilities Maintenance

## Departmental Information

### 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of electrical repairs (contractor)	24	15	20
Number of HVAC repairs (contractor)	7	15	10
Number of plumbing repairs (contractor)	4	5	5
Number of requests for service	472	750	500
Number of HVAC filters and coils serviced for preventive maintenance	68	300	75
Number of plumbing preventative maintenance at various facilities including treating floor drains, replacing urinal cartridges, etc.	55	65	65
Number of electrical repairs	59	100	75
Number of HVAC repairs	16	50	25
Number of carpentry repairs	125	150	150
Number of plumbing repairs	95	100	100
Number of misc. services: de-icing, setups, grounds maintenance, council packet delivery	712	300	750
TDCJ inmate work crew oversight	4	12	5





CITY OF  
SAN ANGELO, TEXAS

# General Fund Supported





# General Debt Service Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>105 REVENUES:</u></b>				
Current Taxes	4,507,084	4,595,373	4,760,093	164,720
Delinquent Taxes	65,334	46,676	46,676	-
Transfers In	2,826,270	2,909,822	2,752,250	(157,572)
Interest	106,451	49,150	61,968	12,818
<b>Total Revenues</b>	<b>\$ 7,505,139</b>	<b>\$ 7,601,021</b>	<b>\$ 7,620,987</b>	<b>\$ 19,966</b>
<b><u>105 EXPENSES:</u></b>				
Principal on Debt	5,575,000	4,945,000	5,215,000	270,000
Interest on Debt	2,182,948	2,449,944	2,308,932	(141,012)
Issue Costs *	(216)	206,077	97,055	(109,022)
<b>Total Expenditures</b>	<b>\$ 7,757,732</b>	<b>\$ 7,601,021</b>	<b>\$ 7,620,987</b>	<b>\$ 19,966</b>
Revenues Over/ (Under) Expenditures	(252,593)	-	-	-
Beginning Fund Balance	1,780,962	1,528,369	1,528,369	-
<b>Ending Fund Balance</b>	<b>\$ 1,528,369</b>	<b>\$ 1,528,369</b>	<b>\$ 1,528,369</b>	<b>\$ -</b>

\* In FY18 there was a reimbursement due to a recalculation in issue cost.

# General Equipment Replacement Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>501 REVENUES:</u></b>				
Transfers In *	2,281,373	1,572,373	1,251,373	(321,000)
Sale of Fixed Assets	155,472	55,000	55,000	-
Interest	4,895	-	-	-
Other	32,596	40,000	40,000	-
<b>Total Revenue</b>	<b>\$ 2,474,336</b>	<b>\$ 1,667,373</b>	<b>\$ 1,346,373</b>	<b>\$ (321,000)</b>
<b><u>501 EXPENSES:</u></b>				
Vehicles & Equipment	1,555,012	1,667,373	1,346,373	(321,000)
<b>Total Expenditures</b>	<b>\$ 1,555,012</b>	<b>\$ 1,667,373</b>	<b>\$ 1,346,373</b>	<b>\$ (321,000)</b>
Revenues Over/ (Under) Expenditures	919,324	-	-	-
Beginning Fund Balance	408,786	1,328,110	1,328,110	-
<b>Ending Fund Balance</b>	<b>\$ 1,328,110</b>	<b>\$ 1,328,110</b>	<b>\$ 1,328,110</b>	<b>\$ -</b>

\* In FY19 projected sales tax surplus was used for additional equipment replacement.

# General Capital Projects Fund

## Financial Summary

Description	FY18 Actual	FY19 * Revised Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>502 REVENUES:</b>				
Transfers In	244,295	2,623,377	558,029	2,065,348
Interest	49,915	2,852	-	2,852
Other	3,906,685	-	-	-
<b>Total Revenue</b>	<b>\$ 4,200,895</b>	<b>\$ 2,626,229</b>	<b>\$ 558,029</b>	<b>\$ 308,029</b>
<b>502 EXPENSES:</b>				
Airport	60,829	-	-	-
Intergovernmental	-	23,181	-	23,181
Facilities	11,252	467,754	-	467,754
City Hall Plaza Rehabilitation	1,534	1,018	-	1,018
Transportation Enhancement	9,734	40,383	-	40,383
Street Improvements	49,356	1,500,000	-	1,500,000
Stormwater Improvements	805,246	1,259,427	-	1,259,427
River Bank Stabilization	-	-	308,029	(308,029)
Tree Irrigation	-	120,300	-	120,300
Sunken Garden	-	74,974	-	74,974
Dog Park	7,551	-	-	-
Texas Bank Sports Complex	230,044	469,278	-	469,278
29th St Sports Complex	64,694	1,616,808	-	1,616,808
Fort Concho	140,968	736,468	-	736,468
Cemetery Improvements	2,846	-	-	-
Auditorium	1,041,699	1,000	-	1,000
Animal Control Improvements	-	200,000	-	200,000
Fire Station	8,000	117,139	-	117,139
Ambulance Replacement	62,926	1,452,723	250,000	1,202,723
<b>Total Expenditures</b>	<b>\$ 2,496,679</b>	<b>\$ 8,080,453</b>	<b>\$ 558,029</b>	<b>\$ 308,029</b>
Revenues Over/ (Under) Expenditures	1,704,216	(5,454,224)	-	-
Beginning Fund Balance	4,615,106	6,319,322	6,319,322	-
<b>Ending Fund Balance</b>	<b>\$ 6,319,322</b>	<b>\$ 865,098</b>	<b>\$ 6,319,322</b>	<b>\$ -</b>

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

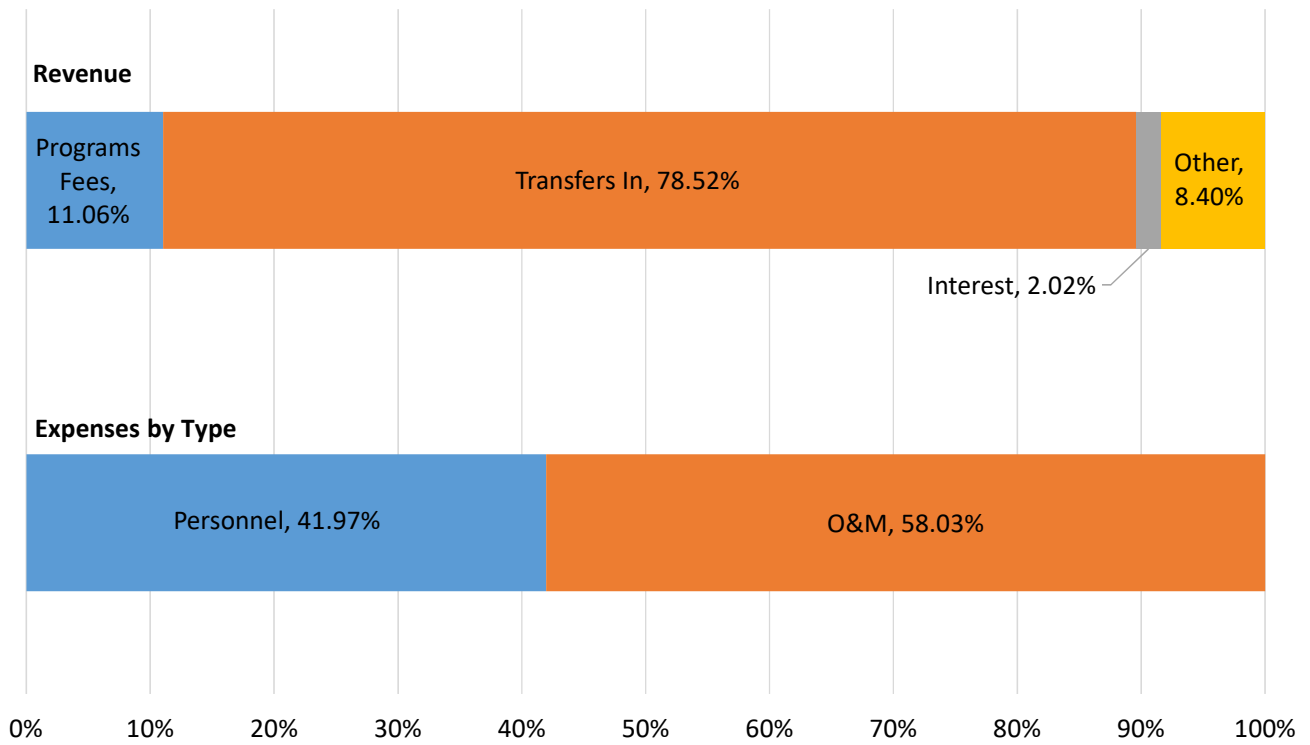
# Texas Bank Sports Complex Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>203 REVENUES:</u></b>				
Program Fees	89,716	105,000	105,000	-
Transfers In	751,728	757,532	745,243	(12,289)
Interest	10,823	12,531	19,174	6,643
Other	51,656	74,700	79,700	5,000
<b>Total Revenues</b>	<b>\$ 903,923</b>	<b>\$ 949,763</b>	<b>\$ 949,117</b>	<b>\$ (646)</b>
<b><u>203 EXPENSES:</u></b>				
Personnel	347,750	399,677	398,339	(1,338)
Operations & Maintenance	294,555	550,086	550,778	692
<b>Total Expenses</b>	<b>\$ 904,269</b>	<b>\$ 949,763</b>	<b>\$ 949,117</b>	<b>\$ (646)</b>
Revenues Over/ (Under) Expenditures	(346)	-	-	-
Beginning Fund Balance	512,022	511,676	511,676	-
<b>Ending Fund Balance</b>	<b>\$ 511,676</b>	<b>\$ 511,676</b>	<b>\$ 511,676</b>	<b>\$ -</b>

# Texas Banks Sports Complex Fund Visual Diagram

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**Graph Description:**

79% is transferred in from the General Fund. Other includes athletic programs, concessions, advertising, and special events.

# Texas Bank Sports Complex

## Departmental Information

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

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Sports Field Supervisor	1.00	1.00	1.00
Sports Field Coordinator	1.00	1.00	1.00
Sports Field Crew Leader	2.00	2.00	2.00
Sports Field Maint. Worker, Sr.	2.00	2.00	2.00
Sports Field Maint. Worker	1.00	1.00	1.00
Irrigation Crew Leader	1.00	1.00	1.00
Irrigation Technician, Sr	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# Texas Bank Sports Complex

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Facility Maintenance

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

Goal: Provide leisure services and opportunities

Objectives: Maintain recreation areas

Performance Measures	FY18 Actual	FY19 Budget	FY20 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	\$11,117	\$11,106	\$11,560
Number of acres maintained in the complex	75	75	75

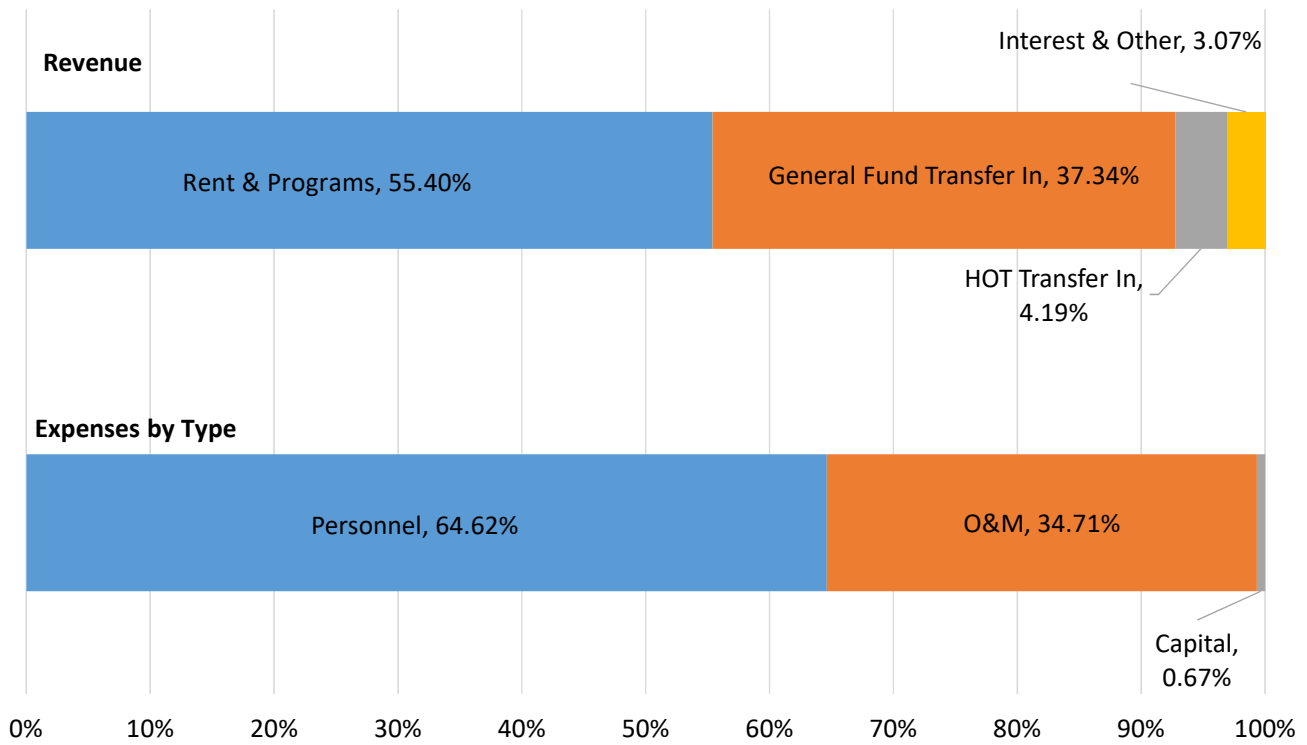
# Fort Concho Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>420 REVENUES:</b>				
Rent & Programs	624,175	644,750	661,750	17,000
General Fund Transfer In	(347,321)	432,230	446,045	13,815
HOT Transfers In	753,709	50,000	50,000	-
Interest	4,959	6,648	11,259	4,611
Other	16,814	24,450	25,450	1,000
<b>Total Revenues</b>	<b>\$ 1,052,336</b>	<b>\$ 1,158,078</b>	<b>\$ 1,194,504</b>	<b>\$ 36,426</b>
<b>420 EXPENSES:</b>				
Personnel	684,629	739,203	771,913	32,710
Operations & Maintenance	279,676	415,875	414,591	(1,284)
Capital	2,727	3,000	8,000	5,000
<b>Total Expenditures</b>	<b>\$ 967,032</b>	<b>\$ 1,158,078</b>	<b>\$ 1,194,504</b>	<b>\$ 36,426</b>
Revenues Over/ (Under) Expenditures	85,304	-	-	-
Beginning Fund Balance	308,502	393,806	393,806	-
<b>Ending Fund Balance</b>	<b>\$ 393,806</b>	<b>\$ 393,806</b>	<b>\$ 393,806</b>	<b>\$ -</b>



# Fort Concho Fund Visual Diagram

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**Graph Description:**

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.

# Fort Concho

## Departmental Information

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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.

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Fort Concho Manager	1.00	1.00	1.00
Event Coordinator	1.00	1.00	1.00
Education Coordinator	1.00	1.00	1.00
Volunteer & Visitor Services Coord	1.00	1.00	1.00
Animal Program Coordinator	1.00	1.00	1.00
Curator of Collections/History	1.00	1.00	1.00
Archivist	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00
Building Maintenance Technician	1.00	1.00	1.00
Building Maintenance Worker	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Museum Guide (PT)	1.50	1.50	1.50
<b>Total FTE Count</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>

# Fort Concho

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Schedule Events and Programs

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs, activities and events within a properly restored and maintained 40-acre/24-building historic site and museum; 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of visitors at Christmas at Old Fort Concho	9,000	17,500	17,500
Number of participants & volunteers at Christmas at Old Fort Concho	600	1,000	1,000
Percentage of visitors, participants and volunteers and Christmas at Old Fort Concho from out-of-town	32%	34%	34%
Number of new displays or exhibits	3	3	4
Number of people served at site	50,000	67,500	60,000
Buildings overhauled/repared	1	3	3
Out of town programs/camps	5	7	8

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of annual members	325	375	350
Revenue from annual memberships	47,400	50,000	48,000

# Fairmount Cemetery Fund

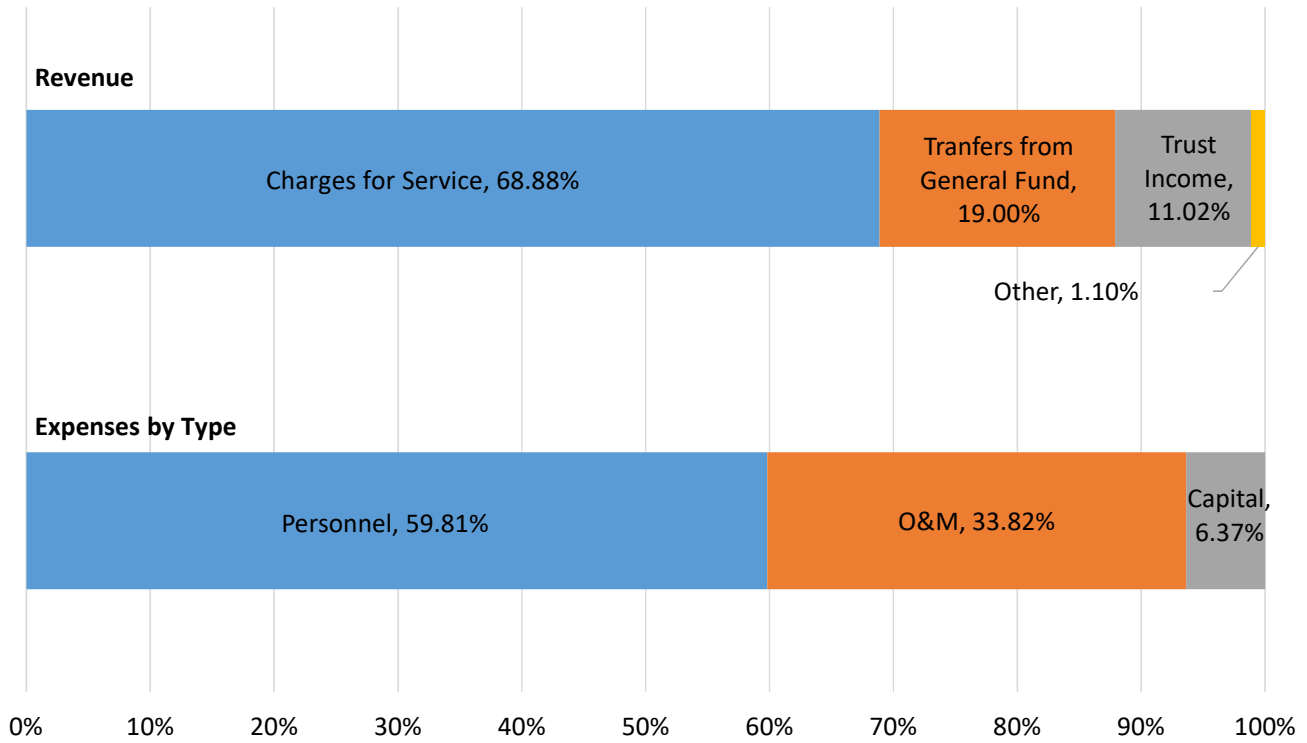
## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>440 REVENUES:</b>				
Charges for Service	345,666	317,300	312,600	(4,700)
Trust Income	43,435	50,000	50,000	-
Transfers In	86,734	93,111	86,250	(6,861)
Other	325	5,000	5,000	-
<b>Total Revenues</b>	<b>\$ 476,160</b>	<b>\$ 465,411</b>	<b>\$ 453,850</b>	<b>\$ (11,561)</b>
<b>440 EXPENSES:</b>				
Personnel	283,369	265,419	271,452	6,033
Operations & Maintenance	107,203	153,173	153,498	325
Capital	5,326	-	28,900	28,900
<b>Total Expenditures</b>	<b>\$ 395,898</b>	<b>\$ 418,592</b>	<b>\$ 453,850</b>	<b>\$ 35,258</b>
Revenues Over/ (Under) Expenditures	80,262	46,819	-	(46,819)
Beginning Fund Balance	(120,817)	(40,555)	6,264	46,819
<b>Ending Fund Balance *</b>	<b>\$ (40,555)</b>	<b>\$ 6,264</b>	<b>\$ 6,264</b>	<b>\$ -</b>

\* Due to the negative fund balance, the fund was budgeted revenue over expenditure in FY18 and FY19.

# Fairmount Cemetery Fund Visual Diagram

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**Graph Description:**

Fairmount Cemetery's primary revenue sources are charges from services and General Fund support. Charges from services include lots, graves, equipment maintenance, and columbarium niche.

# Fairmount Cemetery

## Departmental Information

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The Fairmount Cemetery division maintains and supports a 59 acre historic cemetery in accordance with state laws governing perpetual care cemeteries such as landscaping, preparation of grave sites and assisting funeral home personnel with graveside burial services; and provides services to the public such as locating of family burial plots, selection of burial space and completion of necessary documentation for interment.

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Cemetery Office Supervisor	1.00	1.00	1.00
Maintenance Worker, Sr	2.00	2.00	2.00
Maintenance Worker	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Fairmount Cemetery

## Departmental Information

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### 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of burial services	76	80	80
Number of burial lots sold	49	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	FY18 Actual	FY19 Budget	FY20 Budget
Number of acres mowed/trimmed annually	1,374	1,374	1,374



CITY OF  
SAN ANGELO, TEXAS

# Gov't Special Revenue Funds



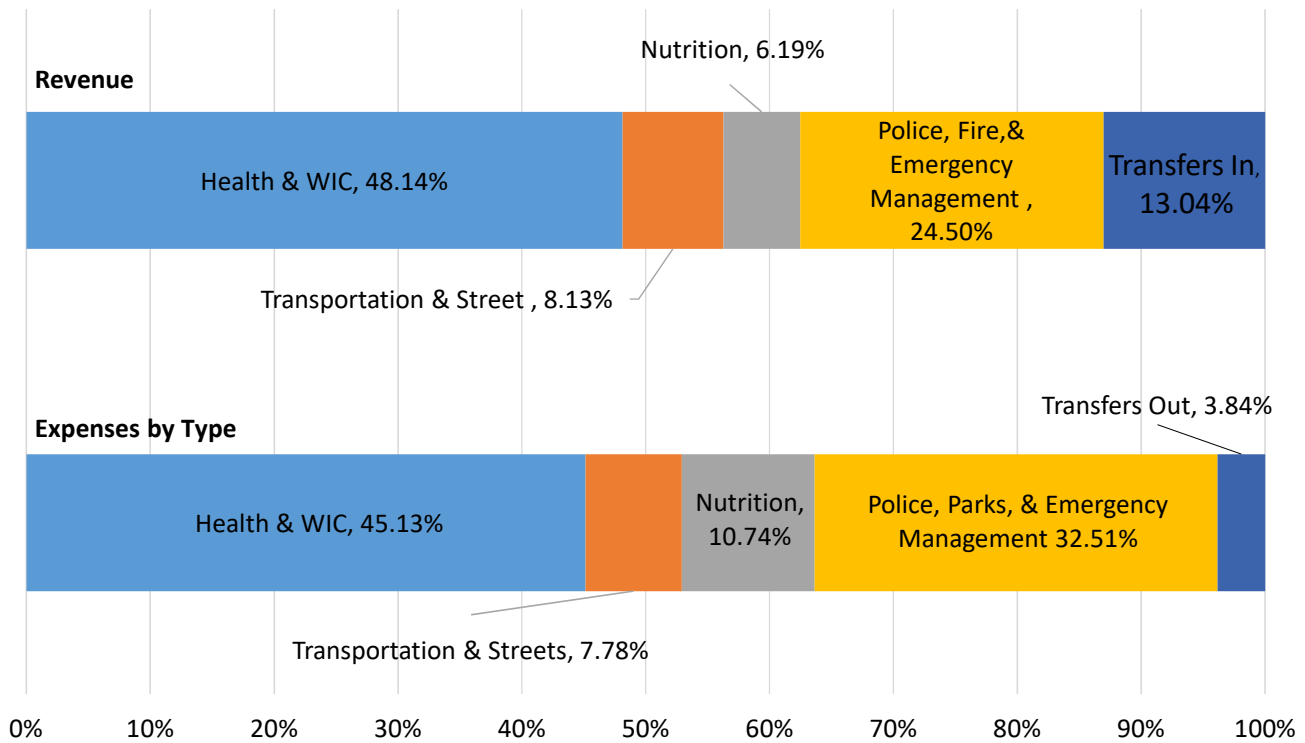


# Intergovernmental Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>103 REVENUES:</b>				
Health Department Revenue *	125,336	113,600	-	(113,600)
Health Department Grants	426,798	432,229	359,436	(72,793)
WIC Grant	642,681	851,686	875,888	24,202
Transportation Grant	212,495	208,695	208,695	-
Streets Grant	739,098	-	-	-
Nutrition Program Revenue	134,629	158,945	158,945	-
Police Grants	134,258	-	-	-
Parks Grants	-	-	-	-
Fire Grants	-	-	444,402	444,402
Emergency Management Grant	125,946	225,308	184,199	(41,109)
Transfers In	387,600	394,772	334,644	(60,128)
Interest	5,839	-	-	-
Other	-	-	-	-
<b>Total Revenue</b>	<b>\$ 2,934,680</b>	<b>\$ 2,385,235</b>	<b>\$ 2,566,209</b>	<b>\$ 180,974</b>
<b>103 EXPENSES:</b>				
Health Department Grants *	503,702	637,564	359,436	(278,128)
WIC Grant	777,342	782,763	798,705	15,942
Social Services *	117,900	122,574	-	(122,574)
Transportation Planning Grant	222,120	190,475	199,575	9,100
Streets Grant	751,830	-	-	-
Nutrition	234,399	272,429	275,610	3,181
Police Grants	125,438	-	-	-
Parks Grants	1,218	-	-	-
Fire Grants	-	-	592,536	592,536
Emergency Management	178,484	282,257	241,807	(40,450)
Transfers Out	71,550	97,173	98,540	1,367
<b>Total Expenditures</b>	<b>\$ 2,983,983</b>	<b>\$ 2,385,235</b>	<b>\$ 2,566,209</b>	<b>\$ 180,974</b>
Revenues Over/ (Under) Expenditures	(49,303)	-	-	-
Beginning Fund Balance	831,889	782,586	782,586	-
<b>Ending Fund Balance</b>	<b>\$ 782,586</b>	<b>\$ 782,586</b>	<b>\$ 782,586</b>	<b>\$ -</b>

\* Non-grant revenues and expenses were moved to the General Fund in FY20.

# Intergovernmental Fund Visual Diagram



**Graph Description:**

The Womens, Infants, and Children Grant account for a majority of the Intergovernmental Fund's revenue. Following, is the SAFER grant for the Fire Department.

The single largest Intergovernmental Fund expense for the City of San Angelo is WIC. This category consists of salary and benefits for employees as well as any other expenses needed to fulfill the service.

# Metropolitan Planning Organization

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant Revenue	212,495	208,695	208,695
<b>Total Revenue</b>	<b>\$212,495</b>	<b>\$208,695</b>	<b>\$208,695</b>
<b>Expenditure</b>			
Personnel	177,852	182,963	185,839
Operations & Maintenance	62,498	25,732	21,124
Capital	425	0	1,732
<b>Total Expenditure</b>	<b>\$240,775</b>	<b>\$208,695</b>	<b>\$208,695</b>
<b>Surplus/(Deficit)</b>	<b>(\$28,280)</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
MPO Director	1.00	1.00	1.00
Trans. Planning Analyst/GIS	1.00	1.00	1.00
Trans. Planning Project Coord.	1.00	0.00	0.00
Administrative Assistant	0.00	1.00	1.00
<b>Total FTE Count</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# Metropolitan Planning Organization

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Public Outreach and Education

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

Goal: Promote physical and economical growth and development

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Present information/data to the MPO policy board	12	10	10
Host & coordinate public meetings	6	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	FY18 Actual	FY19 Budget	FY20 Budget
Number of amendments to the Transportation Improvement Program	3	3	3
Number of amendments to the Metropolitan Transportation Plan	2	3	3
Number of amendments to the Unified Planning Work Program	0	1	1

# Metropolitan Planning Organization

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Grants/Alternative Funding

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

Goal: Promote physical and economical growth and development

Objectives: General operations of the MPO; financial management of the transportation grants; documentation and reports; special projects and studies

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Research grant opportunities	7	5	5

# Nutrition

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant Revenue	134,629	158,945	158,945
General Fund Transfer	99,770	113,484	116,665
<b>Total Revenue</b>	<b>\$234,399</b>	<b>\$272,429</b>	<b>\$275,610</b>
<b>Expenditure</b>			
Personnel	130,073	147,164	150,345
Operations & Maintenance	104,326	125,265	125,265
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$234,399</b>	<b>\$272,429</b>	<b>\$275,610</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Recreation Supervisor	1.00	1.00	1.00
Lead Cook (PT)	0.75	0.75	0.75
Cook Helper (PT)	0.75	0.75	0.75
Van Driver Kitchen Aide (PT)	0.50	0.50	0.50
Kitchen Aide (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

# Nutrition

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Congregate Meals

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs for adults 55 and older

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of noon meals prepared	31,547	34,500	34,500
Number of client intakes	539	550	550
Cost per meal prepared	\$6.61	\$5.88	\$6.60

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of nutritional health screenings completed	539	550	550
Retail food establishment inspection report	3	3	3
Texas Food Management Safety Certifications and Food Handlers Classes completed	4	4	4

# Environmental Health

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant Revenue	119,385	119,433	119,433
Transfer from General Fund	0	0	1,694
<b>Total Revenue</b>	<b>\$119,385</b>	<b>\$119,433</b>	<b>\$121,127</b>
<b>Expenditure</b>			
Personnel	119,385	119,433	121,127
Operations & Maintenance	0	0	0
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$119,385</b>	<b>\$119,433</b>	<b>\$121,127</b>
<b>Surplus/Deficit</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Envir. Health Inspector, Sr.	1.00	1.00	1.00
Envir. Health Inspector	1.00	1.00	1.00
Envir. Health Inspector (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>



# Environmental Health

## Departmental Information

### 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of public health nuisance complaints and investigations	27	20	25
Number of food establishment complaints responded to	62	60	60
Number of routine food establishment inspections	1,862	1,900	1,900
Percent of all food service complaints initiated within 24 hours of notification	100%	100%	100%
Number of pre-inspections and walk-through	62	50	50
Number of temporary food establishment inspections performed	92	75	75
Number of plan reviews	26	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	39	60	50
Sewage complaints/ investigations/ follow-ups responded to	58	60	60
Total number of annual permits issued	567	545	560

# Hazards

## Departmental Information

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The Hazards Division provides public health emergency preparedness and response.

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant Revenue	69,724	100,296	102,503
Transfer from General Fund	11,416	10,948	12,237
<b>Total Revenue</b>	<b>\$81,140</b>	<b>\$111,244</b>	<b>\$114,740</b>
<b>Expenditure</b>			
Personnel	83,710	94,618	92,244
Operations & Maintenance	11,055	16,626	19,868
Capital	0	0	2,628
<b>Total Expenditure</b>	<b>\$94,765</b>	<b>\$111,244</b>	<b>\$114,740</b>
<b>Surplus/Deficit</b>	<b>(\$13,625)</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Emerg. Mgmt Planning Specialist	1.00	1.00	1.00
Office Assistant (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

# Hazards

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Emergency Planning & Response

Serves City Council's Vision: Neighborhood Vision

Goal: Provide public health emergency preparedness and response

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of emergency plans and/or annexes reviewed and revised	0	2	2
Attend local emergency planning committee meetings and other various activities (VOAD)	8	40	30
Participate in disasters, emergencies or exercises	1	5	4
Quarterly test of the ability to notify key partners and stakeholders	2	3	4
Number of target capabilities administered in the Hazards Capabilities & Objectives Work Plan	4	4	4

# Women, Infants, and Children (WIC)

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant Revenue	642,681	851,686	875,888
<b>Total Revenue</b>	<b>\$642,681</b>	<b>\$851,686</b>	<b>\$875,888</b>
<b>Expenditure</b>			
Personnel	659,592	683,258	693,413
Operations & Maintenance	159,015	168,428	182,475
Capital	1,600	0	0
<b>Total Expenditure</b>	<b>\$820,207</b>	<b>\$851,686</b>	<b>\$875,888</b>
<b>Surplus/Deficit</b>	<b>(\$177,526)</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary*	FY18 Actual	FY19 Budget	FY20 Budget
WIC Program Manager	1.00	1.00	1.00
Licensed Vocational Nurse	2.00	2.00	2.00
Nutrition Education Coordinator	1.00	1.00	1.00
Nutritionist	1.00	1.00	0.00
WIC Certification Specialist	2.00	2.00	2.00
Social Services Assistant	5.00	5.00	6.00
Administrative Coordinator	1.00	1.00	1.00
Peer Counselor Supervisor	1.00	1.00	0.00
Lactation Consultant	0.00	0.00	1.00
Licensed Vocational Nurse (PT)	0.50	0.50	0.50
Social Services Assistant (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

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

# Women, Infants, and Children (WIC)

## Departmental Information

### 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	FY18 Actual	FY19 Budget	FY20 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%	50%
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	85%	85%	87%
Cost reimbursement rate per participant served benefits	\$16	\$16	\$16
Number of food benefit packages issued yearly	40,101	38,080	42,000
Number of staff training and education sessions	17	15	12
Percent of suspected child abuse cases reported to TDFPS	100%	100%	100%

# SAFER

## Departmental Information

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The Staffing for Adequate Fire and Emergency Response Grants (SAFER) was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front line" firefighters available in their communities.

Budget Summary	FY18 Actual*	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant	0	364,344	444,402
Local Match	0	121,448	148,134
<b>Total Revenue</b>	<b>\$0</b>	<b>\$659,723</b>	<b>\$592,536</b>
<b>Expenditure</b>			
Personnel	0	485,792	592,536
Operations & Maintenance	0	0	0
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$0</b>	<b>\$485,792</b>	<b>\$592,536</b>
<b>Surplus/Deficit</b>	<b>\$0</b>	<b>\$173,931</b>	<b>\$0</b>

\*New grant that was not applied for until fiscal year 2019.

Further departmental information associated with Fire located within the General Fund

# Emergency Management Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Grant Revenue	\$10,446	\$106,208	\$56,599
Rent	\$30,000	\$30,000	\$30,000
Reimbursed Expense	\$85,500	\$89,100	\$97,600
General Fund Local Match	55,658	56,949	57,608
<b>Total Revenue</b>	<b>\$181,604</b>	<b>\$282,257</b>	<b>\$241,807</b>
<b>Expenditure</b>			
Personnel	66,497	75,703	84,864
Operations & Maintenance	111,987	185,210	151,788
Capital	0	21,344	5,155
<b>Total Expenditure</b>	<b>\$178,484</b>	<b>\$282,257</b>	<b>\$241,807</b>
<b>Surplus/Deficit</b>	<b>\$3,120</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Emergency Mgmt Coordinator	1.00	1.00	1.00
Office Assistant (PT)	0.50	0.50	0.50
<b>Total FTE Count</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

# Emergency Management Departmental Information

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## 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	FY18 Actual*	FY19 Budget	FY20 Budget
Number of updates to the emergency operation plan annexes	N/A	2	5
Number of table top exercises	N/A	4	3
Number of functional or full scale exercises	N/A	1	1
Number of personnel trained in NIMS700	N/A	48	50
Number of personnel trained in NIMS100	N/A	47	50
Number of personnel trained in NIMS200	N/A	32	30
Number of personnel trained in NIMS800	N/A	6	10
Number of personnel trained in NIMS300	N/A	40	20
Number of personnel trained in NIMS400	N/A	42	20
Number of TDEM sponsored courses	N/A	14	10
Percentage of completed NIMS training organization wide	N/A	95%	95%

\* Restructuring of performance measures due to new management.



# Emergency Management Departmental Information

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Performance Measures	FY18 Actual*	FY19 Budget	FY20 Budget
Number of other Emergency Management classes sponsored	N/A	16	8
Number of personnel completing other Emergency Management classes	N/A	165	150
Number of community outreach programs delivered	N/A	10	10
Number of citizens reached through the outreach programs	N/A	250	250
Number of hours of media outreach programs completed	N/A	15	10
Total number of personnel trained through all courses	N/A	491	500
Total number of personnel hours of training delivered	N/A	2,528	2,500

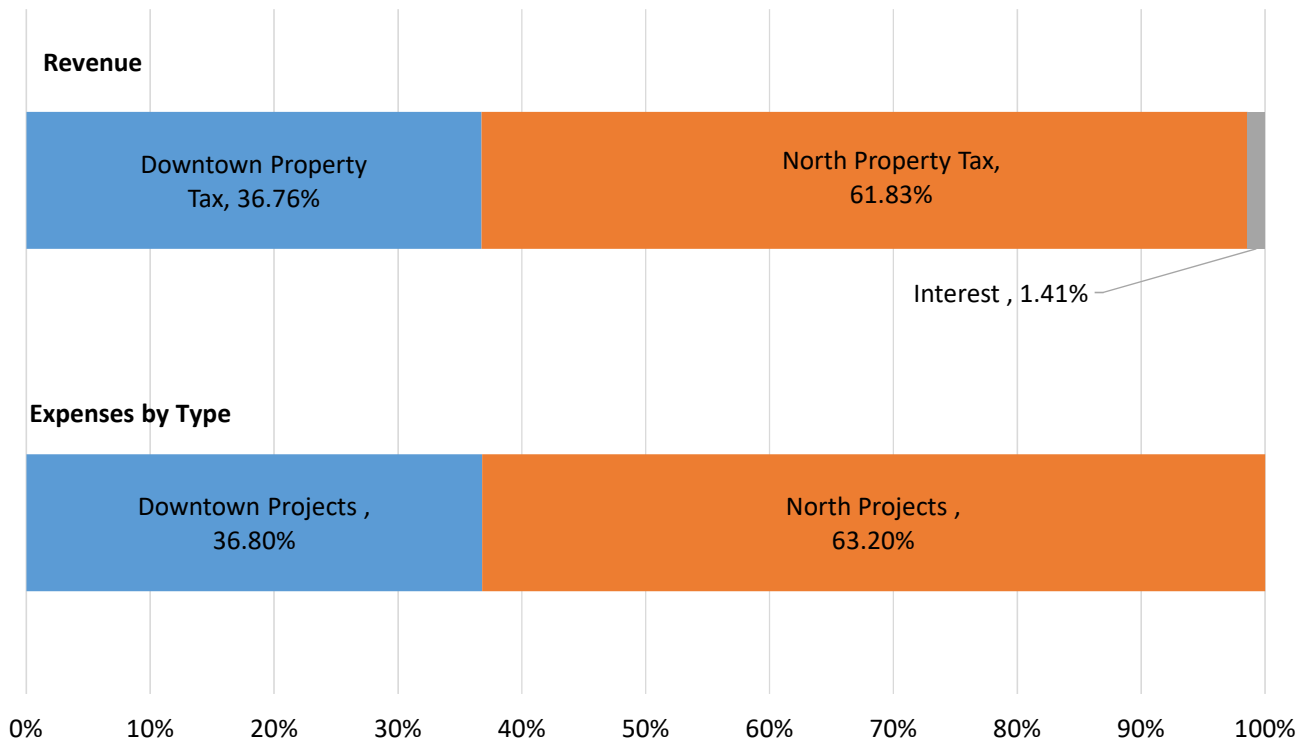
\* Restructuring of performance measures due to new management.

# TIRZ Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>106 REVENUES:</u></b>				
Downtown Property Tax	359,562	245,448	395,535	150,087
North Property Tax	551,196	539,548	665,335	125,787
Interest	19,092	10,634	15,245	4,611
<b>Total Revenues</b>	<b>\$ 929,850</b>	<b>\$ 795,630</b>	<b>\$ 1,076,115</b>	<b>\$ 280,485</b>
<b><u>106 EXPENSES:</u></b>				
Downtown Projects	155,273	245,780	396,043	150,263
North Projects	365,769	549,850	680,072	130,222
<b>Total Expenditures</b>	<b>\$ 521,042</b>	<b>\$ 795,630</b>	<b>\$ 1,076,115</b>	<b>\$ 280,485</b>
Revenues Over/ (Under) Expenditures	408,808	-	-	-
Beginning Fund Balance	190,740	599,548	599,548	-
<b>Ending Fund Balance</b>	<b>\$ 599,548</b>	<b>\$ 599,548</b>	<b>\$ 599,548</b>	<b>\$ -</b>

# TIRZ Fund Visual Diagram

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**Graph Description:**

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 the 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

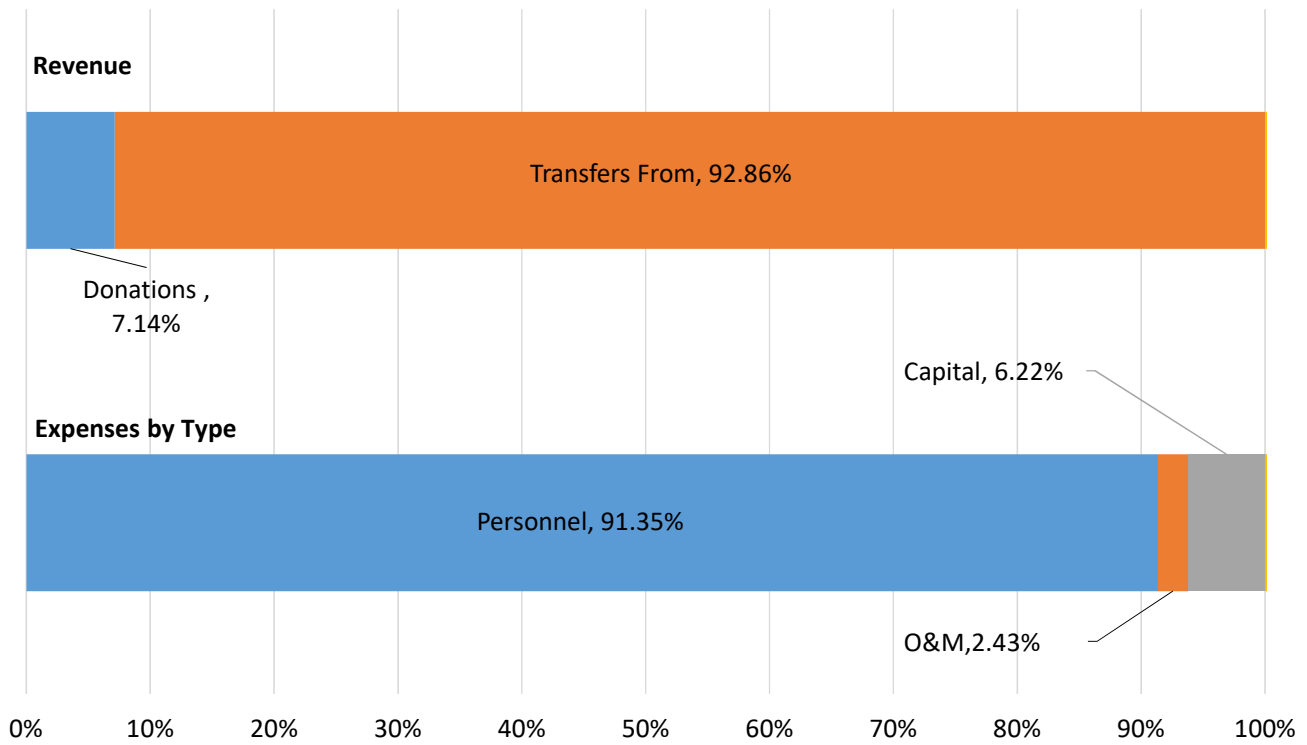
# Keep San Angelo Beautiful Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>625 REVENUES:</b>				
Grant	-	-	-	-
Interest	-	-	-	-
Donations	-	-	5,000	5,000
Transfers From	-	-	65,000	65,000
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<b>625 EXPENSES:</b>				
Personnel	-	-	63,942	63,942
Operations & Maintenance	-	-	1,702	1,702
Capital	-	-	4,356	4,356
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
Revenues Over/ (Under) Expenditures	-	-	-	-
Beginning Fund Balance	-	-	-	-
<b>Ending Fund Balance *</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* This is a new fund created mid-year in fiscal year 2019.

# Keep San Angelo Beautiful Fund Visual Diagram

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**Graph Description:**

The City has revitalized Keep San Angelo Beautiful, which is a 501 (c)3 non-profit organization, starting with hiring a new executive director, who plans to start before the end of the year. The Solid Waste Fund will help the non-profit for the next three years, after which, it will stand on its own.

# Keep San Angelo Beautiful

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Fundraising

Serves City Council's Vision:

Goal: Become financially independent from the City of San Angelo

Objectives: Obtain funding to sustain Keep San Angelo Beautiful operations.

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Submit a minimum of two major grant proposals to obtain operating funds.	N/A	N/A	2

Activity: Keep San Angelo Beautiful clean up activities

Serves City Council's Vision:

Goal: Help maintain clean and healthy neighborhoods

Objectives: Establish annual calendar of activities

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Coordinate and schedule neighborhood clean up activities	N/A	N/A	12
Organize open house activity	N/A	N/A	1

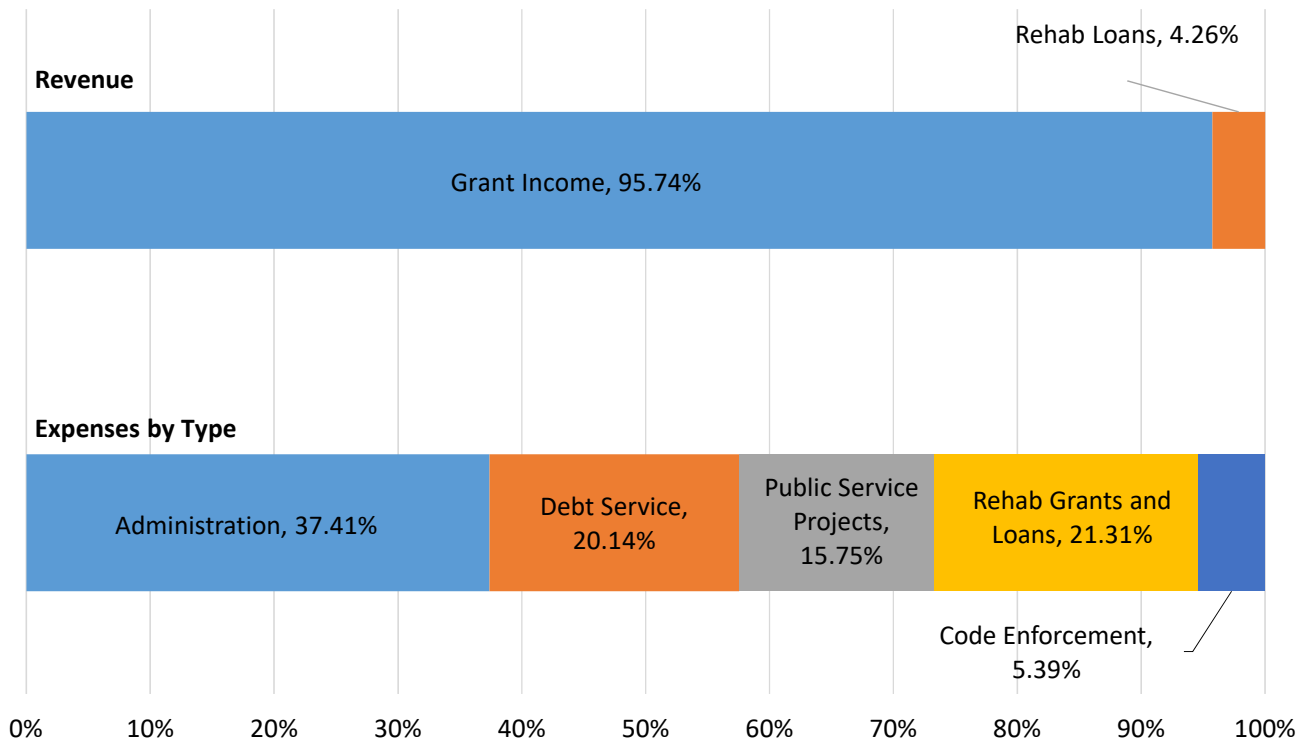
# Community Development Block Grant Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>453 REVENUES:</b>				
Grant Income	609,331	699,822	674,764	(25,058)
Rehab Loans	(18,415)	32,000	30,000	(2,000)
Other	15,656	-	-	-
<b>Total Revenues</b>	<b>\$ 606,572</b>	<b>\$ 731,822</b>	<b>\$ 704,764</b>	<b>\$ (27,058)</b>
<b>453 EXPENSES:</b>				
Administration	236,615	271,364	263,628	(7,736)
Debt Service	146,047	144,154	141,960	(2,194)
Public Service Projects	167,519	100,304	110,982	10,678
Rehab Grants and Loans	84,980	178,000	150,194	(27,806)
Code Enforcement	38,000	38,000	38,000	-
<b>Total Expenditures</b>	<b>\$ 673,161</b>	<b>\$ 731,822</b>	<b>\$ 704,764</b>	<b>\$ (27,058)</b>
Revenues Over/ (Under) Expenditures	(66,589)	-	-	-
Beginning Fund Balance	66,589	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Community Development Fund Visual Diagram

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**Graph Description:**

The Community & Housing Support Division secures Community Development Block Grant (CDBG) funding from the U.S. Department of Housing and Urban Development (HUD) to support the development of viable urban communities by expanding the supply of decent, safe, sanitary and affordable housing for low- to moderate-income people.

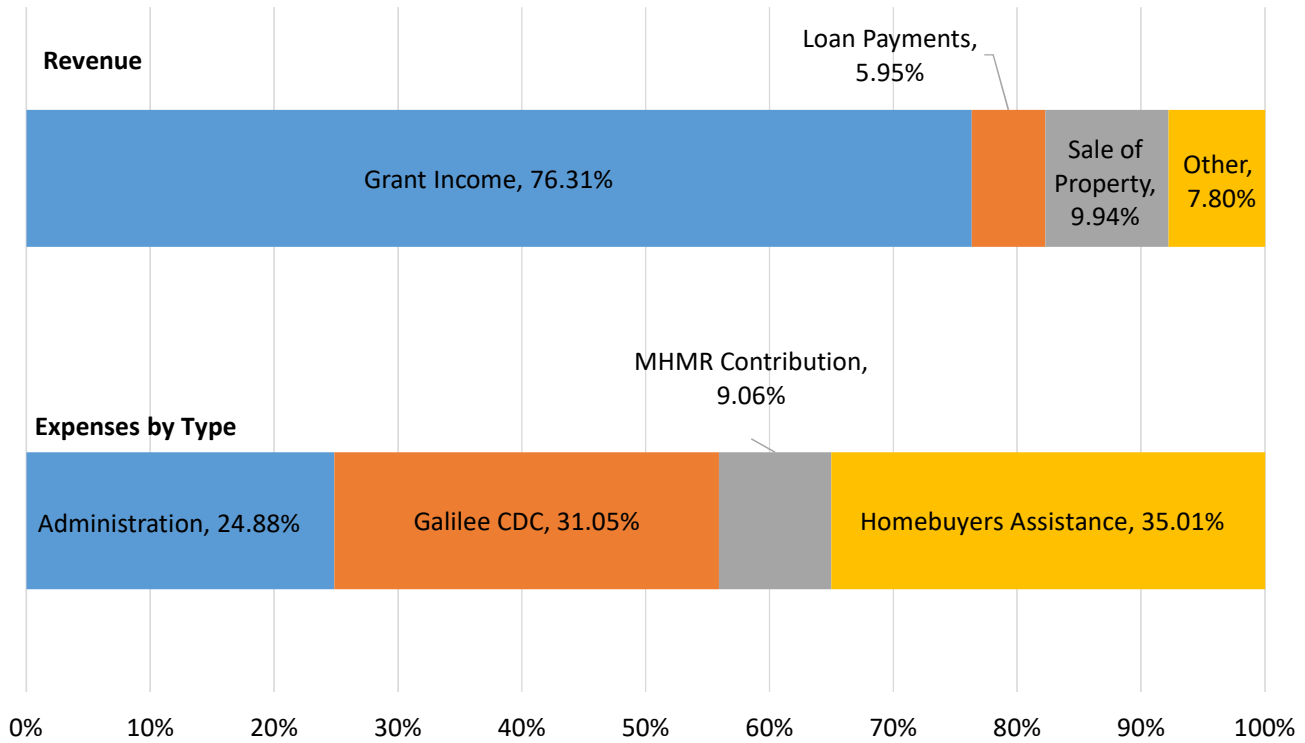


# HOME Program Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>483 REVENUES:</u></b>				
Grant Income	179,286	338,495	294,961	(43,534)
Loan Payments	2,594	23,000	23,000	-
Sale of Property	38,407	38,412	38,412	-
Other	71,272	30,135	30,135	-
<b>Total Revenues</b>	<b>\$ 291,559</b>	<b>\$ 430,042</b>	<b>\$ 386,508</b>	<b>\$ (43,534)</b>
<b><u>483 EXPENSES:</u></b>				
Administration	29,976	104,696	96,162	(8,534)
Galilee CDC	99,450	110,000	120,000	10,000
MHMR Contribution	1,343	80,000	35,000	(45,000)
Homebuyers Assistance	63,903	135,346	135,346	-
<b>Total Expenditures</b>	<b>\$ 194,672</b>	<b>\$ 430,042</b>	<b>\$ 386,508</b>	<b>\$ (43,534)</b>
Revenues Over/ (Under) Expenditures	96,887	-	-	-
Beginning Fund Balance	(96,887)	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# HOME Program Fund Visual Diagram

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**Graph Description:**

The Community & Housing Support Division HOME grant funding from the U.S. Department of Housing and Urban Development (HUD) to support the development of viable urban communities by expanding the supply of decent, safe, sanitary and affordable housing for low-to moderate-income people.

# Community & Housing Support Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Home Buyer Assistance Program

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of home buyers assisted	8	15	13
Number of applicants	9	18	15
Average cost per household assisted	\$11,169	\$9,600	\$9,800
Percent of home buyers assisted who earn less than 60% median family income	25%	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	FY18 Actual	FY19 Budget	FY20 Budget
Number of eligible households/persons served	29	15	15
Average cost per renter assisted (monthly)	\$181	\$225	\$225

# Community & Housing Support Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Owner Occupied Services-Rehabilitation

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of households assisted	4	30	25
Average cost per owner assisted	\$6,374	\$4,800	\$5,000

Activity: Owner Occupied Services - Emergency Rehabilitation

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

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of households assisted	56	35	35
Cost per unit assisted (average)	\$2,991	\$5,000	\$5,000

# Community & Housing Support Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Section 108 Debt Service

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

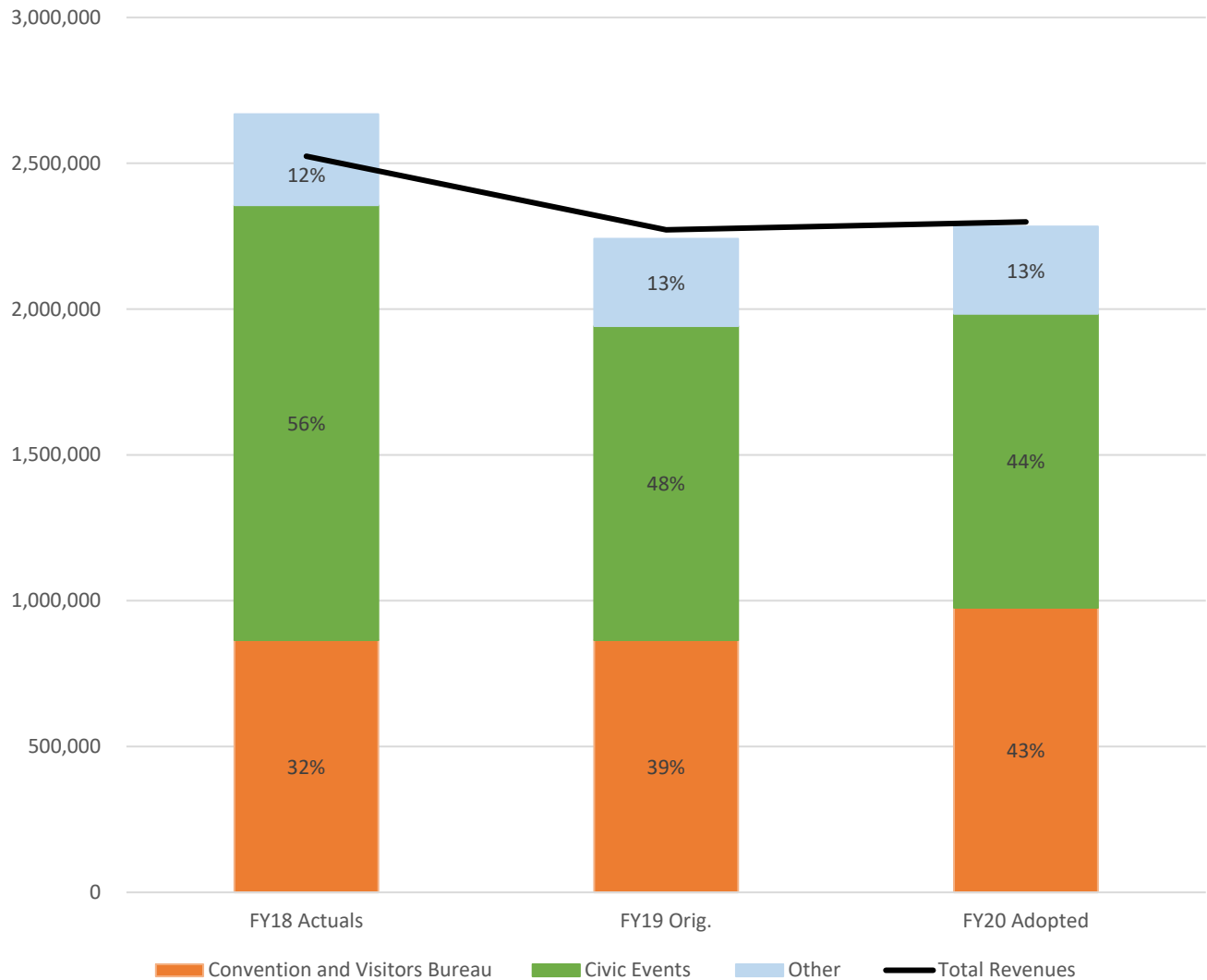
Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Cost per project	\$146,047	\$144,153	\$141,960

# Hotel Occupancy Tax Fund Long-term Trend Overview

The hotel occupancy tax revenue is utilized to support events, programs, or facilities. Hotel occupancy tax revenues must be likely to do two things: 1) directly promote tourism; and 2) directly promote the convention and hotel industry.



# Hotel Occupancy Tax Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>605 REVENUES:</b>				
Hotel Occupancy Tax	2,493,761	2,242,657	2,242,657	-
Interest	30,245	29,050	56,112	27,062
<b>Total Revenues</b>	<b>\$ 2,524,006</b>	<b>\$ 2,271,707</b>	<b>\$ 2,298,769</b>	<b>\$ 27,062</b>
<b>605 EXPENSES:</b>				
San Angelo Performing Arts Center	50,000	50,000	50,000	-
Convention and Visitors Bureau	865,000	865,000	975,625	110,625
San Angelo Cultural Affairs Council	124,688	112,133	112,133	-
Downtown San Angelo	37,500	37,500	37,500	-
Transfer to Fort Concho	50,000	50,000	50,000	-
Transfer to Civic Events	1,491,006	1,076,476	1,008,050	(68,426)
Transfer to Sports Complex	50,000	50,000	50,000	-
<b>Total Expenses</b>	<b>\$ 2,668,194</b>	<b>\$ 2,241,109</b>	<b>\$ 2,283,308</b>	<b>\$ 42,199</b>
Revenues Over/ (Under) Expenditures	(144,188)	30,598	15,461	(15,137)
Beginning Fund Balance	1,466,925	1,322,737	1,353,335	30,598
<b>Ending Fund Balance</b>	<b>\$ 1,322,737</b>	<b>\$ 1,353,335</b>	<b>\$ 1,368,796</b>	<b>\$ 15,461</b>

# Designated Revenue Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>601 REVENUES:</u></b>				
Donations	41,895	15,100	14,350	(750)
Riverfest	20,136	30,000	30,000	-
Auditorium	59,916	-	-	-
Interest	2,898	30	6,706	6,676
<b>Total Revenue</b>	<b>\$ 124,845</b>	<b>\$ 45,130</b>	<b>\$ 51,056</b>	<b>\$ 5,926</b>
<b><u>601 EXPENSES:</u></b>				
Departmental Projects	53,383	15,130	21,056	5,926
Riverfest	34,867	30,000	30,000	-
<b>Total Expenditures</b>	<b>\$ 88,250</b>	<b>\$ 45,130</b>	<b>\$ 51,056</b>	<b>\$ 5,926</b>
Revenues Over/ (Under) Expenditures	36,595	-	-	-
Beginning Fund Balance	210,463	247,058	247,058	-
<b>Ending Fund Balance</b>	<b>\$ 247,058</b>	<b>\$ 247,058</b>	<b>\$ 247,058</b>	<b>\$ -</b>







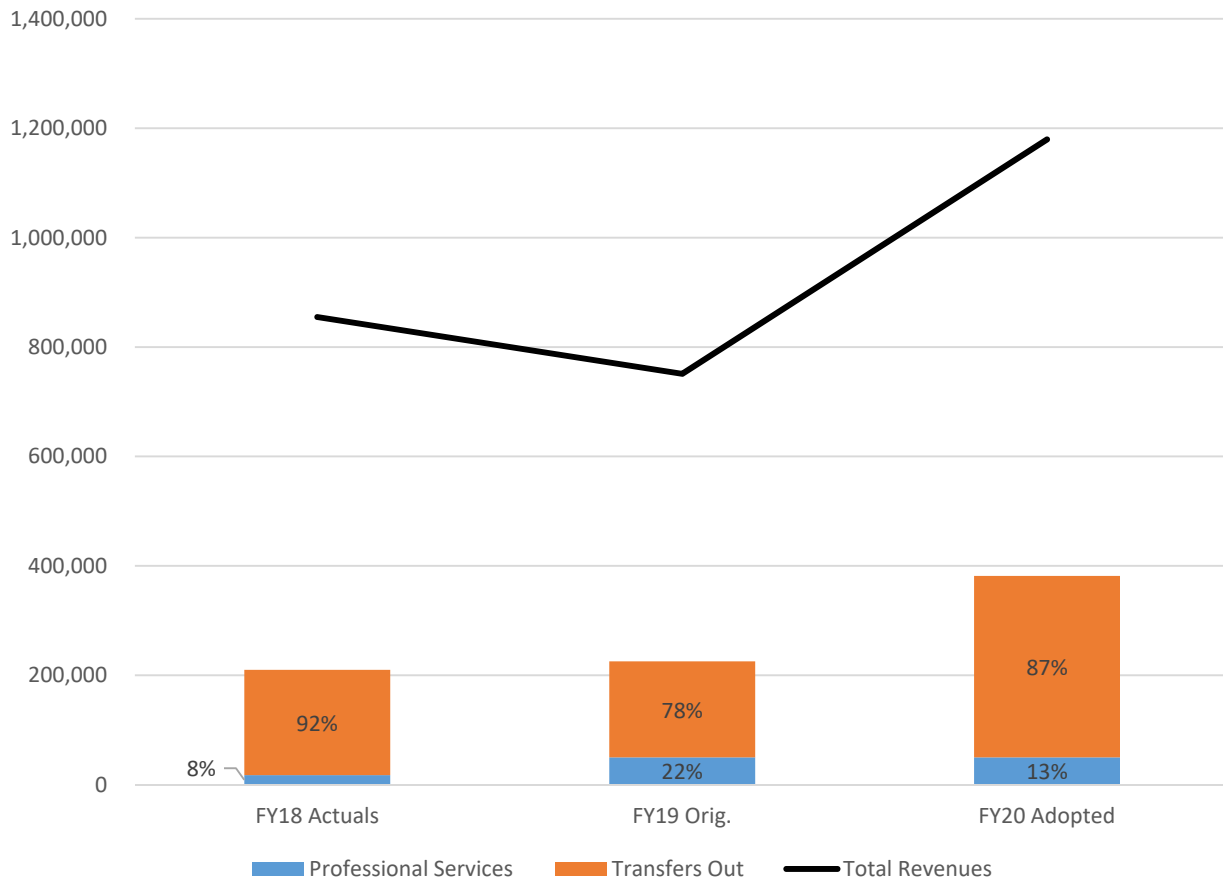
CITY OF  
SAN ANGELO, TEXAS

# Permanent Trust Fund



# Lake Nasworthy Trust Fund Long-term Trend Overview

Lot sales account for 65.8%, interest income accounts for 31.2%, and Lake Lease income accounts for 3% 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.



# Lake Nasworthy Trust Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>640 REVENUES:</b>				
Lot Sales	603,837	520,000	776,000	256,000
Lake Lease Income	37,355	36,000	35,140	(860)
Interest	213,745	195,000	368,448	173,448
<b>Total Revenues</b>	<b>\$ 854,937</b>	<b>\$ 751,000</b>	<b>\$ 1,179,588</b>	<b>\$ 428,588</b>
<b>640 EXPENSES:</b>				
Professional Services	17,450	50,000	50,000	-
Transfers Out *	192,371	175,500	331,603	156,103
<b>Total Expenditures</b>	<b>\$ 209,821</b>	<b>\$ 225,500</b>	<b>\$ 381,603</b>	<b>\$ 156,103</b>
Revenues Over/ (Under) Expenditures	645,116	525,500	797,985	272,485
Beginning Fund Balance	13,655,887	14,301,003	14,826,503	525,500
<b>Ending Fund Balance</b>	<b>\$ 14,301,003</b>	<b>\$ 14,826,503</b>	<b>\$ 15,624,488</b>	<b>\$ 797,985</b>

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





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# Utility Enterprise Funds



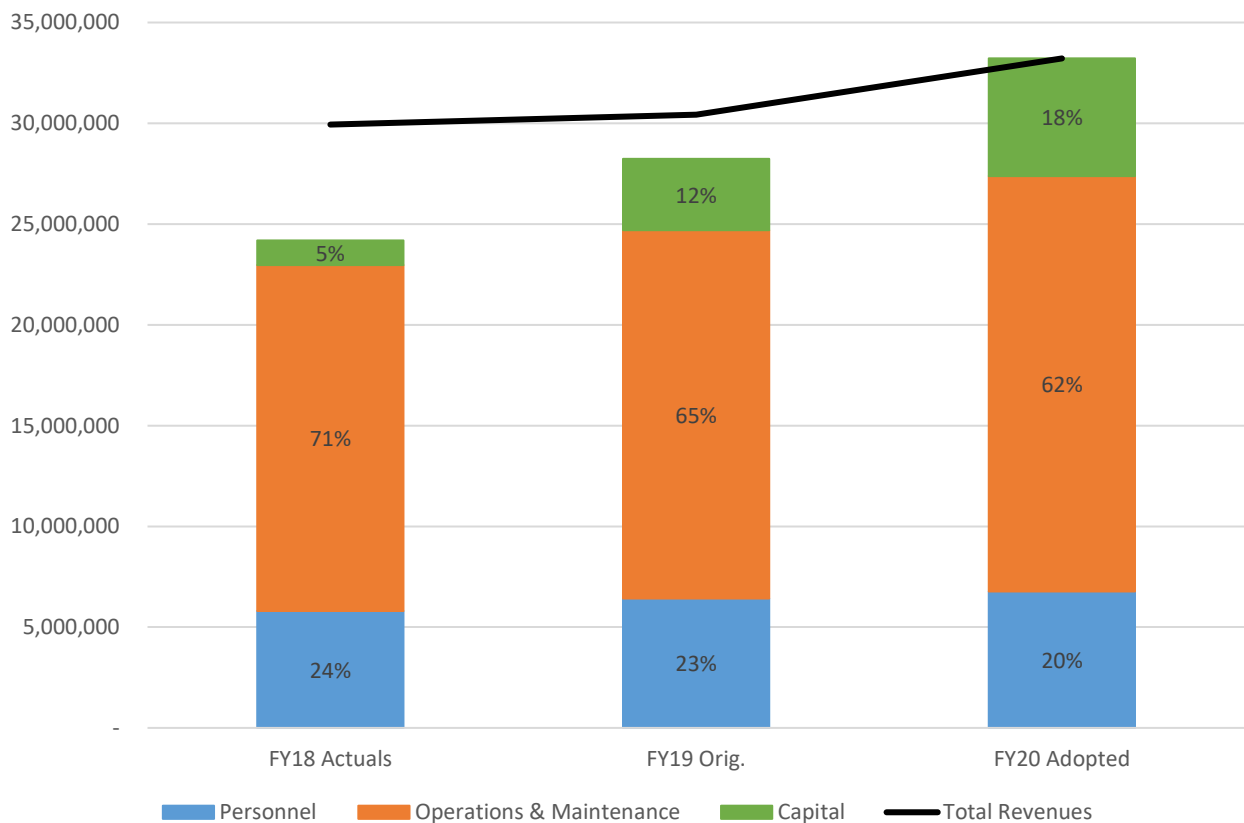
# Water Fund

## Long-term Trend Overview

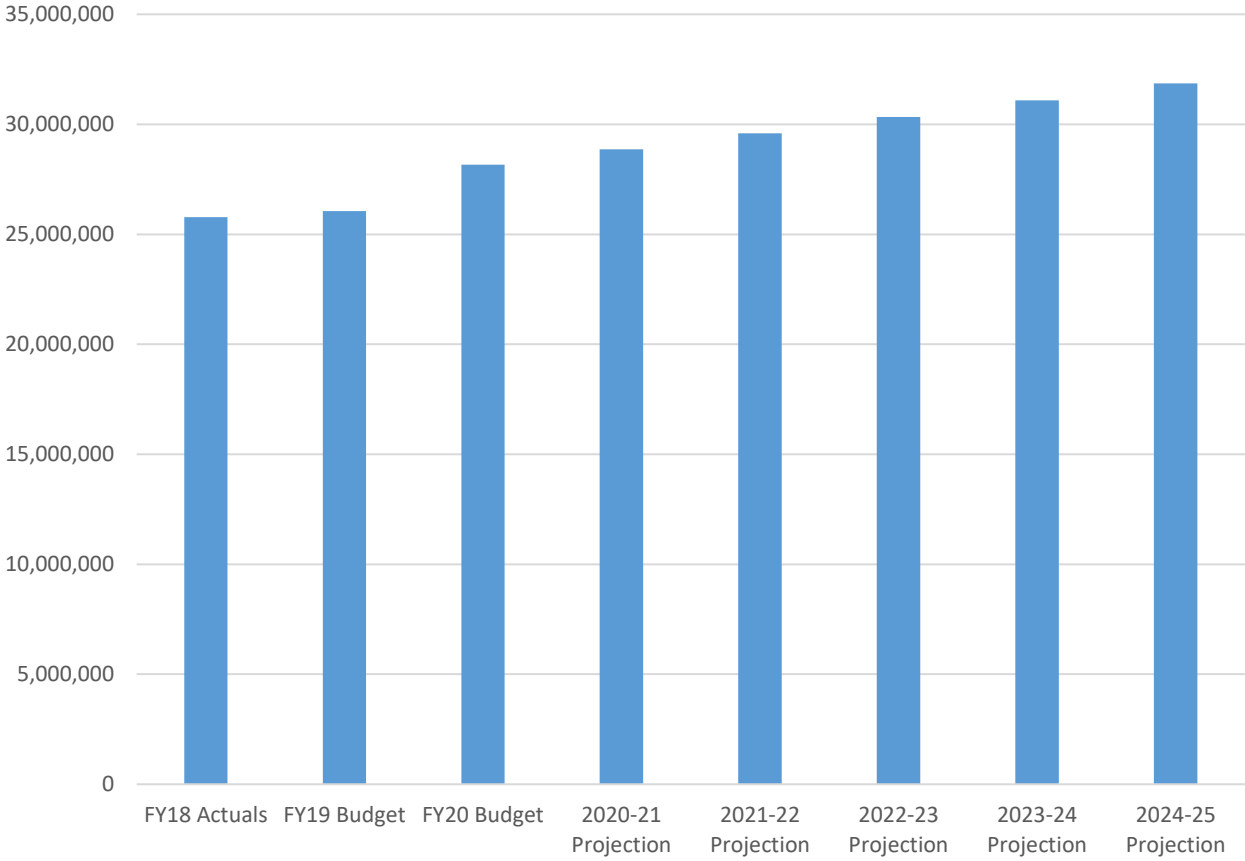
### Water Fund

Water sales are the primary source of revenue for the Water Fund. They account for 85% of total budgeted Water Fund revenue for fiscal year 2020. 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) 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 based on the water rate study.



# Water Sales





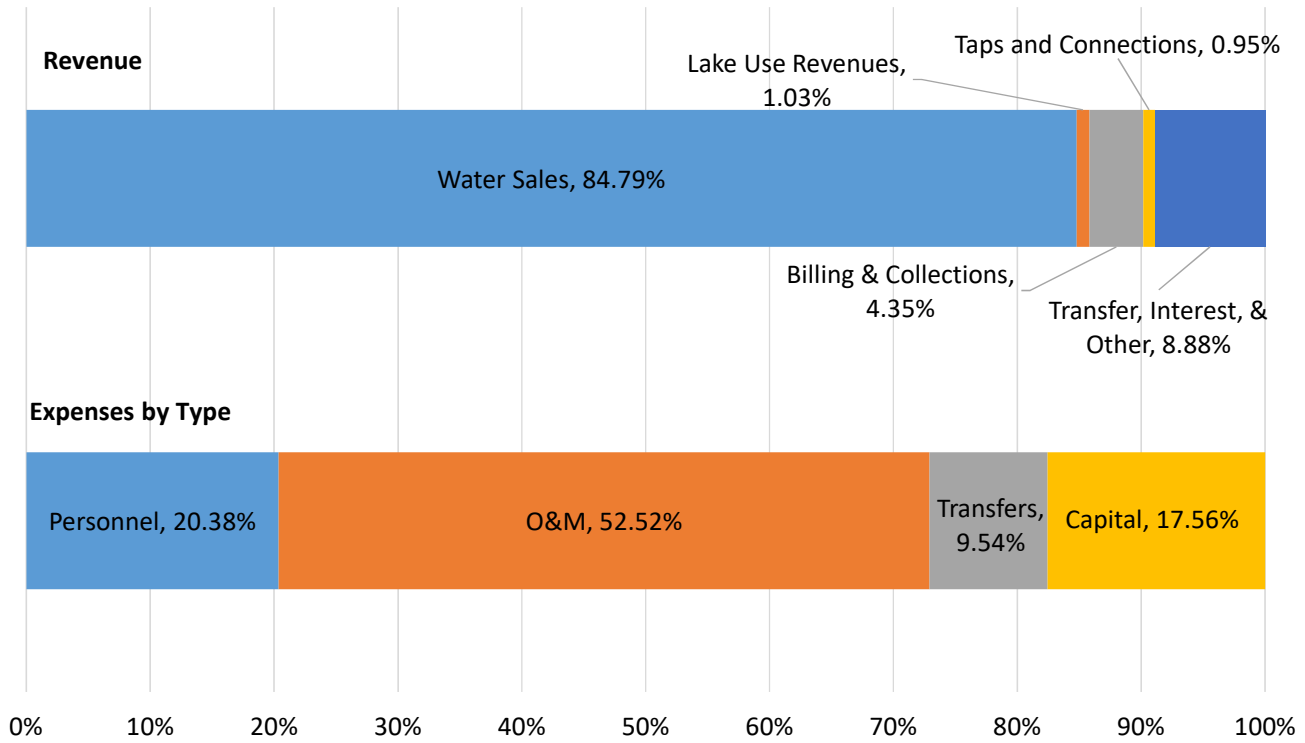
# Water Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>260 REVENUES:</u></b>				
Water Sales	25,782,027	26,060,566	28,164,918	2,104,352
Lake Use Revenues	365,699	356,048	342,463	(13,585)
Billing and Collection	1,529,163	1,267,045	1,443,906	176,861
Taps and Connections	302,922	328,200	315,200	(13,000)
Transfers In	1,117,912	1,822,960	1,942,050	119,090
Interest	113,229	123,677	474,633	350,956
Other	724,629	462,550	534,412	71,862
<b>Total Revenues</b>	<b>\$ 29,935,581</b>	<b>\$ 30,421,046</b>	<b>\$ 33,217,582</b>	<b>\$ 2,796,536</b>
<b><u>260 EXPENSES:</u></b>				
Personnel	5,793,254	6,425,566	6,770,312	344,746
Operations & Maintenance	13,639,930	14,769,867	17,446,395	2,676,528
Capital	1,223,264	3,549,507	5,834,493	2,284,986
Transfers Out	3,536,513	3,493,134	3,166,382	(326,752)
<b>Total Expenses</b>	<b>\$ 24,192,961</b>	<b>\$ 28,238,074</b>	<b>\$ 33,217,582</b>	<b>\$ 4,979,508</b>
Revenues Over/ (Under) Expenditures *	5,742,620	2,182,972	-	(2,182,972)
Beginning Fund Balance	3,940,404	9,683,024	11,865,996	2,182,972
<b>Ending Fund Balance</b>	<b>\$ 9,683,024</b>	<b>\$ 11,865,996</b>	<b>\$ 11,865,996</b>	<b>\$ -</b>

\* In prior fiscal years there was a contribution to fund balance as planned in the adopted water rate study to build an appropriate amount for 75 days of operating budget. Since this goal has been met, a balanced budget is proposed for fiscal year 2020.

# Water Fund Visual Diagram

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**Graph Description:**

The primary revenue source for the Water Fund is water sales. The budget is in accordance with the rate study projections for both revenue and expense. Expenses increased largely due to additional electrical costs at the Water Treatment Plant, debt service and capital projects.

# Water Utilities Administration

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	4,297,934	4,311,980	4,079,847
<b>Total Revenue</b>	<b>\$4,297,934</b>	<b>\$4,311,980</b>	<b>\$4,079,847</b>
<b>Expenditure</b>			
Personnel	507,668	526,800	519,024
Operations & Maintenance	253,753	290,846	392,691
Capital	0	1,200	1,750
Transfers Out	3,536,513	3,493,134	3,166,382
<b>Total Expenditure</b>	<b>\$4,297,934</b>	<b>\$4,311,980</b>	<b>\$4,079,847</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Director of Water Utilities	1.00	1.00	1.00
Water Utilities Assistant Director	1.00	1.00	1.00
Water Utilities Analyst	1.00	1.00	1.00
Building Maintenance Coord.	1.00	1.00	1.00
Administrative Assistant, Sr	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

An analyst and building maintenance coordinator were added in FY18.

# Water Distribution

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	2,244,548	2,755,894	2,909,241
<b>Total Revenue</b>	<b>\$2,244,548</b>	<b>\$2,755,894</b>	<b>\$2,909,241</b>
<b>Expenditure</b>			
Personnel	1,486,439	1,738,201	1,880,610
Operations & Maintenance	758,109	1,015,693	1,026,631
Capital	0	2,000	2,000
<b>Total Expenditure</b>	<b>\$2,244,548</b>	<b>\$2,755,894</b>	<b>\$2,909,241</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Distribution /Collection Supt.	1.00	1.00	1.00
Water Coordinator	1.00	1.00	1.00
AMR Meter Shop Supervisor	1.00	1.00	1.00
Warehouse Supervisor	1.00	1.00	1.00
Water Distribution Crew Leader	8.00	8.00	8.00
Heavy Equipment Operator	6.00	6.00	6.00
Light Equipment Operator	4.00	4.00	4.00
Leak & Tap Supervisor	1.00	1.00	1.00
Meter Technician	1.00	1.00	1.00
Meter Service Field Technician	2.00	2.00	2.00
Maintenance Worker	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>

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

# Water Distribution

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Water System Maintenance

Serves City Council's Vision: Infrastructure Vision

Goal: Provide potable water in adequate qualities

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of valves repaired	8	20	15
Number of potable water service leaks repaired	143	175	150
Number of water main leaks repaired	105	125	115
Number of fire hydrants replaced	8	5	5
Number of fire hydrants repaired	11	10	8
Number of water meter leaks repaired	134	170	160
Number of new water taps and services installed	83	170	155
Work orders managed	1,432	1,350	1,300

# Water Conservation

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	78,605	99,826	157,013
<b>Total Revenue</b>	<b>\$78,605</b>	<b>\$99,826</b>	<b>\$157,013</b>
<b>Expenditure</b>			
Personnel	50,863	51,703	54,108
Operations & Maintenance	27,742	48,123	101,405
Capital	0	0	1,500
<b>Total Expenditure</b>	<b>\$78,605</b>	<b>\$99,826</b>	<b>\$157,013</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Code Enforcement Officer	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Water Conservation Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Public Awareness

Serves City Council's Vision: Neighborhood Vision

Goal: Promote water conservation

Objectives: Public Service Announcements (PSA's) for radio, internet and television including Channel 17; "Use Water Wisely" summer and winter campaigns; appear on television news stations informing the public of current ordinance regulation and ways to conserve water; public speaking at schools, civic events and organizations

Performance Measures	FY18 Actual	FY19 Budget	FY20 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	416,653	420,000	420,000
Number of public speaking engagements	3	2	5

# Water Treatment Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	2,972,970	3,772,454	4,438,762
<b>Total Revenue</b>	<b>\$2,972,970</b>	<b>\$3,772,454</b>	<b>\$4,438,762</b>
<b>Expenditure</b>			
Personnel	963,457	1,033,525	1,059,552
Operations & Maintenance	2,009,513	2,737,929	3,378,210
Capital	0	1,000	1,000
<b>Total Expenditure</b>	<b>\$2,972,970</b>	<b>\$3,772,454</b>	<b>\$4,438,762</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Water Treatment Administrator	1.00	1.00	1.00
Water Treatment Asst. Admin.	1.00	1.00	1.00
Water Treatment Maint. Sup.	1.00	1.00	1.00
W/WW Plant Opr., Sr (Cert. A/B)	3.00	3.00	4.00
W/WW Plant Opr. (Cert. C/D)	7.00	7.00	6.00
Dam Operator	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>



# Water Treatment

## Departmental Information

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### 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	FY18 Actual	FY19 Budget	FY20 Budget
Average amount of raw water treated daily for consumption	12.56 mgd*	14 mgd	20 mgd
Chemical treatment cost as a percentage of overall treatment cost	20%	36%	32%
Electrical cost as a percentage of overall treatment cost	21%	20%	25%
Number of after-hours calls handled	2,061	1,000	2,500
Average volume of Lake Ivie water treated	11.198 mgd	12.0 mgd	17 mgd
Average amount of Hickory water treated daily	2.62 mgd	2.5 mgd	3.0 mgd
Number of observation well readings taken	400	250	1,200

\* mgd = millions of gallons per day

# Customer Service

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
Revenue			
Water Fund Support	1,232,651	1,121,483	1,181,828
<b>Total Revenue</b>	<b>\$1,232,651</b>	<b>\$1,121,483</b>	<b>\$1,181,828</b>
Expenditure			
Personnel	642,622	696,359	722,978
Operations & Maintenance	590,029	422,124	451,650
Capital	0	3,000	7,200
<b>Total Expenditure</b>	<b>\$1,232,651</b>	<b>\$1,121,483</b>	<b>\$1,181,828</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Customer Service Manager	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Rep., Sr	1.00	1.00	1.00
Customer Service Rep.	4.00	4.00	4.00
Meter Service Supervisor	1.00	1.00	1.00
Meter Service Representative, Sr	1.00	1.00	1.00
Meter Service Representative	4.00	4.00	4.00
Meter Reader	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

# Customer Service

## Departmental Information

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### 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of phone calls received from customers	52,665	50,000	53,000
Number of walk-in customers assisted	18,235	13,630	19,000

Activity: Meter Reading

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Read residential, commercial and sprinkler meters

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of manual meter reads conducted	37,686	25,000	38,000
Number of electronic meter reads conducted	445,017	413,585	450,000
Percent of meter reads conducted accurately	100%	100%	100%

# Customer Service

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Service Establishment/Disconnection

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Establish and disconnect service

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of meter disconnects due to delinquency	1,911	2,200	2,000
Number of new taps processed	447	360	500
Number of meters connected	6,394	6,000	6,500

# Lake Operations

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	791,993	867,523	878,303
<b>Total Revenue</b>	<b>\$791,993</b>	<b>\$867,523</b>	<b>\$878,303</b>
<b>Expenditure</b>			
Personnel	541,549	582,896	597,506
Operations & Maintenance	247,235	284,627	280,797
Capital	3,209	0	0
<b>Total Expenditure</b>	<b>\$791,993</b>	<b>\$867,523</b>	<b>\$878,303</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Lake Operations Superintendent	1.00	1.00	1.00
Lake Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	2.00	2.00	2.00
Maintenance Worker, Sr	3.00	3.00	3.00
Maintenance Worker	5.00	5.00	5.00
<b>Total FTE Count</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

# Lake Operations

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Lake & Park Maintenance

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

Goal: Provide clean appealing recreational facilities at lakes

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of buoys maintained or repaired	110	150	135
Number of boat docks repaired	35	40	40
Number of fishing benches maintained or repaired	25	30	27
Number of signs repaired or replaced	160	150	155
Amount of time removing trash and debris from Lake Nasworthy and Twin Buttes Lake (in hours)	6,500	6,000	7,000
Number of picnic tables repaired or repainted	85	100	93

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	FY18 Actual	FY19 Budget	FY20 Budget
Number of trees pruned or trimmed	3,500	3,000	3,500
Number of acres mowed	6,000	6,000	6,500
Cost per acre mowed	\$89	\$101	\$120

# Water Capital

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	1,218,580	3,539,307	5,812,043
<b>Total Revenue</b>	<b>\$1,218,580</b>	<b>\$3,539,307</b>	<b>\$5,812,043</b>
<b>Expenditure</b>			
Capital	1,218,580	3,539,307	5,812,043
<b>Total Expenditure</b>	<b>\$1,218,580</b>	<b>\$3,539,307</b>	<b>\$5,812,043</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Water Quality Lab

## Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	521,528	553,282	582,942
<b>Total Revenue</b>	<b>\$521,528</b>	<b>\$553,282</b>	<b>\$582,942</b>
<b>Expenditure</b>			
Personnel	389,903	390,051	415,335
Operations & Maintenance	131,456	161,231	163,607
Capital	169	2,000	4,000
<b>Total Expenditure</b>	<b>\$521,528</b>	<b>\$553,282</b>	<b>\$582,942</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Plant Operations Manager	1.00	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00
Water Quality Technician, Sr	1.00	1.00	1.00
Water Quality Technician	2.00	2.00	2.00
<b>Total FTE Count</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



# Water Quality Lab

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Testing and Analysis

Serves City Council's Vision: Infrastructure Vision

Goal: Sample, analyze, evaluate, report and consult on City water and wastewater quality

Objectives: Drinking water sampling; wastewater sampling

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Ratio of distribution system bacteria samples retested	0/1200	0/1200	0/1200
Number of industrial waste customers monitored	12	14	12
Number of grease traps monitored for compliance with 90 day ordinance	400	425	462
Number of analyses for entire lab	38,000	39,000	39,500

# Water Supply Contracts

## Departmental Information

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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
<b>Revenue</b>			
Water Fund Support	1,587,305	2,119,197	2,576,563
<b>Total Revenue</b>	<b>\$1,587,305</b>	<b>\$2,119,197</b>	<b>\$2,576,563</b>
<b>Expenditure</b>			
Personnel	0	0	0
Operations & Maintenance	1,587,305	2,119,197	2,576,563
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$1,587,305</b>	<b>\$2,119,197</b>	<b>\$2,576,563</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

In future years, could be included in with Water non-Departmental

# Water Non-Departmental Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Support	7,768,690	7,356,231	8,807,007
<b>Total Revenue</b>	<b>\$7,768,690</b>	<b>\$7,356,231</b>	<b>\$8,807,007</b>
<b>Expenditure</b>			
Personnel*	211,313	205,200	205,200
Operations & Maintenance	7,557,377	7,151,031	8,601,807
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$7,768,690</b>	<b>\$7,356,231</b>	<b>\$8,807,007</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

# Utility Maintenance

## Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Fund Supported	1,125,725	1,315,281	1,440,669
<b>Total Revenue</b>	<b>\$1,125,725</b>	<b>\$1,315,281</b>	<b>\$1,440,669</b>
<b>Expenditure</b>			
Personnel	974,149	1,172,910	1,287,826
Operations & Maintenance	150,270	141,371	147,843
Capital	1,306	1,000	5,000
<b>Total Expenditure</b>	<b>\$1,125,725</b>	<b>\$1,315,281</b>	<b>\$1,440,669</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Utility Maintenance Supt.	1.00	1.00	1.00
Utility Maintenance Coordinator	1.00	1.00	1.00
Utility Maintenance Technician	5.00	5.00	5.00
Welder	2.00	2.00	1.00
Welder Sr.	0.00	0.00	1.00
Utility Maintenance Mechanic	9.00	9.00	8.00
Electrical and Instrument Specialist	2.00	2.00	2.00
SCADA & Data Specialist	1.00	1.00	2.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

# Utility Maintenance Departmental Information

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## 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of preventative maintenance, repair and miscellaneous work orders	1,433	1,500	1,500
Percentage of preventative maintenance work orders to total work orders	44%	57%	50%
Percentage of repair work orders to total work orders	55%	43%	50%
Number of work orders scheduled for the Water Reclamation Facility	589	600	600
Number of work orders scheduled for Water Treatment	259	300	300
Number of work orders scheduled for the lift stations/grinders	585	600	600

# Water Debt Service Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>261 REVENUES:</u></b>				
Development Corporation	2,500,000	2,700,000	2,900,000	200,000
Transfers In	8,974,221	8,500,147	8,380,549	(119,598)
Interest	32,022	76,978	2,325	(74,653)
<b>Total Revenues</b>	<b>\$ 11,506,243</b>	<b>\$ 11,277,125</b>	<b>\$ 11,282,874</b>	<b>\$ 5,749</b>
<b><u>261 EXPENSES:</u></b>				
Debt Service	11,467,953	11,277,125	11,282,874	5,749
<b>Total Expenses</b>	<b>\$ 11,467,953</b>	<b>\$ 11,277,125</b>	<b>\$ 11,282,874</b>	<b>\$ 5,749</b>
Revenues Over/ (Under) Expenditures	38,290	-	-	-
Beginning Fund Balance	19,060	57,350	57,350	-
<b>Ending Fund Balance</b>	<b>\$ 57,350</b>	<b>\$ 57,350</b>	<b>\$ 57,350</b>	<b>\$ -</b>

# Water Capital Projects Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>512 REVENUES:</b>				
Water Sales	5,008,566	4,687,870	4,687,870	-
Transfers In	57,923	200,000	200,000	-
Interest	159,449	83,299	138,132	54,833
<b>Total Revenues</b>	<b>\$ 5,225,938</b>	<b>\$ 4,971,169</b>	<b>\$ 5,026,002</b>	<b>\$ 54,833</b>
<b>512 EXPENSES:</b>				
Capital Improvements	2,733,577	2,966,402	4,591,608	1,625,206
Franchise Fee	250,428	234,394	234,394	-
Transfers Out *	1,570,373	1,570,373	-	(1,570,373)
Contract Services	191,631	200,000	200,000	-
<b>Total Expenses</b>	<b>\$ 4,746,009</b>	<b>\$ 4,971,169</b>	<b>\$ 5,026,002</b>	<b>\$ 54,833</b>
Revenues Over/ (Under) Expenditures	479,929	-	-	-
Beginning Fund Balance	7,825,024	8,304,953	8,304,953	-
<b>Ending Fund Balance</b>	<b>\$ 8,304,953</b>	<b>\$ 8,304,953</b>	<b>\$ 8,304,953</b>	<b>\$ -</b>

\* Debt service payment in FY20 will be fully funded by the Water Enterprise Fund in order to free additional funds for capital improvements.

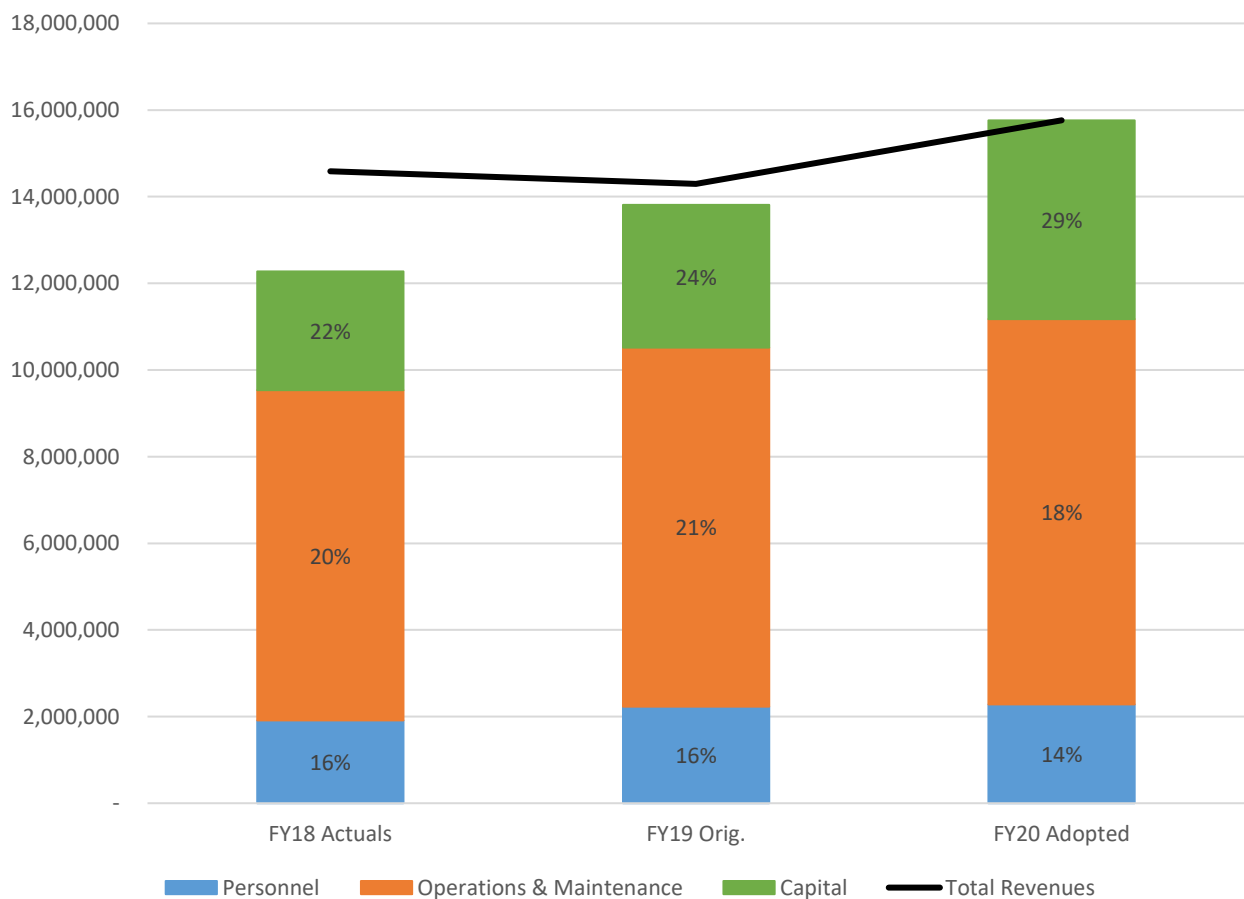
# Water Reclamation Fund

## Long-term Trend Overview

### Water Reclamation Fund

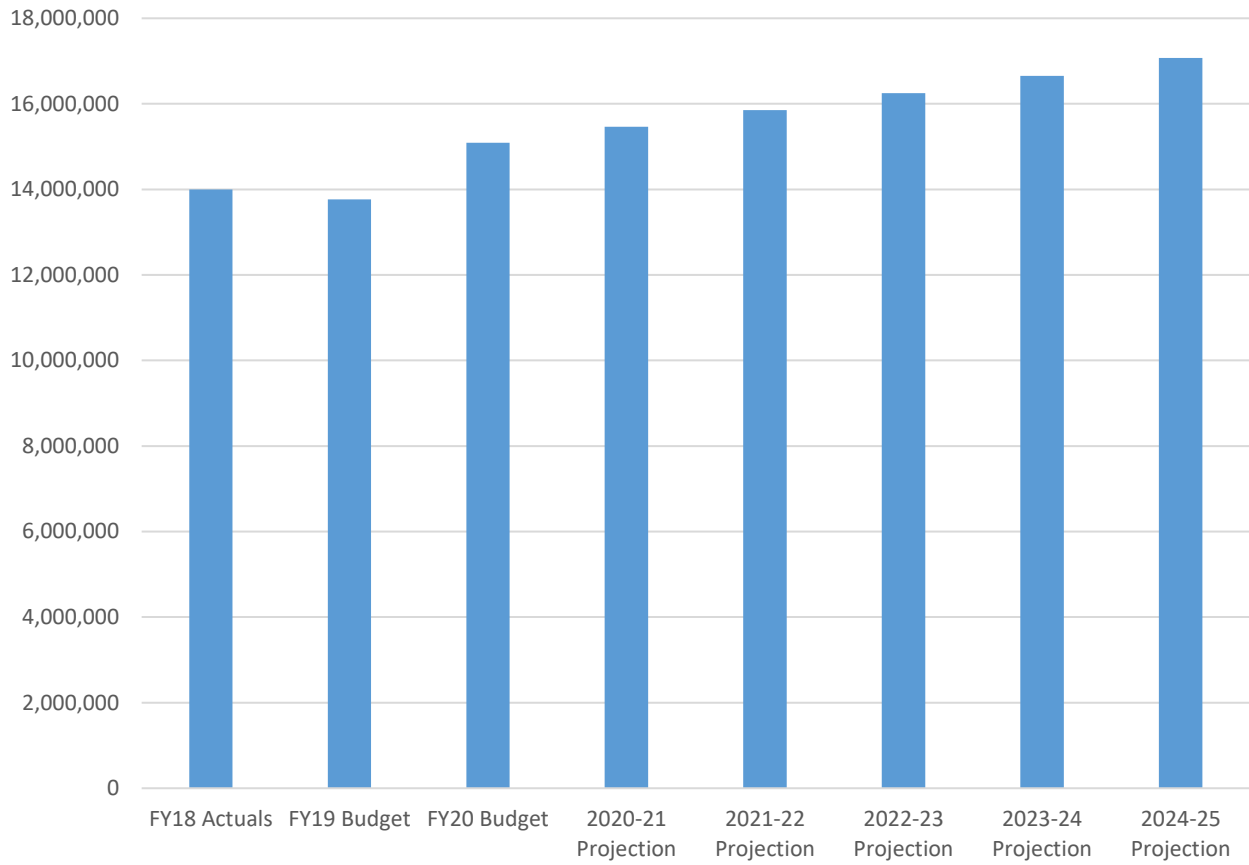
The Water Reclamation Fund is an enterprise fund that is largely self-sufficient. As the number of customers for utilities increases, this fund grows. The primary source of revenue for the Wastewater Fund is sewer charges. This fee accounts for 96% of total water reclamation revenues for fiscal year 2020.

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





## Water Reclamation Charges



# Water Reclamation Fund

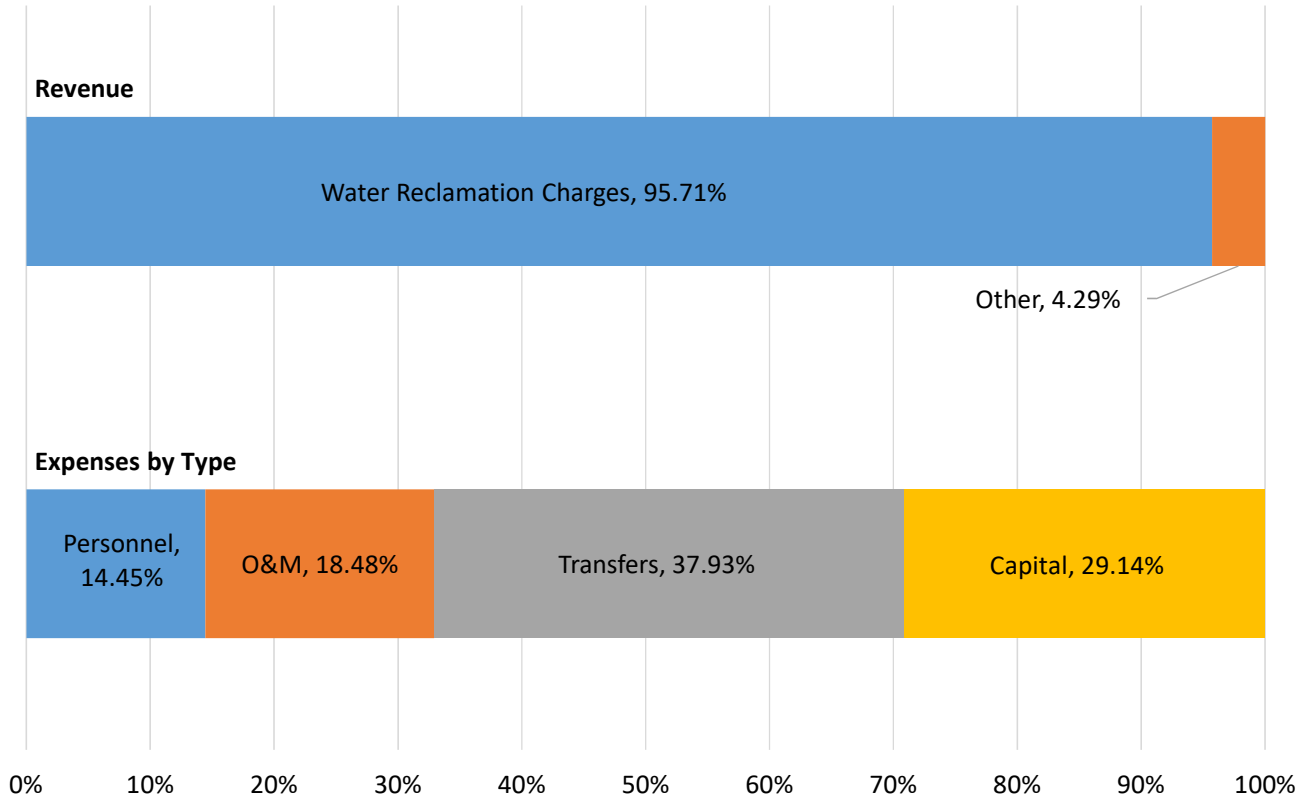
## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>270 REVENUES:</u></b>				
Water Reclamation Charges	13,999,047	13,767,649	15,086,996	1,319,347
Farm Use Revenues	228,740	218,591	193,945	(24,646)
Taps and Connections	22,260	30,000	20,250	(9,750)
Paving Cuts	72,100	45,000	45,000	-
Non-Refundable Aid	4,536	-	-	-
Interest	201,966	209,694	392,316	182,622
Other	57,630	25,000	25,000	-
<b>Total Revenues</b>	<b>\$ 14,586,279</b>	<b>\$ 14,295,934</b>	<b>\$ 15,763,507</b>	<b>\$ 1,467,573</b>
<b><u>270 EXPENSES:</u></b>				
Personnel	1,912,179	2,228,522	2,278,182	49,660
Operations & Maintenance	2,450,785	2,876,979	2,913,794	36,815
Capital	2,741,547	3,297,561	4,592,206	1,294,645
Transfers Out	5,168,398	5,410,106	5,979,325	569,219
<b>Total Expenses</b>	<b>\$ 12,272,909</b>	<b>\$ 13,813,168</b>	<b>\$ 15,763,507</b>	<b>\$ 1,950,339</b>
Revenues Over/ (Under) Expenditures	2,313,370	482,766	-	(482,766)
Beginning Fund Balance	9,779,385	12,092,755	12,575,521	482,766
<b>Ending Fund Balance *</b>	<b>\$ 12,092,755</b>	<b>\$ 12,575,521</b>	<b>\$ 12,575,521</b>	<b>\$ -</b>

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

# Water Reclamation Fund Visual Diagram

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**Graph Description:**

The primary revenue source for the Water Reclamation Fund is user fees which are budgeted in accordance with the rate study projections. This budget is proposed with revenue equal to expenditures, in order to fund capital needs and projected debt service payments. Other includes taps and connections, paving cuts, non-refundable aid, interest, and farm use revenue.

# Water Reclamation Collection Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Reclamation Fund	1,117,888	1,482,125	1,532,943
<b>Total Revenue</b>	<b>\$1,117,888</b>	<b>\$1,482,125</b>	<b>\$1,532,943</b>
<b>Expenditure</b>			
Personnel	615,971	898,635	949,453
Operations & Maintenance	501,917	581,490	581,490
Capital	0	2,000	2,000
<b>Total Expenditure</b>	<b>\$1,117,888</b>	<b>\$1,482,125</b>	<b>\$1,532,943</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Wastewater Coordinator	1.00	1.00	1.00
Water Distribution Crew Leader	2.00	2.00	2.00
Wastewater Inflow/Infiltration Tech	1.00	1.00	1.00
Heavy Equipment Operator	6.00	6.00	6.00
Light Equipment Operator	4.00	4.00	4.00
Maintenance Worker	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

# Water Reclamation Collection Departmental Information

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## 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	FY18 Actual	FY19 Budget	FY20 Budget
Linear footage of sewer mains inspected and cleaned	380,000	300,000	400,000
Number of sewer main stoppages repaired	125	175	150
Number of sewer taps installed for new service	47	70	50
Number of collapsed or broken sewer mains repaired	18	21	15
Number of work orders managed	675	1,000	650

# Water Reclamation Treatment Departmental Information

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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Reclamation Fund Support	2,453,634	2,871,007	2,877,349
<b>Total Revenue</b>	<b>\$2,453,634</b>	<b>\$2,871,007</b>	<b>\$2,877,349</b>
<b>Expenditure</b>			
Personnel	1,219,902	1,275,167	1,274,009
Operations & Maintenance	1,233,732	1,593,840	1,601,340
Capital	\$0	\$2,000	\$2,000
<b>Total Expenditure</b>	<b>\$2,453,634</b>	<b>\$2,871,007</b>	<b>\$2,877,349</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Water Reclamation Superintendent	1.00	1.00	1.00
Water Reclamation Plant Ops Coordinator	1.00	1.00	1.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Biosolids Field Supervisor	1.00	1.00	1.00
Compost Field Supervisor	1.00	1.00	1.00
Utility Maintenance Technician	1.00	1.00	1.00
W/WW Plant Operator, Sr (Cert A/B)	4.00	4.00	5.00
W/WW Plant Operator (Cert C/D)	10.00	10.00	9.00
Heavy Equipment Operator	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

# Water Reclamation Treatment Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Treatment of Wastewater

Serves City Council's Vision: Infrastructure Vision

Goal: Provide for the treatment of wastewater

Objectives: Treatment of wastewater to meet TCEQ environment standards

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Cost of wastewater treated	\$0.84/1000 Gal	\$0.85/1000 Gal	\$0.86/1000 Gal
Chemical cost of wastewater treated	\$0.03/1000 Gal	\$0.10/1000 Gal	\$0.10/1000 Gal
Electrical cost of wastewater treated	\$0.18/1000 Gal	\$0.25/1000 Gal	\$0.26/1000 Gal
Quality of treated effluent discharged through the irrigation pump station	2,955.013 MG	3,000.000 MG	3,000.000 MG
Percent reduction in volume of bio-solids through composting	78%	95%	80%

# Water Reclamation Capital Departmental Information

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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	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Reclamation Fund Support	2,741,547	3,293,561	4,588,206
<b>Total Revenue</b>	<b>\$2,741,547</b>	<b>\$3,293,561</b>	<b>\$4,588,206</b>
<b>Expenditure</b>			
Personnel	0	0	0
Operations & Maintenance	0	0	0
Capital	2,741,547	3,293,561	4,588,206
<b>Total Expenditure</b>	<b>\$2,741,547</b>	<b>\$3,293,561</b>	<b>\$4,588,206</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# Water Reclamation Treatment - Airport Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Reclamation Fund Support	13,960	17,460	17,460
<b>Total Revenue</b>	<b>\$13,960</b>	<b>\$17,460</b>	<b>\$17,460</b>
<b>Expenditure</b>			
Personnel	0	0	0
Operations & Maintenance	13,960	17,460	17,460
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$13,960</b>	<b>\$17,460</b>	<b>\$17,460</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Water Reclamation Non-Departmental Departmental Information

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

Budget Summary	FY18 Actual	FY19 Budget	FY20 Budget
<b>Revenue</b>			
Water Reclamation Fund Support	5,945,880	6,149,015	6,747,549
<b>Total Revenue</b>	<b>\$5,945,880</b>	<b>\$6,149,015</b>	<b>\$6,747,549</b>
<b>Expenditure</b>			
Personnel*	76,306	54,720	54,720
Operations & Maintenance	5,869,574	6,094,295	6,692,829
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$5,945,880</b>	<b>\$6,149,015</b>	<b>\$6,747,549</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

# Water Reclamation Debt Service Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>271 REVENUES:</u></b>				
Transfers In	4,014,333	3,810,636	3,821,764	11,128
Interest	4,260	6,521	10,885	4,364
<b>Total Revenues</b>	<b>\$ 4,018,593</b>	<b>\$ 3,817,157</b>	<b>\$ 3,832,649</b>	<b>\$ 15,492</b>
<b><u>271 EXPENSES:</u></b>				
Debt Service	3,996,444	3,817,157	3,832,649	15,492
<b>Total Expenses</b>	<b>\$ 3,996,444</b>	<b>\$ 3,817,157</b>	<b>\$ 3,832,649</b>	<b>\$ 15,492</b>
Revenues Over/ (Under) Expenditures	22,149	-	-	-
Beginning Fund Balance	246,337	268,486	268,486	-
<b>Ending Fund Balance</b>	<b>\$ 268,486</b>	<b>\$ 268,486</b>	<b>\$ 268,486</b>	<b>\$ -</b>

# Water Reclamation Capital Projects Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>520 REVENUES:</u></b>				
Water Reclamation Charges	1,763,495	1,727,496	1,727,496	-
Interest	153,221	56,935	89,291	32,356
<b>Total Revenues</b>	<b>\$ 1,916,716</b>	<b>\$ 1,784,431</b>	<b>\$ 1,816,787</b>	<b>\$ 32,356</b>
<b><u>520 EXPENSES:</u></b>				
Capital Projects	198,176	1,324,522	1,730,412	405,890
Franchise Fee	88,175	86,375	86,375	-
Transfers Out *	373,534	373,534	-	(373,534)
<b>Total Expenses</b>	<b>\$ 659,885</b>	<b>\$ 1,784,431</b>	<b>\$ 1,816,787</b>	<b>\$ 32,356</b>
Revenues Over/ (Under) Expenditures	1,256,831	-	-	-
Beginning Fund Balance	7,424,077	8,680,908	8,680,908	-
<b>Ending Fund Balance</b>	<b>\$ 8,680,908</b>	<b>\$ 8,680,908</b>	<b>\$ 8,680,908</b>	<b>\$ -</b>

\* Debt service payment in FY20 will be fully funded by the Water Enterprise Fund in order to free additional funds for capital improvements.





CITY OF  
SAN ANGELO, TEXAS

# Other Enterprise Funds

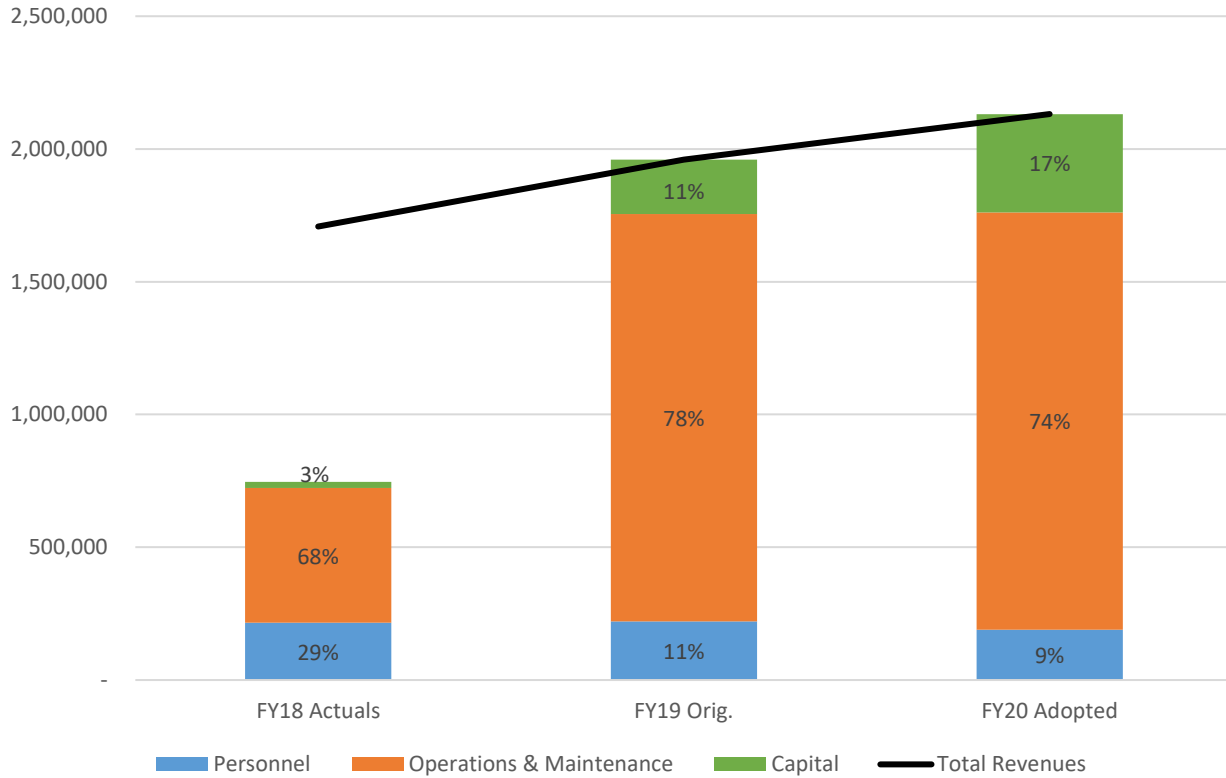


# Solid Waste Fund

## Long-term Trend Overview

The primary sources of revenue for the Solid Waste Fund are landfill fees at 50% and leases at 29% 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.

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 and dedicated for this purpose. These costs are expected to be approximately \$5.5 million. In recent fiscal years, there has been no budgeted contribution to fund balance in order to begin funding engineering studies.



# Solid Waste Fund Financial Summary

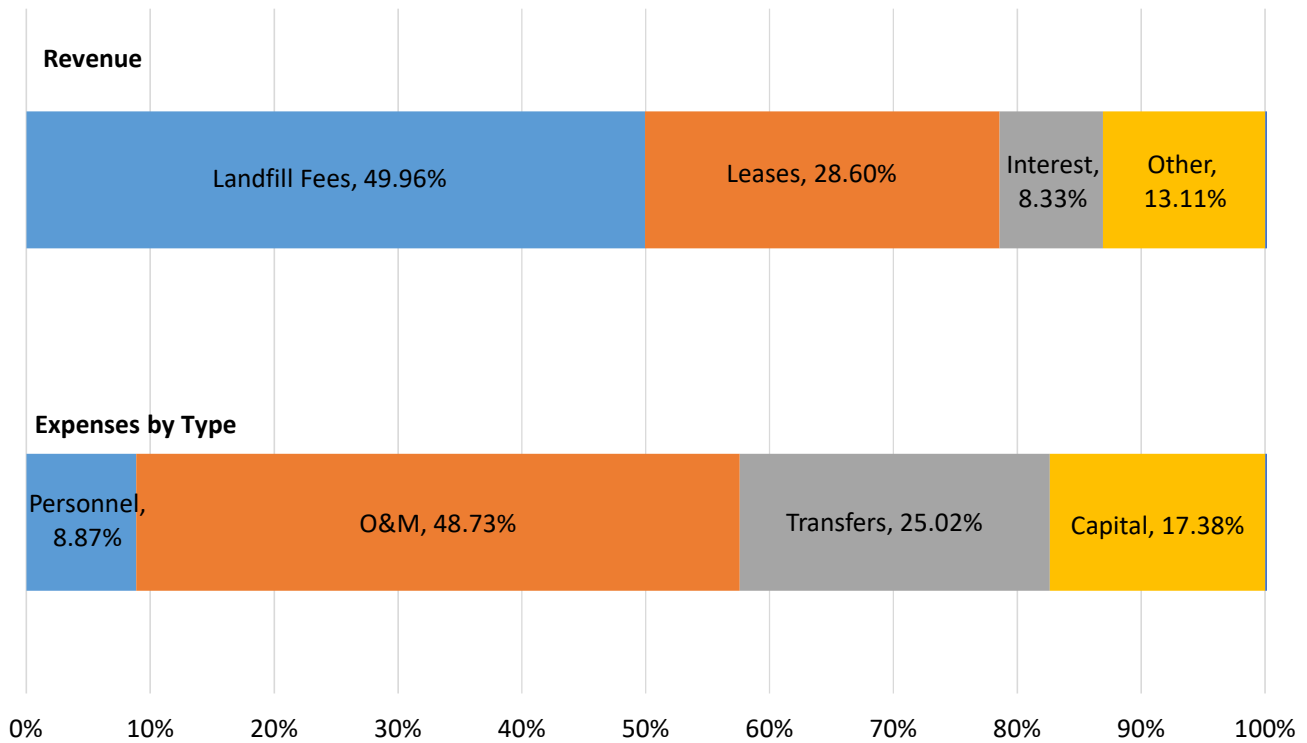
Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>230 REVENUES:</u></b>				
Landfill Fees	1,041,833	1,002,920	1,064,920	62,000
Leases	602,456	606,075	609,708	3,633
Interest	60,312	82,780	177,601	94,821
Other	3,461	268,650	279,350	10,700
<b>Total Revenues</b>	<b>\$ 1,708,062</b>	<b>\$ 1,960,425</b>	<b>\$ 2,131,579</b>	<b>\$ 171,154</b>
<b><u>230 EXPENSES:</u></b>				
Personnel	215,434	220,769	189,169	(31,600)
Operations & Maintenance	252,553	1,011,970	1,038,670	26,700
Capital	23,842	205,036	370,390	165,354
Transfers Out	255,000	522,650	533,350	10,700
<b>Total Expenditures</b>	<b>\$ 746,829</b>	<b>\$ 1,960,425</b>	<b>\$ 2,131,579</b>	<b>\$ 171,154</b>
Revenues Over/ (Under) Expenditures	961,233	-	-	-
Beginning Fund Balance	3,485,406	4,446,639	4,446,639	-
<b>Ending Fund Balance *</b>	<b>\$ 4,446,639</b>	<b>\$ 4,446,639</b>	<b>\$ 4,446,639</b>	<b>\$ -</b>

\* 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 recent fiscal years, there has been no contribution to fund balance in order to begin funding engineering studies.



# Solid Waste Fund Visual Diagram

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**Graph Description:**

The Solid Waste Fund includes landfill fees, leases, interest, and other. Landfill fees are comprised of hauling permit fee, contract fees (commercial), and billing and collection fees. Other includes contract fees (residential) and miscellaneous items.

# Solid Waste

## Departmental Information

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

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Contract Manager	1.00	1.00	1.00
Solid Waste Coordinator	1.00	1.00	1.00
Public Works Educator	1.00	0.00	0.00
<b>Total FTE Count</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

# Solid Waste

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Manage Solid Waste Collection and Disposal Contract

Serves City Council's Vision: Infrastructure Vision

Goal: Provide solid waste contract management

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 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

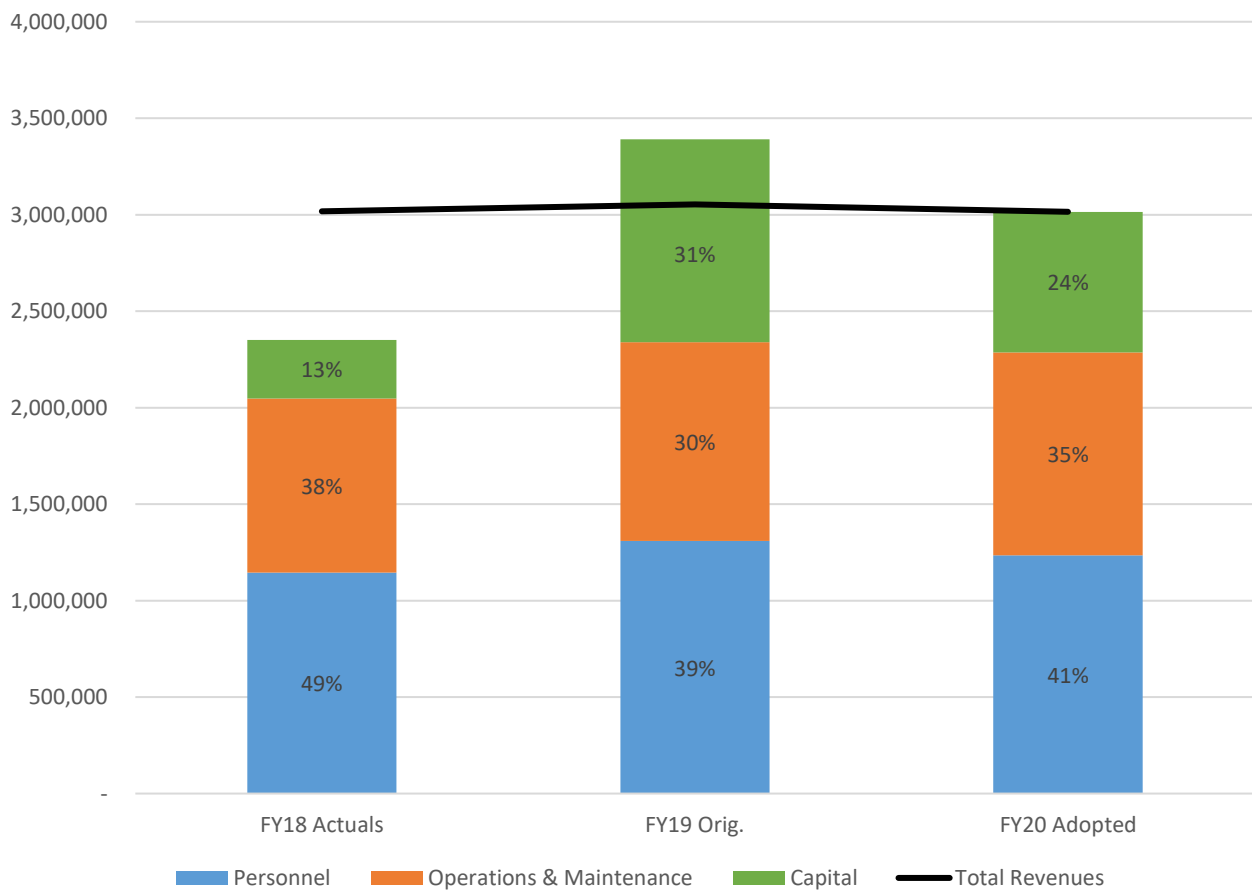
# Stormwater Fund

## Long-term Trend Overview

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The primary source of revenue for the Stormwater Fund is the stormwater fee at 92% of total revenue. The stormwater fee is levied on property owners to comply with federal and state mandates to manage pollutants created by stormwater.

The primary revenue source for the Stormwater Fund is user fees. In fiscal year 2019, there was an expected use of fund balance of \$336,991 for capital purchases, such as replacing equipment and technology. The proposed fiscal year is budgeted with revenue equal to expenditures.



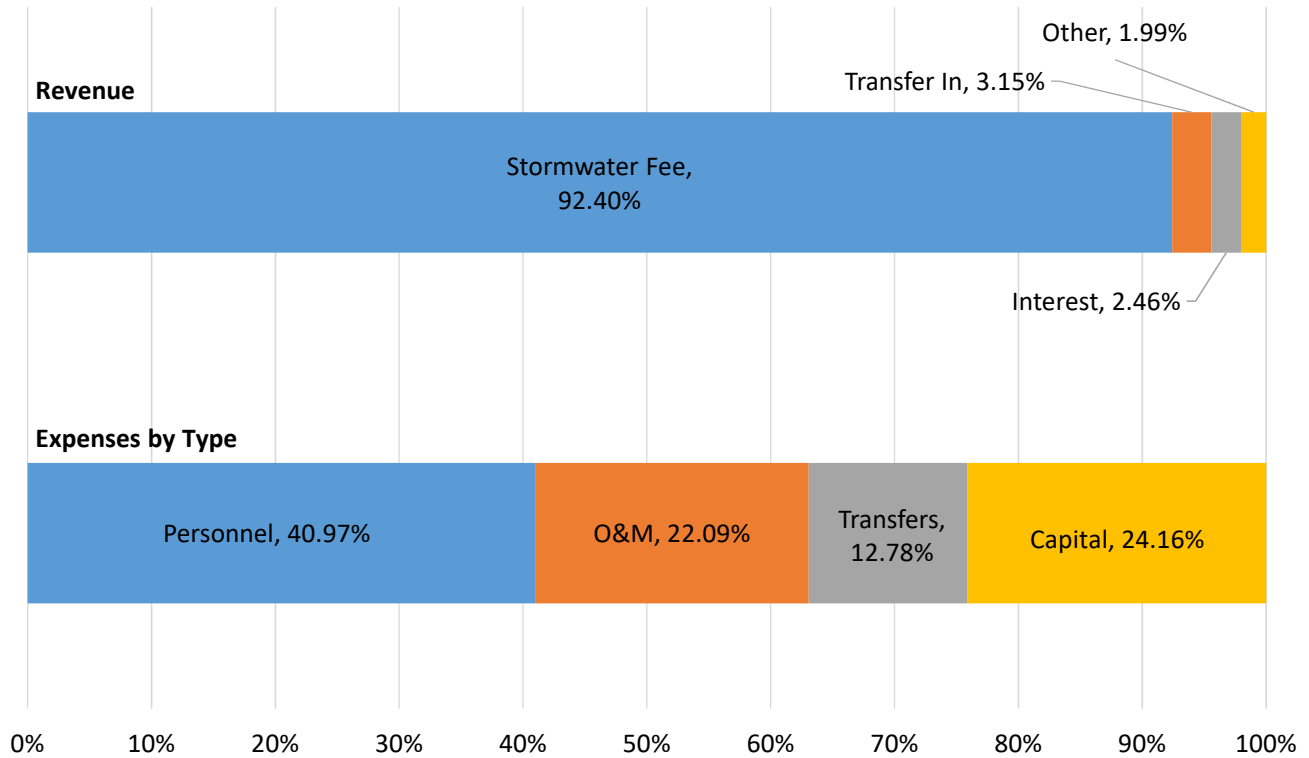
# Stormwater Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>240 REVENUES:</u></b>				
Stormwater Fee	2,744,728	2,786,000	2,786,000	-
Transfers In	95,000	95,000	95,000	-
Interest	64,143	52,399	74,056	21,657
Other	113,751	120,000	60,000	(60,000)
<b>Total Revenues</b>	<b>\$ 3,017,622</b>	<b>\$ 3,053,399</b>	<b>\$ 3,015,056</b>	<b>\$ (38,343)</b>
<b><u>240 EXPENSES:</u></b>				
Personnel	1,145,004	1,308,772	1,235,395	(73,377)
Operations & Maintenance	419,816	685,325	666,039	(19,286)
Capital	303,783	1,051,770	728,228	(323,542)
Transfers Out	482,609	344,523	385,394	40,871
<b>Total Expenses</b>	<b>\$ 2,351,212</b>	<b>\$ 3,390,390</b>	<b>\$ 3,015,056</b>	<b>\$ (375,334)</b>
Revenues Over/ (Under) Expenditures	666,410	(336,991)	-	336,991
Beginning Fund Balance	3,463,607	4,130,017	3,793,026	(336,991)
<b>Ending Fund Balance</b>	<b>\$ 4,130,017</b>	<b>\$ 3,793,026</b>	<b>\$ 3,793,026</b>	<b>\$ -</b>

\* In FY19, there was a planned use of fund balance to replace capital equipment.

# Stormwater Fund Visual Diagram

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**Graph Description:**

The Stormwater Fund is made up of Stormwater fees. Other includes discounts, auction proceeds, and miscellaneous items.

# Stormwater

## Departmental Information

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

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Stormwater Superintendent	1.00	1.00	1.00
Stormwater Supervisor	1.00	1.00	1.00
Stormwater Inspector	1.00	1.00	1.00
Stormwater Engineer	1.00	1.00	0.00
Stormwater Crew Leader	2.00	2.00	2.00
Stormwater Program Administrator	0.00	0.00	1.00
Stormwater Billing Specialist	1.00	1.00	1.00
Heavy Equipment Operator	4.00	4.00	4.00
Light Equipment Operator	7.00	7.00	7.00
Maintenance Worker	5.00	5.00	4.00
Administrative Assistant	0.00	0.00	1.00
<b>Total FTE Count</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>

# Stormwater

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Easement and Right of Way Maintenance including Street Sweeping

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

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

Objectives: Sweep streets; trim and mow

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Total number of miles of streets swept annually	3,088	5,800	3,500
Annual cost of street sweeping	\$342,768	\$640,000	\$402,500
Average cost per mile for street sweeping	\$111	\$110	\$115
Total acres mowed annually	4,400	4,400	4,400
Average cost per acre mowed	\$95	\$89	\$90
Total tons of street sweeping debris that is removed from designated areas and hauled to landfill	2,144	4,500	2,250
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	FY18 Actual	FY19 Budget	FY20 Budget
Percentage of time that high activity drains and inlets are cleaned within 48 hours after rain or storms	80%	80%	80%



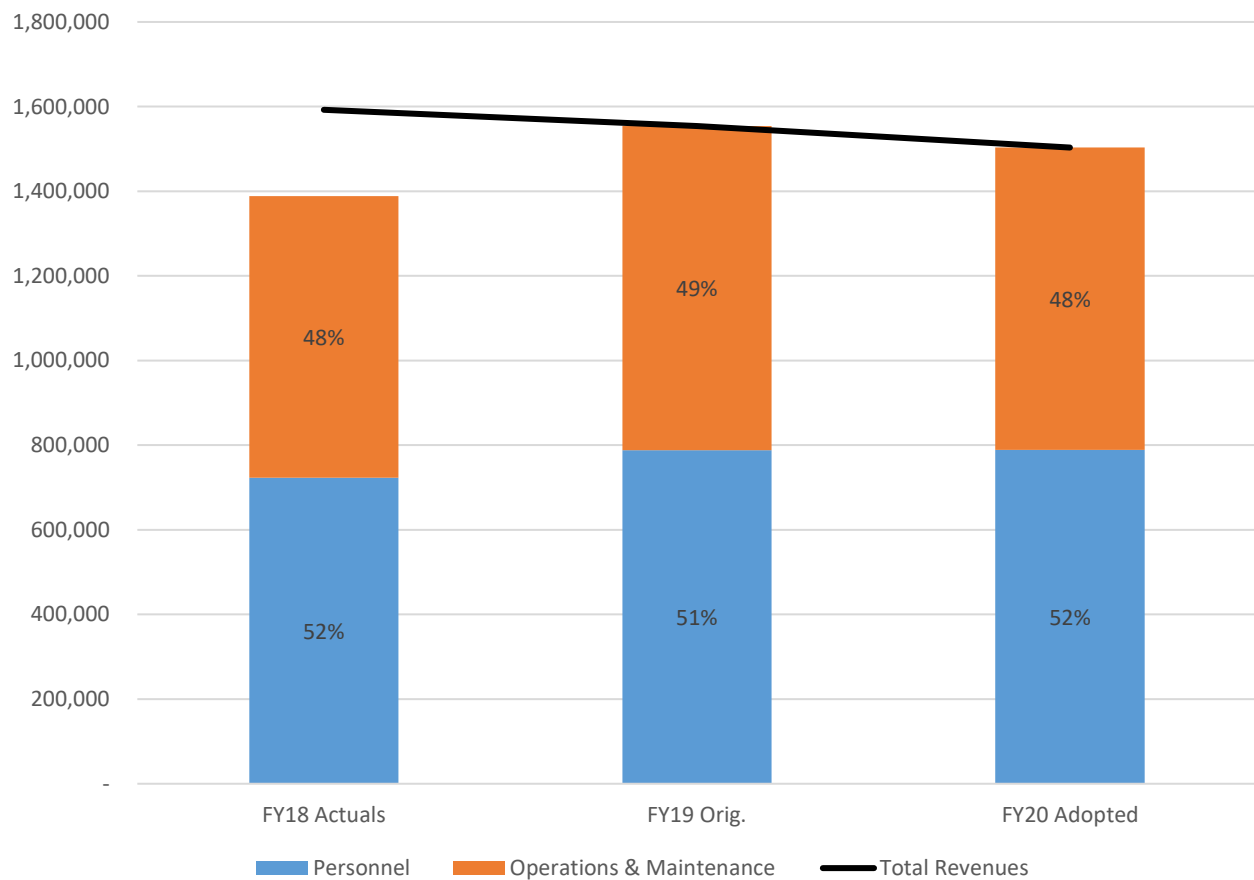
# Airport Fund

## Long-term Trend Overview

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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.

The primary revenue source for the Airport Fund continues to be lease income followed by concessions. The decline in revenue and expenditures is due to more conservative budgeting which is more in line with historical data than what was budgeted in prior years.

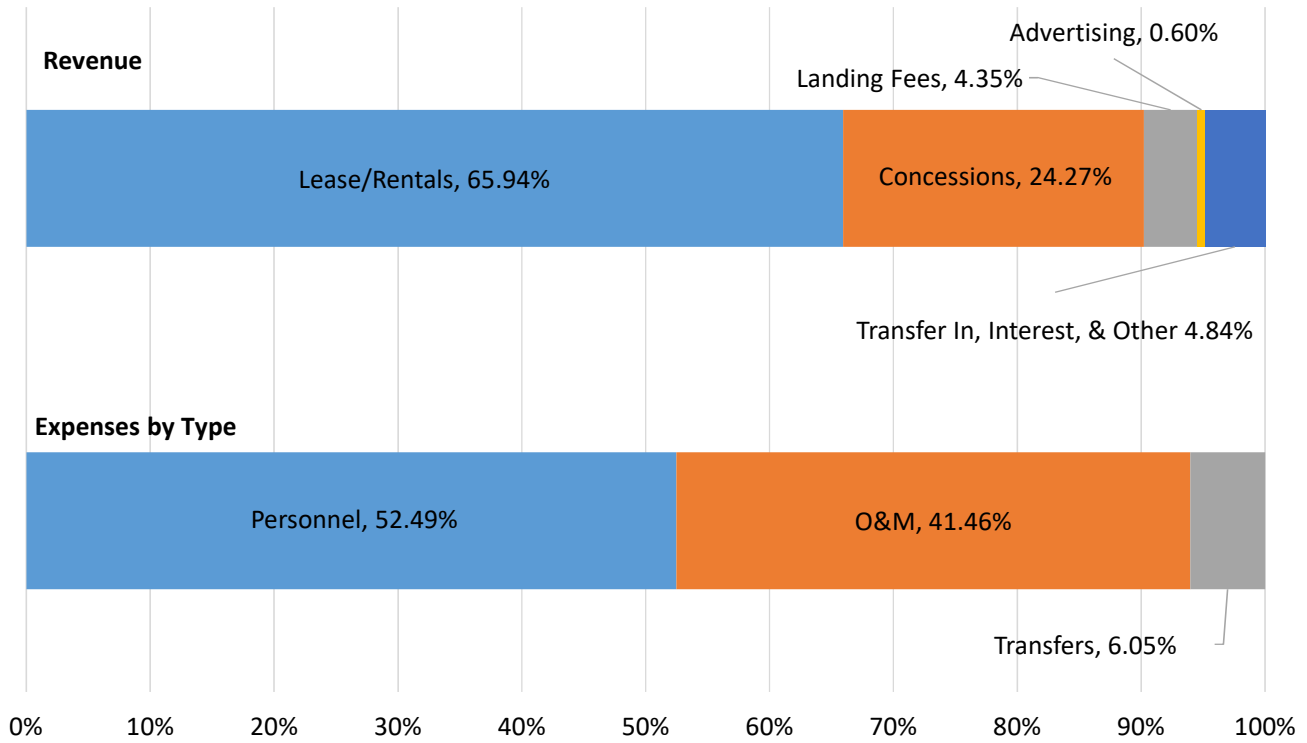


# Airport Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>220 REVENUES:</u></b>				
Leases/Rentals	1,069,524	1,027,913	991,173	(36,740)
Concessions	366,681	368,214	364,840	(3,374)
Landing Fees	55,689	61,523	65,433	3,910
Advertising	9,935	30,000	9,000	(21,000)
Transfers In	60,829	-	-	-
Interest	3,158	3,743	10,847	7,104
Other	26,645	62,911	61,916	(995)
<b>Total Revenues</b>	<b>\$ 1,592,461</b>	<b>\$ 1,554,304</b>	<b>\$ 1,503,209</b>	<b>\$ (51,095)</b>
<b><u>220 EXPENSES:</u></b>				
Personnel	723,115	787,791	789,053	1,262
Operations & Maintenance	581,061	683,835	623,268	(60,567)
Capital	-	-	-	-
Transfers Out	84,200	82,678	90,888	8,210
<b>Total Expenses</b>	<b>\$ 1,388,376</b>	<b>\$ 1,554,304</b>	<b>\$ 1,503,209</b>	<b>\$ (51,095)</b>
Revenues Over/ (Under) Expenditures	204,085	-	-	-
Beginning Fund Balance	142,741	346,826	346,826	-
<b>Ending Fund Balance</b>	<b>\$ 346,826</b>	<b>\$ 346,826</b>	<b>\$ 346,826</b>	<b>\$ -</b>

# Airport Fund Visual Diagram

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**Graph Description:**

66% of revenue received from the Airport is from leases and rentals; followed by concessions, landing fees, and other.

# Airport

## Departmental Information

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

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Airport Director	1.00	1.00	1.00
Business/Finance Analyst	1.00	1.00	1.00
Deputy Airport Director	1.00	1.00	1.00
Airport Maintenance Supervisor	1.00	1.00	1.00
Airport Maintenance Technician	2.00	2.00	2.00
Airport Maintenance Worker	5.00	5.00	5.00
Airport Police Officer	1.00	1.00	1.00
Administrative Assistant, Sr	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

# Airport

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Commercial

Serves City Council's Vision: Industry Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of passengers	112,304	118,000	118,000
Number of aircraft operations	67,366	86,689	87,000
Fuel flowage (in gallons)	1,228,927	1,296,396	1,297,000

# Airport Passenger Facility Charges (PFC) Fund Financial Summary

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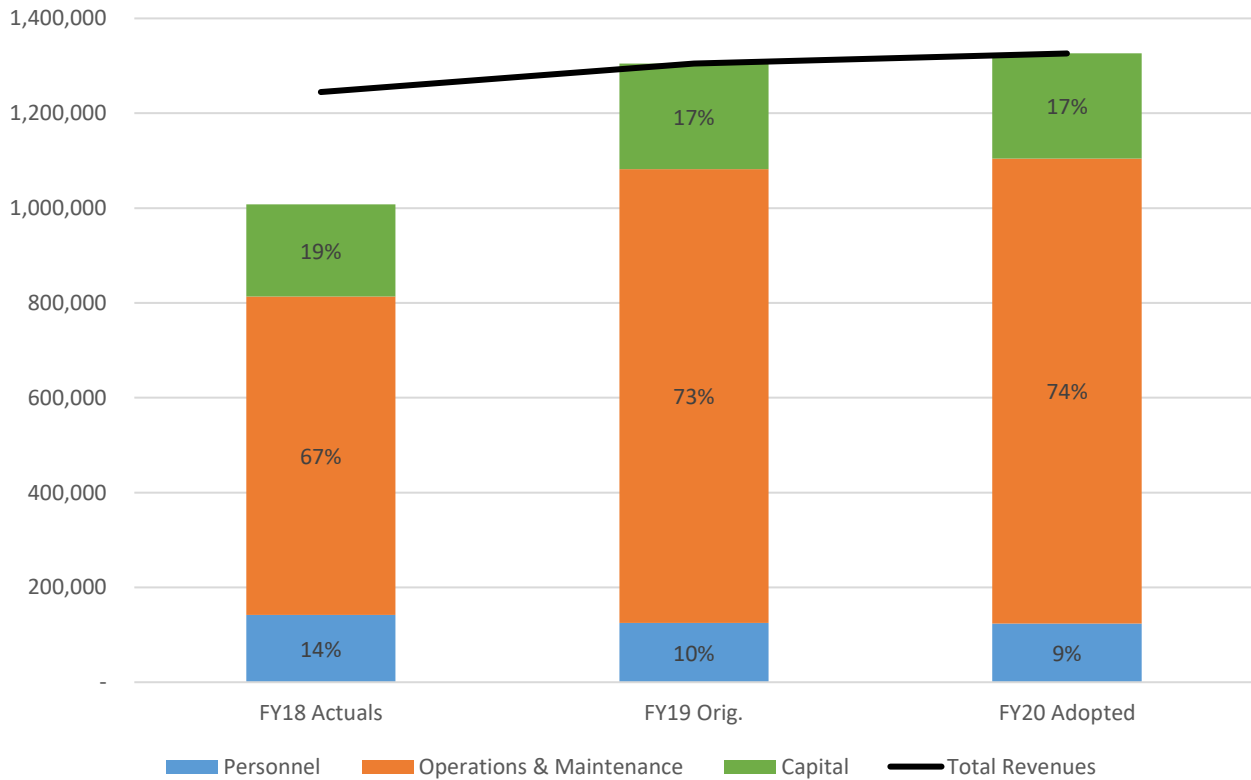
Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>529 REVENUES:</u></b>				
Passenger Facility Charges	232,017	256,500	236,250	(20,250)
Interest	23,913	29,354	30,183	829
<b>Total Revenues</b>	<b>\$ 255,930</b>	<b>\$ 285,854</b>	<b>\$ 266,433</b>	<b>\$ (19,421)</b>
<b><u>529 EXPENSES:</u></b>				
Transfer to Capital Fund	386,311	285,854	266,433	(19,421)
Miscellaneous	90,082	-	-	-
<b>Total Expenses</b>	<b>\$ 476,393</b>	<b>\$ 285,854</b>	<b>\$ 266,433</b>	<b>\$ (19,421)</b>
Revenues Over/ (Under) Expenditures	(220,463)	-	-	-
Beginning Fund Balance	1,239,842	1,019,379	1,019,379	-
<b>Ending Fund Balance</b>	<b>\$ 1,019,379</b>	<b>\$ 1,019,379</b>	<b>\$ 1,019,379</b>	<b>\$ -</b>

# State Office Buildings Fund

## Long-term Trend Overview

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 primary revenue source for the State Office Building Fund continues to be rent income. As we approach the final payments on the bonds issued to build the facilities, plans are in place for addressing the major capital needs at both buildings.



# State Office Buildings Fund

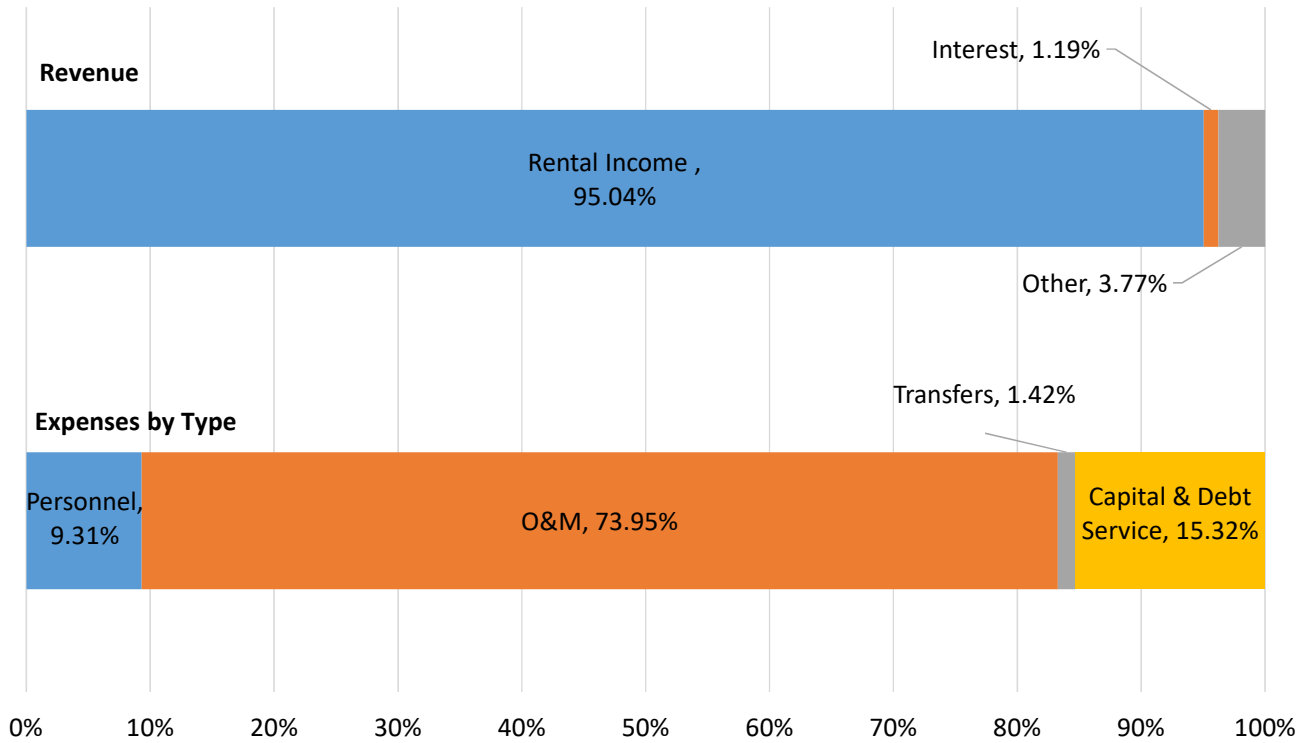
## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>201 REVENUES:</u></b>				
Rental Income	1,240,282	1,250,300	1,260,302	10,002
Interest	4,436	4,501	15,786	11,285
Other	-	50,000	50,000	-
<b>Total Revenues</b>	<b>\$ 1,244,718</b>	<b>\$ 1,304,801</b>	<b>\$ 1,326,088</b>	<b>\$ 21,287</b>
<b><u>201 EXPENSES:</u></b>				
Personnel	142,278	125,362	123,499	(1,863)
Operations & Maintenance	671,074	956,914	980,658	23,744
Debt Service	171,573	152,723	153,058	335
Capital	-	50,000	50,000	-
Transfers Out	22,941	19,802	18,873	(929)
<b>Total Expenditures</b>	<b>\$ 1,007,866</b>	<b>\$ 1,304,801</b>	<b>\$ 1,326,088</b>	<b>\$ 21,287</b>
Revenues Over/ (Under) Expenditures	236,852	-	-	-
Beginning Fund Balance	152,805	389,657	389,657	-
<b>Ending Fund Balance</b>	<b>\$ 389,657</b>	<b>\$ 389,657</b>	<b>\$ 389,657</b>	<b>\$ -</b>



# State Office Buildings Fund Visual Diagram

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**Graph Description:**

The State Office revenue is mostly comprised of rental income. Other is made up of miscellaneous items.

# State Office Buildings

## Departmental Information

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

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Building Maint. Supervisor	1.00	1.00	1.00
Building Maint. Technician	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# State Office Buildings

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Facility Management

Serves City Council's Vision: Industry Vision

Goal: Provide an efficient central office location

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of tenants in lease agreements	300	300	300
Average annual percentage of available office space leased	100%	100%	100%
HVAC Units Replaced	0	12	10
Carpet replaced	0	6,000 sq. ft.	5,000 sq. ft.

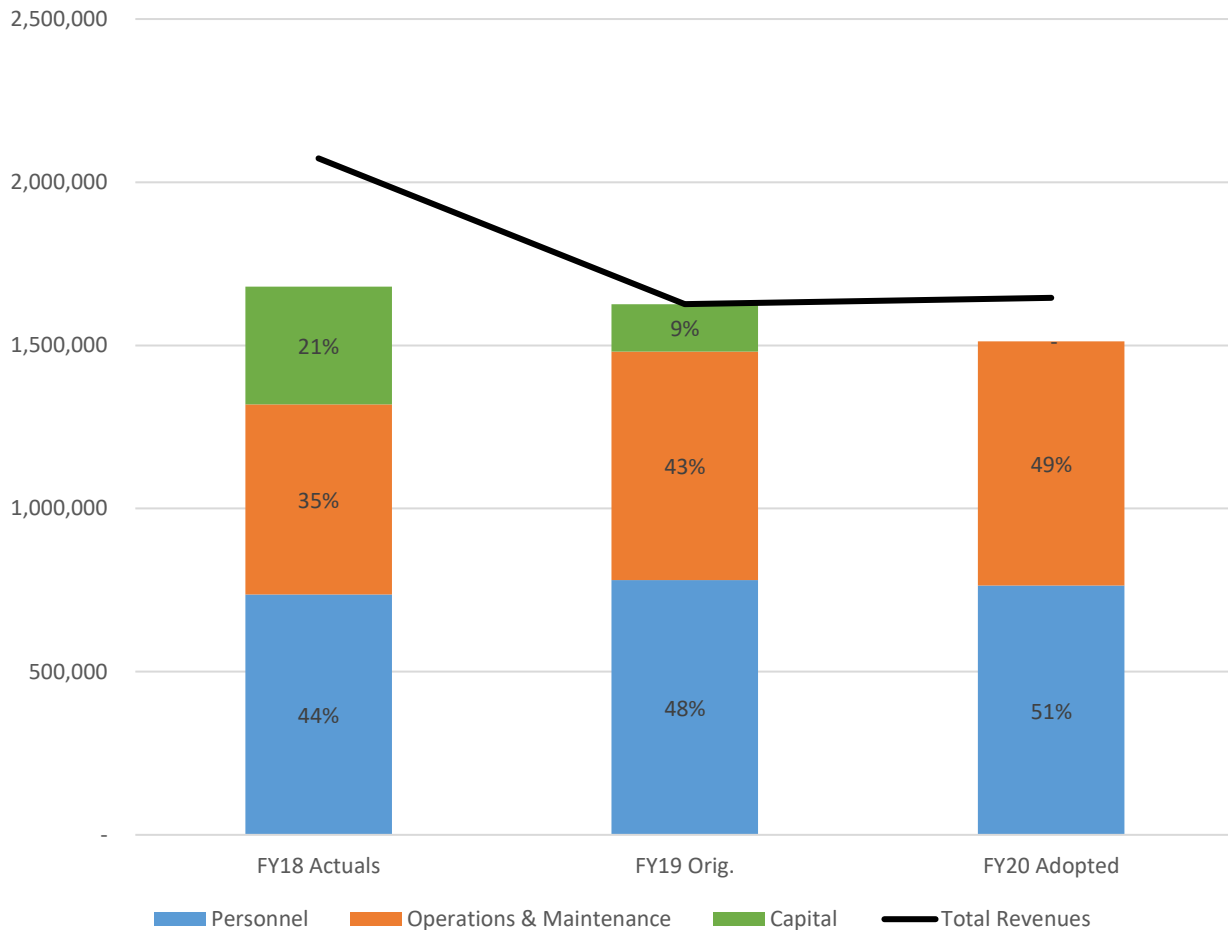
# Civic Events Fund

## Long-term Trend Overview

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The Civic Events Fund revenue is comprised of their allocation of hotel occupancy tax as well as the division’s venue income. The facility use fee revenue is being restricted to fund balance for future capital and maintenance needs which will require City Council approval. The increase for O&M will be utilized for facility maintenance at the venues.

The Civic Events Fund revenue is comprised of their allocation of hotel occupancy tax as well as the division’s venue income. The facility use fee revenue is being restricted to fund balance for future capital and maintenance needs which will require City Council approval. The increase for O&M will be utilized for facility maintenance at the venues.



# Civic Events Fund

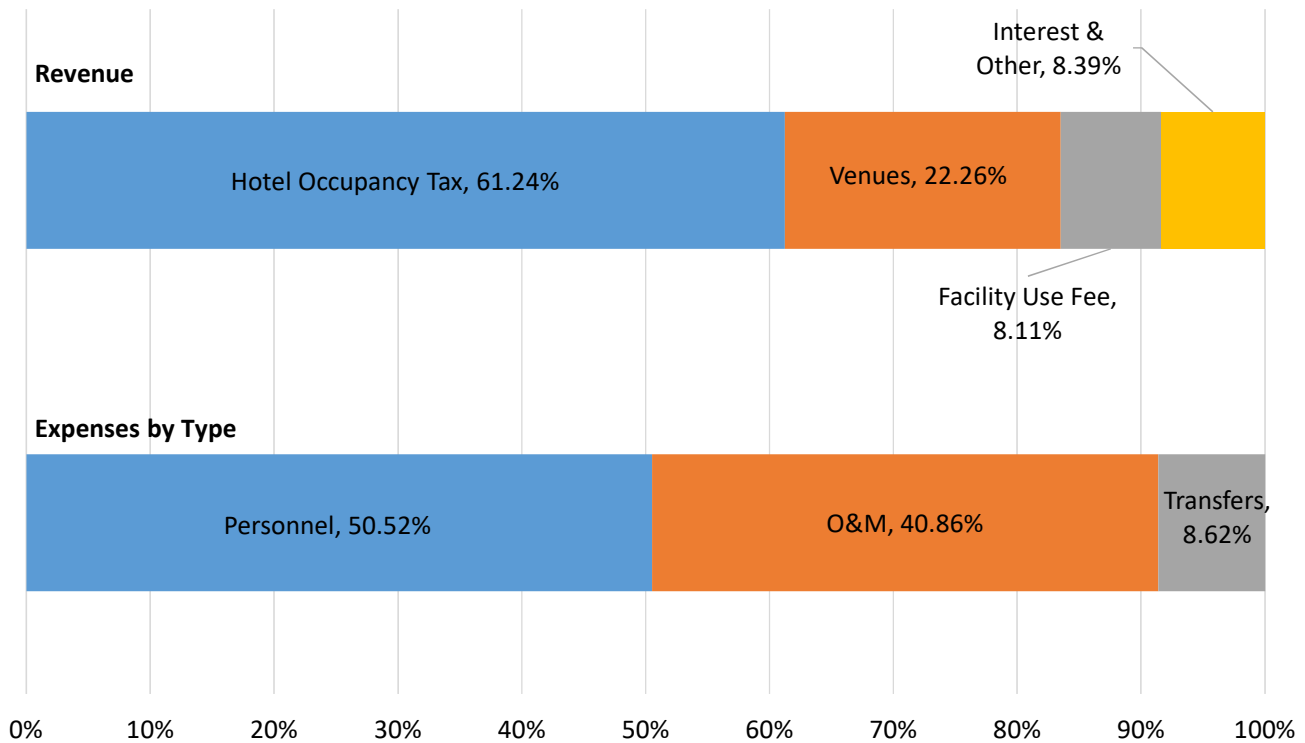
## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>410 REVENUES:</u></b>				
Hotel Occupancy Tax (Transfer In)	1,491,006	1,076,476	1,008,050	(68,426)
Coliseum Revenue	149,120	118,000	129,700	11,700
Auditorium Revenue	2,208	4,000	4,000	-
Convention Center Revenue	203,328	198,850	198,100	(750)
River Stage Revenue	13,714	13,500	18,500	5,000
Pavilion Revenue	9,823	11,200	11,200	-
Pecan Creek Revenue	5,525	5,000	5,000	-
Facility Use Fee*	109,480	108,500	133,500	25,000
Interest	15,462	14,835	38,040	23,205
Other	73,336	76,000	100,000	24,000
<b>Total Revenues</b>	<b>\$ 2,073,002</b>	<b>\$ 1,626,361</b>	<b>\$ 1,646,090</b>	<b>\$ 19,729</b>
<b><u>410 EXPENSES:</u></b>				
Personnel	736,576	781,018	764,090	(16,928)
Operations & Maintenance	483,424	569,321	618,068	48,747
Transfers Out	99,232	130,432	130,432	-
Capital	361,044	145,590	-	(145,590)
<b>Total Expenditures</b>	<b>\$ 1,680,276</b>	<b>\$ 1,626,361</b>	<b>\$ 1,512,590</b>	<b>\$ (113,771)</b>
Revenues Over/ (Under) Expenditures	392,726	-	133,500	133,500
Beginning Fund Balance	724,483	1,117,209	1,117,209	-
<b>Ending Fund Balance</b>	<b>\$ 1,117,209</b>	<b>\$ 1,117,209</b>	<b>\$ 1,250,709</b>	<b>\$ 133,500</b>

\*In fiscal year 2020, City Council directed for the facility use fee to be retained and utilized for future capital improvements; therefore, the fund is budgeted revenue over expense by the amount of the budgeted facility use fee revenue.

# Civic Events Fund Visual Diagram

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**Graph Description:**

The Civic Events Fund revenue is comprised of their allocation of hotel occupancy tax as well as the division’s venue income. The facility use fee revenue is being restricted to fund balance for future capital and maintenance needs which will require City Council approval. The increase for O&M will be utilized for facility maintenance at the venues.

# Civic Events

## Departmental Information

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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.

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Civic Events Manager	1.00	1.00	1.00
Civic Events Assistant Manager	1.00	1.00	1.00
Business & Finance Analyst	1.00	1.00	1.00
Business & Finance Assistant	1.00	1.00	1.00
Event Service Representative, Sr	3.00	3.00	2.00
Event Service Representative	3.00	3.00	4.00
Building Maintenance Technician, Sr	1.00	1.00	1.00
Building Maintenance Technician	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

# Civic Events

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Event Booking & Sponsorship

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Amount of advertising/naming rights/sponsorship revenue generated	\$26,143	\$25,000	\$25,000
Number of touring events booked	15	13	15
Number of private events	355	370	350
Number of attendees at public ticketed events that include facility fees	66,000	40,000	70,000
Number of meeting/events contracted by internal customers	159	175	80
Number of events contracted by new promoters	3	2	3



# Civic Events

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Venue Management

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 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	336	370	380
Number of reoccurring public events	52	60	60



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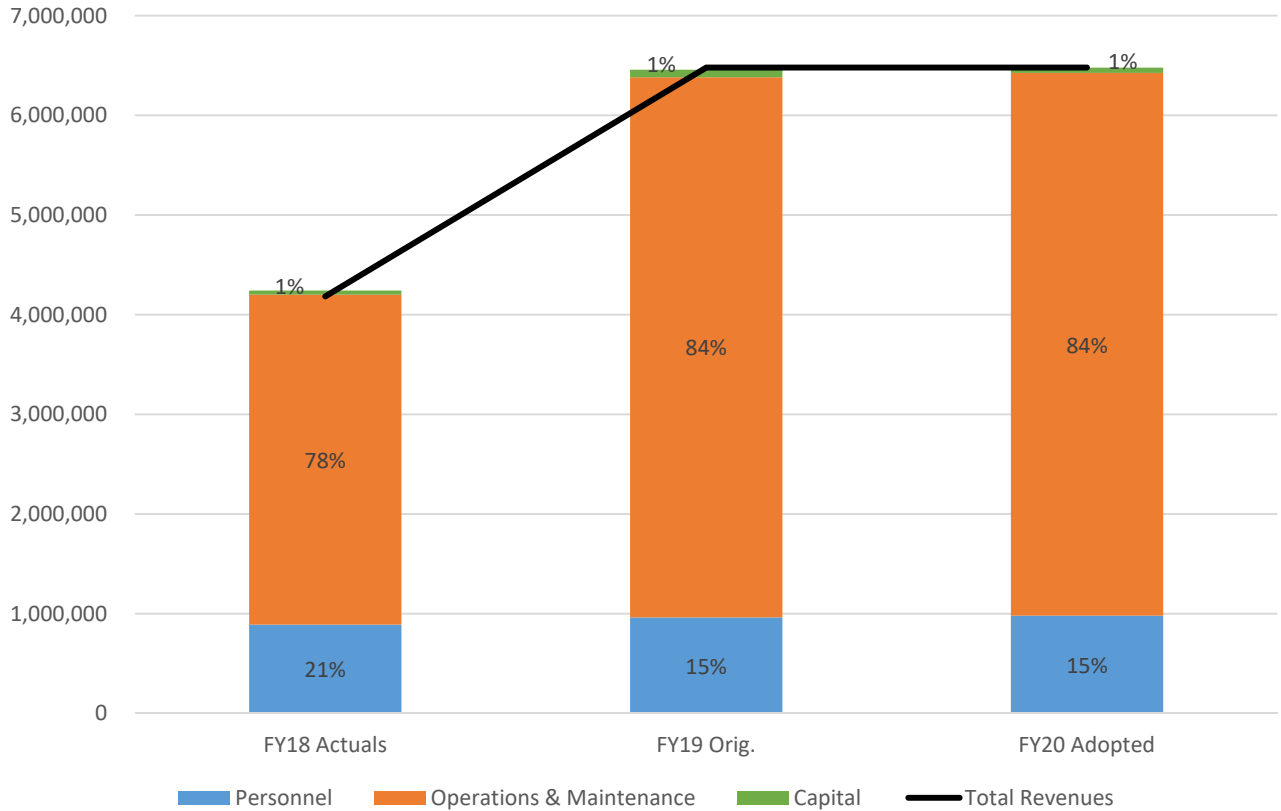
# Internal Service Funds



# Fleet Services Fund

## Long-term Trend Overview

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, the city revamped oversight of the fleet to gain efficiencies including installation of GPS tracking units and implementation of maintenance tracking software.



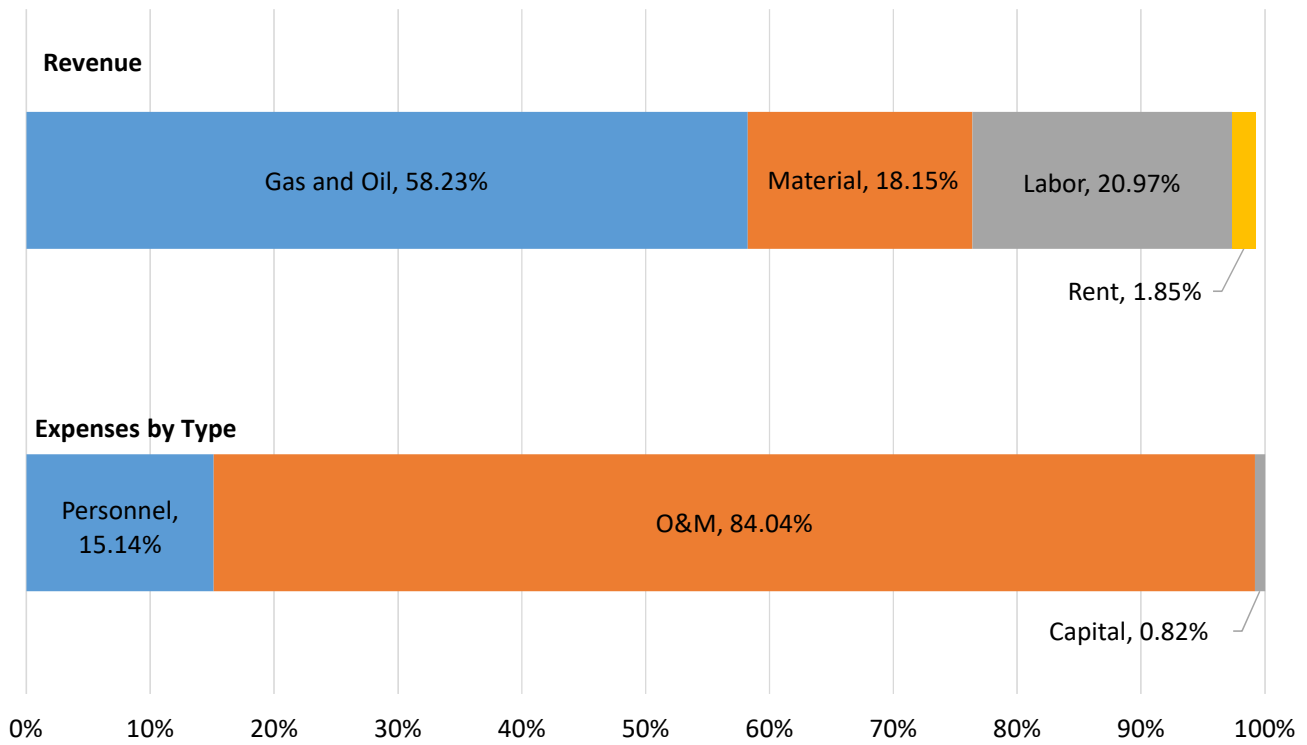
# Fleet Services Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>301 REVENUES:</u></b>				
Gas and Oil *	1,865,172	3,761,301	3,772,861	11,560
Material	1,341,963	1,192,345	1,176,033	(16,312)
Labor	833,155	1,353,889	1,358,397	4,508
Rent	120,000	120,000	120,000	-
Interest	7,863	20,153	21,630	1,477
Other	15,742	30,781	29,784	(997)
<b>Total Revenues</b>	<b>\$ 4,183,895</b>	<b>\$ 6,478,469</b>	<b>\$ 6,478,705</b>	<b>\$ 236</b>
<b><u>301 EXPENSES:</u></b>				
Personnel	891,214	963,483	980,822	17,339
Operations & Maintenance	3,309,823	5,419,540	5,444,601	25,061
Capital	41,556	75,292	53,282	(22,010)
<b>Total Expenses</b>	<b>\$ 4,242,593</b>	<b>\$ 6,458,315</b>	<b>\$ 6,478,705</b>	<b>\$ 20,390</b>
Revenues Over/ (Under) Expenditures	(58,698)	20,154	-	(20,154)
Beginning Fund Balance	641,803	583,105	603,259	20,154
<b>Ending Fund Balance</b>	<b>\$ 583,105</b>	<b>\$ 603,259</b>	<b>\$ 603,259</b>	<b>\$ -</b>

\* In years when gas and oil prices are low, the Fleet Services Fund realized savings in that area, therefore, the corresponding revenue is also down.

# Fleet Services Fund Visual Diagram

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**Graph Description:**

Fleet Services revenue is generally made up of gas and oil; followed by labor and material.

# Fleet Services

## Departmental Information

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

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Senior Fleet Manager	1.00	1.00	1.00
Equipment Maintenance Sup.	1.00	1.00	1.00
Mechanic III	1.00	1.00	1.00
Mechanic II	2.00	2.00	2.00
Mechanic I	6.00	6.00	6.00
Equipment Service Technician	3.00	3.00	3.00
Shop Assistant	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
<b>Total FTE Count</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

# Fleet Services

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Equipment Acquisition, Preparation and Liquidation

Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

Objectives: Purchase additional and replacement vehicles and equipment

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of vehicles/machinery in the equipment fleet	950	920	920
Number of items sold at auction	69	50	50
Revenue generated from auction sales	\$414,000	\$90,000	\$90,000

Activity: Unscheduled Repairs

Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

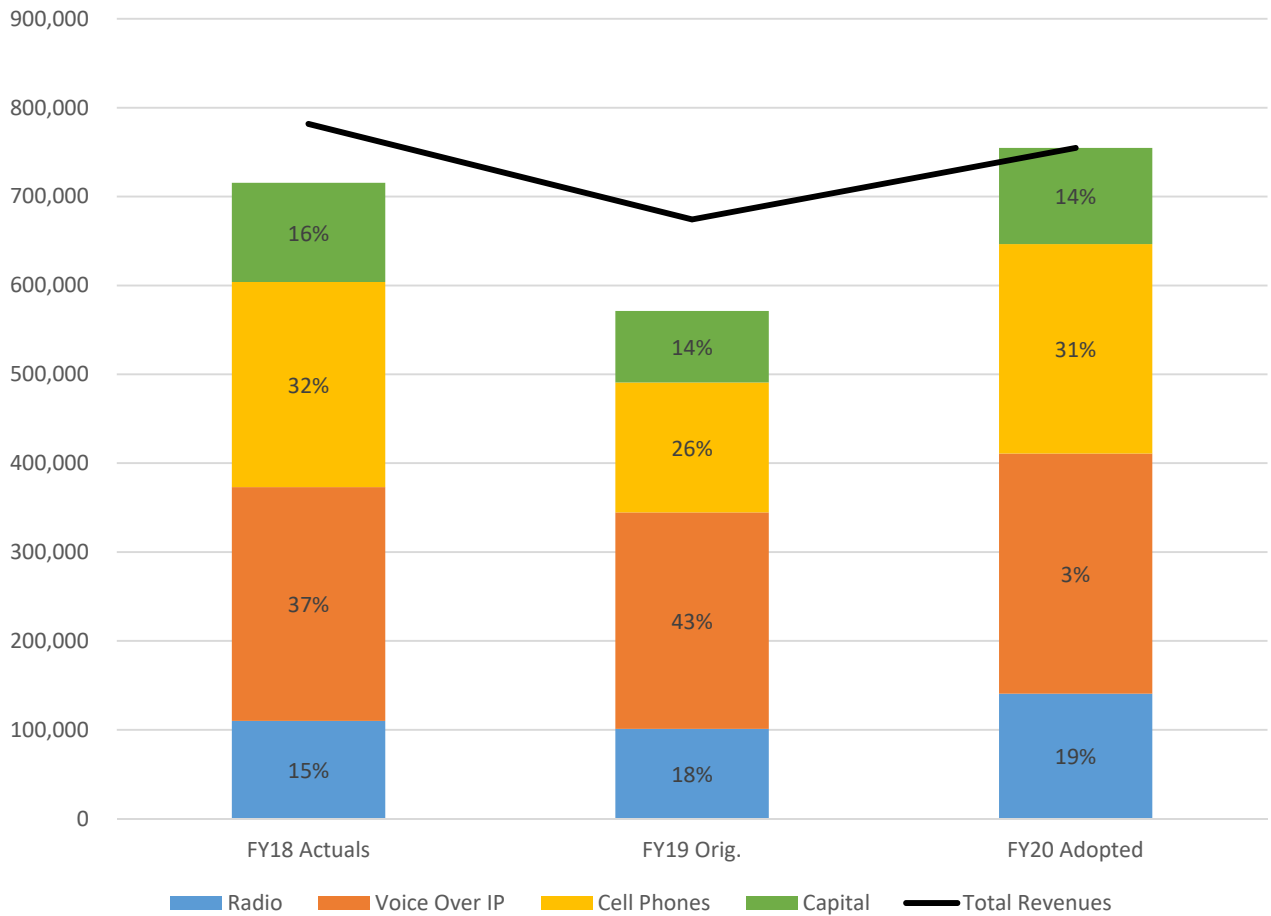
Objectives: Maintain City fleet

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of unscheduled repair jobs	4,174	2,400	2,400
Percent of work orders completed within 24 hours	51%	65%	65%

# Communications Fund

## Long-term Trend Overview

The Communications Fund provides quality and economical communication and support services. Activities utilized in this fund include radio programming of hardware, equipment installation, and end user support by providing 24 hour technical assistance.





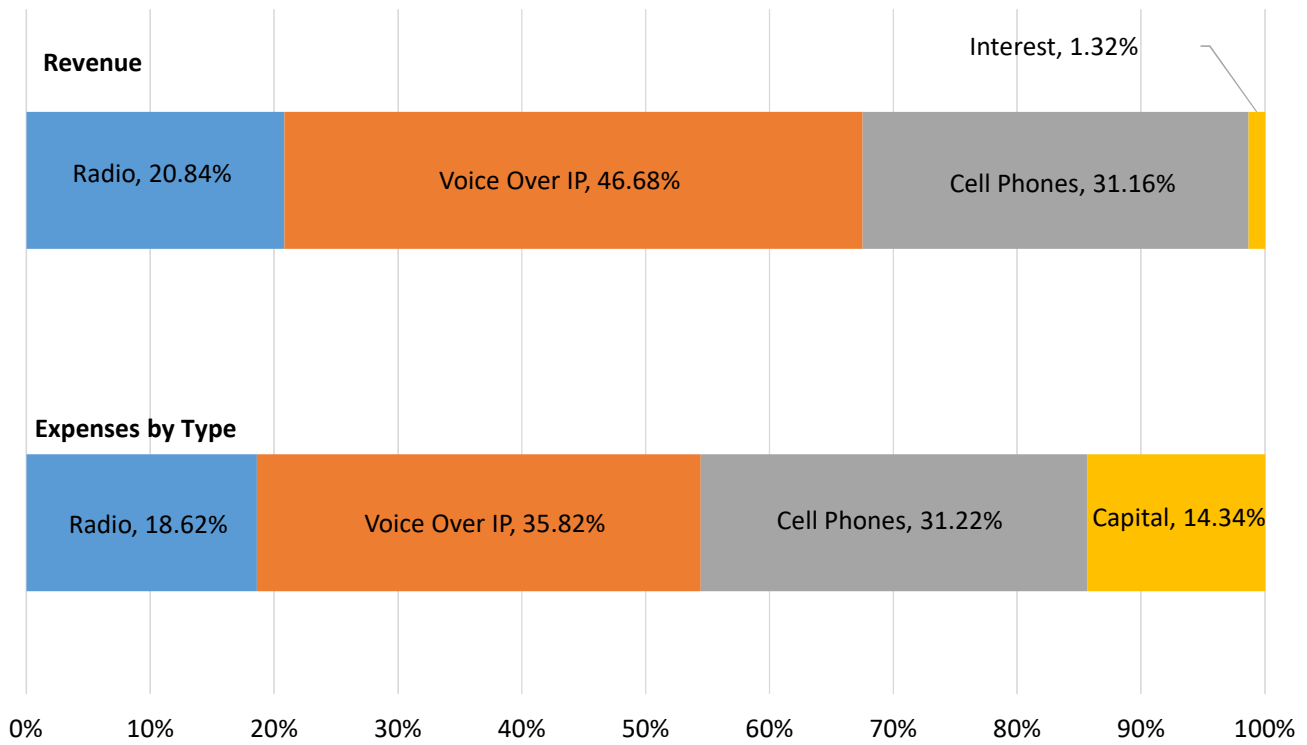
# Communications Service Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>305 REVENUES:</u></b>				
Radio	171,752	157,498	157,260	(238)
Voice Over IP	370,947	349,408	352,287	2,879
Cell Phones	235,435	258,788	235,195	(23,593)
Interest	3,640	4,805	9,994	5,189
<b>Total Revenues</b>	<b>\$ 781,774</b>	<b>\$ 770,499</b>	<b>\$ 754,736</b>	<b>\$ (15,763)</b>
<b><u>305 EXPENSES:</u></b>				
Radio	109,982	136,418	140,558	4,140
Voice Over IP	263,148	261,517	270,320	8,803
Cell Phones	230,797	259,391	235,648	(23,743)
Capital	111,662	113,173	108,210	(4,963)
<b>Total Expenses</b>	<b>\$ 715,589</b>	<b>\$ 770,499</b>	<b>\$ 754,736</b>	<b>\$ (15,763)</b>
Revenues Over/ (Under) Expenditures	66,185	-	-	-
Beginning Fund Balance	187,200	253,385	253,385	-
<b>Ending Fund Balance</b>	<b>\$ 253,385</b>	<b>\$ 253,385</b>	<b>\$ 253,385</b>	<b>\$ -</b>

# Communication Fund Visual Diagram

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**Graph Description:**

The Communication fund revenue is comprised of Radio, VoIP, Cell Phones, and Interest. VoIP revenue is made up of charges for service.

# Communications

## Departmental Information

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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.

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Communications Repair Tech	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Communications

## Departmental Information

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### Goals, Objectives & Performance Measures

Activity: Telephone/Internet Bundled Operations

Serves City Council's Vision: N/A

Goal: Provide quality and economical communication and support services

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

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Percent of time VoIP phone system is available	100%	100%	100%
Number of analog lines serviced	120	125	130
Average cost per analog land line	\$39.21	\$40.00	\$41.00
Percent of time internet service is available	100%	100%	100%
Cost of internet service a year	\$50,000	\$55,000	\$55,000
Cost per megabit/second	\$200	\$122	\$122

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.

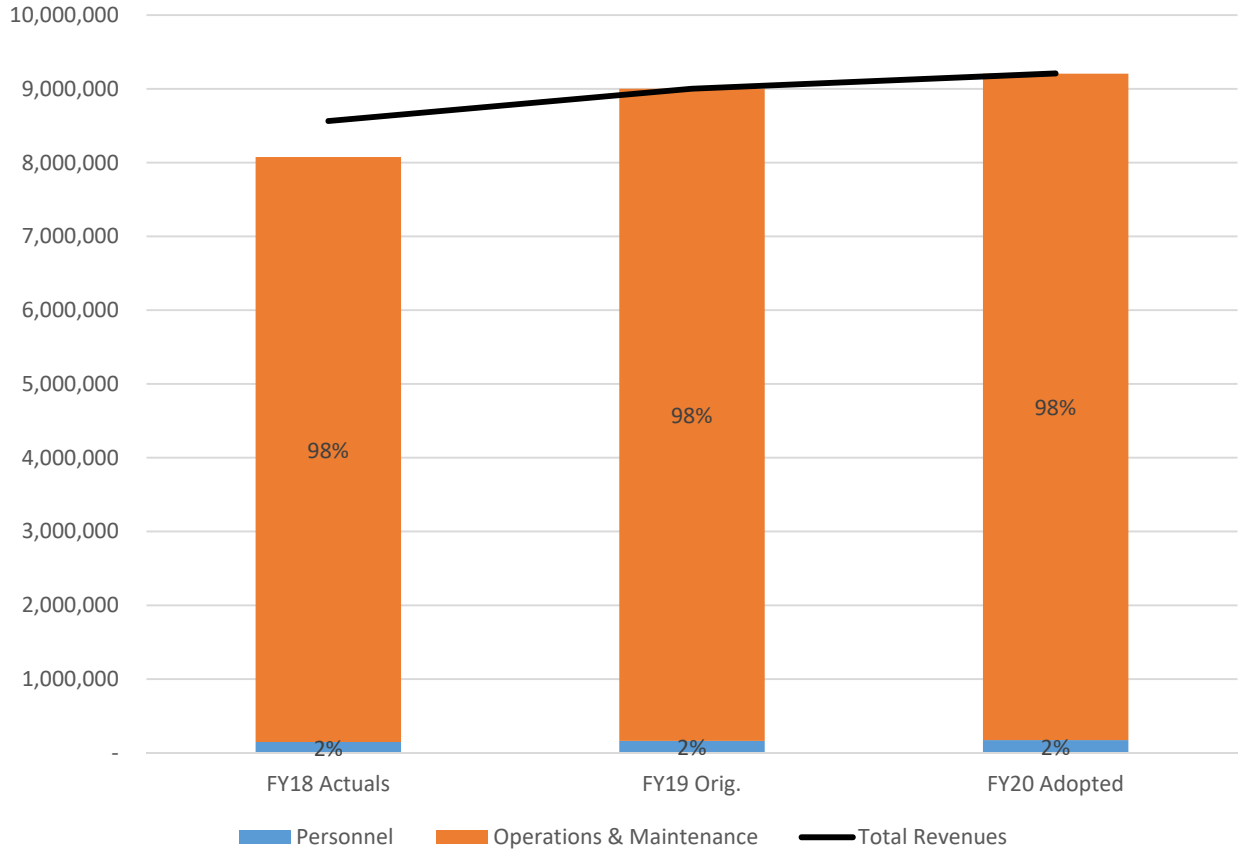
Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of radios maintained	985	985	1,000
Number of radios repaired	20	25	30
Percentage of time radio system is available	100%	100%	100%

# Health Insurance Fund

## Long-term Trend Overview

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The administration of the benefits and wellness program is a function of the Human Resources Department. The fund is budgeted revenue over expenditures to gradually increase the fund balance.



# Health Insurance Fund

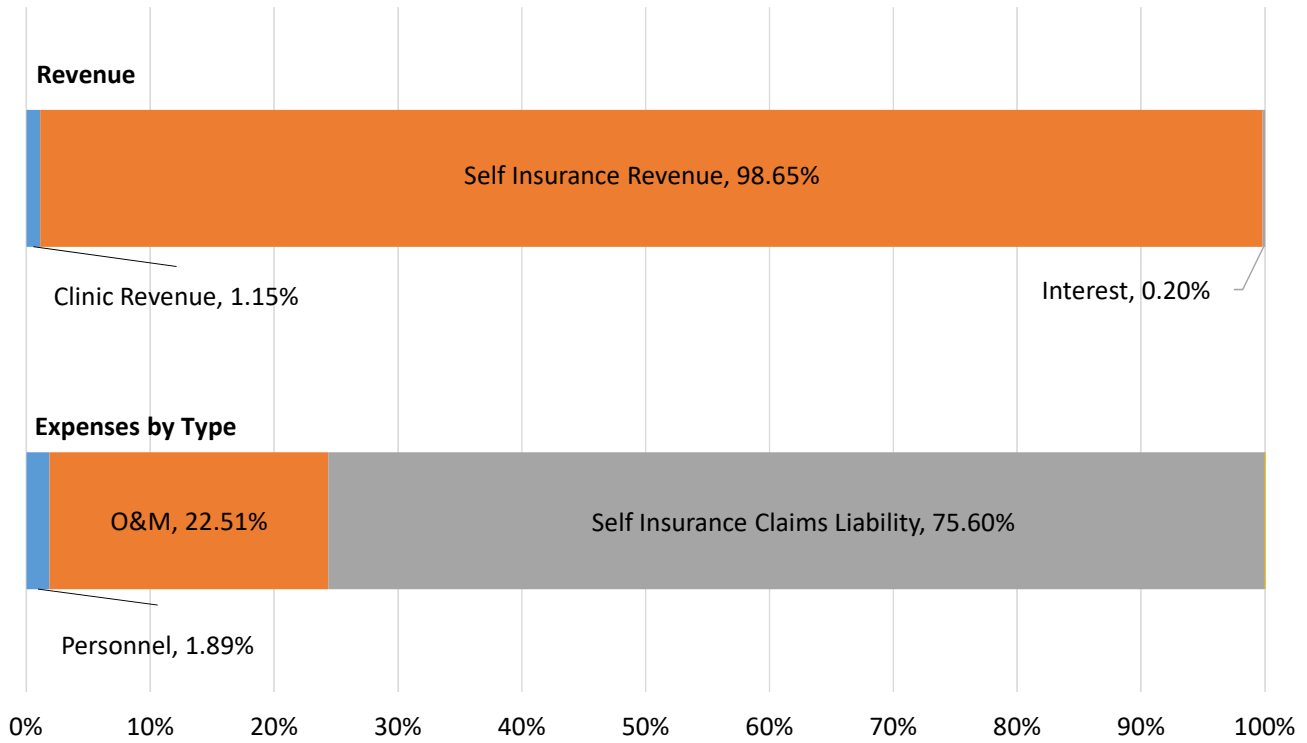
## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>310 REVENUES:</u></b>				
Clinic Revenue	105,325	101,200	105,500	4,300
Self Insurance Revenue	8,457,131	8,901,365	9,083,875	182,510
Interest	-	-	18,356	18,356
<b>Total Revenues</b>	<b>\$ 8,562,456</b>	<b>\$ 9,002,565</b>	<b>\$ 9,207,731</b>	<b>\$ 205,166</b>
<b><u>310 EXPENSES:</u></b>				
Personnel	147,515	162,406	174,060	11,654
Operations & Maintenance	876,211	2,009,344	2,071,355	62,011
Self Insurance Claims Liability	7,051,438	6,830,815	6,960,816	130,001
Capital	-	-	1,500	1,500
<b>Total Expenses</b>	<b>\$ 8,075,164</b>	<b>\$ 9,002,565</b>	<b>\$ 9,207,731</b>	<b>\$ 205,166</b>
Revenues Over/ (Under) Expenditures	487,292	-	-	-
Beginning Fund Balance	(31,109)	456,183	456,183	-
<b>Ending Fund Balance *</b>	<b>\$ 456,183</b>	<b>\$ 456,183</b>	<b>\$ 456,183</b>	<b>\$ -</b>

\* Due to negative claims experience, the fund balance became negative. The fund is budgeted revenue over expenditures to gradually increase the fund balance.

# Health Insurance Fund Visual Diagram

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**Graph Description:**

Self Insurance is what makes up most of the Health Insurance Fund. It includes reimbursed expenses and premiums from employees, retirees, and dependents.

# Health Insurance

## Departmental Information

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

Personnel Summary*	FY18 Actual	FY19 Budget	FY20 Budget
Human Resources Coordinator	0.00	1.00	0.00
Benefits Representative	1.00	0.00	0.00
Benefits Technician	0.00	1.00	1.00
<b>Total FTE Count</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>

\* Reorganization of staff to properly allocate responsibilities.



# Health Insurance Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Benefits

Serves City Council's Vision: N/A

Goal: Effectively administer the benefits and wellness programs

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

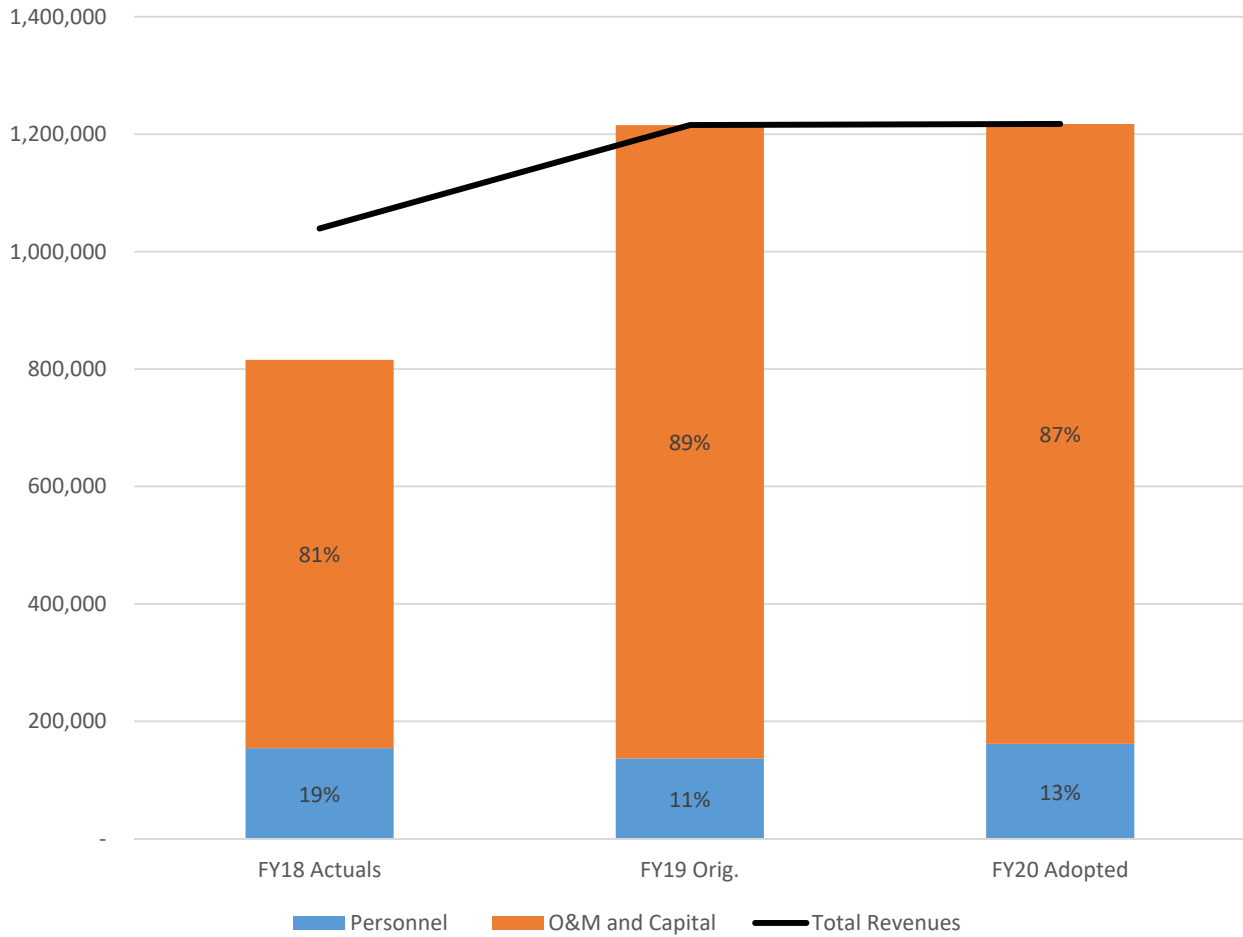
Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of claims exceeding stop loss (> \$150,000)	4	2	2
Percent covered employees that completed HRA/wellness screen	100%	100%	100%
Number of active employees, retirees, and dependents covered	1,938	1,938	1,946

# Property/Casualty Insurance Fund

## Long-term Trend Overview

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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.



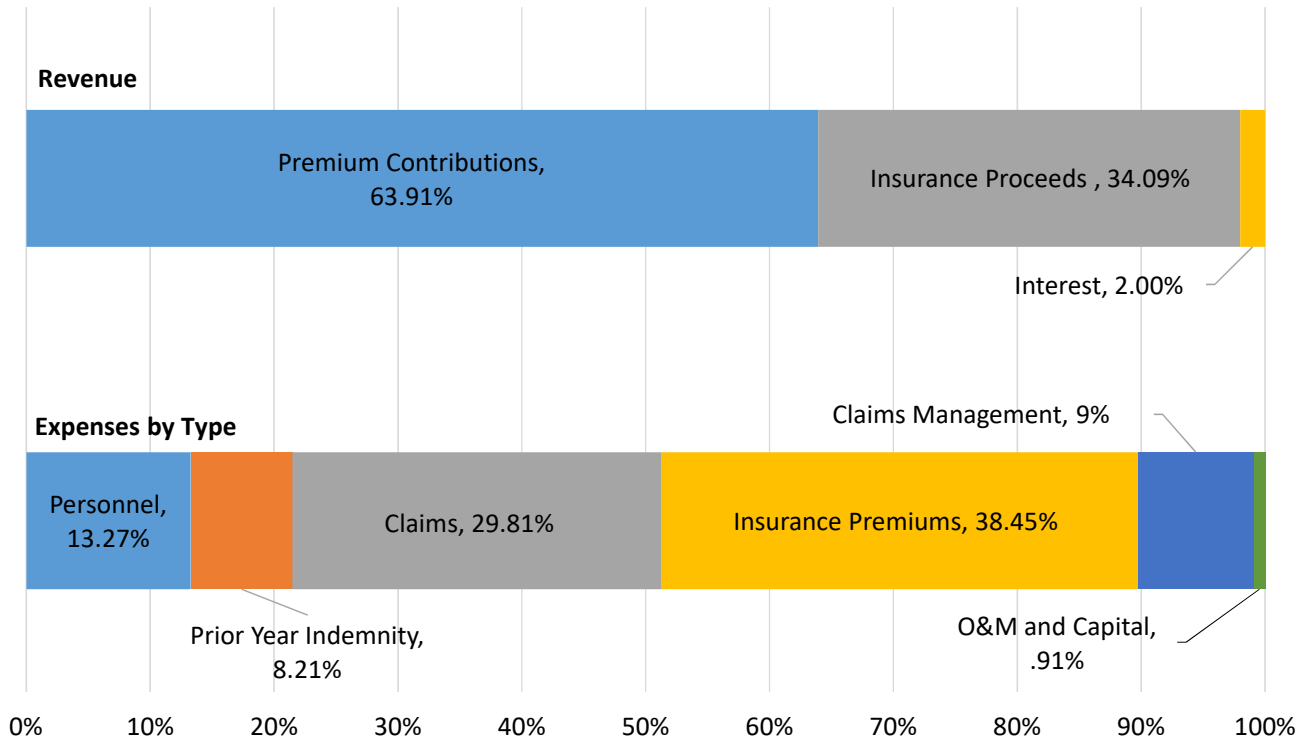
# Property/Casualty Insurance Fund

## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b>320 REVENUES:</b>				
Premium Contributions	450,827	778,025	778,026	1
Special Event Insurance	34,234	36,631	-	(36,631)
Insurance Proceeds	537,447	384,231	414,986	30,755
Interest	17,027	16,734	24,343	7,609
<b>Total Revenues</b>	<b>\$ 1,039,535</b>	<b>\$ 1,215,621</b>	<b>\$ 1,217,355</b>	<b>\$ 1,734</b>
<b>320 EXPENSES:</b>				
Personnel	154,253	136,636	161,491	24,855
Prior Year Indemnity	267,643	100,000	100,000	-
Claims	161,362	256,691	362,941	106,250
Insurance Premiums	83,117	508,907	468,017	(40,890)
Claims Management	43,220	204,533	113,817	(90,716)
Special Projects/Other	106,128	7,250	9,620	2,370
Capital	-	1,604	1,469	(135)
<b>Total Expenses</b>	<b>\$ 815,723</b>	<b>\$ 1,215,621</b>	<b>\$ 1,217,355</b>	<b>\$ 1,734</b>
Revenues Over/ (Under) Expenditures	223,812	-	-	-
Beginning Fund Balance	755,275	979,087	979,087	-
<b>Ending Fund Balance</b>	<b>\$ 979,087</b>	<b>\$ 979,087</b>	<b>\$ 979,087</b>	<b>\$ -</b>

# Property/ Casualty Insurance Fund Visual Diagram

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**Graph Description:**

Premium contributions is what makes up most of the Property / Casualty Fund. It includes reimbursed expenses and premiums from other city departments.

# Property & Casualty Insurance

## Departmental Information

### 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

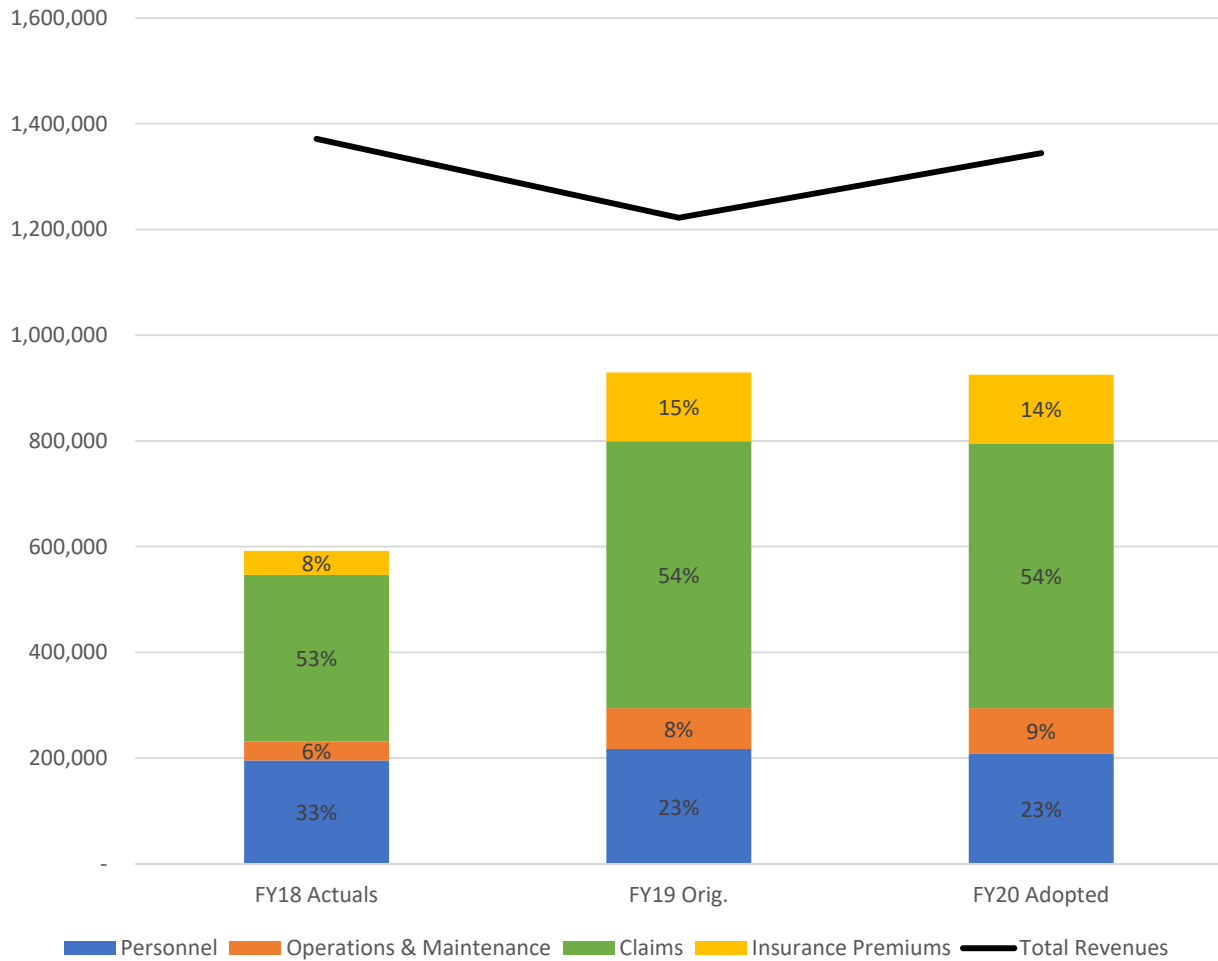
Goal: Effectively manage property, auto and liability claims using prudent insurance and claims handling procedures

Objectives: Risk management administration; property/casualty claims handling

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of general liability claims filed	17	29	22
Total costs of general liability claims	\$60,885	\$107,500	\$107,996
Average cost of general liability claims	\$3,581	\$5,475	\$4,910
Number of auto accidents involving City vehicles	124	142	140
Number of "at fault" City vehicle accidents	42	56	50
Total cost of auto claims	\$137,058	\$304,736	\$266,604
Average cost of all auto claims	\$1,105	\$2,146	\$1,905
Subrogation-amount recovered for damage to City vehicles	\$9,174	\$108,753	\$82,740
Number of property claims reported	105	113	117
Total cost of property claims	\$191,199	\$302,218	\$328,634
Average cost of property claims	\$1,821	\$2,674	\$2,809
Subrogation-amount recovered for damage to City property	\$15,779	\$62,407	\$142,929

# Workers' Compensation Insurance Fund Long-term Trend Overview

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.



# Workers' Compensation Insurance Fund

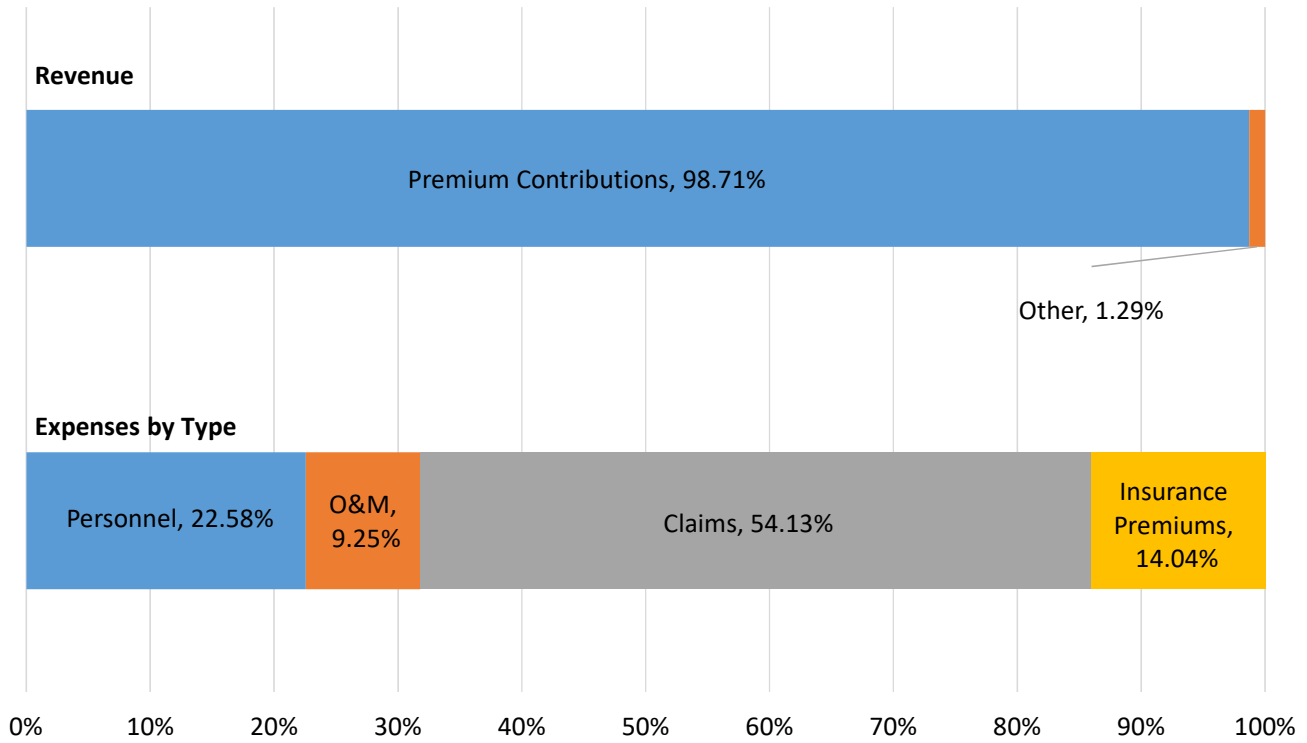
## Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Proposed Budget	Increase (Decrease) from FY19 Original
<b><u>330 REVENUES:</u></b>				
Premium Contributions	1,369,861	1,201,602	1,327,155	125,553
Insurance Proceeds	355	10,714	8,571	(2,143)
Interest	1,098	9,755	8,755	(1,000)
<b>Total Revenues</b>	<b>\$ 1,371,314</b>	<b>\$ 1,222,071</b>	<b>\$ 1,344,481</b>	<b>\$ 122,410</b>
<b><u>330 EXPENSES:</u></b>				
Personnel	195,394	217,217	208,847	(8,370)
Operations & Maintenance	36,240	77,196	85,593	8,397
Claims	314,997	504,993	500,720	(4,273)
Insurance Premiums	45,348	129,898	129,898	-
<b>Total Expenses</b>	<b>\$ 591,979</b>	<b>\$ 929,304</b>	<b>\$ 925,058</b>	<b>\$ (4,246)</b>
Revenues Over/ (Under) Expenditures	779,335	292,767	419,423	126,656
Beginning Fund Balance	(1,148,937)	(369,602)	(76,835)	292,767
<b>Ending Fund Balance *</b>	<b>\$ (369,602)</b>	<b>\$ (76,835)</b>	<b>\$ 342,588</b>	<b>\$ 419,423</b>

\* Due to negative claims experience, the fund balance became negative. The fund is budgeted revenue over expenditures to gradually increase the fund balance.

# Workers' Compensation Fund Visual Diagram

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**Graph Description:**

Premium Contributions made by city departments make up the majority of the Workers' Comp Fund's revenue. Other includes Insurance proceeds and interest.



# Workers' Compensation Departmental Information

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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.

Personnel Summary	FY18 Actual	FY19 Budget	FY20 Budget
Risk Manager	1.00	1.00	1.00
Claims Analyst	1.00	1.00	1.00
Claims Technician	1.00	1.00	2.00
Training and Develop. Specialist	1.00	1.00	1.00
<b>Total FTE Count</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>

# Workers' Compensation Departmental Information

## 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	FY18 Actual	FY19 Budget	FY20 Budget
Number of workers' compensation claims reported	98	126	118
Total cost of workers' compensation claims	\$591,570	\$773,064	\$708,550
Average cost per workers' compensation claim	\$6,036	\$6,135	\$5,958
Amount reserved for workers' compensation claims	\$419,651	\$826,435	\$923,633
Amount paid in indemnity benefits for workers' compensation claims	\$85,388	\$181,670	\$262,026
Amount paid for medical services for workers' compensation claims	\$333,923	\$578,724	\$661,495
Subrogation-amount recovered from third parties for injuries sustained by City employees	\$20	\$4,582	\$69,818
Average number of workers' compensation claims reported monthly	8	10	10
Average number of workers' compensation claims finalized monthly	6	4	5





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# Economic Dev. Funds



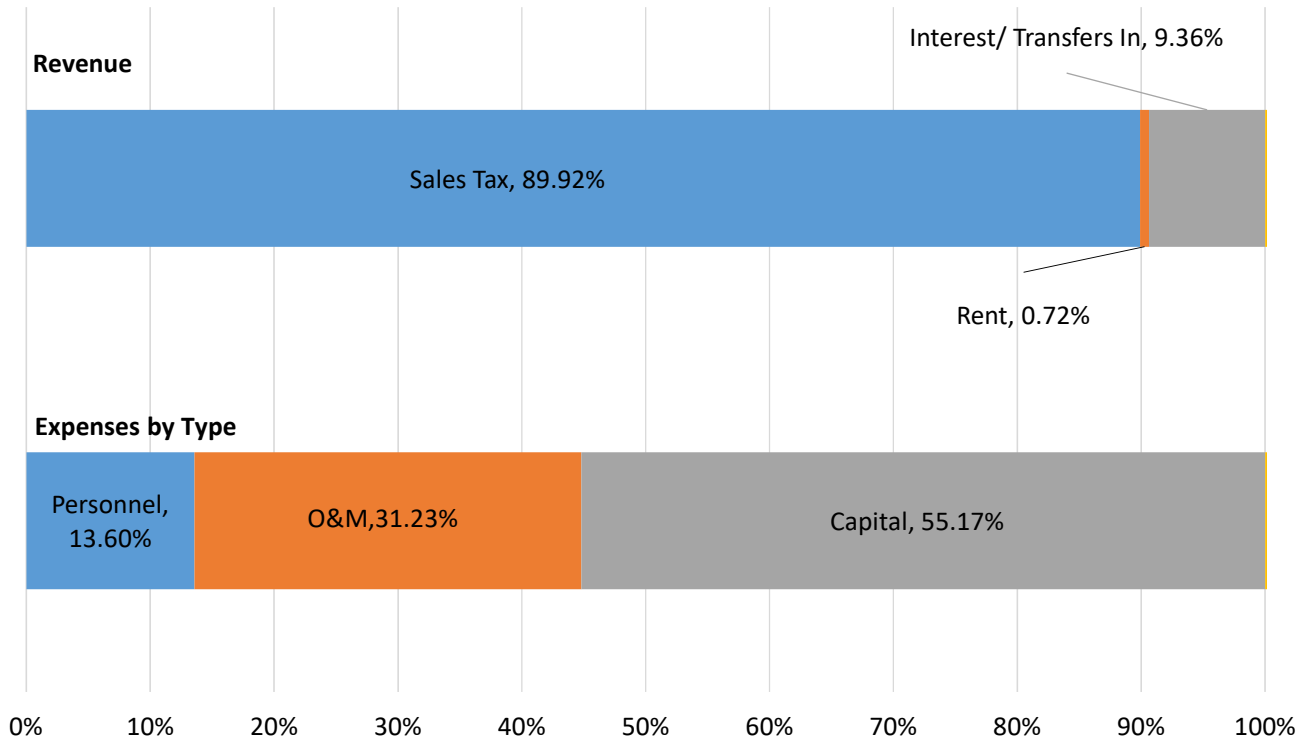
# Development Corp.: Economic Development Fund Financial Summary

Description	FY18 Actual	FY19 Original Budget	FY20 Adopted Budget	Increase (Decrease) from FY19 Original
<b><u>700 REVENUES:</u></b>				
Sales Tax	2,516,743	2,581,684	2,609,674	27,990
Rent	28,678	11,591	20,950	9,359
Interest	404,905	100,000	225,000	125,000
Transfers In	46,729	44,303	46,729	2,426
<b>Total Revenues</b>	<b>\$ 2,997,055</b>	<b>\$ 2,737,578</b>	<b>\$ 2,902,353</b>	<b>\$ 164,775</b>
<b><u>700 EXPENSES:</u></b>				
Personnel *	260,244	248,905	394,597	145,692
Operations & Maintenance	1,951,011	770,137	906,267	136,130
Capital	15,210	1,718,536	1,601,489	(117,047)
<b>Total Expenditures</b>	<b>\$ 2,226,465</b>	<b>\$ 2,737,578</b>	<b>\$ 2,902,353</b>	<b>\$ 164,775</b>
Revenues Over/ (Under) Expenditures	770,590	-	-	-
Unreserved Beginning Fund Balance	9,133,876	9,904,466	9,904,466	-
<b>Unreserved Ending Fund Balance</b>	<b>\$ 9,904,466</b>	<b>\$ 9,904,466</b>	<b>\$ 9,904,466</b>	<b>\$ -</b>

\* The increase in personnel is due to a reallocation of staff services expenses which were previously distributed between the Ballot and Economic Development Funds.

# Development Corp.: Economic Development Fund Visual Diagram

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**Graph Description:**

The Development Corporation is primarily funded through the type B sales tax, 28% of which is allocated for economic development initiatives. Staff proposed sales tax at an increase based on trends and consistency with the General Fund’s conservative projections.

# Development Corp.: Economic Development Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Economic Development

Serves City Council's Vision: Commerce Vision

Goal: Serve the community by leveraging resources to diversify the economy, expand the tax base, foster business growth and increase job opportunities

Objectives: Business retention and expansion program

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Number of entries in the Business Plan Competition	14	30	30
Number of offices in BRC filled	7	7	7
Number of BREP visits to companies	10	15	25

# Development Corp.: Ballot Fund

## Financial Summary

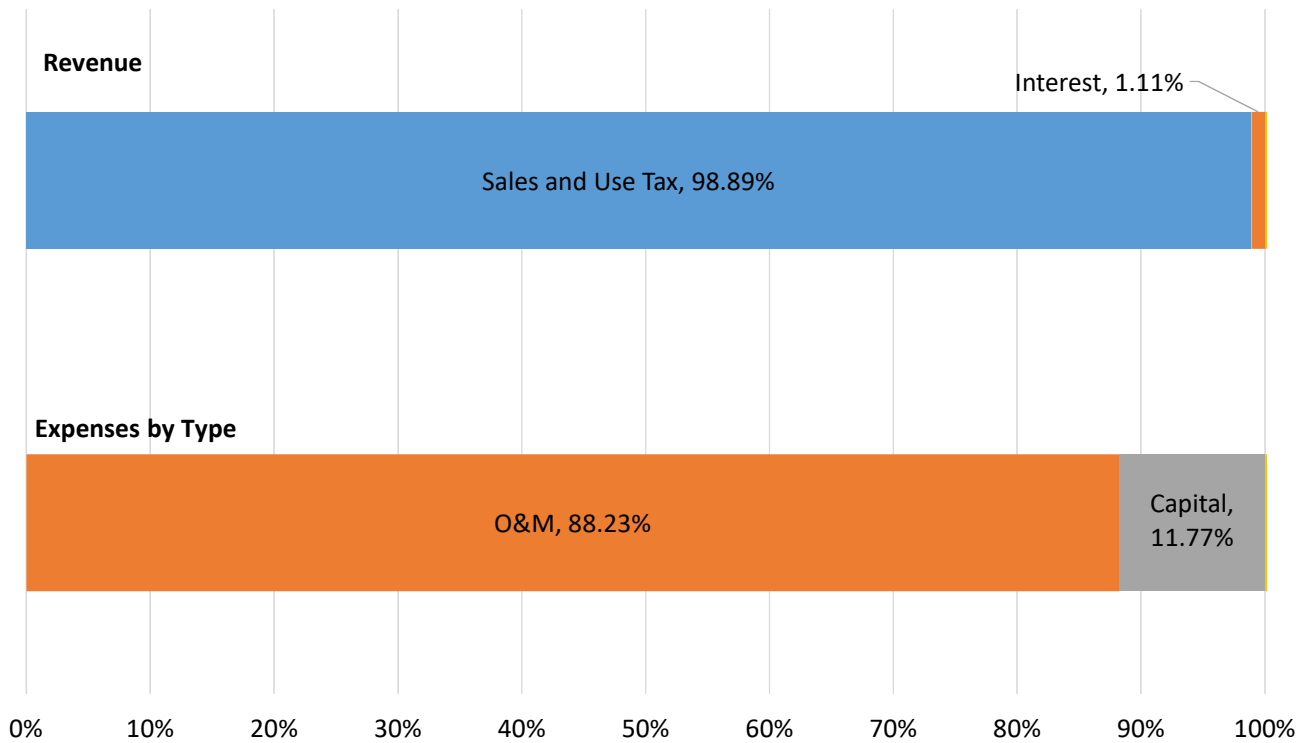
Description	FY18 Actual	FY19 Original Budget	FY20 Adopted Budget	Increase (Decrease) from FY19 Original
<b><u>711 REVENUES:</u></b>				
Sales and Use Tax	6,786,342	6,638,617	6,710,590	71,973
Interest	66,974	30,000	75,000	45,000
Other	53,983	-	-	-
<b>Total Revenues</b>	<b>\$ 6,907,299</b>	<b>\$ 6,668,617</b>	<b>\$ 6,785,590</b>	<b>\$ 116,973</b>
<b><u>711 EXPENSES:</u></b>				
Personnel *	140,755	152,326	-	(152,326)
Operations & Maintenance	5,769,886	5,788,552	5,987,250	198,698
Capital	-	727,739	798,340	70,601
<b>Total Expenditures</b>	<b>\$ 5,910,641</b>	<b>\$ 6,668,617</b>	<b>\$ 6,785,590</b>	<b>\$ 116,973</b>
Revenues Over/ (Under) Expenditures	996,658	-	-	-
Unreserved Beginning Fund Balance	409,438	1,406,096	1,406,096	-
<b>Unreserved Ending Fund Balance</b>	<b>\$ 1,406,096</b>	<b>\$ 1,406,096</b>	<b>\$ 1,406,096</b>	<b>\$ -</b>

\* The decrease in personnel is due to a reallocation of staff services expenses which were previously distributed between the Ballot and Economic Development Funds.



# Development Corp.: Ballot Fund Visual Diagram

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**Graph Description:**

The Development Corporation is primarily funded through the type B sales tax, 72% of which is earmarked for ballot projects such as long term water supply and affordable housing. Staff proposed sales tax at an increase based on trends and consistency with the General Fund's conservative projections.

# Development Corp.: Ballot Departmental Information

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## Goals, Objectives & Performance Measures

Activity: Ballot

Serves City Council's Vision: Neighborhood Vision

Goal: Promote community development such as infrastructure improvements and affordable housing

Objectives: Community Development

Performance Measures	FY18 Actual	FY19 Budget	FY20 Budget
Funds allocated to Affordable housing	\$301,400	\$335,000	\$335,000
Allocation to water/sewer infrastructure	\$2,500,000	\$2,700,000	\$2,900,000
Participation in West Texas Water partnership	\$54,396	\$200,000	\$200,000





CITY OF  
SAN ANGELO, TEXAS

# Capital and Debt



# Capital & Debt

## 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 2019-20 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 2019-20 is budgeted as shown on the adjacent table.

Routine Capital Expenditures by Fund	FY20 Budget
General Fund	385,579
Intergovernmental Fund	35,644
Solid Waste Fund	7,500
Stormwater Fund	2,000
Water Fund	22,450
Water Reclamation	4,000
Fleet Services Fund	5,966
Communications Fund	112,696
Property/Casualty Fund	1,723
Fort Concho Fund	8,000
<b>Total Routine Expenditures</b>	<b>\$579,592</b>

Equipment Replacement Expenditures by Fund	FY20 Budget
General Fund	25,000
Solid Waste	341,199
Stormwater Fund	269,798
Water Fund	674,215
Wastewater Fund	457,927
Fleet Services Fund	57,500
Equipment Replacement Fund	1,296,373
General Capital Fund	250,000
<b>Total Equipment Replacement</b>	<b>\$3,372,012</b>

### **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	FY20 Budget
General Fund	225,071
Stormwater Fund	400,000
Water Fund	5,224,303
Wastewater Fund	2,564,737
Water Capital Fund	4,591,608
Wastewater Capital Fund	1,730,412
<b>Total CIP</b>	<b>\$14,736,131</b>

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 2019-20 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.

2019-2024 Capital Improvement Plan Summary of Impact to City Operations Over 5 Years					
	FY20	FY21	FY22	FY23	FY24
FY20 Capital Projects Estimated	130,100	81,850	39,600	(58,900)	(80,900)
Operating Budget Impact					

The CIP shows total estimated expenditures of \$581 million composed of 84 capital projects for the plan for 2019-2024. Through a combination of funding sources, project managers propose to continue or begin 52 projects this fiscal year with a projected capital cost of \$60,290,749 resulting in an operating impact of \$130,100. (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.



# Capital & Debt

## Summary of Active, Upcoming & Maintenance Projects

Responsible Division	Project Title	Proposed Funding Source	Project Status	Total Project Costs
Airport	Entry Road Rehabilitation	PFC	PFC	1,000,000
Airport	Parking Lot	PFC	PFC	1,000,000
Airport	Runway 18/36 and Commercial Apron Rehabilitation	FAA, PFC	FAA, PFC	1,095,000
Airport	Runway 3/21 Parallel Taxiway Design/Construction	FAA, PFC	FAA, PFC	4,350,000
Airport	Taxiway Reconfiguration	FAA, PFC	FAA, PFC	3,587,796
Animal Services	Animal Shelter Improvements	General Fund, Undetermined	General Fund, Undetermined	769,150
Civic Events	Bill Aylor Sr. Memorial Riverstage Improvements	Potential HOT and Civic Funds	Potential HOT and Civic Funds	300,000
Engineering	Mill and Overlay of Christoval Rd. from Paint Rock Rd. to S. Chadbourne St.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	3,388,078
Engineering	Mill and Overlay of E. Harris Ave. from N. Abe St. to N. Bell St.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	6,969,234
Engineering	Mill and Overlay of Glenna Dr. from Woodlawn St. to Howard St.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	3,863,442
Engineering	Mill and Overlay of Howard St. from Greenwood St. to Pecos St.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	2,925,646
Engineering	Mill and Overlay of Howard St. from US Hwy. 67 to Pecos St.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	636,930
Engineering	Mill and Overlay of Johnson St. from Sherwood Way to W. Avenue N	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	1,298,716
Engineering	Mill and Overlay of N. Chadbourne St. from Loop 306 to 43rd St.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	8,640,142
Engineering	Mill and Overlay of Rio Concho Drive	Street Operations Funding	Street Operations Funding	900,000
Engineering	Mill and Overlay of S. Chadbourne St. from Washington St. to Avenue L	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	2,301,229
Engineering	Mill and Overlay of Smith Blvd. from Pulliam St. to Gordon Blvd.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	2,441,591

# Capital & Debt

## Summary of Active, Upcoming & Maintenance Projects

Responsible Division	Project Title	Proposed Funding Source	Project Status	Total Project Costs
Engineering	Mill and Overlay of Smith Blvd. from U.S. Hwy 67 to Pulliam St.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	1,183,853
Engineering	Mill and Overlay of Southwest Blvd. from Rock Brook Dr. to Twin Mountain Dr.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	4,880,452
Engineering	Mill and Overlay of Sunset Dr. from College Hills Blvd. to Knickerbocker Rd.	Street Bond Funding	Street Bond Funding	2,601,718
Engineering	Mill and Overlay of Sunset Dr. from College Hills to Foster Rd.	Street Bond Funding, Water Capital Fund, TIRZ Funding, State Grant Funding	Street Bond Funding, Water	5,941,366
Engineering	Mill and Overlay of Sunset Dr. from Loop 306 to College Hills Blvd.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	5,810,525
Engineering	Reconstruction of 29th St./Edmund from Howard St. to N. Bryant Blvd.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	7,044,376
Engineering	Reconstruction of Avenue N from Sherwood Way to S. Chadbourne St.	Future Bond Funding, Water Capital Fund, Wastewater Capital Fund	Future Bond Funding, Water	18,047,821
Engineering	Reconstruction of Bell St. from Concho River to Old Ballinger Hwy.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	23,764,931
Engineering	Reconstruction of College Hills Blvd. from Loop 306 to Avenue N	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	13,594,664
Engineering	Reconstruction of Concho Ave. from U.S. Hwy. 87 to Randolph St.	Street Bond Funding, Water Capital Fund, TIRZ Funding, State Grant Funding	Street Bond Funding, Water	1,871,739
Engineering	Reconstruction of Glenna Dr. from Houston Harte Expy. to Woodlawn St.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	2,228,806
Engineering	Reconstruction of N. Chadbourne St. from Loop 306 to Washington St.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund, TIRZ Funding, State Grant	Street Bond Funding, Water	18,451,656
Engineering	Reconstruction of Southwest Blvd. from W. Loop 306 to Rockbrook Dr.	Street Bond Funding, Water Capital Fund, Wastewater Capital Fund	Street Bond Funding, Water	2,489,800
Engineering	Stormwater - Quality Improvement Projects	Stormwater Utility Fee	Stormwater Utility Fee	2,100,000
Engineering	Stormwater – Sunset Lake Improvements	Stormwater Utility Fee	Stormwater Utility Fee	700,000
Engineering	Stormwater – W. Avenue P	Stormwater Fund, General Capital Fund	Stormwater Fund, General	2,440,000
Engineering	Sulphur Draw Sewer Rehabilitation and Lift Station	Wastewater Capital Fund	Wastewater Capital Fund	4,500,000

# Capital & Debt

## Summary of Active, Upcoming & Maintenance Projects

Responsible Division	Project Title	Proposed Funding Source	Project Status	Total Project Costs
Engineering	Water Main Replacements	Water Capital Fund	Water Capital Fund	125,931,509
Facilities Maint.	City Hall - Exterior Wall Waterproofing	General Capital Fund, Undetermined	General Capital Fund,	1,212,128
Facilities Maint.	Demolition of Riddle Building 713 and 721 S. Oakes Street	General Fund	General Fund	250,000
Fire	Fire Facility Improvements	Funds from Sale of Stations 5 & 7, Undetermined	Funds from Sale of Stations 5 & 7,	275,139
Fire	Fire Station #4 Reconstruction	Bond funds, Uncompensated Care Reimbursement, Sale of Stations	Bond funds, Uncompensated	3,760,519
Fort Concho	Chase State Office Building Improvements	State Office Fund	State Office Fund	761,687
Fort Concho	Fort Concho Barracks and Mess Halls 3 and 4 Reconstruction	Anonymous Private Donation	Anonymous Private Donation	3,500,000
Fort Concho	Fort Concho Officers' Quarters 2 Renovation	Fort Concho Foundation, Private Donors, Foundations, COSA	Fort Concho Foundation,	170,500
Fort Concho	Fort Concho Officers' Quarters 6 Restoration	Fort Concho Foundation, Private Donors, Foundations, COSA	Fort Concho Foundation,	300,000
Fort Concho	Fort Concho Officers' Quarters 8 Reconstruction	Fort Concho Foundation, Private Donors, Foundations, COSA	Fort Concho Foundation,	265,000
Fort Concho	Fort Concho Officers' Row and Company St. Reconstruction	Fort Concho Foundation, Private Donors, State Office, Capital Funds	Fort Concho Foundation,	200,000
Fort Concho	Fort Concho Roof Replacement	State Office, Risk Fund, Undetermined	State Office, Risk Fund,	880,000
Fort Concho	Fort Concho Visitors' Center Restoration and Improvements	Type B Sales Tax, Private Donations	Type B Sales Tax, Private Donations	3,500,000
Information Tech	Fire Station Alerting System	General Fund Capital	General Fund Capital	200,000
Information Tech	Record Management System Upgrade/Computer Aided Dispatch	Bond fund	Bond fund	2,160,000
Operations	City Fuel Site Improvements	Undetermined	Undetermined	1,000,000
Operations	Johnson St and Avenue N Sidewalks	Undetermined	Undetermined	2,500,000

# Capital & Debt

## Summary of Active, Upcoming & Maintenance Projects

Responsible Division	Project Title	Proposed Funding Source	Project Status	Total Project Costs
Operations	Traffic Signal Battery Backup System	Traffic Services Capital Fund, Undetermined	Traffic Services Capital Fund, Undetermined	487,561
Operations	Traffic Signal Replacement	Undetermined	Undetermined	23,250,000
Parks	Bart De Witt Park	Potential Private Fundraising	Potential Private Fundraising	250,000
Parks	Brentwood Neighborhood Park Renovation	Type B Sales Tax	Type B Sales Tax	250,000
Parks	Brown Neighborhood Park Renovation	Type B Sales Tax	Type B Sales Tax	50,000
Parks	Glenmore Park Restrooms	Undetermined	Undetermined	275,000
Parks	Kids' Kingdom Playground Replacement	Undetermined	Undetermined	400,000
Parks	Lake Nasworthy Improvements	Lake Nasworthy Account	Lake Nasworthy Account	7,500,000
Parks	Martin Luther King, Jr. Memorial Park Restrooms	Undetermined	Undetermined	225,000
Parks	Middle Concho Park Improvements	State Grant, Committed City match funds	State Grant, Committed City	666,000
Parks	Rio Concho/Texas Bank Sports Complex Improvements	Type B Sales Tax, General Capital Fund	Type B Sales Tax, General Capital	708,744
Parks	Santa Rita Neighborhood/School Park Renovation	Type B Sales Tax & HOA Fundraising	Type B Sales Tax & HOA	189,500
Parks	South Concho Park and Trail Renovation and Improvements	Type B Sales Tax & Possible State Grant	Type B Sales Tax & Possible State	200,777
Parks	Sunken Garden Park/Sculpture Gardens Improvements	Development Corporation, Undetermined	Development Corporation,	825,000
Parks	Unidad (College Hills) Park Playground Refurbishment	Type B Sales Tax, Undetermined	Type B Sales Tax, Undetermined	350,000
Public Information	Public Information Video File Archiving	PEG fees	PEG fees	40,000
Recreation	29th St. Sports Complex Renovation	Grant, Type B Sales Tax	Grant, Type B Sales Tax	1,760,000

# Capital & Debt

## Summary of Active, Upcoming & Maintenance Projects

Responsible Division	Project Title	Proposed Funding Source	Project Status	Total Project Costs
Recreation	Santa Fe and Station 618 Crossing Renovations	Recreation Department Fund, Undetermined	Recreation Department	150,000
Recreation	Splash Pad	Potential Private Donations	Potential Private Donations	500,000
Recreation	Station 618 Parking Lot	General Fund, Parks Fund, Operations Fund	General Fund, Parks Fund,	306,260
Water Utilities	Asset Management System	Proposed Water Capital Fund, Proposed Wastewater Capital Fund, Proposed General Capital	Proposed Water Capital Fund,	300,100
Water Utilities	City Hall Annex Improvements	Water Capital Fund, Wastewater Capital Fund	Water Capital Fund,	235,190
Water Utilities	Elevated Storage for Water Distribution System	Future Bond Funding	Future Bond Funding	11,000,000
Water Utilities	Hickory Groundwater Expansion	Future Bond Funding	Future Bond Funding	50,453,000
Water Utilities	Lake Nasworthy Sewer System Improvements	Wastewater Capital Fund, Lake Nasworthy Fund	Wastewater Capital Fund,	33,000,000
Water Utilities	Lake Operations Maintenance Facility	Water Capital Fund	Water Capital Fund	600,000
Water Utilities	Lift Station Improvements	Wastewater Capital Fund	Wastewater Capital Fund	2,720,000
Water Utilities	New Clearwell with New Piping	Future Bond Funding	Future Bond Funding	9,000,000
Water Utilities	Vacuum Truck	Wastewater Capital Fund	Wastewater Capital Fund	1,683,000
Water Utilities	Water Chemical Building and Appurtenances	Water Capital Fund	Water Capital Fund	1,000,000
Water Utilities	Water Production Control Center and Lab	Water Capital Fund	Water Capital Fund	750,000
Water Utilities	Water Reclamation Plant Improvements	Wastewater Capital Fund, Future Bond Funding	Wastewater Capital Fund,	56,536,300
Water Utilities	Water Treatment Plant Improvements	Wastewater Capital Fund, Future Bond Funding	Wastewater Capital Fund,	66,058,494
2019-2024 Capital Improvement Plan Active, Upcoming & Maintenance Projects Total				581,705,069

# Capital & Debt

## Asset Capitalization Policy

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



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

# Capital & Debt

## Statement of Legal Debt Margin

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

The City of San Angelo, as of October 1, 2019, 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.



# Capital & Debt

## Interest and Redemption Funds

### Schedule of Requirements and Bonded Indebtedness

FUND	BOND ISSUE	TOTAL AMOUNT OF ISSUE	AMOUNT OUTSTANDING 10/1/2019	PRINCIPAL REQUIREMENTS 2019-2020	INTEREST REQUIREMENTS 2019-2020	AMOUNT OUTSTANDING 9/30/2020
State Office, Water, & Wastewater	General Obligation Refunding Bonds, Series 2011	\$ 28,030,000	\$ 8,860,000	\$ 2,930,000	\$ 326,550	5,930,000
General & Dev Corp	Certificates of Obligation Series 2011*	\$ 13,780,000	\$ 980,000	\$ 185,000	\$ 29,688	795,000
Water	Certificates of Obligation Series 2011B	\$ 120,000,000	\$ 74,175,000	\$ 5,765,000	\$ 1,084,879	68,410,000
General & Dev Corp	General Obligation Refunding Bonds, Series 2012	\$ 6,095,000	\$ 1,460,000	\$ 1,460,000	\$ 18,250	0
Wastewater	General Obligation Refunding Bonds, Series 2014	\$ 7,650,000	\$ 7,270,000	\$ 50,000	\$ 255,300	7,220,000
General	Certificates of Obligation Bonds, Series 2015	\$ 13,260,000	\$ 7,320,000	\$ 1,045,000	\$ 208,881	6,275,000
General	Certificates of Obligation Bonds, Series 2016	\$ 15,615,000	\$ 9,780,000	\$ 410,000	\$ 345,244	9,370,000
General & Dev Corp	General Obligation Refunding Bonds, Series 2016	\$ 17,720,000	\$ 17,655,000	\$ 810,000	\$ 744,219	16,845,000
Wastewater	General Obligation Refunding Bonds, Series 2017	\$ 7,395,000	\$ 3,980,000	\$ 1,835,000	\$ 153,125	2,145,000
General	Tax Notes Bonds, Series 2017	\$ 2,185,000	\$ 1,600,000	\$ 305,000	\$ 28,950	1,295,000
Water	Certificates of Obligation Series 2017	\$ 48,070,000	\$ 46,055,000	\$ 1,035,000	\$ 1,820,531	45,020,000
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	\$ 14,355,000	\$ 1,000,000	\$ 474,600	13,355,000
			<b>204,665,000</b>	<b>16,830,000</b>	<b>5,949,317</b>	<b>187,835,000</b>

\*Debt was partially refunded by later issue.

# Capital & Debt

## Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt, Per Capita, 2011 - 2020

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%	1,943.66
2013	94,577	3,992,601,953	172,490,000	120,694	172,369,306	4.32%	1,822.53
2014	95,040	4,013,536,336	166,695,000	2,069,168	164,625,832	4.10%	1,732.17
2015	100,450	4,401,912,327	155,430,000	3,882,768	151,547,232	3.44%	1,508.68
2016	100,942	4,781,404,458	169,287,200	3,681,493	165,605,707	3.46%	1,640.60
2017	101,437	5,013,095,477	195,955,000	(653,914)	196,608,914	3.92%	1,938.24
2018	101,934	5,249,068,710	181,970,000	1,770,154	180,199,846	3.43%	1,767.81
2019	102,433	5,333,153,665	182,090,054	1,528,369	180,561,685	3.39%	1,762.72
2020	102,935	5,270,883,105	167,274,050	1,613,013	165,661,037	3.14%	1,609.37

\*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.

# Capital & Debt

## Summary of Debt Service Requirements

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<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>
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.

# Capital & Debt

## Summary of Debt Service Requirements

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<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>
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>\$55,030,403</u>	<u>\$163,914,417</u>	<u>\$17,379,260</u>	<u>\$446,074</u>	<u>\$29,044,226</u>	<u>\$265,814,380</u>

# Capital & Debt

## Debt Service Requirements

### General Obligation Bonds

---

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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	1,245,000	21,788	1,266,788
2039	0	0	0
	<u>\$42,175,000</u>	<u>\$12,855,403</u>	<u>\$55,030,403</u>

# Capital & Debt

## Debt Service Requirements

### Water Utility Bonds

---

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2032	1,525,000	1,334,086	2,859,086
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
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

Continued on next page.

# Capital & Debt

## Debt Service Requirements

### Water Utility Bonds

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$124,509,380</u>	<u>\$39,405,037</u>	<u>\$163,914,417</u>

# Capital & Debt

## Debt Service Requirements

### Water Reclamation Utility Bonds

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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
2028	1,210,000	30,250	1,240,250
	<u>\$16,624,200</u>	<u>\$1,995,310</u>	<u>\$18,619,510</u>



# Capital & Debt

## Debt Service Requirements

### State Office Buildings

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$416,420</u>	<u>\$29,654</u>	<u>\$446,074</u>

# Capital & Debt

## Debt Service Requirements

### Development Corporation

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FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$22,150,000</u>	<u>\$6,894,226</u>	<u>\$29,044,226</u>





CITY OF  
SAN ANGELO, TEXAS

# Appendix



**ORDINANCE 2019-124**

**AN ORDINANCE OF THE CITY OF SAN ANGELO APPROVING AND ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, AND ENDING SEPTEMBER 30, 2020; 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, 2019, and ending September 30, 2020, 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, 2019, through September 30, 2020, (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 2019-2020 fiscal year, the amounts set forth in the Budget for the purposes therein stated.

SECTION 5. All unencumbered or unobligated funds for the prior fiscal year shall lapse at the end of the prior fiscal year. All appropriations for encumbered, obligated, or restricted funds shall carry over to the subsequent fiscal year and be considered committed in order to complete these transactions.

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

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

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

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

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

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

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

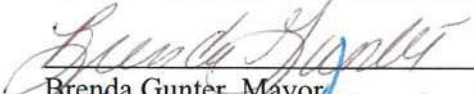
SECTION 12. The Budget as amended and adopted shall be filed with the City Clerk and posted on the City’s website. The City Clerk is hereby directed to provide a certified copy of this budget ordinance and the Budget as amended, approved and adopted to the County Clerk of Tom Green County for recording after final passage and adoption hereof.

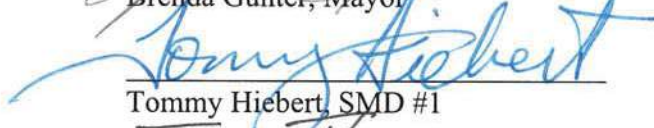
SECTION 13. Should any section, provision, clause, or word of this Ordinance be declared unconstitutional or invalid for any reason, the remainder of this ordinance shall not be affected thereby.

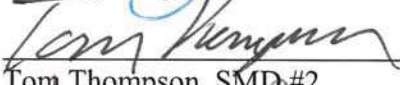
INTRODUCED on the 4<sup>th</sup> day of September, 2019, and finally PASSED, APPROVED and ADOPTED on this the 17<sup>th</sup> day of September, 2019

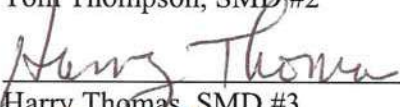
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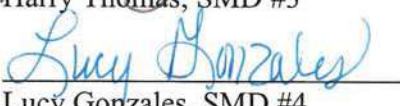
CITY OF SAN ANGELO, TEXAS

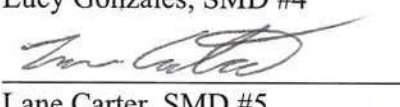
  
Brenda Gunter, Mayor

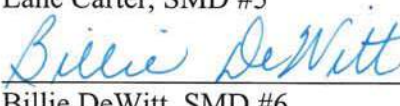
  
Tommy Hiebert, SMD #1

  
Tom Thompson, SMD #2

  
Harry Thomas, SMD #3

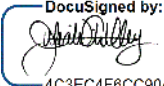
  
Lucy Gonzales, SMD #4

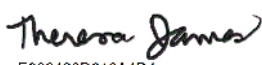
  
Lane Carter, SMD #5

  
Billie DeWitt, SMD #6

ATTEST:

APPROVED AS TO FORM:

DocuSigned by:  
  
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Julia Antilley, City Clerk

DocuSigned by:  
  
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Theresa James, City Attorney

# Consolidated Financial Schedule

## Revenue and Expenditures, Fiscal Year Ending September 30, 2020

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	23,628,668	72,658,738	4,028,487	100,315,893	73,020,641	3,666,584	76,687,225	-	23,628,668
105	General Debt Service	1,528,369	4,711,165	2,909,822	9,149,356	7,620,987	-	7,620,987	-	1,528,369
501	Equipment Replacement	1,328,110	95,000	1,251,373	2,674,483	1,346,373	-	1,346,373	-	1,328,110
502	Capital Projects	5,746,365	-	558,029	6,304,394	558,029	-	558,029	-	5,746,365
103	Intergovernmental	782,586	2,231,565	334,644	3,348,795	2,467,669	98,540	2,566,209	-	782,586
106	TIRZ	599,548	1,076,115	-	1,675,663	1,076,115	-	1,076,115	-	599,548
453	Community Development Block Grant	-	704,764	-	704,764	704,764	-	704,764	-	-
483	HOME Grant	-	386,508	-	386,508	386,508	-	386,508	-	-
601	Designated Revenue	247,058	51,056	-	298,114	51,056	-	51,056	-	247,058
605	Hotel Occupancy Tax	1,353,335	2,298,769	-	3,652,104	1,175,258	1,108,050	2,283,308	15,461	1,368,796
640	Lake Nasworthy Trust	14,826,503	1,179,588	-	16,006,091	50,000	331,603	381,603	797,985	15,624,488
203	Texas Bank Sports Complex	511,676	203,874	745,243	1,460,793	949,117	-	949,117	-	511,676
410	Civic Events	1,117,209	638,040	1,008,050	2,763,299	1,382,158	130,432	1,512,590	133,500	1,250,709
420	Fort Concho	393,806	1,144,504	50,000	1,588,310	1,194,504	-	1,194,504	-	393,806
440	Fairmount Cemetery	6,264	367,600	86,250	460,114	453,850	-	453,850	-	6,264
201	State Office Building	389,657	1,326,088	-	1,715,745	1,307,215	18,873	1,326,088	-	389,657
220	Airport Operating	346,826	1,503,209	-	1,850,035	1,412,321	90,888	1,503,209	-	346,826
529	Airport PFC	1,019,379	266,433	-	1,285,812	-	266,433	266,433	-	1,019,379
230	Solid Waste Enterprise	4,446,639	2,131,579	-	6,578,218	1,598,229	533,350	2,131,579	-	4,446,639
240	Stormwater	3,793,026	2,920,056	95,000	6,808,082	2,629,662	385,394	3,015,056	-	3,793,026
260	Water Operating	11,865,996	31,275,532	1,942,050	45,083,578	30,051,200	3,166,382	33,217,582	-	11,865,996
261	Water Debt Service	57,350	2,325	11,280,549	11,340,224	11,282,874	-	11,282,874	-	57,350
512	Water / Supply Capital Projects	8,304,953	4,826,002	200,000	13,330,955	4,791,608	234,394	5,026,002	-	8,304,953
270	Water Reclamation Operating	12,575,521	15,763,507	-	28,339,028	9,784,182	5,979,325	15,763,507	-	12,575,521
271	Water Reclamation Debt Service	268,486	10,885	3,821,764	4,101,135	3,832,649	-	3,832,649	-	268,486
520	Water Reclamation Capital Projects	8,680,908	1,816,787	-	10,497,695	1,730,412	86,375	1,816,787	-	8,680,908
<b>Operating Totals</b>		<b>\$ 103,818,238</b>	<b>\$ 149,589,689</b>	<b>\$ 28,311,261</b>	<b>\$ 281,719,188</b>	<b>\$ 160,857,381</b>	<b>\$ 16,096,623</b>	<b>\$ 176,954,004</b>	<b>\$ 946,946</b>	<b>\$ 104,765,184</b>
301	Fleet Services	603,259	6,478,705	-	7,081,964	6,478,705	-	6,478,705	-	603,259
305	Communications	253,385	754,736	-	1,008,121	754,736	-	754,736	-	253,385
310	Health Insurance	456,183	9,207,731	-	9,663,914	9,207,731	-	9,207,731	-	456,183
320	Property/Casualty	979,087	1,217,355	-	2,196,442	1,217,355	-	1,217,355	-	979,087
330	Workers' Compensation	(76,835)	1,344,481	-	1,267,646	925,058	-	925,058	419,423	342,588
<b>Total Internal Service Funds</b>		<b>\$ 2,215,079</b>	<b>\$ 19,003,008</b>	<b>\$ -</b>	<b>\$ 21,218,087</b>	<b>\$ 18,583,585</b>	<b>\$ -</b>	<b>\$ 18,583,585</b>	<b>\$ 419,423</b>	<b>\$ 2,634,502</b>



# Development Corporation: Economic Development Schedule of Revenues and Expenditures

Description	FY18 Actual	FY19 Original Budget	FY20 Adopted Budget	Increase (Decrease) from FY19 Original
<b><u>700 REVENUES:</u></b>				
Sales Tax	2,516,743	2,581,684	2,609,674	27,990
Rent	28,678	11,591	20,950	9,359
Interest	404,905	100,000	225,000	125,000
Transfers In	46,729	44,303	46,729	2,426
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Revenues</b>	<b>\$ 2,997,055</b>	<b>\$ 2,737,578</b>	<b>\$ 2,902,353</b>	<b>\$ 164,775</b>
<b><u>700 EXPENSES:</u></b>				
Personnel *	260,244	248,905	394,597	145,692
Operations & Maintenance	1,951,011	770,137	906,267	136,130
Capital	15,210	1,718,536	1,601,489	(117,047)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Expenditures</b>	<b>\$ 2,226,465</b>	<b>\$ 2,737,578</b>	<b>\$ 2,902,353</b>	<b>\$ 164,775</b>
Revenues Over/ (Under) Expenditures	<hr/> 770,590	<hr/> -	<hr/> -	<hr/> -
Unreserved Beginning Fund Balance	<hr/> 9,133,876	<hr/> 9,904,466	<hr/> 9,904,466	<hr/> -
<b>Unreserved Ending Fund Balance</b>	<b><hr/>\$ 9,904,466</b>	<b><hr/>\$ 9,904,466</b>	<b><hr/>\$ 9,904,466</b>	<b><hr/>\$ -</b>

\* The increase in personnel is due to a reallocation of staff services expenses which were previously distributed between the Ballot and Economic Development Funds.

# Development Corporation: Ballot Schedule of Revenues and Expenditures

Description	FY18 Actual	FY19 Original Budget	FY20 Adopted Budget	Increase (Decrease) from FY19 Original
<b><u>711 REVENUES:</u></b>				
Sales and Use Tax	6,786,342	6,638,617	6,710,590	71,973
Interest	66,974	30,000	75,000	45,000
Other	53,983	-	-	-
<b>Total Revenues</b>	<b>\$ 6,907,299</b>	<b>\$ 6,668,617</b>	<b>\$ 6,785,590</b>	<b>\$ 116,973</b>
<b><u>711 EXPENSES:</u></b>				
Personnel *	140,755	152,326	-	(152,326)
Operations & Maintenance	5,769,886	5,788,552	5,987,250	198,698
Capital	-	727,739	798,340	70,601
<b>Total Expenditures</b>	<b>\$ 5,910,641</b>	<b>\$ 6,668,617</b>	<b>\$ 6,785,590</b>	<b>\$ 116,973</b>
Revenues Over/ (Under) Expenditures	996,658	-	-	-
Unreserved Beginning Fund Balance	409,438	1,406,096	1,406,096	-
<b>Unreserved Ending Fund Balance</b>	<b>\$ 1,406,096</b>	<b>\$ 1,406,096</b>	<b>\$ 1,406,096</b>	<b>\$ -</b>

\* The decrease in personnel is due to a reallocation of staff services expenses which were previously distributed between the Ballot and Economic Development Funds.

**City of San Angelo**  
**Civil Service Pay Plan**  
**Fire Department**  
**Effective 10-1-19**

			<b><u>Monthly</u></b>		<b><u>Annually</u></b>
GR 24F	Fire Recruit	\$	3,193	\$	38,316
GR 26F	Probationary Firefighter	\$	3,278	\$	39,334
GR 27F	Firefighter	\$	4,102	\$	49,227
GR 28F	Fire Driver	\$	4,687	\$	56,246
GR 29F	Fire Lieutenant	\$	5,390	\$	64,683
GR 30F	Fire Captain	\$	6,199	\$	74,386
GR 31F	Battalion Chief	\$	7,129	\$	85,543

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

Effective 10/1/2019
---------------------

			<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				

**Salary Ranges**  
**Effective 10-1-19**

<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

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  
Staffing for Adequate Fire & Emergency Response Grant  
State and Federal Hazard Mitigation Grants  
State and Federal Homeland Security Grants Programs  
San Angelo Cultural Affairs Council Grant  
State Events Trust Fund Grant  
Texas Department of State Health Services Healthy Communities Grant  
Texas Department of Transportation Routine Airport Maintenance Program  
Texas Department of Transportation Click It or Ticket Grant  
Title III C-1 Congregate Nutrition Services  
Transit and Transportation Planning Grants - Federal and State  
Women, Infant, and Children Grant

**Fire Department – Civil Service**

Fire Chief	1
Assistant Chief	2
Battalion Chief	4
Fire Captain	12
Fire Lieutenant	20
Fire Engineer (or Driver)	50
Fire Fighter	90
<hr/>	
Total Fire Department – Civil Service	179

**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	612
<hr/>	
Total All Others	612
<hr/>	
Grand Total Staffing Levels	966
<hr/>	

**ORDINANCE 2019-125**

**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 2019-2020 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, 2019; 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, 2019, and ending September 30, 2020, 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, 2019, and ending September 30, 2020, 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 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 2019-2020, upon each One Hundred Dollar (\$100) valuation of property subject to taxation in the City of San Angelo for said year:

To pay annual interest and maturities and create a sinking fund to discharge outstanding bonded indebtedness of the City of San Angelo	\$0.0936
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For the purposes of maintenance and operations in the General Fund	<u>\$0.6824</u>
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The total tax rate for the aforementioned purposes is:	\$0.7760
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Section Three. The taxes levied herein shall be assessed and proper record made thereof, as required by law by the officers performing the duties of assessor and collector of taxes for the City of San Angelo and their successors in office and said officers shall collect such taxes and remit the same required by law and this ordinance.

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

Section Five. Taxes levied under this ordinance shall be due on October 1, 2019, and if not paid as provided by law, shall immediately become delinquent on February 1, 2020.

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 4<sup>th</sup> day of September, 2019, and APPROVED and ADOPTED on this the 17<sup>th</sup> day of September, 2019.

YES ✓      NO  
\_\_\_\_\_

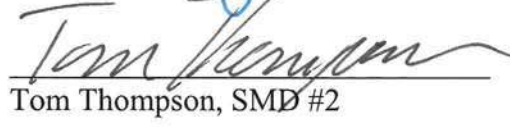
CITY OF SAN ANGELO, TEXAS

  
Brenda Gunter, Mayor

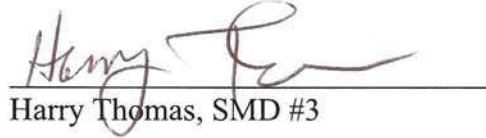
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\_\_\_\_\_

  
Tommy Hiebert, SMD #1

✓  
\_\_\_\_\_

  
Tom Thompson, SMD #2

✓  
\_\_\_\_\_

  
Harry Thomas, SMD #3

✓  
\_\_\_\_\_

  
Lucy Gonzales, SMD #4

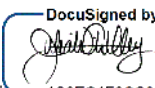
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Lane Carter, SMD #5

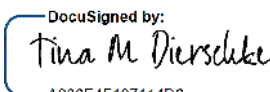
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Billie DeWitt, SMD #6

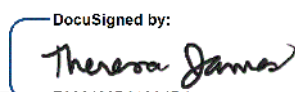
ATTEST:

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Julia Antilley, City Clerk

Approved as to Content

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Tina Dierschke, Finance Director

Approved as to Form

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Theresa James, City Attorney

# Appendix

## Property Tax, Principal Taxpayers

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<u>Name</u>	<u>Type of Property</u>	<u>Taxable Valuation</u>
1 AEP Texas Inc.	Utility	\$ 90,167,740
2 Walmart & Sam's	Retail	85,506,165
3 Ethicon	Manufacturing	69,653,092
4 C & J Spec-Rent & Well Services Inc.	Petroleum	58,506,180
5 Hirschfeld Steel & Energy	Manufacturing	42,449,180
6 San Angelo Hospital LP	Medical	30,070,430
7 HEB Grocery Company LP	Retail	23,840,290
8 Southern Glazers Wine & Spirits of Texas LLC	Wholesale	21,471,830
9 Jim Bass Ford Inc.	Auto Industry	20,645,900
10 MIMG LXXX San Angelo	Apartments	15,951,170
		<hr/>
	<b>TOTAL</b>	<b>\$ 458,261,977</b>
		<hr/>

Valuation from the top ten principal taxpayers increased approximately 10.05% from FY2018-19.

# Appendix

## Property Tax, Tax Base Distribution

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

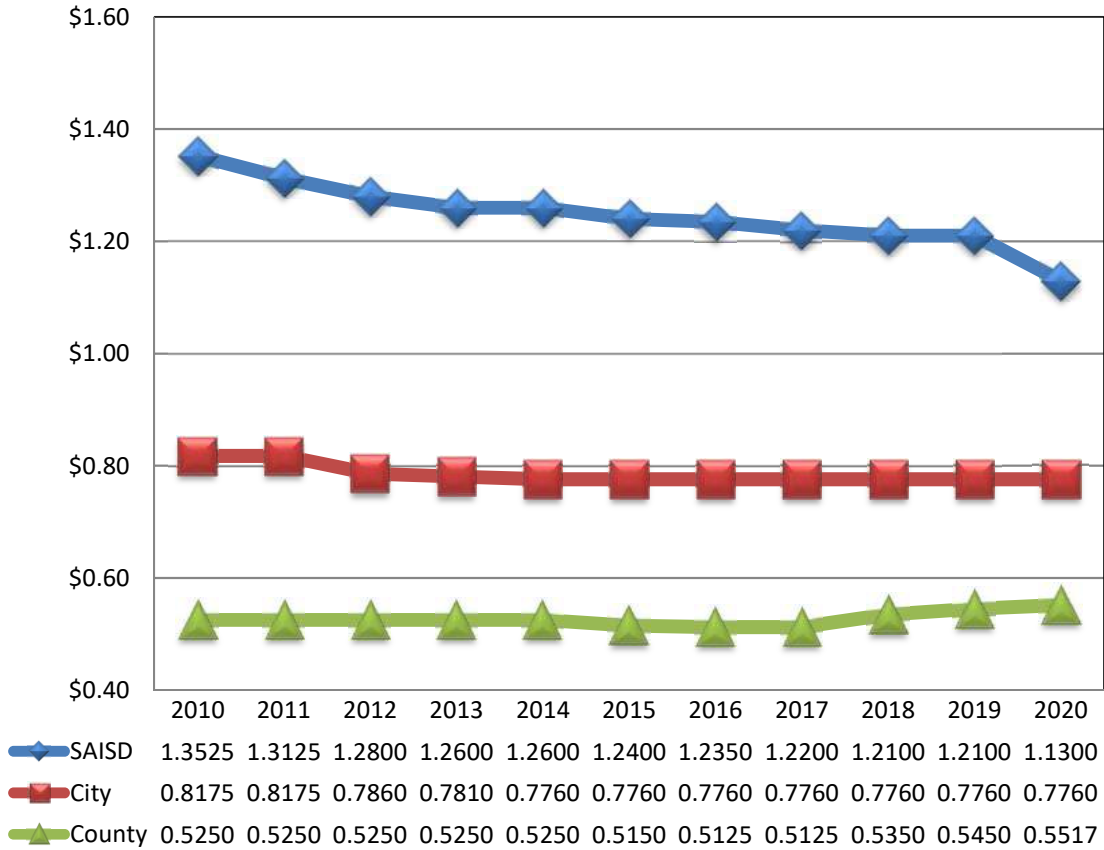
<u>Property Type</u>	<u>2018-19 Budget</u>	<u>2019-20 Budget</u>
Real Property	\$ 5,158,518,110	\$ 5,329,985,660
Personal Property	900,968,360	960,693,860
<b>Total Values on Tax Roll</b>	<b>\$ 6,059,486,470</b>	<b>\$ 6,290,679,520</b>
Less Exemptions:		
Mandatory Homestead, Over 65, Disabled, & Disabled Veteran	(77,013,405)	(87,042,342)
Optional Homestead, Over 65, & Disabled	(600,991,270)	(619,361,998)
Freeport / Productivity	(37,504,125)	(37,922,220)
Pollution Control	(5,562,275)	(5,612,880)
Minimum Value	(65,205)	(42,640)
Historical Abatement	(2,513,345)	(2,520,315)
Constitution Exempt	(2,683,180)	(850,630)
Industrial Abatement	0	0
<b>Assessed Taxable Value</b>	<b>\$ 5,333,153,665</b>	<b>\$ 5,537,326,495</b>
Less Freeze Loss:		
Over 65 & Disable Veteran Value Loss	(262,272,500)	(266,443,390)
<b>Net Taxable Value Minus Freeze Value Credit</b>	<b>\$ 5,070,881,165</b>	<b>\$ 5,270,883,105</b>

Total Values on the tax roll increased 3.82%, assessed taxable value increased 3.83%, and the net taxable value minus freeze value increased 3.94% from FY2018-19.

# Appendix

## Property Tax, Rate Comparisons

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**Graph Description:**

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

The increase in the rate for SAISD in 2010 is a result of an election bond passing in 2009. SAISD has steadily decreased the property tax rate to 1.13 as of fiscal year 2020.

The City tax rate has steadily decreased over the past ten years and has maintained flat for fiscal year 2020. The County's tax rate has increased over the past several years.

# Appendix

## Property Tax, Levy Comparisons

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<u>Budget Year</u>	<u>City</u>	<u>School</u>	<u>County</u>
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
2020	40,902,053	62,401,292	39,189,186

### 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.

# Appendix

## Glossary

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

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

**ACCRUAL BASIS** – A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

**ACTIVITY** – A departmental effort that contributes to the accomplishment of specific identified program objectives.

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

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

**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.

**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 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.

**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 Central Square 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 Central Square 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.

**SAFER** – Staffing for Adequate Fire and Emergency Response. The SAFER Grant provides funding to fire departments and volunteer firefighter interest organizations to help increase the number of trained firefighters.

**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).