

CITY OF
SAN ANGELO, TEXAS

OPERATING BUDGET

Fiscal Year 2020 -2021



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City of San Angelo, Texas

Operating Budget Fiscal Year 2020-2021

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$1,538,327 (3.90%), AND OF THAT AMOUNT, \$441,574 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR

City Council Record Vote
****September 29, 2020****

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:

PRESENT and not voting:

ABSENT:

Tax Rate	Adopted FY2020-21	Adopted FY2019-20
Property Tax Rate	0.7760 / \$100	0.7760 / \$100
No New Revenue Tax Rate	0.7554 / \$100	0.7641/ \$100
No New Revenue M&O Tax Rate	0.6654 / \$100	0.6707/ \$100
Voter Approval Tax Rate	0.7874 / \$100	0.8179 / \$100
Debt Tax Rate	0.0936 / \$100	0.0936 / \$100

The total amount of outstanding City debt obligations secured by property taxes is \$159,095,000. Of that amount, the total amount of outstanding debt obligations considered self-supporting is \$114,985,000. 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 two outstanding revenue bond in the amount of \$101,095,000 that is supported by the Water Fund and is not secured by the property tax.

City of San Angelo

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INTRODUCTION AND OVERVIEW



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget
Presentation Award*

PRESENTED TO

City of San Angelo
Texas

For the Fiscal Year Beginning

October 1, 2019

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, 2019. 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 30, 2020

Honorable Mayor and Council members,

In accordance with Article 2.11, Section 002 of the city charter, the fiscal year 2020-21 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 a 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 2020-21 adopted operating expenditure budget totals \$163 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 2020-21, \$48,910,648 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 2020-21 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 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 2021 operating budgets in excess of \$1 million in expenditures. These ten funds are compared side-by-side with the fiscal year 2019-20 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 additional revenue from property tax is related to the increase in appraisal values. For fiscal year 2021, sales tax is projected conservatively at an 8.5% decline from fiscal year 2020 projected year end. The decrease in franchise tax is largely due to a decrease in telephone and electrical. The main causes for the decrease to charges for service is Municipal Court and the reallocation of funds with an offset in the other line item.

The decrease in personnel is largely due to a city-wide reevaluation of workers comp codes. The increase in operations and maintenance can be contributed to a \$15,000 digital imaging software, \$53,961 renewal contract for Public Safety Communications, and a structural reorganization of employees between divisions. The increase in transfers is due to a \$106,688 COPS Grant and an increase of \$216,773 for the final year of the SAFER Grant.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Property Tax	35,557,578	36,820,921	1,263,343
Sales Tax	18,640,527	18,339,709	(300,818)
Alcohol & Bingo Taxes	426,207	426,207	-
Franchise Tax	7,234,690	7,173,938	(60,752)
Charges for Services	10,018,222	9,611,051	(407,171)
Other	4,810,001	4,706,982	(103,019)
Total	76,687,225	77,078,808	391,583
Expenditure			
Personnel	54,265,984	54,171,328	(94,656)
O & M	17,882,529	18,015,360	132,831
Capital	872,128	876,669	4,541
Transfers	3,666,584	4,015,451	348,867
Total	76,687,225	77,078,808	391,583
Revenue Over/(Under) Expenditure	-	-	-

Water Fund

The primary revenue source for the Water Fund is water sales. The decrease in other is due to lease proceeds and transfers in from Lake Nasworthy Trust Fund. The operations & maintenance increase is due to debt service and the capital decrease is due to a decrease in lease revenue. 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.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Sales	28,164,918	28,164,918	-
Other	5,052,664	4,322,821	(729,843)
Total	33,217,582	32,487,739	(729,843)
Expenditure			
Personnel	6,770,312	6,607,868	(162,444)
O & M	20,612,777	21,654,505	1,041,728
Capital	5,834,493	4,225,366	(1,609,127)
Total	33,217,582	32,487,739	(729,843)
Revenue Over/(Under) Expenditure	-	-	-

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. The decrease in revenue is due to the projected lower interest rates. This budget is proposed with revenue equal to expenditures, in order to fund capital needs and projected debt service payments.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
User Fees	15,086,996	15,086,996	-
Other	676,511	539,378	(137,133)
Total	15,763,507	15,626,374	(137,133)
Expenditure			
Personnel	2,278,182	2,280,825	2,643
O & M	8,893,119	8,961,792	68,673
Capital	4,592,206	4,383,757	(208,449)
Total	15,763,507	15,626,374	(137,133)
Revenue Over/(Under) Expenditure	-	-	-

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.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
User fees	1,064,920	1,092,903	27,983
Other	1,066,659	957,123	(109,536)
Total	2,131,579	2,050,026	(81,553)
Expenditure			
Personnel	189,169	189,068	(101)
O & M	1,572,020	1,654,220	82,200
Capital	370,390	206,738	(163,652)
Total	2,131,576	2,050,026	(81,553)
Revenue Over/(Under) Expenditure	-	-	-

Stormwater Fund

The primary revenue source for the Stormwater Fund is user fees. The proposed fiscal year is budgeted with revenue equal to expenditures.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
User Fees	2,786,000	2,786,000	-
Other	229,056	207,529	(21,527)
Total	3,015,056	2,993,529	(21,527)
Expenditure			
Personnel	1,235,395	1,242,173	6,778
O & M	1,051,433	1,074,124	22,691
Capital	728,228	677,232	(50,996)
Total	3,015,056	2,993,529	(21,527)
Revenue Over/(Under) Expenditure	-	-	-

Airport Fund

The primary revenue source for the Airport Fund continues to be lease income; there are two new leases for FY21. The increase to transfers out is due to the local match for the RAMP grant, and the increase in capital is for a planned purchase of a new tractor.

Airport Fund	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Leases, Concessions	1,356,013	1,486,755	130,742
Other	147,196	147,103	(93)
Total	1,503,209	1,633,858	130,649
Expenditure			
Personnel	789,053	795,866	6,813
O & M	714,156	761,612	47,456
Capital	-	76,380	76,380
Total	1,503,209	1,633,858	130,649
Revenue Over/(Under) Expenditure	-	-	-

Hotel Occupancy Fund

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

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Hotel Occupancy Tax (HOT)	2,242,657	1,774,925	(467,732)
Interest	56,112	14,757	(41,355)
Total	2,298,769	1,789,682	(509,087)
Expenditure			
External Partners	1,175,258	978,018	(197,240)
Transfer Out to Other Funds	1,108,050	1,025,818	(82,232)
Total	2,283,308	2,003,836	(279,472)
Revenue Over/(Under) Expenditure	15,461	214,154	(198,693)

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 restricted to fund balance for future capital and maintenance needs which will require City Council approval. There should be a contribution to fund balance of \$115k for the restricted facility event fee revenue for fiscal year 2021, however this is reduced to 65k, due to a plan to use a fund balance of 55K to help offset decreased revenue from COVID-19. The increase for O&M will be utilized for facility maintenance at the venues.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Hotel Occupancy Tax (HOT)	1,008,050	925,818	(82,232)
Facility Use Fee	133,500	115,000	(18,500)
Other	504,540	422,158	(82,382)
Total	1,646,090	1,462,976	(183,114)
Expenditure			
Personnel	764,090	777,447	13,357
O & M	748,500	625,529	(122,971)
Capital	-	-	-
Total	1,512,590	1,402,976	(109,614)
Revenue Over/(Under) Expenditure	133,500	60,000	(73,500)

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.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Rent & Donations	661,750	649,750	(12,000)
Other	532,754	500,551	(32,203)
Total	1,194,504	1,150,301	(44,203)
Expenditure			
Personnel	771,913	756,209	(15,704)
O & M	414,591	392,092	(22,499)
Capital	8,000	2,000	(6,000)
Total	1,194,504	1,150,301	(44,203)
Revenue Over/(Under) Expenditure	-	-	-

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.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Rent	1,260,302	1,228,974	(31,328)
Other	65,786	54,089	(11,697)
Total	1,326,088	1,283,063	(43,025)
Expenditure			
Personnel	123,499	122,713	(786)
O & M	813,424	842,551	29,127
Capital	389,165	317,799	(71,36)
Total	1,326,088	1,283,063	(43,025)
Revenue Over/(Under) Expenditure	-	-	-

Development Corporation: Economic Development Fund

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.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Sales and Use Tax	2,609,674	2,567,559	(42,115)
Other	292,679	145,620	(147,059)
Total	2,902,353	2,713,179	(189,714)
Expenditure			
Personnel	394,597	393,964	(633)
O & M	906,267	874,658	(31,609)
Capital	1,601,489	1,444,557	(156,932)
Total	2,902,353	2,713,179	(189,174)
Revenue Over/(Under) Expenditure	-	-	-

Development Corporation: Ballot Fund

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 a decrease based on trends and consistency with the General Fund’s conservative projections. The increase in operations and maintenance is due to increase for the Fort Stockton water rights.

	2019-20 Budget	2020-21 Budget	Over / (Under)
Revenue			
Sales and Use Tax	6,710,590	6,602,295	(108,295)
Other	75,000	6,000	(69,000)
Total	6,785,590	6,608,295	(177,295)
Expenditure			
Personnel	-	-	
O & M	5,987,250	6,500,054	512,804
Capital	798,340	108,241	(690,099)
Total	6,785,590	6,608,295	(177,295)
Revenue Over/(Under) Expenditure	-	-	-

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

Respectfully Submitted,



Daniel Valenzuela
City Manager

City of San Angelo

Quick Reference Guide

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City of San Angelo

Short-term Priorities & Goals

The City Council's goal setting workshop for the fiscal year 2020-21 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.

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.

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.

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.



City of San Angelo

Long-term Vision & Strategic Goals

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

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.



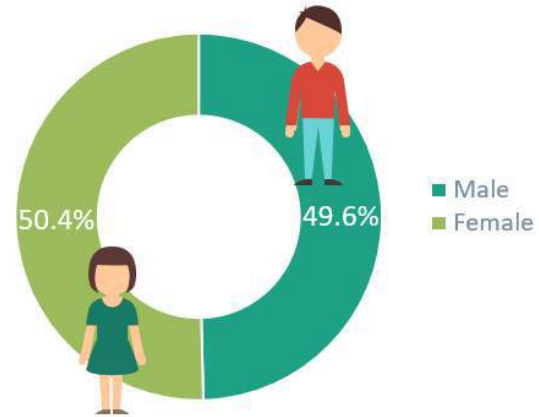
The military returned to San Angelo during World War II with the founding of Goodfellow Air Force Base which was assigned to train pilots at the time.

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 2019 estimate is 101,004), 36,117 households and 22,910 families. The population was 49.6% male and 50.4% female. The population density was 1,639 people per square mile. The median age was 32.8 years. The median income for a household in the City was \$38,777, and the median income for a family was \$49,640. Males had a median income of \$33,257 versus \$26,750 for females. The per capita income for the City was \$20,970. About 13.9% of families and 17.4% of the population were below the poverty line, including 25.4% of those under age 18 and 10.5% of those age 65 or over.

COMPOSITION OF POPULATION
BY GENDER



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.

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 12th 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 3rd Pops Concert. Over 20,000 people regularly attend that performance at the Bill Aylor Sr. Memorial River Stage by the Concho River.

The San Angelo Museum of Fine Arts opened in 1999 in downtown San Angelo on the banks of the Concho River and was built with local limestone and Texas mesquite. It brings in over 90,000 visitors a year, is accredited by the American Alliance of Museums, and is home to the National Ceramic Competition.

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

Downtown San Angelo is home to various art galleries. The San Angelo Art Walk, held every third Thursday, includes a viewing of the various downtown art galleries. These include The Kendall Art Gallery, Ruiz Studio, Black Swan Gallery, The Glass Prism, Bonnie Beesley Rug Gallery and the Wool 'n Cotton Shop as well as other public art venues. Free trolley service is available to the public during Art Walk.



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

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.

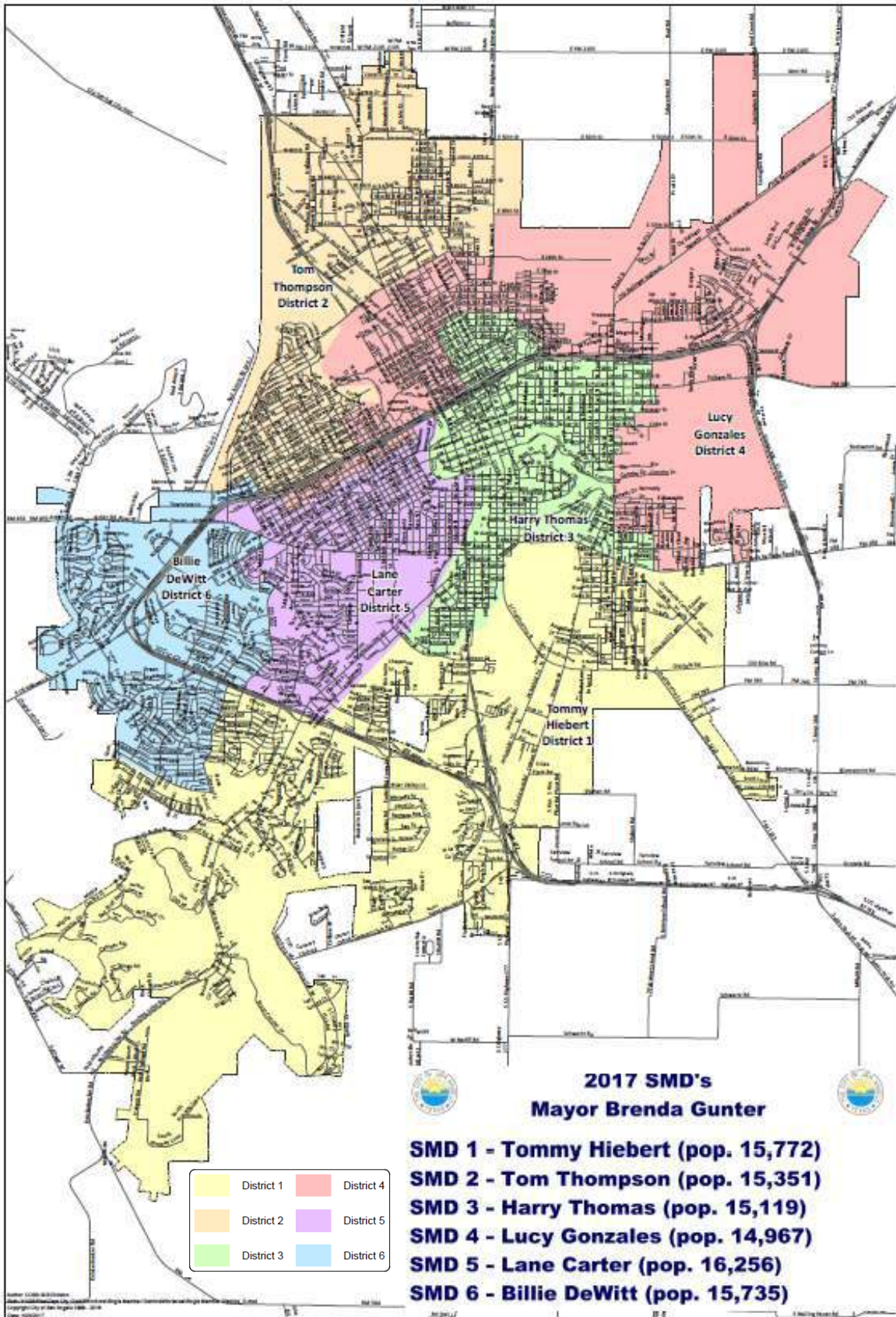
Sports

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



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



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



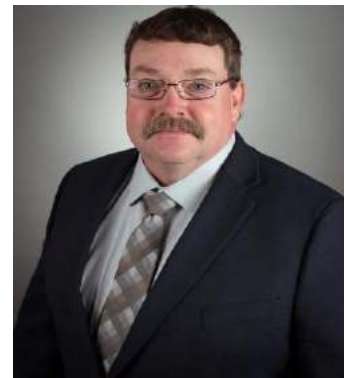
Brian Groves
Public Information Officer



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

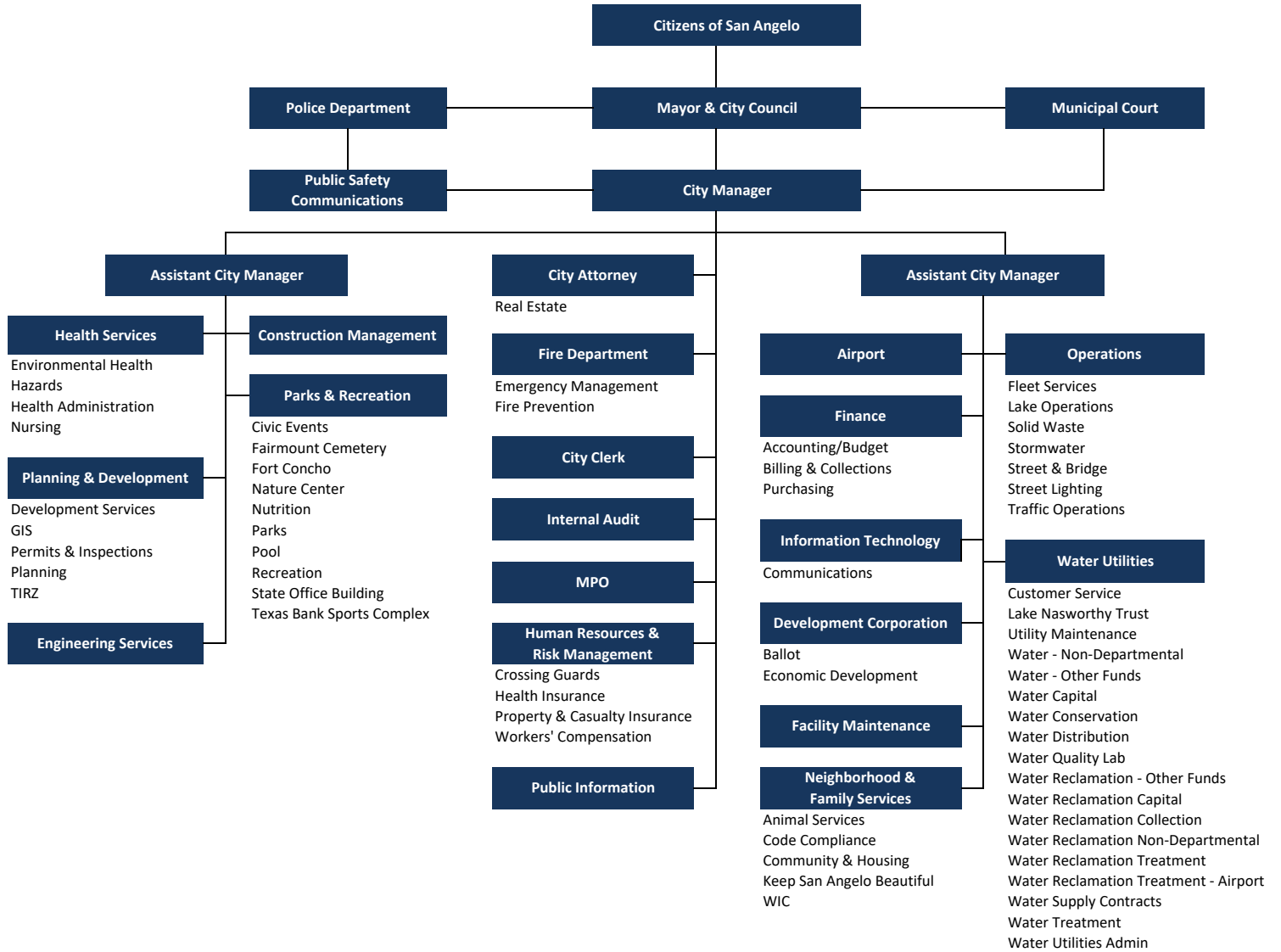


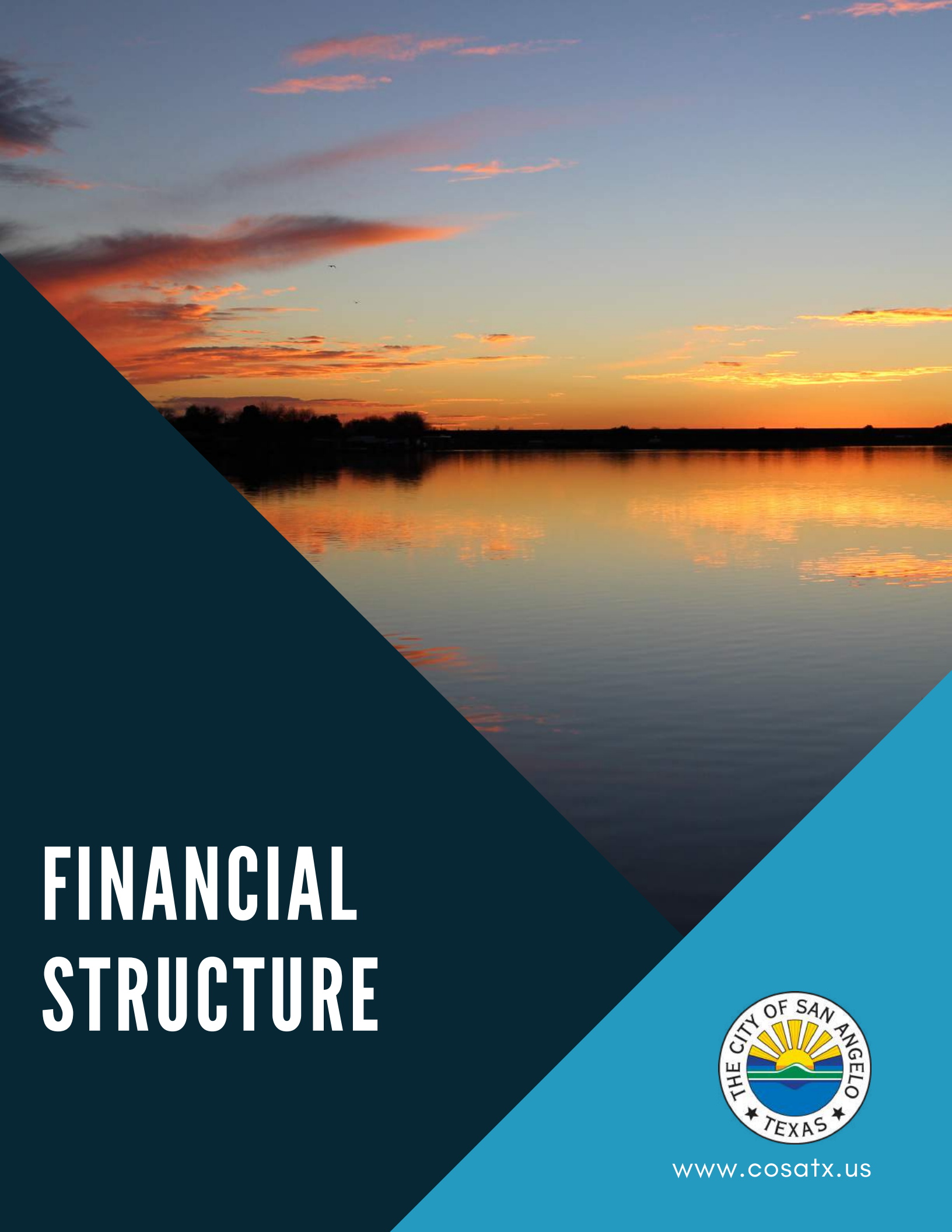
Angela Bloss
Senior Budget Analyst



Michael Muncey
Senior Budget Analyst

City of San Angelo Organizational Chart





FINANCIAL STRUCTURE



www.cosatx.us

City of San Angelo

Fund/Department Relationship

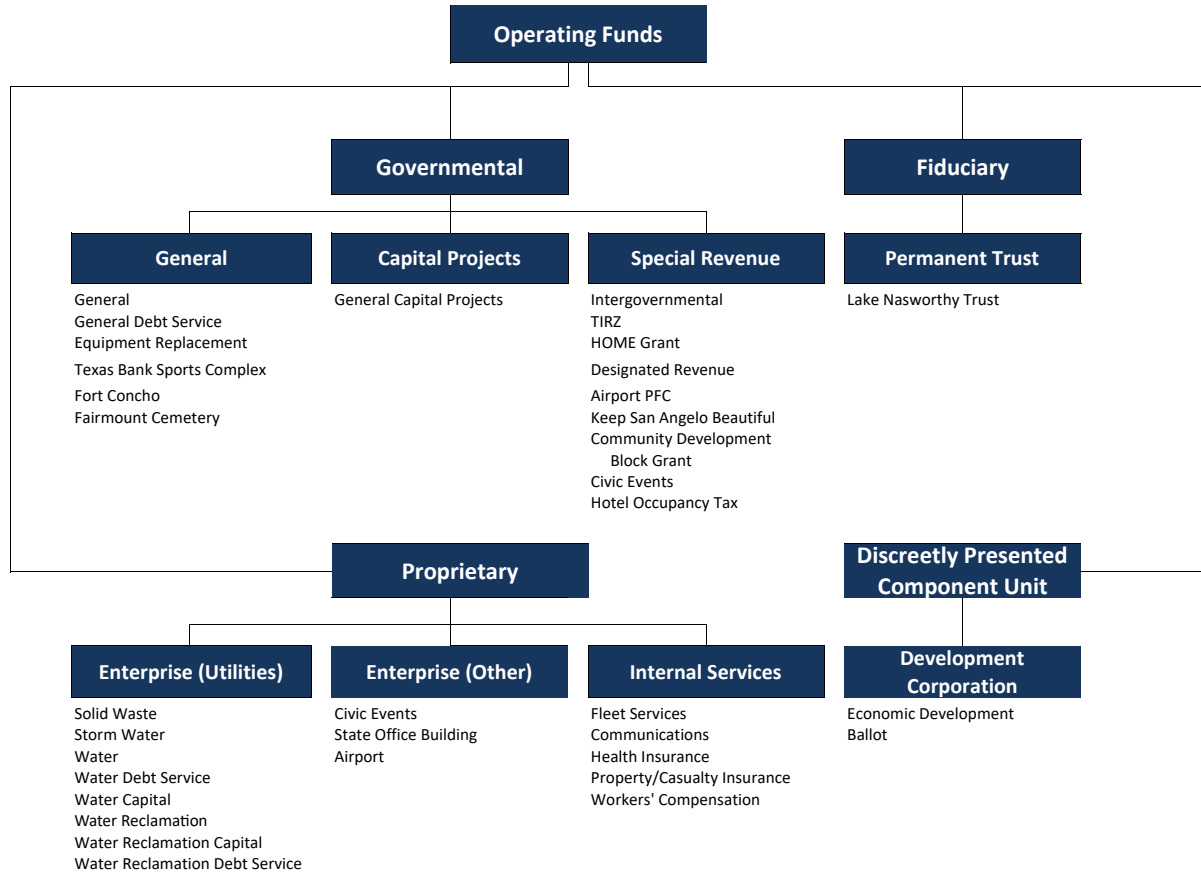
	<u>Governmental</u>		<u>Proprietary</u>		<u>Discretely Presented</u>
	<u>General Fund</u>	<u>Special Revenue</u>	<u>Enterprise Funds</u>	<u>Internal Service</u>	<u>Component Unit Development Corporation</u>
Departments					
General Government					
City Council	X				
City Manager	X				
Internal Auditor	X				
Public Information	X				
City Clerk	X				
Construction Management	X				
Economic Development					X
Economic Development: Ballot					X
Administrative Services					
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/Casualty				X	
Workers Compensation				X	
Crossing Guards	X				
Facilities Maintenance	X				
Airport			X		
Planning & Development Services					
Administration	X				
Planning	X				
GIS	X				
Permits & Inspections	X				
Neighborhood & Family Services					
Code Compliance	X				
Animal Services	X				
Social Services	X				
Keep San Angelo Beautiful		X			
WIC		X			
Community Development		X			
Public Safety					
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>
Departments					
Public Works					
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
Public Services					
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		
Health Services					
Nursing	X				
Environmental Health	X	X			
Administration	X				
MHMR Contribution		X			
Nutrition		X			

City of San Angelo Fund Structure



City of San Angelo

Fund Descriptions & Basis of Budgeting

Reporting Entity

The City of San Angelo operates under the City Manager/City Council form of government. The Council is comprised of a mayor and six single-member district Council persons. Serving four-year terms, an election is held every two years as the City Council and Mayor are elected in staggered terms.

Basis of Presentation - Fund Accounting

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

A fund is a separate accounting entity with a self-balancing set of general ledger codes. An account group, on the other hand, is a financial reporting device that provides accountability for certain assets and liabilities that are not recorded in a fund because they do not directly affect net expendable available financial resources. Funds are classified into three categories: governmental, fiduciary, and proprietary. Each category, in turn, is divided into separate and distinct “fund types.”

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

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

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

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

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

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

Discreetly Presented Component Unit are legally separated organizations for which the City is financially accountable.

Discreetly Presented Component Units 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.

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.

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.

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.

DISCREETLY PRESENTED COMPONENT FUNDS

A governmental component unit is a legally separate organization for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with a primary government are such that exclusion would cause the reporting entity's financial statements to be misleading due to close relations and financial integration with the primary government.

DEVELOPMENT CORPORATION – Accounts for the use of type B sales tax for economic development incentives and the management of economic development activities.

BALLOT – Details activity related to half cent sales tax ballot as voted by the citizens.

City of San Angelo

Accounting Statements

Financial Information

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

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

Budgeting Controls

Each year, the City adopts operating budgets for the General, Special Revenue, Permanent, Enterprise, Internal Service, and Discretely Presented Component Unit 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

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 2020-21 was filed in August, and the public hearing was held in September. 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 2020-21 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 2020-21 budget was adopted in September by ordinance.

FUND BALANCE GOAL

Goals

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

General Fund, Water Operating Fund, and Wastewater Operating Fund are targeted at seventy-five days of the following year's budgeted expenditures. Capital, Capital Projects, Special Revenue, and Grant Funds fund balances are intended to be zero.

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

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

Other Funds (not mentioned previously):

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

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

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

City of San Angelo

Budget Process

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

March

Budget Manual

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

Budget Kickoff & Training

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

April

Revenue Estimates

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

Compensation Plan

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

May

Expenditure Packets

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

June

Budget Staff Reviews

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

July

Proposed Budget

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

Council Meetings

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

Tax Roll

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

August

Public Hearings

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

September

Adopted Budget

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

Adopted Tax Rate

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

October through September

Amending the Budget

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

City of San Angelo Budget Calendar

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

Budget Summary by Fund Type

Fiscal Year 2020-2021

	General Fund*	Special Revenue	Other Funds	Expendable Trust	Debt Service	Enterprise Funds	Discreetly Presented Component Unit	Internal Service	Grand Total
Funding Sources									
Property Taxes	36,820,921	1,113,565	-	-	4,992,320	-	9,169,854	-	52,096,660
Other Taxes	25,939,854	1,774,925	975,818	-	-	-	-	-	28,690,597
Development Services	800,000	-	-	-	-	-	-	-	800,000
Grants	-	3,266,147	-	-	-	-	-	-	3,266,147
Charges for Services	6,160,332	113,597	1,552,800	836,956	-	60,025,380	-	19,538,703	88,227,768
Fines & Forfeitures	2,650,719	-	-	-	-	-	-	-	2,650,719
Interest & Miscellaneous	350,532	31,781	221,978	-	29,314	1,238,118	82,200	55,123	2,009,046
Other Financing Sources	6,270,852	801,531	1,274,518	-	18,734,102	2,412,757	69,420	-	29,563,180
Total Revenues & Other Financing Sources	78,993,210	7,101,546	4,025,114	836,956	23,755,736	63,676,255	9,321,474	19,593,826	207,304,117
Beginning Fund Balances	32,722,172	4,643,328	3,814,902	16,610,705	1,528,369	61,649,058	61,269,218	3,874,937	186,112,689
Total Available Resources	\$ 111,715,382	\$ 11,744,874	\$ 7,840,016	\$ 17,447,661	\$ 25,284,105	\$ 125,325,313	\$ 70,590,692	\$ 23,468,763	\$ 393,416,806
Expenditures									
General Government	2,248,327	329,769	-	-	-	1,932,735	2,713,179	-	7,224,010
Administrative Svcs.	8,976,641	1,500	-	-	-	-	6,608,295	12,637,391	28,223,827
Community & Develop. Svcs	2,128,735	906,956	-	-	-	-	-	-	3,035,691
Neighborhood & Family Svcs.	1,828,015	1,056,872	-	-	-	-	-	-	2,884,887
Public Safety	42,622,925	1,175,786	-	-	-	-	-	-	43,798,711
Public Works	10,090,589	-	-	-	-	2,050,026	-	6,558,236	18,698,851
Public Services	4,708,098	1,150,112	3,965,114	-	-	1,110,735	-	-	10,934,059
Health Services	460,027	357,186	-	-	-	-	-	-	817,213
Water & Water Reclamation	-	-	-	50,000	-	55,416,902	-	-	55,466,902
Stormwater	-	-	-	-	-	2,993,529	-	-	2,993,529
Debt Service	200,000	-	-	-	25,350,611	153,507	-	-	25,704,118
Other	5,729,853	2,127,002	-	-	-	18,821	-	-	7,875,676
Total Expenditures	78,993,210	7,105,183	3,965,114	50,000	25,350,611	63,676,255	9,321,474	19,195,627	207,657,474
Ending Fund Balances	32,722,172	4,639,691	3,874,902	17,397,661	(66,506)	61,649,058	61,269,218	4,273,136	185,759,332
Total Fund Commitments & Fund Balances	\$ 190,708,592	\$ 18,850,057	\$ 11,805,130	\$ 17,497,661	\$ 50,634,716	\$ 189,001,568	\$ 79,912,166	\$ 42,664,390	\$ 601,074,280

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

Consolidated Financial Schedule

Revenue and Expenditures, Fiscal Year Ending September 30, 2021

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	25,861,186	72,682,358	4,396,450	102,939,994	73,063,357	4,015,451	77,078,808	-	25,861,186
105	General Debt Service	1,528,369	5,029,758	2,752,250	9,310,377	7,782,008	-	7,782,008	-	1,528,369
501	Equipment Replacement	550,365	105,000	1,251,373	1,906,738	1,356,373	-	1,356,373	-	550,365
502	Capital Projects	6,310,621	-	558,029	6,868,650	558,029	-	558,029	-	6,310,621
103	Intergovernmental	1,104,619	2,277,822	736,531	4,118,972	3,014,353	-	3,014,353	-	1,104,619
106	TIRZ	2,166,778	1,117,473	-	3,284,251	906,956	-	906,956	210,517	2,377,295
453	Community Development Block Grant	-	685,662	-	685,662	685,662	-	685,662	-	-
483	HOME Grant	-	371,210	-	371,210	371,210	-	371,210	-	-
601	Designated Revenue	213,059	58,166	-	271,225	58,166	-	58,166	-	213,059
605	Hotel Occupancy Tax	1,158,872	1,789,682	-	2,948,554	978,018	1,025,818	2,003,836	(214,154)	944,718
640	Lake Nasworthy Trust	16,610,705	836,956	-	17,447,661	50,000	-	50,000	786,956	17,397,661
203	Texas Bank Sports Complex	710,843	194,657	758,654	1,664,154	953,311	-	953,311	-	710,843
410	Civic Events	1,739,193	537,158	925,818	3,202,169	1,293,655	109,321	1,402,976	60,000	1,799,193
420	Fort Concho	1,355,896	1,100,301	50,000	2,506,197	1,150,301	-	1,150,301	-	1,355,896
440	Fairmount Cemetery	8,970	368,050	90,476	467,496	458,526	-	458,526	-	8,970
201	State Office Building	568,909	1,283,063	-	1,851,972	1,264,242	18,821	1,283,063	-	568,909
220	Airport Operating	468,278	1,633,858	-	2,102,136	1,490,151	143,707	1,633,858	-	468,278
529	Airport PFC	957,445	298,877	-	1,256,322	298,877	-	298,877	-	957,445
230	Solid Waste	4,364,320	2,050,026	-	6,414,346	1,443,326	606,700	2,050,026	-	4,364,320
240	Stormwater	4,104,160	2,898,529	95,000	7,097,689	2,592,675	400,854	2,993,529	-	4,104,160
260	Water Operating	18,732,647	30,868,942	1,618,797	51,220,386	20,056,777	12,430,962	32,487,739	-	18,732,647
261	Water Debt Service	114,846	1,680	12,072,643	12,189,169	13,669,198	-	13,669,198	(1,594,875)	(1,480,029)
512	Water / Supply Capital Projects	7,284,100	4,770,843	698,960	12,753,903	5,469,803	-	5,469,803	-	7,284,100
270	Water Reclamation Operating	16,080,744	15,626,374	-	31,707,118	9,548,773	6,077,601	15,626,374	-	16,080,744
271	Water Reclamation Debt Service	276,202	4,040	3,895,365	4,175,607	3,899,405	-	3,899,405	-	276,202
520	Water Reclamation Capital Projects	8,697,407	1,832,986	-	10,530,393	1,746,611	86,375	1,832,986	-	8,697,407
625	Keep San Angelo Beautiful	1,086	-	65,000	66,086	65,000	-	65,000	-	1,086
700	Development Corp: Economic Developme	14,837,534	2,664,709	48,470	17,550,713	2,713,179	-	2,713,179	-	14,837,534
711	Development Corp: Ballot Fund	2,318,728	6,608,295	-	8,927,023	6,608,295	-	6,608,295	-	2,318,728
Operating Totals		\$ 138,125,882	\$ 157,696,475	\$ 30,013,816	\$ 325,836,173	\$ 163,546,237	\$ 24,915,610	\$ 188,461,847	\$ (751,556)	\$ 137,374,326
301	Fleet Services	783,212	6,558,236	-	7,341,448	6,558,236	-	6,558,236	-	783,212
305	Communications	263,101	748,557	-	1,011,658	748,557	-	748,557	-	263,101
310	Health Insurance	922,191	9,769,247	-	10,691,438	9,769,247	-	9,769,247	-	922,191
320	Property/Casualty	653,662	1,185,781	-	1,839,443	1,185,781	-	1,185,781	-	653,662
330	Workers' Compensation	1,252,771	1,332,005	-	2,584,776	933,806	-	933,806	398,199	1,650,970
Total Internal Service Funds		\$ 3,874,937	\$ 19,593,826	\$ -	\$ 23,468,763	\$ 19,195,627	\$ -	\$ 19,195,627	\$ 398,199	\$ 4,273,136



GENERAL OPERATING FUND



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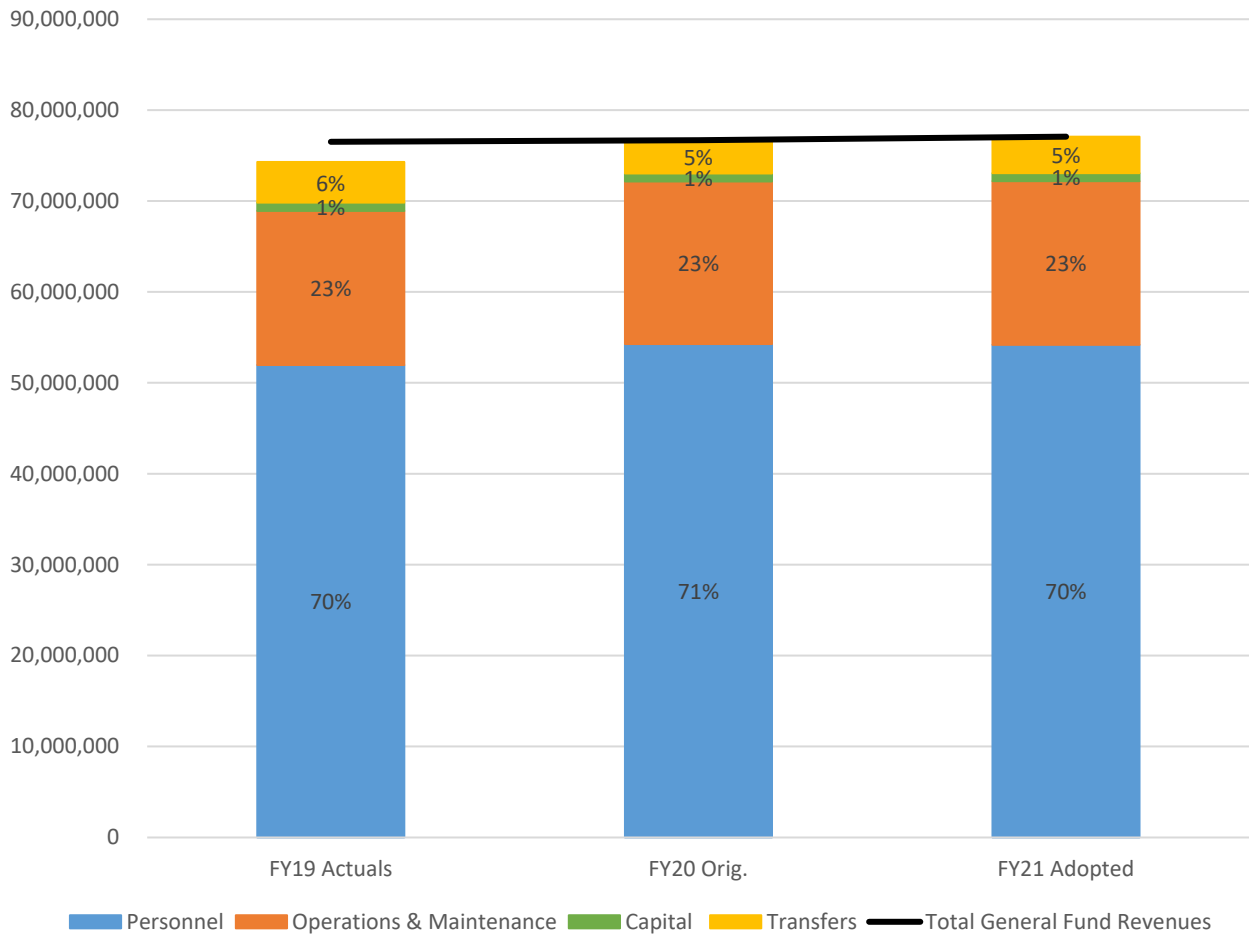
General Fund

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.

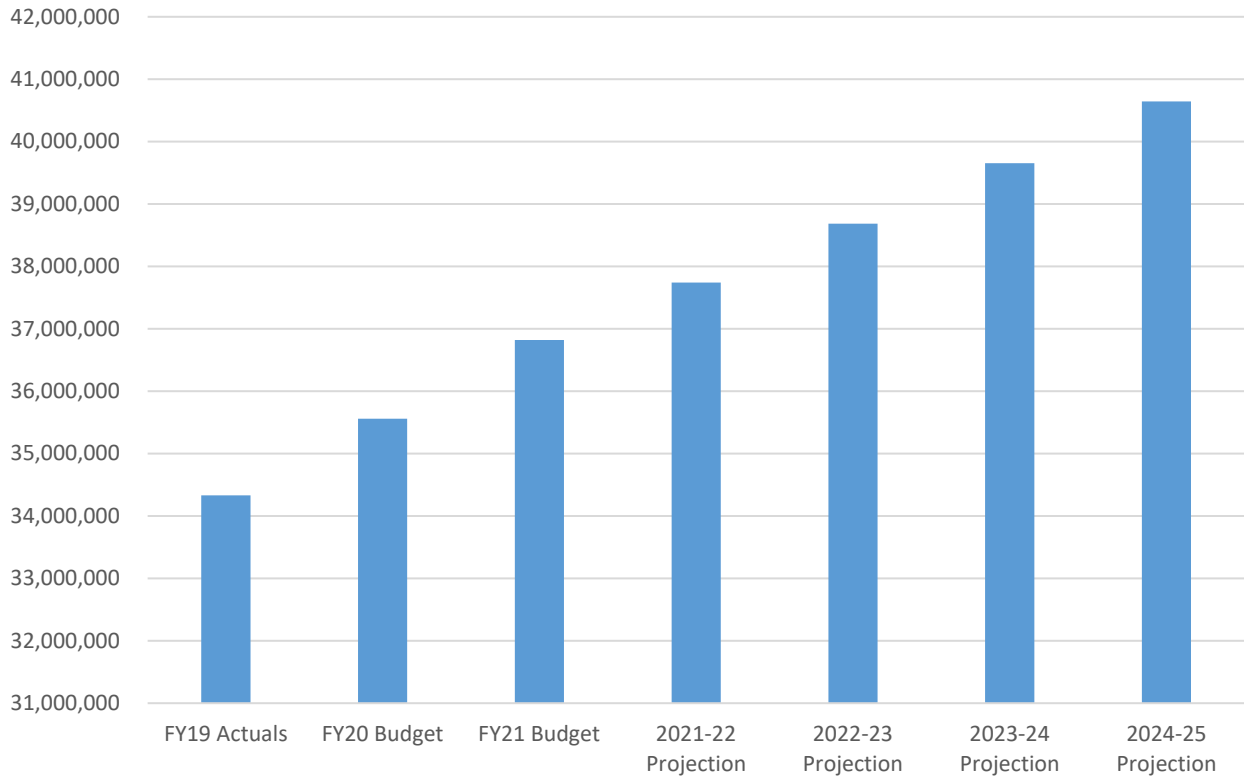
General Fund

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 2021, their priorities were increasing personnel expenditures for health insurance increases, Police Department body cameras and redaction software, and Community Oriented Policing Services (COPS) Grant.



The General Fund contains two major revenue sources: property tax and sales tax. These two taxes account for 47.8% and 23.8%, respectively, and total 71.6% 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.

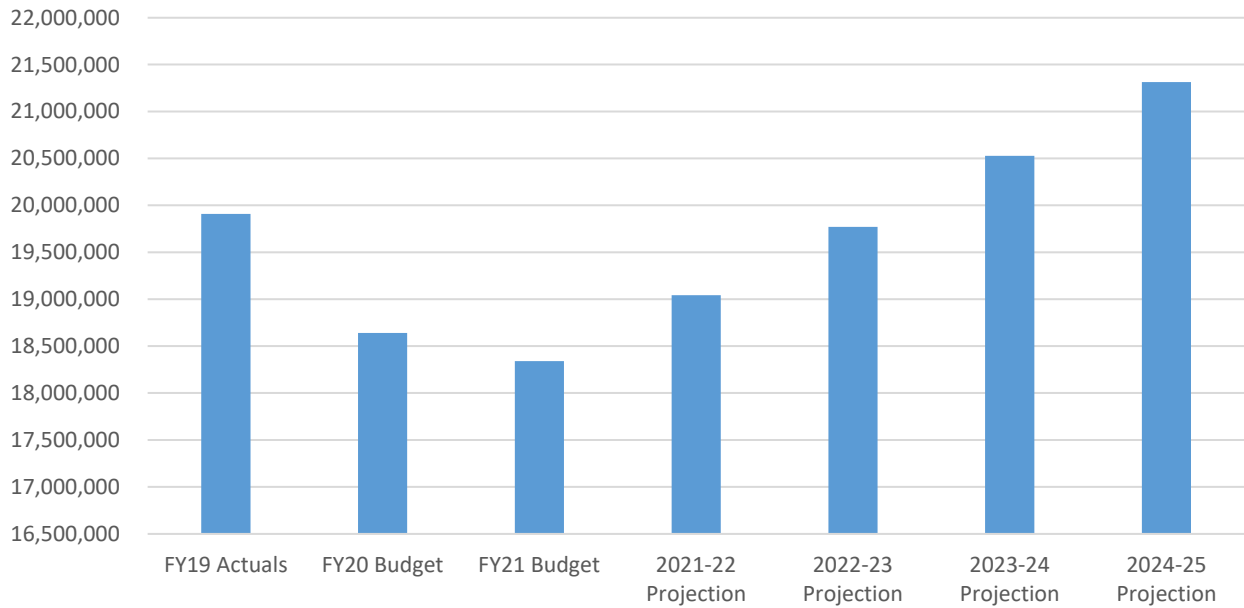
Property Tax



Property Tax: The property tax is the largest revenue source for the City’s General Fund. Property tax revenue is projected to grow 3.55% 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 2.9% 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 2.6%. For fiscal year 2020, the City budgeted a 5.5% decrease and exceeded budget by \$1.4 million. Due to this volatile market in fiscal year 2021, the City budgeted a decrease of 8.5% from fiscal year 2020 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 Debt Service Fund

This fund is used to repay the principal and interest on debt. For fiscal year 2021, \$0.0936 of the property tax rate is designated to service debt payments for principal and interest. This year, 64% of total revenue collected comes from both current and delinquent property tax collections and 36% reflects transfers from the Development Corporation and the General Fund. The remaining revenue is interest. Debt requirements change from year to year and activity in this fund will vary accordingly.

General Fund

Schedule of Revenues and Expenditures

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>101 REVENUES:</u>				
Taxes				
Property Tax	34,330,239	35,557,578	36,820,921	1,263,343
Sales Tax	19,909,046	18,640,527	18,339,709	(300,818)
Alcohol Beverage Taxes	399,016	389,247	389,247	-
Bingo Taxes	44,149	36,960	36,960	-
Franchise Tax	6,853,958	7,234,690	7,173,938	(60,752)
Total Taxes	61,536,408	61,859,002	62,760,775	901,773
Public Safety				
Police ⁽¹⁾	676,278	571,975	318,520	(253,455)
Municipal Court	2,981,316	2,832,188	2,650,719	(181,469)
Fire	3,759,111	3,989,205	3,989,205	-
Fire Prevention	77,488	145,000	145,000	-
Total Public Safety	7,494,193	7,538,368	7,103,444	(434,924)
Public Works				
Engineering	2,790	7,575	7,575	-
Traffic Control	230,411	166,000	166,000	-
Street & Bridge	17,098	45,500	40,500	(5,000)
Total Public Works	250,299	219,075	214,075	(5,000)
Public Services				
Parks	30,430	34,500	33,750	(750)
Recreation	324,878	344,970	344,970	-
Swimming	143,691	183,500	183,500	-
Nature Center	42,230	46,115	46,115	-
Total Public Services	541,229	609,085	608,335	(750)
Planning & Development Services				
Development Services	6,700	7,500	7,500	-
Planning	75,381	51,038	57,000	5,962
Permits & Inspections	689,508	750,140	735,500	(14,640)
Total Planning & Development Services	771,589	808,678	800,000	(8,678)
Neighborhood & Family Services				
Code Compliance	288,148	309,734	309,734	-
Animal Services	59,297	60,200	48,200	(12,000)
Total Neighborhood & Family Services	347,445	369,934	357,934	(12,000)

General Fund

Schedule of Revenues and Expenditures

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
Other Departmental Charges				
Health Services ⁽¹⁾	-	113,900	113,900	-
Legal & Real Estate	141,111	154,125	177,310	23,185
Crossing Guards	133,269	131,469	132,401	932
Other Departmental charges	78,041	73,588	103,652	30,064
Other Departmental Charges	352,421	473,082	527,263	54,181
Other Revenue Sources				
Interest	937,799	716,891	255,048	(461,843)
Miscellaneous	61,861	64,623	55,484	(9,139)
Transfers In ⁽¹⁾	4,225,228	4,028,487	4,396,450	367,963
Other Revenue Sources	5,224,888	4,810,001	4,706,982	(103,019)
Total General Fund Revenues	\$ 76,518,472	\$ 76,687,225	\$ 77,078,808	\$ 391,583

⁽¹⁾ The support from the Water Fund for Lake Patrol was moved into the Transfers In line in FY21.

101 EXPENDITURES:

Public Safety				
Police	19,739,676	19,471,525	19,468,533	(2,992)
Traffic Safety	363,411	247,878	247,878	-
Municipal Court	2,445,439	2,506,435	2,466,834	(39,601)
Public Safety Communications	1,506,400	1,586,167	1,658,169	72,002
Fire	17,490,002	17,870,810	18,036,672	165,862
Fire Prevention	594,365	762,498	744,839	(17,659)
Total Public Safety	42,139,293	42,445,313	42,622,925	177,612
Public Works				
Engineering	1,172,922	1,303,689	1,301,559	(2,130)
Operations Admin	358,125	357,465	357,108	(357)
Traffic/Signal Control	1,150,930	1,029,607	1,013,837	(15,770)
Street and Bridge	5,867,412	6,291,336	6,299,256	7,920
Street Lighting	979,088	1,118,829	1,118,829	-
Total Public Works	9,528,477	10,100,926	10,090,589	(10,337)
Public Services				
Parks	3,162,437	3,456,403	3,449,439	(6,964)
Water Lily Garden	104,905	107,528	110,217	2,689
Recreation ⁽²⁾	859,331	847,538	847,407	(131)
Swimming Pool	162,494	182,798	183,500	702
Nature Center ⁽²⁾	14,320	117,864	117,535	(329)
Total Public Services	4,303,487	4,712,131	4,708,098	(4,033)

General Fund

Schedule of Revenues and Expenditures

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
Planning & Development Services				
Administration	457,880	575,966	559,599	(16,367)
Planning	274,628	311,602	305,880	(5,722)
GIS	307,241	343,892	343,992	100
Permits & Inspections	892,183	909,518	919,264	9,746
Total Planning & Development Services	1,931,932	2,140,978	2,128,735	(12,243)
Neighborhood & Family Services				
Code Compliance	493,682	541,275	541,459	184
Animal Services	913,210	983,646	992,799	9,153
Social Services ⁽¹⁾	902	293,745	293,757	12
Total Neighborhood & Family Services	1,407,794	1,818,666	1,828,015	9,349
Health Services				
Nursing ⁽¹⁾	331	146,576	145,760	(816)
Environmental Health ⁽¹⁾	102	83,306	76,333	(6,973)
Administration	174,709	182,821	182,434	(387)
MHMR Contribution	55,500	55,500	55,500	-
Total Health Services	230,642	468,203	460,027	(8,176)
General Government				
City Council	148,164	187,588	162,635	(24,953)
City Manager	725,157	797,583	805,225	7,642
Internal Auditor	77,786	79,625	79,579	(46)
Public Information	323,600	431,337	431,426	89
City Clerk	198,618	275,141	264,523	(10,618)
Construction Management	109,491	113,488	110,975	(2,513)
Development Corporation	453,084	394,597	393,964	(633)
Total General Government	2,035,900	2,279,359	2,248,327	(31,032)

General Fund

Schedule of Revenues and Expenditures

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
Administrative Services				
City Attorney/Legal	690,649	704,609	704,429	(180)
Real Estate	178,908	196,523	202,254	5,731
Finance	1,752,792	1,788,332	1,811,021	22,689
Billing & Collections	739,804	756,756	762,604	5,848
Information Technology	644,792	709,241	707,722	(1,519)
Purchasing	188,667	197,420	234,613	37,193
Human Resources	2,821,846	2,569,992	2,576,881	6,889
Crossing Guards	135,457	131,469	132,401	932
Facilities Maintenance	692,192	694,531	694,760	229
Non-Departmental ⁽³⁾	351,546	1,306,192	1,091,062	(215,130)
Lobbyist	32,040	-	25,000	25,000
Legal Notices	10,685	-	33,894	33,894
Total Administrative Services	8,239,378	9,055,065	8,976,641	(78,424)
Transfers Out				
Grants ⁽⁴⁾	564,970	334,644	686,531	351,887
Capital	2,188,463	1,809,402	1,809,402	-
Debt Service	200,000	200,000	200,000	-
Other Funds	1,515,618	1,322,538	1,319,518	(3,020)
Total Transfers Out	4,469,051	3,666,584	4,015,451	348,867
Total General Fund Expenditures	\$ 74,285,954	\$ 76,687,225	\$ 77,078,808	\$ 391,583
Increase/(Decrease) in Fund Balance	2,232,518	-	-	-
Beginning Fund Balance	23,628,668	25,861,186	25,861,186	-
Ending Fund Balance	\$ 25,861,186	\$ 25,861,186	\$ 25,861,186	\$ -

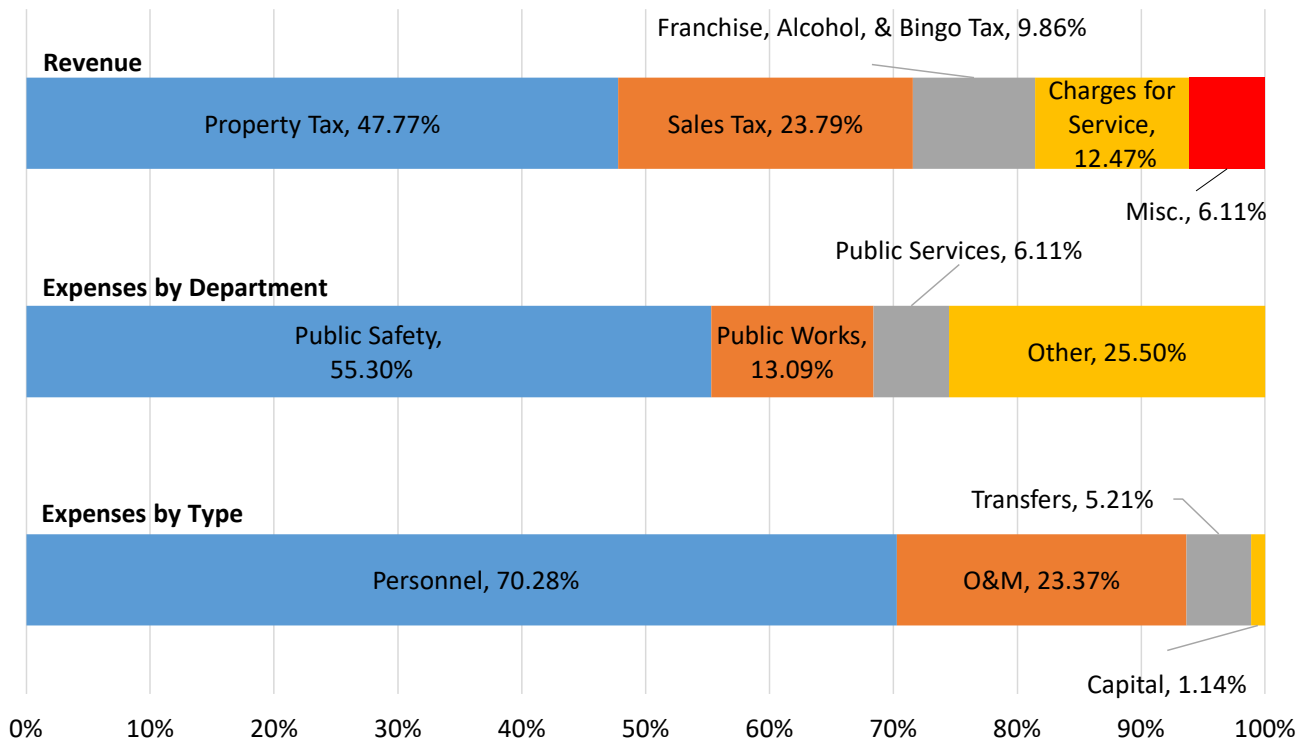
⁽¹⁾ Social Services, Nursing, and Environmental Health were moved from Intergovernmental to General Fund in FY20.

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

⁽³⁾ Non-departmental includes Concho Valley Transit District, and Civil Service Leave Payoffs.

⁽⁴⁾ The transfer to Grants increased due to the an increased contribution for SAFER and the additon of the COPS Grant.

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Alarm Fees	192,755	192,755	189,312
Other	483,523	381,700	384,497
General Fund Support	19,426,809	19,144,948	19,142,602
Total Revenue	\$20,103,087	\$19,719,403	\$19,716,411
Expenditure			
Personnel	18,102,084	17,713,864	17,717,997
Operations & Maintenance	1,955,234	1,959,743	1,952,618
Capital	45,769	45,796	45,796
Total Expenditure	\$20,103,087	\$19,719,403	\$19,716,411
Surplus/(Deficit)	\$0	\$0	\$0

Civil Service	FY19 Actual	FY20 Budget	FY21 Budget
Police Chief	1.00	1.00	1.00
Assistant Police Chief	2.00	2.00	2.00
Lieutenant	7.00	7.00	7.00
Sergeant	28.00	28.00	28.00
Police Officer	137.00	137.00	142.00
Total FTE Count	175.00	175.00	180.00

Police

Departmental Information

Non-Civil Service	FY19 Actual	FY20 Budget	FY21 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	2.00	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	0.00	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)	1.00	1.00	1.00
Total FTE Count	33.50	33.50	33.50

Police

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of calls for the K-9 division	314	200	350
Number of calls received for police services annually	95,295	99,750	98,500
Average response time in minutes to priority 1 calls	6	4.2	4
Number of hit and run accidents cleared by the traffic division	237	300	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of calls for Crime Scene Investigation (CSI)	1,033	1,200	1,100
Number of reports created by CSI	730	1,300	900
Number of evidence items received annually	1,288*	1,235	1,400
Number of calls received by Crime Stoppers	411	620	550

Police

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of active alarms	6,121	3,700	6,250
Number of alarm permits issued	764	460	800
Number of alarm calls	3,555	3,756	3,600
Number of false alarm calls billed	144	120	130

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Fines and Fees	2,981,316	2,832,188	2,650,719
General Fund Reallocation	(535,877)	(325,753)	(183,885)
Total Revenue	\$2,445,439	\$2,506,435	\$2,466,834
Expenditure			
Personnel	1,998,078	2,014,157	1,904,478
Operations & Maintenance	447,361	492,278	562,356
Capital	0	0	0
Total Expenditure	\$2,445,439	\$2,506,435	\$2,466,834
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Municipal Court Judge	1.00	1.00	1.00
Associate Municipal Court Judge	1.00	0.00	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	4.00	4.00
Court Administrator	1.00	1.00	0.00
Director of Municipal Court	0.00	0.00	1.00
Court Supervisor	1.00	0.00	0.00
Municipal Court Coordinator	0.00	1.00	1.00
Court Clerk Supervisor	2.00	1.00	1.00
Deputy Court Clerk, Sr	8.00	10.00	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	1.00	1.00	1.00
Deputy City Marshal (PT)	0.50	0.50	0.50
Building Maintenance Worker (PT)	0.50	0.50	0.50
Total FTE Count	33.00	32.00	32.00

Municipal Court

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of customers served	29,701	32,000	31,000
Number of credit card calls	7,248	6,200	7,100
Number at drive-up window	953	1,052	1,100
Average wait time per customer (in minutes)	10	10	10
Check charges filed	376	440	240
Number of individuals entering the court building	51,115	53,500	54,000
Mail processing	4,056	3,670	3,700

Activity: Case Filings

Serves City Council's Vision: N/A

Goal: Collections on traffic and criminal charges

Objectives: Hearings; Trials; Collections

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Traffic cases filed	20,882	20,466	21,000
Number of traffic cases closed	19,093	21,624	21,750
Parking cases filed	980	900	1,000
Parking cases closed	894	890	975
Criminal cases filed	3,932	3,723	3,850
Criminal cases closed	4,325	3,750	3,600

Municipal Court

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of court hearings	13,516	14,258	14,350
Warrants issued	13,459	14,472	14,600
Warrants cleared	14,548	13,563	14,100
Warrants pending	2,845	4,200	5,400
Number of warrants sent to an outside collection agency	5,850	5,400	5,900

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of people arrested and placed in jail	2,273	2,126	2,200
Number of people arrested and booked at court	383	292	295

Municipal Court

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of graffiti removal locations	31	70	50

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of arraignments	1,071	1,200	1,200
Number of "Safe Housing" applications	143	124	125

Public Safety Communications

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	1,506,400	1,586,167	1,658,169
Total Revenue	\$1,506,400	\$1,586,167	\$1,658,169
Expenditure			
Personnel	1,264,241	1,304,517	1,325,580
Operations & Maintenance	220,856	261,028	317,669
Capital	21,303	20,622	14,920
Total Expenditure	\$1,506,400	\$1,586,167	\$1,658,169
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	25.00	25.00	25.00

Public Safety Communications Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of 911 wireless calls received	51,312	54,650	53,000
Number of 911 wireline (landline) calls received	13,860	11,230	12,500
Average call processing time for 911 emergency calls	82 sec	60 sec	60 sec
Number of incoming/outgoing non-emergency calls	137,966	145,500	141,000
Average call processing time for non-emergency calls	104 sec	60 sec	60 sec
Number of 911 recording requests received	724	400	700

Public Safety Communications Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of police department calls dispatched	95,295	98,500	96,500
Number of fire and ambulance calls dispatched	15,445	16,430	15,900
Number of volunteer fire departments calls dispatched	995	1,296	1,140

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Ambulance & Fire Revenues	3,407,360	3,989,205	3,989,205
Reimbursed Expenses	54,518	0	0
General Fund Support	14,028,124	13,881,605	14,047,467
Total Revenue	\$17,490,002	\$17,870,810	\$18,036,672
Expenditure			
Personnel	15,779,054	16,144,410	16,270,272
Operations & Maintenance	1,565,662	1,712,400	1,752,400
Capital	145,286	14,000	14,000
Total Expenditure	\$17,490,002	\$17,870,810	\$18,036,672
Surplus/(Deficit)	\$0	\$0	\$0

Civil Service	FY19 Actual	FY20 Budget	FY21 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	90.00	90.00
Total FTE Count	171.00	179.00	179.00

Non-Civil Service	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	5.00	5.00	5.00

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

Fire

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Average fire truck response time in minutes to incidents	4:03	4:30	4:30
Number of fire truck responses	8,137	8,300	8,500
Average ambulance response time in minutes to incidents	5:38	5:30	5:30
Average ambulance response time in minutes from dispatch to emergency facility	28:56	30:00	30:00
Percent of total calls which are medical or first responders	79%	85%	85%
Number of ambulance responses	14,294	14,400	15,000
Percent of responses outside the city limits	10%	10%	10%

Fire

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of continuing education hours by classified personnel	34,500	30,000	40,000
Number of hydrants inspected	0	3,000	3,000

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	FY19 Actual	FY20 Budget	FY21 Budget
Percent of airpacks serviced and returned in five days	100%	100%	100%
Number of face pieces tested annually	194	175	190
Number of airpacks tested annually	102	100	100
Number of times airpack cylinders are filled	1,215	2,000	2,000
Number of airpack repairs annually	20	25	25

Fire Prevention

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Permit & Inspection Fees	75,068	85,000	85,000
Other	2,420	60,000	60,000
General Fund Support	517,739	617,498	605,339
Total Revenue	\$595,227	\$762,498	\$750,339
Expenditure			
Personnel	522,371	617,888	605,729
Operations & Maintenance	58,752	139,610	134,110
Legal Notices	5,404	0	5,500
Capital	8,700	5,000	5,000
Total Expenditure	\$595,227	\$762,498	\$750,339
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Fire Marshal	1.00	0.00	0.00
Fire Prevention Administrator	0.00	1.00	1.00
Fire Investigator	2.00	2.00	2.00
Fire Inspector	4.00	3.00	3.00
Fire Plans Reviewer	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total FTE Count	8.00	8.00	8.00

Fire Prevention

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of licensed facilities inspected (facilities requiring state operational license - hospital, nursing home, MHMR home, foster homes, etc.)	184	140	150
Number of routine fire inspections or re-inspections	1,708	1,300	1,500
Number of educational facilities inspected	42	35	45
Number of complaints investigated	76	90	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	197	300	190

Fire Prevention

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of letters mailed regarding dangerous buildings	325	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of fire prevention presentations made (not K-12)	52	25	25
Number of children educated during Fire Prevention Week	7,000	7,000	7,000
Number of technical consultations relating to fire code	350	300	300

Fire Prevention

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of informational reports provided by request	56	50	50
Number of fire investigations conducted	190	100	145

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Node Network Rental	2,790	7,575	7,575
General Fund Support	1,170,132	1,296,114	1,293,984
Total Revenue	\$1,172,922	\$1,303,689	\$1,301,559
Expenditure			
Personnel	1,061,510	1,212,704	1,210,574
Operations & Maintenance	80,083	89,585	90,888
Capital	31,329	1,400	97
Total Expenditure	\$1,172,922	\$1,303,689	\$1,301,559
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
City Engineer	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00
Professional Engineer	2.00	1.00	1.00
Project Engineer	1.00	2.00	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
Total FTE Count	15.00	15.00	15.00

Engineering Services

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of design projects completed	3	6	12
Number of projects advertised for bid	8	5	10
Number of projects released for construction	8	6	10
Number of projects under inspection	20+	12	20+
Percent of projects completed on time	100%	100%	100%
Percent of projects completed within budget	100%	100%	100%
Number of projects managed	9	14	14
Dollar value of construction projects managed	\$30 mil	\$30 mil	\$40 mil

Engineering Services

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Downtown River Corridor/ Consultations	111	80	130
Number of floodplain development permits	8	2	8
Sealcoat program - square yards sealcoated	1.6 mil	1.35 mil	1.6 mil
Number of plats reviewed	67	25	75
Number of utility plan reviews	105	60	120
Number of street plan reviews	40	15	50
Number of drainage study reviews	20	25	30

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	358,125	357,465	357,108
Total Revenue	\$358,125	\$357,465	\$357,108
Expenditure			
Personnel	341,446	337,251	336,894
Operations & Maintenance	12,489	20,214	20,214
Capital	4,190	0	0
Total Expenditure	\$358,125	\$357,465	\$357,108
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Executive Director of Public Works	1.00	1.00	0.00
Director of Operations	1.00	1.00	1.00
Assistant Director of Operations	1.00	1.00	1.00
Public Works Project Administrator	1.00	1.00	1.00
Operations Analyst	0.00	0.00	1.00
Administrative Assistant, Sr	1.00	1.00	1.00
Total FTE Count	5.00	5.00	5.00

Operations

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of divisions managed	6	6	6

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Reimbursed Expenses	230,411	166,000	166,000
General Fund Support	920,519	863,607	847,837
Total Revenue	\$1,150,930	\$1,029,607	\$1,013,837
Expenditure			
Personnel	549,267	603,370	587,600
Operations & Maintenance	263,914	259,737	259,737
Capital	337,749	166,500	166,500
Total Expenditure	\$1,150,930	\$1,029,607	\$1,013,837
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Traffic Operations Superintendent	1.00	1.00	1.00
Traffic Operations Supervisor	0.00	0.00	1.00
Traffic Signal Specialist	0.00	1.00	1.00
Traffic Signal Technician	0.00	0.00	2.00
Traffic Support Coordinator	2.00	2.00	0.00
Traffic Signs & Marking Coordinator	0.00	0.00	1.00
Traffic Signs & Marking Technician	0.00	0.00	3.00
Traffic Maintenance Tech	3.00	2.00	0.00
Traffic Maintenance Tech II	0.00	1.00	0.00
Traffic Support Technician	1.00	1.00	1.00
Traffic Systems Tech II	1.00	1.00	0.00
Traffic Systems Tech I	2.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00
Total FTE Count	11.00	11.00	11.00

Traffic Operations

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of signals maintained	119	120	120
Number of lamps & LEDs repaired or adjusted	89	120	100
Number of school zone flashers and warning flashers maintained	130	110	130
Number of luminaries replaced or maintained	105	130	105

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of pavement reflectors installed/replaced on city streets	200	1,500	1,500
Gallons of paint used to stripe and mark streets	1,540	800	1,200
Linear feet of streets that are striped	230,000	230,000	230,000

Traffic Operations

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of signs installed	931	800	850
Sign poles upgraded	800	800	800
Number of regulatory signs replaced	620	450	650
Number of warning signs replaced	145	150	120
Number of guide signs replaced	166	200	80

Street & Bridge

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Reimbursed Expenses	19,265	45,500	40,500
General Fund Support	5,848,147	6,245,836	6,258,756
Total Revenue	\$5,867,412	\$6,291,336	\$6,299,256
Expenditure			
Personnel	1,466,276	1,836,878	1,844,798
Operations & Maintenance	4,320,764	4,452,458	4,449,458
Capital	80,372	2,000	5,000
Total Expenditure	\$5,867,412	\$6,291,336	\$6,299,256
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	37.00	37.00	37.00

Street & Bridge Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Square yards of street cracks sealed	149,000	100,000	200,000
Number of pot holes patched	2,976	4,000	4,000
Lane miles resurfaced	0	3	3
Linear feet of alley repairs	6,000	15,000	10,000
Cost per square yard to seal coat streets	\$2.85	\$2.71	\$2.85
Number of utility trench repairs	240	390	300

Street Lighting

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	943,826	1,118,829	1,118,829
Total Revenue	\$943,826	\$1,118,829	\$1,118,829
Expenditure			
Personnel	0	0	0
Operations & Maintenance	943,826	1,118,829	1,118,829
Capital	0	0	0
Total Expenditure	\$943,826	\$1,118,829	\$1,118,829
Surplus/(Deficit)	\$0	\$0	\$0

Street Lighting

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Total number of street lights	7,252	7,260	7,275

Parks

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Other	30,430	34,500	33,750
General Fund Support	3,236,912	3,529,431	3,525,906
Total Revenue	\$3,267,342	\$3,563,931	\$3,559,656
Expenditure			
Personnel	2,208,821	2,406,963	2,399,999
Operations & Maintenance	1,021,505	1,154,468	1,157,157
Capital	37,016	2,500	2,500
Total Expenditure	\$3,267,342	\$3,563,931	\$3,559,656
Surplus/(Deficit)	\$0	\$0	\$0

Parks

Departmental Information

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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 Coordinator	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	10.00
Parks Shop & Inventory Sr Technicia	1.00	1.00	1.00
Administrative Assistant, Sr	1.00	1.00	1.00
Sports Field Maintenance Worker	0.00	0.00	2.00
Sports Complex Crew Leaders	2.00	2.00	2.00
Total FTE Count	49.00	49.00	49.00

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	FY19 Actual	FY20 Budget	FY21 Budget
Total number of acres maintained and inspected monthly	515	515	515
Cost per acre for maintenance of parks, sports fields, and green spaces	\$6,676	\$6,652	\$7,010
Number of specific parks, sports fields, and green spaces	75	76	75
Number of playgrounds maintained	16	17	17
Number of repair work orders over the course of the year	259	350	300
Average number of days in a landscape service cycle for high priority (Class AA) parks	16	14	14
Average number of days in a service cycle for the South Mowing Crew	25	21	21
Average number of days in a service cycle for the River Mowing Crew	25	21	21
Average number of days in a service cycle for the North Mowing Crew	19	21	21
Average number of days in a service cycle for the South Sports Field Mowing Crew	14	14	14
Average number of days in a service cycle for the landscape North Sports Field Mowing Crew	11	14	14

Recreation

Departmental Information

The Recreation division provides leisure services and opportunities by providing recreation 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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
User fees	324,878	344,970	344,970
General Fund Support	534,634	502,568	502,437
Total Revenue	\$859,512	\$847,538	\$847,407
Expenditure			
Personnel	491,726	455,277	455,146
Operations & Maintenance	363,429	377,261	377,261
Legal Notices	181	0	0
Capital	4,176	15,000	15,000
Total Expenditure	\$859,512	\$847,538	\$847,407
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Recreation Assistant (PT)	6.00	6.00	6.00
Total FTE Count	13.00	13.00	13.00

Recreation

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Combined number of participants for youth sports	2,110	2,500	2,500
Number of teams that participate in the pre-season youth basketball tournament	150	75	150

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of Date Night participants	2,232	2,000	2,000

Swimming Pool

Departmental Information

The Recreation division provides leisure services and opportunities by providing recreation 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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
User fees	143,691	183,500	183,500
General Fund Support	18,803	(702)	0
Total Revenue	\$162,494	\$182,798	\$183,500
Expenditure			
Personnel	89,737	79,831	79,956
Operations & Maintenance	65,008	42,896	42,896
Capital	7,749	60,071	60,648
Total Expenditure	\$162,494	\$182,798	\$183,500
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Recreation Supervisor	1.00	1.00	1.00
Total FTE Count	1.00	1.00	1.00

Swimming Pool

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Total attendance at the Love Municipal Pool during public hours	16,600	16,000	16,000

Nature Center

Departmental Information

The Recreation division provides leisure services and opportunities by providing recreation 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*	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Admissions & Membership	42,230	46,115	46,115
General Fund Support	(27,910)	71,749	71,420
Total Revenue	\$14,320	\$117,864	\$117,535
Expenditure			
Personnel	0	87,304	86,975
Operations & Maintenance	14,320	30,560	30,560
Capital	0	0	0
Total Expenditure	\$14,320	\$117,864	\$117,535
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Recreation Supervisor	1.00	1.00	1.00
Extra Help (PT)	1.50	1.50	1.50
Total FTE Count	1.00	1.00	1.00

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

Nature Center

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of participants in summer day camps	50	80	80
Number of parties hosted	110	140	140
Number of tours provided for education institutions and other organizations	90	100	100
Number of self-guided wildlife exhibit tours	9,573	9,000	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of summer camp participants	100	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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Site Plan Review Fees	6,700	7,500	7,500
General Fund Support	451,180	568,466	552,099
Total Revenue	\$457,880	\$575,966	\$559,599
Expenditure			
Personnel	384,060	409,751	409,335
Operations & Maintenance	68,298	164,535	148,584
Capital	5,522	1,680	1,680
Total Expenditure	\$457,880	\$575,966	\$559,599
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Director of Development Svcs	1.00	1.00	1.00
Assist. Dir. of Development Svcs	0.00	1.00	1.00
Planning & Development Admin	1.00	0.00	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
Total FTE Count	5.00	5.00	5.00

Development Services

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of communication & coordination meetings with division managers	35	26	26
Implement Full Site Plan Process for review and revisions of commercial projects	69	50	50
Provide oversight of the Certificate of Occupancy process for new commercial projects	72	90	80

Development Services

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Implement Site Plan communication with Contractors to ensure timely Certificate of Occupancy	35%	75%	85%
Implement online permitting and plan review software and go live for customers	50%	85%	100%
Demonstrate a 80% satisfaction rating for the new online plan review software	0%	80%	80%
Maintain communication timeline with consultation and DRC participants	95%	95%	95%
Implement Site Plan communication with Contractors to ensure timely Certificate of Occupancy	35%	75%	85%

Planning

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Zoning Fees	75,381	51,038	57,000
General Fund Support	199,247	260,564	258,149
Total Revenue	\$274,628	\$311,602	\$315,149
Expenditure			
Personnel	235,666	292,890	292,179
Operations & Maintenance	32,084	18,712	13,701
Legal Notices	6,878	0	9,269
Capital	0	0	0
Total Expenditure	\$274,628	\$311,602	\$315,149
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Planning Manager	1.00	1.00	1.00
Planner	1.00	1.00	1.00
Principal Planner	0.00	2.00	2.00
Planner, Sr	2.00	0.00	0.00
Total FTE Count	4.00	4.00	4.00

Planning

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Subdivision plats	54	58	60
Planning Cases	137	140	140
Percentage of applicants that ranked "satisfied" or higher with department performance	97%	90%	95%

GIS

Developmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	307,241	343,892	343,992
Total Revenue	\$307,241	\$343,892	\$343,992
Expenditure			
Personnel	256,873	295,685	295,785
Operations & Maintenance	31,043	46,418	45,976
Capital	19,325	1,789	2,231
Total Expenditure	\$307,241	\$343,892	\$343,992
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	4.00	4.00	4.00

GIS

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of servers administered	3	3	4
Number of databases management systems administered	2	2	2
Number of server applications administered	3	3	3
Number of business systems maintained	3	3	3
Number of database domains administered	277	271	280

GIS

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of feature classes maintained	488	469	490
Number of feature datasets maintained	38	37	39
Street miles maintained in central GIS	1,968	1,964	1,969

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of requests received from City departments	2,334	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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Permit & Inspection Fees	689,508	750,140	735,500
General Fund Support	202,675	159,378	183,764
Total Revenue	\$892,183	\$909,518	\$919,264
Expenditure			
Personnel	836,238	845,925	851,671
Operations & Maintenance	53,907	62,393	66,393
Capital	2,038	1,200	1,200
Total Expenditure	\$892,183	\$909,518	\$919,264
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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	1.00	1.00
Permit Technician	3.00	2.00	2.00
911 Addressing Coordinator (PT)	0.75	0.75	0.75
Total FTE Count	13.75	13.75	13.75

Permits & Inspections

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of new commercial construction applications reviewed	172	200	175
Average number of working days for initial review of new commercial construction plans	11	11	11
Percentage of initial commercial building plan reviews completed within 21 working days	91%	90%	95%
Number of new single family construction permits issued	279	250	325
Total permits issued annually	8,081	7,500	8,300
Percentage of plan reviews approved without mistakes	95%	95%	95%

Permits & Inspections

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Average number of walk-in customers served per day (walk-in, phone calls, and emails)	135	130	140

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of inspections performed	12,240	12,000	13,300

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
License Fee	99,847	104,500	104,500
Reimbursed Expenses	188,301	205,234	205,234
General Fund Support	205,534	231,541	231,725
Total Revenue	\$493,682	\$541,275	\$541,459
Expenditure			
Personnel	425,276	465,377	465,561
Operations & Maintenance	68,406	75,898	75,898
Capital	0	0	0
Total Expenditure	\$493,682	\$541,275	\$541,459
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Code Enforcement Supervisor	1.00	1.00	1.00
Code Enforcement Officer	2.00	4.00	4.00
Code Compliance Officer	2.00	0.00	0.00
Administrative Assistant, Sr.	1.00	1.00	1.00
Maintenance Worker (PT)	0.50	1.00	1.00
Total FTE Count	6.50	7.00	7.00

Code Compliance

Departmental Information

Goals, Objectives & Performance Measures

Activity: Code Enforcement

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

Goal: Inspect and improve properties in violation

Objectives: Enforcement of property maintenance and local ordinances

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of properties in violation	7,384	10,100	7,396
Violation notifications mailed to property owners	8,750	10,100	8,760
Number of re-inspections	12,492	15,000	12,510
Number of complaints received	3,126	2,600	3,160
Number of zoning violations investigated	32	85	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of weed abatement orders	917	922	927
Number of junk abatement orders	275	280	285
Number of code compliance court cases filed	71	105	105

Animal Services

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Shelter Fees	59,297	60,200	48,200
General Fund Supported	853,913	923,446	944,599
Total Revenue	\$913,210	\$983,646	\$992,799
Expenditure			
Personnel	628,422	739,309	748,462
Operations & Maintenance	284,788	242,932	244,337
Capital	0	1,405	0
Total Expenditure	\$913,210	\$983,646	\$992,799
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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	0.00	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
Total FTE Count	17.00	16.00	16.00

Animal Services

Departmental Information

Goals, Objectives & Performance Measures

Activity: Facilitate programming which furthers the San Angelo Pets Alive! programming

Serves City Council's Vision: Neighborhood Vision

Goal: Increase the number of animals released alive via adoptions, owner redemptions, etc. to 90%

Objectives: Offer community services, such as microchip clinics, to decrease the number of pets euthanized

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of animals sheltered in a year	4,883	4,500	4,200
Number of animals returned to owner	828	1,035	1,260
Number of animals adopted or transferred out	2,140	2,250	2,310
Number of animals euthanized	1,718	1,215	420
Number of owned pets utilizing microchip clinic	775	855	940
Percent of animals released alive	61%	73%	90%

Social Services

Departmental Information

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*	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	118,210	293,745	293,757
Total Revenue	\$118,210	\$293,745	\$293,757
Expenditure			
Personnel**	70,314	69,260	69,272
Operations & Maintenance	47,896	224,485	224,485
Capital	0	0	0
Total Expenditure	\$118,210	\$293,745	\$293,757
Surplus/(Deficit)	\$0	\$0	\$0

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

**Employees are counted in other divisions.

Nursing

Departmental Information

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*	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Clinic Fees	36,390	28,900	28,900
General Fund Support	82,124	117,676	116,860
Total Revenue	\$118,514	\$146,576	\$145,760
Expenditure			
Personnel	87,094	89,813	89,530
Operations & Maintenance	31,420	56,763	56,230
Capital	0	0	0
Total Expenditure	\$118,514	\$146,576	\$145,760
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Licensed Vocational Nurse	1.00	1.00	1.00
Nursing Manager	1.00	1.00	1.00
Total FTE Count	2.00	2.00	2.00

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

Nursing

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of adult immunizations	310	300	300
Number of immunizations administered to children	953	960	960
Number of immunization outreach encounter activities	48	35	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of STD clients treated	221	190	190
Number of STD/HIV education & prevention encounters	1,263	1,000	1,000
Number of clients scheduled through STD clinic	1,086	940	940
Number of Texas reportable conditions	88	100	100
Number of TB tests	463	400	400
Total number of reportable condition cases reported for investigation & surveillance	287	330	330
Total number of syphilis cases and contacts treated	46	20	30

Environmental Health

Departmental Information

The Environmental Health division protects the public’s health by providing Environmental Health Services within the City of San Angelo. This is the non-grant portion of Environmental Health, further departmental information is located within the Intergovernmental Fund.

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Inspection Fees	91,645	85,000	85,000
General Fund Allocation	4,684	(1,694)	(8,667)
Total Revenue	\$96,329	\$83,306	\$76,333
Expenditure			
Personnel*	41,969	52,717	45,857
Operations & Maintenance	44,332	29,520	30,476
Capital	10,028	1,069	0
Total Expenditure	\$96,329	\$83,306	\$76,333
Surplus/Deficit	\$0	\$0	\$0

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

Health Services Administration

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	174,709	182,821	182,434
Total Revenue	\$174,709	\$182,821	\$182,434
Expenditure			
Personnel	145,094	147,171	147,014
Operations & Maintenance	29,615	35,650	35,420
Capital	0	0	0
Total Expenditure	\$174,709	\$182,821	\$182,434
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Health Services Director	1.00	1.00	1.00
Total FTE Count	1.00	1.00	1.00

Health Services Administration

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of public, board, director, staff, planning, training meetings, webinars & conference calls attended	157	150	150
Number of responses to citizen complaints and appeals	99	75	75

Health Services Administration

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of activity and financial status reports submitted to the Department of State Health Services	47	50	50
Number of local, state and/or federal grants applied for and/or researched	5	3	3
Number of local, state and/or federal grants applied for to fund special projects	3	3	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	\$328,479	\$400,000	\$350,000
Dollar amount received for special projects	\$0	\$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	0%	25%	25%

City Council

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	180,204	187,588	187,635
Total Revenue	\$180,204	\$187,588	\$187,635
Expenditure			
Personnel	27,380	27,523	27,570
Operations & Maintenance	120,784	160,065	135,065
Lobbyist	32,040	0	25,000
Capital	0	0	0
Total Expenditure	\$180,204	\$187,588	\$187,635
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Mayor (PT)	0.50	0.50	0.50
Councilmember (PT)	3.00	3.00	3.00
Total FTE Count	3.50	3.50	3.50

City Manager Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	725,135	797,583	805,225
Total Revenue	\$725,135	\$797,583	\$805,225
Expenditure			
Personnel	691,546	752,692	760,334
Operations & Maintenance	28,647	44,891	44,891
Capital	4,942	0	0
Total Expenditure	\$725,135	\$797,583	\$805,225
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	4.00	4.00	4.00

City Manager

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 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	FY19 Actual	FY20 Budget	FY21 Budget
Attend meetings with stakeholders	100%	100%	100%

Internal Audit

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	77,786	79,625	79,579
Total Revenue	\$77,786	\$79,625	\$79,579
Expenditure			
Personnel	75,253	76,260	76,214
Operations & Maintenance	2,533	3,365	3,365
Capital	0	0	0
Total Expenditure	\$77,786	\$79,625	\$79,579
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Internal Auditor	1.00	1.00	1.00
Total FTE Count	1.00	1.00	1.00

Internal Audit

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of audits completed	15	17	17
Number of advisory services completed	23	25	25
Number of recommendations made	2	17	5
Number of recommendations implemented	1	3	1

Public Information

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
PEG Channel Fees	263,325	250,000	250,000
General Fund Support	60,275	181,337	181,426
Total Revenue	\$323,600	\$431,337	\$431,426
Expenditure			
Personnel	226,154	159,287	159,376
Operations & Maintenance	16,758	22,050	22,050
Capital	80,688	250,000	250,000
Total Expenditure	\$323,600	\$431,337	\$431,426
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	2.00	2.00	2.00

Public Information Departmental Information

Goals, Objectives & Performance Measures

Activity: Information Dissemination

Serves City Council's Vision: Neighborhood Vision

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

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

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of articles	65	75	70
Number of press releases	80	100	70
Number of page views on cosatx.us	1.4m	1.4m	1.5m
Number of Facebook followers	30,742	32,000	35,000
Number of original programs on SATV	188	170	140

City Clerk

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
User fees	505	2,236	2,225
General Fund Support	198,113	272,905	266,423
Total Revenue	\$198,618	\$275,141	\$268,648
Expenditure			
Personnel	154,420	172,874	166,381
Operations & Maintenance	42,117	100,267	96,142
Legal Notices	128	0	4,125
Capital	1,953	2,000	2,000
Total Expenditure	\$198,618	\$275,141	\$268,648
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Total FTE Count	2.00	2.00	2.00

City Clerk

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 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 FY19.

Construction Management Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Reimbursed Expenses	23,386	0	0
General Fund Support	86,105	113,488	110,975
Total Revenue	\$109,491	\$113,488	\$110,975
Expenditure			
Personnel	103,920	106,326	106,950
Operations & Maintenance	4,379	7,162	4,025
Capital	1,192	0	0
Total Expenditure	\$109,491	\$113,488	\$110,975
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Construction Manager	1.00	1.00	1.00
Total FTE Count	1.00	1.00	1.00

Construction Management Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of projects worked	13	10	10
Number of projects completed	7	6	8
Percent of projects completed on schedule	86%	100%	100%
Percent of projects completed within budget	100%	100%	100%

City Attorney's Office

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Legal Fees	176	0	0
General Fund Support	690,473	704,609	704,429
Total Revenue	\$690,649	\$704,609	\$704,429
Expenditure			
Personnel	640,166	661,362	661,182
Operations & Maintenance	48,470	41,247	41,247
Capital	2,013	2,000	2,000
Total Expenditure	\$690,649	\$704,609	\$704,429
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	5.00	5.00	5.00

City Attorney's Office

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of cases prosecuted in Municipal Court	1,873	1,720	1,950
Number of cases filed by prosecutor	47	30	55
Number of defendant pre-trials	1,311	1,450	1,360
Number of attorney pre-trials	191	290	225
Number of dismissals	519	435	450

City Attorney's Office

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of cases utilizing outside counsel	2	2	2
Number of ordinances	93	100	110
Number of resolutions	42	80	55
Number of contracts reviewed/prepared	312	420	340
Number of public information requests reviewed/processed	232	360	275
Number of legal opinions answered/provided	277	230	300
Number of subpoenas received/worked filed	17	35	25
Number of claims/litigation rev/processed	22	25	30
Number of collections rev/processed	3	15	10
Number of Board/Commission meetings	156	156	156

Real Estate

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Legal Fees	141,287	154,125	177,310
General Fund Support	37,621	42,398	24,944
Total Revenue	\$178,908	\$196,523	\$202,254
Expenditure			
Personnel	153,647	160,702	166,433
Operations & Maintenance	22,453	31,821	31,821
Capital	2,808	4,000	4,000
Total Expenditure	\$178,908	\$196,523	\$202,254
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	2.00	2.00	2.00

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	FY19 Actual*	FY20 Budget	FY21 Budget
<u>Leases managed:</u>			
Rec/Ag	N/A	75	83
Land lease	N/A	6	6
Ford Ranch lease	N/A	1	0
City Farm lease	N/A	12	12
Alamosa	N/A	1	1
Special leases	N/A	16	16
Lake Nasworthy Residential	N/A	160	145
Commercial	N/A	11	12
Total Lease Revenue	N/A	\$793,055	\$693,460
Ford Ranch Mineral/land use revenue	N/A	9,000	3,000
City Farm Mineral revenue	N/A	4,000	4,500
<u>Residential Lake Leases:</u>			
Number of leases	N/A	160	145
Average lease price	N/A	\$1,314	\$2,028

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

Real Estate Departmental Information

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	FY19 Actual*	FY20 Budget	FY21 Budget
<u>Tax resale lots:</u>			
Number of lots sold	N/A	3	3
Average sale price	N/A	1,500	1,500
<u>Residential lots:</u>			
Number of Residential lots	N/A	8	12
Average sale price	N/A	89,000	93,000
<u>Surplus property sales:</u>			
Number of properties sold	N/A	6	6
Average sale price	N/A	2,525	2,525

* Performance measure were restructured for Fiscal Year 2020, therefore 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	FY19 Actual*	FY20 Budget	FY21 Budget
<u>Demolition Filing Fees:</u>			
Number of filings collected	N/A	10	10
Average filing fee	N/A	26	26
<u>Code Enforcement Filing Fees Collected:</u>			
Number of filings collected	N/A	190	225
Average filing fee	N/A	36	36
<u>Demolition lien interest</u>			
Number of liens	N/A	10	8
Average interest per lien	N/A	500	500
<u>Code Enforcement lien interest:</u>			
Number of liens	N/A	190	225
Average interest per lien	N/A	75	60
<u>Demolition lien releases</u>			
Number of lien releases	N/A	10	8
Average amount per release	N/A	26	26
<u>Code Enforcement lien releases:</u>			
Number of lien releases	N/A	190	225
Average amount per release	N/A	26	26

* Performance measure were restructured for Fiscal Year 2020, therefore FY19 actuals 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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Reimbursed Expenses	20,159	5,925	21,000
General Fund Support	1,732,633	1,782,407	1,790,021
Total Revenue	\$1,752,792	\$1,788,332	\$1,811,021
Expenditure			
Personnel	907,228	934,253	931,942
Operations & Maintenance	835,660	847,325	872,325
Capital	9,904	6,754	6,754
Total Expenditure	\$1,752,792	\$1,788,332	\$1,811,021
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Director of Finance	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00
Budget Analyst, Sr	2.00	2.00	2.00
Administrative Assistant, Sr.	1.00	1.00	1.00
Chief Accountant	0.00	0.00	0.00
Cash & Debt Analyst	1.00	1.00	1.00
Accountant	2.00	2.00	2.00
Senior Accountant	0.00	1.00	1.00
Accounts Payable Specialist	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00
Payroll Specialist	1.00	0.00	0.00
Total FTE Count	12.00	12.00	12.00

Finance

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Receive the Distinguished Budget Award	Yes	Yes	Yes
Actual general fund revenue received as a percentage of current budget	100%	100%	100%
Provide report of budget variances within five days of quarterly closing of financial period	100%	100%	100%
Average number of business days to process a budget amendment	3.79	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of online survey responses	49	1,000	100
Submit CIP to City Council on time	Yes	Yes	Yes

Finance

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 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	24,575	24,000	24,000
Number of accounts payable payments processed	10,815	11,320	11,000
Number of journal entries recorded	877	930	925

Billing & Collections

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	739,804	756,756	762,604
Total Revenue	\$739,804	\$756,756	\$762,604
Expenditure			
Personnel	460,140	471,409	477,257
Operations & Maintenance	268,619	285,347	285,347
Capital	11,045	0	0
Total Expenditure	\$739,804	\$756,756	\$762,604
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	9.00	9.00	9.00

Billing & Collections

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Accounts receivable invoices and statements processed	14,238	14,569	14,096
Accounts receivable customer payment transactions	8,078	8,754	8,159
Cash deposit transactions	27,238	28,669	27,510

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	FY19 Actual	FY20 Budget	FY21 Budget
Municipal services statements processed and mailed	413,388	424,883	417,522
Municipal services payments processed	419,570	415,149	421,668
Customer accounts with exceptions - processed daily	199	185	201
Number of staff manual payment entries	87,447	81,372	86,573
Percent of adjustments processed prior to subsequent billing cycle	89%	92%	90%

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	644,792	709,241	707,722
Total Revenue	\$644,792	\$709,241	\$707,722
Expenditure			
Personnel	383,139	410,255	408,736
Operations & Maintenance	226,664	273,986	273,986
Capital	34,989	25,000	25,000
Total Expenditure	\$644,792	\$709,241	\$707,722
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Director of Information Technology	0.00	1.00	1.00
Information Technology Manager	1.00	0.00	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
Total FTE Count	6.00	6.00	6.00

Information Technology Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Percent of time wireless network is available	99%	98%	98%
Percent of time data center is available	98%	98%	98%
Percent of time the AS400 is available	90%	90%	90%
Percent of time Click to Gov is available	85%	90%	98%

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	FY19 Actual	FY20 Budget	FY21 Budget
Percent of work orders completed in the same day	84%	85%	85%

Purchasing

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Miscellaneous Revenue	35,387	37,227	37,227
General Fund Support	153,280	160,193	197,386
Total Revenue	\$188,667	\$197,420	\$234,613
Expenditure			
Personnel	178,758	183,411	209,781
Operations & Maintenance	8,528	10,945	21,605
Capital	1,381	3,064	3,227
Total Expenditure	\$188,667	\$197,420	\$234,613
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Purchasing Manager	1.00	1.00	1.00
Purchasing Specialist	1.00	2.00	2.00
Administrative Assistant	1.00	0.00	0.00
Total FTE Count	3.00	3.00	3.00

Purchasing Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of purchase orders issued	2,588	2,500	2,500
Number of procurement card transactions	7,505	8,000	7,500
Purchasing card compliance	91%	90%	90%
Total procurement card charges	\$1,657,522	\$1,545,000	\$1,555,000
Number of formal procurement requests	62	55	55
Number of contracts drafted and/or reviewed	155	170	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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
General Fund Support	2,821,846	2,569,992	2,576,881
Total Revenue	\$2,821,846	\$2,569,992	\$2,576,881
Expenditure			
Personnel	322,851	372,290	371,398
Operations & Maintenance	2,493,922	2,194,902	2,202,683
Capital	5,073	2,800	2,800
Total Expenditure	\$2,821,846	\$2,569,992	\$2,576,881
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary*	FY19 Actual	FY20 Budget	FY21 Budget
Director of HR & Risk Management	1.00	1.00	1.00
Assist. Director of HR	0.00	0.00	1.00
Human Resources Manager	0.00	1.00	0.00
Human Resources Coordinator	2.00	2.00	1.00
Human Resources Generalist	0.00	0.00	1.00
Human Resources Specialist	0.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00
Total FTE Count	4.00	6.00	6.00

*In FY20 there was a reorganization of staff to properly allocate responsibilities between divisions.

Human Resources

Departmental Information

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

Objectives: Recruitment; Department Excellence; and Employee Satisfaction

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Average number of days to fill vacant positions	32	30	30
Ratio of HR Personnel per City Employee	1:135	1:273	1:120
Number of Civil Service exams proctored	4	5	4

Crossing Guards

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
User Fees	133,269	131,469	132,401
Total Revenue	\$133,269	\$131,469	\$132,401
Expenditure			
Personnel	110,920	109,079	108,420
Operations & Maintenance	24,537	22,390	23,981
Capital	0	0	0
Total Expenditure	\$135,457	\$131,469	\$132,401
Surplus/(Deficit)	(\$2,188)	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Safety Guard Supervisor (PT)	0.50	0.50	0.50
Safety Guard (PT)	12.00	12.00	12.00
Total FTE Count	12.50	12.50	12.50

Crossing Guards

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Designated school crossings staffed each day of school	20	20	20
Average hours per location	2.75	2.75	2.75
Average cost per location	\$6,773	\$6,573	\$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	0	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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Reimbursed Expenses	32,252	28,200	28,200
General Fund Support	659,940	666,331	666,560
Total Revenue	\$692,192	\$694,531	\$694,760
Expenditure			
Personnel	344,788	361,319	361,555
Operations & Maintenance	339,152	333,212	333,205
Capital	8,252	0	0
Total Expenditure	\$692,192	\$694,531	\$694,760
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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	3.00	3.00	2.00
Building Maintenance Worker	0.00	0.00	1.00
Administrative Assistant (PT)	0.50	0.50	0.50
Total FTE Count	6.50	6.50	6.50

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of electrical repairs (contractor)	17	20	20
Number of HVAC repairs (contractor)	18	10	20
Number of plumbing repairs (contractor)	18	5	25
Number of requests for service	675	500	750
Number of HVAC filters and coils serviced for preventive maintenance	108	75	125
Number of plumbing preventative maintenance at various facilities including treating floor drains, replacing urinal cartridges, etc.	67	65	90
Number of electrical repairs	80	75	95
Number of HVAC repairs	19	25	25
Number of carpentry repairs	86	150	90
Number of plumbing repairs	88	100	100
Number of misc. services: de-icing, setups, grounds maintenance, council packet delivery	1,580	750	1,600
TDCJ inmate work crew oversight	1	5	2

Facilities Maintenance

Departmental Information

Goals, Objectives & Performance Measures

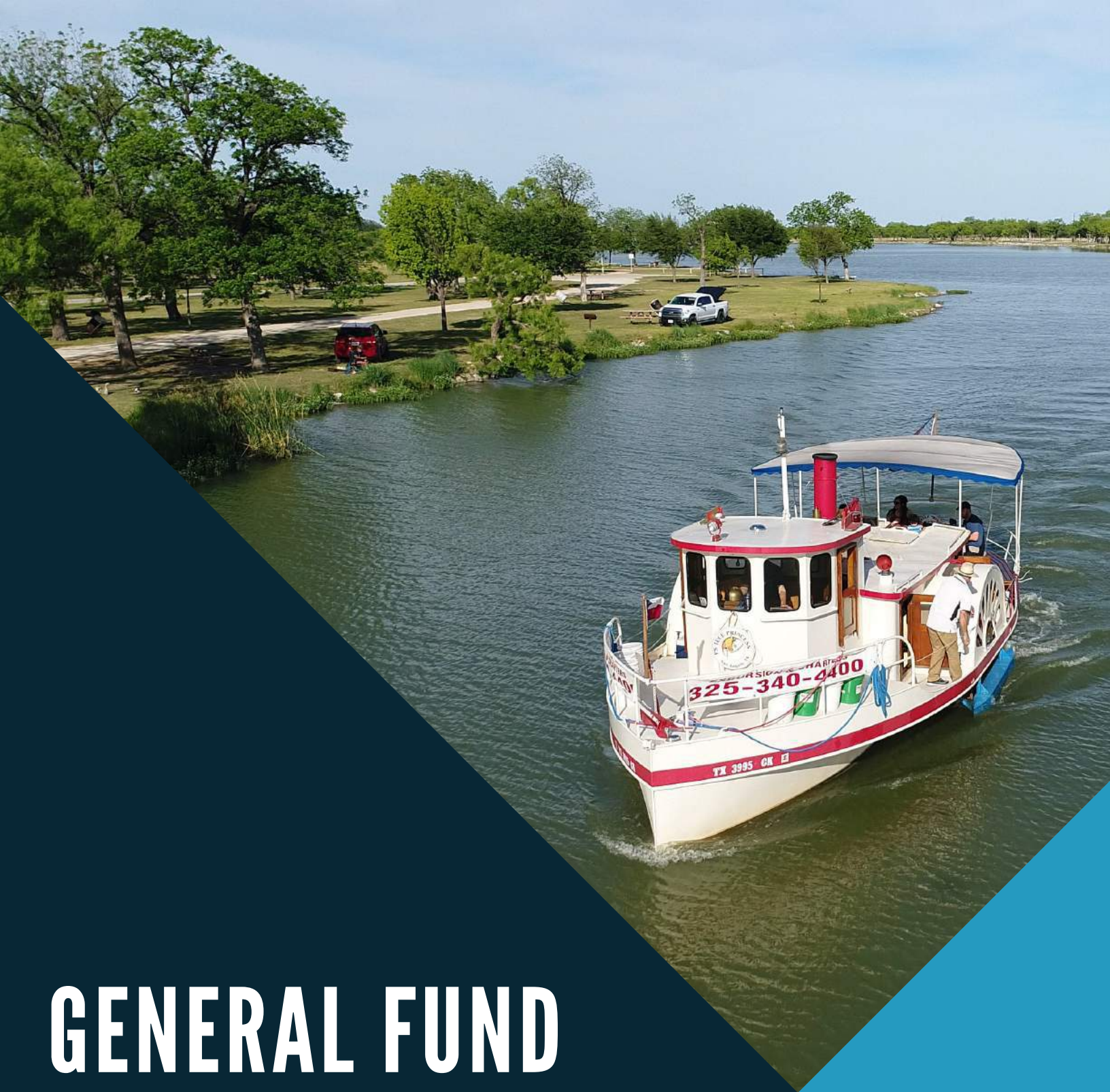
Activity: Contractor/Project Management

Serves City Council's Vision: Infrastructure Vision

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

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

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Estimated costs savings or reductions by using TDCJ crews (mowing, weeding, painting, moving equipment, etc.)	3,000	7,000	3,000
Number of contracts renegotiated for best price for services to increase lifespan of COSA infrastructure	7	12	3
Number of contracts extended to continue best cost and to increase lifespan of COSA infrastructure	1	10	3
Bid solicitations for continuing projects such as HVAC system and roofing replacements	3	4	1



GENERAL FUND SUPPORTED



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General Debt Service Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
105 REVENUES:				
Current Taxes	4,603,162	4,760,093	4,945,644	185,551
Delinquent Taxes	48,870	46,676	46,676	-
Transfers In	2,761,525	2,752,250	2,766,094	13,844
Interest	83,339	61,968	23,594	(38,374)
Total Revenues	\$ 7,496,896	\$ 7,620,987	\$ 7,782,008	\$ 161,021
105 EXPENSES:				
Principal on Debt	4,945,000	5,215,000	4,675,000	(540,000)
Interest on Debt	2,449,944	2,308,932	2,946,002	637,070
Issue Costs	17,308	97,055	161,006	63,951
Total Expenditures	\$ 7,412,252	\$ 7,620,987	\$ 7,782,008	\$ 161,021
Revenues Over/ (Under) Expenditures	84,644	-	-	-
Beginning Fund Balance	1,443,725	1,528,369	1,528,369	-
Ending Fund Balance	\$ 1,528,369	\$ 1,528,369	\$ 1,528,369	\$ -

General Equipment Replacement Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>501 REVENUES:</u>				
Transfers In	1,265,086	1,251,373	1,251,373	-
Sale of Fixed Assets	39,999	55,000	65,000	10,000
Interest	4,398	-	-	-
Other	50,500	40,000	40,000	-
Total Revenue	\$ 1,359,983	\$ 1,346,373	\$ 1,356,373	\$ 10,000
<u>501 EXPENSES:</u>				
Fleet Services	60,312	-	-	-
Engineering	9,728	-	-	-
Traffic Control	80,158	-	-	-
Street & Bridge	429,730	-	-	-
Parks	182,502	-	-	-
Police	845,294	-	-	-
Police Body Cameras	-	50,000	50,000	-
Fire	647	-	-	-
Ambulance	469,713	-	-	-
Capital*	-	1,296,373	1,306,373	10,000
Other Vehicles & Equipment	59,644	-	-	-
Total Expenditures	\$ 2,137,728	\$ 1,346,373	\$ 1,356,373	\$ 10,000
Revenues Over/ (Under) Expenditures	(777,745)	-	-	-
Beginning Fund Balance	1,328,110	550,365	550,365	-
Ending Fund Balance	\$ 550,365	\$ 550,365	\$ 550,365	\$ -

* All funds are placed in this line, then allocated as needed throughout the year.

General Capital Projects Fund

Financial Summary

Description	FY19 Actual	FY20 * Revised Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>502 REVENUES:</u>				
Transfers In	2,623,377	1,461,278	558,029	(903,249)
Interest	4,835	-	-	-
Other	-	-	-	-
Total Revenue	\$ 2,628,212	\$ 1,461,278	\$ 558,029	\$ (903,249)
<u>502 EXPENSES:</u>				
Intergovernmental	-	114,714	-	(114,714)
City Hall Improvements	435,819	81,293	-	(81,293)
City Hall Plaza Rehabilitation	-	1,018	-	(1,018)
Street Improvements	118,591	1,381,409	-	(1,381,409)
Stormwater Improvements	68,298	1,191,128	-	(1,191,128)
Tree Irrigation	-	120,300	-	(120,300)
River Bank Stabilization	-	526,496	308,029	(218,467)
Sunken Garden	40,041	34,934	-	(34,934)
Texas Bank Sports Complex	184,624	284,655	-	(284,655)
29th St Sports Complex	46,000	1,570,808	-	(1,570,808)
Fort Concho	7,108	729,361	-	(729,361)
Auditorium	-	1,000	-	(1,000)
Animal Control Improvements	14,000	386,000	-	(386,000)
Fire Station	-	117,139	-	(117,139)
Fire Truck Replacement	1,149,475	553,248	250,000	(303,248)
Fire Mobile Data Terminals	-	593,249	-	(593,249)
Contingencies	-	92,141	-	(92,141)
Total Expenditures	\$ 2,063,956	\$ 7,778,893	\$ 558,029	\$ (7,220,864)
Revenues Over/ (Under) Expenditures	564,256	(6,317,615)	-	-
Beginning Fund Balance	5,746,365	6,310,621	(6,994)	(6,317,615)
Ending Fund Balance	\$ 6,310,621	\$ (6,994)	\$ (6,994)	\$ (6,317,615)

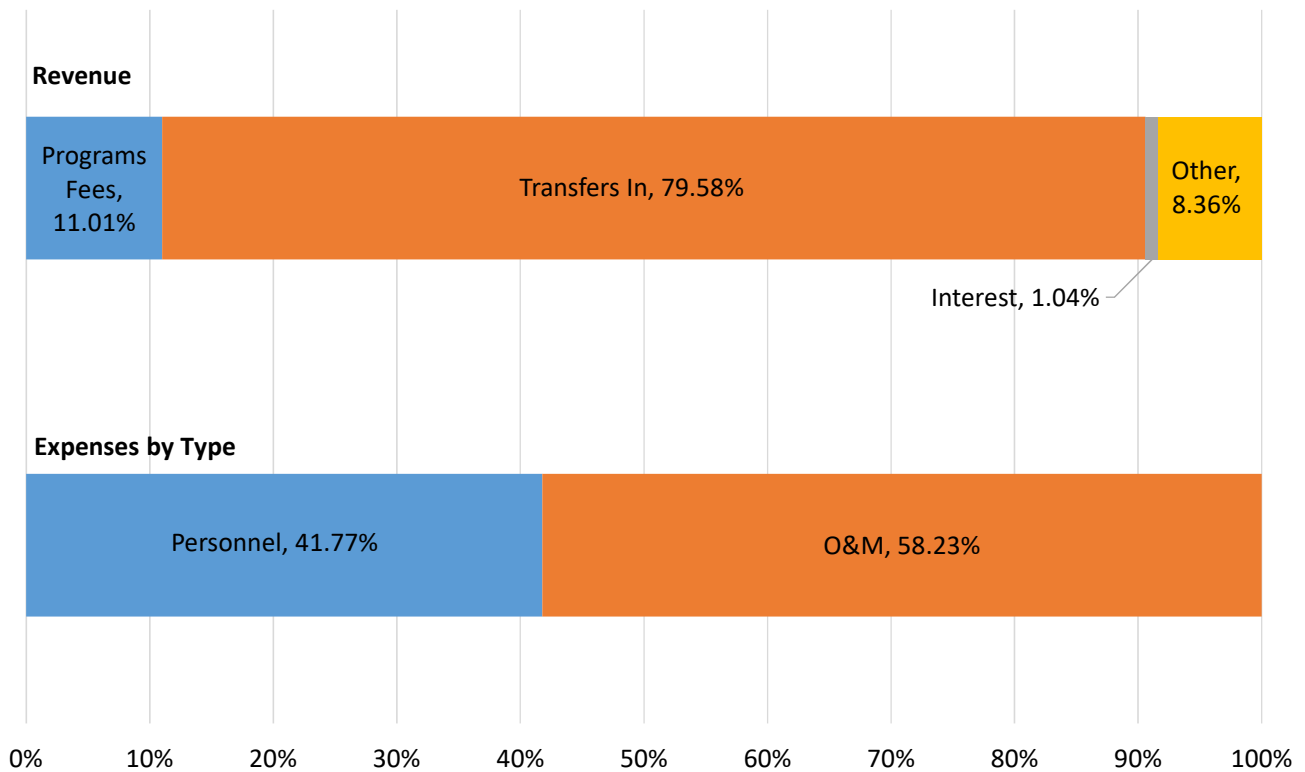
* Reporting amended budget due to numerous multi-year projects.

Texas Bank Sports Complex Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
203 REVENUES:				
Program Fees	64,068	105,000	105,000	-
Transfers In	757,532	745,243	758,654	13,411
Interest	21,248	19,174	9,957	(9,217)
Other	48,976	79,700	79,700	-
Total Revenues	\$ 891,824	\$ 949,117	\$ 953,311	\$ 4,194
203 EXPENSES:				
Personnel	328,868	398,339	398,178	(161)
Operations & Maintenance	346,700	550,778	555,133	4,355
Legal Notices	-	-	-	-
Capital	17,089	-	-	-
Total Expenses	\$ 692,657	\$ 949,117	\$ 953,311	\$ 4,194
Revenues Over/ (Under) Expenditures	199,167	-	-	-
Beginning Fund Balance	511,676	710,843	710,843	-
Ending Fund Balance	\$ 710,843	\$ 710,843	\$ 710,843	\$ -

Texas Banks Sports Complex Fund Visual Diagram



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

The Texas Bank Sports Complex provides leisure services and opportunities by providing recreation 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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	9.00	9.00	9.00

Texas Bank Sports Complex

Departmental Information

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

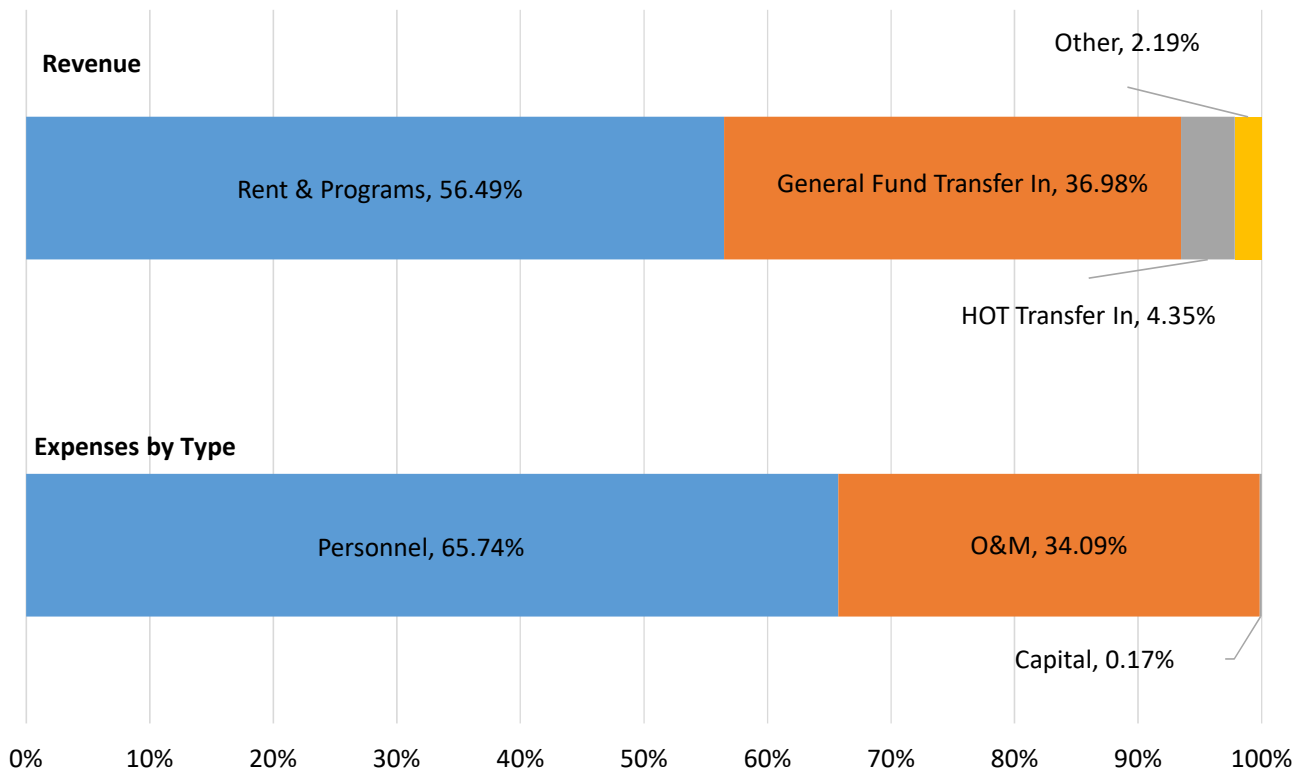
Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Average number of days in a service cycle to mow the ball fields, parks and open space	7	7	7
Percentage of time the ball fields are prepared	100%	100%	100%
Cost per acre of overall maintenance of the complex	\$11,073	\$11,560	\$11,626
Number of acres maintained in the complex	75	75	75

Fort Concho Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
420 REVENUES:				
Rent & Programs	597,583	661,750	649,750	(12,000)
General Fund Transfer In	718,483	446,045	425,388	(20,657)
HOT Transfers In	753,709	50,000	50,000	-
Interest	11,272	11,259	4,713	(6,546)
Other	30,535	25,450	20,450	(5,000)
Total Revenues	\$ 2,111,582	\$ 1,194,504	\$ 1,150,301	\$ (44,203)
420 EXPENSES:				
Personnel	699,279	771,913	756,209	(15,704)
Operations & Maintenance	450,213	414,591	392,092	(22,499)
Legal Notices	-	-	-	-
Capital	-	8,000	2,000	(6,000)
Total Expenditures	\$ 1,149,492	\$ 1,194,504	\$ 1,150,301	\$ (44,203)
Revenues Over/ (Under) Expenditures	962,090	-	-	-
Beginning Fund Balance	393,806	1,355,896	1,355,896	-
Ending Fund Balance	\$ 1,355,896	\$ 1,355,896	\$ 1,355,896	\$ -

Fort Concho Fund Visual Diagram



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

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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	13.50	13.50	13.50

Fort Concho

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of visitors at Christmas at Old Fort Concho	8,000	17,500	16,000
Number of participants & volunteers at Christmas at Old Fort Concho	500	1,000	900
Percentage of visitors, participants and volunteers and Christmas at Old Fort Concho from out-of-town	33%	34%	33%
Number of new displays or exhibits	3	4	3
Number of people served at site	55,000	60,000	55,000
Buildings overhauled/repared	2	3	6
Number of visitors from United States	50	50	50
Number of visitors from foreign countires	30	35	35
Out of town programs/camps	6	8	6

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of annual members	300	350	325
Revenue from annual memberships	43,500	48,000	47,500

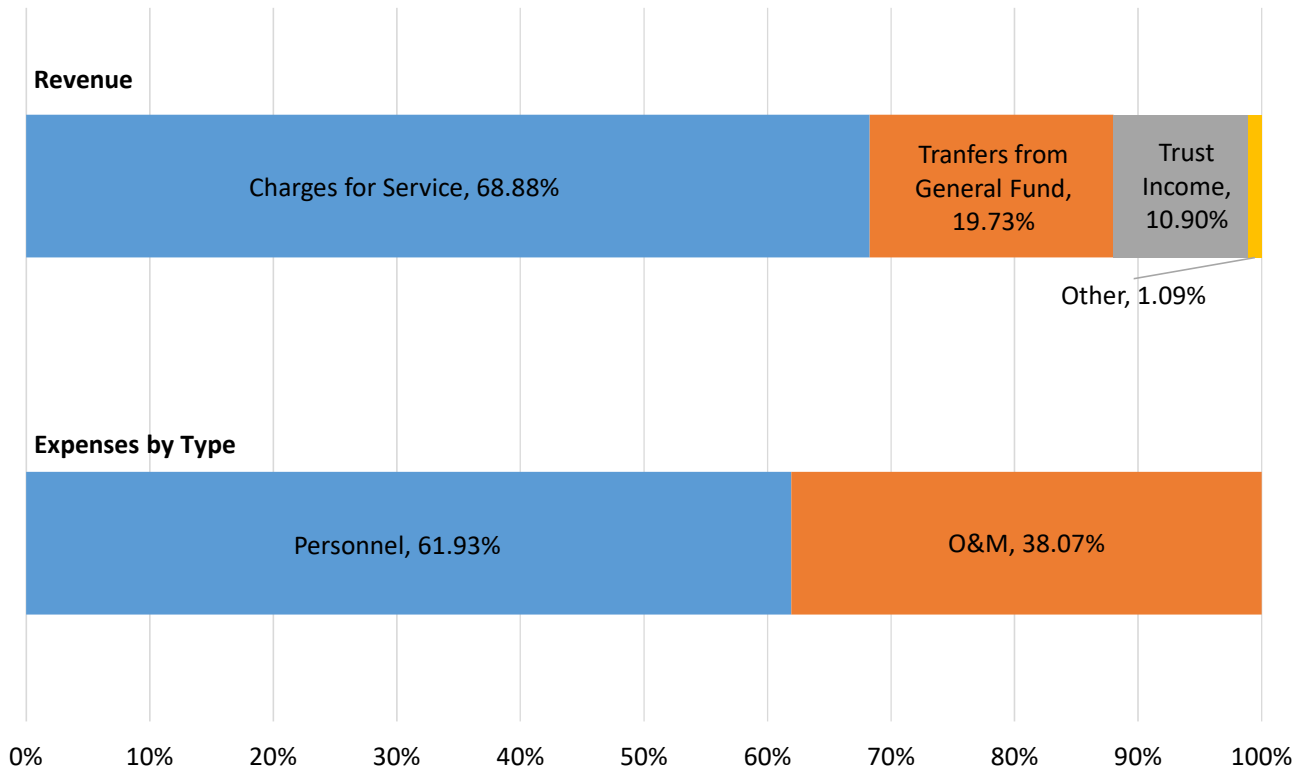
Fairmount Cemetery Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
440 REVENUES:				
Charges for Service	222,230	282,600	283,050	450
Columbarium	8,400	30,000	30,000	-
Trust Income	43,586	50,000	50,000	-
General Fund Transfer In	119,686	86,250	90,476	4,226
Other	1,780	5,000	5,000	-
Total Revenues	\$ 395,682	\$ 453,850	\$ 458,526	\$ 4,676
440 EXPENSES:				
Personnel	273,588	271,452	283,947	12,495
Operations & Maintenance	94,512	152,398	144,579	(7,819)
Legal Notices	-	-	-	-
Columbarium	778	30,000	30,000	-
Capital	24,098	-	-	-
Total Expenditures	\$ 392,976	\$ 453,850	\$ 458,526	\$ 4,676
Revenues Over/ (Under) Expenditures	2,706	-	-	-
Beginning Fund Balance	6,264	8,970	8,970	-
Ending Fund Balance	\$ 8,970	\$ 8,970	\$ 8,970	\$ -

Fairmount Cemetery Fund

Visual Diagram



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

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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	6.00	6.00	6.00

Fairmount Cemetery

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of burial services	67	80	80
Number of burial lots sold	23	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of acres mowed/trimmed annually	1,374	1,374	1,374

GOVERNMENTAL SPECIAL REVENUE FUNDS



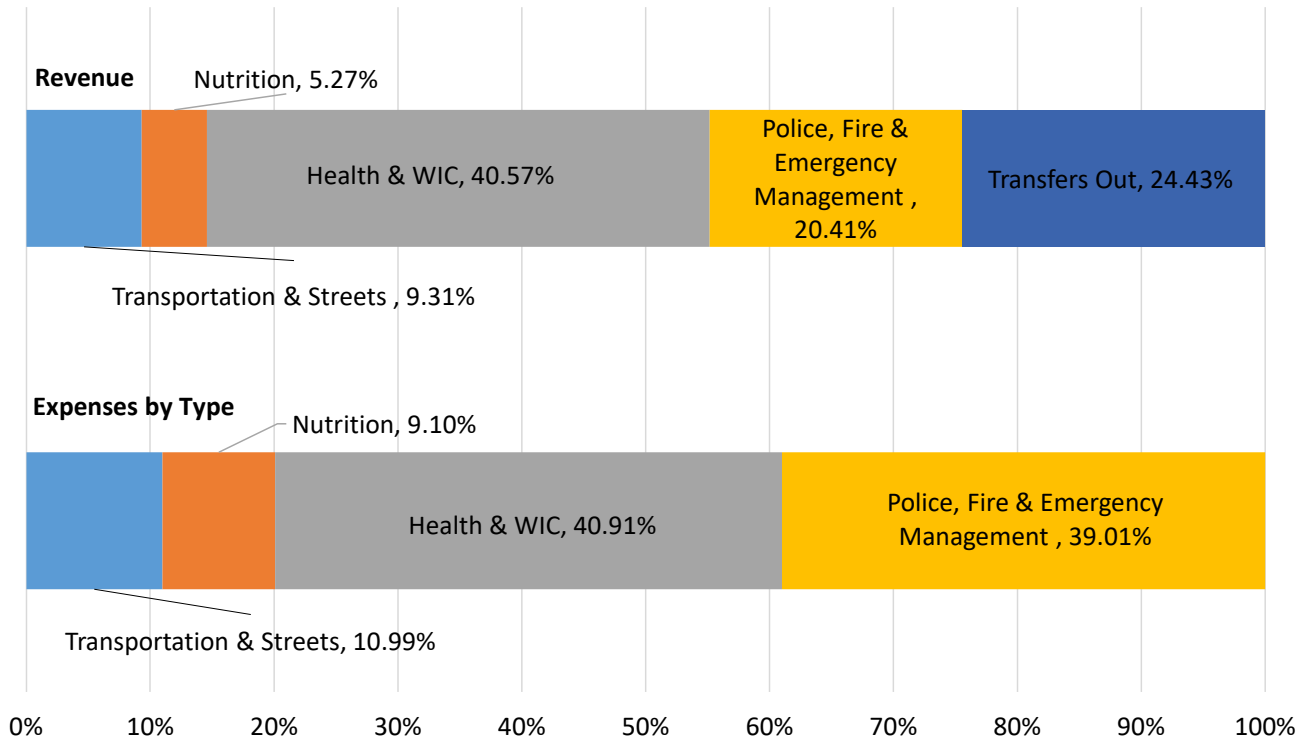
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Intergovernmental Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>103 REVENUES:</u>				
Transportation Grant	238,284	208,695	230,769	22,074
Streets Grant	532,239	-	-	-
Airport Grants	50,000	-	50,000	50,000
Nutrition Program Revenue	143,428	158,945	158,945	-
Health Department *	337,644	221,936	221,936	-
WIC	813,007	875,888	875,888	-
1115 Waiver	121,026	137,500	125,000	(12,500)
Police Grants	57,782	-	226,939	226,939
Fire Grants	211,348	444,402	212,245	
Emergency Management Grant	291,308	184,199	176,100	(8,099)
Transfers In	732,720	334,644	736,531	401,887
Interest	10,222	-	-	-
Total Revenue	\$ 3,539,008	\$ 2,566,209	\$ 3,014,353	\$ 680,301
<u>103 EXPENSES:</u>				
Transportation Grant	238,335	208,695	229,769	21,074
Streets Grant	523,443	-	-	-
Airport Grants	100,000	-	100,000	100,000
Nutrition Program	249,245	275,610	274,224	(1,386)
Health Department Grants*	562,437	234,173	232,186	(1,987)
WIC	834,858	875,888	875,888	-
1115 Waiver	83,335	137,500	125,000	(12,500)
Police Grants	57,759	-	333,627	333,627
Fire Grants	282,782	592,536	608,393	15,857
Emergency Management Grant	278,515	241,807	233,766	(8,041)
Legal Notices	149	-	1,500	1,500
Transfers Out	6,117	-	-	-
Total Expenditures	\$ 3,216,975	\$ 2,566,209	\$ 3,014,353	\$ 448,144
Revenues Over/ (Under) Expenditures	322,033	-	-	-
Beginning Fund Balance	782,586	1,104,619	1,104,619	-
Ending Fund Balance	\$ 1,104,619	\$ 1,104,619	\$ 1,104,619	\$ -

* 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 accounts 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

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant Revenue	221,039	208,695	230,769
Total Revenue	\$221,039	\$208,695	\$230,769
Expenditure			
Personnel	181,802	185,839	186,091
Operations & Maintenance	56,353	21,124	43,678
Legal Notices	0	0	1,000
Capital	180	1,732	0
Total Expenditure	\$238,335	\$208,695	\$230,769
Surplus/(Deficit)	(\$17,296)	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
MPO Director	1.00	1.00	1.00
Trans. Planning Analyst/GIS	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total FTE Count	3.00	3.00	3.00

Metropolitan Planning Organization

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Present information/data to the MPO policy board	8	10	6
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	FY19 Actual	FY20 Budget	FY21 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	1	1	1

Metropolitan Planning Organization Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Research grant opportunities	6	5	3

Airport RAMP Grant

Departmental Information

The grant is from the Texas Department of Transportation (TxDOT) for a Routine Airport Maintenance Program (RAMP) Grant. The TxDOT RAMP Grant provides 50% of eligible project costs and the local government match is 50%.

Budget Summary	FY19 Actual	FY20 Budget*	FY21 Budget
Revenue			
Grant	50,000	50,000	50,000
Local Match	50,000	50,000	50,000
Total Revenue	\$100,000	\$100,000	\$100,000
Expenditure			
Personnel	0	0	0
Operations & Maintenance	100,000	100,000	100,000
Capital	0	0	0
Total Expenditure	\$100,000	\$100,000	\$100,000
Surplus/Deficit	\$0	\$0	\$0

* Reporting amended budget due to mid-year project.

Nutrition

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant Revenue	143,428	158,945	158,945
General Fund Transfer	105,966	116,665	115,779
Total Revenue	\$249,394	\$275,610	\$274,724
Expenditure			
Personnel	145,063	150,345	149,459
Operations & Maintenance	104,182	125,265	124,765
Legal Notices	149	0	500
Capital	0	0	0
Total Expenditure	\$249,394	\$275,610	\$274,724
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	3.50	3.50	3.50

Nutrition

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of noon meals prepared	29,336	34,500	32,500
Number of client intakes	497	550	550
Cost per meal prepared	\$6.61	\$6.60	\$7.02

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of nutritional health screenings completed	497	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 Grant

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant Revenue	110,149	119,433	119,433
Transfer from General Fund	0	0	0
Total Revenue	\$110,149	\$119,433	\$119,433
Expenditure			
Personnel	121,006	119,433	119,433
Operations & Maintenance	0	0	0
Capital	0	0	0
Total Expenditure	\$121,006	\$119,433	\$119,433
Surplus/Deficit	(\$10,857)	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	2.50	2.50	2.50

Environmental Health Grant 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	FY19 Actual	FY20 Budget	FY21 Budget
Number of public health nuisance complaints and investigations	23	25	25
Number of food establishment complaints responded to	56	60	60
Number of routine food establishment inspections	2,151	1,900	2,000
Percent of all food service complaints initiated within 24 hours of notification	100%	100%	100%
Number of pre-inspections and walk-through	66	50	50
Number of temporary food establishment inspections performed	104	75	75
Number of plan reviews	22	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	63	50	50
Sewage complaints/ investigations/ follow-ups responded to	67	60	60
Total number of annual permits issued	608	560	580

Hazards

Departmental Information

The Hazards Division provides public health emergency preparedness and response.

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant Revenue	50,855	102,503	102,503
Transfer from General Fund	10,948	12,237	10,250
Total Revenue	\$61,803	\$114,740	\$112,753
Expenditure			
Personnel	53,195	92,244	93,246
Operations & Maintenance	10,404	19,868	19,507
Capital	0	2,628	0
Total Expenditure	\$63,599	\$114,740	\$112,753
Surplus/Deficit	(\$1,796)	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Emerg. Mgmt Planning Specialist	1.00	1.00	1.00
Office Assistant (PT)	0.50	0.50	0.50
Total FTE Count	1.50	1.50	1.50

Hazards

Departmental Information

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	FY19 Actual*	FY20 Budget	FY21 Budget
Number of emergency plans and/or annexes reviewed and revised	1	2	2
Attend local emergency planning committee meetings and other various activities (VOAD)	1	30	12
Participate in disasters, emergencies or exercises	0	4	2
Quarterly test of the ability to notify key partners and stakeholders	1	4	4
Number of target capabilities administered in the Hazards Capabilities & Objectives Work Plan	3	4	3

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant Revenue	813,007	875,888	875,888
Total Revenue	\$813,007	\$875,888	\$875,888
Expenditure			
Personnel	609,106	693,413	671,209
Operations & Maintenance	225,752	182,475	204,679
Capital	0	0	0
Total Expenditure	\$834,858	\$875,888	\$875,888
Surplus/Deficit	(\$21,851)	\$0	\$0

Personnel Summary*	FY19 Actual	FY20 Budget	FY21 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	0.00	0.00
WIC Certification Specialist	2.00	2.00	2.00
Social Services Assistant	5.00	6.00	6.00
Administrative Coordinator	1.00	1.00	1.00
Peer Counselor Supervisor	1.00	0.00	0.00
Lactation Consultant	0.00	1.00	1.00
Licensed Vocational Nurse (PT)	0.50	0.50	0.50
Social Services Assistant (PT)	0.50	0.50	0.50
Total FTE Count	15.00	15.00	15.00

*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	FY19 Actual	FY20 Budget	FY21 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	50%	50%	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	86%	87%	87%
Cost reimbursement rate per participant served benefits	\$16.49	\$16.00	\$16.99
Number of food benefit packages issued yearly	39,540	42,000	42,000
Number of staff training and education sessions	12	12	12
Percent of suspected child abuse cases reported to TDFPS	100%	100%	100%

SAFER

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant	211,348	444,402	212,245
Local Match	71,434	148,134	396,148
Total Revenue	\$282,782	\$592,536	\$608,393
Expenditure			
Personnel	282,782	592,536	608,393
Operations & Maintenance	0	0	0
Capital	0	0	0
Total Expenditure	\$282,782	\$592,536	\$608,393
Surplus/Deficit	\$0	\$0	\$0

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Grant Revenue	105,158	56,599	48,500
Rent	30,000	30,000	30,000
Reimbursed Expense	97,600	97,600	97,600
General Fund Local Match	56,949	57,608	57,666
Total Revenue	\$289,707	\$241,807	\$233,766
Expenditure			
Personnel	48,358	84,864	84,345
Operations & Maintenance	156,899	151,788	145,469
Capital	73,258	5,155	3,952
Total Expenditure	\$278,515	\$241,807	\$233,766
Surplus/Deficit	\$11,192	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Emergency Mgmt Coordinator	1.00	1.00	1.00
Office Assistant (PT)	0.50	0.50	0.50
Total FTE Count	1.50	1.50	1.50

Emergency Management Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of updates to the emergency operation plan annexes	5	5	5
Number of exercises (discussion and operational based)	0	3	2
Number of personnel trained in ICS 100	25	50	50
Number of personnel trained in ICS 200	50	50	50
Number of personnel trained in ICS 300	20	20	20
Number of personnel trained in ICS 400	10	10	10
Number of personnel trained in ICS 700	25	50	50
Number of personnel trained in ICS 800	10	10	10
Number of TDEM sponsored courses	2	2	5

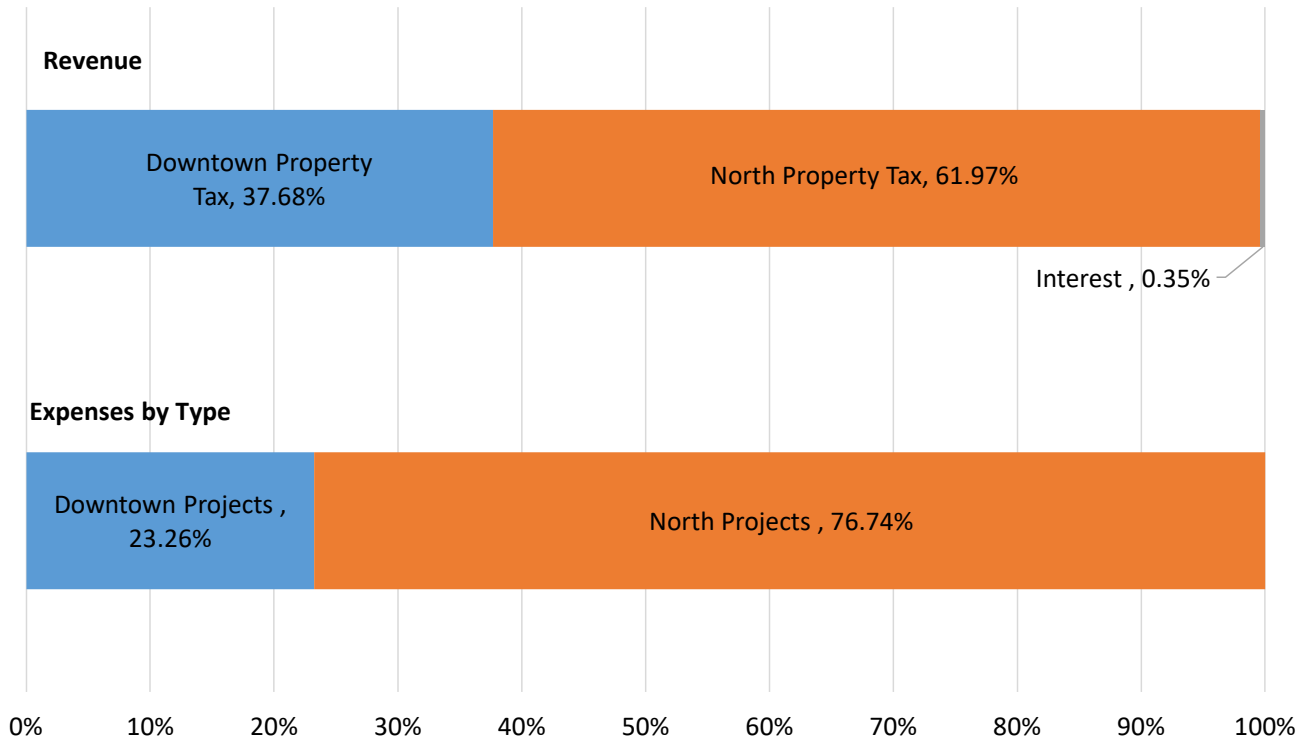
Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of personnel completing other Emergency Management classes	25	150	250
Number of community outreach programs delivered	1	10	10
Number of hours of media outreach programs completed	5	10	0
Number of check ins on Texas Traffic NET/SOC Net	0	240	240

TIRZ Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>106 REVENUES:</u>				
Downtown Property Tax	310,442	395,535	421,034	25,499
North Property Tax	555,352	665,335	692,531	27,196
Interest	17,696	15,245	3,908	(11,337)
Total Revenues	\$ 883,490	\$ 1,076,115	\$ 1,117,473	\$ 41,358
<u>106 EXPENSES:</u>				
Downtown Projects	507,560	396,043	210,917	(185,126)
North Projects	266,747	680,072	696,039	15,967
Total Expenditures	\$ 774,307	\$ 1,076,115	\$ 906,956	\$ (169,159)
Revenues Over/ (Under) Expenditures *	109,183	-	210,517	210,517
Beginning Fund Balance	2,057,595	2,166,778	2,166,778	-
Ending Fund Balance	\$ 2,166,778	\$ 2,166,778	\$ 2,377,295	\$ 210,517

* In FY21, there is a planned contribution to fund balance for the Downtown's portion of the Chadbourne Street Improvement Project.

TIRZ Fund Visual Diagram



Graph Description:

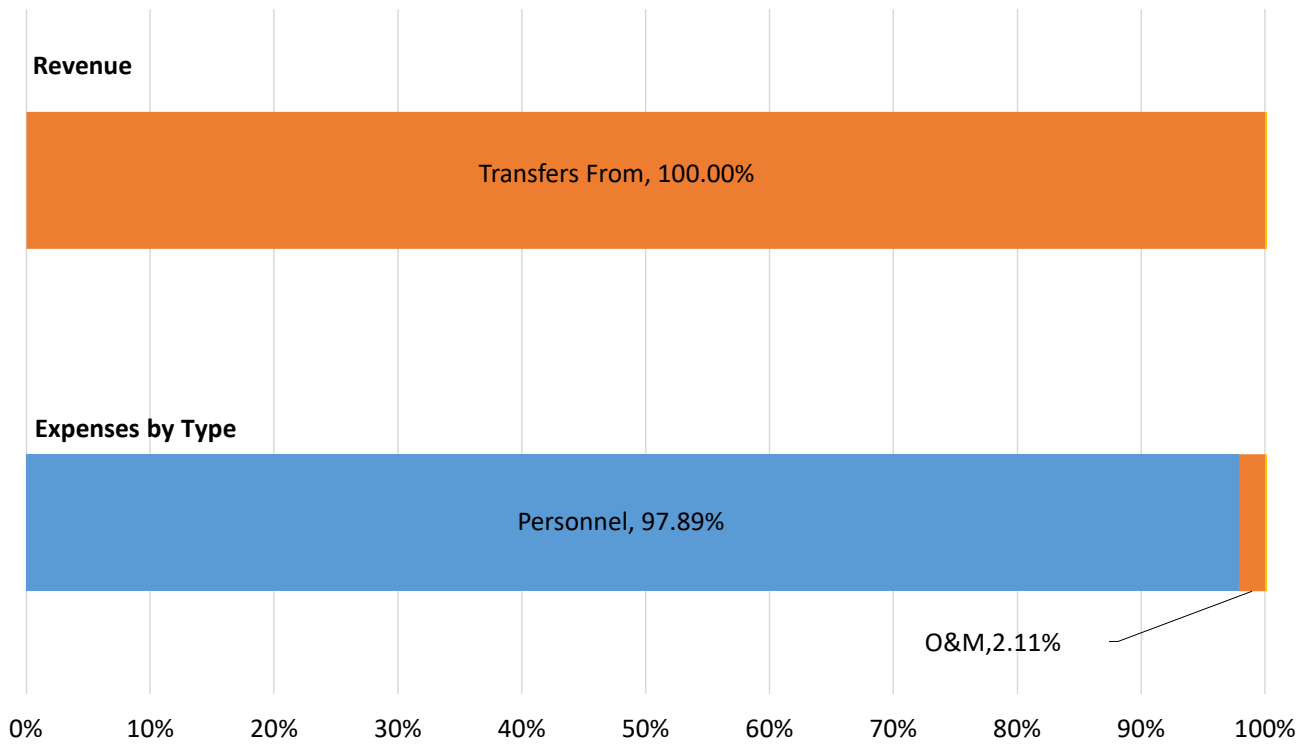
The Tax Increment Reinvestment Zone, or TIRZ, was created in 2006 to preserve the near and long-term integrity of the economic and social investment in the designated area and to encourage additional new projects within the area. The TIRZ district has two eligibility areas for incentives: the TIRZ-North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

Keep San Angelo Beautiful Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
625 REVENUES:				
Donations	1,086	5,000	-	(5,000)
Transfers From Solid Waste	-	65,000	65,000	-
Total Revenues	\$ 1,086	\$ 70,000	\$ 65,000	\$ (5,000)
625 EXPENSES:				
Personnel	-	63,942	63,627	(315)
Operations & Maintenance	-	1,702	1,373	(329)
Capital	-	4,356	-	(4,356)
Total Expenses	\$ -	\$ 70,000	\$ 65,000	\$ (5,000)
Revenues Over/ (Under) Expenditures	1,086	-	-	-
Beginning Fund Balance	-	1,086	1,086	-
Ending Fund Balance *	\$ 1,086	\$ 1,086	\$ 1,086	\$ -

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

Keep San Angelo Beautiful Fund Visual Diagram



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 started in February 2020. The Solid Waste Fund will help the non-profit for the next two years, after which, it will stand on its own.

Keep San Angelo Beautiful

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Submit a minimum of two major grant proposals to obtain operating funds.	N/A	2	6

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	FY19 Actual	FY20 Budget	FY21 Budget
Coordinate and schedule neighborhood clean up activities	N/A	12	12
Organize open house activity	N/A	1	N/A

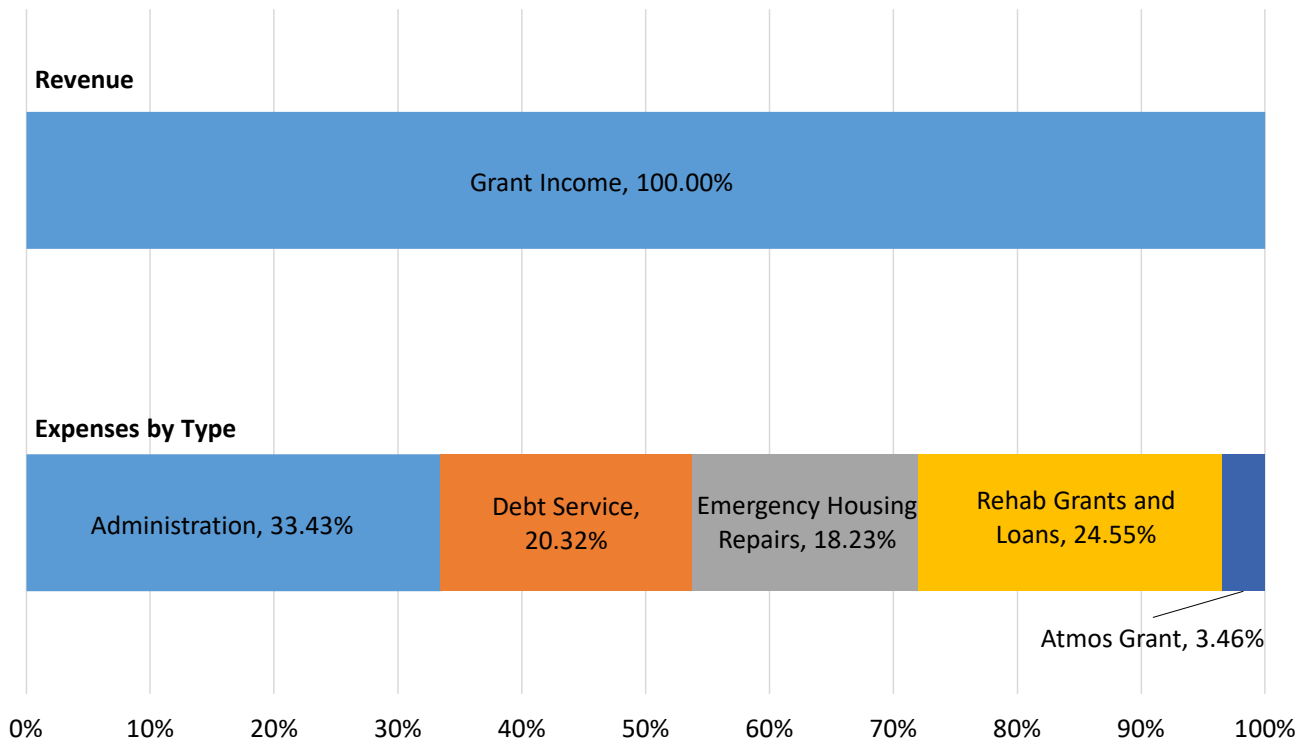
Community Development Block Grant Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
453 REVENUES:				
Grant Income	691,852	674,764	685,662	10,898
Rehab Loans	1,568	30,000	-	(30,000)
Other	19,979	-	-	-
Total Revenues	\$ 713,399	\$ 704,764	\$ 685,662	\$ (19,102)
453 EXPENSES:				
Administration	241,137	263,628	226,827	(36,801)
Legal Notices	1,900	-	2,423	2,423
Debt Service	144,153	141,960	139,339	(2,621)
Emergency Housing Repairs	116,404	88,419	125,000	36,581
Neighborhood Blitz	171,637	150,194	168,323	18,129
Atmos Grant	-	22,563	23,750	1,187
Code Enforcement	38,000	38,000	-	(38,000)
Emergency Incidents	-	-	-	-
Total Expenditures	\$ 713,231	\$ 704,764	\$ 685,662	\$ (19,102)
Revenues Over/ (Under) Expenditures *	168	-	-	-
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

* Any revenue over/(under) expenditures is carried into the prior year funds, in order to maintain a zero fund balance.

Community Development Fund Visual Diagram



Graph Description:

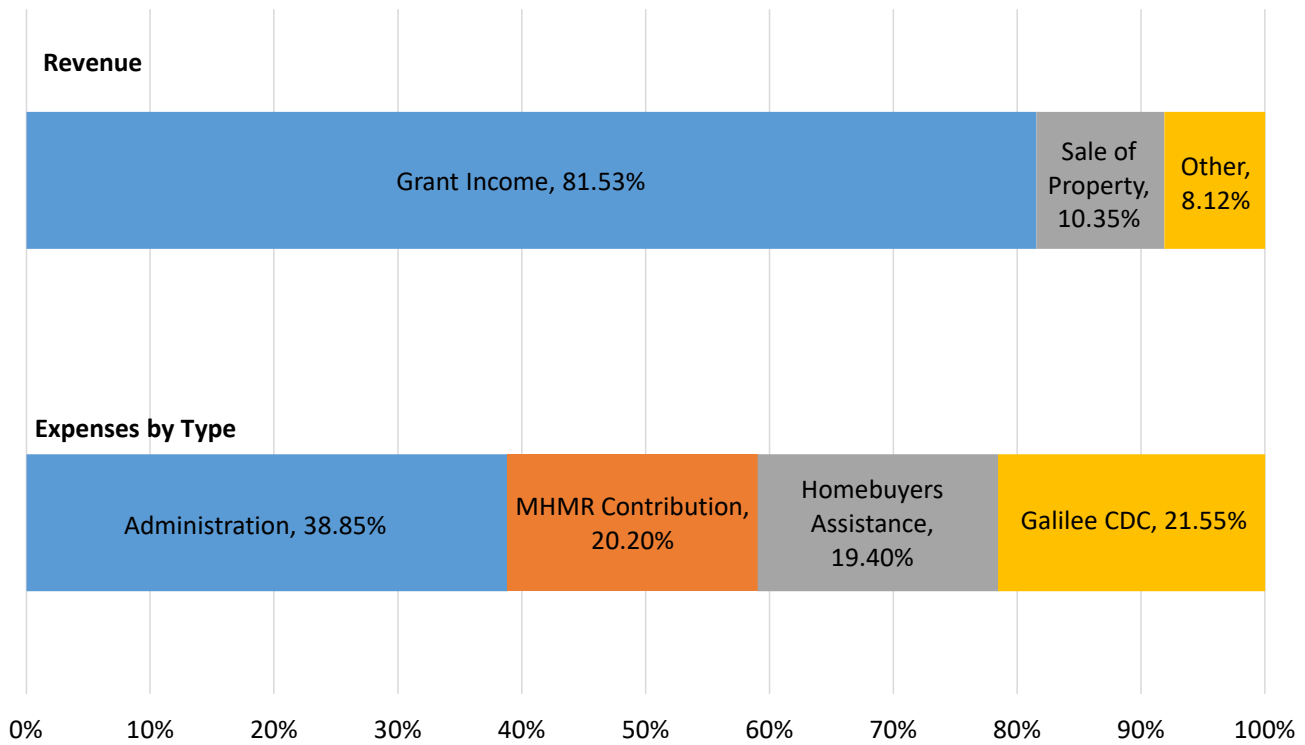
The Community & Housing Support Division secures Community Development Block Grant (CDBG) funding from the U.S. Department of Housing and Urban Development (HUD) to support the development of viable urban communities by expanding the supply of decent, safe, sanitary and affordable housing for low- to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

HOME Program Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
483 REVENUES:				
Grant Income	204,567	294,961	302,663	7,702
Loan Payments	2,363	23,000	-	(23,000)
Sale of Property	38,407	38,412	38,412	-
Other	20,141	30,135	30,135	-
Total Revenues	\$ 265,478	\$ 386,508	\$ 371,210	\$ (15,298)
483 EXPENSES:				
Administration	28,988	96,162	142,871	46,709
Legal Notices	-	-	1,342	1,342
MHMR Contribution	77,563	35,000	75,000	40,000
Homebuyers Assistance	-	135,346	71,997	(63,349)
Galilee CDC	110,000	120,000	80,000	(40,000)
Total Expenditures	\$ 216,551	\$ 386,508	\$ 371,210	\$ (15,298)
Revenues Over/ (Under) Expenditures*	48,927	-	-	-
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

* Any revenue over/(under) expenditures is carried into the prior year funds, in order to maintain a zero fund balance.

HOME Program Fund Visual Diagram



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

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of home buyers assisted	2	13	8
Number of applicants	4	15	10
Average cost per household assisted	\$11,818	\$9,800	\$9,800
Percent of home buyers assisted who earn less than 60% median family income	0%	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	FY19 Actual	FY20 Budget	FY21 Budget
Number of eligible households/persons served	38	15	15
Average cost per renter assisted (monthly)	\$194	\$225	\$225

Community & Housing Support Services

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of households assisted	26	25	25
Average cost per owner assisted	\$7,340	\$5,000	\$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	FY19 Actual	FY20 Budget	FY21 Budget
Number of households assisted	46	35	35
Cost per unit assisted (average)	\$2,871	\$5,000	\$5,000

Community & Housing Support Services

Departmental Information

Goals, Objectives & Performance Measures

Activity: Section 108 Debt Service

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

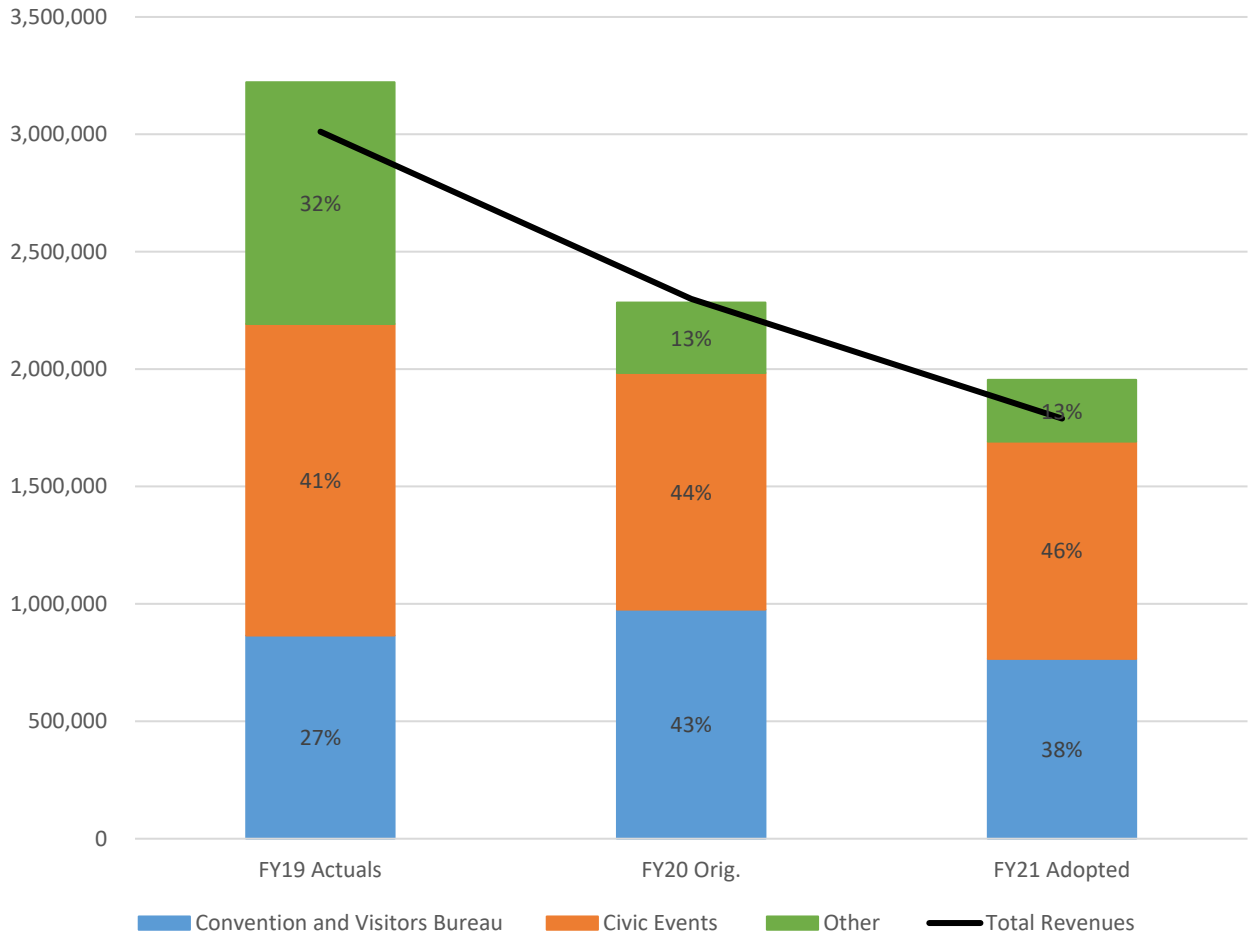
Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

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	FY19 Actual	FY20 Budget	FY21 Budget
Cost per project	\$124,780	\$141,960	\$139,339

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	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
605 REVENUES:				
Hotel Occupancy Tax	2,764,425	2,242,657	1,774,925	(467,732)
Interest	247,005	56,112	14,757	(41,355)
Total Revenues	\$ 3,011,430	\$ 2,298,769	\$ 1,789,682	\$ (509,087)
605 EXPENSES:				
San Angelo Performing Arts Center	50,000	50,000	50,000	-
Convention and Visitors Bureau	865,000	975,625	765,518	(210,107)
San Angelo Cultural Affairs Council	138,221	112,133	75,000	(37,133)
Downtown San Angelo	37,500	37,500	37,500	-
San Angelo Museum of Fine Arts	-	-	50,000	50,000
Transfer to Fort Concho	753,709	50,000	50,000	-
Transfer to Civic Events	1,326,924	1,008,050	925,818	(82,232)
Transfer to Sports Complex	50,000	50,000	50,000	-
Total Expenses	\$ 3,221,354	\$ 2,283,308	\$ 2,003,836	\$ (279,472)
Revenues Over/ (Under) Expenditures *	(209,924)	15,461	(214,154)	(229,615)
Beginning Fund Balance	1,353,335	1,143,411	1,158,872	15,461
Ending Fund Balance	\$ 1,143,411	\$ 1,158,872	\$ 944,718	\$ (214,154)

* There is a planned use of fund balance in FY21 due the the projected loss is revenue due to COVID-19.

Designated Revenue Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
601 REVENUES:				
Donations	44,298	14,350	15,050	700
Riverfest	15,000	30,000	30,000	-
Auditorium	47,988	-	-	-
Interest	51	6,706	13,116	6,410
Total Revenue	\$ 107,337	\$ 51,056	\$ 58,166	\$ 7,110
601 EXPENSES:				
Departmental Projects	51,258	21,056	28,166	7,110
Riverfest	245	30,000	30,000	-
Total Expenditures	\$ 51,503	\$ 51,056	\$ 58,166	\$ 7,110
Revenues Over/ (Under) Expenditures	55,834	-	-	-
Beginning Fund Balance	157,225	213,059	213,059	-
Ending Fund Balance	\$ 213,059	\$ 213,059	\$ 213,059	\$ -



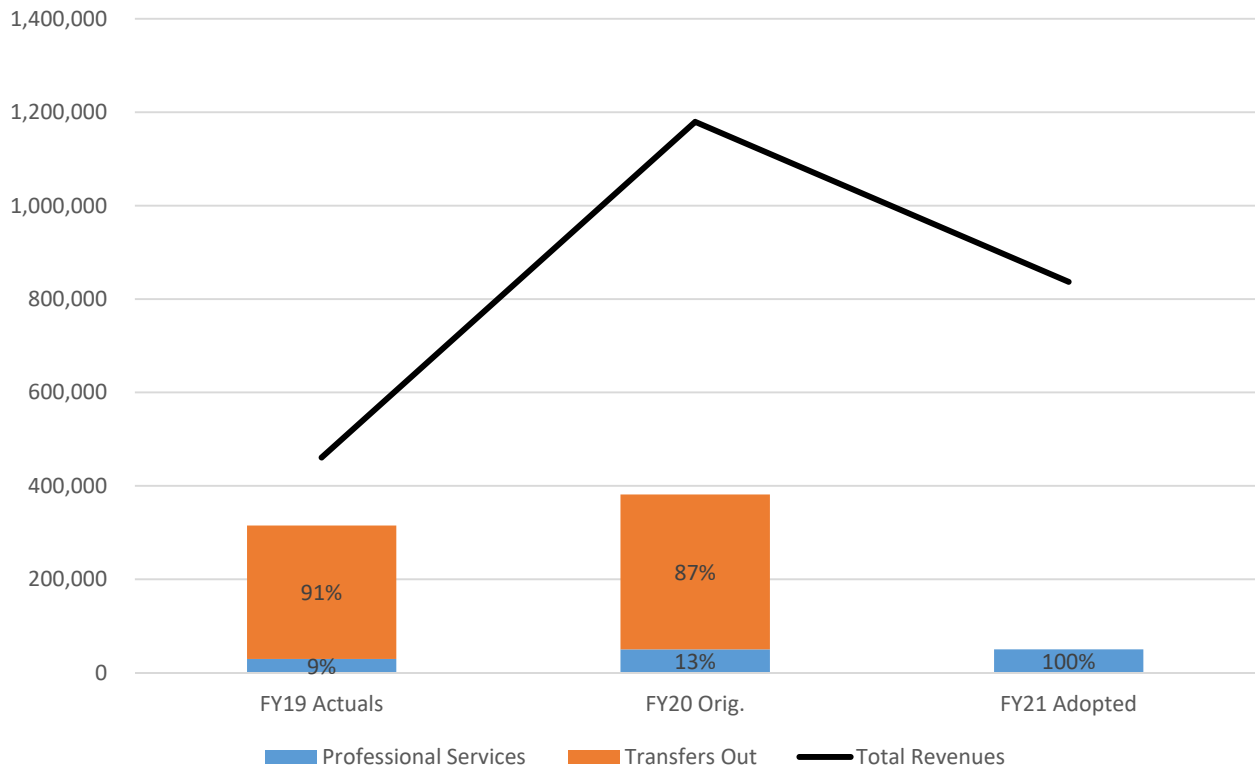
PERMANENT TRUST FUNDS



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Lake Nasworthy Trust Fund Long-term Trend Overview

Property lot sales account for 93% and Lake Lease income accounts for 7% 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.

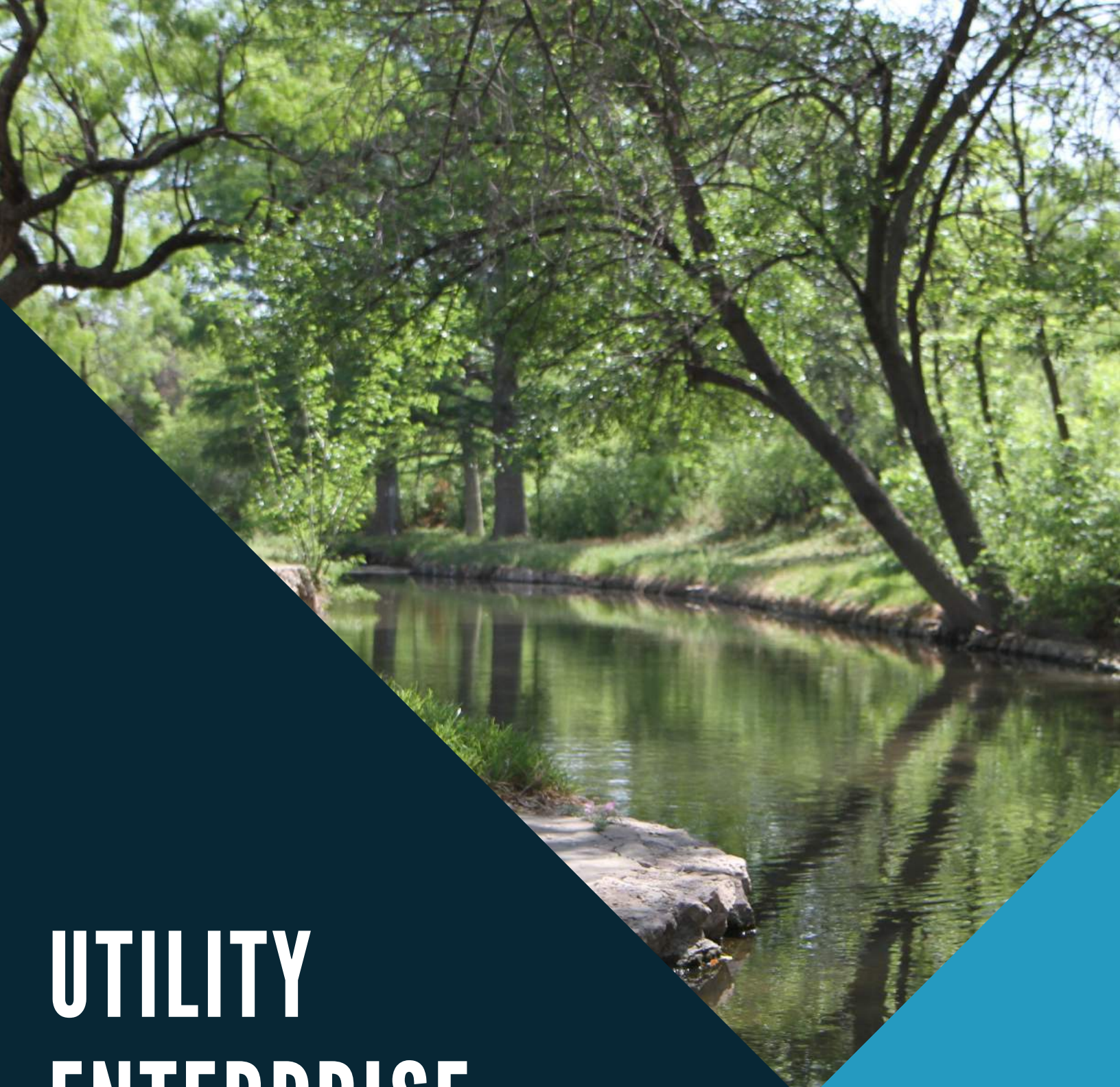


Lake Nasworthy Trust Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
640 REVENUES:				
Lot Sales	105,902	776,000	776,000	-
Lake Lease Income	33,678	35,140	60,956	25,816
Interest	321,142	368,448	-	(368,448)
Total Revenues	\$ 460,722	\$ 1,179,588	\$ 836,956	\$ (342,632)
640 EXPENSES:				
Professional Services	29,400	50,000	50,000	-
Transfers Out *	285,791	331,603	-	(331,603)
Total Expenditures	\$ 315,191	\$ 381,603	\$ 50,000	\$ (331,603)
Revenues Over/ (Under) Expenditures	145,531	797,985	786,956	(11,029)
Beginning Fund Balance	15,667,189	15,812,720	16,610,705	797,985
Ending Fund Balance	\$ 15,812,720	\$ 16,610,705	\$ 17,397,661	\$ 786,956

* 90% of interest is transferred to the Water Enterprise Fund to assist in operational activities. This amount decreased to zero in FY21, due to a planned use of the fund balance.



UTILITY ENTERPRISE FUNDS



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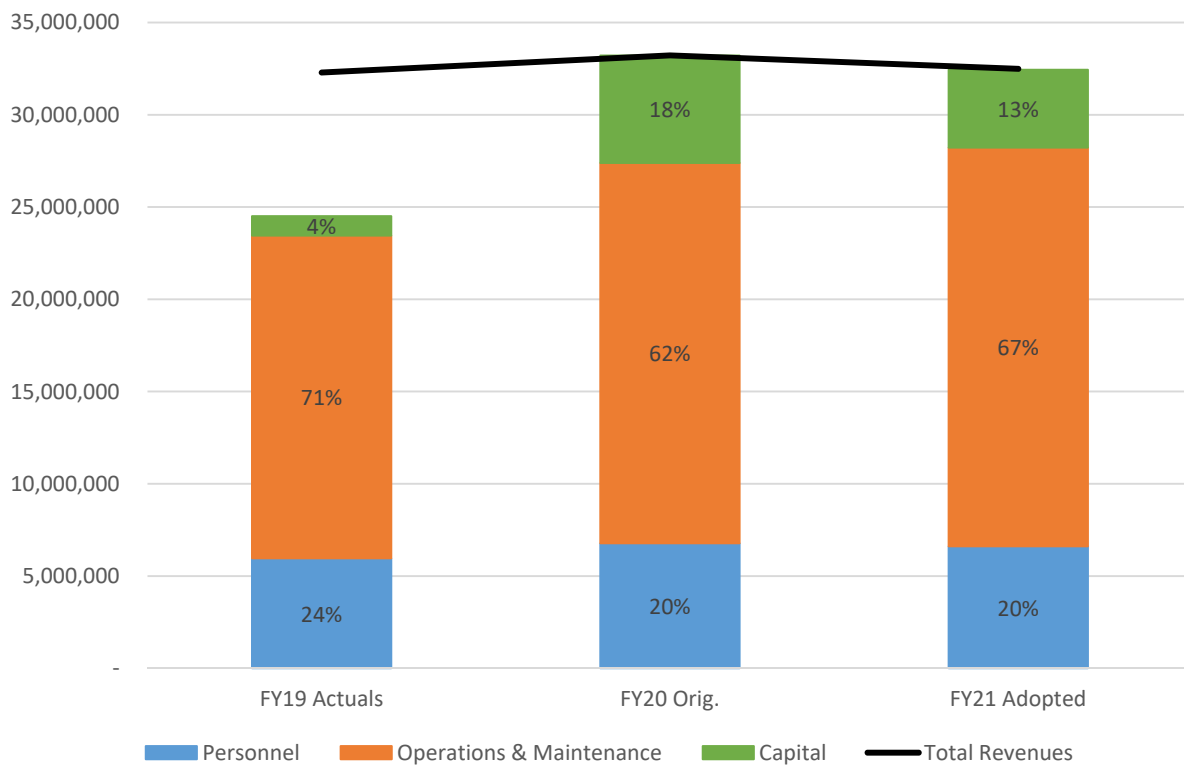
Water Fund

Long-term Trend Overview

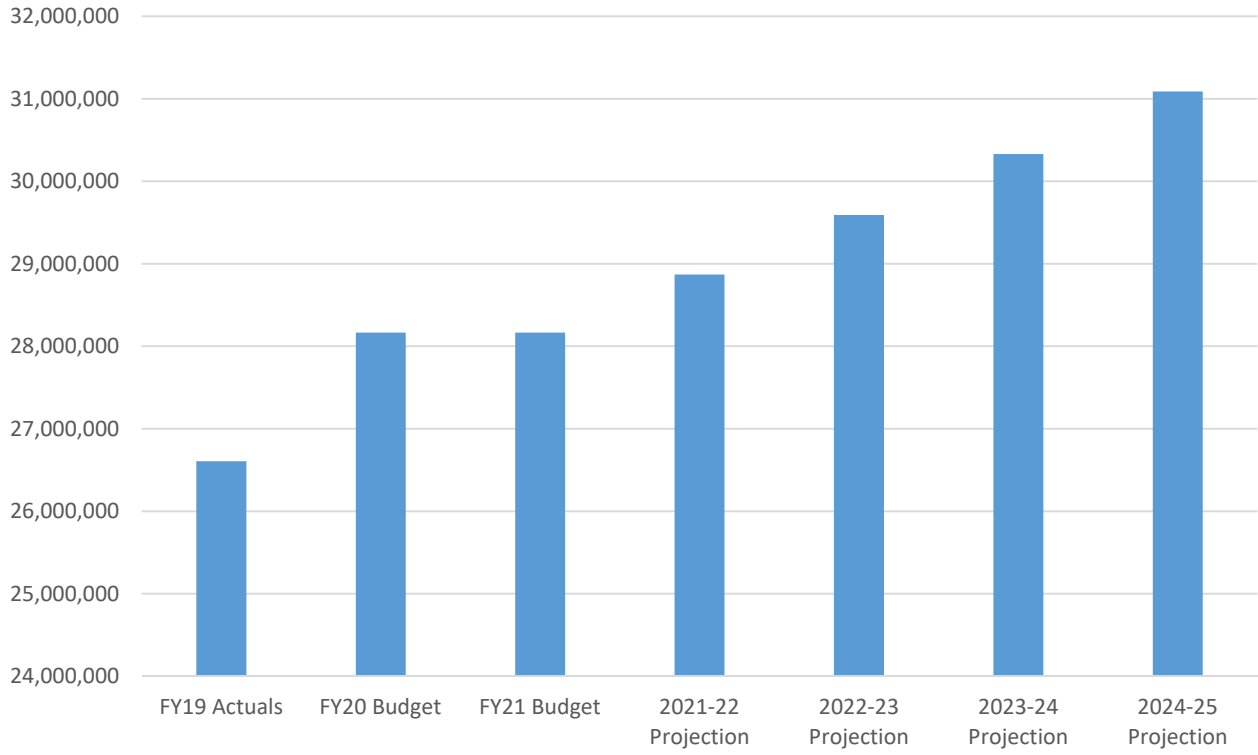
Water Fund

Water sales are the primary source of revenue for the Water Fund. They account for 87% of total budgeted Water Fund revenue for fiscal year 2021. Over the last five years, water sales have fluctuated greatly. This is primarily due to conservation awareness and watering restrictions imposed on consumers. Water rates were increased 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

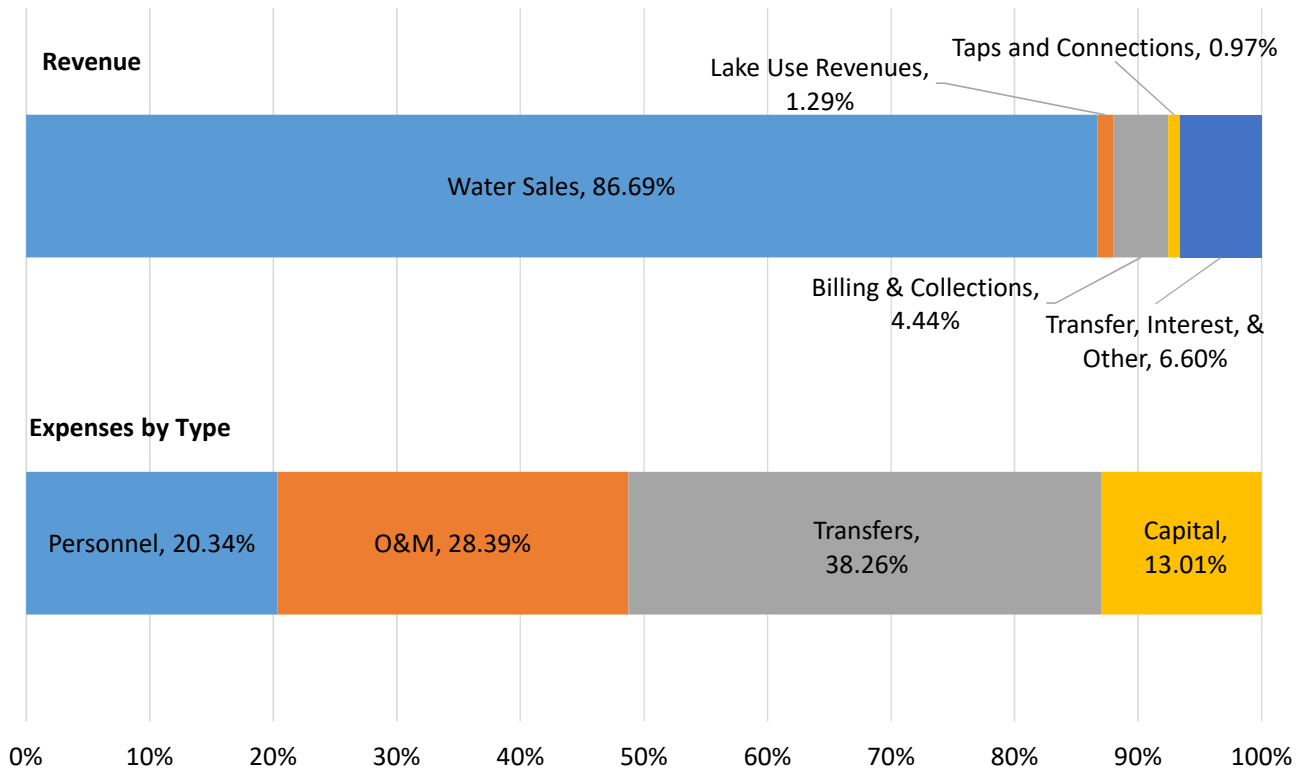


Water Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
260 REVENUES:				
Water Sales	26,607,160	28,164,918	28,164,918	-
Lake Use Revenues	341,162	342,463	419,528	77,065
Billing and Collection	1,503,766	1,443,906	1,443,906	-
Taps and Connections	286,494	315,200	315,200	-
Transfers In	2,033,417	1,942,050	1,618,797	(323,253)
Interest	209,707	474,633	244,677	(229,956)
Other	1,305,876	534,412	280,713	(253,699)
Total Revenues	\$ 32,287,582	\$ 33,217,582	\$ 32,487,739	\$ (729,843)
260 EXPENSES:				
Personnel	5,959,608	6,770,312	6,607,868	(162,444)
Operations & Maintenance	6,808,425	9,065,846	9,178,543	112,697
Legal Notices	112	-	5,000	5,000
Lobbying	40,000	-	40,000	40,000
Transfers Out	10,680,045	11,546,931	12,430,962	884,031
Capital	1,055,529	5,834,493	4,225,366	(1,609,127)
Total Expenses	\$ 24,543,719	\$ 33,217,582	\$ 32,487,739	\$ (729,843)
Revenues Over/ (Under) Expenditures*	7,743,863	-	-	-
Beginning Fund Balance	10,988,784	18,732,647	18,732,647	-
Ending Fund Balance	\$ 18,732,647	\$ 18,732,647	\$ 18,732,647	\$ -

* In fiscal year 2019 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 and 2021.

Water Fund Visual Diagram



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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	4,337,347	4,079,847	4,127,505
Total Revenue	\$4,337,347	\$4,079,847	\$4,127,505
Expenditure			
Personnel	484,697	519,024	478,275
Operations & Maintenance	335,217	392,691	390,911
Capital	2,662	1,750	0
Transfers Out	3,514,771	3,166,382	3,258,319
Total Expenditure	\$4,337,347	\$4,079,847	\$4,127,505
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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 Coordinator	1.00	1.00	0.00
Administrative Assistant, Sr	1.00	1.00	1.00
Total FTE Count	5.00	5.00	4.00

* In FY21 one FTE was transferred to Water Customer Service.

Water Distribution

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	2,493,285	2,909,241	2,773,579
Total Revenue	\$2,493,285	\$2,909,241	\$2,773,579
Expenditure			
Personnel	1,623,363	1,880,610	1,846,023
Operations & Maintenance	869,922	1,026,631	925,556
Capital	0	2,000	2,000
Total Expenditure	\$2,493,285	\$2,909,241	\$2,773,579
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	33.00	33.00	33.00

Water Distribution

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of valves repaired	9	15	10
Number of potable water service leaks repaired	98	150	115
Number of water main leaks repaired	85	115	100
Number of fire hydrants replaced	6	5	10
Number of fire hydrants repaired	12	8	15
Number of water meter leaks repaired	78	160	145
Number of new water taps and services installed	127	155	165
Work orders managed	1,179	1,300	1,275

Water Conservation

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	98,321	157,013	116,298
Total Revenue	\$98,321	\$157,013	\$116,298
Expenditure			
Personnel	52,364	54,108	54,143
Operations & Maintenance	45,957	101,405	60,655
Capital	0	1,500	1,500
Total Expenditure	\$98,321	\$157,013	\$116,298
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget
Code Enforcement Officer	1.00	1.00	1.00
Total FTE Count	1.00	1.00	1.00

Water Conservation

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of appearances on local television stations	14	10	12
Number of occurrences for television media advertising	1,460	1,460	1,460
Number of messages that appear on customers' water bills	420,000	420,000	426,000
Number of public speaking engagements	5	5	6

Water Treatment

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	2,920,227	4,438,762	4,322,101
Total Revenue	\$2,920,227	\$4,438,762	\$4,322,101
Expenditure			
Personnel	972,073	1,059,552	946,666
Operations & Maintenance	1,948,154	3,378,210	3,374,435
Capital	0	1,000	1,000
Total Expenditure	\$2,920,227	\$4,438,762	\$4,322,101
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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	4.00	4.00
W/WW Plant Opr. (Cert. C/D)	7.00	6.00	7.00
Dam Operator	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00
Total FTE Count	15.00	15.00	15.00

Water Treatment

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Average amount of raw water treated daily for consumption	13 mgd	15 mgd	15 mgd
Chemical treatment cost as a percentage of overall treatment cost	26%	27%	28%
Electrical cost as a percentage of overall treatment cost	18%	29%	30%
Number of after-hours calls handled	2,000	2,500	2,500
Average volume of Lake Ivie water treated	11 mgd	12 mgd	10 mgd
Average amount of Hickory water treated daily	2.5 mgd	3.0 mgd	5.0 mgd
Number of observation well readings taken	1,200	1,200	1,200

* mgd = millions of gallons per day

Customer Service

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	1,339,218	1,181,828	1,264,406
Total Revenue	\$1,339,218	\$1,181,828	\$1,264,406
Expenditure			
Personnel	672,372	722,978	772,039
Operations & Maintenance	666,846	451,650	490,167
Capital	0	7,200	2,200
Total Expenditure	\$1,339,218	\$1,181,828	\$1,264,406
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 Budget*
Customer Service Manager	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Representative, Sr	1.00	1.00	2.00
Customer Service Representative	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
Total FTE Count	14.00	14.00	15.00

* In FY21 one FTE was transferred from Water Utilities Administration.

Customer Service

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of phone calls received from customers	51,614	53,000	54,500
Number of walk-in customers assisted	17,271	19,000	19,200

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of manual meter reads conducted	46,093	38,000	38,000
Number of electronic meter reads conducted	443,380	450,000	455,000
Average annual meter accuracy	99%	99%	99%

Customer Service

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of meter disconnects due to delinquency	1,653	1,700	1,700
Number of new taps processed	507	500	550
Number of meters connected	6,136	6,100	6,100

Lake Operations

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	807,674	878,303	870,772
Total Revenue	\$807,674	\$878,303	\$870,772
Expenditure			
Personnel	569,981	597,506	589,975
Operations & Maintenance	237,693	280,797	280,797
Capital	0	0	0
Total Expenditure	\$807,674	\$878,303	\$870,772
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	12.00	12.00	12.00

Lake Operations

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of buoys maintained or repaired	150	135	140
Number of boat docks repaired	40	40	45
Number of fishing benches maintained or repaired	30	27	25
Number of signs repaired or replaced	150	155	165
Amount of time removing trash and debris from Lake Nasworthy and Twin Buttes Lake (in hours)	6,000	7,000	7,500
Number of picnic tables repaired or repainted	100	93	90

Activity: Landscape Maintenance

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

Goal: Provide clean and appealing recreational facilities at lakes

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

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of trees pruned or trimmed	3,000	3,500	4,000
Number of acres mowed	6,000	6,500	6,750
Cost per acre mowed	\$89	\$120	\$120

Water Capital

Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	1,049,358	5,812,043	4,221,666
Total Revenue	\$1,049,358	\$5,812,043	\$4,221,666
Expenditure			
Legal Notices	112	0	5,000
Capital	1,049,246	5,812,043	4,216,666
Total Expenditure	\$1,049,358	\$5,812,043	\$4,221,666
Surplus/(Deficit)	\$0	\$0	\$0

Water Quality Lab

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	552,943	582,942	584,621
Total Revenue	\$552,943	\$582,942	\$584,621
Expenditure			
Personnel	402,695	415,335	410,014
Operations & Maintenance	147,739	163,607	174,607
Capital	2,509	4,000	0
Total Expenditure	\$552,943	\$582,942	\$584,621
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	5.00	5.00	5.00

Water Quality Lab

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Ratio of distribution system bacteria samples retested	0/1206	0/1200	0/1200
Number of industrial waste customers monitored	8	12	10
Number of grease traps monitored for compliance with 90 day ordinance	400	462	475
Number of analyses for entire lab	38,200	39,500	40,000

Water Supply Contracts

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	2,040,443	2,582,563	2,834,033
Total Revenue	\$2,040,443	\$2,582,563	\$2,834,033
Expenditure			
Personnel	0	0	0
Operations & Maintenance	2,000,443	2,582,563	2,794,033
Lobbyist	40,000	0	40,000
Capital	0	0	0
Total Expenditure	\$2,040,443	\$2,582,563	\$2,834,033
Surplus/(Deficit)	\$0	\$0	\$0

Water Non-Departmental Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Support	7,480,006	8,807,007	9,608,900
Total Revenue	\$7,480,006	\$8,807,007	\$9,608,900
Expenditure			
Personnel*	211,225	205,200	215,000
Operations & Maintenance	7,268,781	8,601,807	9,393,900
Capital	0	0	0
Total Expenditure	\$7,480,006	\$8,807,007	\$9,608,900
Surplus/(Deficit)	\$0	\$0	\$0

*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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Fund Supported	1,082,889	1,440,669	1,417,401
Total Revenue	\$1,082,889	\$1,440,669	\$1,417,401
Expenditure			
Personnel	947,437	1,287,826	1,267,558
Operations & Maintenance	134,452	147,843	147,843
Capital	1,000	5,000	2,000
Total Expenditure	\$1,082,889	\$1,440,669	\$1,417,401
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	22.00	22.00	22.00

Utility Maintenance

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of preventative maintenance, repair and miscellaneous work orders	1,396	1,500	1,500
Percentage of preventative maintenance work orders to total work orders	53%	50%	50%
Percentage of repair work orders to total work orders	47%	50%	50%
Number of work orders scheduled for the Water Reclamation Facility	602	600	600
Number of work orders scheduled for Water Treatment	210	300	300
Number of work orders scheduled for the lift stations/grinders	584	600	600

Water Debt Service Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
261 REVENUES:				
Development Corporation	2,700,000	2,900,000	2,900,000	-
Transfers In	8,500,147	8,380,549	9,172,643	792,094
Interest	130,524	2,325	1,680	(645)
Total Revenues	\$ 11,330,671	\$ 11,282,874	\$ 12,074,323	\$ 791,449
261 EXPENSES:				
Debt Service	11,273,175	11,282,874	13,669,198	2,386,324
Total Expenses	\$ 11,273,175	\$ 11,282,874	\$ 13,669,198	\$ 2,386,324
Revenues Over/ (Under) Expenditures	57,496	-	(1,594,875)	(1,594,875)
Beginning Fund Balance	57,350	114,846	114,846	-
Ending Fund Balance	\$ 114,846	\$ 114,846	\$ (1,480,029)	\$ (1,594,875)

* In FY21, there is a planned use of fund balance to utilize an unbudgeted revenue payment that was received mid-FY20.

Water Capital Projects Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
512 REVENUES:				
Water Sales	4,666,068	4,687,870	4,687,870	-
Transfers In	41,959	200,000	698,960	498,960
Interest	141,242	138,132	82,973	(55,159)
Total Revenues	\$ 4,849,269	\$ 5,026,002	\$ 5,469,803	\$ 443,801
512 EXPENSES:				
Capital Improvements	3,968,014	4,591,608	4,835,409	243,801
Franchise Fee	213,978	234,394	234,394	-
Lobbying	31,364	-	200,000	200,000
Transfers Out *	1,570,373	-	-	-
Contract Services	86,459	200,000	200,000	-
Total Expenses	\$ 5,870,188	\$ 5,026,002	\$ 5,469,803	\$ 443,801
Revenues Over/ (Under) Expenditures	(1,020,919)	-	-	-
Beginning Fund Balance	8,305,019	7,284,100	7,284,100	-
Ending Fund Balance	\$ 7,284,100	\$ 7,284,100	\$ 7,284,100	\$ -

* Debt service payment in FY20 and FY21 will be fully funded by the Water Enterprise Fund in order to free additional funds for capital improvements.

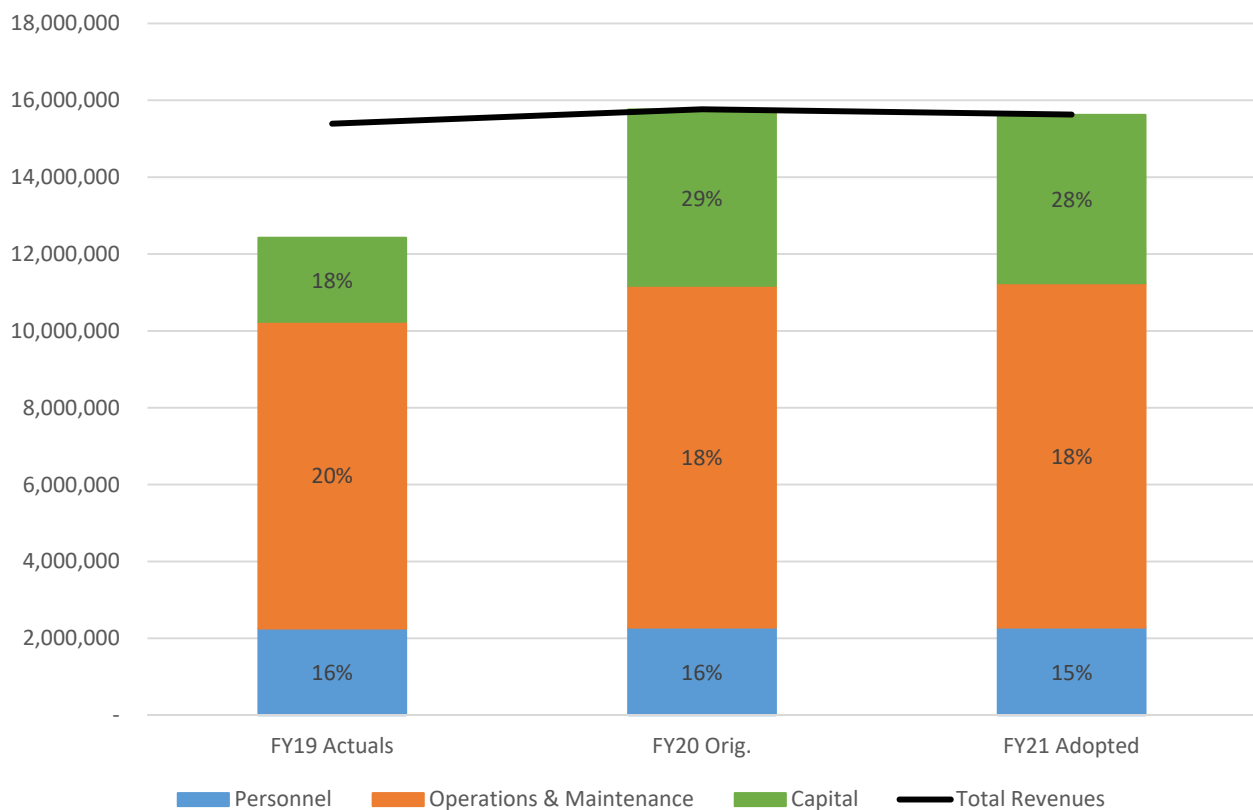
Water Reclamation Fund

Long-term Trend Overview

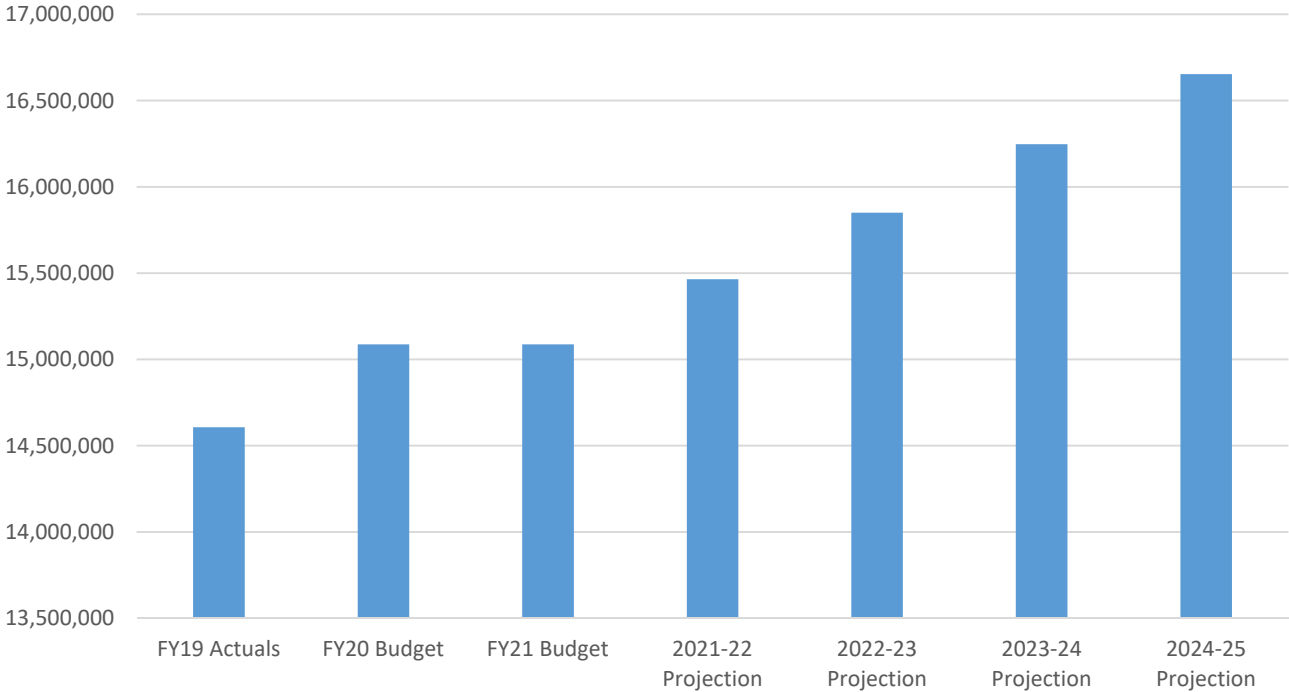
Water Reclamation Fund

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 97% of total Water Reclamation revenues for fiscal year 2021.

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



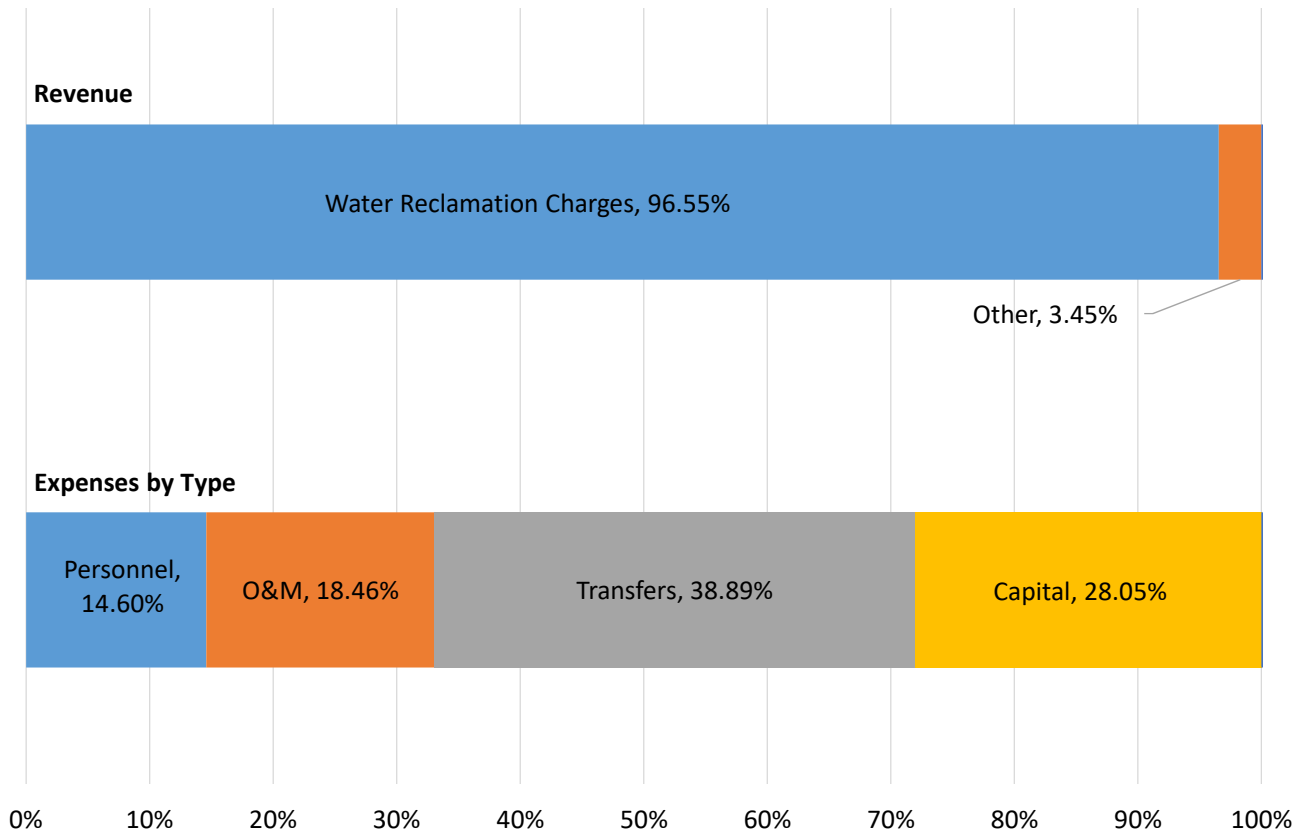
Water Reclamation Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
270 REVENUES:				
Water Reclamation Charges	14,606,514	15,086,996	15,086,996	-
Farm Use Revenues	192,171	193,945	242,126	48,181
Taps and Connections	19,476	20,250	20,250	-
Paving Cuts	52,550	45,000	50,000	5,000
Interest	355,558	392,316	207,002	(185,314)
Other	164,446	25,000	20,000	(5,000)
Total Revenues	\$ 15,390,715	\$ 15,763,507	\$ 15,626,374	\$ (137,133)
270 EXPENSES:				
Personnel	2,255,060	2,278,182	2,280,825	2,643
Operations & Maintenance	2,527,020	2,913,794	2,879,191	(34,603)
Legal Notices	5,716	-	5,000	5,000
Transfers Out	5,452,205	5,979,325	6,077,601	98,276
Capital	2,192,923	4,592,206	4,383,757	(208,449)
Total Expenses	\$ 12,432,924	\$ 15,763,507	\$ 15,626,374	\$ (137,133)
Revenues Over/ (Under) Expenditures	2,957,791	-	-	-
Beginning Fund Balance*	13,122,953	16,080,744	16,080,744	-
Ending Fund Balance	\$ 16,080,744	\$ 16,080,744	\$ 16,080,744	\$ -

* 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



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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Reclamation Fund	1,429,872	1,532,943	1,520,372
Total Revenue	\$1,429,872	\$1,532,943	\$1,520,372
Expenditure			
Personnel	896,344	949,453	936,882
Operations & Maintenance	533,528	581,490	581,490
Capital	0	2,000	2,000
Total Expenditure	\$1,429,872	\$1,532,943	\$1,520,372
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	18.00	18.00	18.00

Water Reclamation Collection Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Linear footage of sewer mains inspected and cleaned	362,000	400,000	378,000
Number of sewer main stoppages repaired	130	150	163
Number of sewer taps installed for new service	47	50	45
Number of collapsed or broken sewer mains repaired	9	15	11
Number of work orders managed	552	650	625

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	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Reclamation Fund Support	2,526,648	2,877,349	2,821,168
Total Revenue	\$2,526,648	\$2,877,349	\$2,821,168
Expenditure			
Personnel	1,266,482	1,274,009	1,248,943
Operations & Maintenance	1,260,166	1,601,340	1,570,225
Capital	\$0	\$2,000	\$2,000
Total Expenditure	\$2,526,648	\$2,877,349	\$2,821,168
Surplus/(Deficit)	\$0	\$0	\$0

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	21.00	21.00	21.00

Water Reclamation Treatment Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Cost of wastewater treated	\$0.72/1000 Gal	\$0.86/1000 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	\$0.11/1000 Gal	\$0.26/1000 Gal	\$0.26/1000 Gal
Volume of treated effluent discharged through the irrigation pump station	3,558.671 MG	3,000.000 MG	3,000.000 MG
Percent reduction in volume of bio-solids through composting	77%	80%	80%

Water Reclamation Capital Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Reclamation Fund Support	2,198,639	4,588,206	4,384,757
Total Revenue	\$2,198,639	\$4,588,206	\$4,384,757
Expenditure			
Personnel	0	0	0
Operations & Maintenance	0	0	0
Legal Notices	5,716	0	5,000
Capital	2,192,923	4,588,206	4,379,757
Total Expenditure	\$2,198,639	\$4,588,206	\$4,384,757
Surplus/(Deficit)	\$0	\$0	\$0

Water Reclamation Treatment - Airport Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Reclamation Fund Support	13,960	17,460	17,460
Total Revenue	\$13,960	\$17,460	\$17,460
Expenditure			
Personnel	0	0	0
Operations & Maintenance	13,960	17,460	17,460
Capital	0	0	0
Total Expenditure	\$13,960	\$17,460	\$17,460
Surplus/(Deficit)	\$0	\$0	\$0

Water Reclamation Non-Departmental Departmental Information

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

Budget Summary	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Reclamation Fund Support	6,258,089	6,747,549	6,882,617
Total Revenue	\$6,258,089	\$6,747,549	\$6,882,617
Expenditure			
Personnel*	92,234	54,720	95,000
Operations & Maintenance	6,165,855	6,692,829	6,787,617
Capital	0	0	0
Total Expenditure	\$6,258,089	\$6,747,549	\$6,882,617
Surplus/(Deficit)	\$0	\$0	\$0

*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	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>271 REVENUES:</u>				
Transfers In	3,810,636	3,821,764	3,895,365	73,601
Interest	11,057	10,885	4,040	(6,845)
Total Revenues	\$ 3,821,693	\$ 3,832,649	\$ 3,899,405	\$ 66,756
<u>271 EXPENSES:</u>				
Debt Service	3,813,957	3,832,649	3,899,405	66,756
Total Expenses	\$ 3,813,957	\$ 3,832,649	\$ 3,899,405	\$ 66,756
Revenues Over/ (Under) Expenditures	7,736	-	-	-
Beginning Fund Balance	268,466	276,202	276,202	-
Ending Fund Balance	\$ 276,202	\$ 276,202	\$ 276,202	\$ -

Water Reclamation Capital Projects Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
520 REVENUES:				
Water Reclamation Charges	1,777,212	1,727,496	1,727,496	-
Interest	96,538	89,291	105,490	16,199
Total Revenues	\$ 1,873,750	\$ 1,816,787	\$ 1,832,986	\$ 16,199
520 EXPENSES:				
Capital Projects	1,394,856	1,730,412	1,746,611	16,199
Franchise Fee	88,861	86,375	86,375	-
Transfers Out *	373,534	-	-	-
Total Expenses	\$ 1,857,251	\$ 1,816,787	\$ 1,832,986	\$ 16,199
Revenues Over/ (Under) Expenditures	16,499	-	-	-
Beginning Fund Balance	8,680,908	8,697,407	8,697,407	-
Ending Fund Balance	\$ 8,697,407	\$ 8,697,407	\$ 8,697,407	\$ -

* Debt service payment in FY20 and FY21 will be fully funded by the Water Enterprise Fund in order to free additional funds for capital improvements.

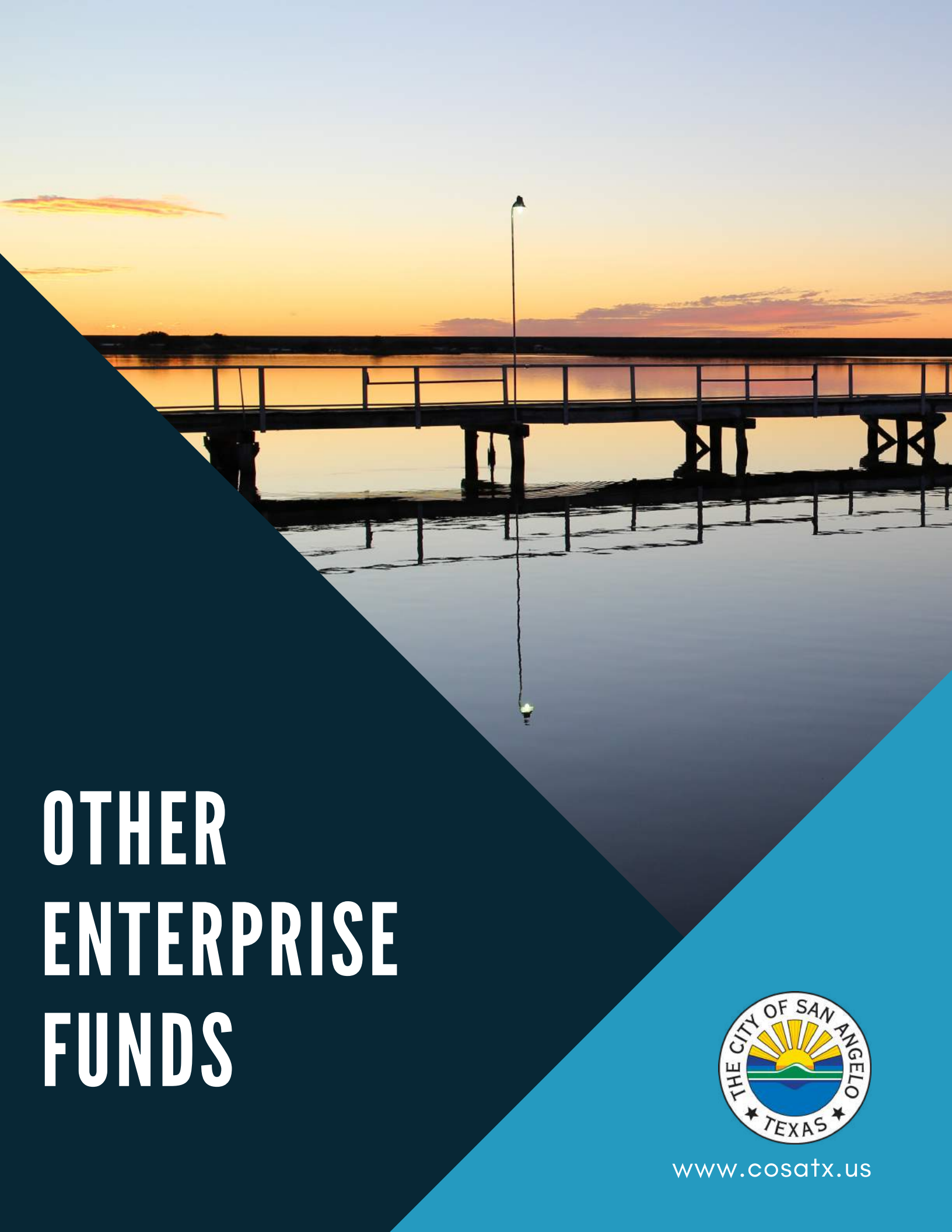
Other Water Reclamation Funds

Departmental Information

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

Water Reclamation Debt	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Transfers In	3,810,636	3,821,764	3,895,365
Interest	11,057	10,885	4,040
Total Revenue	\$3,821,693	\$3,832,649	\$3,899,405
Expenditure			
Debt Service	3,813,957	3,832,649	3,899,405
Total Expenditure	3,813,957	3,832,649	3,899,405
Surplus/(Deficit)	\$7,736	\$0	\$0

Water Reclamation Capital	FY19 Actual	FY20 Budget	FY21 Budget
Revenue			
Water Reclamation Charges	1,777,212	1,727,496	1,727,496
Interest	96,538	89,291	105,490
Total Revenue	\$1,873,750	\$1,816,787	\$1,832,986
Expenditure			
Capital Projects	1,394,856	1,730,412	1,746,611
Franchise Fee	88,861	86,375	86,375
Transfers Out	373,534	0	0
Total Expenditure	\$1,857,251	\$1,816,787	\$1,832,986
Surplus/(Deficit)	\$16,499	\$0	\$0



OTHER ENTERPRISE FUNDS



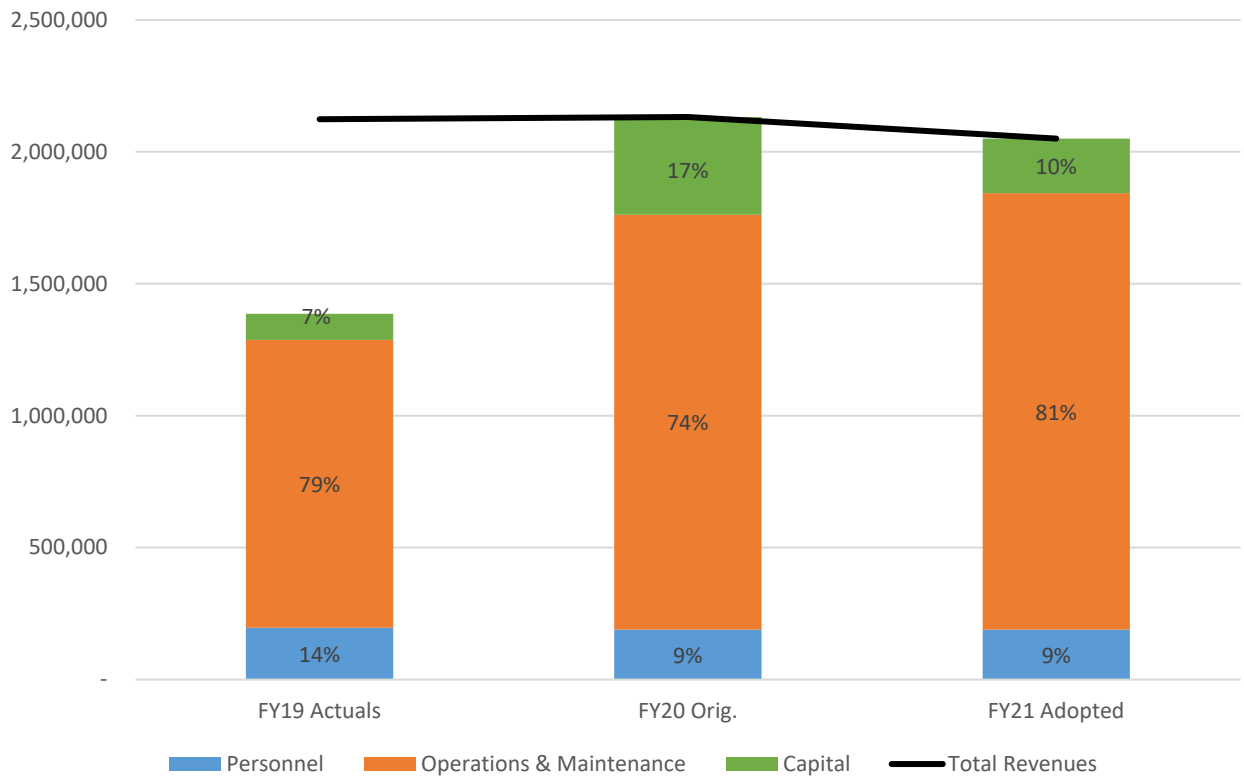
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Solid Waste Fund

Long-term Trend Overview

The primary sources of revenue for the Solid Waste Fund are landfill fees at 53% and leases at 30% 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.

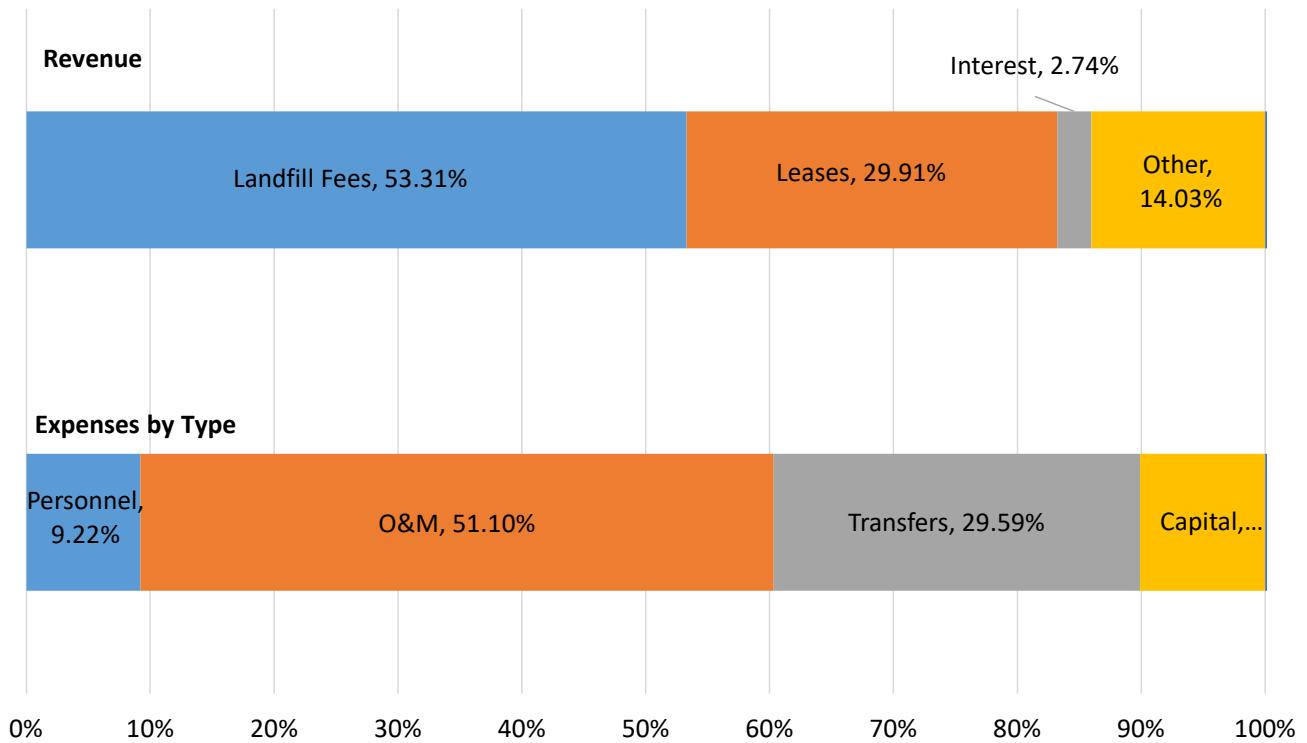


Solid Waste Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>230 REVENUES:</u>				
Landfill Fees	1,049,395	1,064,920	1,092,903	27,983
Leases	639,298	609,708	613,238	3,530
Interest	140,363	177,601	56,185	(121,416)
Other	293,874	279,350	287,700	8,350
Total Revenues	\$ 2,122,930	\$ 2,131,579	\$ 2,050,026	\$ (81,553)
<u>230 EXPENSES:</u>				
Personnel	196,403	189,169	189,068	(101)
Operations & Maintenance	551,857	1,038,670	1,047,220	8,550
Legal Notices	-	-	300	300
Transfers Out	538,602	533,350	606,700	73,350
Capital	98,989	370,390	206,738	(163,652)
Total Expenditures	\$ 1,385,851	\$ 2,131,579	\$ 2,050,026	\$ (81,553)
Revenues Over/ (Under) Expenditures*	737,079	-	-	-
Beginning Fund Balance	3,627,241	4,364,320	4,364,320	-
Ending Fund Balance	\$ 4,364,320	\$ 4,364,320	\$ 4,364,320	\$ -

* 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



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

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

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	3.00	2.00	2.00

Solid Waste

Departmental Information

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

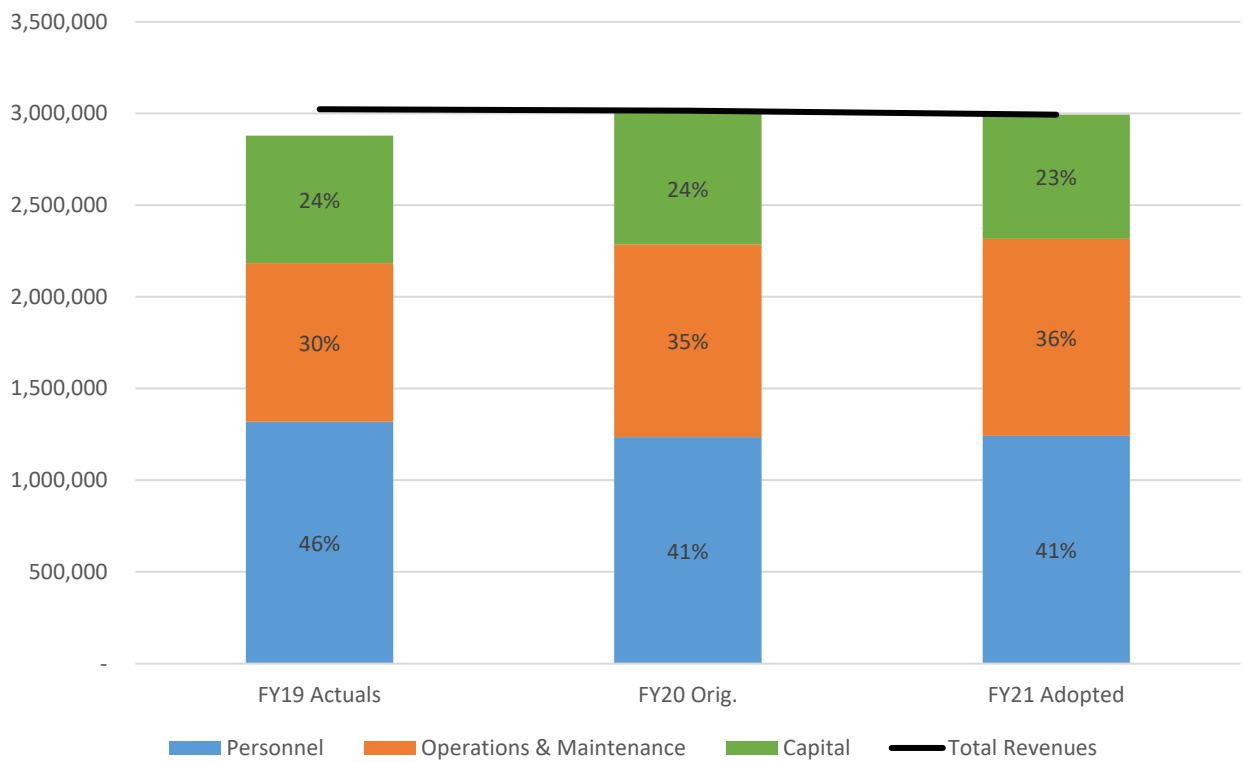
Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Ensure annual compliance with solid waste collection and hauling service contract	Yes	Yes	Yes
Ensure annual compliance with solid waste landfill operations contract	Yes	Yes	Yes

Stormwater Fund

Long-term Trend Overview

The primary source of revenue for the Stormwater Fund is the stormwater fee at 93% of total revenue. The stormwater fee is levied on property owners to comply with federal and state mandates to manage pollutants created by stormwater.

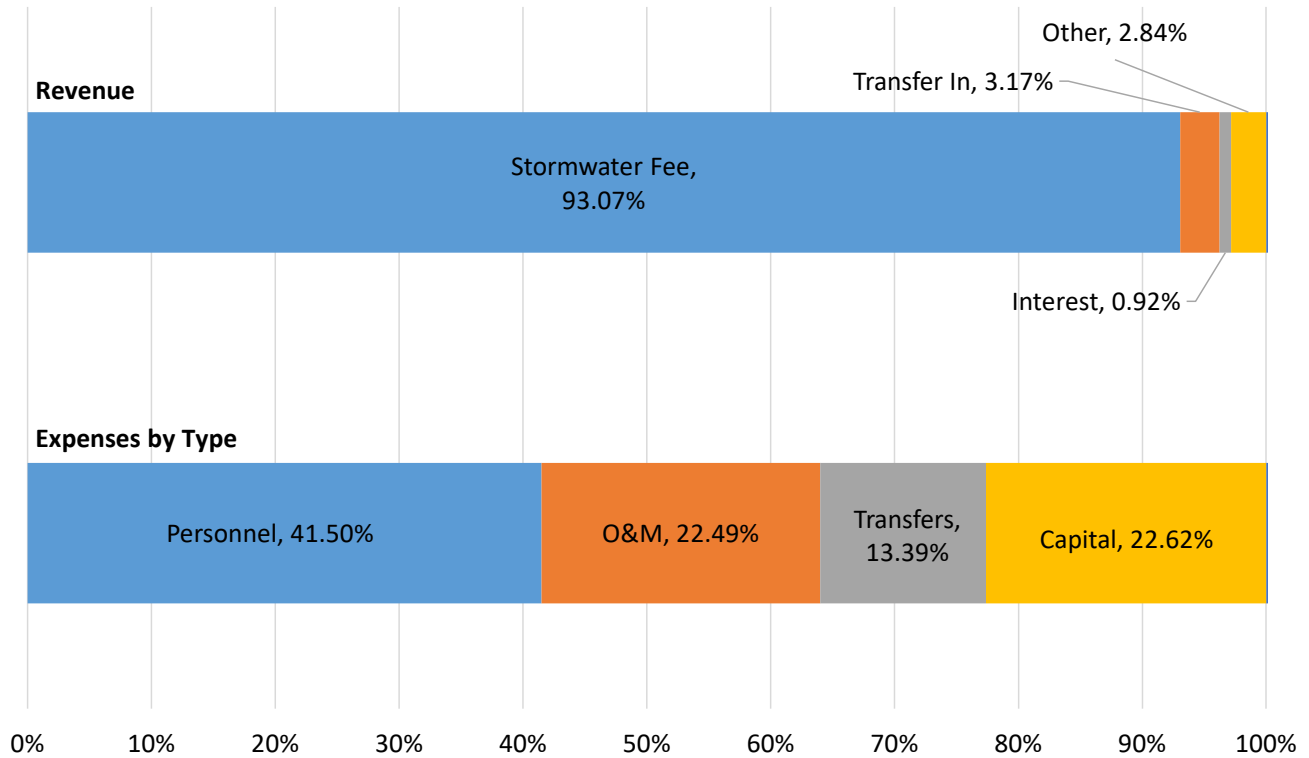
The primary revenue source for the Stormwater Fund is user fees. In fiscal year 2019, there was an expected use of fund balance of \$336,991 for capital purchases, such as replacing equipment and technology. The proposed fiscal year is budgeted with revenue equal to expenditures.



Stormwater Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>240 REVENUES:</u>				
Stormwater Fee	2,792,591	2,786,000	2,786,000	-
Transfers In	95,000	95,000	95,000	-
Interest	88,848	74,056	27,529	(46,527)
Other	46,801	60,000	85,000	25,000
Total Revenues	\$ 3,023,240	\$ 3,015,056	\$ 2,993,529	\$ (21,527)
<u>240 EXPENSES:</u>				
Personnel	1,319,221	1,235,395	1,242,173	6,778
Operations & Maintenance	518,717	666,039	672,970	6,931
Legal Notices	-	-	300	300
Transfers Out	345,392	385,394	400,854	15,460
Capital	695,445	728,228	677,232	(50,996)
Total Expenses	\$ 2,878,775	\$ 3,015,056	\$ 2,993,529	\$ (21,527)
Revenues Over/ (Under) Expenditures	144,465	-	-	-
Beginning Fund Balance	3,959,695	4,104,160	4,104,160	-
Ending Fund Balance	\$ 4,104,160	\$ 4,104,160	\$ 4,104,160	\$ -

Stormwater Fund Visual Diagram



Graph Description:

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

Stormwater

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	23.00	23.00	23.00

Stormwater

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Total number of miles of streets swept annually	5,091	3,500	4,100
Annual cost of street sweeping	\$623,809	\$402,500	\$504,300
Average cost per mile for street sweeping	\$123	\$115	\$123
Total acres mowed annually	4,400	4,400	4,400
Average cost per acre mowed	\$85	\$90	\$85
Total tons of street sweeping debris that is removed from designated areas and hauled to landfill	3,036	2,250	2,444
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

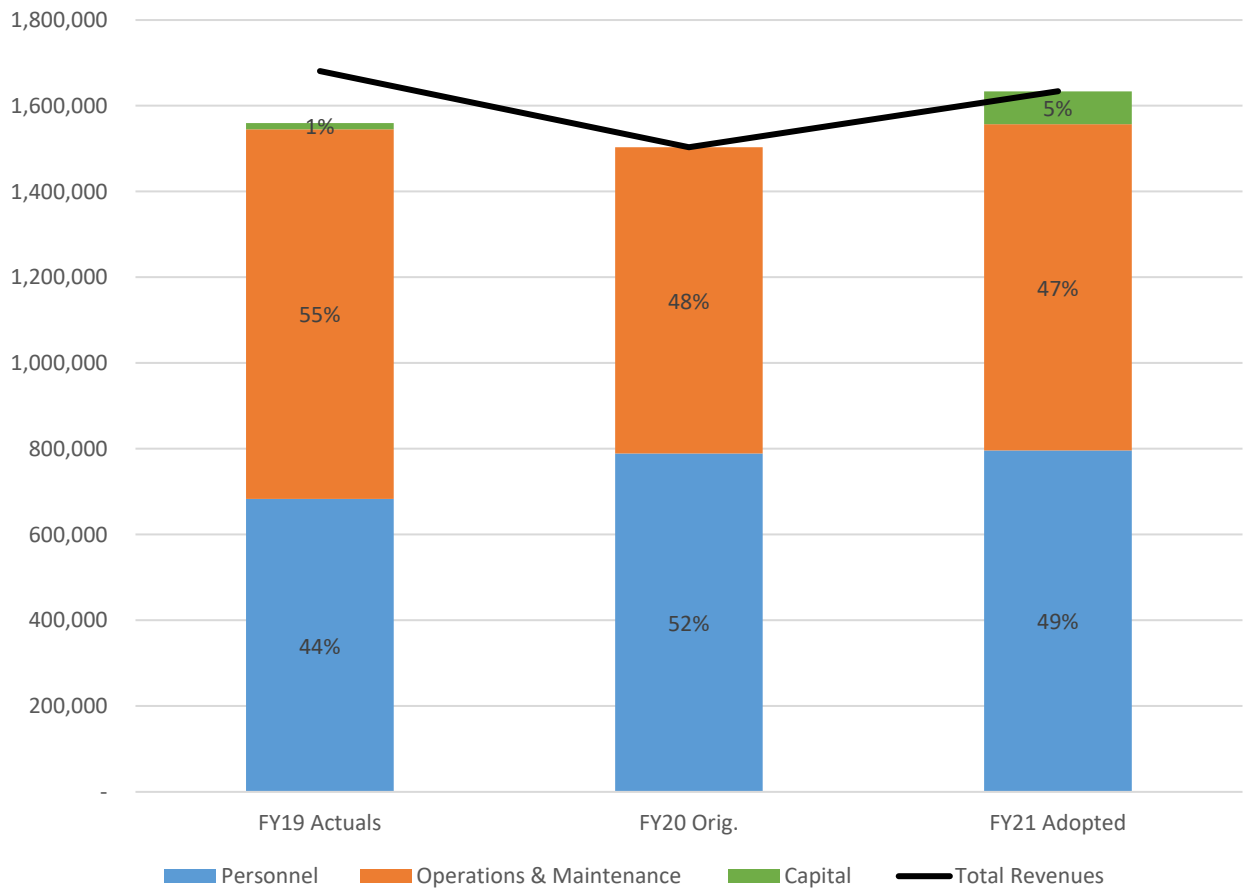
Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Percentage of time that high activity drains and inlets are cleaned within 48 hours after rain or storms	60%	80%	80%

Airport Fund

Long-term Trend Overview

The Airport Operating Fund generates much of its revenue from leases and concessions. These revenue sources account for 91% 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.



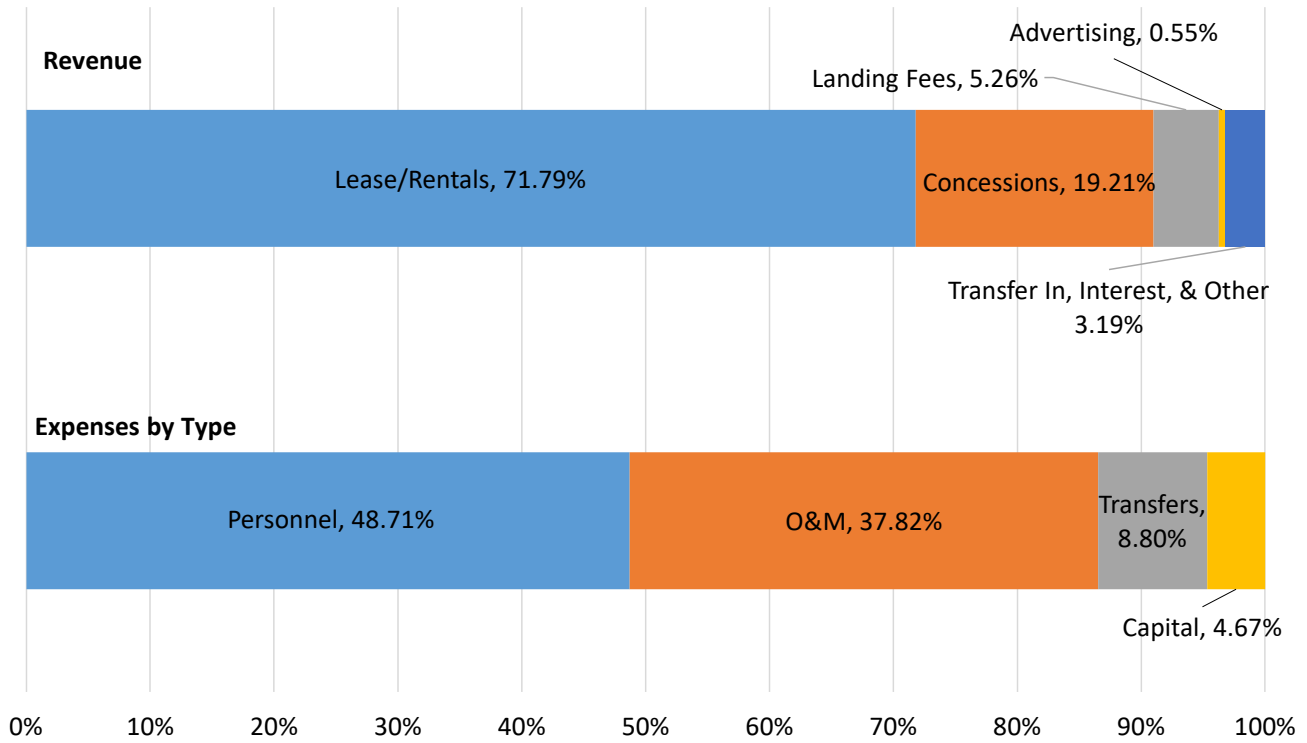
Airport Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>220 REVENUES:</u>				
Leases/Rentals	1,048,979	991,173	1,172,970	181,797
Concessions	350,315	364,840	313,785	(51,055)
Landing Fees	65,680	65,433	85,953	20,520
Advertising	12,187	9,000	9,000	-
Transfers In	170,216	-	-	-
Interest	6,347	10,847	3,542	(7,305)
Other	27,152	61,916	48,608	(13,308)
Total Revenues	\$ 1,680,876	\$ 1,503,209	\$ 1,633,858	\$ 130,649
<u>220 EXPENSES:</u>				
Personnel	682,935	789,053	795,866	6,813
Operations & Maintenance	729,456	623,268	617,305	(5,963)
Legal Notices	-	-	600	600
Transfers Out*	132,678	90,888	143,707	52,819
Capital	14,355	-	76,380	76,380
Total Expenses	\$ 1,559,424	\$ 1,503,209	\$ 1,633,858	\$ 130,649
Revenues Over/ (Under) Expenditures	121,452	-	-	-
Beginning Fund Balance	346,826	468,278	468,278	-
Ending Fund Balance	\$ 468,278	\$ 468,278	\$ 468,278	\$ -

* The increase to transfers out is due to the local match for the Texas Department of Transportation Routine Airport Maintenance Program Grant budgeted in the Intergovernmental Fund.

Airport Fund Visual Diagram



Graph Description:

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

Airport

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	13.00	13.00	13.00

Airport

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of passengers	124,982	118,000	128,731
Number of aircraft operations	85,906	87,000	88,000
Fuel flowage (in gallons)	1,382,287	1,297,000	1,390,000

Airport Passenger Facility Charges (PFC) Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>529 REVENUES:</u>				
Passenger Facility Charges	241,750	236,250	283,554	47,304
Interest	49,772	30,183	15,323	(14,860)
Total Revenues	\$ 291,522	\$ 266,433	\$ 298,877	\$ 32,444
<u>529 EXPENSES:</u>				
Transfer to Capital Fund*	332,391	266,433	-	(266,433)
Miscellaneous	21,065	-	298,877	298,877
Total Expenses	\$ 353,456	\$ 266,433	\$ 298,877	\$ 32,444
Revenues Over/ (Under) Expenditures	(61,934)	-	-	-
Beginning Fund Balance	1,019,379	957,445	957,445	-
Ending Fund Balance	\$ 957,445	\$ 957,445	\$ 957,445	\$ -

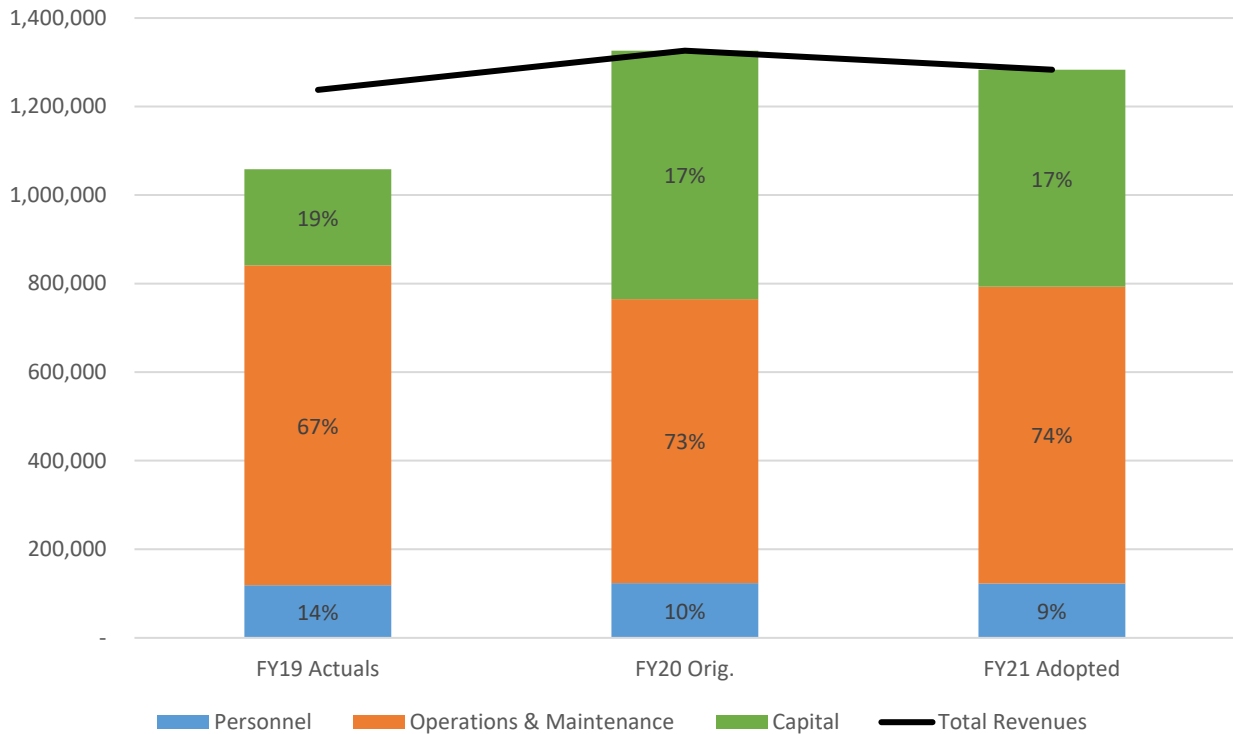
* There was a change in accounting for the transfer to the Capital Fund. The budget is now amended as projects are approved by the FAA to be transferred out.

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 96% 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.

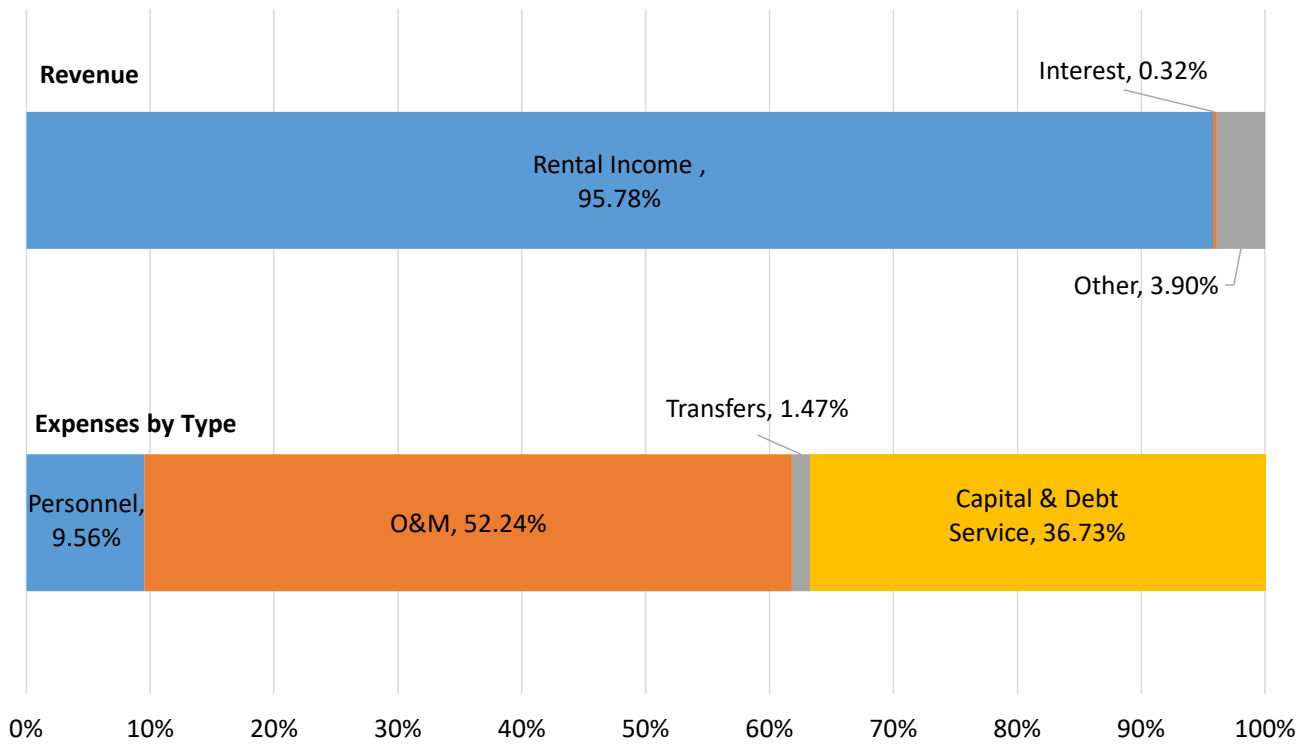


State Office Buildings Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>201 REVENUES:</u>				
Rental Income	1,230,035	1,260,302	1,228,974	(31,328)
Interest	7,631	15,786	4,089	(11,697)
Other	-	50,000	50,000	-
Total Revenues	\$ 1,237,666	\$ 1,326,088	\$ 1,283,063	\$ (43,025)
<u>201 EXPENSES:</u>				
Personnel	118,598	123,499	122,713	(786)
Operations & Maintenance	722,428	641,493	670,223	28,730
Legal Notices	-	-	-	-
Debt Service	152,723	153,058	153,507	449
Transfers Out	19,802	18,873	18,821	(52)
Capital	44,863	389,165	317,799	(71,366)
Total Expenditures	\$ 1,058,414	\$ 1,326,088	\$ 1,283,063	\$ (43,025)
Revenues Over/ (Under) Expenditures	179,252	-	-	-
Beginning Fund Balance	389,657	568,909	568,909	-
Ending Fund Balance	\$ 568,909	\$ 568,909	\$ 568,909	\$ -

State Office Buildings Fund Visual Diagram



Graph Description:

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

State Office Buildings

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Building Maint. Supervisor	1.00	1.00	1.00
Building Maint. Technician	1.00	1.00	1.00
Total FTE Count	2.00	2.00	2.00

State Office Buildings

Departmental Information

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

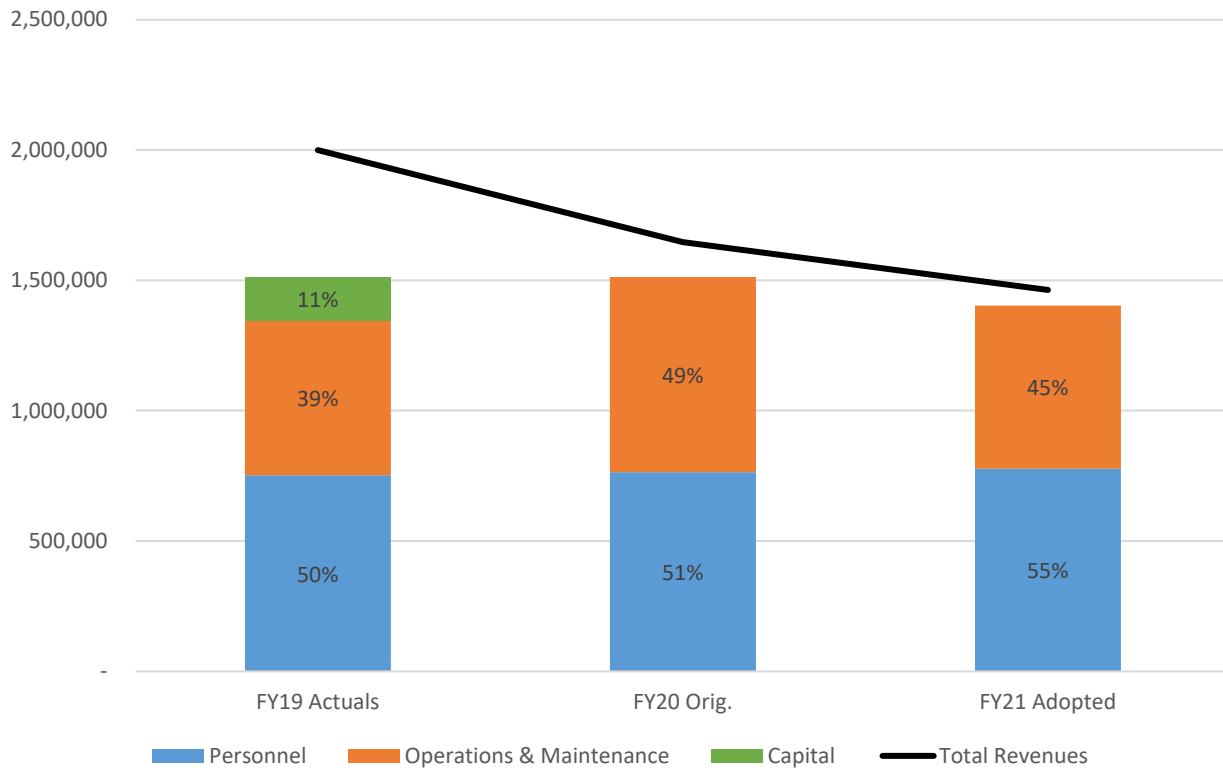
Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of tenants in lease agreements	280	300	290
Average annual percentage of available office space leased	92%	100%	100%
HVAC Units Replaced	0	10	5
Carpet replaced	0	5,000 sq. ft.	5,000 sq. ft.
TCEQ Expansion space	0	1,100 sq. ft.	5,000 sq. ft.

Civic Events Fund

Long-term Trend Overview

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

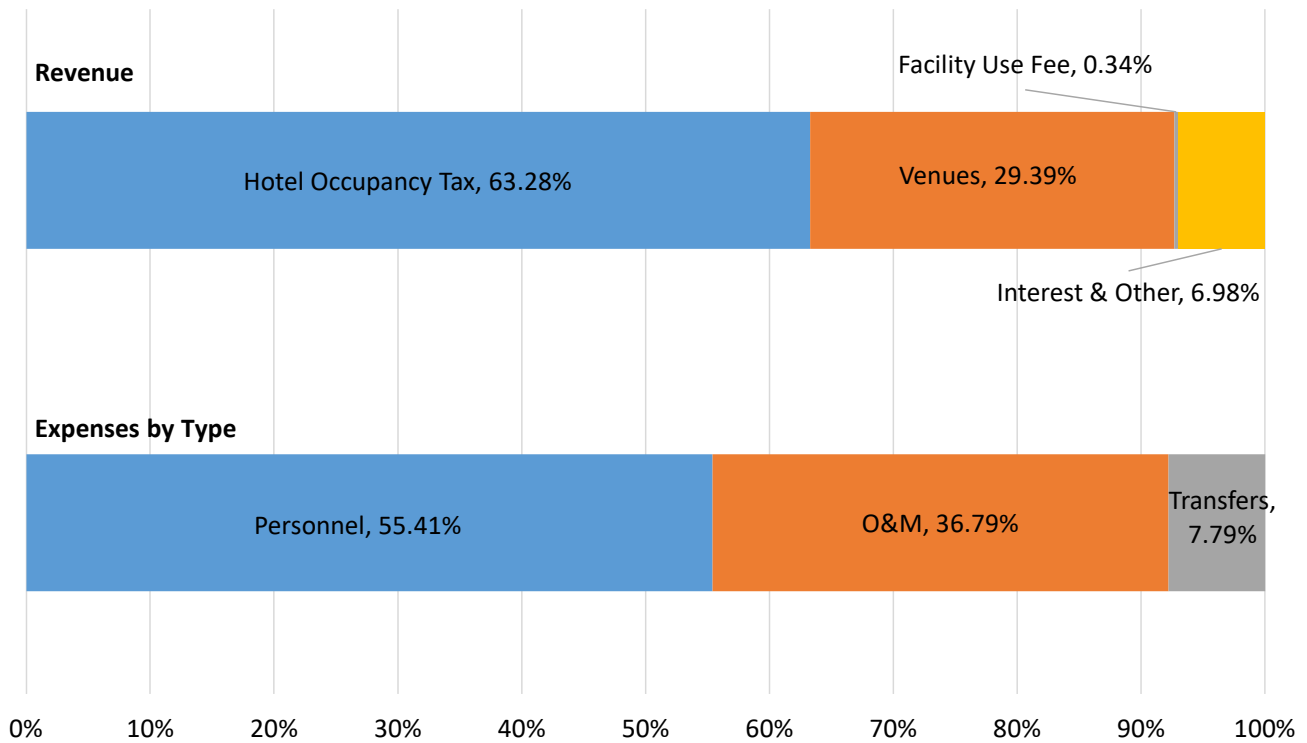
Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>410 REVENUES:</u>				
Hotel Occupancy Tax (Transfer In)	1,326,924	1,008,050	925,818	(82,232)
Facility Use Fee*	121,412	133,500	115,000	(18,500)
Coliseum Revenue	172,964	129,700	111,500	(18,200)
Auditorium Revenue	450	4,000	-	(4,000)
Convention Center Revenue	220,310	198,100	177,500	(20,600)
River Stage Revenue	32,720	18,500	14,500	(4,000)
Pavilion Revenue	9,942	11,200	11,500	300
Pecan Creek Revenue	5,957	5,000	5,000	-
Interest	25,154	38,040	22,158	(15,882)
Other	83,478	100,000	80,000	(20,000)
Total Revenues	\$ 1,999,311	\$ 1,646,090	\$ 1,462,976	\$ (183,114)
<u>410 EXPENSES:</u>				
Personnel	752,091	764,090	777,447	13,357
Operations & Maintenance	461,845	618,068	516,208	(101,860)
Legal Notices	-	-	-	-
Transfers Out	130,432	130,432	109,321	(21,111)
Capital	166,459	-	-	-
Total Expenditures	\$ 1,510,827	\$ 1,512,590	\$ 1,402,976	\$ (109,614)
Revenues Over/ (Under) Expenditures**	488,484	133,500	60,000	(73,500)
Beginning Fund Balance	1,117,209	1,605,693	1,739,193	133,500
Ending Fund Balance	\$ 1,605,693	\$ 1,739,193	\$ 1,799,193	\$ 60,000

*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.

**In fiscal year 2021, there is a planned use of fund balance of \$55,000. Therefore, the contribution of the facility use fee to fund balance will be reduced by this amount.

Civic Events Fund Visual Diagram



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

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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	12.00	12.00	12.00

Civic Events

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Amount of advertising/naming rights/sponsorship revenue generated	\$25,525	\$25,000	\$35,000
Number of touring events booked	21	15	18
Number of private events	364	350	370
Number of attendees at public ticketed events that include facility fees	82,000	70,000	75,000
Number of meeting/events contracted by internal customers	241	80	230
Number of events contracted by new promoters	2	3	3

Civic Events

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 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	395	380	400
Number of reoccurring public events	65	60	65



INTERNAL SERVICE FUNDS

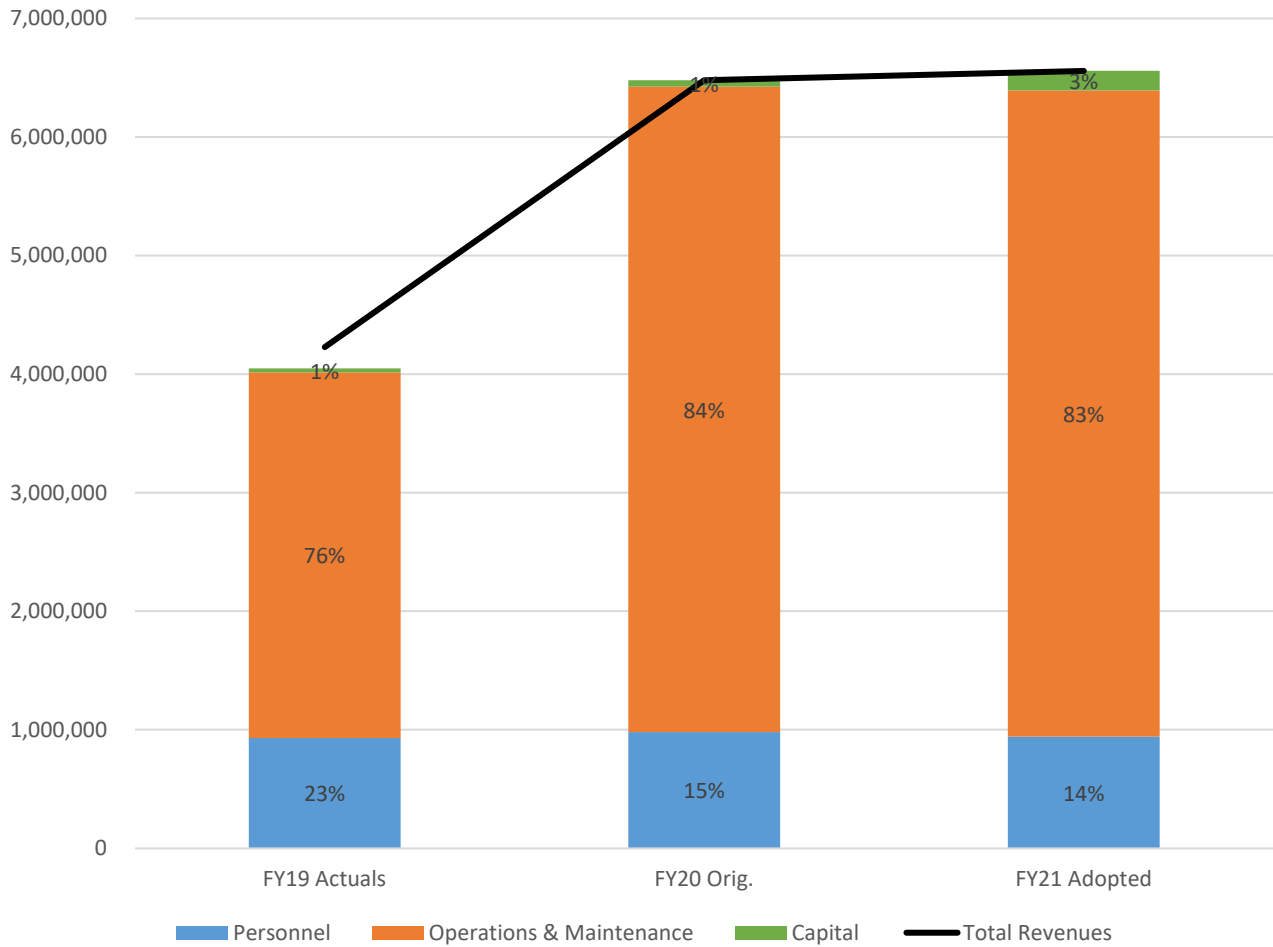


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Fleet Services Fund

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. The performance of this funds is largely dependent on the market for oil and gas sales. In recent years, the department has taken measures to gain efficiencies including installation of GPS tracking units, implementation of maintenance tracking software, and review of the replacement schedule.

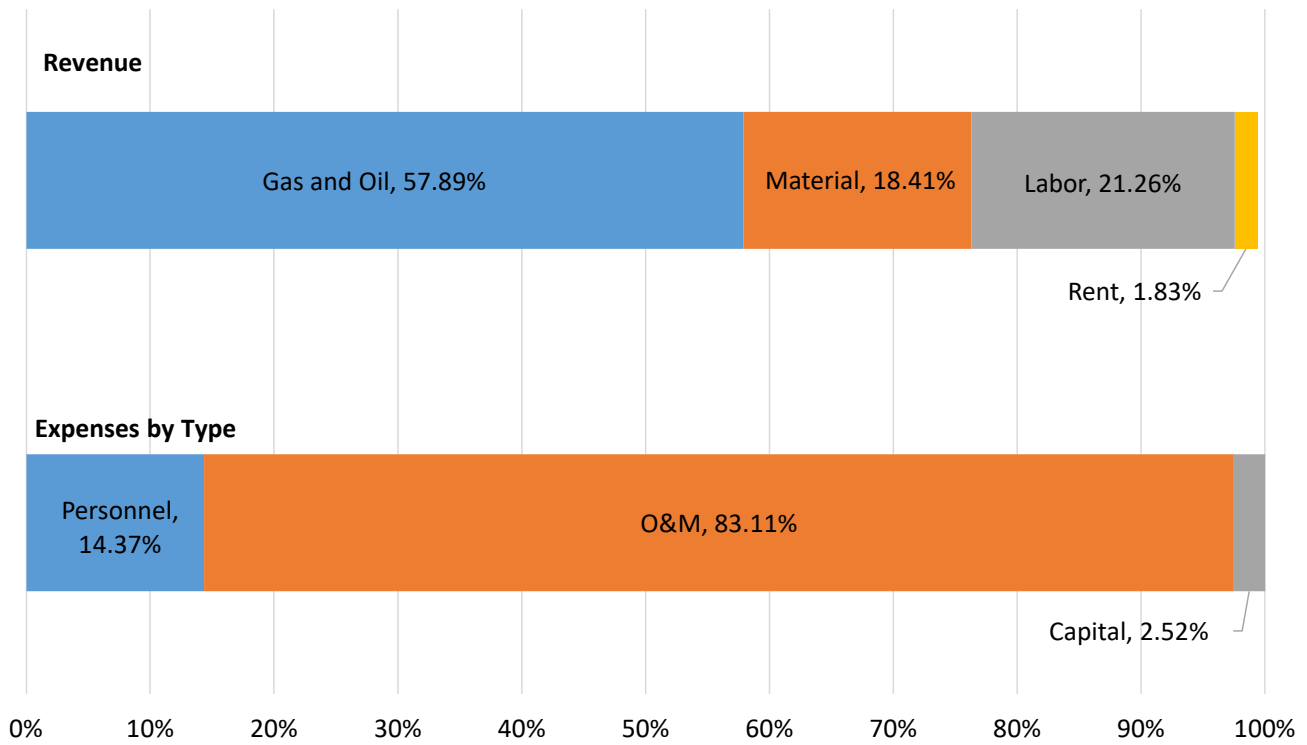


Fleet Services Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>301 REVENUES:</u>				
Gas and Oil *	1,752,442	3,772,861	3,796,326	23,465
Material	955,204	1,176,033	1,207,314	31,281
Labor	1,343,997	1,358,397	1,394,055	35,658
Rent	120,000	120,000	120,000	-
Interest	34,172	21,630	10,757	(10,873)
Other	22,148	29,784	29,784	-
Total Revenues	\$ 4,227,963	\$ 6,478,705	\$ 6,558,236	\$ 79,531
<u>301 EXPENSES:</u>				
Personnel	930,477	980,822	942,208	(38,614)
Operations & Maintenance	3,083,531	5,444,601	5,449,588	4,987
Legal Notices	925	-	1,000	1,000
Capital	33,077	53,282	165,440	112,158
Total Expenses	\$ 4,048,010	\$ 6,478,705	\$ 6,558,236	\$ 79,531
Revenues Over/ (Under) Expenditures	179,953	-	-	-
Beginning Fund Balance	603,259	783,212	783,212	-
Ending Fund Balance	\$ 783,212	\$ 783,212	\$ 783,212	\$ -

* 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



Graph Description:

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

Fleet Services

Departmental Information

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

Personnel Summary	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	17.00	17.00	17.00

Fleet Services

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of vehicles/machinery in the equipment fleet	988	988	988
Number of items sold at auction	24	50	50
Revenue generated from auction sales	\$180,966	\$90,000	\$90,000

Activity: Unscheduled Repairs

Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

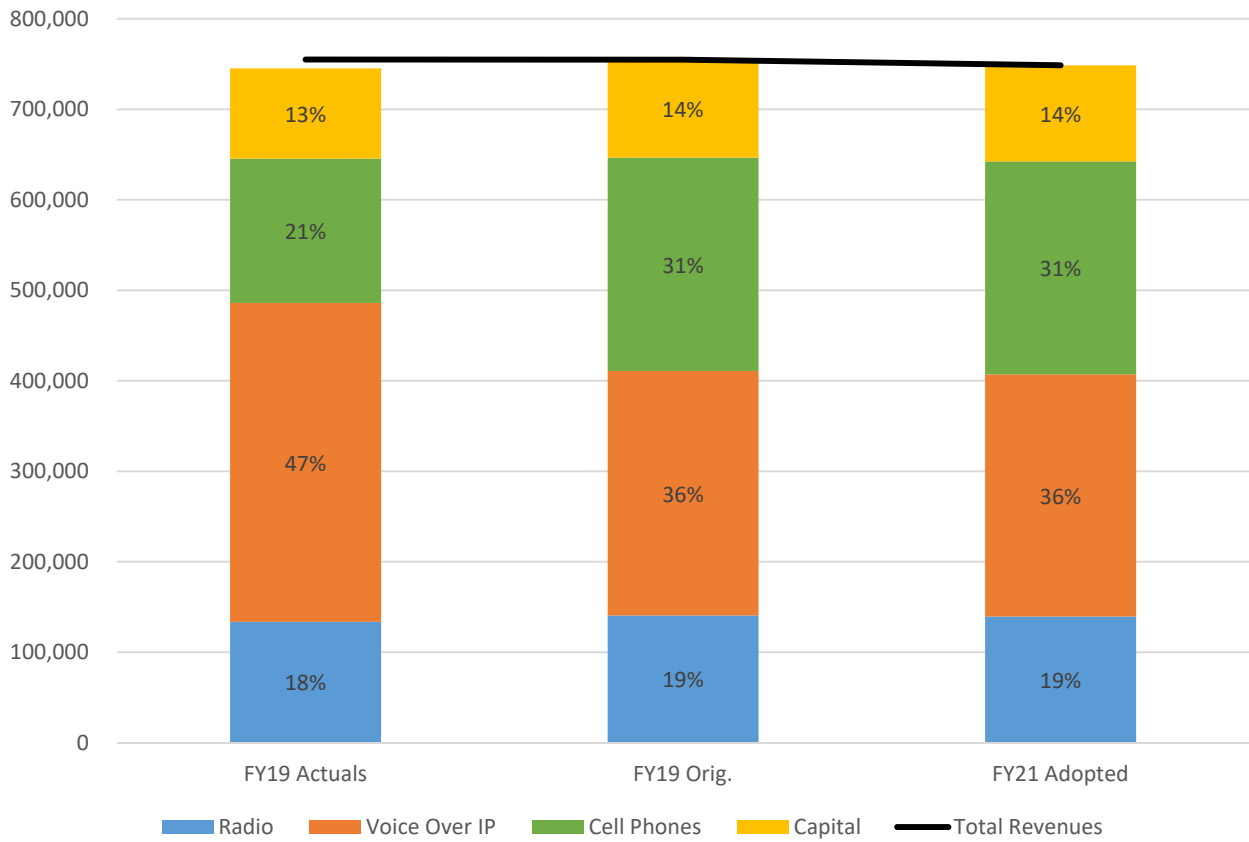
Objectives: Maintain City fleet

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of unscheduled repair jobs	2,380	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.

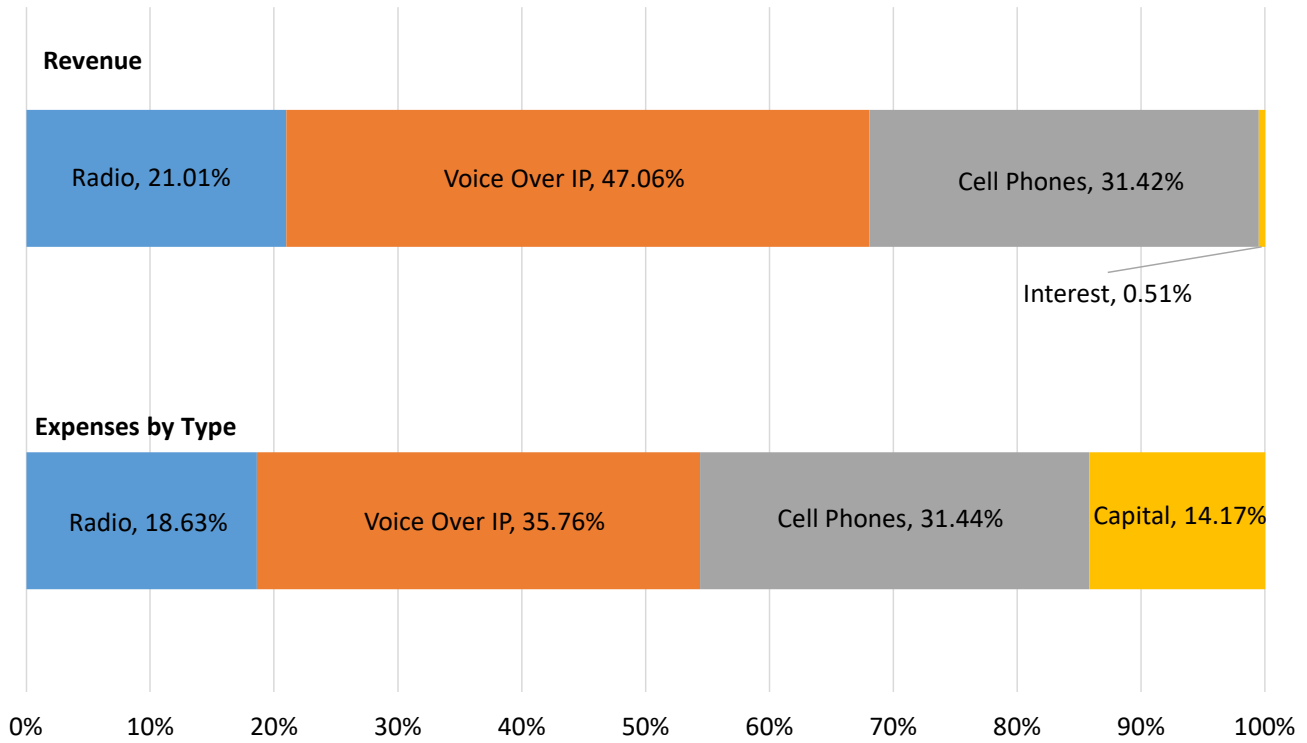


Communications Service Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>305 REVENUES:</u>				
Radio	160,003	157,260	157,260	-
Voice Over IP	336,238	352,287	352,287	-
Cell Phones	250,540	235,195	235,195	-
Interest	8,148	9,994	3,815	(6,179)
Total Revenues	\$ 754,929	\$ 754,736	\$ 748,557	\$ (6,179)
<u>305 EXPENSES:</u>				
Radio	133,521	140,558	139,419	(1,139)
Voice Over IP	352,447	270,320	267,717	(2,603)
Cell Phones	159,593	235,648	235,329	(319)
Capital	99,652	108,210	106,092	(2,118)
Total Expenses	\$ 745,213	\$ 754,736	\$ 748,557	\$ (6,179)
Revenues Over/ (Under) Expenditures	9,716	-	-	-
Beginning Fund Balance	253,385	263,101	263,101	-
Ending Fund Balance	\$ 263,101	\$ 263,101	\$ 263,101	\$ -

Communication Fund Visual Diagram



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

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	FY19 Actual	FY20 Budget	FY21 Budget
Communications Repair Tech	1.00	1.00	1.00
Total FTE Count	1.00	1.00	1.00

Communications

Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Percent of time VoIP phone system is available	100%	100%	100%
Percent of time internet service is available	100%	100%	100%
Cost of internet service a year	\$55,000	\$55,000	\$16,000
Cost per megabit/second	\$122	\$122	\$15

Activity: Radio Operations

Serves City Council's Vision: N/A

Goal: Provide quality and economical communication and support services.

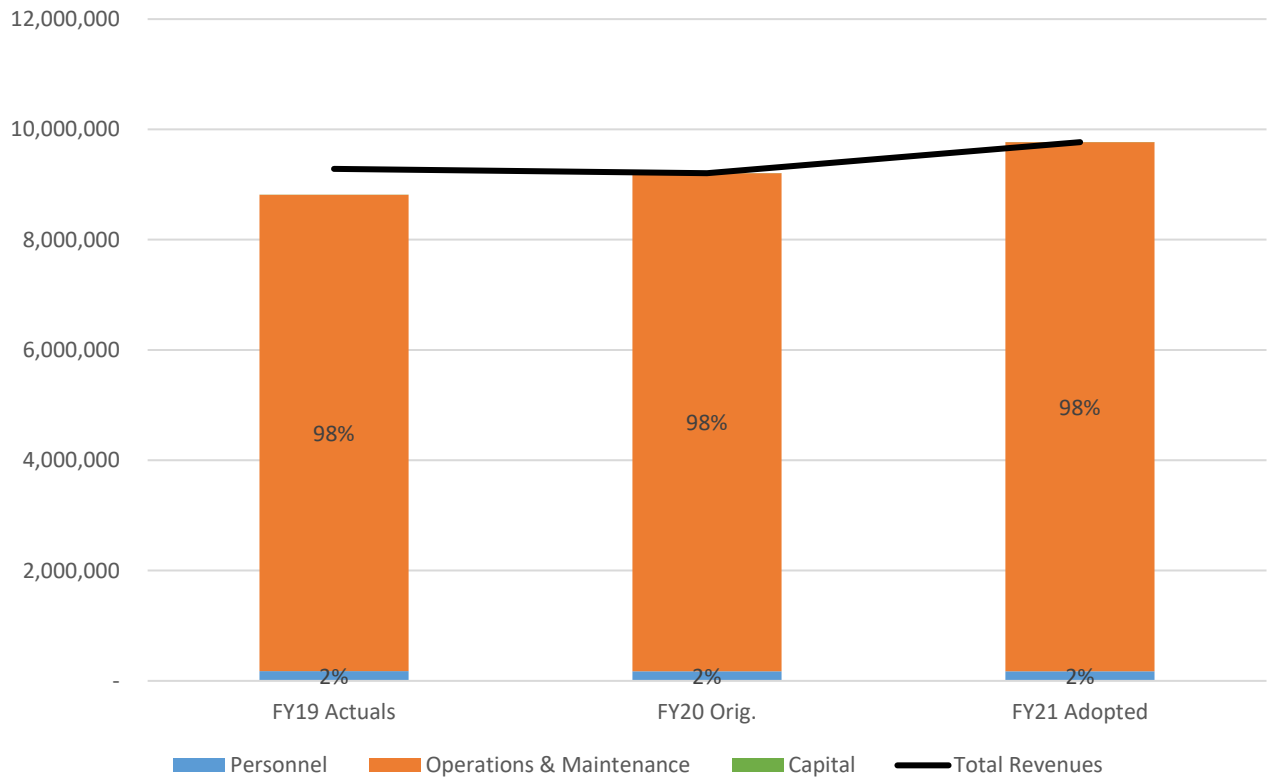
Objectives: Maintain cell phones; add/move/changes; process billing to departments.

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of radios maintained	1,000	1,000	1,000
Number of radios repaired	35	30	45
Percentage of time radio system is available	100%	100%	100%

Health Insurance Fund

Long-term Trend Overview

The administration of the benefits and wellness program is a function of the Human Resources Department. This fund supports employees, dependents, and eligible retirees for all health, dental, and vision claims.



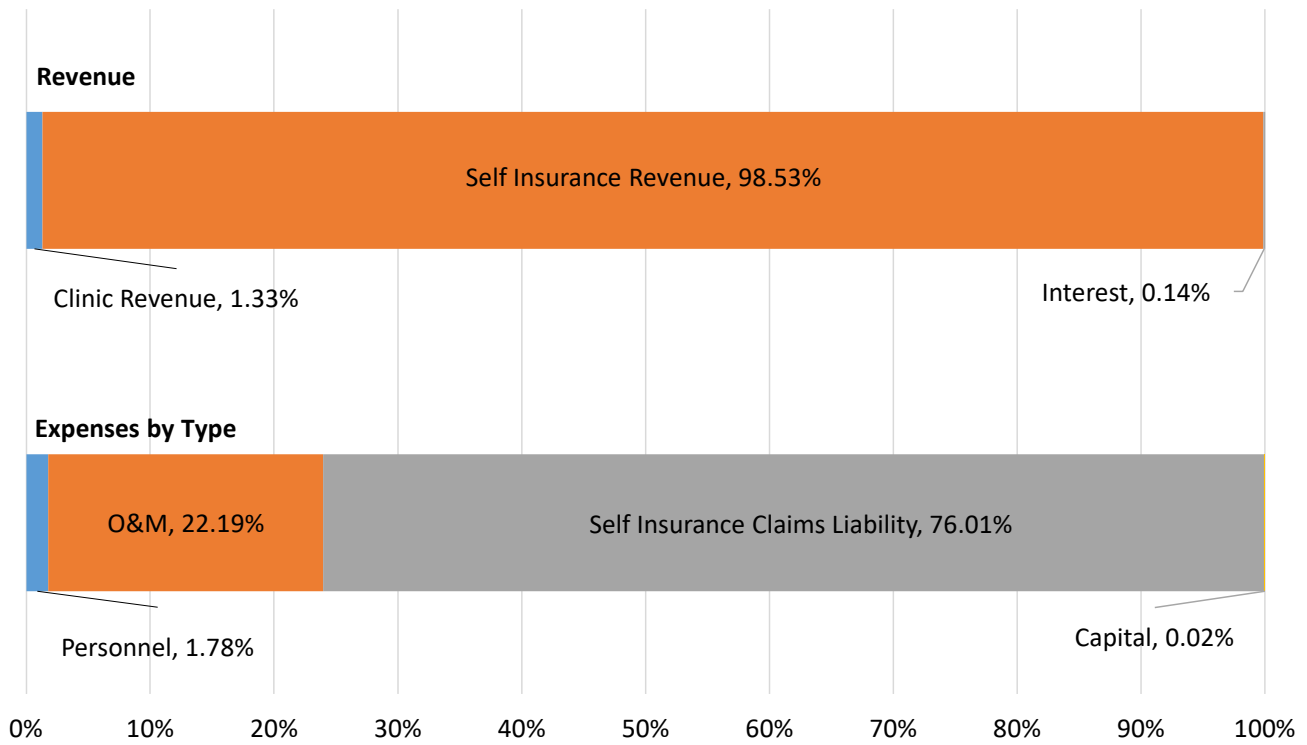
Health Insurance Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>310 REVENUES:</u>				
Clinic Revenue	101,991	105,500	129,600	24,100
Self Insurance Revenue	9,180,575	9,083,875	9,625,996	542,121
Interest	-	18,356	13,651	(4,705)
Total Revenues	\$ 9,282,566	\$ 9,207,731	\$ 9,769,247	\$ 561,516
<u>310 EXPENSES:</u>				
Personnel	176,626	174,060	173,741	(319)
Operations & Maintenance	1,829,439	2,071,355	2,168,268	96,913
Self Insurance Claims Liability	6,808,629	6,960,816	7,425,246	464,430
Capital	1,864	1,500	1,992	492
Total Expenses	\$ 8,816,558	\$ 9,207,731	\$ 9,769,247	\$ 561,516
Revenues Over/ (Under) Expenditures	466,008	-	-	-
Beginning Fund Balance	456,183	922,191	922,191	-
Ending Fund Balance *	\$ 922,191	\$ 922,191	\$ 922,191	\$ -

* Due to negative claims experience, the fund balance became negative. The fund was budgeted revenue over expenditures until it became positive again in FY19.

Health Insurance Fund Visual Diagram



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

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*	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	1.00	2.00	1.00

* Reorganization of staff to properly allocate responsibilities.

Health Insurance Departmental Information

Goals, Objectives & Performance Measures

Activity: Benefits

Serves City Council's Vision: N/A

Goal: Effectively administer the benefits and wellness programs

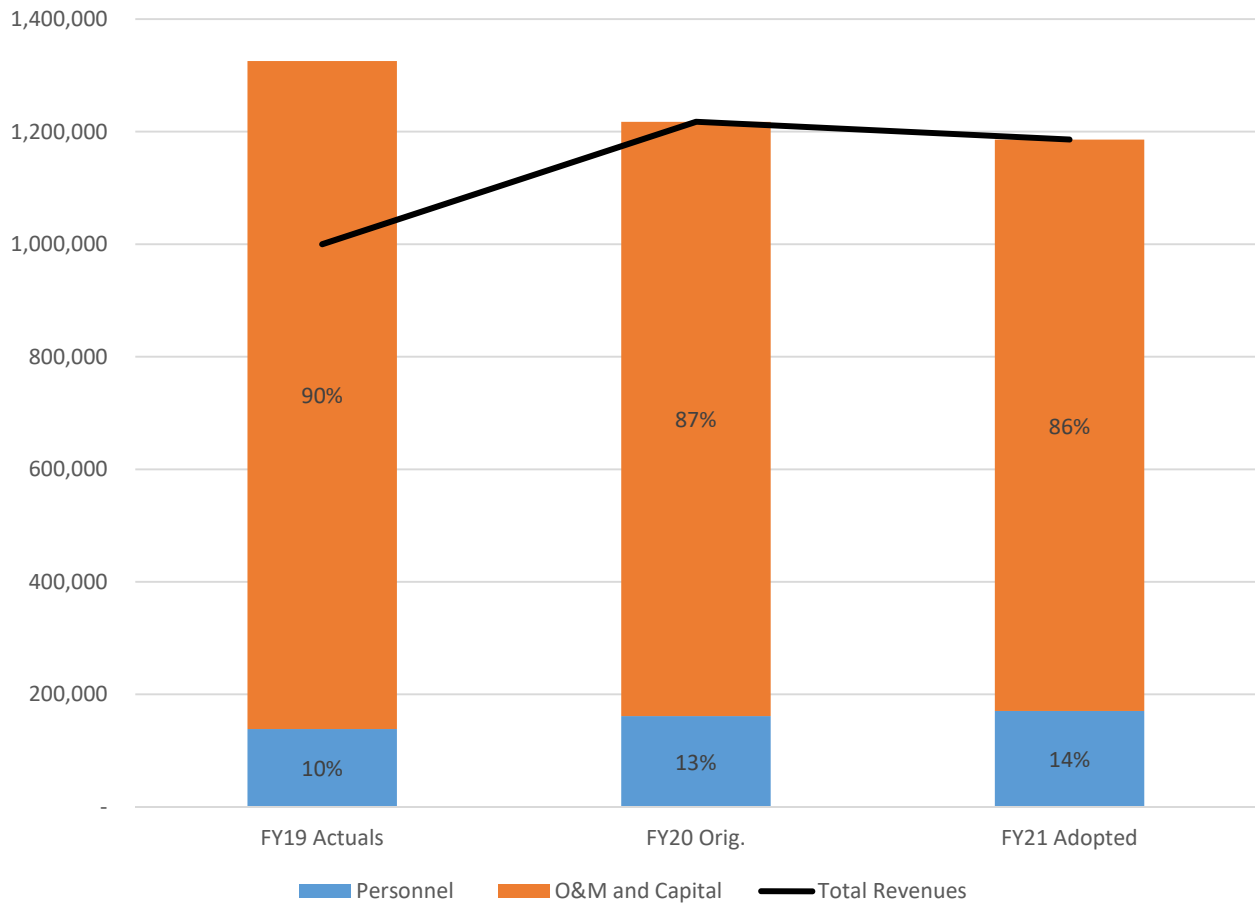
Objectives: Negotiate contracts and provide benefits administration to employees and retirees for: group health, dental, life, accidental death and dismemberment policies, section 125 cafeteria plan, COBRA program, flexible spending and dependent care accounts

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of claims exceeding stop loss (> \$150,000)	4	2	3
Percent covered employees that completed HRA/wellness screen	100%	100%	100%
Number of active employees, retirees, and dependents covered	1,990	1,946	2,000

Property/Casualty Insurance Fund

Long-term Trend Overview

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.

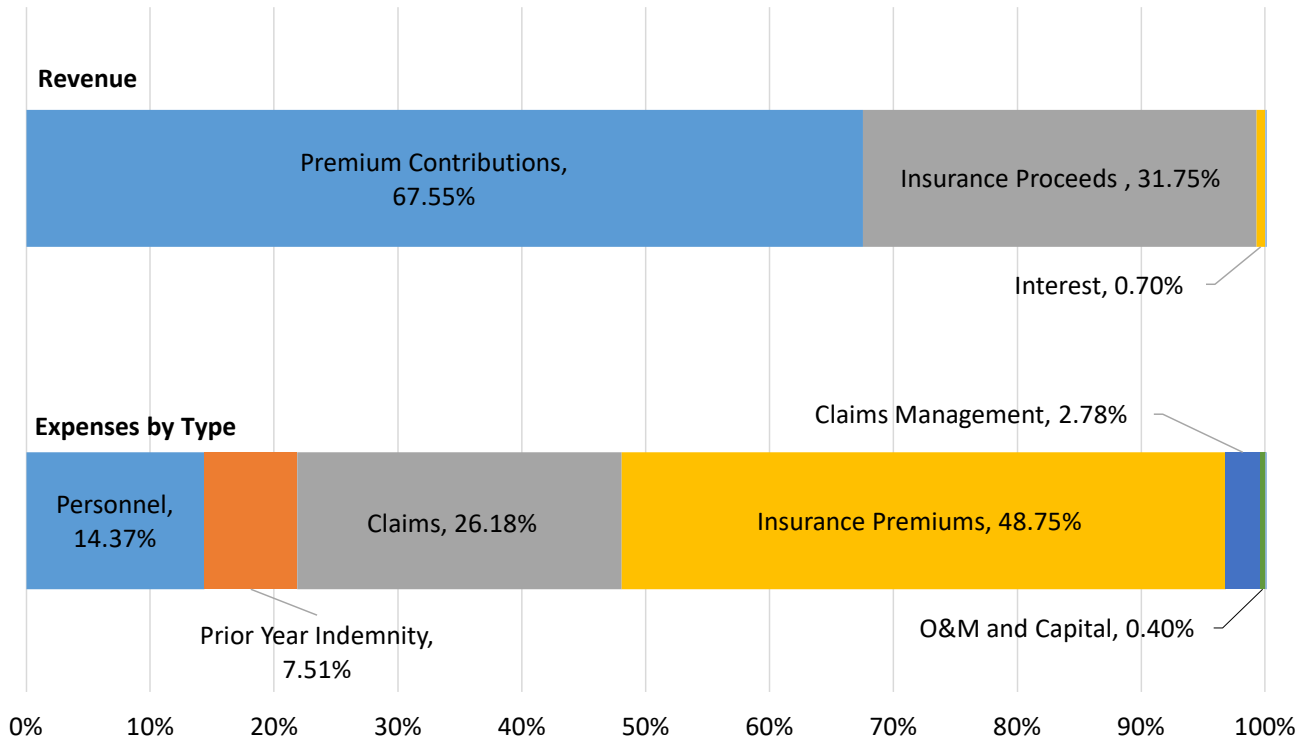


Property/Casualty Insurance Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>320 REVENUES:</u>				
Premium Contributions	770,525	778,026	800,970	22,944
Special Event Insurance	(200)	-	-	-
Insurance Proceeds	201,282	414,986	376,494	(38,492)
Interest	28,374	24,343	8,317	(16,026)
Total Revenues	\$ 999,981	\$ 1,217,355	\$ 1,185,781	\$ (31,574)
<u>320 EXPENSES:</u>				
Personnel	138,457	161,491	170,447	8,956
Prior Year Indemnity	77,804	100,000	89,063	(10,937)
Claims	278,694	362,941	310,447	(52,494)
Insurance Premiums	460,764	468,017	578,057	110,040
Claims Management	35,459	113,817	32,996	(80,821)
Special Projects/Other	333,204	9,620	3,302	(6,318)
Capital	1,024	1,469	1,469	-
Total Expenses	\$ 1,325,406	\$ 1,217,355	\$ 1,185,781	\$ (31,574)
Revenues Over/ (Under) Expenditures	(325,425)	-	-	-
Beginning Fund Balance	979,087	653,662	653,662	-
Ending Fund Balance	\$ 653,662	\$ 653,662	\$ 653,662	\$ -

Property/ Casualty Insurance Fund Visual Diagram



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

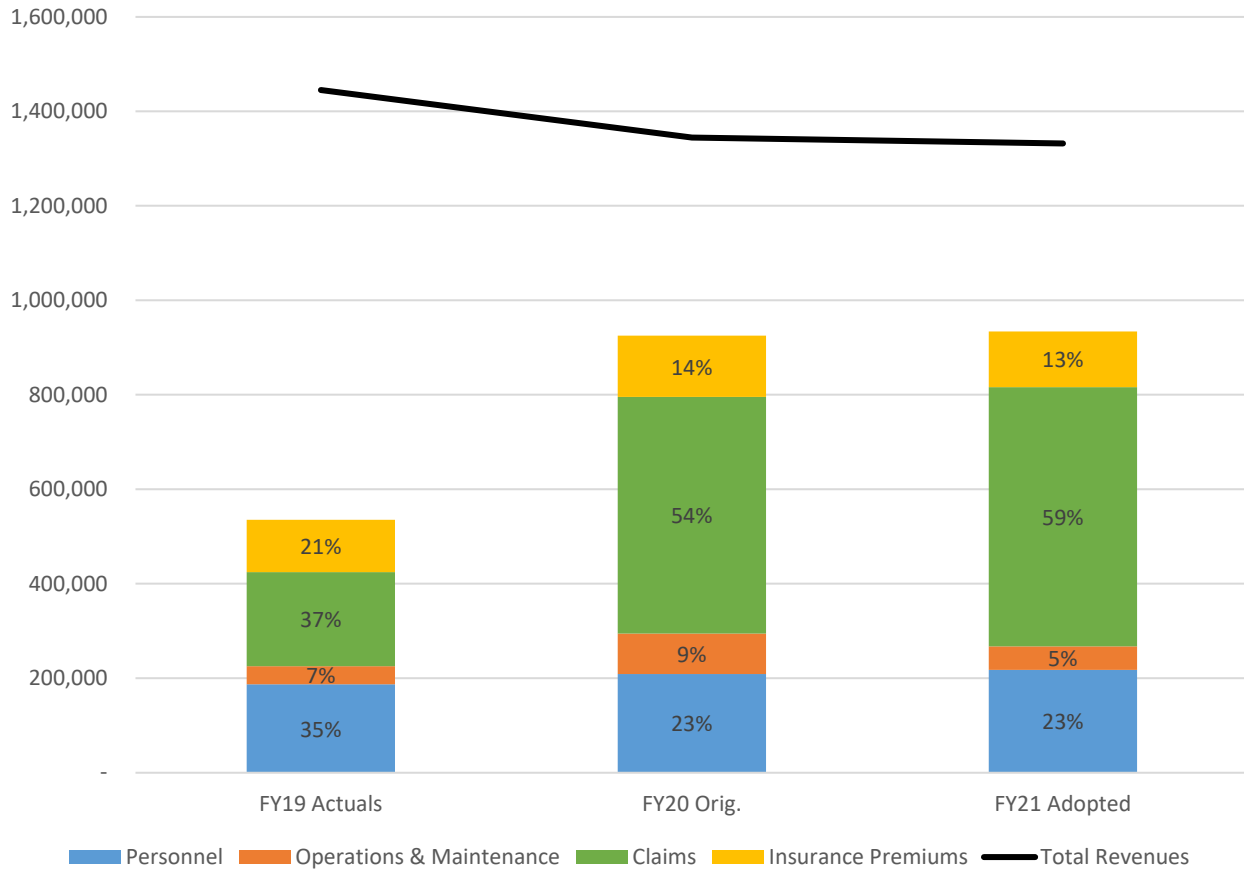
Goal: Effectively manage property, auto and liability claims using prudent insurance and claims handling procedures

Objectives: Risk management administration; property/casualty claims handling

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of general liability claims filed	47	22	39
Total costs of general liability claims	\$30,213	\$107,996	\$88,178
Average cost of general liability claims	\$643	\$4,910	\$2,828
Number of auto accidents involving City vehicles	118	140	134
Number of "at fault" City vehicle accidents	61	50	64
Total cost of auto claims	\$163,983	\$266,604	\$206,461
Average cost of all auto claims	\$1,390	\$1,905	\$1,530
Subrogation-amount recovered for damage to City vehicles	\$19,797	\$82,740	\$54,152
Number of property claims reported	139	117	131
Total cost of property claims	\$192,538	\$328,634	\$267,181
Average cost of property claims	\$1,385	\$2,809	\$2,009
Subrogation-amount recovered for damage to City property	\$92,088	\$142,929	\$69,795

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. Revenues are projected above expenditures to rebuild fund balance and assist with future claims.



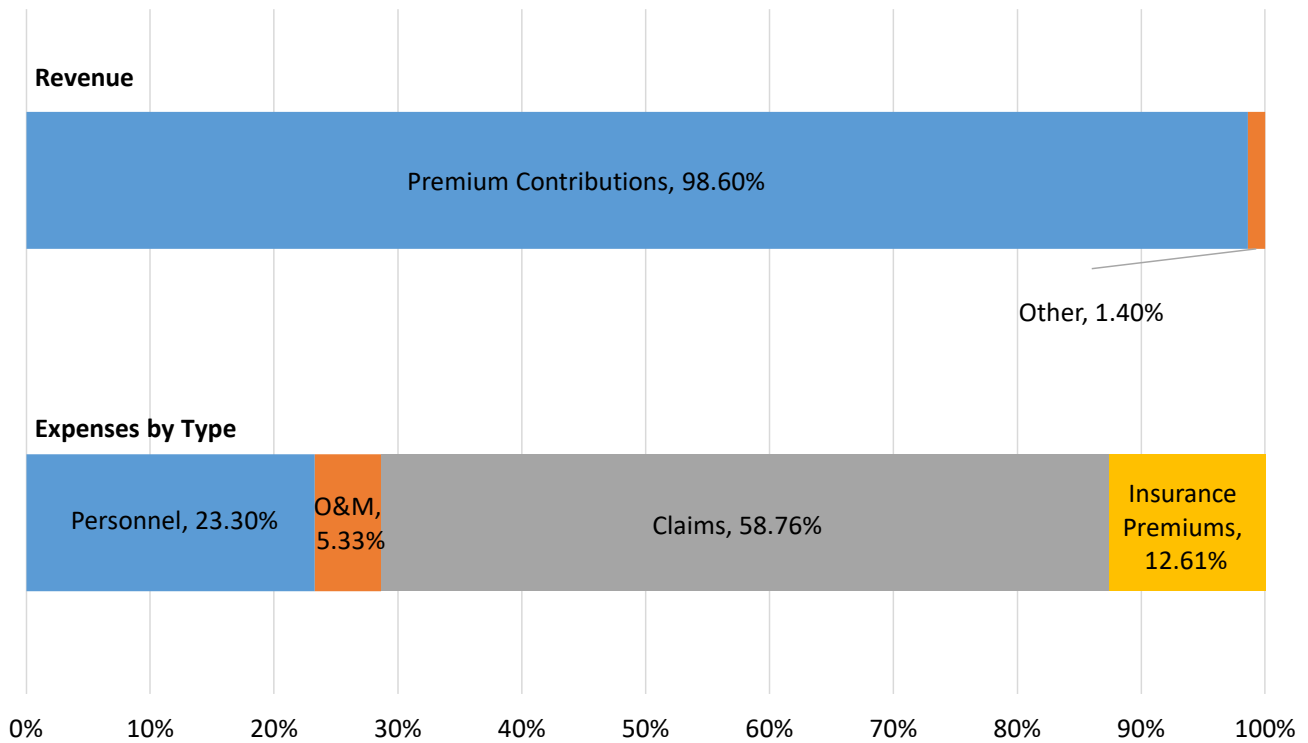
Workers' Compensation Insurance Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
330 REVENUES:				
Premium Contributions	1,428,239	1,327,155	1,313,320	(13,835)
Insurance Proceeds	481	8,571	102	(8,469)
Interest	16,541	8,755	18,583	9,828
Total Revenues	\$ 1,445,261	\$ 1,344,481	\$ 1,332,005	\$ (12,476)
330 EXPENSES:				
Personnel	187,073	208,847	217,595	8,748
Operations & Maintenance	38,147	85,593	49,750	(35,843)
Claims	199,387	500,720	548,696	47,976
Insurance Premiums	110,471	129,898	117,765	(12,133)
Total Expenses	\$ 535,078	\$ 925,058	\$ 933,806	\$ 8,748
Revenues Over/ (Under) Expenditures	910,183	419,423	398,199	(21,224)
Beginning Fund Balance	(76,835)	833,348	1,252,771	419,423
Ending Fund Balance *	\$ 833,348	\$ 1,252,771	\$ 1,650,970	\$ 398,199

* 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



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

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	FY19 Actual	FY20 Budget	FY21 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
Total FTE Count	4.00	4.00	5.00

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	FY19 Actual	FY20 Budget	FY21 Budget
Number of workers' compensation claims reported	134	118	120
Total cost of workers' compensation claims	\$354,826	\$708,550	\$624,144
Average cost per workers' compensation claim	\$2,648	\$5,958	\$5,201
Amount reserved for workers' compensation claims	\$354,947	\$923,633	\$633,749
Amount paid in indemnity benefits for workers' compensation claims	\$44,532	\$262,026	\$110,244
Amount paid for medical services for workers' compensation claims	\$266,214	\$661,495	\$367,676
Subrogation-amount recovered from third parties for injuries sustained by City employees	\$120	\$69,818	\$9,591
Average number of workers' compensation claims reported monthly	11	10	10
Average number of workers' compensation claims finalized monthly	6	5	5



ECONOMIC DEVELOPMENT FUNDS



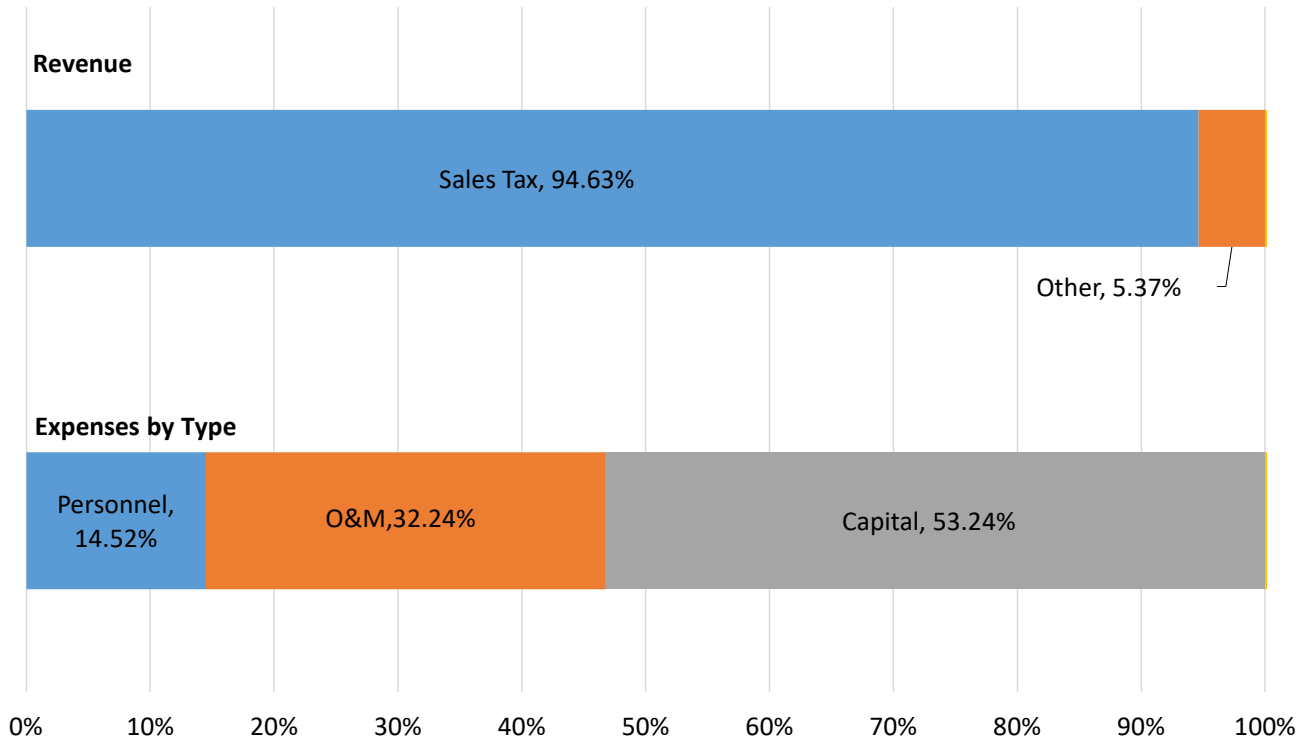
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Development Corp: Economic Development Fund

Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>700 REVENUES:</u>				
Sales Tax	2,794,044	2,609,674	2,567,559	(42,115)
Rent	20,431	20,950	20,950	-
Interest	343,130	225,000	76,200	(148,800)
Transfers In	46,729	46,729	48,470	1,741
Total Revenues	\$ 3,204,334	\$ 2,902,353	\$ 2,713,179	\$ (189,174)
<u>700 EXPENSES:</u>				
Personnel	548,374	394,597	393,964	(633)
Operations & Maintenance / Assigned Projects	2,908,521	906,267	753,611	(152,656)
Legal Notices	-	-	5,500	5,500
Lobbying	-	-	115,547	115,547
Capital / Unassigned Projects	4,470	1,601,489	1,444,557	(156,932)
Total Expenditures	\$ 3,461,365	\$ 2,902,353	\$ 2,713,179	\$ (189,174)
Revenues Over/ (Under) Expenditures	(257,031)	-	-	-
Unreserved Beginning Fund Balance	15,094,565	14,837,534	14,837,534	-
Unreserved Ending Fund Balance	\$ 14,837,534	\$ 14,837,534	\$ 14,837,534	\$ -

Development Corp.: Economic Development Fund Visual Diagram



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 for consistency with the General Fund’s conservative projections.

Development Corp.: Economic Development Departmental Information

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

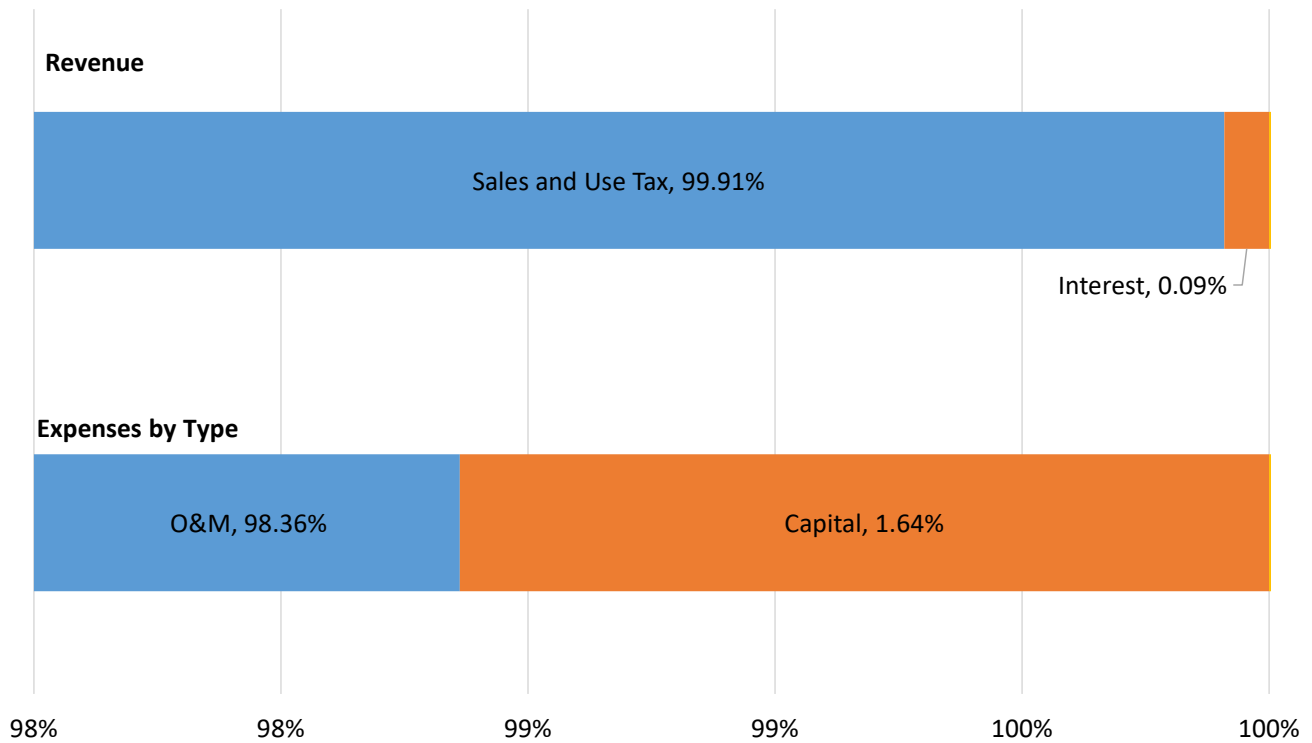
Objectives: Business retention and expansion program

Performance Measures	FY19 Actual	FY20 Budget	FY21 Budget
Number of entries in the Business Plan Competition	30	30	33
Number of offices in BRC filled	7	7	7
Number of BREP visits to companies	40	25	30

Development Corp: Ballot Fund Financial Summary

Description	FY19 Actual	FY20 Original Budget	FY21 Adopted Budget	Increase (Decrease) from FY20 Original
<u>711 REVENUES:</u>				
Sales and Use Tax	7,184,684	6,710,590	6,602,295	(108,295)
Interest	58,843	75,000	6,000	(69,000)
Total Revenues	\$ 7,243,527	\$ 6,785,590	\$ 6,608,295	\$ (177,295)
<u>711 EXPENSES:</u>				
Personnel	60,930	-	-	-
Operations & Maintenance	5,548,113	5,987,250	6,500,054	512,804
Capital	-	798,340	108,241	(690,099)
Total Expenditures	\$ 5,609,043	\$ 6,785,590	\$ 6,608,295	\$ (177,295)
Revenues Over/ (Under) Expenditures	1,634,484	-	-	-
Unreserved Beginning Fund Balance	684,244	2,318,728	2,318,728	-
Unreserved Ending Fund Balance	\$ 2,318,728	\$ 2,318,728	\$ 2,318,728	\$ -

Development Corp.: Ballot Fund Visual Diagram



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 for consistency with the General Fund's conservative projections.

Development Corp.: Ballot Departmental Information

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	FY19 Actual	FY20 Budget	FY21 Budget
Funds allocated to Affordable housing	\$304,865	\$335,000	\$335,000
Allocation to water/sewer infrastructure	\$2,700,000	\$2,900,000	\$3,100,000
Participation in West Texas Water partnership	\$200,000	\$200,000	\$200,000



CAPITAL AND DEBT



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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 2020-21 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 2020-21 is budgeted as shown on the adjacent table.

Routine Capital Expenditures by Fund	FY21 Budget
General Fund	380,353
Intergovernmental Fund	3,952
Solid Waste Fund	7,500
Stormwater Fund	2,000
Water Fund	8,700
Water Reclamation	4,000
Fleet Services Fund	3,000
Communications Fund	106,092
Health Insurance Fund	1,992
Property/Casualty Fund	1,469
Fort Concho Fund	2,000
Total Routine Expenditures	\$521,058

Equipment Replacement Expenditures by Fund	FY21 Budget
Solid Waste	99,232
Stormwater Fund	180,000
Water Fund	674,215
Water Reclamation Fund	457,927
Fleet Services Fund	30,000
Equipment Replacement Fund	1,306,373
General Capital Fund	250,000
Total Equipment Replacement	\$2,997,747

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 exceeded its useable life (or will in the near future). 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

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	FY21 Budget
General Fund	253,750
Stormwater Fund	300,000
Water Reclamation Fund	1,300,000
Water Capital Fund	6,266,415
Water Reclamation Capital Fund	6,545,521
Total CIP	\$14,665,686

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 2020-21 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.

2020-2025 Capital Improvement Plan Summary of Impact to City Operations Over 5 Years					
	FY21	FY22	FY23	FY24	FY25
FY21 Capital Projects Estimated	659,000	574,112	471,738	412,358	591,912
Operating Budget Impact					

The CIP shows total estimated expenditures of \$662 million composed of 86 capital projects for the plan for 2020-2025. Through a combination of funding sources, project managers propose to continue or begin 51 projects this fiscal year with a projected capital cost of \$94,520,988 resulting in an operating impact of \$659,000. (The estimates for the ongoing operating costs were adopted in the formal CIP.) These projects will be funded by the General Fund, stormwater fees, 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.

City of San Angelo

Summary of Capital Projects

Responsible Division	Project Title	Total Project Costs
Airport	Commercial Apron Rehab	1,111,111
Airport	Entry Road Rehabilitation	2,787,293
Airport	Remove "GTE Hangar" / Construct Ramp & Hangar	7,100,000
Airport	Shift Runway 18-36	25,166,667
Airport	Terminal Drainage Study/Design/Construction	3,587,796
Animal Services	Animal Shelter Rehabilitation	400,000
Civic Events	Bill Aylor Sr. Memorial Riverstage Improvements	1,575,000
Civic Events	Foster Communications Coliseum Concession Renovation	903,218
Civic Events	McNease Convention Center Improvements	275,000
Engineering	Construction of Rick's Dr. Sidewalk	564,100
Engineering	Mill and Overlay of Christoval Rd. from Paint Rock Rd. to S. Chadbourne St.	3,388,078
Engineering	Mill and Overlay of E. Harris Ave. from N. Abe St. to N. Bell St.	6,969,234
Engineering	Mill and Overlay of Glenna Dr. from Woodlawn St. to Howard St.	3,863,442
Engineering	Mill and Overlay of Howard St. from Glenna St. to Sherwood Way	3,562,576
Engineering	Mill and Overlay of Johnson St. from Sherwood Way to W. Avenue N	1,298,716
Engineering	Mill and Overlay of N. Chadbourne St. from Loop 306 to 43rd St.	8,640,142
Engineering	Mill and Overlay of Rio Concho Drive	900,000
Engineering	Mill and Overlay of S. Chadbourne St. from Washington St. to Avenue L	2,301,229
Engineering	Mill and Overlay of Smith Blvd. from Pulliam St. to Gordon Blvd.	2,441,591
Engineering	Mill and Overlay of Smith Blvd. from U.S. Hwy. 67 to Pulliam St.	1,183,853
Engineering	Mill and Overlay of Southwest Blvd. from Rock Brook Dr. to Twin Mountain Dr.	4,880,452
Engineering	Mill and Overlay of Sunset Dr. from College Hills Blvd. to Knickerbocker Rd.	2,601,718
Engineering	Mill and Overlay of Sunset Dr. from College Hills to Foster Rd.	5,941,366
Engineering	Mill and Overlay on Sunset Dr. from Loop 306 to College Hills Blvd.	5,810,525
Engineering	Reconstruction of 29th St./Edmund Blvd. from Howard St. to Bryant Blvd.	7,044,376
Engineering	Reconstruction of Avenue N from Sherwood Way to S. Chadbourne St.	18,047,821
Engineering	Reconstruction of Bell St. from Concho River to Old Ballinger Hwy.	22,812,318
Engineering	Reconstruction of College Hills Blvd. from Loop 306 to Avenue N	12,895,388
Engineering	Reconstruction of Glenna Dr. from Houston Harte Expy. to Woodlawn St.	2,228,806
Engineering	Reconstruction of N. Chadbourne St. from Loop 306 to Washington St.	18,361,656
Engineering	Reconstruction of S. Jackson St. from Knickerbocker Rd. to Railroad Tracks	1,364,365
Engineering	Reconstruction of S. Johnson St. from Avenue N to Knickerbocker Rd.	12,971,275
Engineering	Reconstruction of Southwest Blvd. from W. Loop 306 to Rockbrook Dr.	2,489,800
Engineering	Sewer Main Replacements	42,800,000
Engineering	Stormwater - Quality Improvement Projects	2,100,000
Engineering	Stormwater - Sunset Lake Improvements	700,000
Engineering	Stormwater - W. Avenue P	3,273,845
Engineering	Water Main Replacements	127,231,509
Facilities Maintenance	City Hall - Exterior Wall Waterproofing	1,086,377
Facilities Maintenance	Demolition of Riddle Building	250,000
Facilities Maintenance	Security Equipment Replacement	358,252
Fire	Fire Facility Improvements	158,000
Fire	Land for Future Fire Stations	150,000
Fort Concho	Chase State Office Building Improvements	761,687
Fort Concho	Fort Concho Barracks and Mess Halls 3 and 4 Reconstruction	3,500,000

City of San Angelo

Summary of Capital Projects

Responsible Division	Project Title	Total Project Costs
Fort Concho	Fort Concho Officers' Quarters 2 Renovation	175,000
Fort Concho	Fort Concho Officers' Quarters 6 Restoration	300,000
Fort Concho	Fort Concho Officers' Quarters 8 Reconstruction	265,000
Fort Concho	Fort Concho Officers' Row and Company St. Reconstruction	200,000
Fort Concho	Fort Concho Roof Replacement	953,792
Fort Concho	Fort Concho Visitors' Center Restoration and Improvements	3,500,001
Information Tech	Fire Station Alerting System	593,249
Information Tech	Record Management System Upgrade/Computer Aided Dispatch	2,160,000
Operations	City Fuel Site Improvements	1,000,000
Operations	Johnson St and Avenue N Sidewalks	2,500,000
Operations	Traffic Signal Battery Backup System	487,561
Operations	Traffic Signal Replacement	28,750,000
Parks	Bart De Witt Park	250,000
Parks	Brentwood Neighborhood Park Renovation	250,000
Parks	Brown Neighborhood Park Renovation	50,000
Parks	Glenmore Park Restrooms	275,000
Parks	Kids' Kingdom Playground Replacement	800,000
Parks	Lake Nasworthy Improvements	6,000,000
Parks	Martin Luther King, Jr. Memorial Park Restrooms	225,000
Parks	Middle Concho Park Improvements	666,000
Parks	Riverbank Stabilization	618,029
Parks	Santa Rita Neighborhood/School Park Renovation	189,500
Parks	South Concho Park and Trail Renovation and Improvements	200,777
Parks	Sunken Garden Park/Sculpture Gardens Improvements	950,000
Parks	Unidad (College Hills) Park Playground Refurbishment	385,000
Police	Police Station Maintenance & Improvements	228,750
Recreation	29th St. Sports Complex Renovation	1,760,000
Recreation	Santa Fe and Station 618 Crossing Renovations	185,000
Recreation	Air Conditioning for Recreation Center Gyms	150,655
Water Utilities	City Hall Annex Improvements	235,190
Water Utilities	Elevated Storage for Water Distribution System	11,000,000
Water Utilities	Hickory Groundwater Expansion	47,075,000
Water Utilities	Lake Nasworthy Sewer System Improvements	33,000,000
Water Utilities	Lake Operations Maintenance Facility	600,000
Water Utilities	Lift Station Improvements	2,920,000
Water Utilities	New Clearwell with New Piping	9,000,000
Water Utilities	Vacuum Truck	2,103,000
Water Utilities	Water Chemical Building and Appurtenances	1,000,000
Water Utilities	Water Production Control Center and Lab	750,000
Water Utilities	Water Reclamation Plant Improvements	56,736,300
Water Utilities	Water Treatment Plant Improvements	66,058,494
2020-2025 Capital Improvement Plan Active, Upcoming & Maintenance Projects Total		\$ 662,384,880

Capital & Debt

Asset Capitalization Policy

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



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

Capital Asset Guidelines

All purchases in excess of \$5,000, with a useful life of at least two years, shall be classified and reported as a capital asset. The cost to purchase, accumulated depreciation (as applicable), asset location, and disposition of the item are all required for a complete record.

Capital Asset Examples:

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

Non-Capital Asset Guidelines

Tools, equipment, and other assets under \$5,000 in value, and/or with useful lives of under two years, shall be maintained on a separate list by each department.

Non-Capital Asset Examples:

- Repairs to buildings or machinery
- Replacement parts to capital assets that do not materially alter the usage or capability of a capital asset
- Any item purchased for less than \$5,000
- Any item with a useful life of under two years

Acquisition Guidelines

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

Inventory Procedures

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

Departments shall notify the Finance Department when:

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

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

Annual Capital Asset Inventory

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



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

Changes to department lists should be reviewed and approved by the department head and Service Area Director prior to submission to Finance. Updated/approved change forms must be returned to Finance as soon as possible.

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

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

Capital & Debt

Statement of Legal Debt Margin

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, 2020, 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 10/1/2020	PRINCIPAL REQUIREMENTS 2020-2021	INTEREST REQUIREMENTS 2020-2021	AMOUNT OUTSTANDING 9/30/2021
State Office, Water, & Water Reclamation	General Obligation Refunding Bonds, Series 2011	\$ 28,030,000	\$ 5,930,000	\$ 3,075,000	\$ 191,075	\$ 2,855,000
General & Development Corporation	Certificates of Obligation Series 2011*	\$ 13,780,000	\$ 795,000	\$ 190,000	\$ 24,063	\$ 605,000
Water	Certificates of Obligation Series 2011B	\$ 120,000,000	\$ 68,410,000	\$ 5,805,000	\$ 1,044,942	\$ 62,605,000
General & Development Corporation	General Obligation Refunding Bonds, Series 2012	\$ 6,095,000	\$ -	\$ -	\$ -	\$ -
Water Reclamation	General Obligation Refunding Bonds, Series 2014	\$ 7,650,000	\$ 7,220,000	\$ 1,105,000	\$ 237,975	\$ 6,115,000
General	Certificates of Obligation Bonds, Series 2015	\$ 13,260,000	\$ 6,275,000	\$ 1,075,000	\$ 177,081	\$ 5,200,000
General	Certificates of Obligation Bonds, Series 2016	\$ 15,615,000	\$ 9,370,000	\$ 420,000	\$ 324,494	\$ 8,950,000
General & Development Corporation	General Obligation Refunding Bonds, Series 2016	\$ 17,720,000	\$ 16,845,000	\$ 2,335,000	\$ 711,309	\$ 14,510,000
Water Reclamation	General Obligation Refunding Bonds, Series 2017	\$ 7,395,000	\$ 2,145,000	\$ 935,000	\$ 83,875	\$ 1,210,000
General	Tax Notes, Bonds, Series 2017	\$ 2,185,000	\$ 1,295,000	\$ 315,000	\$ 22,750	\$ 980,000
Water	Certificates of Obligation Series 2017	\$ 48,070,000	\$ 45,020,000	\$ 1,060,000	\$ 1,798,479	\$ 43,960,000
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	\$ 13,355,000	\$ 105,000	\$ 458,025	\$ 13,250,000
Water Reclamation	Certificates of Obligation Bond, Series 2019	\$ 56,075,000	\$ 56,075,000	\$ 2,195,000	\$ 186,063	\$ 53,880,000
General	General Obligation Bond, Series 2020	\$ 16,280,000	\$ 16,280,000	\$ 235,000	\$ 769,180	\$ 16,045,000
			\$ 260,190,000	\$ 18,850,000	\$ 6,488,411	\$ 241,340,000

*Debt was partially refunded by later issue.

Capital & Debt

Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt, Per Capita, 2012 – 2021

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
2012	94,116	3,761,109,048	183,315,000	386,356	182,928,644	4.86%	1,943.65
2013	94,577	3,992,601,953	172,490,000	120,694	172,369,306	4.32%	1,822.53
2014	95,041	4,013,536,336	166,695,000	2,069,168	164,625,832	4.10%	1,732.16
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
2021	103,440	5,475,376,923	222,159,900	1,655,759	220,504,141	4.03%	2,131.72

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

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

Capital & Debt

Summary of Debt Service Requirements

<u>FISCAL YEAR ENDED SEPTEMBER 30</u>	<u>GENERAL OBLIGATION</u>	<u>WATER UTILITY</u>	<u>WATER RECLAMATION UTILITY</u>	<u>STATE OFFICE BUILDING</u>	<u>DEVELOPMENT CORPORATION</u>	<u>TOTAL</u>
2021	5,054,908	13,666,998	3,896,905	153,506	2,566,094	25,338,411
2022	5,105,175	12,829,372	2,126,344	72,154	2,565,394	22,698,439
2023	4,240,775	12,778,342	2,083,557	67,356	2,565,600	21,735,630
2024	4,121,225	12,084,309	1,403,000		2,569,038	20,177,572
2025	3,567,200	12,083,144	1,403,400		2,565,600	19,619,344
2026	3,723,150	12,084,114	1,401,800		1,243,900	18,452,964
2027	3,820,450	12,088,445	1,240,250		1,245,800	18,394,945
2028	3,992,950	12,090,940			1,241,400	17,325,290
2029	4,026,075	12,085,459			1,240,700	17,352,234
2030	3,778,975	12,089,090			1,243,500	17,111,565
2031	3,773,719	12,089,750			1,239,800	17,103,269
2032	3,779,981	5,239,180			1,239,600	10,258,762
2033	3,762,422	5,232,698			1,242,700	10,237,820
2034	3,764,706	5,235,677			1,244,000	10,244,383
2035	3,761,969	5,239,638			1,238,600	10,240,207
2036	3,385,634	5,239,468			1,240,250	9,865,353

Continued on next page.

Capital & Debt

Summary of Debt Service Requirements

<u>FISCAL YEAR ENDED SEPTEMBER 30</u>	<u>GENERAL OBLIGATION</u>	<u>WATER UTILITY</u>	<u>WATER RECLAMATION UTILITY</u>	<u>STATE OFFICE BUILDING</u>	<u>DEVELOPMENT CORPORATION</u>	<u>TOTAL</u>
2037	3,597,825	5,235,158				8,832,983
2038	3,597,188	5,235,112				8,832,300
2039		5,238,924				5,238,924
2040		5,237,892				5,237,892
2041		5,236,914				5,236,914
2042		5,235,763				5,235,763
2043		5,239,287				5,239,287
2044		5,237,492				5,237,492
2045		5,235,403				5,235,403
2046		2,856,504				2,856,504
	<u>\$70,854,327</u>	<u>\$212,145,075</u>	<u>\$13,555,256</u>	<u>\$293,016</u>	<u>\$26,491,976</u>	<u>\$323,339,650</u>

Capital & Debt

Debt Service Requirements

General Obligation Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2021	2,915,000	2,139,908	5,054,908
2022	3,205,000	1,900,175	5,105,175
2023	2,450,000	1,790,775	4,240,775
2024	2,430,000	1,691,225	4,121,225
2025	1,970,000	1,597,200	3,567,200
2026	2,220,000	1,503,150	3,723,150
2027	2,420,000	1,400,450	3,820,450
2028	2,705,000	1,287,950	3,992,950
2029	2,860,000	1,166,075	4,026,075
2030	2,720,000	1,058,975	3,778,975
2031	2,805,000	968,719	3,773,719
2032	2,905,000	874,981	3,779,981
2033	2,985,000	777,422	3,762,422
2034	3,090,000	674,706	3,764,706
2035	3,195,000	566,969	3,761,969
2036	2,925,000	460,634	3,385,634
2037	3,250,000	347,825	3,597,825
2038	3,375,000	222,188	3,597,188
2039	2,220,000	113,400	2,333,400
2040	2,300,000	34,500	2,334,500
	<u>\$54,945,000</u>	<u>\$20,577,227</u>	<u>\$75,522,227</u>

Capital & Debt

Debt Service Requirements

Water Utility Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2021	10,545,225	3,121,773	13,666,998
2022	9,835,350	2,994,022	12,829,372
2023	9,903,615	2,874,727	12,778,342
2024	9,330,000	2,754,309	12,084,309
2025	9,450,000	2,633,144	12,083,144
2026	9,585,000	2,499,114	12,084,114
2027	9,735,000	2,353,445	12,088,445
2028	9,895,000	2,195,940	12,090,940
2029	10,060,000	2,025,459	12,085,459
2030	10,250,000	1,839,090	12,089,090
2031	10,450,000	1,639,750	12,089,750
2032	3,735,000	1,504,180	5,239,180
2033	3,800,000	1,432,698	5,232,698
2034	3,880,000	1,355,677	5,235,677

Continued on next page.

Capital & Debt

Debt Service Requirements

Water Utility Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2035	3,965,000	1,274,638	5,239,638
2036	4,050,000	1,189,468	5,239,468
2037	4,135,000	1,100,158	5,235,158
2038	4,230,000	1,005,112	5,235,112
2039	4,335,000	903,924	5,238,924
2040	4,440,000	797,892	5,237,892
2041	4,550,000	686,914	5,236,914
2042	4,665,000	570,763	5,235,763
2043	4,790,000	449,287	5,239,287
2044	4,915,000	322,492	5,237,492
2045	5,045,000	190,403	5,235,403
2046	2,795,000	61,504	2,856,504
	<u>\$172,369,190</u>	<u>\$39,775,885</u>	<u>\$212,145,075</u>

Capital & Debt

Debt Service Requirements

Water Reclamation Utility Bonds

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2021	3,485,250	411,655	3,896,905
2022	1,821,500	304,844	2,126,344
2023	1,840,350	243,207	2,083,557
2024	1,215,000	188,000	1,403,000
2025	1,265,000	138,400	1,403,400
2026	1,315,000	86,800	1,401,800
2027	1,210,000	30,250	1,240,250
	<u>\$12,152,100</u>	<u>\$1,403,156</u>	<u>\$13,555,256</u>

Capital & Debt

Debt Service Requirements

State Office Buildings

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2021	144,525	8,981	153,506
2022	68,150	4,004	72,154
2023	66,035	1,321	67,356
	<u>\$278,710</u>	<u>\$14,306</u>	<u>\$293,016</u>

Capital & Debt

Debt Service Requirements

Development Corporation

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$20,445,000</u>	<u>\$6,046,976</u>	<u>\$26,491,976</u>



APPENDIX



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ORDINANCE 2020-084

AN ORDINANCE OF THE CITY OF SAN ANGELO APPROVING AND ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021; 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, 2020, and ending September 30, 2021, 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 COUNCIL OF 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, 2020, through September 30, 2021, (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 2020-2021 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.

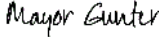
SECTION 12: The Budget as amended and adopted shall be filed with the City Clerk and posted on the City's website. The City Clerk is hereby directed to provide a certified copy of this budget ordinance and the Budget as amended, approved and adopted to the County Clerk of Tom Green County for recording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

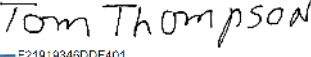
INTRODUCED with public hearing on the 15th day of September, 2020, and finally PASSED, this 29th day of September, 2020.


<u>YES</u>	<u>NO</u>
<u>X</u>	<u> </u>
<u>X</u>	<u> </u>
<u>X</u>	<u> </u>
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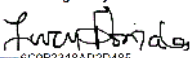
CITY OF SAN ANGELO, TEXAS

DocuSigned by:

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 Brenda Gunter, Mayor

DocuSigned by:

 7A8E0906020435...
 Tommy Hiebert, SMD #1


DocuSigned by:

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 Tom Thompson, SMD #2

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 Harry Thomas, SMD #3

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 Lucy Gonzales, SMD #4

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 Lane Carter, SMD #5

DocuSigned by:

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 Billie DeWitt, SMD #6

ATTEST:

DocuSigned by:

 4C3FC4F8C09044A...
 Julia Antilley, City Clerk

APPROVED AS TO CONTENT:

DocuSigned by:

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 Tina Dierschke, Finance Director

APPROVED AS TO FORM:

DocuSigned by:

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 Theresa James, City Attorney

EXHIBIT A

Consolidated Financial Schedule

Revenue and Expenditures, Fiscal Year Ending September 30, 2021

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	25,861,186	72,682,358	4,396,450	102,939,994	73,063,357	4,015,451	77,078,808	-	25,861,186
105	General Debt Service	1,528,369	5,029,758	2,752,250	9,310,377	7,782,008	-	7,782,008	-	1,528,369
501	Equipment Replacement	550,365	105,000	1,251,373	1,906,738	1,356,373	-	1,356,373	-	550,365
502	Capital Projects	6,310,621	-	558,029	6,868,650	558,029	-	558,029	-	6,310,621
103	Intergovernmental	1,104,619	2,277,822	736,531	4,118,972	3,014,353	-	3,014,353	-	1,104,619
106	TIRZ	2,166,778	1,117,473	-	3,284,251	906,956	-	906,956	210,517	2,377,295
453	Community Development Block Grant	-	685,662	-	685,662	685,662	-	685,662	-	-
483	HOME Grant	-	371,210	-	371,210	371,210	-	371,210	-	-
601	Designated Revenue	213,059	58,166	-	271,225	58,166	-	58,166	-	213,059
605	Hotel Occupancy Tax	1,158,872	1,789,682	-	2,948,554	978,018	1,025,818	2,003,836	(214,154)	944,718
640	Lake Nasworthy Trust	16,610,705	836,956	-	17,447,661	50,000	-	50,000	786,956	17,397,661
203	Texas Bank Sports Complex	710,843	194,657	758,654	1,664,154	953,311	-	953,311	-	710,843
410	Civic Events	1,739,193	537,158	925,818	3,202,169	1,293,655	109,321	1,402,976	60,000	1,799,193
420	Fort Concho	1,355,896	1,100,301	50,000	2,506,197	1,150,301	-	1,150,301	-	1,355,896
440	Fairmount Cemetery	8,970	368,050	90,476	467,496	458,526	-	458,526	-	8,970
201	State Office Building	568,909	1,283,063	-	1,851,972	1,264,242	18,821	1,283,063	-	568,909
220	Airport Operating	468,278	1,633,858	-	2,102,136	1,490,151	143,707	1,633,858	-	468,278
529	Airport PFC	957,445	298,877	-	1,256,322	298,877	-	298,877	-	957,445
230	Solid Waste Enterprise	4,364,320	2,050,026	-	6,414,346	1,443,326	606,700	2,050,026	-	4,364,320
240	Stormwater	4,104,160	2,898,529	95,000	7,097,689	2,592,675	400,854	2,993,529	-	4,104,160
260	Water Operating	18,732,647	30,868,942	1,618,797	51,220,386	20,056,777	12,430,962	32,487,739	-	18,732,647
261	Water Debt Service	114,846	1,680	12,072,643	12,189,169	13,669,198	-	13,669,198	(1,594,875)	(1,480,029)
512	Water / Supply Capital Projects	7,284,100	4,770,843	698,960	12,753,903	5,469,803	-	5,469,803	-	7,284,100
270	Water Reclamation Operating	16,080,744	15,626,374	-	31,707,118	9,548,773	6,077,601	15,626,374	-	16,080,744
271	Water Reclamation Debt Service	276,202	4,040	3,895,365	4,175,607	3,899,405	-	3,899,405	-	276,202
520	Water Reclamation Capital Projects	8,697,407	1,832,986	-	10,530,393	1,746,611	86,375	1,832,986	-	8,697,407
625	Keep San Angelo Beautiful	1,086	-	65,000	66,086	65,000	-	65,000	-	1,086
Operating Totals		\$ 120,969,620	\$ 148,423,471	\$ 29,965,346	\$ 299,358,437	\$ 154,224,763	\$ 24,915,610	\$ 179,140,373	\$ (751,556)	\$ 120,218,064
301	Fleet Services	783,212	6,558,236	-	7,341,448	6,558,236	-	6,558,236	-	783,212
305	Communications	263,101	748,557	-	1,011,658	748,557	-	748,557	-	263,101
310	Health Insurance	922,191	9,769,247	-	10,691,438	9,769,247	-	9,769,247	-	922,191
320	Property/Casualty	653,662	1,185,781	-	1,839,443	1,185,781	-	1,185,781	-	653,662
330	Workers' Compensation	1,252,771	1,332,005	-	2,584,776	933,806	-	933,806	398,199	1,650,970
Total Internal Service Funds		\$ 3,874,937	\$ 19,593,826	\$ -	\$ 23,468,763	\$ 19,195,627	\$ -	\$ 19,195,627	\$ 398,199	\$ 4,273,136

EXHIBIT A

Development Corporation: Economic Development
Schedule of Revenues and Expenditures

Description	FY19 Actual	FY20 Original Budget	FY21 Proposed Budget	Increase (Decrease) from FY20 Original
<u>700 REVENUES:</u>				
Sales Tax	2,794,044	2,609,674	2,567,559	(42,115)
Rent	20,431	20,950	20,950	-
Interest	343,130	225,000	76,200	(148,800)
Transfers In	46,729	46,729	48,470	1,741
Total Revenues	\$ 3,204,334	\$ 2,902,353	\$ 2,713,179	\$ (189,174)
<u>700 EXPENSES:</u>				
Personnel	548,374	394,597	393,964	(633)
Operations & Maintenance / Assigned Projects	2,908,521	906,267	753,611	(152,656)
Legal Notices	-	-	5,500	5,500
Lobbying	-	-	115,547	115,547
Capital / Unassigned Projects	4,470	1,601,489	1,444,557	(156,932)
Total Expenditures	\$ 3,461,365	\$ 2,902,353	\$ 2,713,179	\$ (189,174)
Revenues Over/ (Under) Expenditures	(257,031)	-	-	-
Unreserved Beginning Fund Balance	15,094,565	14,837,534	14,837,534	-
Unreserved Ending Fund Balance	\$ 14,837,534	\$ 14,837,534	\$ 14,837,534	\$ -

EXHIBIT A

**Development Corporation: Ballot
Schedule of Revenues and Expenditures**

Description	FY19 Actual	FY20 Original Budget	FY21 Proposed Budget	Increase (Decrease) from FY20 Original
<u>711 REVENUES:</u>				
Sales and Use Tax	7,184,684	6,710,590	6,602,295	(108,295)
Interest	58,843	75,000	6,000	(69,000)
Total Revenues	\$ 7,243,527	\$ 6,785,590	\$ 6,608,295	\$ (177,295)
<u>711 EXPENSES:</u>				
Personnel	60,930	-	-	-
Operations & Maintenance	5,548,113	5,987,250	6,500,054	512,804
Capital	-	798,340	108,241	(690,099)
Total Expenditures	\$ 5,609,043	\$ 6,785,590	\$ 6,608,295	\$ (177,295)
Revenues Over/ (Under) Expenditures	1,634,484	-	-	-
Unreserved Beginning Fund Balance	684,244	2,318,728	2,318,728	-
Unreserved Ending Fund Balance	\$ 2,318,728	\$ 2,318,728	\$ 2,318,728	\$ -

EXHIBIT B**City of San Angelo Civil Service Pay Plan**
Fire Department Effective 10-1-20

		<u>Monthly</u>	<u>Annually</u>
GR 24F	Fire Recruit	\$3,257	\$39,082
GR 26F	Probationary Firefighter	\$3,278	\$39,334
GR 27F	Firefighter	\$4,184	\$50,211
GR 28F	Fire Driver	\$4,781	\$57,371
GR 29F	Fire Lieutenant	\$5,498	\$65,977
GR 30F	Fire Captain	\$6,323	\$75,874
GR 31F	Battalion Chief	\$7,271	\$87,254

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

Effective 10/1/2020

			<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	\$46,410						
GR 27	Police Officer		\$49,470	\$51,510	\$53,550	\$55,590	\$57,530	\$63,750
GR 29	Sergeant		\$69,870	\$71,910				
GR 30	Lieutenant		\$80,070	\$84,660				
GR 32	Assistant Chief	\$106,511						
GR 40	Police Chief	\$127,553						

EXHIBIT B**Salary Ranges**
Effective 10-1-

<u>Grade</u>	<u>Min</u>	<u>20</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	\$ 78,064	\$ 87,759
GR	\$ 68,075	\$ 77,281
GR	\$ 48,439	\$ 66,100

EXHIBIT C

City Council authorizes application for and acceptance of the following grants:

1115 Healthcare Transformation Waiver
Atmos Energy Grant
Assistance to Fire Fighters Grant
Bureau of Justice Assistance Edward Byrne Memorial Local Justice Assistance Grant
Community Development Block Grant
Community Oriented Policing Services 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 the Justice Programs Grants
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

EXHIBIT D**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	142
<hr/>	
Total Police Department – Civil Service	180

All Others

Civilians	613
<hr/>	
Total All Others	613
<hr/>	
Grand Total Staffing Levels	972
<hr/>	

ORDINANCE 2020-085

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 2020-2021 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, 2020; 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, 2020, and ending September 30, 2021, 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, 2020, and ending September 30, 2021, hereinafter levied for purposes of maintenance and operations must be levied to provide for the revenue requirements of the budget for the ensuing fiscal year:

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

Section 1: "THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE."

Section 2: The following taxes be and are hereby levied for the fiscal year 2020-2021, upon each One Hundred Dollar (\$100) valuation of property subject to taxation in the City of San Angelo for said year:

To pay annual interest and maturities and create a sinking fund to discharge outstanding bonded indebtedness of the City of San Angelo	\$0.0936
For the purposes of maintenance and operations in the General Fund	<u>\$0.6824</u>
The total tax rate for the aforementioned purposes is:	\$0.7760

Section 3: 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 4: 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 5: Taxes levied under this ordinance shall be due on October 1, 2020, and if not paid as provided by law, shall immediately become delinquent on February 1, 2021.

Section 6: 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 7: 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 8: 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 9: This ordinance shall become effective on the date Approved and Adopted.

INTRODUCED with public hearing on the 15th day of September, 2020, and finally PASSED, this 29th day of September, 2020.

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

CITY OF SAN ANGELO, TEXAS

DocuSigned by:
Mayor Gunter
65CC121DADEB49F...
Brenda Gunter, Mayor

DocuSigned by:
Tommy Hiebert
7A8E0E96820435...
Tommy Hiebert, SMD #1

DocuSigned by:
Tom Thompson
F21919346DDE401...
Tom Thompson, SMD #2

DocuSigned by:
Harry Thomas : harry.thomas@cosatz.us
EECF2DAB27ED42C...
Harry Thomas, SMD #3

DocuSigned by:
Lucy Gonzales
6C9B318AD2D485...
Lucy Gonzales, SMD #4

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

DocuSigned by:
Billie DeWitt
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Billie DeWitt, SMD #6

ATTEST:

DocuSigned by:
Julia Antilley
4C3FC4F9CC8044A...
Julia Antilley, City Clerk

APPROVED AS TO CONTENT:

DocuSigned by:
Tina Dierschke
A23E4E1071AFD8...
Tina Dierschke, Finance Director

APPROVED AS TO FORM:

DocuSigned by:
Theresa James
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Theresa James, City Attorney

Appendix

Property Tax, Principal Taxpayers

<u>Name</u>	<u>Type of Property</u>	<u>Taxable Valuation</u>
1 AEP Texas Inc.	Utility	\$ 88,168,440
2 Walmart & Sam's	Retail	78,699,650
3 Ethicon	Manufacturing	66,911,444
4 Nextier Completion Solutions	Petroleum	42,793,260
5 Hirschfeld Steel & Energy	Manufacturing	40,878,710
6 San Angelo Hospital LP	Medical	29,185,520
7 HEB Grocery Company LP	Retail	24,061,090
8 Atmos Energy	Utility	22,846,320
9 Jim Bass Ford	Automobile	20,726,224
10 Dell Equipment	Technology	18,105,810
		<hr/>
	TOTAL	\$ 432,376,468
		<hr/>

Valuation from the top ten principal taxpayers decreased approximately 5.65% from FY2019-20.

Appendix

Property Tax, Tax Base Distribution

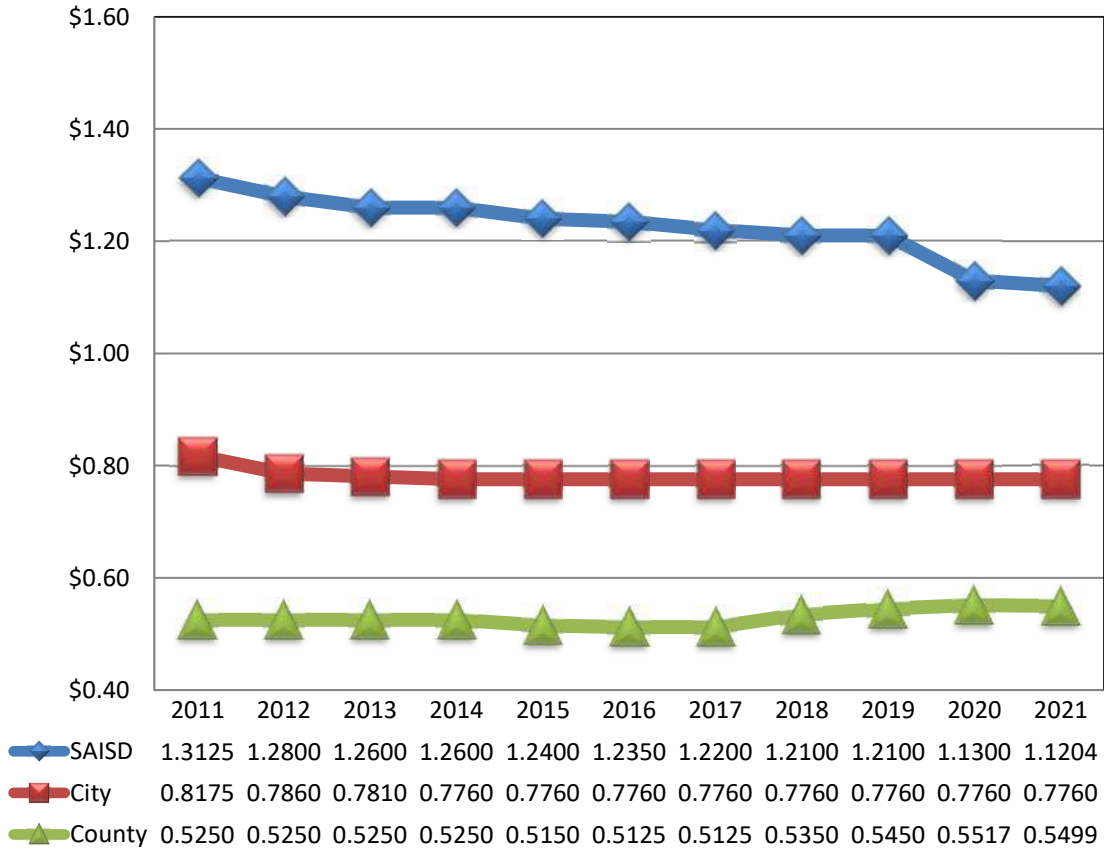
A comparison of the assessed valuation for the last two years by major property classifications.

<u>Property Type</u>	<u>2019-20</u> <u>Budget</u>	<u>2020-21</u> <u>Budget</u>
Real Property	\$ 5,329,985,660	\$ 5,558,966,430
Personal Property	960,693,860	984,931,150
Total Values on Tax Roll	\$ 6,290,679,520	\$ 6,543,897,580
Less Exemptions:		
Mandatory Homestead, Over 65, Disabled, & Disabled Veteran	(87,042,342)	(97,161,166)
Optional Homestead, Over 65, & Disabled	(619,361,998)	(630,744,032)
Freeport / Productivity	(37,922,220)	(46,983,519)
Pollution Control	(5,612,880)	(5,526,566)
Minimum Value	(42,640)	(44,920)
Historical Abatement	(2,520,315)	(2,512,627)
Constitution Exempt	(850,630)	(3,328,092)
Industrial Abatement	0	0
Assessed Taxable Value	\$ 5,537,326,495	\$ 5,757,596,658
Less Freeze Loss:		
Over 65 & Disable Veteran Value Loss	(266,443,390)	(262,319,735)
Net Taxable Value Minus Freeze Value Credit	\$ 5,270,883,105	\$ 5,495,276,923

Total Values on the tax roll increased 4.03%, assessed taxable value increased 3.98%, and the net taxable value minus freeze value increased 4.26% from FY2019-20.

Appendix

Property Tax, Rate Comparisons



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.

There was an increase in the rate for SAISD in 2010 as a result of an election bond passing in 2009. SAISD has steadily decreased the property tax rate to 1.12 as of fiscal year 2021.

The City tax rate has steadily decreased over the past ten years and has maintained flat for fiscal year 2021. The County's tax rate has increased over the past several years.

Appendix

Property Tax, Levy Comparisons

<u>Budget Year</u>	<u>City</u>	<u>School</u>	<u>County</u>
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
2021	42,488,925	64,034,842	40,465,594

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

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).