City Council Agenda
8/18/2026

Notice is hereby given of a regular meeting of the City Council of City of San Angelo to be held August 18, 2026 at 8:30 AM at the McNease Convention Center – South Meeting Room, 501 Rio Concho Drive, San Angelo, Texas, for the purpose of considering the following agenda items.

1. **Call to Order**
2. **Chaplain Prayer & Pledges**
3. **Public Comment**

Members of the public may raise issues or concerns not listed on the Regular Agenda during this time. To participate, please sign in with the City Clerk prior to the beginning of the meeting. Speakers will be called in the order they signed in. When speaking, citizens must speak from the podium, address all comments to the dais, begin by stating your name and address or Single Member District number, and limit their remarks to three minutes or less.

4. **Consent Agenda**
   a. Consider approving the August 4, 2026, City Council regular meeting minutes and Budget Workshop minutes (Heather Stastny)
   b. Second reading of an ordinance amending the budget for the fiscal year beginning October 1, 2025, and ending September 30, 2026, for Health Insurance claims and premiums (Jonathan Flores)
5. **Regular Agenda**

Comments regarding items on the Regular Agenda may be made by the public when each item is discussed as outlined above. To participate, please sign in with the City Clerk prior to the beginning of the meeting. Speakers will be called in the order they signed in. Comments are limited to less than three minutes. Applicants, proponents, and appellants are exempt from the time limit above and instead must limit their remarks to less than five minutes.

   a. Presentation and discussion of a feasibility study for an indoor sports complex (Presentation made by Chamber of Commerce President & CEO Steve Ahlenius and Synergy Sports CEO Jason Boudrie)
   b. Consider awarding RFP PW-01-26 San Angelo Coliseum Renovation to Hoar Construction, Inc. in the amount of $47,200,000, with $825,236 sourced from bond proceed interest, and authorizing the City Manager to negotiate and execute all related documents (Presentation made by Chief Project Officer Rick Weise & Hoar Construction)
   c. Consider authorizing the City Manager to negotiate, execute and budget for an amendment to the Chapter 380 Economic Development Program Agreement with the San Angelo Stock Show and Rodeo Association for the Coliseum renovation, to provide for project redesign and SASSRA's capital investment into the project of $9,000,000 (Presentation made by Chief Project Officer Rick Weise)

d. First reading and public hearing of an ordinance for Z26-09, a request for a zone change from the General/Heavy Commercial zoning district to the General Commercial zoning district located at 6 & 10 W. 16th St. (Presentation made by Planning and Development Services Director Aaron Vannoy)

e. First reading and public hearing of an ordinance for Z26-10, a request for a zone change from the Single-family Residential zoning district to the Three-and Four-Family Residential zoning district located at 2000 Marx St. (Presentation made by Planning and Development Services Director Aaron Vannoy)

f. First reading and public hearing of an ordinance for Z26-11, a request for a zone change from the Single-family Residential zoning dstrict to Three-and Four-Family Residential zoning district located at 622 E. 44th St. (Presentation made by Planning and Development Services Director Aaron Vannoy)

g. First reading and public hearing of an ordinance for SU26-01, a request for a Special Use to allow a funeral home and crematorium located at 3602 & 3618 Devonian Dr. (Presentation made by Planning and Development Services Director Aaron Vannoy)

h. Consider an ordinance authorizing the issuance and sale of City of San Angelo, Texas Tax Note, Series 2026 in the approximate amount of $4,500,000; levying an annual ad valorem tax and providing for the payment of said note, providing an effective date, and enacting other provisions relating to the subject (Presentation made by Finance Director Jonathan Flores)

6. Closed Session

Executive Session under the provision of Government Code, Title 5. Open Government; Ethics, Subtitle A. Open Government, Chapter 551. Open Meetings, Subchapter D. Exceptions to Requirement that Meetings be Open under the following sections:

a. Section 551.071 — Consultation with attorney regarding Texas Local Government Code Chapter 380 and Texas Tax Code Chapter 312

7. Follow Up and Administrative Issues

a. Consider items discussed in Executive Session, if needed

b. Announcements and consideration of Future Agenda Items

8. Adjournment

CERTIFICATION

I hereby certify that the above notice of meeting was posted on the bulletin board at City Hall in the City of San Angelo, Texas, on the 12th day of August 2026, at 3:21 p.m.

hstastny

Heather Stastny, City Clerk

All agenda items are subject to action. The City Council reserves the right to consider business out of posted order and/or adjourn into closed session on any item on this agenda and at any time during the course of this meeting to discuss matter as authorized by law or by the Open Meetings Act, Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations Regarding Real Property), 551.073 (Deliberations Regarding Prospective Gifts), 551.074 (Personnel Matters), 551.076 (Deliberations Regarding Security Devices or Security Audits), 551.087 (Deliberations Regarding

Economic Development Negotiations), and 551.089 (Deliberations Regarding Security Devices or Security Audits). Any final action or vote on any Closed Session item will be taken in Open Session.

In compliance with the Americans with Disabilities Act, the City of San Angelo will provide for reasonable accommodations for persons attending City Council meetings. To better serve you, requests should be received 48 hours prior to the meetings. Please contact the ADA Coordinator at 325-657-4407 for request, or by completing a request form online at cosatx.us/ada.

Citizen requests to display materials on the city's monitors must submit the request 96 hours prior to the meeting by email to Heather.Stastny@cosatx.us. Time limits for discussion are as stated above and materials cannot exceed 10-pages. Citizens bringing materials for distribution to City Council members during the meeting must bring a minimum of 12 copies.

City Council regular meetings are broadcast on SATV Channel 17-Government Access at 10:30 a.m. and 7:00 p.m. every day, beginning the evening of the meeting until the evening of the next meeting.

City of San Angelo, Texas
Regular City Council Meeting
Tuesday, August 4, 2026

Present:

Mayor Tom Thompson
Mayor Pro Tem Tommy Hiebert, SMD 1
Council Member Joe Self, SMD 2
Council Member Harry Thomas, SMD 3
Council Member Patrick Keely, SMD 4
Council Member Karen Hesse Smith, SMD 5
Council Member Mary Coffey, SMD 6

1. Call to Order

With a quorum of the City Council Members present, Mayor Thompson called the regular session of the San Angelo City Council to order at 8:33 a.m. on Tuesday, August 4, 2026, at the San Angelo McNease Convention Center, 501 Rio Concho Drive, San Angelo, Texas 76903.

2. Chaplain Prayer & Pledges

An invocation was provided by San Angelo Police Chaplain Marcella Jenkins, and pledges were led by San Angelo Police Chaplain Gary Jenkins.

3. Public Comment

Judy Fulghum (SMD 5) made public comments regarding lack of trust with the City Council.

Jamal Schumpert (SMD 3) made public comments regarding less roaming dogs.

CoCo Simpson (SMD 1) made public comments regarding the Emergency Watershed Protection Program.

China Young (SMD 4) made public comment regarding the the First Amendment.

4. Consent Agenda

a. Approval of July 21, 2026, City Council regulae meeting minutes (Heather Stastny)

b. Authorization for the City Manager to negotiate and execute a Real Estate Contract, including all necessary closing documents, pursuant to Texas Local Government Code Section 272.001(j), for the exchange of property owned by the City at 70 E. 43rd St., in return for two ASU-owned properties described as a 3.63 acre tract of land located at the west end of Jack St. and a portion of approximately 23 acres at 4565 Arden Road known as the SAY Baseball Complex (Sarah Tackett-Torres)

c. Approval of the following sewer easements and authorizing the City Manager to negotiate and execute all related documents:
1. 0.282-acre sewer easement from Southwest Orient Properties LLC
2. 0.152-acre sewer easement from Stowaway Properties LLC (Zeferino Mendoza, Sarah Tackett-Torres)

d. Approval of the 2026 Annual Action Plan for the use of Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) funds, authorizing the City Manager to execute all related applications, certifications, agreements, and required documents,

accepting the allocation of $648,017 in CDBG funds, $260,143 in HOME funds, $8,000 in program income, and approximately $55,000 in uncommitted HOME funds from prior program years, and approving the updated Citizen Participation Plan (Angela Bloss)

e. Authorization for the City Manager to negotiate and execute an agreement with Technology Towers, LLC in accordance with Chapter 380 of the Texas Local Government Code for reimbursement of property taxes to be paid in an amount not to exceed 75% of the increase in value only in property tax payable to the City for a period not to exceed 5 years commencing with Tax Year 2026 (Ryan Gaddy, Brandon Dyson)

f. Adoption of an ordinance amending Chapter 12 "Planning and Development", Exhibit A "Zoning Ordinance" to add the newly adopted residential zoning designations, as follows:
1. Amending Article 3 "Use Regulations", Section 301 "Establishment of Districts";
2. Amending Article 4 "Specific Use Standards", Section 406 "Bed and Breakfast Establishments and Short-Term Rentals";
3. Amending Article 4 "Specific Use Standards", Section 407 "Campground/RV Parks";
4. Amending Article 4 "Specific Use Standards", Section 415 "Intermodal Containers";
5. Amending Article 4 "Specific Use Standards", Section 421 "Recovery Facility, Alcohol and Drug"; and
6. Amending Article 4 "Specific Use Standards", Section 424 "Self-Service Storage"
(Aaron Vannoy)

g. Adoption of an ordinance amending Chapter 12 "Planning and Development", Article 12.04 "Signs", Section 12.04.008 "Temporary Signs" by reinstating regulations for auction, estate, garage sale, political, and real estate signs, and establishing regulations for feather flag banners (Aaron Vannoy)

h. Adoption of an ordinance for Z26-08, a request for a zone change from the Single-Family Residential, Two-Family Residential, and Zero Lot Line, Twinhome and Townhome Residence zoning districts to the Low-Rise Multifamily zoning district located at 331 E. 31st St., between E. 31st St. and Travis St. (Aaron Vannoy)

Jamal Shumpert (SMD 3) made public comments regarding Items 4b. and 4d.

CoCo Simpson (SMD 1) made public comments regarding item 4g.

Motion: Council Member Thomas made a motion, seconded by Council Member Self, to approve the Consent Agenda as presented, with the exception of Item 4e. The motion carried unanimously (7) ayes to (0) nays.

Jamal Schumpert (SMD 3) made public comments regarding Item 4e.

Motion: Council Member Keely made a motion, seconded by Mayor Thompson, to approve Item 4e as presented by Economic Development Director Ryan Gaddy. The motion carried unanimously (7) ayes to (0) nays.

5. Regular Agenda

a. Approval of Task Order 13 for an Extra-Territorial Jurisdiction Floodplain Study in the amount of $350,000, sourced from Stormwater Fund Balance, under IDIQ PW-01-23 Master Contract with Freeze and Nichols, Inc. and authorizing the City Manager to negotiate and execute all related documents (Presented by Director of Operations Patrick Frerich)

DRAFT

Jamal Schumpert (SMD 3) made public comments regarding Item 5a.

Motion: Council Member Hiebert made a motion, seconded by Council Member Thomas, to approve the item as presented. The motion carried (6) ayes to (1) nay, with Council Member Keely casting the dissenting vote.

b. Approval of Change Order 1 with Basic IDIQ in the amount of $146,865 for the Bill Aylor Memorial River Stage project, utilizing $32,145 of Civic Events Fund Balance, and authorizing an Assistant City Manager to negotiate and execute all related documents (Presented by Construction Manager Alfonso Torres)

Motion: Council Member Hiebert made a motion, seconded by Council Member Keely, to approve the item as presented. The motion carried unanimously (7) ayes to (0) nays with no public comment.

c. Submission of the recall petition filed on July 15, 2026, pertaining to Council Member Harold "Harry" Thomas, SMD 3, and the City Clerk's certification that the petition is sufficient pursuant to Section 48 of the City Charter (Presented by City Clerk Heather Stastny)

Kandi Pool (SMD 6) made public comments regarding Item 5c.

No action taken on this item.

d. Adoption of a resolution to call a Special Election for November 3, 2026, for the purpose of determining whether Council Member Harlod “Harry” Thomas, Single Member District 3, should be recalled from office, providing for the holding of an election to be administered by the Tom Green County Election Office, and authorizing the City Manager to negotiate and execute all related documents (Presented by City Clerk Heather Stastny)

Motion: Council Member Keely made a motion, seconded by Council Member Hiebert, to approve this item as presented. The motion carried (6) ayes to (1) nay with Mayor Thompson casting the dissenting vote. No public comment.

e. Presentation and discussion on financial performance, claims experience, and funding projections of the health insurance plan for Fiscal Years 2026 and 2027 (Presented by HUB International Senior Account Executive Julian Fontana and Finance Director Jonathan Flores)

No action taken on this item.

f. First reading and public hearing of an ordinance amending the budget for the fiscal year beginning October 1, 2025, and ending September 30, 2026, for Health Insurance claims and premiums (Presented by Finance Director Jonathan Flores)

Motion: Council Member Hesse Simth made a motion, seconded by Council Member Hiebert, to approve the item as presented. The motion carried unanimously (7) ayes to (0) nays with no public comment.

6. Closed Session

Executive Session under the provision of Government Code, Title 5. Open Government; Ethics, Subtitle A. Open Government, Chapter 551. Open Meetings, Subchapter D. Exceptions to the Requirement that Meetings be Open under the following sections:

DRAFT

a. Section 551.071 — Consultation with attorney regarding County withdrawal from the Tax Increment Reinvestment Zone

b. Section 551.071 — Consultation with attorney regarding Texas Local Government Code Chapter 380 and Texas Tax Code Chapter 312

c. Section 551.074 — Personnel matters to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee

7. Follow Up and Administrative Issues

~~a. Consideration of items discussed in Closed Session, if needed~~

b. Announcements and consideration of Future Agenda Items

Mayor Thompson asked to explore the possibility of establishing a second Tax Increment Reinvestment Zone (TIRZ) for critical infrastructure, utilizing incremental revenue rather than existing revenue.

8. Adjournment

Motion: Council Member Hiebert made a motion, seconded by Council Member Thomas to adjourn the meeting. The motion carried unanimously (7) ayes to (0) nays.

There being no further business, the meeting adjourned at 11:51 a.m.

THE CITY OF SAN ANGELO, TEXAS:

ATTEST:

_____
Tom Thompson, Mayor

_____
Heather Stastny, City Clerk

In accordance with Chapter 2, Article 2.300, of the Official Code of the City of San Angelo, the minutes of this meeting consist of the preceding Minute Record and the Supplemental Minute Record. Details of Council meetings may be obtained from the City Clerk's Office, or a video of the entire meeting may be purchased from the Public Information Officer at 481-2727. (Portions of the Supplemental Minute Record video tape recording may be distorted due to equipment malfunction or other uncontrollable factors.)

DRAFT

City of San Angelo, Texas
City Council Special Agenda – Budget Planning Workshop
Tuesday, August 04, 2026

Present:

Mayor Tom Thompson
Mayor Pro tem Tommy Hiebert, SMD 1
Council Member Joe Self, SMD 2
Council Member Harry Thomas, SMD 3
Council Member Patrick Keely, SMD 4
Council Member Karen Hesse Smith, SMD 5
Council Member Mary Coffey, SMD 6

1. Call to Order

With a quorum of the City Council Members present, Mayor Thompson called the Budget Planning Workshop session of the San Angelo City Council to order at 12:02 p.m. on Tuesday, August 04, 2026, at the McNease Convention Center – South Meeting Room , 501 Rio Concho Drive, San Angelo, Texas 76903.

2. Workshop Itinerary

a. Discussion of matters regarding the fiscal year 2026-2027 budget preparation, including but not limited to:
1. Enterprise Fund revenue and expenditures;
2. Other items needing Council direction (Presentation made by Finance Director Jonathan Flores)
Financial Director Jonathan Flores reviewed the Enterprise Fund revenue and expenditures of major operating funds within the City of San Angelo

Airport Director Justin Fletcher clarified information regarding rental car companies available at the airport.

Destination Marketing Vice President Jeremy Bartz provided an overview software Datafy, to analyze tourism and foot traffic to San Angelo.

Parks & Recreation Director Carl White explained the reduced cost of cemetery plots and provided the schedule for renovations for the cemetery office building.

Operations Director Patrick Frerich presented an overview of the Land Use Categories and explained their application within the San Angelo Right of Way Fee Program.

Discussion: Council discussed their concerns and asked for updates to be made to the proposed budget concerning the Stormwater fee and the Right of Way Fee Program for discussion at the August 18, 2026 City Council Budget Workshop.

3. Adjournment

Motion: Council Member Hiebert made a motion, seconded by Council Member Hesse Smith, to adjourn the meeting. The motion carried unanimously (7) ayes to (0) nays.

There being no further business, the meeting adjourned at 1:37 p.m.

THE CITY OF SAN ANGELO, TEXAS:

ATTEST:

_____
Tom Thompson, Mayor

_____
Heather Stastny, City Clerk

DRAFT

In accordance with Chapter 2, Article 2.300, of the Official Code of the City of San Angelo, the minutes of this meeting consist of the preceding Minute Record and the Supplemental Minute Record. Details of Council meetings may be obtained from the City Clerk's Office, or a video of the entire meeting may be purchased from the Public Information Officer at 481-2727. (Portions of the Supplemental Minute Record video tape recording may be distorted due to equipment malfunction or other uncontrollable factors.)

DRAFT

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Michael Muncey, Budget Manager, Budget

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

Second reading of an ordinance amending the budget for the fiscal year beginning October 1, 2025, and ending September 30, 2026, for Health Insurance claims and premiums (Jonathan Flores)

Staff Recommendation:

Approve

Summary/History:

This proposed amendment contains the following items (additional information attached):

Budget for additional city-contributed health insurance premium revenue and related health claims expenses in FY26. This amendment will increase contributions to Health Insurance fund due to rising retiree premiums and excessive claims activity. Additional contributions are needed to fund health insurance claims in fiscal year 2026. These additional contributions should give health insurance enough funds to make payments through the end of the year. The costs for insurance claims are being allocated based on FTEs to fund the additional costs. This amendment also makes adjustments to over 65 retiree premiums based on the differential of the new plan amounts.

Funding Source(s):

Fund:	Account:	Project Number:	Amount Budgeted:
Operating Funds	Health Insurance Claims		-$4,227,118
Health Insurance Fund	Health Insurance Claims		$4,223,623
Operating Funds	Over 65		-$98,735
Health Insurance Fund	Over 65		$231,912

Financial Impact:

The numbers above are net benefit/(cost). See Exhibit A of the ordinance for additional details. Negative numbers indicate the use of fund balance. Funds showing $0.00 have a corresponding revenue and expenditure offset each other; therefore, the net financial impact is zero. Please see the attached BA memos for more details.

Other Information/Recommendation:

Staff recommends approval.

Attachments:

1.	BA Memo - Health Insurance	BA Memo - Health Insurance.pdf
2.	2026-08-04 Ordinance	2026-08-04 Ordinance.docx

Presentation:

Jonathan Flores

Approvals/Reviews:

Michael Muncey	Created/Initiated
Jonathan Flores	Approved
Tina Dierschke	Approved
Brandon Dyson	Approved
Heather Stastny	Final Approval

City of San Angelo

Memo

To: Jonathan Flores, Finance Director

From: Veronica Sanchez, Director of Human Resources

Date: 07/28/2026

Re: Budget Amendment Request

Purpose of Budget Amendment Request:

Increase contributions to Health Insurance fund due to rising retiree premiums and excessive claims activity

Source of Funding:

City Operating Funds, see attached for details

Funding previously approved? If so, by City Manager or City Council and when?

Project/Budget to be amended	Revenue	Expense
Health Insurance Claims		
Operating Funds		4,227,118
Health Insurance Fund	4,423,623	4,423,623
Over 65 Retiree Insurance		
Operating Funds		98,735
Health Insurance Fund	231,912	231,912

Additional Comments:

Additional contributions are needed to fund health insurance claims in fiscal year 2026. These additional contributions should give health insurance enough funds to make payments through the end of the year. The costs for insurance claims are being allocated based on FTEs to fund the additional costs.
This amendment also makes adjustments to over 65 retiree premiums based on the differential of the new plan amounts.

AN ORDINANCE OF THE CITY OF SAN ANGELO AMENDING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2025, AND ENDING SEPTEMBER 30, 2026, FOR HEALTH INSURANCE CLAIMS AND PREMIUMS.

WHEREAS, the City of San Angelo has determined that certain budgeted amounts should be amended due to purchases, and

WHEREAS, the resources necessary for these changes are available.

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

The City's budget for fiscal year 2025-2026 be amended by the amounts contained in **Exhibit "A"**.

INTRODUCED with public hearing on the 4th day of August 2026, and finally PASSED on this 18th day of August 2026.

ATTEST:

_____
Heather Stastny, City Clerk

THE CITY OF SAN ANGELO, TEXAS:

_____
Tom Thompson, Mayor

APPROVED AS TO CONTENT:

_____
Jonathan Flores, Finance Director

APPROVED AS TO FORM:

_____
Brandon Dyson, City Attorney

Exhibit A

City of San Angelo
Proposed Budget Amendment

Fund	Total Revenue Amendment	Total Expense Amendment	Net Benefit/(Cost)
General Fund		3,246,045	(3,246,045)
Intergovernmental		16,265	(16,265)
State Office Building		6,490	(6,490)
Texas Bank Sports Complex		40,544	(40,544)
Airport		28,017	(28,017)
Solid Waste		20,154	(20,154)
Stormwater		126,042	(126,042)
Water		465,121	(465,121)
Wastewater		140,551	(140,551)
Fleet		75,248	(75,248)
Information Technology		24,076	(24,076)
Health Insurance	4,655,535	4,656,146	(611)
Property/Casualty		37,176	(37,176)
Workers Compensation		19,255	(19,255)
Civic Events		39,949	(39,949)
Fort Concho		40,309	(40,309)
	$4,655,535	**$8,981,388**	**$(4,325,853)**

City of San Angelo

Proposed Budget Amendment
Additional Information

Project/Need	Source of Funding	Revenue	Expense	Net Benefit/(Cost)
Increase contributions to Health Insurance Fund due to rising retiree premiums and excessive claims activity	Multiple City Funds, Health Insurance Fund	4,655,535	8,981,388	(4,325,853)
		$4,655,535	**$8,981,388**	**$(4,325,853)**

FEASIBILITY STUDY | CITY OF SAN ANGELO, TEXAS

Multi-Sport Complex

Executive Summary & Funding Pathways

Summary of the Synergy Sports feasibility study with supplemental Texas statutory & funding analysis

August 18, 2026



EXECUTIVE SUMMARY

The opportunity at a glance

San Angelo is well positioned to develop an indoor-anchored, multi-sport complex that serves the community and draws regional tournament tourism. Key projections from the feasibility study:

$40M

Estimated capital cost for a premier facility

$38M+

Avg. annual economic impact (10-yr)

400+

Direct and indirect jobs

350K–400K

Projected annual visitors

180K

Annual hotel room nights once stabilized

$4.6M+

HOT revenue generated in first 10 years

ENGAGEMENT

Scope of work & approach

In March 2025, the San Angelo Chamber of Commerce engaged Synergy Sports to assess a new multi-sport complex focused on expanding community recreation access while driving new visitor spending through tournaments and events.

The study delivered:

- Market summary and demographic & socioeconomic analysis
- Sports participation and competitive landscape research
- Site viability review and recommended facility program
- Conceptual budget, pro forma, and economic-impact modeling
- Funding strategy and operational partnership recommendations



MARKET OPPORTUNITY

Demographics support the demand



145K
within 60 minutes drive time

681K
within 120 minutes drive time

18.7M
within 5 hours drive time

Younger population

Median age 37.8 locally vs. 39.1 nationally — a positive for youth sports demand.

Growing market

Population is projected to grow across all three drive-time rings over five years.

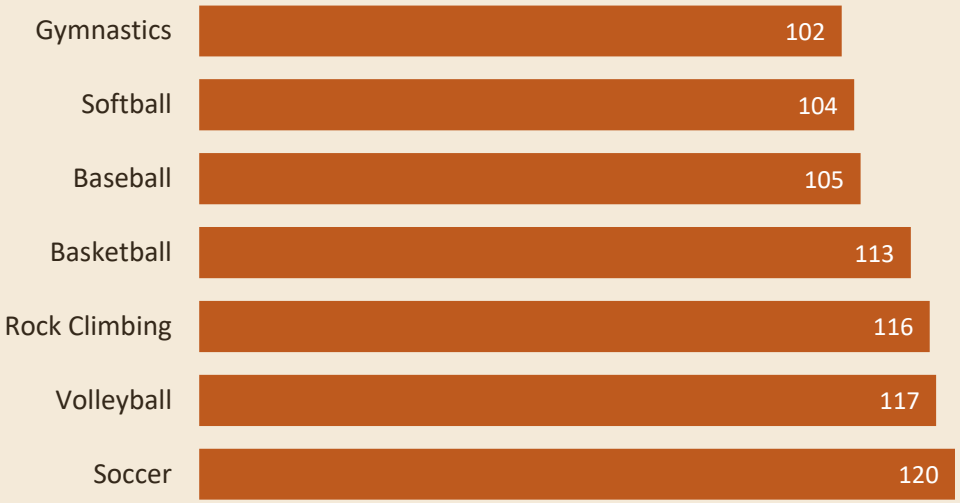
Value-conscious

Median household income ~$61.6K (≈15% below national) favors affordable, community-centered programming.

MARKET OPPORTUNITY

Strong regional demand across sports

Regional Market Potential Index by sport (100 = national average). Values above 100 signal above-average participation in the broader market.



What it means

- Indoor court and floor sports — basketball, volleyball, gymnastics — show the deepest, most scalable demand.
- Niche indoor sports such as cheerleading and martial arts also index above national averages.
- Demand justifies an indoor-anchored, multi-use facility.

COMPETITION

A clear gap in the regional market

Texas holds roughly 6% of national sports venues and is considered not saturated. Locally, tournament-ready indoor capacity is largely missing.

The local picture

- Texas Bank Sports Complex (12 diamonds) is the only local anchor facility.
- Indoor options (Sports Next Level, Carl Ray Johnson, Junell Center) offer only single courts.
- Soccer fields lack the count, surface quality, and parking for regional events.
- No tournament-ready indoor or flat-field facility exists within a 2-hour drive.

Anchor vs. tournament-friendly

Asset	Anchor	Tourn.-friendly
Basketball courts	**8+ courts**	4–8 courts
Diamond fields	**12+ fields**	8–11 fields
Flat fields	**16+ fields**	8–15 fields

RECOMMENDATION

The recommended facility concept

An indoor-anchored complex of 100,000–150,000 sq ft, positioned as a regional sports-tourism destination:

- **Courts**

  8-10 basketball courts converting to 16 volleyball courts or flexible floors for wrestling, cheer, and dance

- **Championship court**

  Flexible show court seating 1,000+ for marquee events

- **Support spaces**

  Locker rooms, café, sports medicine, offices, batting cages

- **Adventure amenities**

  Climbing wall, ropes course, archery, pump track, spray park

Diamond fields are not recommended given existing local capacity; modest flat-field development is a future option.



SITE CONCEPT

Proposed site plan & amenities



01 Indoor Sports & Event Center

02 Entry Plaza

03 Playground & Splashpad

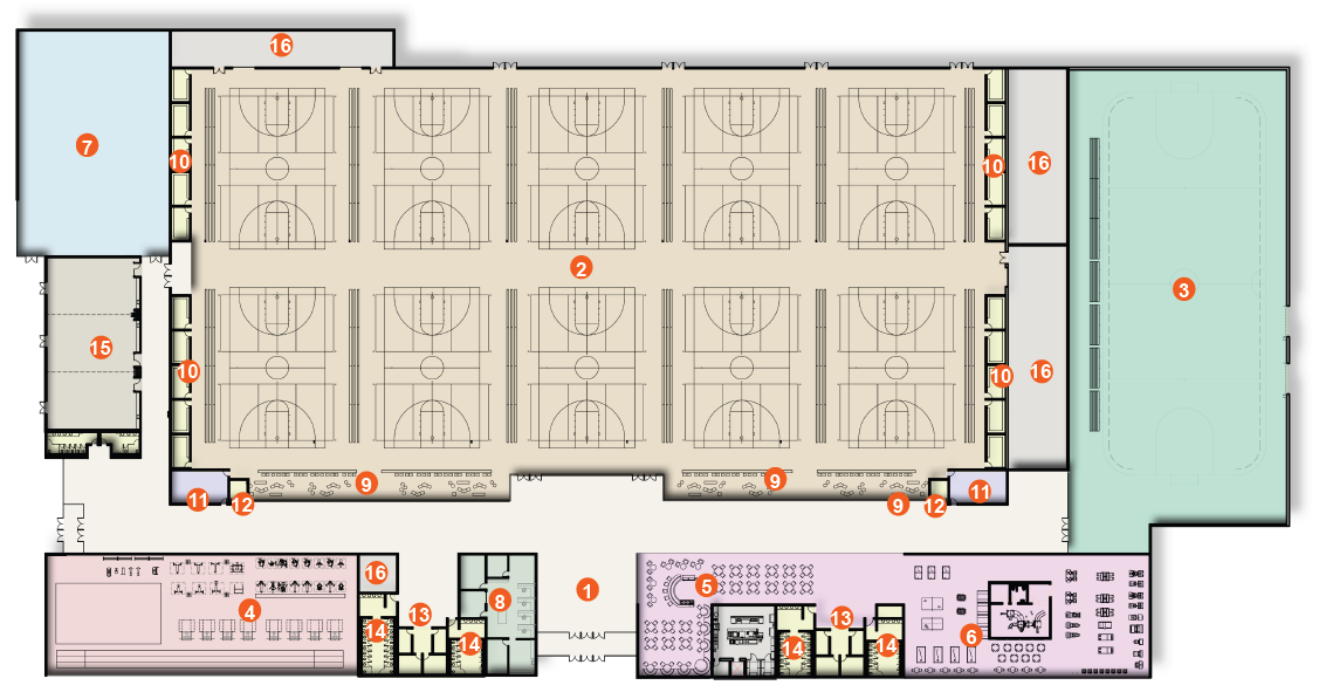
04 Bus Parking

05 Bus Drop-off

06 Loading

07 Parking

Concept floor plan & program



1 Entry Lobby
2 Court Sport Event Space
3 Turf Fieldhouse
4 Performance Training
5 Restaurant / Food Court
6 Family Entertainment Center
7 Orthopedic Clinic
8 Staff Offices
9 Seating / Viewing Areas
10 Team Rooms
11 Sensory Room
12 Assistive Change / Restrooms
13 Gender Equitable Restrooms
14 Restrooms
15 Multipurpose Rooms
16 Storage / Mechanical Areas

INCLUSIVE DESIGN

Designed for accessibility & inclusion

Universal-design features make the complex welcoming to athletes and visitors of all abilities.

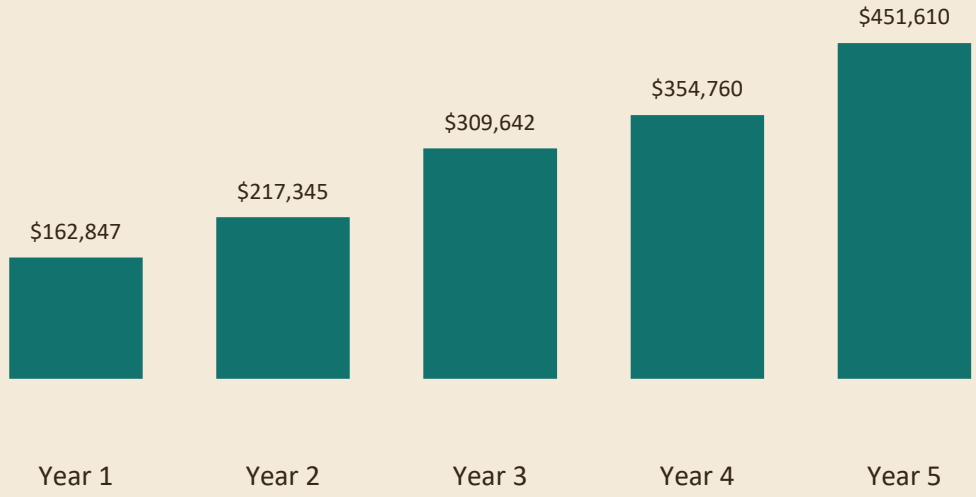


- Improved acoustics for sound sensitivity
- Wide doors throughout for sport wheelchairs
- Inclusive sensory kits for autism patrons
- Sensory rooms accessible from public and event areas
- Assistive change and restrooms
- Nets and backboards that can be lowered
- Gender equitable change and restrooms
- Comfortable seating and viewing areas

FINANCIAL MODEL

Cash-flow positive from inception

Modeled on a $40M project. Even carrying ~$3M in an annual lease cost, the concept pro forma projects modest profit, with 10-year average net income of nearly $520,000 per year.



~$1.29M
Year 1 net operating income

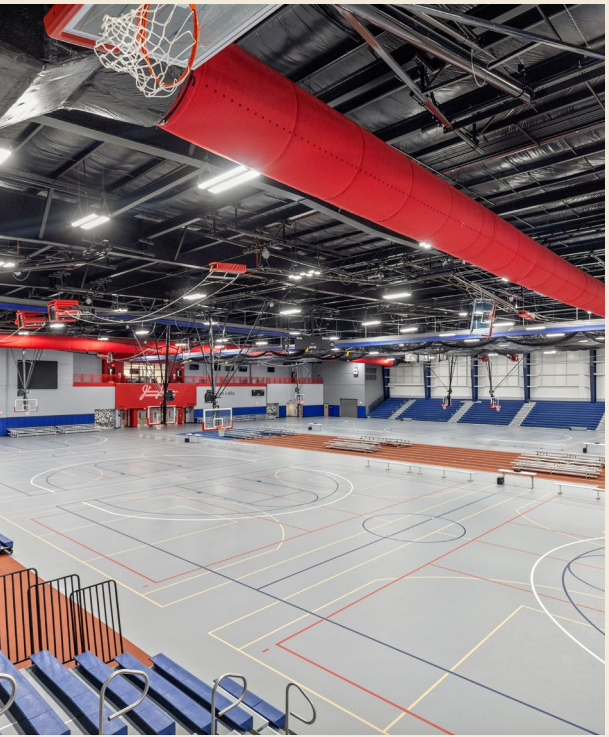
$520K
10-yr average annual net income

$3.0M
Naming rights modeled per year

$200K
Annual HOT revenue generated

IMPACT

Economic & community impact



$38M+

Average annual economic impact over ten years

400+

Direct and indirect regional jobs

180K

Hotel room nights annually once stabilized

Visitor mix & tourism

20%

Local

28%

Sub-regional

52%

Regional / super-regional

Projected demand outstrips current hotel inventory, so impact will spill into nearby communities — and signals room for new lodging.



PART TWO

Financing & Funding Pathways

Models from the study, Texas statutory authority, capital alternatives, and early-year subsidy options

FINANCING

Funding models considered in the study

1. Public-Private Partnership

Private partner funds, builds, and operates; the City contributes land, infrastructure, or incentives plus an annual subsidy backstop for early losses, in exchange for community-use rights.

2. Master Lease

City (or partners) funds development through a private partner, then leases to an expert operator that assumes revenue and maintenance risk for regular lease payments.

3. Developer-Funded + Incentives

A private developer builds the complex — often alongside hotel/retail — supported by municipal tax incentives (TIF, districts, HOT) and a backstop.

4. Bonds

Traditional public debt; least favored here given cost, competing needs, and the public-approval politics of sports facilities.

5. Internal Funding

Municipal funds develop the project quickly, though procurement rules can constrain a best-in-class build.

Synergy's recommendation

Pursue a P3 with a municipal leaseback / backstop

LEGAL FRAMEWORK

Texas statutes for P3 & lease-purchase

Texas law gives cities clear authority to partner with a private developer and to finance a facility through lease-purchase arrangements. Key statutes:

Public & Private Facilities and Infrastructure Act *Gov't Code ch. 2267*

Primary P3 enabling law lets a governmental entity contract with a private developer to design, finance, build, and operate a qualifying public project through interim and comprehensive agreements.

Public Property Finance Act *Local Gov't Code ch. 271-A*

Authorizes cities to acquire real and personal property and finance it via lease-purchase / installment contracts — generally without a bond election.

Lease-Purchase of Real Property *Local Gov't Code § 252.050*

Governs municipal lease-purchase and installment purchase of real property financed through certificates of participation.

Certificate of Obligation Act *Local Gov't Code ch. 271-C*

Allows a city to issue certificates of obligation to pay for constructing a public work, repaid from taxes and/or revenues — typically without an election unless petitioned.

Sports & Community Venues Act *Local Gov't Code ch. 334*

With voter approval, a city may plan, acquire, and finance an approved venue project — including a sports facility — using dedicated venue taxes.

For planning purposes only — confirm authority and structure with bond counsel and the City Attorney.

CAPITAL FUNDING ALTERNATIVES

Options in lieu of a lease-purchase — tax & district tools

Hotel Occupancy Tax (HOT)

Tax Code ch. 351

City lodging tax; proceeds must promote tourism and the convention/hotel industry — a strong fit for a room-night-generating venue.

Type A / Type B EDC Sales Tax

Local Gov't Code ch. 501–505

Voter-approved ½-cent sales tax; Type B expressly funds parks, sports, and quality-of-life facilities (may require voter approval).

Tax Increment Financing (TIRZ)

Tax Code ch. 311

Designate a zone and capture the growth in property-tax revenue to fund improvements within it.

Public Improvement District (PID)

Local Gov't Code ch. 372

Levy special assessments on benefited properties to fund improvements and supporting debt.

Chapter 380 Agreements

Local Gov't Code ch. 380

Loans, grants, and tax rebates of city funds to promote development — a flexible incentive and backstop vehicle.

Sports & Community Venue Tax

Local Gov't Code ch. 334

Voter-approved, venue-specific taxes (HOT, sales, admissions, parking) dedicated to building the complex.

CAPITAL FUNDING ALTERNATIVES

Options in lieu of a lease-purchase — debt & private capital

General Obligation Bonds

Property-tax backed

Voter-approved debt at the lowest interest cost — but requires a bond election and public buy-in.

Revenue Bonds

Repaid from facility revenue

Backed by facility revenues and pledged sources (e.g., HOT); no property-tax pledge.

Certificates of Obligation

Local Gov't Code ch. 271-C

Tax- and/or revenue-backed debt issued without an election (subject to petition) — faster than GO bonds.

Naming Rights & Sponsorship

Private capital

Sell facility and court naming plus sponsorships; the model already assumes naming rights capital.

Grants

Federal / state / foundation

Pursue EDA, Texas Parks & Wildlife recreation, CDBG, and foundation grants to offset capital cost.

Municipal Management District

Local Gov't Code ch. 375

A special district that levies assessments to finance and maintain facilities within a defined commercial area.

OPERATING SUPPORT

Subsidies to cover early-year losses

Mechanisms to bridge operating shortfalls in the ramp-up years — several can be layered together:

Municipal Operating Backstop

City guarantees to cover shortfalls up to a capped annual amount; the recommended model, exchanged for community-use rights.

HOT Revenue Allocation

Direct a share of hotel-tax collections to operations — the pro forma already credits $200K/year in HOT.

Type A / Type B EDC Support

Use economic-development sales-tax funds for eligible operating and promotional support.

TIRZ Increment / Ch. 380 Grant

Apply captured tax increment or a performance-based 380 grant as an annual operating subsidy.

Naming Rights & Sponsorship

Multi-year naming and sponsorship contracts smooth early-year cash flow.

Operating Reserve Fund

Capitalize a reserve at construction (the model sets aside 10%) to absorb Year 1–3 volatility.

CAPITAL FUNDING ALTERNATIVES

Funding options at a glance

Side-by-side comparison of the primary capital funding mechanisms — trade-offs and whether a public vote is required.

Funding option	Pros	Cons	Voter approval
General Obligation Bonds	Lowest interest cost; full faith & credit	Adds to property-tax burden; election risk	**Required**
Certificates of Obligation	Fast; tax/revenue backed; no election	Uses debt capacity; petition can force vote	**Not required***
Revenue Bonds	No property-tax pledge; repaid from revenue	Higher rates; needs reliable revenue stream	**Not required**
Hotel Occupancy Tax (HOT)	Paid by visitors; fits a tourism venue	Use limited to tourism promotion; capped	**Not required**
Type A / Type B EDC Sales Tax	Dedicated sales tax; Type B funds sports	Needs EDC capacity; ½-cent cap	**Required**
Sports & Community Venue Tax	Purpose-built for sports venues	Slower; venue-specific election	**Required**
Tax Increment Financing (TIRZ)	Captures new growth; no new tax rate	Depends on rising values; slow to accrue	**Not required**
Public Improvement District (PID)	Assessments on benefited properties	Burdens local owners; needs petition	**Not required***
Chapter 380 Agreement	Flexible grants & rebates; strong backstop	Uses city funds; ongoing budget cost	**Not required**
Naming Rights, Sponsorship & Grants	Non-tax private & outside capital	Variable; grants competitive, not assured	**Not required**

** May be subject to a petition or election. For planning purposes only — confirm structure with bond counsel and the City Attorney.*

THE PATH FORWARD

Recommendation & next steps

Recommended structure

- Pursue a public-private partnership with a municipal leaseback / backstop — or develop through internal funding.
- Layer HOT, Type B EDC, and TIRZ tools to reduce municipal capital and support operations.
- Secure an experienced private operator to fill the event calendar with Discover San Angelo.
- Cap the City's exposure with a defined, declining early-year subsidy.

Next steps

1. Structure a private-funding and/or master-lease + subsidy model
2. Engage a development agreement for architecture & due diligence
3. Finalize the space program and asset mix
4. Complete a detailed pro forma of public vs. fee-based uses
5. Secure use, sponsorship, and tournament agreements
6. Launch community engagement and announce the project
7. Synergy remains as a project consultant

A regional sports destination for San Angelo

Community access, economic impact, and a sustainable operating model — within reach through the right partnership and funding strategy.



Prepared from the Synergy Sports Global feasibility study · Supplemental legal & funding analysis for planning purposes only

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Charles Michalewicz, Engineer, City Manager's Office

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

Consider awarding RFP PW-01-26 San Angelo Coliseum Renovation to Hoar Construction, Inc. in the amount of $47,200,000, with $825,236 sourced from bond proceed interest, and authorizing the City Manager to negotiate and execute all related documents (Presentation made by Chief Project Officer Rick Weise & Hoar Construction)

Staff Recommendation:

Approve

Summary/History:

The City intends to award a Construction Manager at Risk contract to Hoar Construction, Inc for the Renovation of the San Angelo Coliseum to expand the facility to include additional grandstand seats, new suite and club level, ADA improvements, restroom expansion, food service areas, ticketing and public spaces, as well as exterior improvements to the existing building.
San Angelo voters approved a **$41.66 million general obligation bond** on May 3, 2025, to renovate the City-owned Coliseum and fairgrounds.

The renovations will directly benefit SASSRA, which leases the facility to host the annual stock show and rodeo.

SASSRA has already funded the preparation of the project's design and construction plans, which include:

- Modernized exterior improvements
- Increased seating capacity
- New suites
- Additional ADA-compliant seating
- Expanded restroom facilities

The City intends to fund and construct the project using the approved bond proceeds and SASSRA funding per 380 Agreement

The San Angelo Coliseum was built in 1958. This bond will allow the City to increase the seating capacity at the Coliseum. The San Angelo Stock Show and Rodeo Association will take over operation, maintenance, and

management of the Coliseum upon completion of the project, which will be governed by the Chapter 380 economic development agreement.

Funding Source(s):

Fund:	Account:	Project Number:	Amount Budgeted:
Coliseum Bond	Coliseum Interest		$825,236
Coliseum Bond	Coliseum Improvements		-$825,236.00

Financial Impact:

This item will budget for interest that has already been allocated to the bond proceeds.

Other Information/Recommendation:

The City of San Angelo City Council the San Angelo Stock Show and Rodeo Association efforts to expand and improve the Coliseum.

Attachments:

1.	RFP-PW-01-26 - San Angelo Coliseum Renovation - Scoring Summary (3)	RFP-PW-01-26 - San Angelo Coliseum Renovation - Scoring Summary (3).xlsx
2.	01 RFP PW-01-26 Coliseum Renovation	01 RFP PW-01-26 Coliseum Renovation.pdf
3.	PW-01-26 Acknowledgement	PW-01-26 Acknowledgement.pdf
4.	San Angelo Coliseum - Hoar Construction (1)	San Angelo Coliseum - Hoar Construction (1).pdf
5.	BA Memo - Coliseum Interest	BA Memo - Coliseum Interest.pdf

Presentation:

Rick Weise

Approvals/Reviews:

Charles Michalewicz	Created/Initiated
Brandon Dyson	Approved
Shane Kelton	Approved
Rick Weise	Approved
Jeffrey Tomlinson	Approved
Jonathan Flores	Approved
Tina Dierschke	Approved
Brandon Dyson	Approved
Heather Stastny	Final Approval

RFP-PW-01-26 - San Angelo Coliseum Renovation Scoring Summary

Active Submissions

Supplier	Total / 100 pts	Experience and past / 20 pts	Experience and / 20 pts	Proposer's / 20 pts	CMAR Fee for / 10 pts
	89.5	19.5	19	19.13	5.875
	79.5	16.38	16.13	15.13	8.375
	76	16.5	16.75	15.75	7

CMAR Fee for / 25 pts	Budget Alignment / 5 pts
23	3
21.75	1.75
17.38	2.625

RFP-PW-01-26 - San Angelo Coliseum Renovation
Hoar Construction

Scoring Summary

Evaluation Group 1 - Evaluation - Purchasing/Compliance
Evaluation Group 2 - Evaluation - Technical/Specifications

	Total	Experience and past	Experience and qualifications
Reviewer	/ 100 pts	/ 20 pts	/ 20 pts
	90	19	19
	95	20	20
	87	19	18
	83	20	18
	90	19	19
	92	20	19
	93	20	20
	86	19	19
	Average:	**19.5**	**19**
	Consensus:	**-**	**-**
		↓	↓
Calculated:	**89.5**	**19.5**	**19**

Scoring Comments

Experience and past performance of Proposer - Reviewer Scores

Reviewer	Score	Reason	Comments
	19	Meets or exceeds my	good
	20	Meets or exceeds my	Directly relevant experience with
	19	Strongly fits desired attribute(s)	Most directly relevant experience

	20	Meets or exceeds my	EXPEREINCED AND FITS THE
	19	Meets or exceeds my	Hoar is a large and experienced
	20	Meets or exceeds my	Very detailed comparable projects
	20	Strongly fits desired attribute(s)	Contractor has a good history
	19	Well-supported claim(s)	experience in medium to large

Experience and qualifications of proposed key personnel - Reviewer Scores

Reviewer	Score	Reason	Comments
	19	Meets or exceeds my	good
	20	Meets or exceeds my	Project Executive,
	18	Strongly fits desired attribute(s)	Strong team for this project type;
	18	Strongly fits desired attribute(s)	GREAT LEADERSHIP
	19	Meets or exceeds my	The personnel Hoar listed all
	19	Meets or exceeds my	Very strong team with experience
	20	Strongly fits desired attribute(s)	The team assembled is known for
	19	Strongly fits desired attribute(s)	team has experience in large

Proposer’s approach to the Project - Reviewer Scores

Reviewer	Score	Reason	Comments
	19	Meets or exceeds my	good
	20	High level of detail in response	Very detailed approach:
	19	Meets or exceeds my	Provide a robust preconstruction
	19	Meets or exceeds my	TEAM MEAMBERS SEEM VERY
	19	Meets or exceeds my	Hoar provided a detailed
	20	Meets or exceeds my	Very detailed. Appreciate the info
	18	High level of detail in response	Good response and well thought
	19	Strongly fits desired attribute(s)	provided detail on proposed

CMAR Fee for Preconstruction Services - Reviewer Scores

Reviewer	Score	Reason	Comments
	6	Partially fits desired attributes	review
	7	Meets or exceeds my	Fair pricing
	5	Other	Highest fee
	3	Other	HIGHEST
	6	Partially meets my expectations	Hoar's was the highest of these
	6	Partially meets my expectations	Was the highest
	7	Meets or exceeds my	about right
	7	Meets or exceeds my	fee is higher than the others

CMAR Fee for Construction Services - Reviewer Scores

Reviewer	Score	Reason	Comments
	24	Well-supported claim(s)	good
	25	Strongly fits desired attribute(s)	Competitive rate
	22	Strongly fits desired attribute(s)	Competitive and aligned with
	21	Strongly fits desired attribute(s)	COMPETITIVE
	24	Meets or exceeds my	The percentage quoted falls
	24	Meets or exceeds my	Very fair and competitive
	24	Meets or exceeds my	well in line with project
	20	Strongly fits desired attribute(s)	rate is competitive with others

Budget Alignment with Amount Available for Construction Contract (AACC) - Reviewer Scores

Reviewer	Score	Reason	Comments
	3	Partially meets my expectations	review
	3	Partially meets my expectations	RFP specifically requires
	4	High level of detail in response	Higher than proposed budget but
	2	Partially supported claim(s)	EXCEEDS THE BUDGET TOO
	3	Partially meets my expectations	The amount shown exceeds the
	3	Partially fits desired attributes	Exceeded budget by a mile.
	4	High level of detail in response	Well documented

	2	Medium level of detail in response	could not find proposed numbers

Proposer's / 20 pts	CMAR Fee for / 10 pts	CMAR Fee for / 25 pts	Budget Alignment / 5 pts
19	6	24	3
20	7	25	3
19	5	22	4
19	3	21	2
19	6	24	3
20	6	24	3
18	7	24	4
19	7	20	2
19.13	**5.875**	**23**	**3**
-	**-**	**-**	**-**
↓	**↓**	**↓**	**↓**
19.13	**5.875**	**23**	**3**

RFP-PW-01-26 - San Angelo Coliseum Renovation
Cerris Builders

Scoring Summary

Evaluation Group 1 - Evaluation - Purchasing/Compliance
Evaluation Group 2 - Evaluation - Technical/Specifications

	Total	Experience and past	Experience and qualifications
Reviewer	/ 100 pts	/ 20 pts	/ 20 pts
	81	17	16
	87	18	16
	76	15	15
	73	16	15
	79	15	16
	83	16	17
	79	17	17
	78	17	17
	Average:	**16.38**	**16.13**
	Consensus:	**-**	**-**
		↓	↓
Calculated:	**79.5**	**16.38**	**16.13**

Scoring Comments

Experience and past performance of Proposer - Reviewer Scores

Reviewer	Score	Reason	Comments
	17	Well-supported claim(s)	good
	18	Strongly fits desired attribute(s)	Established firm with substantial
	15	Strongly fits desired attribute(s)	

	16	Strongly fits desired attribute(s)	WELL KNOWN COMPANY AND
	15	Strongly fits desired attribute(s)	Per this proposal, Cerris seems
	16	Strongly fits desired attribute(s)	Less applicable comparisons to
	17	Meets or exceeds my	Several projects completed, while
	17	High level of detail in response	experience in medium to some

Experience and qualifications of proposed key personnel - Reviewer Scores

Reviewer	Score	Reason	Comments
	16	Meets or exceeds my	good
	16	Well-supported claim(s)	Qualified team, but the proposal
	15	Strongly fits desired attribute(s)	Capable team; good experience
	15	Well-supported claim(s)	CAPABLE TEAM, BUT
	16	Strongly fits desired attribute(s)	The key personnel listed all
	17	Well-supported claim(s)	Strong team. Maybe not as
	17	High level of detail in response	Staff team appears top have the
	17	Well-supported claim(s)	experienced staff

Proposer’s approach to the Project - Reviewer Scores

Reviewer	Score	Reason	Comments
	15	Well-supported claim(s)	good
	16	Well-supported claim(s)	Adequate approach, but proposal
	14	Strongly fits desired attribute(s)	Solid CMAR fundamentals,
	13	Partially supported claim(s)	APPROACH SEEMS WELL
	15	Strongly fits desired attribute(s)	Cerris seems to have a solid plan
	17	Well-supported claim(s)	Good information but lacking
	16	Strongly fits desired attribute(s)	Seems a reasonable approach
	15	Well-supported claim(s)	missing detailed info on how they

CMAR Fee for Preconstruction Services - Reviewer Scores

Reviewer	Score	Reason	Comments
	9	Well-supported claim(s)	good
	10	Meets or exceeds my	Fee seems reasonable
	8	Meets or exceeds my	Lowest Fee
	7	Meets or exceeds my	LOWEST FEE
	8	Meets or exceeds my	Cerris had the lowest of this fee
	9	Meets or exceeds my	Very reasonable fee
	9	Meets or exceeds my	fits within the margins we were
	7	Meets or exceeds my	lowest proposed preconstruction

CMAR Fee for Construction Services - Reviewer Scores

Reviewer	Score	Reason	Comments
	22	Meets or exceeds my	good
	25	Meets or exceeds my	Competitive Fee
	22	Meets or exceeds my	Very competitive.
	21	Meets or exceeds my	COMPETIVE TO OTHER
	23	Meets or exceeds my	The percentage quoted is in line
	23	Meets or exceeds my	Good fee
	18	Meets or exceeds my	fits within the margin for the
	20	Meets or exceeds my	close competitive fee to others

Budget Alignment with Amount Available for Construction Contract (AACC) - Reviewer Scores

Reviewer	Score	Reason	Comments
	2	Partially meets my expectations	review
	2	Partially meets my expectations	Separate AACC proposal was
	2	Other	Understood provided response
	1	Other	INCOMPLETE
	2	Medium level of detail in response	Cerris, while making it clear that
	1	Poor level of detail in response	Lacked pertinent info
	2	Other	The costs of project is difficult on

	2	Medium level of detail in response	could not find any proposed

Proposer's / 20 pts	CMAR Fee for / 10 pts	CMAR Fee for / 25 pts	Budget Alignment / 5 pts
15	9	22	2
16	10	25	2
14	8	22	2
13	7	21	1
15	8	23	2
17	9	23	1
16	9	18	2
15	7	20	2
15.13	**8.375**	**21.75**	**1.75**
-	**-**	**-**	**-**
↓	**↓**	**↓**	**↓**
15.13	**8.375**	**21.75**	**1.75**

RFP-PW-01-26 - San Angelo Coliseum Renovation
Jackson Construction

Scoring Summary

Evaluation Group 1 - Evaluation - Purchasing/Compliance
Evaluation Group 2 - Evaluation - Technical/Specifications

	Total	Experience and past	Experience and qualifications
Reviewer	/ 100 pts	/ 20 pts	/ 20 pts
	71	17	16
	83	18	17
	74	16	17
	72	17	17
	82	16	16
	74	17	18
	75	16	16
	77	15	17
	Average:	**16.5**	**16.75**
	Consensus:	**-**	**-**
		↓	↓
Calculated:	**76**	**16.5**	**16.75**

Scoring Comments

Experience and past performance of Proposer - Reviewer Scores

Reviewer	Score	Reason	Comments
	17	Well-supported claim(s)	good
	18	Meets or exceeds my	Long Texas history (1984).
	16	Strongly fits desired attribute(s)	Strong Texas experience

	17	Strongly fits desired attribute(s)	NOT AS MUCH RENOVATION
	16	Strongly fits desired attribute(s)	Past projects listed cover a wide
	17	Strongly fits desired attribute(s)	Good strong company.
	16	High level of detail in response	good team , seems they do a lot
	15	Strongly fits desired attribute(s)	experience with medium scale

Experience and qualifications of proposed key personnel - Reviewer Scores

Reviewer	Score	Reason	Comments
	16	Strongly fits desired attribute(s)	good
	17	Meets or exceeds my	Strong CMAR philosophy and
	17	Strongly fits desired attribute(s)	Highly competent team; strong
	17	Meets or exceeds my	VERY STRONG TEAM WITH
	16	Strongly fits desired attribute(s)	The personnel listed seem to
	18	Meets or exceeds my	Looks like a great team.
	16	Well-supported claim(s)	Good credentials, just unknown in
	17	Strongly fits desired attribute(s)	experienced staff

Proposer’s approach to the Project - Reviewer Scores

Reviewer	Score	Reason	Comments
	14	Well-supported claim(s)	good
	17	Well-supported claim(s)	Strong CMAR philosophy and
	16	Strongly fits desired attribute(s)	Solid, collaborative CMAR
	16	Well-supported claim(s)	GREAT RELATIONSHIP
	17	Strongly fits desired attribute(s)	Jackson appears to be a very
	15	Strongly fits desired attribute(s)	Less in detail than others. But
	16	Well-supported claim(s)	Seems a reasonable approach
	15	Well-supported claim(s)	missing detail on how they will

CMAR Fee for Preconstruction Services - Reviewer Scores

Reviewer	Score	Reason	Comments
	7	Meets or exceeds my	good
	8	Meets or exceeds my	Competitive pricing
	6	Other	Higher than Cerris but lower than
	5	Mostly complete response	IN THE MIDDLE OF THE OTHER
	7	Meets or exceeds my	The fee quoted appears
	7	Strongly fits desired attribute(s)	Competitive fee
	7	Well-supported claim(s)	In line with expectations
	9	Meets or exceeds my	lower than Hoar

CMAR Fee for Construction Services - Reviewer Scores

Reviewer	Score	Reason	Comments
	15	Partially fits desired attributes	review
	20	Other	At about a 3.6% suggested fee it
	16	Other	Fixed fee is a higher percentage
	15	Other	TOO HIGH
	23	Strongly fits desired attribute(s)	While a percentage is not quoted,
	15	Partially fits desired attributes	Highest of all.
	17	Other	A bit different that others, but still
	18	Other	highest fee

Budget Alignment with Amount Available for Construction Contract (AACC) - Reviewer Scores

Reviewer	Score	Reason	Comments
	2	Partially meets my expectations	review
	3	Partially meets my expectations	RFP specifically requires
	3	Medium level of detail in response	Did not align with budget but is
	2	Partially supported claim(s)	INCOMPLETE REASONING OF
	3	Partially meets my expectations	The proposed construction fees
	2	Partially fits desired attributes	Way above budget with not much
	3	Partially fits desired attributes	Difficult project to bid

	3	Medium level of detail in response	budget was provided but higher

Proposer's / 20 pts	CMAR Fee for / 10 pts	CMAR Fee for / 25 pts	Budget Alignment / 5 pts
14	7	15	2
17	8	20	3
16	6	16	3
16	5	15	2
17	7	23	3
15	7	15	2
16	7	17	3
15	9	18	3
15.75	**7**	**17.38**	**2.625**
-	**-**	**-**	**-**
↓	**↓**	**↓**	**↓**
15.75	**7**	**17.38**	**2.625**

City of San Angelo

REQUEST FOR PROPOSAL—
CONSTRUCTION MANAGER AT RISK SERVICES

PW-01-26

SAN ANGELO COLISEUM ADDITION

50 E. 43RD STREET
SAN ANGELO TX 76903

SUBMITTAL DEADLINE: AVAILABLE ON CITY OF SAN ANGELO - BONFIRE

City of San Angelo • PURCHASING DIVISION • 72 West College Avenue • San Angelo, Texas 76903

ARTICLE 1—GENERAL INFORMATION

1.01 Definitions

A. Terms used in the Proposal Documents have the meanings indicated in the General Conditions and Supplementary Conditions. Additional terms have the meanings indicated below:

1. Proposal Documents—The Advertisement of Request for Proposals (Advertisement), Request for Qualifications, Statement of Qualifications, Request for Proposals, Proposal, Proposal Bond, and other documents so designated in Paragraph 1.04.

2. Proposer—A Construction Manager at Risk (CMAR) entity that submits a Statement of Qualifications and submits a Proposal for the CMAR Contract.

3. Request for Proposals (RFP)—The document issued by The City to prospective Proposers requesting that they submit qualifications and other information to be used by the City in ranking Proposers and selecting the successful Proposer in a one-step selection process. Proposer to submit a Proposal for providing CMAR Services and furnishing and completing the Work.

4. Statement of Qualifications (SOQ)—The document submitted to The City by a Proposer in response to the RFP, including any completed forms, attachments, and exhibits, to demonstrate experience, competence, and ability to successfully perform the CMAR Services and furnish and complete the Work.

5. Proposal—The document submitted to The City by a Proposer in response to the RFP, including any completed forms, attachments, and exhibits presenting the compensation (price) terms to be included in the Agreement between The City and Construction Manager at Risk if the selected Proposer is awarded the CMAR Contract.

6. Proposal Bond—The surety bond provided by Proposer at the time the Proposal is submitted and held by The City until the Agreement is executed and the evidence of insurance and bonds required by the Contract Documents are provided.

B. In addition to terms specifically defined, terms with initial capital letters in the Proposal Documents include references to identified articles and paragraphs, and the titles of other documents or forms.

1.02 Project Description

A. The Project is identified as:

City of San Angelo
San Angelo Coliseum Addition
50 E. 43rd Street
San Angelo Tx, 76903

B. The scope of the CMAR Contract is summarized as follows: **Renovation of the San Angelo Coliseum to expand the facility to include 3,000 additional grandstand seats, new skybox and club level (2,150 additional seats), ADA improvements, restroom expansion, food service areas, ticketing and public spaces, as well as exterior improvements to the existing building.**

1.03 Selection Process

A. The City is issuing this Request for Proposals to select a CMAR. The City will evaluate SOQs based on the prescribed selection criteria (which will include price) to determine which of the responding Proposers the City deems most qualified to deliver the Project. The City asks that the Proposer submit proposed pricing for specified Project-related costs including for CMAR Services, Construction Support Costs, the CMAR Fee on the Cost of the Work, and an Estimated Preliminary Guaranteed Maximum Price based on the Estimated Cost of the Work.

1. The price information submitted in the Proposal, and the scoring of qualifications from the Statements of Qualifications, all as adjusted by Interviews, if any are conducted, will be used to prepare a final ranking of Proposers and identification of the successful Proposer to which an award of the CMAR Contract will be issued.

1.04 Proposal Documents

A. Instructions for obtaining the Proposal Documents are set forth in the Advertisement.

B. Proposers must obtain a complete set of the Proposal Documents indicated below for use in preparation of the Statement of Qualifications. Proposers are responsible for ensuring that a complete set of documents is obtained and used and assume sole responsibility for errors or misinterpretations resulting from the use of incomplete Proposal Documents. For those Proposers that qualify for the Proposal step, the City will provide additional Proposal Documents as attachments to the Request for Proposals.

The Proposal Documents available for the Statement of Qualifications step consist of the following:

1. Advertisement;
2. Request for Proposals;
3. Instruction for submitting a RFP Response
4. Proposal Bond;
5. Draft Front-End Contract Documents, including:
    a. Agreement Between Owner and Construction Manager at risk
    b. Uniform General Conditions,
    c. Supplementary Conditions, and
6. General Requirements consisting of the following sections:
    a. Division 1 Specifications
7. Informational Documents including:
    a. Program of Requirements
8. Proposal Exhibit B

C. The City makes copies of the Proposal Documents, including any Addenda and related supplemental data, available for the sole purpose of obtaining Statements of Qualifications,

to obtain Proposals, and does not confer a license or grant permission or authorization for any other use. Authorization to download documents includes the right for Proposers to print documents for their use. Electronic or printed documents may not be re-sold under any circumstances.

1.05 Information Conference

A. The City does not presently plan to conduct an Information Conference regarding the CMAR Contract and CMAR selection process.

1.06 Examination of Proposal Documents

A. Examine the Proposal Documents before submitting a Statement of Qualifications.

1. Carefully study the Proposal Documents, including any draft or supplemental information made available to the Proposer.

2. Become familiar with all federal, state, and local Laws and Regulations that may affect cost, progress, or the completion of Work.

3. Make observations and investigations, correlate knowledge and observations with the requirements of the Proposal Documents and consider these in preparation of a Statement of Qualifications.

4. Determine that the Proposal Documents, Addenda, and supplemental data are adequate to indicate and convey understanding of all terms and conditions for preparing a Statement of Qualifications.

5. Promptly notify the City of all conflicts, errors, ambiguities, or discrepancies that the Proposer discovers in the Proposal Documents, Addenda, or supplemental information.

B. The submission of a Statement of Qualifications will constitute an incontrovertible representation by the Proposer that it has complied with every requirement of the RFP and other Proposal Documents, that the Proposer has given the City written notice of all conflicts, errors, ambiguities, and discrepancies that the Proposer has discovered in the Proposal Documents, and that the Proposal Documents indicate and convey understanding of all terms and conditions required for preparation of the Proposal.

1.07 Site Visit

A. **Site visit will be on May 19th, 10:00 am at CRC Roofers Coliseum, located at 50 E 43rd Street, San Angelo, TX 76903.**

1.08 Questions regarding the Statement of Qualifications

A. Submit questions about the meaning or intent of the Proposal Documents, Addenda, and the related supplemental data to **Bonfire** (**City's e-Procurement Portal)**. All inquiries must be received no later than **14** days prior to the date for submittal of proposals.

B. Responses to questions will be posted on the designated website for the benefit of all Proposers. Responses to questions do not modify or supplement the Proposal Documents, including any draft Contract Documents, unless set forth in an Addendum that expressly modifies or supplements such documents. Any response that requires a modification or supplementation of the Proposal Documents, including any draft Contract Documents, will be made by Addendum posted on the designated website. The City will not be responsible for any explanations or interpretations other than those posted.

1.09 Addenda

A. The City reserves the right to issue Addenda to the Proposal Documents. Proposer is responsible for being aware of all Addenda issued by the City.

1.10 Confidentiality of Submitted Information

A. To the fullest extent permitted by Laws and Regulations:

1. Trade secrets and confidential information in Statements of Qualifications, and subsequently in Proposals, are not open for public inspection;

2. Statements of Qualifications and Proposals will be opened in a manner that avoids disclosure of confidential information to competing Proposers and keeps the Statements of Qualifications and Proposals from the public until a CMAR Contract is awarded; and

3. If it is necessary to make Statements of Qualifications or Proposals open for public inspection after the CMAR Contract is awarded, trade secrets and confidential information in Statements of Qualifications or Proposals will be shielded from public inspection.

B. Each Proposer must clearly indicate in its SOQ submittal, and subsequently in a Proposal, which specific documents are considered to be trade secrets or confidential information by stamping or watermarking all such documents with the word "confidential" prominently on each page or sheet or on the cover of bound documents. Place "confidential" stamps or watermarks so that they do not obscure any of the required information on the document, either in the original or in a way that would obscure any of the required information in a photocopy of the document. Submit all confidential information in a distinct binder or electronic file so this confidential material is separate from the rest of the SOQ or Proposal.

C. The City is a governmental body subject to the limitations of Laws and Regulations and has limited authority to withhold confidential information submitted by Proposers when presented with an open records request. The City, upon receiving an application or other request for the disclosure of confidential information, will promptly notify Proposer of the request as required by Laws and Regulations. Proposer may request a ruling by the agency having jurisdiction as to whether any such information may be withheld.

D. Proposer acknowledges and agrees that it will be solely responsible for submitting any arguments, authorities, or other information to the agency having jurisdiction regarding release of the information marked as confidential as provided by Laws and regulations, and that if disclosure is required by the agency having jurisdiction, the City has no liability for releasing this information and Proposer will not be entitled to exercise any remedy for a disclosure made pursuant to the Laws and Regulations.

E. The obligations of the City, as recipient of information indicated to be confidential in a Statement of Qualifications or Proposal, are subject to the following exceptions:

1. If confidential information becomes a part of the public domain through publication or otherwise but through no fault of the City;

2. If The City can demonstrate through suitable documentation that the confidential information was already in the City's possession or otherwise publicly available prior to the date of disclosure;

3. If the confidential information is subsequently disclosed to The City by a third party who has a lawful right to disclose such information; or

4. If The City is required to disclose the confidential information by court order or by applicable law.

F. If the City is requested or becomes legally compelled, by oral questions, interrogatories, requests for information or documents, subpoena, civil or criminal investigative demand, public information requests, including requests under Laws and Regulations, or similar process, or is required by a regulatory body to make any disclosure that is prohibited or otherwise constrained by this RFQ, the City will provide Proposer with prompt notice of this request so that Proposer may seek an appropriate protective order or other appropriate remedy.

G. By submitting a Statement of Qualifications or Proposal, the Proposer consents to the procedure outlined in this section of the RFQ as its sole remedy and waives any claim against the City because of actions taken under this procedure.

1. Notwithstanding any other provision of the RFQ, it is stipulated and agreed that by accepting a Statement of Qualifications or Proposal, the City has not and does not waive its sovereign immunity from suit and/or liability.

2. To the extent that the City withholds from disclosure all or any portion of Proposer's documents at Proposer's request, Proposer, by submitting a Statement of Qualifications or Proposal in response to this RFQ or a RFP agrees to fully indemnify, defend, and hold harmless the City from all damages, penalties, attorneys' fees and costs the City incurs related to withholding information from public disclosure.

ARTICLE 2—EVALUATION CRITERIA

A. The table in this paragraph lists the rating categories (A through F) by which The City will make a final determination of the successful Proposer and make an award of the CMAR Contract. Rating categories A through F will be applied to the evaluation of the Statements of Qualifications and Proposal. The maximum point value for each category is indicated in the final column of the table:

Rating Category	Description	Point Value
A	Experience and past performance of Proposer	**20**
B	Experience and qualifications of proposed key personnel	**20**
C	Proposer's approach to the Project	**20**
D	CMAR Fee for Preconstruction Services	**10**
E	CMAR Fee for Construction Services	**25**
F	Budget Alignment with Amount Available for Construction Contract (AACC)	**5**
	Total	**100**

2.01 Evaluation for Rating Categories

A. Rating Category A—Experience/Past Performance of Proposer

1. The City will consider the experience and past performance of the Proposer as a company, including, but not limited to:

a. Proposer's current experience and performance on similar projects;

b. Qualifications of the offered management team;

c. Organization's operating philosophy and approach to managing changes in project scope;

d. Financial stability and approach to financial management of projects;

e. Safety programs and past safety performance;

f. Experience on claims and litigation;

2. Companies that cannot meet the requirements for similar projects defined in the Statement of Qualifications may be disqualified.

B. Rating Category B—Experience and Qualifications of Proposed Key Personnel

1. The City will consider the experience and qualification of the proposed Project Manager, CMAR Services Manager, Project Superintendent, Safety Manager, and Quality Control Manager (Key Personnel) for this Project, including:

a. Education, training, and personal experience in delivering similar projects while serving in the capacity for which they are being proposed;

b. Demonstrated ability to complete quality projects on time and within budget as demonstrated by proposal information and reference checks for offered individuals;

c. Demonstrated leadership, character, and capability of proposed individuals;

d. Availability and commitments to other projects;

C. Rating Category C—Project Approach

1. The City will consider the Proposer's approach to constructing, completing, and commissioning projects, including:

a. Demonstrated experience in providing Preconstruction and Procurement Services;

b. Demonstrated ability of the Proposer to complete projects for the Contract Price;

c. Demonstrated ability to complete projects on time;

d. Construction contract administration;

e. Construction site safety and risk management;

f. Quality management;

g. Management of Subcontractors and Suppliers;

h. Resolving construction issues and resolving disputes and claims;

D. Rating Category D—CMAR Fee for Pre Construction Services.

1. Does the CMAR fee for pre-construction services bring the best value to the City while meeting the needs of the project.

E. Rating Category E—CMAR Fee for Construction Services.

1. Does the CMAR fee for pre-construction services bring the best value to the City while meeting the needs of the project.

F. Rating Category F—Adherence to the Amount Available for Construction Contract

1. The City will consider the Proposer's proposed Estimated Guaranteed Maximum Price while adhering to the amount available for construction. The total AACC should include General Conditions, the contractor's fees, GMP contingency, insurance including Builders Risk, and escalation to the midpoint of construction.

ARTICLE 3—REQUIREMENTS FOR THE STATEMENT OF QUALIFICATIONS

3.01 The Statement of Qualifications (SOQ) as submitted must include the information described in this RFP, as a minimum, to allow the City (a) to assess the qualifications of each Proposer to successfully perform CMAR Services and complete the Work, and (b) to rank the Proposer's qualifications objectively and as compared to the qualifications of other prospective Proposers. The information requested in the RFP must be provided completely and in detail.

3.02 Failure to submit the required information in the Statement of Qualifications may result in the City considering the Proposer as non-responsive. Failure to provide the information completely and clearly may result in lower scores in the evaluations which could result in the Proposer not being selected. Proposers may be required to provide supplemental information, if so requested by the City, to clarify, enhance, or supplement the information provided in the Statement of Qualifications.

3.03 The information requested is used to address each of the selection categories presented in the RFP and should be presented in that order and be keyed specifically for each selection category. Proposers may provide supplemental information to the Statement of Qualifications such as organizational brochures or other marketing information to help demonstrate their qualifications to the City. This supplemental information may not be submitted as a substitute for the information specifically requested in this document. The reference must include the specific selection category to demonstrate strengths for each criterion.

3.04 Proposal Format and Presentation

A. Provide the SOQ at the time and place set forth in the RFP. Submit the SOQ using the guidelines set forth in the RFP.

B. Provide confidential information in a separate file. Divide files into parts if necessary.

C. Submit confidential information in accordance with the requirements in this RFP. Information marked confidential, but not placed in a separate electronic file as required will not be considered confidential and will be treated as other non-confidential information in the SOQ.

ARTICLE 4—INSTRUCTIONS FOR PREPARING THE STATEMENT OF QUALIFICATIONS

4.01 The following Tables are to be used in preparing the Statement of Qualifications:

Table	Document Title
	Statement of Qualifications Certification
1	General Information
2	Current Projects and Projects Completed within the last 5 Years

Table	Document Title
3a	Proposed Project Managers
3b	Proposed CMAR Services Manager
3c	Proposed Project Superintendents
3d	Proposed Project Safety Managers
3e	Proposed Project Quality Control Managers
3f	Other Key Personnel
4	Project Information for Key Personnel
5	Demonstration of Budget Performance
6	Demonstration of On-Time Performance

4.02 Proposer's Organization and General Information

A. Provide general information about the Proposer's organization using copies of Table 1. Provide the same information for each joint venture partner if the Proposer is a joint venture.

B. Provide information regarding the operational structure of the Proposer's organization, including a list of officers, the limits of authority for these individuals with regards to the proposed CMAR Contract, documentation of authority to execute documents, and a copy of organizations' certificate of authorization to conduct business in the state where the Project is located.

C. Financial Management

1. Provide the Proposer's financial summary information in Table 1, including the financial indicators from the Proposer's most recent financial statement using the formulas below:

Current Ratio:	Current Assets ÷ Current Liabilities
Quick Ratio:	(Cash and Cash Equivalents + Accounts Receivable + Short Term Investments) ÷ Current Liabilities

2. Describe the resources that are available to the Proposer to provide adequate cash flow for the project if Proposer's Current Ratio or Quick Ratio are less than 1.0.

D. Safety

1. Provide a narrative describing the Proposer's safety program and a statement regarding the organization's commitment to safety. Also provide a narrative, not to exceed four pages, describing the organization's success in implementing a specific site safety program. Proposers should not provide copies of safety manuals or programs.

2. Provide Experience Modification Ratio (EMR), Total Recordable Frequency Rate (TRFR), and Recorded Man Hour history for the last 3 years for the Proposer and any proposed Subcontractors that will provide Work valued at 25 percent or more of the Contract Price. Provide this information in Table 1.

a. The Proposer's EMR is a computation by the insurance industry that compares a company's annual losses in workers' compensation insurance claims against its policy premiums over a three-year period, excluding the current year.

b. The Proposer's TRFR is a calculation of a firm's total number of OSHA-recordable injuries and illnesses over a given period (usually a year), divided by the total number of personnel-hours worked.

E. Claims Experience and Litigation History: Provide a list of all pending, active, and unresolved claims or litigation involving Owners on other construction projects. Provide a narrative describing the issues being contested and when it is anticipated that the disputes will be resolved. Claims are to include only those items which have progressed through the change management process for the project and are being disputed by the Proposer or the project Owner.

F. Experience with the City: Provide a list of projects that have been completed with the City over the last 10 years. Provide a narrative not to exceed two pages describing how this experience will impact the performance of the organization on this Project.

4.03 Project Experience

A. Provide a list of projects completed by the Proposer in the last 5 years.

B. Provide a narrative not to exceed two pages for each project describing up to **5** specific projects that qualify as similar projects. Projects selected must demonstrate the capabilities of the organization.

4.04 Experience and Qualifications of Proposed Key Personnel

A. Provide a narrative not to exceed four pages describing the Proposer's project management structure and the qualifications of the project management team for this Project. Include an organization chart showing the relationship between Proposer and key Subcontractors and Suppliers.

B. Provide information on the key personnel proposed for this project. Key personnel include the Project Manager, Project Superintendent, Safety Manager, and Quality Control Manager. The Proposer may provide information on an alternate individual if the Proposer is not able to commit to one individual for the Project at the time the Proposal is submitted. Qualifications of these individuals will be considered in evaluating the qualifications of the Proposer. The Proposer must commit to providing the services of the proposed key personnel or alternate for the life of the Project as a condition of qualification. Unexcused failure to provide the proposed key personnel may provide the basis for termination of the CMAR Contract at the discretion of the City.

C. Include a list of the current project assignments for each of the individuals proposed, the anticipated completion date for this assignment and the percentage of the time they will have available to devote to this Project. The Project Superintendent must be dedicated to the CMAR Contract full-time for the Projects duration. If any other key personnel are not devoted solely to the CMAR Contract, indicate how time is to be divided between the CMAR Contract and their other assignments. Specifically address how and when individuals currently on other assignments will transition into this CMAR Contract.

D. Provide resumes not exceeding two pages for each individual proposed for the key personnel positions and their alternates. Resumes must describe the qualifications of the individual and include the following as a minimum: technical experience, managerial experience, education and formal training, primary language, and a work history which describes project experience, including the roles and responsibilities for each assignment.

Additional information highlighting the experience which makes them the best candidate for the assignment should also be included. Focus on projects on which the individuals proposed have had significant involvement in the last 5 years and which demonstrate their experience with similar projects.

E. Identify individuals that will fill one or more of these key roles and describe their ability to manage multiple responsibilities. Provide a written narrative describing the percentage of the time that will be devoted to each role and their qualifications to fulfill each role if an individual is to fulfill more than one of the key personnel roles.

F. Provide a tabulation of the projects in which these key personnel have been personally involved. This tabulation is to include the name and a current telephone number for references for each of these project assignments.

G. Provide a narrative not to exceed two pages for each project the proposed individuals have worked on that qualify as similar projects. Specifically identify the roles and responsibilities of the individual on these similar projects. Projects selected must demonstrate the capabilities of the proposed key personnel.

H. Provide a narrative not to exceed ten pages to describe the overall performance of the individuals on these projects. This narrative may include references to letters of recommendation, project awards, and other references to demonstrate experience in providing services or constructing a project which meets the City's expectations for a quality project constructed on time and within budget.

4.05 Proposer's Ability to Complete Projects within the Contract Price and Contract Times

A. Provide a tabulation of budget performance on projects completed by the Proposer within the last 5 years to demonstrate the ability of the Proposer to complete projects for the Contract Price. Notes may be added to each line item to describe circumstances for contract modifications beyond the control of the Proposer.

B. Provide a tabulation of all projects completed by the Proposer within the last 5 years to demonstrate performance in completing projects on time. Notes may be added to the tabulations to indicate the reasons for not meeting original contract completion dates.

ARTICLE 5—SUBMITTING THE STATEMENT OF QUALIFICATIONS

5.01 Delivery of Statement of Qualifications

A. Upload the SOQ no later than the date and time prescribed and at the place indicated in the Advertisement.

B. Assume full responsibility for ensuring that the SOQ arrives at the prescribed location before the prescribed time.

C. Statements of Qualifications may be modified or withdrawn using a document executed in the same manner that a SOQ must be executed. Using a method permitted for delivery of the SOQ, deliver the modification/withdrawal document prior to the date and time for the receipt of SOQs.

D. Statements of Qualifications submitted in response to this RFP will become the property of the City.

ARTICLE 6—EVALUATION OF STATEMENTS OF QUALIFICATIONS

6.01 The City will evaluate and rank each SOQ using the selection criteria within 30 days after the date SOQs are received. The City will determine if SOQs comply with the prescribed requirements and will consider the qualifications of the Proposers, and other factors as described in this Article to determine which Proposers are best qualified to complete the Project.

6.02 The City may conduct investigations as it deems necessary to establish the responsibility, qualifications, and capability of Proposers.

6.03 The City, at its discretion, may choose to conduct interviews with Proposers to clarify any points in the SOQ to gain a better understanding of how the Proposers can provide the best value to the City for the CMAR Contract.

A. If the City chooses to conduct interviews with some or all Proposers, they will be notified of:

1. The time and place for the interview;
2. Interview format and agenda;
3. Topics to be discussed at the interview; and
4. Individuals expected to participate in the interview.

B. Failure to participate in the interview may result in disqualification from consideration for the award of the CMAR Contract.

6.04 Submission of a Statement of Qualifications indicates the Proposer's acceptance of the evaluation technique and methodology in this RFP as well as the Proposer's recognition that some subjective judgments must be made by the City during the evaluation and selection process.

6.05 Ranking of Proposers

City of San Angelo Purchasing Division

RFP Acknowledgement

PW-01-26 • San Angelo Coliseum Renovation

Tuesday, June 23, 2026 2:00 p.m.

1	Cerris Builders
2	Hoar Construction
3	Jackson Construction

Industry leaders
with a partnering spirit.

Together we will deliver on-time,
on-budget, and on-strategy.



THE CITY OF SAN ANGELO TEXAS

Hoar

Request for Proposals for Construction Manager At-Risk Services

SAN ANGELO COLISEUM ADDITION

City of San Angelo

PW - 01 - 26

3.1 Respondent's Compliance Certification

This section must be completed, signed, and returned with the Respondent's proposal. Failure to sign and return this section will result in the rejection of your proposal.

3.1.1 By signing hereon, Respondent offers and agrees to furnish all services to construct the project at the quoted prices and comply with all terms, conditions, and requirements set forth in the RFP documents and contained herein.

3.1.2 By signature hereon, Respondent affirms that it has not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with the submitted Proposal. Failure to sign hereon, or signing a false statement, may void the proposal or any resulting contracts at the Owner's option, and the Respondent may be removed from all proposal lists at this Agency.

3.1.3 By signature hereon, a corporate Respondent certifies that it is not currently delinquent in the payment of any Franchise Taxes due under Chapter 171, Texas Tax Code, or that the corporation is exempt from the payment of such taxes, or that the corporation is an out-of-state corporation that is not subject to the Texas Franchise Tax, whichever is applicable. A false certification shall be deemed a material breach of contract and, at the Owner's option, may result in cancellation of any resulting contract.

3.1.4 By signature hereon, the Respondent hereby certifies that neither the Respondent nor the firm, corporation, partnership or institution represented by the Respondent, or anyone acting for such firm, corporation, or institution, has violated the antitrust laws of this state, codified in Section 15.01, et. seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the proposal made to any competitor or any other person engaged in such line of business.

3.1.5 By signature hereon, Respondent certifies that all statements and information prepared and submitted in response to this RFP are current, complete and accurate.

3.1.6 By signature hereon, Respondent certifies that the individual signing this document and the documents made part of the RFP is authorized to sign such documents on behalf of the company and to bind the company under any contract that may result from the submission of this proposal.

3.1.7 By signature hereon, Respondent certifies as follows:

"Under Section 231.006, Texas Family Code, the vendor or applicant certifies that the individual or business entity named in any resulting

contract is not ineligible to receive payment and acknowledges that any resulting contract may be terminated and payment may be withheld if this certification is inaccurate."

"The vendor or applicant certifies that the individual or business entity named in this proposal or contract is not ineligible to receive the specified contract and acknowledges that any resulting contract may be terminated and payment withheld if this certification is inaccurate."

"Under Section 2254.004, Texas Government Code, the vendor or applicant certifies that each individual or business entity proposed by Respondent as a member of its team that will engage in the practice of engineering or architecture was selected based on demonstrated competence and qualifications only."

3.1.8 By signature hereon, Respondent and each person signing on behalf of Respondent certifies, and in the case of a sole proprietorship, partnership or corporation, each party thereto certifies as to its own organization, that to the best of their knowledge and belief, no member of the City of San Angelo or the San Angelo Rodeo Association, nor any employee, or person, whose salary is payable in whole or in part by the A&M System, has direct or indirect financial interest in the award of this RFP, or in the services to which this RFP relates, or in any of the profits, real or potential, thereof.

3.1.9 By signature hereon, Respondent affirms that no compensation has been received for participation in the preparation of the specifications for this RFP.

3.1.10 Respondent represents and warrants that all services to be provided in response to this RFP will meet or exceed the safety standards established and promulgated under the Federal Occupational Safety and Health law (Public Law 91-596) and its regulations in effect as of the date of this solicitation.

3.1.11 By signature hereon, Respondent signifies its compliance with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action.

3.1.12 Respondent certifies it does not and will not, during the performance of any resulting contract from this RFP, boycott Israel.

3.1.13 Respondent certifies that it is not engaged in business with Iran, Sudan, or a foreign terrorist organization. Respondent acknowledges that any Agreement resulting from this RFP may be terminated if this certification is inaccurate.

3.1.14 Respondent certifies that it or the individual named below is not involved in human trafficking. Respondent acknowledges that any Agreement

resulting from this RFP may be terminated & payment withheld if this certification is inaccurate.

3.1.15 Respondent certifies that In accordance with Section 552.372 of the Texas Government Code, Respondent agrees to (1) preserve all contracting information related to the contract that may result from this solicitation as provided by the records retention requirements applicable to the Owner for the duration of the contract, (2) promptly provide to the Owner any contracting information related to the contract that is in the custody or possession of the Respondent on request of the Owner, and (3) on termination or expiration of the contract, either provide at no cost to the Owner all contracting information related to the contract that is in the custody or possession of the Respondent or preserve the contracting information related to the contract as provided by the records retention requirements applicable to the Owner. Except as provided by Section 552.374(c) of the Texas Government Code, the requirements of Subchapter J, Chapter 552, Government Code, may apply to a contract that may result from this solicitation, and the Respondent agrees that the contract can be terminated if the Respondent knowingly or intentionally fails to comply with a requirement of that subchapter.

3.1.16 Under Chapter 2274, Texas Government Code (enacted by SB 19, 87th Texas Legislature, Regular Session (2021)), Respondent verifies (1) it does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association and (2) it will not discriminate during the term of any resulting contract against a firearm entity or firearm trade association. Respondent acknowledges any resulting contract may be terminated and payment withheld if this verification is inaccurate. Note: This provision does not apply to: (1) contracts below $100,000; (2) contracts with a sole-source provider; and (3) contracts with a non-profit entity, sole proprietorship, or a for-profit entity that has less than 10 full-time employees.

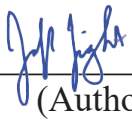
3.1.17 Respondent certifies that it does not require its customers to provide any documentation certifying the customer's COVID-19 vaccination or post-transmission recovery on entry to, to gain access to, or to receive service from theRespondent's business. Respondent acknowledges that such a vaccine or recovery requirement would make Respondent ineligible for a state-funded contract.

3.1.18 Respondent represents and warrants that: (1) it does not, and will not for the duration of the contract, boycott energy companies or (2) the verification required by Section 2274.002 of the Texas Government Code does not apply to the contract. If circumstances relevant to this provision change during the course of the contract, the Respondent shall promptly notify the Owner.

Compliance Certification Signature:

Submitted By:

Hoar Construction
(Company Name)


(Authorized Signature)

Jeff Light
(Printed Name/Title)

06/08/2026
(Date)

jlight@hoar.com
(Email)

2800 B Industrial Terrace
(Street Address)

2800 B Industrial Terrace
(Mailing Address)

Austin, TX 78758
(City, State, Zip Code)

512-490-6540
(Telephone Number)

512-490-6599
(Facsimile)

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CMAR Fee for Construction Services

Cover Letter

Thank you for the opportunity to be considered for the Construction Manager of the San Angelo Coliseum Addition. We understand what this facility means to the community, and we are committed to delivering an expansion that honors its legacy while elevating the experience for every fan, rodeo attendee, and guest who walks through the doors.

Our relationship with San Angelo runs deep. Over the past decade, Hoar has completed more than $130 million in construction projects across the city, partnering with institutions such as Shannon Medical Center and Angelo State University.

Throughout our time in San Angelo, we've consistently **awarded more than 72% of local scope to San Angelo based trade partners,** reflecting our belief that the best projects are built with the communities they serve.

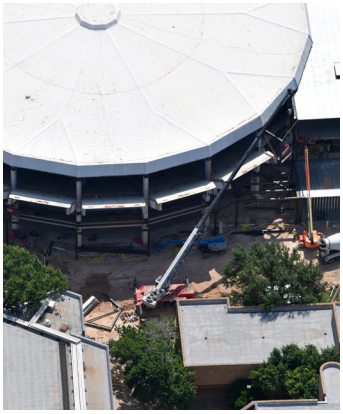
For the Coliseum Addition, we bring direct relevant experience. Our renovation and expansion of the **Moody Coliseum** at Abilene Christian University transformed a 60-year-old arena into a modern, high-performance venue, **completing the project ahead of schedule and under budget.** The Moody project mirrors the complexity you face here: new grandstands, luxury suites, expanded hospitality, utility upgrades, and phased delivery around a live event schedule, including the San Angelo Rodeo.

The team we have assembled for this project has been hand-selected for their experience with complex occupied and phased projects. Grant Pallan, LEED AP, serves as Project Executive with more than two decades of experience, including his **leadership on the Moody Coliseum renovation and expansion and the Wildcat Stadium at Abilene Christian University.** Derrick Gastinger, our West Texas Market Specialist, **reinforces that stadium experience and brings unmatched knowledge of San Angelo,** having served as Project Executive on numerous projects there. Garrett Wheat, our Project Manager, **is a San Angelo resident** who has worked alongside Derrick on many of the same projects and will serve as your primary day-to-day point of contact throughout construction. Rounding out the field leadership, Senior Superintendent John Haley brings 21 years of experience and served as Superintendent on the ACU Moody Coliseum alongside Grant, giving this project a core team that has already built together on the most comparable venue in our portfolio.

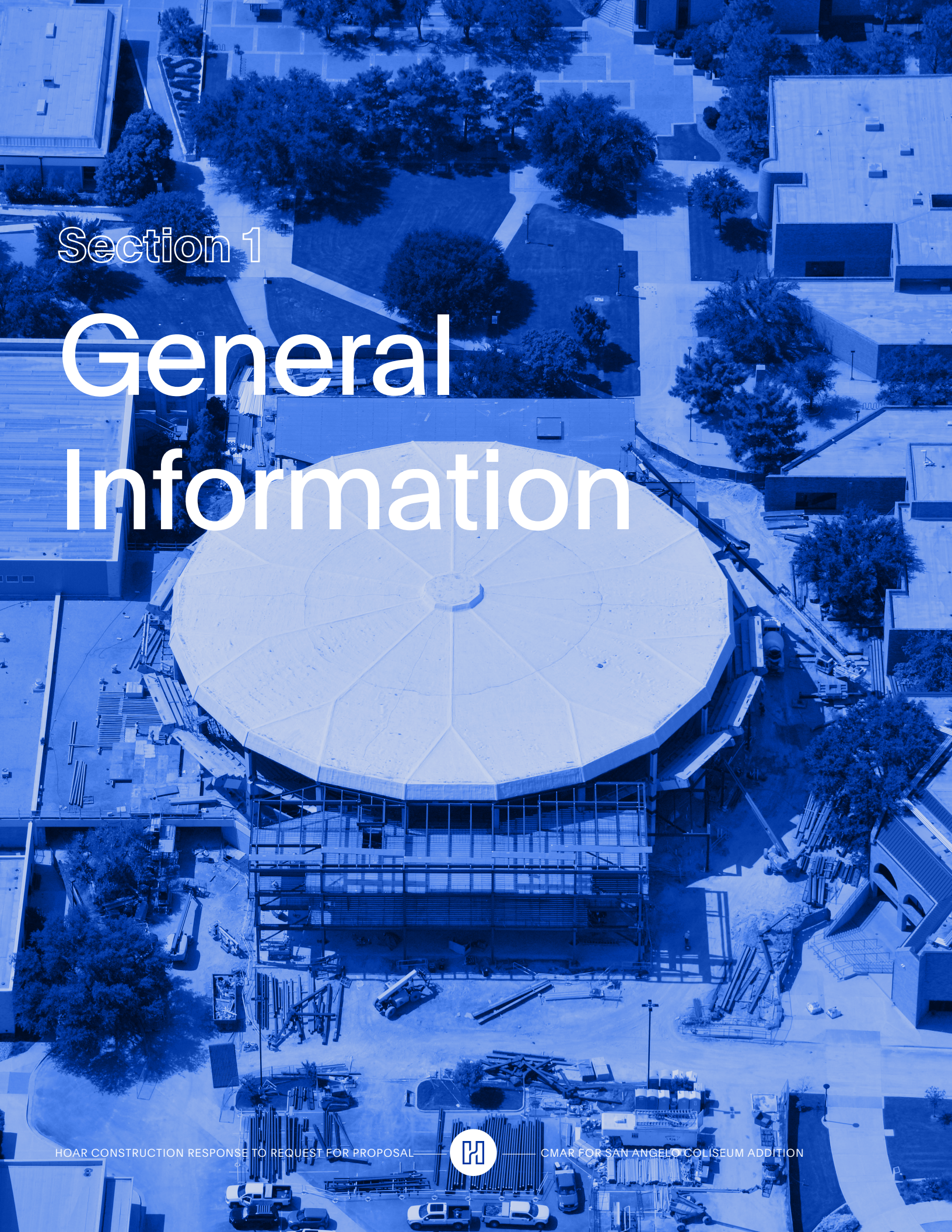
Our preconstruction process is built to protect your budget from the first design meeting to the final GMP. Rather than providing cost input only at major milestones, our team provides continuous, real-time pricing feedback, giving you greater certainty at every step of design development. We use Target Value Design to lead the design toward your approved budget, not just check against it, and our Contingency Matrix keeps every identified risk visible and assigned so there are no surprises when it is time to establish the GMP.

Hoar Construction is ready to be your partner on this project. We look forward to the opportunity to discuss our approach in greater detail.

Jeff Light
Division Vice President



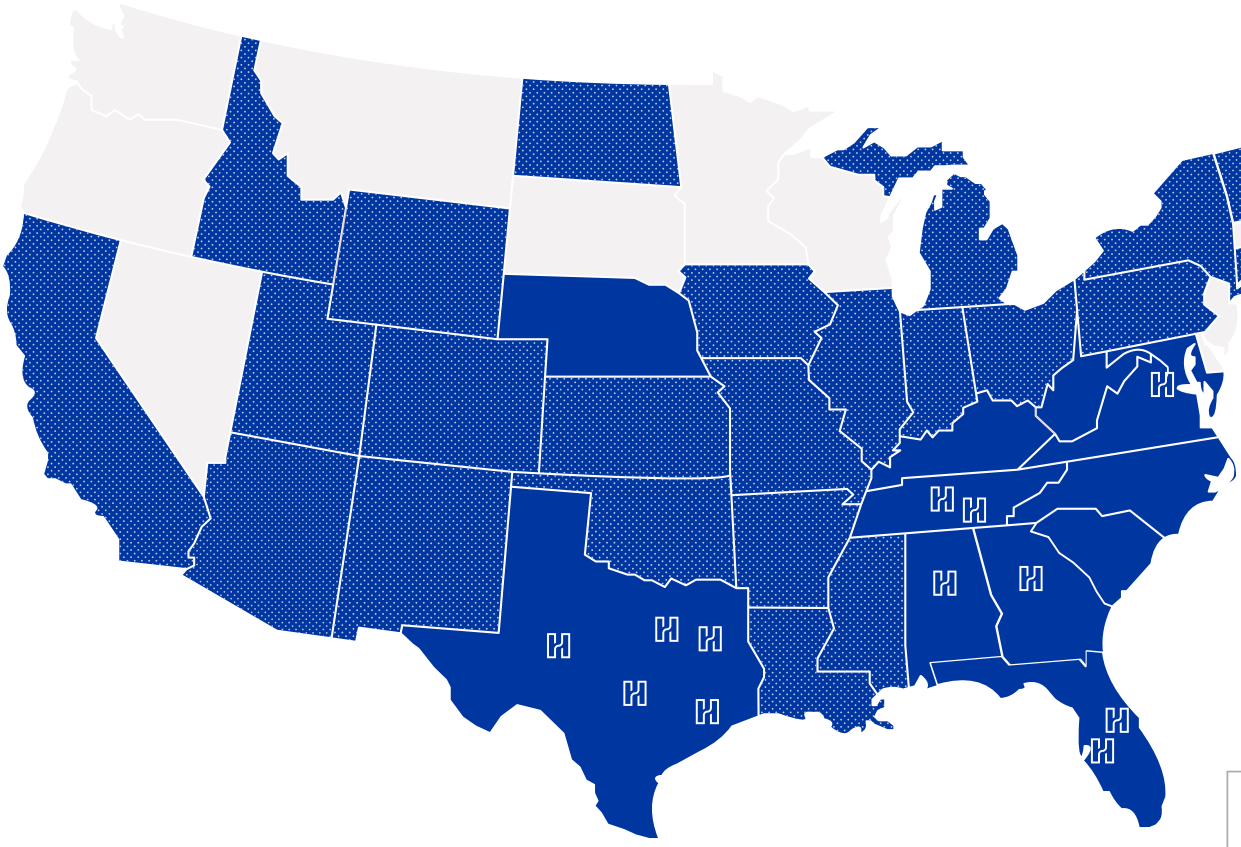




Section 1

General Information

HoarConstruction



Atlanta
Austin
Birmingham
Chattanooga
D.C.
East Texas
Houston
Nashville
North Texas
Orlando
Tampa
San Angelo

PUERTO RICO



$1.44 Billion
Total Volume In 2025

$5.5 Billion
Work Under Contract & In Progress

$1.8 Billion
Current Backlog

70%
Repeat Clients

We are committed, client-focused, process-driven builders.

We believe the future of construction is process-driven, where architect, contractor, and trade partners all work together to deliver the very best building experience possible.

Our process starts in the design phase, where we partner with our clients, architects, engineers, and even our trade partners to eliminate waste of time and materials from the very beginning. When we're involved early and throughout construction, we can help make sure the project we deliver is the project you actually want.

Our process reaches beyond the fundamentals and checklists. It's more than how we provide safety measures lean construction expertise. It's a platform to lead, innovate, and inspire our team and trade partners, and it's how we challenge one another and build up the younger generation of builders.

We work with local and experienced trade partners to get the work done, and we ensure our standards for safety and quality are upheld. When you need project certainty, our process creates a path for order and predictability in an often chaotic industry.



Organizational Structure

Legal name of the firm
Hoar Construction, LLC

Established date of the firm
1940

Legal business description
Partnership

Authorization to do Business in Texas
The state of Texas does not issue licenses for General Contractors. Our Texas Tax ID Number is 16213678283.

Leadership

Turner Burton, President

Randall Curtis, Executive Vice President / COO

Doug Eckert, Executive Vice President / CAO

Jeremy DiPiazza, Executive Vice President / CFO

Authority to Execute Documents

AUTHORIZATION

This authorization is made, executed and delivered on this 19th day of June, 2026 by the undersigned managers of Hoar Holdings, LLC, a Delaware limited liability company, pursuant to Section 3.8 of the Hoar Holdings, LLC Operating Agreement of the LLC and the undersigned appointed managers of Hoar Construction, LLC, also a Delaware limited liability company, pursuant to Section 8.2 of the Hoar Construction, LLC Operating Agreement.

As permitted by Section 3.8 of the Hoar Holdings, LLC Operating Agreement, and as permitted by Section 8.2 of the Hoar Construction, LLC Operating Agreement, the undersigned managers hereby authorize and direct Jeff Light (Agent/Officer) to executed and/or deliver, for and on behalf and in the name of Hoar Construction, LLC, all bids, instruments and certificates, including any modifications thereto, as that Agent/Officer may deem necessary or advisable in connection with San Angelo Coliseum Addition (PW-01-26) (the "Project"). Any such execution and delivery shall be deemed to be effected solely on behalf and for the benefit of the Hoar Holdings, LLC and/or Hoar Construction, LLC and shall not create any additional personal obligation or liability on the part of Jeff Light (Agent/Officer) other than that, if any, which otherwise exists.

IN WITNESS WHEREOF, the undersigned managers of Hoar Holdings, LLC and Hoar Construction, LLC have executed this Authorization on and as of the date first above written.

MANAGERS:

Robert O. Burton

Robert T. "Turner" Burton

Randall M. Curtis

Douglas E. Eckert

Jeremy M. Di Piazza

Authorization to do Business in Texas

FILED
In the Office of the
Secretary of State of Texas
FEB 19 1999
Corporations Section

APPLICATION FOR AMENDED CERTIFICATE OF AUTHORITY FOR A LIMITED LIABILITY COMPANY

1. The name of the limited liability company as it currently appears on the records of the secretary of state of Texas is Hoar Construction, LLC.

2. (If the limited liability company's name was previously unavailable and the limited liability company elected to use an assumed name in Texas, complete the following.) The assumed name of the limited liability company as it currently appears on the records of the secretary of state is Hoar Construction of Alabama , LLC.

3. A certificate of authority was issued to the limited liability company on 12-23-96, 19___.

4. The limited liability company's name has been changed to "No Change".
(Note: If the limited liability company name has not been changed, insert "no change.")

5. The name which it elects to use hereafter in the state of Texas is Hoar Construction, LLC
(Do NOT use the D/B/A Hoar Construction of Alabama, LLC).

6. It desires to pursue in Texas purposes other than, or in addition to, those authorized by its certificate of authority, as follows:
N/A

7. It is authorized to pursue such purpose or purposes in the state or country under the laws of which it is organized.

8. It desires to change the statement(s) contained in item(s) number of the original or amended certificate of authority to read as follows:
N/A

Hoar Construction, LLC
Name of limited liability company

by _____
Its Authorized Member
(Authorized Manager or Member)

(TEXAS - LLC - 3225 - 9/16/94)

HoarConstruction

Financial Management

Hoar | RPI RENTALS

Hoar Holdings, LLC.

Jeremy Di Piazza
Executive Vice President & Chief Financial Officer

(P) 205.423.2354
Suite (F) 205.423.2323
Two Metroplex Drive
400
Birmingham, Alabama 35209
jdipiazza@hoar.com

June 16, 2026

RE: Certification of Financial Capacity / Current Ratio / Quick Ratio

To Whom It May Concern,

This letter serves to certify that Hoar Holdings, LLC, who is 100% owner of Hoar Construction, LLC maintains sufficient financial capacity and cash flow to undertake the referenced project.

As evidenced by our current financial position, Hoar Holdings, LLC maintains a current ratio (current assets divided by current liabilities) in excess of 1.0, and a Quick Ratio (Cash and Cash Equivalents + Accounts Receivable + Short Term Investments, divided by Current Liabilities) in excess of 1.0, demonstrating our ability to meet short-term obligations and support ongoing project requirements. We also have access to a working capital line of credit which has $25,000,000 in availability as of our fiscal year-end, and as of the date of this letter.

This statement is provided as confirmation of our financial standing in accordance with the criteria requested. Supporting financial documentation can be made available upon request.

Please feel free to contact me should you require any additional information.

Sincerely,

Jeremy M. Di Piazza
Executive Vice President and Chief Financial Officer

Enclosure
JMD:rps

2 Metroplex Dr, Ste 400, Birmingham, AL 35209

Safety

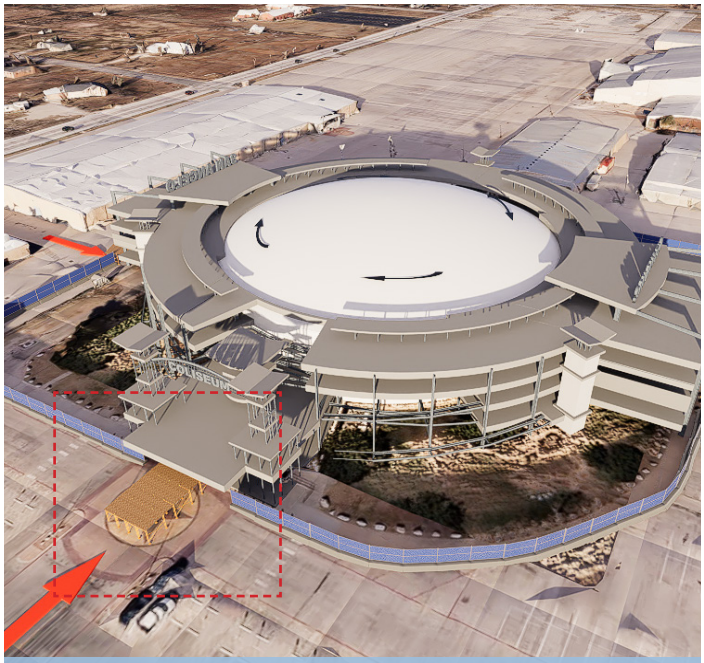
Because safety is our number one priority, we define safety as the absence of danger through the elimination of hazards.

To accomplish this, we focus on:

- A proactive approach to drive good safety habits, demand better preplanning, and make us and our trade partners more accountable
- Leading indicators—metrics on our safety program's effectiveness which enable us to better identify specific risks and the probability of those risks resulting in safety events
- Our processes that include laying out a schedule for safety, quality, testing, and inspections so safety leaders can be onsite when risky activities are happening
- A Constructibility Safety Review Checklist to identify risk on the front end of the project and find ways to eliminate it
- A Safety-Quality Planning Method (SQPM) process that incorporates project-specific issues into subcontracts as needed—something that helps ensure our GMP is complete
- A Job Hazard Analysis (JHA) that is a critical review of an entire scope of work
- A Pre-Task Safety Analysis (PTSA) that requires planning daily at the task level
- A Jobsite Inspection (JSI) conducted weekly, at a minimum, that involves our Superintendents walking jobsites to identify, document, and correct potential hazards, focusing particularly on five types of hazard elimination that represent a Life Saving Commitment (LSC)
- Documentation that flows through our construction management software, Procore, and contributes to our ongoing analysis of leading indicators and commitment to continuously improving the process
- Proactive sharing of safety information to improve collaboration and prevent delays

Safety Program

Safety is driven by three specific things—our people, our processes, and our tools—and our results prove how this approach keeps our workforce safe and our projects successful. We've been a national ABC STEP certified for 30 years. We hold the number one safety ranking among our insurance group, ACIG (which consists of 40 of the top builders in the country), posting the lowest loss rates in both workers compensation and general liability claims among all members. And, our current EMR is .76%, well below the industry standard of 1%.



For this project, we will utilize pedestrian tunnels through the construction site.

Processes & Tools to Ensure Safety

The most important tool we have in eliminating hazards is the data we collect on leading indicators. Leading indicators are metrics on our safety program's effectiveness which enable us to better identify specific risks and the probability of those risks resulting in safety events. Essentially, they measure the building blocks of our safety culture, fostering a proactive approach that drives good safety habits, demands better preplanning, and makes us and our trade partners more accountable. Preventing claims requires a partnership between Hoar, our trade partners, and the workers on a jobsite. A rigorous safety program, clear expectations, strong enforcement, and intelligence derived from leading indicator data combine to generate our outstanding safety performance.

HoarConstruction

Safety

To build trust and clearly communicate expectations with our trade partners, we ask them to identify and create a plan for managing their risk using three tools.

3 Risk Management Tools

01 JOB HAZARD ANALYSIS

The first tool is a critical review of their entire scope of work using a Job Hazard Analysis (JHA). The JHA requires them to identify the risk associated with their scope and determine the means to control or eliminate any hazards.

02 PRE-TASK SAFETY ANALYSIS

The second tool requires them to plan at the task level daily using our Pre-Task Safety Analysis (PTSA). Led by our Superintendents and safety officers, the PTSA helps identify and proactively address our 5 Red Flags of Safety, or the most common precursors to incident and injury.

03 JOBSITE INSPECTION

The third tool, the Jobsite Inspection (JSI), is conducted weekly at a minimum and involves our Superintendents walking jobsites to identify, document, and correct potential hazards, focusing particularly on five types of hazard elimination that represent a Life Saving Commitment (LSC). These LSCs make eliminating the hazards personal for our teams, trade partners, and clients.

During daily trade partner safety meetings, project-specific and toolbox safety topics are reviewed along with trade partner-specific JHAs and PTSAs. We reinforce commitment with annual and ongoing training for all jobsite personnel and with quarterly safety performance reviews. Jobsite safety statistics are also key metrics for performance evaluation. Corporate safety staff inspect jobs quarterly, generate written reports of conditions, and expect a written response in return that details the implementation of any necessary corrective actions.

Building off of our leading indicator metrics, we put specific processes in place both before and during construction to support our safety program. We also lay out a schedule for safety, quality, testing, and inspections. By laying out a schedule that includes safety, we aren't caught by surprise trying to fix something after the fact. We know what resources are needed where and when, and our safety professionals proactively work with teams to find solutions to tricky challenges and avoid both incidents and shut-downs, which improves safety program buy-in as well as safety outcomes.

Safety

Safety Program Components

HEALTH & SAFETY MANUAL

- Digital and accessible via iPad
- Basis for site-specific safety plan
- Contains latest regulatory requirements, Hoar standard operating procedures, OSHA guidelines, and safety forms

HAZARD ANALYSIS

- Risk analysis shared with all trade partners
- Trade partners required to submit Job Hazard Analyses (JHAs) before starting work
- Workers complete Pre-Task Safety Analyses (PTSAs) each day, for each task they undertake

INSPECTIONS

- Superintendent walks job weekly
- JHA safety checklists completed by trade partners and our site supervisors daily
- Safety event plan from SQPM prompts proactive engagement and inspections

ENFORCEMENT

- Workers in minor violation of safety policies receive one formal warning filed with employer
- Additional or serious violations result in immediate termination
- Mandate "competent person" for trade partners

TRAINING

- Training is general to safety processes and specific to site and task
- Superintendents are OSHA 10- and 30-hour certified; project managers are OSHA 10-hour certified
- Mandatory worker training

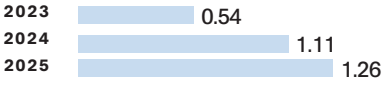
METRICS

- Jobsite safety statistics are key performance metrics for superintendents and project managers
- Safety performance drives bonuses for all staff
- Leading indicators tracked for prevention

EMR
Experience Modification Ratio



TRIR
Total Recordable Frequency Rate



Recorded Man Hour

2023: 1,119,531
2024: 1,266,197
2025: 1,427,468

Litigation

Claims Experience and Litigation History

Hoar Construction is currently performing on approximately $1 billion in construction projects, and no past or pending legal issues involving Hoar will affect its ability to successfully perform on any project.

Pending Litigation

Hoar Construction has not filed any actions against owner-clients, and while the firm has initiated actions against other project participants such as subcontractors, none of those disputes are significant enough to impede or affect Hoar's ability to successfully complete its work. Hoar is not currently involved in any pending arbitration matters with owners.

Hoar has never defaulted on a project in its 86-year history. There have been isolated instances where Hoar was discharged prior to completion for the client's or both parties' convenience, particularly during past shifts in economic conditions, but these have no bearing on Hoar's ability to successfully perform. No past or pending litigation or claims filed against Hoar Construction will affect its ability to successfully perform. For additional questions regarding any of the matters described above, please contact Charlie G. Baxley, Vice President of Legal & Risk Management, cbaxley@hoar.com.

Experience with City of San Angelo

Hoar Construction does not simply work in San Angelo. We have built here, invested here, and grown lasting relationships across the community. That distinction matters on every project we take on in this market. Our team has completed more than $130 million in construction in San Angelo over the past decade, spanning complex healthcare expansions, higher education renovations, aviation infrastructure, and commercial office construction. That volume of work in a single market produces something that cannot be replicated from the outside: deep familiarity with local conditions, trade partner networks, permitting processes, and the community itself.

Technology Tower, San Angelo, TX
6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center.

San Angelo Regional Airport South Taxilane, San Angelo, TX
construction of south taxiway and associated utilities.

Shannon Medical Center Expansion, San Angelo, TX
Hoar has built a long-standing relationship with Shannon Health System, delivering multiple phases of expansion and renovation at Shannon Medical Center. The East Expansion alone encompassed a 75,000 SF, 7-story bed tower addition across 26 construction phases over approximately 36 months, all while the hospital remained fully operational. The scope included an emergency department expansion, ICU renovation, 8 new operating rooms, cath labs, and a mechanical penthouse. Our team returned $220,000 in savings against the GMP on this project.

ASU Aviation Training Facility, San Angelo, TX
The 8,794 SF flight training facility includes three classrooms, a large lecture hall, a simulator room with six flight simulators for real-time scenario training, and multiple study cubicles for individual student preparation.

Carr Hall, Angelo State University, San Angelo, TX
Hoar renovated 18,014 SF of the two-story Carr Hall residence hall, originally constructed in 1955, on the active Angelo State University campus. The project was completed in 10 months from groundbreaking to owner occupancy.

Shannon South MOB, San Angelo, TX
80,000 SF medical office building with full site development, featuring a main lobby, imaging clinic, laboratory, and multi-level clinical spaces on floors 2–4.

Our local presence also means our team knows the trade partner community in San Angelo. We have built relationships with local subcontractors, suppliers, and design firms across multiple project types. Those relationships translate to competitive pricing, reliable performance, and faster problem resolution when challenges arise. We are not assembling a team from scratch. We are activating a network that has already been tested and proven on some of the most complex projects this region has seen.

Technology Tower

San Angelo. Texas

"Hoar has impressed us with their ability to manage a challenging renovation project while effectively controlling budget and risk, resulting in the project currently tracking ahead of schedule… They bring a much-needed level of professionalism and expertise to the area."



We've completed more than $130 million in construction in San Angelo over the past decade.



Experience in West Texas

San Angelo Regional Airport South Taxilane
San Angelo, TX
Heavy civil project

Wildcat Stadium
Abilene Christian University
Abilene, TX
10,000 seats

Track & Field and Soccer Stadium
Abilene Christian University
Abilene, TX

Royce and Pam Money Recreation and Wellness Center
Abilene Christian University
Abilene, TX
Indoor leisure pool and lap pool, gymnasiums, racquetball courts

Jones AT&T East Side Stadium
Texas Tech University
Lubbock, Texas
5-story building, 26 suites, 540 club seats
Program management services

Aeronautical Facility
Angelo State University
San Angelo, TX
8,700 SF classroom building with flight simulator located near San Angelo Regional Airport

Halbert-Walling Research Center
Abilene Christian University
Abilene, TX
54,000 SF research laboratory

Onstead Center for Science and Humanities
Abilene Christian University
Abilene, TX
85,000 SF renovation and addition

Royce and Pam Money Student Recreation and Wellness Center
Abilene Christian University
Abilene, TX
114,000 SF

School of Nursing and Pharmacy School
Texas Tech University
Lubbock, TX
12,000 SF school of pharmacy addition
42,700 SF school of nursing

Shannon South Medical Office Building,
San Angelo, TX, 80,000 SF medical office building with full site development, featuring a main lobby, imaging clinic, laboratory, and multi-level clinical spaces on floors 2–4.

SMC River Crest Behavioral Health Hospital Reno
San Angelo, TX
53,500 SF

Shannon Medical Center West Expansion
San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking

Shannon Medical Center - Dietary
San Angelo, TX
6th floor build-out and dietary tray expansion

Covenant Hospital Hobbs
Hobbs, NM
109,000 SF, 3-story, 60-bed new facility

Uvalde Memorial Hospital
Uvalde, TX
170,000 SF new replacement hospital
11,500 SF CUP

Encompass Health Shannon Rehab Hospital
San Angelo, TX
47,500 SF, 40-bed new facility

South Plains Rehabilitation Hospital
Lubbock, TX
47,300 SF, 40-bed new facility

Encompass Health Rehabilitation Hospital
Abilene, TX
21,100 SF renovation

Shannon Medical Center Expansion
San Angelo, TX
70,000 SF, 7-story hospital expansion

Faith Community Hospital
Jacksboro, TX
73,000 SF replacement acute care hospital
Separate 9,000 SF wellness center,
4,600 SF EMS

Hendrick Medical Center Expansion
Abilene, TX
281,000 SF new patient tower; 2-level, 70,000 SF parking garage

Technology Tower
San Angelo, TX, 6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center.


Onstead Science Center —
Abilene Christian University


Shannon Medical Center —
San Angelo, Texas



Aeronautical Facility —
Angelo State University



Wildcat Football Stadium —
Abilene Christian University



Section 2

Project Experience

HoarConstruction

Projects Completed In The Last 5 Years

TCAT Dickson Higher Education Center Dickson, TN	**Leesburg Police Station Renovation and Addition** Leesburg, VA	**Technology Tower** San Angelo, TX
Auburn University STEM + AG Building Auburn, AL	**City House Old Town** Alexandria, VA	**The Finery** Nashville, TN
Pace FED - Ascension Pace, FL	**Embassy of Canada - Fire Pump** Washington, DC	**Samford University Seibert Stadium Renovations** Homewood, AL
Archwell Health - Harborview Jacksonville, FL	**USV Goodwill Renovation** Chattanooga, TN	**1750 Tysons - Level 1 & 2 Lobbies** McLean, VA
Icon Austin, TX	**Monarch** Tysons, VA	**Fall Line - Golfers' Lodges** Mauk, GA
Phoebe Emergency & Intensive Care Expansion Albany, GA	**Texas A&M University - Central Texas Core** Killeen, TX	**Mercato Plaza Renovation** Naples, FL
Dell Seton Medical Center Austin, TX	**Archwell Health - Brentwood** Jacksonville, FL	**TxDOT Lockhart Maintenance Facility** Lockhart, TX
San Angelo Regional Airport South Taxiline San Angelo, TX	**Medical Properties Trust HQ** Birmingham, AL	**SNVMC Surgery Practice Move** Woodbridge, VA
UVA CH Gainesville Imaging Gainesville, VA	**Riva Row** The Woodlands, TX	**University of Alabama at Birmingham Medicine Inpatient Rehabilitation Facility** Birmingham, AL
TCAT Chattanooga Rhea County Facility Chattanooga, TN	**Fall Line Turn House** Mauk, GA	**Perdido Freestanding Emergency Department** Pensacola, FL
Dell Seton - Plinth Expansion Austin, TX	**UAB Science and Engineering Complex** Birmingham, AL	**UT Tyler Nursing Addition & Renovation Phase 2** Tyler, TX
Paris DHQ Complex Paris, TX	**University of Texas Tyler Nursing Addition & Renovation** Tyler, TX	**The Rone** Houston, TX
Shannon Medical Center West Expansion San Angelo, TX	**Parkridge East Hospital Women's Services Addition** Chattanooga, TN	**ASU Aeronautical Facility** San Angelo, TX
Peppa Pig North Richland Hills, TX	**TXDOT 973 Operations Center** Austin, TX	**Smith County Parking Garage** Tyler, TX
Sam Houston State University COM Parking Structure Conroe, TX	**University of Tennessee at Chattanooga Football & Athletic Facility** Chattanooga, TN	**Tennessee College of Applied Technology Chattanooga State Advanced Manufacturing Building** Chattanooga, TN
Columbia State Community College Arts and Technology Building Franklin, TN	**Town Centre Two** Houston, TX	**Encompass Health Rehabilitation Hospital** Prosper, TX
Encompass St. John Rehabilitation Hospital Owasso Owasso, OK	**ACU Moody Expansion & Renovation** Abilene, TX	**ACU Cullen Renovation** Abilene, TX
ERAU Parking Garage Daytona Beach, FL	**The Loren** Austin, TX	**Vienna Police Station** Vienna, VA
Covenant Hospital Hobbs Hobbs, NM	**Uvalde Memorial Hospital** Uvalde, TX	**MTSU School of Concrete and Construction** Murfreesboro, TN



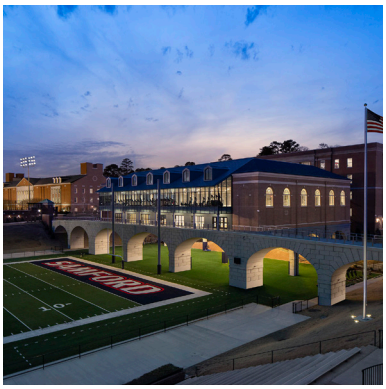
Shannon Medical Center West —
San Angelo, Texas



Riva Row —
The Woodlands, Texas



Football & Athletic Facility —
University of Tennessee at Chattanooga



Seibert Stadium Renovations —
Samford University



Abilene Christian University Moody Coliseum

Abilene, Texas

The renovation and expansion of Moody Coliseum provided one of the largest gathering spaces in Abilene with an update.

The expansion consists of a north tower and south tower, each 3 stories tall which includes a lobby, administrative offices, basketball offices, and a hospitality area. The renovation inside the coliseum improves fan experience with larger seats and additional leg room and the addition of a 2,000 square foot hospitality room. The newly renovated Coliseum now seats around 3,600.

The two-year renovation project is the facility's first significant upgrade since it's opening in 1968.

Project Facts
153,000 SF

Contract Value
$48,012,000

Owner
Abilene Christian University

Architect
HOK

Proposed Team On Project
Jeff Light
Grant Pallan
John Haley

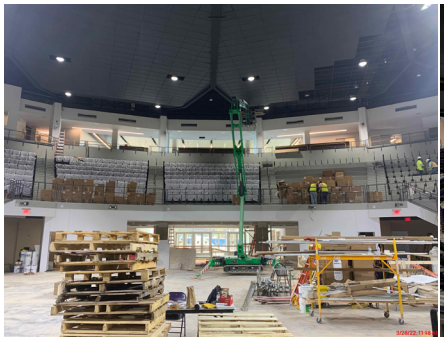
It's easy to imagine that the renovation and expansion of a building over 60 years old would present plenty of opportunities for challenges. Coupled with the pandemic, this project was at the mercy of extraordinary complications on a global scale. As a collective team from ACU, through the design consultants, Hoar, and our Trade Partners, we assumed the project would require dynamism and creativity to overcome and adapt.

The following creative solutions enabled optimal outcomes: Fast-track design combined with target value design, early procurement via design-assist trade partners, iterative GMP, multi-phase construction to isolate work zones and resources, streamlined critical RFIs and submittals, deployed hot lists, regular on-site meetings, open dialogue / no bad ideas - best idea wins. Ultimately, the project benefited from the proper alignment of shared goals and objectives, which was achieved by a willing team that prioritized the project's needs above all else

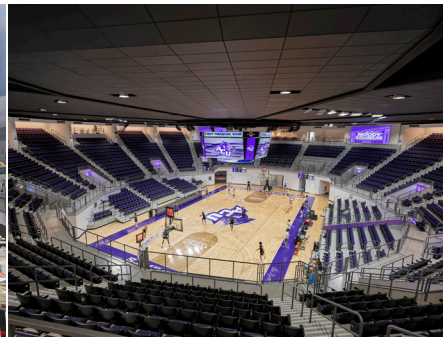
Similarities to San Angelo Coliseum

Transforming the Seating Bowl Without Rebuilding It

The existing seating bowl no longer met modern accessibility, safety, and fan-experience expectations. Rather than pursuing a costly tear-out and replacement approach, Hoar partnered with the owner and design team to develop a seating bowl overlay solution that transformed the functionality of the space while leveraging existing infrastructure. By reusing and selectively modifying key elements, we improved accessibility, sightlines, and circulation while reducing demolition, shortening the schedule, and maximizing the owner's investment. The result was a modernized arena achieved through renovation rather than replacement.



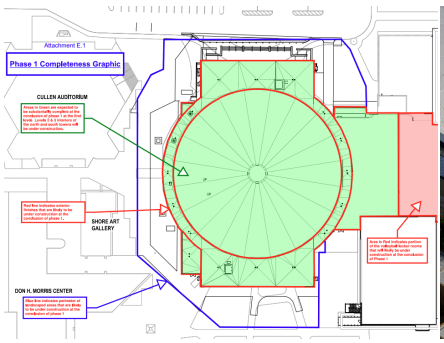
In Progress



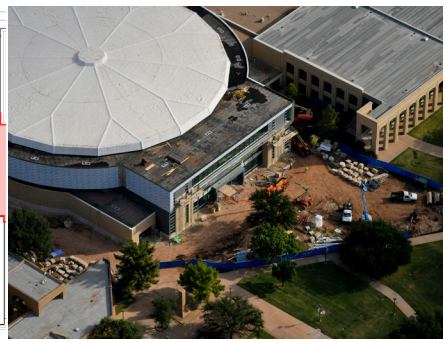
Final

Complex Construction While Maintaining Campus Operations

Moody Coliseum required extensive renovation in the center of an active university campus while maintaining ongoing academic, athletic, and student activities. Hoar developed a flexible phasing and logistics plan that prioritized critical-path work, maintained safe campus operations, and adapted to unforeseen renovation conditions. Through continuous stakeholder coordination, pull-planning, and proactive schedule management, the team successfully advanced multiple phases of construction while minimizing disruption to campus life and maintaining the project's aggressive schedule.



Phasing Plan



Phasing In Progress

Moody Coliseum
Abilene Christian University

With schedule certainty as the project's top priority, Hoar **brought the structural steel trade partner on board early** during design development rather than waiting for full construction documents. This allowed steel detailing, shop drawing coordination, and material procurement to begin months ahead of a traditional delivery approach. By locking in steel pricing before market escalation and releasing procurement packages early, **the team avoided approximately $400,000 in material cost increases while also removing several weeks from the critical path schedule.** The strategy ensured steel was available when needed, reduced procurement risk, and helped maintain the aggressive project completion date without compromising quality.



Watch us complete a total renovation of Abilene Christian University's Moody Coliseum in just 60 seconds.





Sam Houston State University Bowers Stadium

Huntsville, Texas

This project will completely replace the existing press box with a modern five story building of approximately 47,060 Gross Square Feet (GSF) with 13,300 covered exterior square feet, for a total building size of 60,360 square feet.

The new building will include updated concessions and restrooms, premium seating, luxury and presidential suites, and a club area with access to outdoor balcony seating, as well as a new media center to enhance game-day coverage for television, radio, and print.

Project Facts
60,360 SF Stadium Renovation

Contract Value
$44,866,000

Owner
Texas State University System

Architect
Page

Proposed Team On Project
John Haley

Watch how we plan the logistics of a project before starting



Similarities to San Angelo Coliseum

Premium Seating and Hospitality Amenities

The Bowers Stadium project introduces luxury and presidential suites, a club area with outdoor balcony access, and premium seating throughout the new five-story facility.



Food Service and Restroom Improvements

Updated concessions and restrooms are a core component of the Bowers Stadium scope. Hoar's experience integrating these fan-serving improvements into an active stadium environment is directly applicable to the San Angelo Coliseum project scope.

Project Scale

The Bowers Stadium Press Box came in at approximately $46.4 million, placing it in a comparable financial range to what the San Angelo Coliseum renovation is likely to require. Our familiarity with managing projects of this scale under a CMAR structure reflects the kind of cost management discipline needed.





Abilene Christian University Wildcat Stadium

Abilene, Texas

Project Facts
12,000 Seat Stadium

Contract Value
$38,042,000

Owner
Abilene Christian University

Architect
HKS

Proposed Team On Project
Jeff Light
Grant Pallan
Derrick Gastinger
Cody Mallory

Anthony Field at Wildcat Stadium is a new 12,000 seat NCAA Div I FCS football stadium that includes a 5-story press box, 10-luxury suites, club room, home & visiting locker room facilities, restrooms and concessions.

The first football stadium for Abilene Christian University in over 50 years would not have been a reality without the leadership of the Hoar Construction team during preconstruction. When the team priced the 50% Schematic Design (SD) documents, the cost came in at $45 million, $9 million over the ACU budget. The budget overage came just four weeks before ACU was scheduled to present the design and budget to their leadership and donors. Hoar Construction, along with the design team, put their heads together and after an intense brainstorming session, presented ACU with several options to reduce cost, while optimizing their design. Some of their solutions included converting 100% precast structures to a combination of precast and slab on grade, lowering the entire stadium by 2.5" in order to reduce site grading and offering material options that provide the same aesthetics for less cost. The team provided over 60 successful design and material alternatives that allowed them to meet the original budget and obtain their release to begin construction.

From the early stages of preconstruction, our project team understood the **scheduled completion date — the first home football game of the ACU Wildcats in over 50 years — was nonnegotiable**, not to mention highly publicized. To make our deadline even more challenging, we received final construction documents one year prior to completion, faced a limited local labor market in west Texas, and lost 40 days due to rain. **We overcame these setbacks by researching, qualifying, and selecting the most capable trade partners to build the stadium.** The team also hired a BIM consultant to coordinate all structural, MEP and precast systems to identify any potential conflicts and provide more accurate plans so that MEP trades could prefabricate with more precision. By coordinating these topics early in the project trade partners were able to adjust their plans before working in the field and reduce overall time for installation and **complete the stadium in time for the historical home game.**

Similarities to San Angelo Coliseum

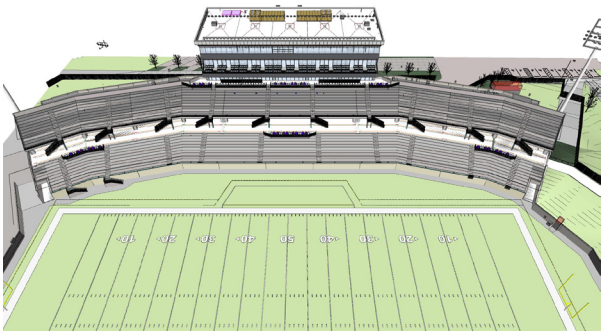
Premium Amenities: Suites, Club Room, Concessions, and Restrooms

At Wildcat Stadium, Hoar delivered a 12,000-seat NCAA Division I FCS football stadium that included a 5-story press box, 10 luxury suites, a club room, home and visiting locker room facilities, concessions, and restrooms



Budget Alignment and Fast-Track Schedule

From the beginning, it was clear this project would challenge us to merge expectations on a limited budget and a fixed delivery schedule. The initial concept priced out 62% over budget, and we quickly had to establish ideas that would reduce cost and maximize value. In total, we came up with 53 items that would net enough savings to allow the project to continue forward. At the conclusion of the DD phase, the project was still trending over budget by a couple million dollars; however, the team endeavored to find creative solutions through the final design phase and construction to save money and deliver the project on budget. The efforts continued throughout the construction phase, and eventually, we were able to return nearly $200k in savings at the conclusion of the project. The project was completed early and ultimately delivered under budget.



Sports Venue in West Texas

Both projects are sports facilities located in West Texas, sharing similar market conditions, including limited local labor pools, regional subcontractor networks, and comparable logistical challenges for material delivery. Hoar's established presence and trade partner relationships in the market translate directly.

ACU Wildcat Stadium

Exceeding expectations. Hear what ACU Head Coach Adam Dorrel had to say about the completed stadium.



Abilene Christian University Cullen Auditorium

Abilene, Texas

The Cullen Auditorium underwent a transformation to become a state-of-the-art performance hall, catering to Abilene Christian University's needs. The renovation was aimed at providing a versatile space that could accommodate musical theatre productions and a range of other activities.

The renovated auditorium boasts a host of new features, including an accessible entrance plaza, restrooms that meet accessibility standards, upgraded mechanical units, a backstage area with flexible usage options, comfortable and accessible seating, a permanent instrument room with humidity control, and a seating capacity of 700. These upgrades, coupled with the accessibility improvements, have significantly enhanced the facility's multi-purpose functionality, making it an ideal venue for a wide variety of events.

Project Facts
16,000 SF

Contract Value
$8,068,000

Owner
Abilene Christian University

Architect
Parkhill

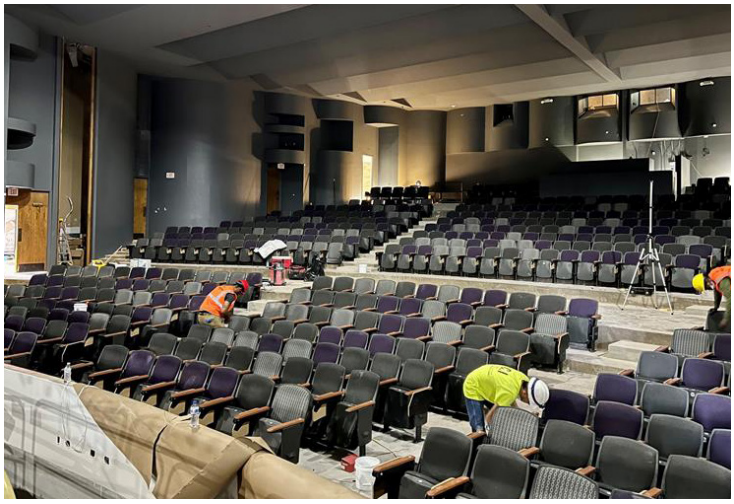
Proposed Team On Project
Jeff Light
Grant Pallan
Adam Stallman
John Haley



Similarities to San Angelo Coliseum

Renovation and Addition of an Existing Facility

The Cullen Auditorium was an older performance hall that required a full renovation and new addition to bring it up to modern standards. The renovation included upgraded mechanical units, accessible entrance plaza, restrooms that meet accessibility standards, and comfortable, accessible seating throughout the facility.



Cullen Auditorium | ACU

This project combined multiple funding sources from alumni donations to outside grant money, and each source was a stakeholder in the decision-making for program and design development. As the project zeroed in on a final budget, we set aside allowances to hold as further program developed into a final scope. We reconciled these allowances against the final trade partner proposals, and the differences were added/deleted from the contract value. This process allowed some allowances to come in at less than expected, which we used to offset other allowances that were over their allotment. **By staying in constant communication with the Owner, the project has been able to self-fund program enhancements without additional outside funding.**





Shannon Medical Center East + West Expansion

San Angelo, Texas

Project Facts
70,000 SF &154,000 SF

Contract Value
$58,657,000 & $64,970,000

Owner
The Shannon Health System

Architect
O'Connell Robertson

Proposed Team On Project
Jeff Light
Clayton Salmon
Adam Stallman
Garrett Wheat
Cody Mallory
Derrick Gastinger

The Shannon Medical Center East Expansion included 26 phases of construction, spanning approximately 36 months. The 75,000 SF, 7-story bed tower expansion ties into the existing, active hospital and includes an emergency department expansion, 8,000 SF full ICU expansion and renovation, offices/administrative space, 8 new ORs, 1 hybrid renovation and 3 renovations of ORs inside sterile core, patient rooms, 3 cath labs and a mechanical penthouse. The interior portion of the project was 26 phases of both interior and exterior renovations, including administrative and back of house space. The hospital remained active during interior renovations. The 26-phases included 6 air handler replacements, retrofitting existing electrical room, new fire pump room, cafeteria, meeting room, and storage space, Post Anesthesia Care Unit (PACU), GI suite renovation/ expansion, OR suite renovation and upgrades, and renovation to existing pharmacy and lab.

The Shannon Medical Center West Expansion is a 7 level structure with 3 levels of parking and 4 levels of ICU, patient care, and observation space. In addition to the expansion, this project includes a remote central utility plant with a connection to the new expansion and the existing CUP.

Similarities to San Angelo Coliseum

Phased Construction in an Active, Occupied Facility

The East Expansion was executed in 26 phases over approximately 36 months, with the hospital remaining fully operational throughout construction. Interior renovations ran concurrently with new tower construction, requiring constant coordination to protect ongoing operations, maintain life safety systems, and sequence work around active departments. The same discipline of phased sequencing, operational continuity planning, and coordination with the owner around use schedules applies directly to the Coliseum renovation.



Same City: San Angelo, Texas

The Shannon Medical Center projects were executed in San Angelo, Texas. Our experience in San Angelo directly relates to building relationships with local subcontractors, and navigate the regional labor and material supply environment.

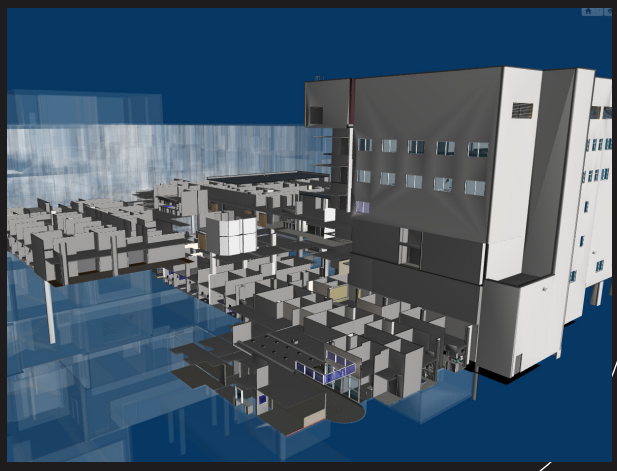
CMAR Delivery with Preconstruction Services

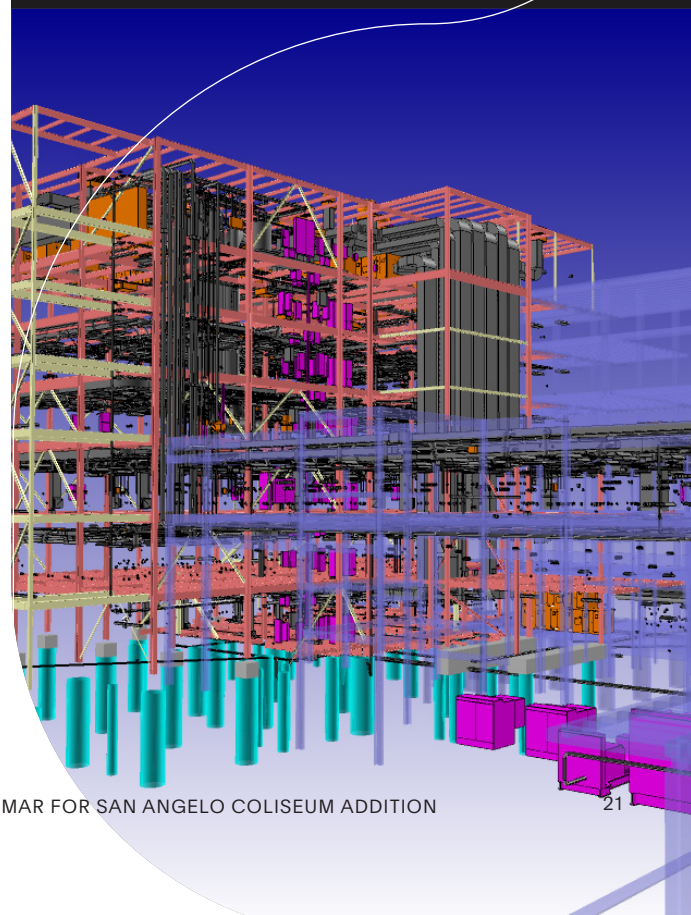
The Shannon Medical Center projects were delivered using the CMAR method, with Hoar engaged in preconstruction services including design phase scheduling, pull planning, estimating, constructability reviews, solicitation of early trade partner input, BIM coordination, and budget and procurement services. Our team is prepared to provide full-lifecycle CMAR responsibilities to this project.

Watch how our teams use HP SitePrint for accurate layout.

Shannon Medical Center

The construction world is constantly discovering new ways to integrate technology into the building process to drive efficiency. While preparing the flooring on the Shannon project we used Bluetooth-enabled concrete sensors in our slabs to help us read moisture levels and confirm concrete strength. Having instant data allowed us to plan the stressing of post-tension cables in real-time. The sensors provided data to an app on smartphones, which prevented the technician from losing time gathering this information using conventional methods. Our team also employed HoloBuilder technology to provide 360-degree images of in-wall conditions prior to drywall installation to confirm quality and to provide Shannon valuable records for future maintenance.





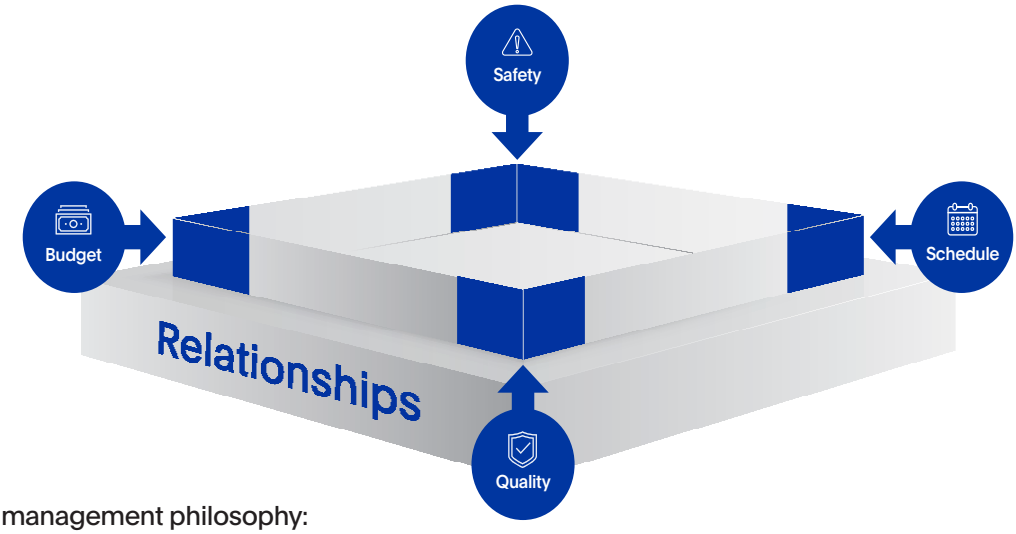
Section 3

Experience & Qualifications of Proposed Key Personnel



CMAR Management Philosophy

Everything we do focuses on managing relationships. We build our Safety, Quality Assurance, and Lean Construction programs on a relational foundation. Our process-driven culture provides structure to help us deliver exceptional service and value for our clients. These processes enable us to focus on every detail of building and managing every phase and package of this project, so you are left with a quality product that functions exactly as expected.



Key points of our management philosophy:

Safety is our number one priority. Our quality program is based on our Safety Quality Preplanning Method (SQPM), a process we use to identify safety and quality risks and find ways to eliminate them well before construction starts. In SQPM meetings, the team—estimating, preconstruction, project managers, and superintendents—looks at each major milestone to determine where the risks are, how to mitigate those risks, and what resources are needed to be successful. Held before buyout is complete, we have time to incorporate project-specific quality strategies into subcontracts as needed.

True quality assurance requires determining the constructibility of a project as it is designed. As we review plans to see how components and systems come together, we may offer experience-based suggestions to create a more efficient or cost-effective project. Once our quality control plan is implemented, daily inspections and mock-ups ensure components work as expected all the way through building commissioning and turnover.

Budget and schedule go hand-in-hand. Documentation of our process helps keep control of budget and schedule for our clients. We monitor the cost status, track construction contingency, and implement any necessary change controls. In creating and maintaining a project schedule, we track production status by task and by trade partner; and when working in an existing facility, we develop detailed phase planning to coordinate shut-downs and tie-ins. Digital as-builts, operations and maintenance materials, and a warranty project finalize close out documentation. Our records and appropriate documentation are available throughout the project for owner review.

Our Lean Construction program is a collaborative team effort. All project members work together planning, organizing, and executing the work with impeccable coordination, efficiency, and flow, resulting in no surprises or challenges. It's better for planning, materials management, sharing of best practices, and finding smarter and leaner ways to build. It helps us to serve as an extension of your staff and streamline the process while eliminating waste.

Qualifications of Proposed Team

The proposed team offers a highly qualified, cohesive group with extensive experience delivering sports and entertainment venues, complex renovations, and vertical expansions comparable to the San Angelo Coliseum Addition. Collectively, the team has successfully completed projects such as the **Moody Coliseum renovation and expansion** (153,000 SF with multi-story towers and premium hospitality spaces), **Wildcat Stadium** (12,000-seat NCAA Division I facility with luxury suites, club areas, and a multi-story press box), and the **Cullen Auditorium Renovation**, which included infrastructure upgrades and seating expansion. This experience demonstrates a proven ability to execute large-scale assembly venue improvements, premium seating additions, and phased renovations within active facilities.

The team brings a strong CMAR-focused preconstruction approach, including conceptual estimating, cost modeling, scheduling, and GMP development. Their experience managing design-phase coordination ensures alignment between scope, budget, and schedule while providing early constructability input and risk identification. This results in reliable cost control and informed decision-making throughout the project lifecycle.

Construction will be led by Clayton Salmon and John Haley, experienced field management professionals with deep expertise in stadium construction, press box structures, and complex vertical additions. The team has delivered comparable multi-story structures and expansions, ensuring the technical capability required for the coliseum's new grandstand and skybox components. Daily operations will be managed through disciplined supervision, proactive scheduling, and strong trade coordination, with a clear line of communication maintained with the Owner.

Quality and safety are fully integrated into the team's delivery approach. A dedicated quality management program will ensure compliance through structured planning, inspections, and documentation. The safety program is led by highly credentialed professionals with expertise in elevated construction, fall protection, and crane operations—critical for this project's scope. Regular inspections, training, and coordination will maintain a safe jobsite for workers and the public.

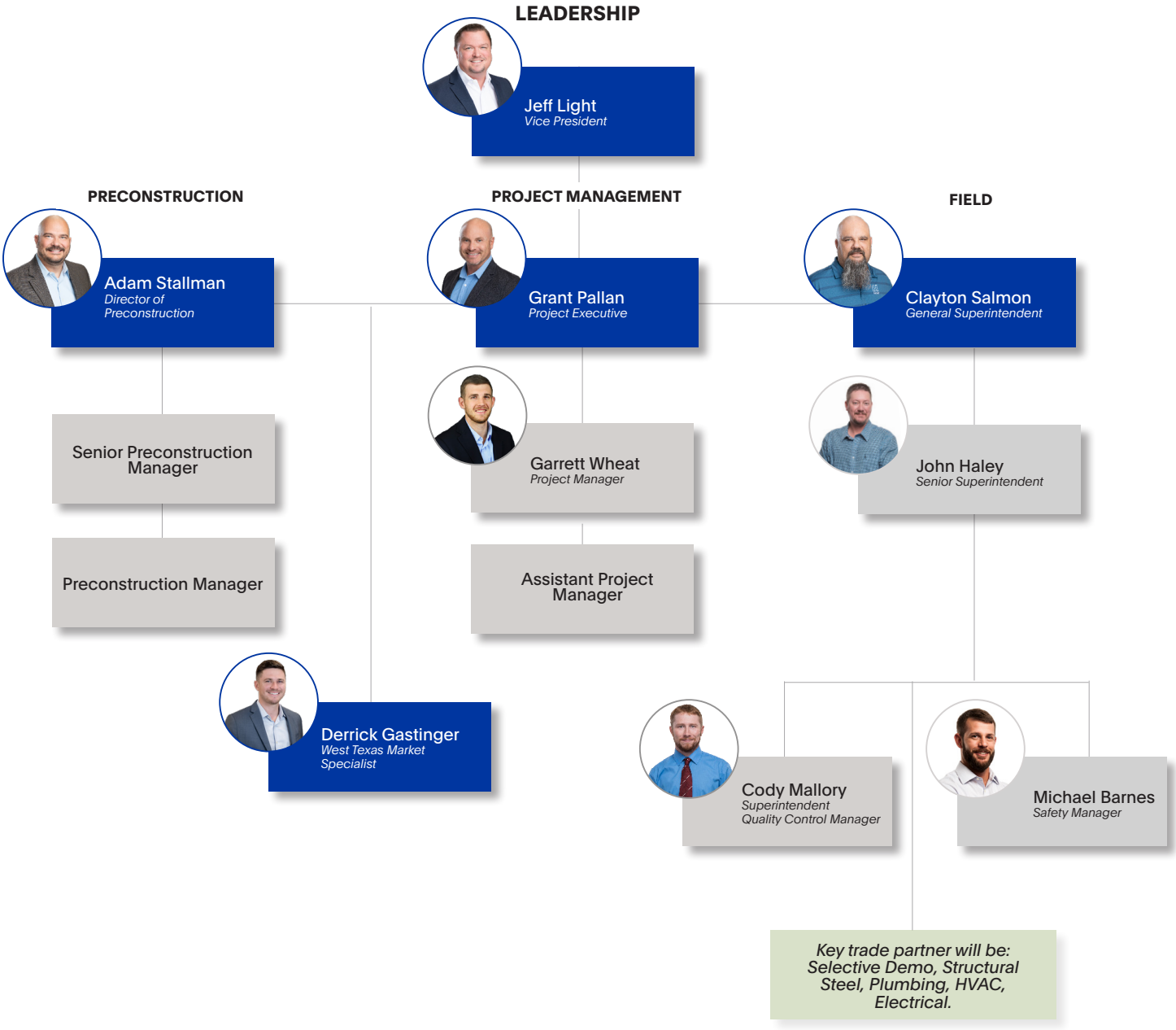
A key differentiator is the team's established presence in San Angelo and the West Texas region. The team has completed numerous local projects, including Shannon Medical Center expansions, Angelo State University facilities, and the Technology Tower Renovation. This local experience provides strong subcontractor relationships, accurate market pricing, and familiarity with regional conditions.

Together, the team's combination of venue-specific expertise, strong field leadership, and deep local knowledge positions them to deliver the San Angelo Coliseum Addition with certainty in cost, schedule, quality, and overall project success.

Team Members	Expansion & Addition	Renovation Experience	Phased Construction	West Texas Experience
Jeff Light Vice President	✓	✓	✓	✓
Adam Stallman Director of Preconstruction	✓	✓	✓	✓
Grant Pallan Project Executive	✓	✓	✓	✓
Clayton Salmon General Superintendent	✓	✓	✓	✓
John Haley Sr. Superintendent	✓	✓	✓	✓
Garrett Wheat Project Manager	✓	✓	✓	✓
Cody Mallory Quality Control Manager & Superintendent	✓	✓	✓	✓
Michael Barnes Safety Manager	✓	✓	✓	✓
Derrick Gastinger West Texas Market Specialist	✓	✓	✓	✓

HoarConstruction

Organizational Chart



Additional team resources may be allocated to this project to better serve The City of San Angelo.

Current Team Assignments

Jeff Light | Vice President

% of Time Devoted to This Project: As required, minimum 10%

Project Name	Anticipated Completion Date
Shannon South MOB	July 2027
O. Henry Middle School AISD	Sept 2027
Central Health Colony Park	Sept 2027
Verve College Station	May 2028
Oak Springs Elementary School AISD	Oct 2027

Adam Stallman | Director of Preconstruction

% of Time Devoted to This Project: 100% through Precon, as required during construction

Project Name	Anticipated Completion Date
Shannon South MOB	July 2027
O. Henry Middle School AISD	Sept 2027
Central Health Colony Park	Sept 2027
Verve College Station	May 2028
Oak Springs Elementary School AISD	Oct 2027

Grant Pallan | Project Executive

% of Time Devoted to This Project: 50% through precon, and minimum 50% through construction

Project Name	Anticipated Completion Date
TAMU CORE Central Texas	Sept 2026
TxDOT Paris	Sept 2026
Behavioral Health Hospital (CONFIDENTIAL)	Dec 2028

Current Team Assignments

Clayton Salmon | General Superintendent

% of Time Devoted to This Project: 25% during precon, minimum 50% through construction

Project Name	Anticipated Completion Date
Shannon South MOB	July 2027
O. Henry Middle School AISD	Sept 2027
Central Health Colony Park	Sept 2027
Verve College Station	May 2028
Oak Springs Elementary School AISD	Oct 2027
Texas Rehab Hospital Plano	Sept 2026
TAMU CORE Central Texas	Sept 2026

John Haley | Senior Superintendent

% of Time Devoted to This Project: 10% during precon, 100% during construction

Project Name	Anticipated Completion Date
Bowers Stadium Pressbox	Aug 2026
Riva Row	Dec 2025
X Houston	Mar 2026

Garrett Wheat | Project Manager

% of Time Devoted to This Project: 25% during precon, 100% during construction

Project Name	Anticipated Completion Date
Shannon South MOB	July 2027

Current Team Assignments

Cody Mallory | Quality Control Manager & Superintendent

% of Time Devoted to This Project: 100% during construction

Project Name	Anticipated Completion Date
Shannon South MOB	July 2027

Michael Barnes | Safety Manager

% of Time Devoted to This Project: minimum 25% during construction as needed

Project Name	Anticipated Completion Date
Medley	Nov 2026
SGMC Women and Children's Expansion and New Emergency	Nov 2026
Smith County Courthouse	Aug 2027
AC Hotel Greensboro	Mar 2027
North Lakeland Orlando Health Emergency Room	Aug 2026

Derrick Gastinger | West Texas Market Specialist

% of Time Devoted to This Project: As required, minimum 10%

Project Name	Anticipated Completion Date
Shannon South MOB	July 2027
Central Health Colony Park	Sept 2027



Jeff Light

Vice President

Jeff oversees construction projects with an emphasis on helping clients to achieve their vision by managing each assignment from design and preconstruction to the delivery of a fully-functioning building. His experience in program management spans from higher education campus relocations to an abandoned power plant renovation program. He uses lessons learned from these experiences and resources available to successfully guide and navigate the team through any challenging situations that may arise His ultimate responsibility is to hold Hoar and its team members accountable to meet our commitment to the client.

Education, Certifications & Tenure

B.S. - Construction Science, Texas A&M University
OSHA 10-Hour Trained
ASHE Health Care Construction Certified
Associate Constructor, American Institute of Constructors
First Aid/CPR/AED Certified
2012 Hoar Leadership Council
Primary Language: English

Experience

Moody Coliseum, Abilene Christian University, Abilene, TX, 153,000 SF; renovation and expansion; a north tower and south tower, each 3 stories tall which will include a lobby, administrative offices, basketball offices, and a 2,000 SF hospitality area. **Role: Division Vice President**

Wildcat Stadium, Abilene Christian University, Abilene, TX, 12,000 seat NCAA Div I FCS football stadium including 5-story pressbox, 10-luxury suites, club room, home & visiting locker room facilities, restrooms and concessions. **Role: Project Executive**

Cullen Auditorium Renovation, Abilene Christian University, Abilene, TX, renovation of existing Cullen Auditorium; including infrastructure upgrades, increased seating capacity and interior overhaul to the performance hall facility. **Role: Division Vice President**

Shannon Medical Center West Expansion, San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking and ICU, MedSurg, shell levels; remote CUP connected to new expansion and existing CUP. **Role: Division Vice President**

Shannon Medical Center, San Angelo, TX, 70,000 SF, 7-story bed tower expansion; extensive interior renovations including surgical department and new emergency department and entry. **Role: Project Executive**

Building for Academic & Student Services, Texas A&M University - Texarkana, Texarkana, TX, 58,000 SF, 3-story multipurpose building, which integrates student support facilities with classrooms, laboratories, and faculty offices. **Role: Project Executive**

Science Facilities, Abilene Christian University, Abilene, TX, design-build services for construction of new 54,000 SF Halbert-Walling Research Center and renovation of 85,000 SF Onstead Center for Science and Humanities. **Role: Project Executive**

Elmer Gray Track and Soccer Stadium, Abilene Christian University, Abilene, TX, track and soccer stadium with bleachers and field house complete with training rooms, coaches offices, a locker room, and team meeting room. **Role: Project Executive**

The Loren, Austin, TX, new 225,000 SF, 108-room hotel includes 25 additional condo units, 2 penthouses, 8,000 SF of restaurant and event space, and 8,500 SF of retail space, luxury spa, gym, swimming pool and ground-level retail. **Role: Division Vice President**

Inn at the Ballpark, Houston, TX, 150,000 SF, 12-story, 202-room themed boutique hotel; below ground parking deck built on tight urban construction site with restricted access and staging areas; National ABC Eagle Award. **Role: Project Executive**

Technology Tower Renovation, San Angelo, TX, 6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center. **Role: Division Vice President**

Dell Seton Medical Center Vertical Expansion, Austin, TX, 4-story vertical expansion to the teaching hospital at the University of Texas; includes 4 new ORs, complete buildout, plinth expansion, and surgery expansion. **Role: Division Vice President**



Grant Pallan, LEED AP

Project Executive

Grant's responsibility is to provide all necessary resources to the team and keep the project on track. His broad base of experience allows him to use lessons learned and resources available to guide and navigate the team through any challenging situations that may arise. The project team reports to Grant weekly during project meetings with an update on all aspects of the job. His ultimate responsibility is to hold Hoar and its team members accountable to meet our commitment to the client.

Education, Certifications & Tenure

B.S. - Construction Management, Colorado State University
LEED Accredited Professional
OSHA 30-Hour Trained
Construction Quality Management for Contractors, U.S. Army Corps of Engineers
ASHE Health Care Construction Certified
First Aid/ CPR Trained
National Trench Safety Excavation Competent Person
2017 Leadership Council
Primary Language: English

Experience

Moody Coliseum, Abilene Christian University, Abilene, TX, 153,000 SF; renovation and expansion; a north tower and south tower, each 3 stories tall which will include a lobby, administrative offices, basketball offices, and a 2,000 SF hospitality area. **Role: Project Executive**

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Wildcat Stadium, Abilene Christian University, Abilene, TX, 12,000-seat NCAA Division I FCS football stadium including 5-story pressbox, 10 luxury suites, club room, home and visiting locker room facilities, restrooms, and concessions.
Role: Senior Project Manager

Elmer Gray Track and Soccer Stadium, Abilene Christian University, Abilene, TX, track and soccer stadium with bleachers and field house complete with training rooms, coaches offices, a locker room, and team meeting room. **Role: Project Manager**

Angelo State University Aviation Training Facility, San Angelo, TX, The 8,794 SF flight training facility includes three classrooms (each seating ~35 students), a large lecture hall, a simulator room with six flight simulators for real-time scenario training, and multiple study cubicles for individual student preparation. **Role: Project Executive**

The Loren, Austin, TX, new 225,000 SF, 108-room hotel includes 25 additional condo units, 2 penthouses, 8,000 SF of restaurant and event space, and 8,500 SF of retail space, luxury spa, gym, swimming pool and ground-level retail. **Role: Project Executive**

Paloma Ridge Office Building C, Austin, TX, 3-story, 168,000 SF tilt-wall office building on a partially developed site with two existing office buildings; seeking LEED Certification.
Role: Senior Project Manager

Centralized Operational Reliability and Efficiency Facility (CORE), Texas A&M University Central Texas, Killeen, TX, Central Utility Plant, includes chilled water, electric and fiber optics; additional university police department space and emergency operations center. **Role: Project Executive**

TxDOT Paris District Headquarters Complex, Paris, TX, 12 building, 45 acre headquarters complex; includes headquarters, lab, warehouse, vehicle storage, pavilion, storage, and electrical buildings. **Role: Project Executive**

Carr Hall, Angelo State University, San Angelo, TX, design-build renovation; 18,014 SF, 2-story student housing building.
Role: Project Executive

Inspire on 22nd, Austin, TX, 242,000 SF, 18-story, design-build highrise student housing in West campus; project includes 129 units, 439 beds with 4 levels of below-grade parking; 10,000 SF is dedicated to a campus group with a kitchen, worship space, and administrative areas. **Role: Senior Project Manager**

The Backyard Infrastructure, Bee Cave, TX, Phase 1 of a 35 acre cultural and entertainment center. Includes earthwork, ponds, wet and dry utilities. **Role: Project Executive**

TxDOT 973, Austin, TX new 53,057 SF consolidated shared operations facility for the Texas Department of Transportation including an administration area, production space, a two-phased maintenance facility, a pavement asset areas, radio transmission, parking, storage, wash bay and backup power station for mission critical assets of some divisions. **Role: Project Executive**



Clayton Salmon

General Superintendent

As general superintendent, Clayton is responsible for coordination and oversight of field operations for the project. He communicates with the project executive and assists with staffing decisions, scheduling, and quality control. He spends time monthly on the jobsite monitoring progress. He is available more often as may be required by the project.

Education, Certifications & Tenure

A.A. - Criminal Justice, San Antonio College
Certified Healthcare Constructor
OSHA 30-Hour Trained
OSHA 10-Hour Trained
First Aid/CPR/AED Certified
Heavy Machinery Certified
Asbestos in Construction Trained
OSHA Respirable Crystalline Silica Competent Person Trained
ICRA 1 Certified
Primary Language: English

Experience

San Angelo Regional Airport South Taxilane, San Angelo, TX, construction of south taxiway and associated utilities.
Role: General Superintendent

Shannon South Medical Office Building, San Angelo, TX, an 80,000 SF medical office building on a four-acre site, including full site development for patient and staff parking and access. The facility features a primary entry lobby, imaging clinic, and laboratory on the first floor, with multi-level clinical spaces spanning the second through fourth floors. **Role: General Superintendent**

River Crest Behavioral Health Hospital, San Angelo, TX, complete facility renovation and expansion, converting semi-private rooms to single-bed rooms, upgrading finishes and MEP systems to meet current hospital codes. **Role: General Superintendent**

Technology Tower Renovation, San Angelo, TX, 6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center.
Role: General Superintendent

Carr Hall, Angelo State University, San Angelo, TX, design-build renovation; 18,014 SF, 2-story student housing building.
Role: General Superintendent

Shannon Medical Center West Expansion, San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking and ICU, MedSurg, shell levels; remote CUP connected to new expansion and existing CUP. **Role: General Superintendent**

Centralized Operational Reliability and Efficiency Facility (CORE), Texas A&M University Central Texas, Killeen, TX, Central Utility Plant, includes chilled water, electric and fiber optics; additional university police department space and emergency operations center. **Role: General Superintendent**

Dell Seton Medical Center Vertical Expansion, Austin, TX, 4-story vertical expansion to the teaching hospital at the University of Texas; includes 4 new ORs, complete buildout, plinth expansion, and surgery expansion.
Role: General Superintendent

Houston Methodist Clear Lake Hospital - Site Improvement Master Plan Phase II; demolition and site improvements to facilitate the long term masterplan; site improvements consist of new access roadways, landscape, hardscape and surface parking expansion; site improvements are being done in 2 phases to maintain parking requirements. **Role: General Superintendent**

Houston Methodist Orthopedics & Sports Medicine Medical Office Building, Nassau Bay, TX, new 158,000 SF, 6-story building, first two 2 floors dedicated to physical therapy and sports medicine gym and clinic, floors 3-6 core and shell with exception of restrooms, storage, mechanical, and maintenance offices.
Role: General Superintendent

Shannon Medical Center, San Angelo, TX, 70,000 SF, 7-story bed tower expansion; extensive interior renovations including surgical department and new emergency department and entry.
Role: General Superintendent

Mercato, Naples, FL, 500,000 SF mixed use development; 53-acre site; 92 luxury condominiums in 2 5-story buildings; Whole Foods Grocery; 11-screen movie theater; 3 office buildings; more than 120,000 SF of retail space; 450 space CIP parking garage. ABC Merit Award. **Role: General Superintendent**



Adam Stallman

Director of Preconstruction

Adam works with owner's representatives and design team to facilitate the preconstruction effort. He develops project budgets from the conceptual phase through design, assists the design team with value-engineering, and assists with material and system selections. Adam also develops preliminary project schedules and analyzes and develops the project phasing necessary to work around existing and future tenant lease commitments.

Education, Certifications & Tenure

B.S. - Construction Science, Texas A&M University
OSHA 10-Hour Trained
OSHA Respirable Crystalline Silica Competent Person Trained
Scaffold Training Institute Scaffold Competent Person Certified
First Aid/CPR Trained
Primary Language: English

Experience

Cullen Auditorium Renovation, Abilene Christian University, Abilene, TX, renovation of existing Cullen Auditorium; including infrastructure upgrades, increased seating capacity and interior overhaul to the performance hall facility.
Role: Senior Project Manager

Carr Hall, Angelo State University, San Angelo, TX, design-build renovation; 18,014 SF, 2-story student housing building.
Role: Senior Preconstruction Manager

Shannon South Medical Office Building, San Angelo, TX, an 80,000 SF medical office building on a four-acre site. The facility features a primary entry lobby, imaging clinic, and laboratory on the first floor, with multi-level clinical spaces spanning the second through fourth floors. **Role: Senior Preconstruction Manager**

Shannon Medical Center West Expansion, San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking and ICU, MedSurg, shell levels; remote CUP connected to new expansion and existing CUP.
Role: Senior Preconstruction Manager

School of Nursing, Texas Tech University, Abilene, TX, 44,000 SF nursing facility; 12,000 SF, 4-lab addition to pharmacy school; addition of surface parking, landscaping, and site infrastructure upgrades to support future expansion; aggressive schedule; National ABC Pyramid Award. **Role: Senior Project Manager**

Hendrick Medical Center Patient Tower, Abilene, TX, 281,000 SF new patient tower; 35,000 SF renovation; 2-level, 70,000 SF parking garage. **Role: Project Manager**

TxDOT Paris District Headquarters Complex, Paris, TX, 12 building, 45 acre headquarters complex; includes headquarters, lab, warehouse, vehicle storage, pavilion, storage, and electrical buildings. **Role: Senior Preconstruction Manager**

TxDOT 973 Service and Operations Facility, Austin, TX new 53,000 SF consolidated shared operations Headquarters Includes administration areas, production space, two-phased maintenance facility, pavement asset area, radio transmission tower, fleet vehicle storage, wash bays, and backup power.
Role: Senior Preconstruction Manager

Oak Springs Elementary, Austin, TX, 84,000 SF ground-up elementary school. Full modernization with enhanced security features, flexible spaces for learning, outdoor learning, and additional improvements. The project is a two phased, with the new facility being built and once completed, and the original school demolished and the space used for a parking lot.
Role: Senior Preconstruction Manager

Dell Children's Bed Tower, Austin, TX, New 4-story, 105,000 SF, 72-bed pediatric hospital expansion, includes one floor dedicated to pediatric critical care, one floor for hematology/oncology inpatient services, and another floor dedicated to general acute inpatient services, with a fourth floor shelled for future expansion.
Role: Senior Preconstruction Manager

Granite Briarpark Green, Houston, TX, 12-story, 316,000 SF office building with curtainwall and precast facade; 6-level, 332,000 SF structural precast parking garage; 4.1-acre site; self-performed metal stud framing, gypsum board sheathing, and acoustical ceilings. **Role: Superintendent**

Lakeway Regional Medical Center, Lakeway, TX, $185 million, 269,000 SF freestanding surgical hospital and outpatient clinic with 144 acute care beds; 54-acre development; 400-car parking deck; LEED Silver certified; ABC Excellence in Construction Award.
Role: Project Manager



Garrett Wheat

Project Manager

As project manager, Garrett is the primary day-to-day point of contact with the owner and responsible for the management of the project. His duties include all project administration and correspondence, purchasing and subcontracting, managing the shop drawing process, schedule monitoring, problem resolution, preparing monthly reports and owner billings, preparing and completing project closeout including warranties and as-built drawings, and other duties as necessary to successfully complete the project.

Education, Certifications & Tenure

B.S. Construction Science, Texas A&M University
OSHA 30
OSHA 10
CPR/First Aid Certification
Resident of San Angelo, Texas
Primary Language: English

Experience

Seguin ISD Matador Stadium, Seguin, TX, replacement of existing facilities and installation of a newly constructed track and field, concession stands, restrooms and a multi-level press box.

San Angelo Regional Airport South Taxilane, San Angelo, TX, construction of south taxiway and associated utilities.

ASU Aviation Training Facility, San Angelo, TX, 8,794 SF, The facility includes three large classrooms that can accommodate thirty-two students each, plus three simulator rooms where student can prepare for a multitude of flight scenarios.

Shannon South Medical Office Building, San Angelo, TX, an 80,000 SF medical office building on a four-acre site. The facility features a primary entry lobby, imaging clinic, and laboratory on the first floor, with multi-level clinical spaces spanning the second through fourth floors.

Shannon Medical Center West Expansion, San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking and ICU, MedSurg, shell levels; remote CUP connected to new expansion and existing CUP.

Shannon Dietary Tray Expansion, San Angelo, TX, 2,500 SF, updates to kitchen and office space in an active hospital setting.

Technology Tower Renovation, San Angelo, TX, 6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center.

Carr Hall, Angelo State University, San Angelo, TX, design-build renovation; 18,014 SF, 2-story student housing building.

Texas A&M Agrilife Research Roof Repair, San Angelo, TX, Extensive roof repairs on the administration building, seed shop, and cold storage facilities

Somerset ISD Performing Arts, Somerset, TX, new 45,000 SF performing arts center and renovations; scope included auditorium, rehearsal room, scene/costume shop, classrooms, dressing rooms, mariachi room, dance/cheer room, small ensemble room, and MEP/technology rooms.

Nimitz Middle School Fine Arts, San Antonio, TX, Renovation of existing campus auditorium and new construction of fine arts facility addition; 16,000 SF of facility improvements adjacent to the main campus building.

Garrett served as the Project Manager on all projects listed.



John Haley

Senior Superintendent

John directs daily construction activities. He is responsible for coordination of the construction schedule to ensure no unanticipated interruptions in the normal operation of the project. John conducts weekly job progress and safety meetings. He maintains cost control for work performed by Hoar Construction personnel and has full authority for job site activities.

Education, Certifications & Tenure

OSHA 10- and 30- Hour Trained
First Aid/CPR Certified
Asbestos Trained
Scaffold Certified
Primary Language: English

Experience

Moody Coliseum, Abilene Christian University, Abilene, TX, 153,000 SF; renovation and expansion; a north tower and south tower, each 3 stories tall which will include a lobby, administrative offices, basketball offices, and a 2,000 SF hospitality area. **Role: Superintendent**

Bowers Stadium Press Box Replacement and Stadium Improvements at Sam Houston State University, Huntsville, TX, total building size of 60,360 SF, including 1 5-story, 47,060 SF press box building accompanied by 13,300 SF of covered exterior space. **Role: Senior Superintendent**

Cullen Auditorium Renovation, Abilene Christian University, Abilene, TX, renovation of existing Cullen Auditorium; including infrastructure upgrades, increased seating capacity and interior overhaul to the performance hall facility. **Role: Superintendent**

Sam Houston State University College of Osteopathic Parking Garage, Huntsville, TX, 6-story, precast parking garage with 1000 parking spaces. **Role: Senior Superintendent**

X Houston, Houston, TX, 33-story high rise located in the Museum District that promotes community with large shared amenity spaces and smaller living quarters. The 738,451 SF high rise has 433 parking spaces in the garage on floors 2-11, amenities on floors 12-14, and residential units on 15-33. **Role: Senior Superintendent**

UTMB Emergency Department, Galveston, TX, 22,000 SF, multi-phase, emergency department renovation is a 4-story freestanding facility and remains fully functional during construction. **Role: Senior Superintendent**

Riva Row, The Woodlands, TX, 13-story building with four-story residential living, 268-luxury apartments with sky lounge terrace, indoor/outdoor pool deck, sports lounge, co-working spaces, pet park, fitness center, and bike room. **Role: Superintendent**

First Community Credit Union Expansion, Houston, TX, 53,013 SF expansion, 3 story office building with connector bridge, motor bank and parking lot. **Role: Superintendent**

Two Lakes Edge, The Woodlands, TX, 713,000 SF, 8-story, 386-unit luxury apartment complex in Hughes Landing, a mixed-use development and complements One Lakes Edge, the first built by Hoar; includes parking deck, Sky Lounge, smartphone controlled technology, fitness center and resort-style pool. **Role: Senior Superintendent**



Cody Mallory

Quality Control Manager & Superintendent

Cody ensures quality is maintained throughout construction. He is responsible for creating the project crisis management plan and conducting random drills with the project team to ensure the plan works as designed. He is also responsible for the successful implementation of the quality control plan and keeps quality control manuals current.

Additionally, Cody will support the project as the Superintendent where he plans the sequence of activities necessary for completing the project on schedule, resolving construction issues, coordinating the delivery of all materials, and directing the work in accordance with the project schedule.

Education, Certifications & Tenure

B.S. - Construction Science, Texas A&M University
OSHA 10- & 30-Hour Trained
ICRA Solutions LLC Construction in Healthcare Facilities Trained
First-Aid/CPR Certified
Resident of San Angelo, TX
Primary Language: English

Experience

Wildcat Stadium, Abilene Christian University, Abilene, TX, 12,000-seat NCAA Division I FCS football stadium including 5-story pressbox, 10 luxury suites, club room, home and visiting locker room facilities, restrooms, and concessions.

River Crest Behavioral Health Hospital, San Angelo, TX, complete facility renovation and expansion, converting semi-private rooms to single-bed rooms, upgrading finishes and MEP systems to meet current hospital codes.

Technology Tower Renovation, San Angelo, TX, 6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center.

ASU Aviation Training Facility, San Angelo, TX, 8,794 SF, The facility includes three large classrooms that can accommodate thirty-two students each, plus three simulator rooms where student can prepare for a multitude of flight scenarios.

Texas A&M Agrilife Research Roof Repair, San Angelo, TX, Extensive roof repairs on the administration building, seed shop, and cold storage facilities

Shannon Medical Center West Expansion, San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking and ICU, MedSurg, shell levels; remote CUP connected to new expansion and existing CUP.
Shannon Dietary Tray Expansion, San Angelo, TX, 2,500 SF, updates to kitchen and office space in an active hospital setting.

Dell Children's Bed Tower, Austin, TX, New 4-story, 105,000 SF, 72-bed pediatric hospital expansion, includes one floor dedicated to pediatric critical care, one floor for hematology/oncology inpatient services, and another floor dedicated to general acute inpatient services, with a fourth floor shelled for future expansion.

Uvalde Memorial Hospital, Uvalde, TX, new 170,000 SF replacement hospital, including expanded medical services, new 11,500 SF Central Utility Plant, and new administrative offices; final phase of the project includes demolishing the current facility to create a parking area to support the new hospital.

Shannon Medical Center, San Angelo, TX, 70,000 SF, 7-story bed tower expansion; extensive interior renovations including surgical department and new emergency department and entry.

Carr Hall, Angelo State University, San Angelo, TX, design-build renovation; 18,014 SF, 2-story student housing building.

Cody served as the Quality Control Manager & Superintendent on all projects listed.



Michael Barnes, CSP, CHST

Safety Manager

Michael is responsible for safety-related oversight and compliance on project jobsites. He works closely with project superintendents to ensure employees are properly trained and equipped to meet the daily safety challenges of the project. He visits jobsites regularly and performs safety inspections upon each visit. Michael visits more often during high-risk stages of the project and is in contact with project superintendents on a frequent basis to monitor status.

Education, Certifications & Tenure

B.S. - Occupational Safety and Health, Murray State University
OSHA 500 Outreach Trainer in Occupational Safety and Health Standards for the Construction Industry
Competent Person Excavation, Trenching, and Soil Mechanics - Georgia Tech OSHA Training Institute
Scaffold Competent Person/Trainer - Scaffold Training Institute
Fall Protection Competent Person Trainer- 3m Safety Training
Terex Cranes - Qualified Tower Crane Technician
First Aid/CPR/AED Certified
Primary Language: English

Experience

Universal DreamWorks Land, Orlando, FL, 170,755 SF, 4-acre new themed land inspired by DreamWorks Animations with immersible experiences for Shrek, Trolls and Kung Fu Panda franchises. The new attraction is a full retrofit with alterations to existing architecture, new roller coaster, rides, theater, show sets, exterior play areas/structures, wet and dry play areas, area development and supporting back of house areas.

Osceola Regional Medical Center FSER - North Airport, Orlando, FL, 10,860 SF single story Freestanding Emergency Department emergency room containing lab, pharmacy, resuscitation (trauma) room, exam rooms, imaging, offices and associated support spaces.

Dell Children's Bed Tower & Parking Garage, Austin, TX, New 4-story, 72-bed pediatric hospital expansion, includes one floor dedicated to pediatric critical care, one floor for hematology/ oncology inpatient services, and another floor dedicated to general acute inpatient services, with a fourth floor shelled for future expansion.

Dell Seton Medical Center Vertical Expansion, Austin, TX, 125,000 SF of concrete superstructure expansion, including 120 patient rooms, inpatient and support spaces on each floor, and two floors of enclosed mechanical space.

South Georgia Medical Center Women's & Children's Expansion and New Emergency Tower, Valdosta, GA, 145,000 SF, 3-story addition to existing hospital campus; demolition of existing library building and converting into on grade parking; installation of adjacent underground retention system.

Broadwest, Nashville, TN, 34-story tower in the middle of 3-building mixed use development; first 14 floors are 4-star Hilton luxury brand Conrad Hotel with 237 keys, 11,000 SF of meeting space and an average room size of 538 SF; top 20 floors are residential condominiums with true professional grade appliances, world class amenity deck, and premium services available through the Conrad Hotel; both towers sit on 2,500-space underground parking garage.

The Mall at Wellington Green, Wellington FL, 67,000 SF renovation comprised of 2 phases: demolition of existing anchor store and design-build for MEP trades; strengthened existing columns and footings, lifted two existing 10,000 SF sections of roof 14 feet, and constructed new 10-screen theater and 2 restaurants.

Hotel Indigo, Gainesville, FL, 6-story, 95,300 SF, 140-room full service hotel at mixed-use development, Celebration Pointe; prefabricated metal framing system "Prescient" for floors 2 through 6; reception; lounge area, meeting spaces, café/dining, bar, vertical circulation, kitchen, support areas and outdoor pool; site specific interior finishes representing Gainesville's local history of Payne's Prairie.

Disney's Yacht & Beach Club, Lake Buena Vista, FL, 35,000 SF addition of convention center, pre-function and meeting spaces; extension of BOH corridor; updating and re-configuration of catering kitchen, expansion of service yard, relocation of underground utilities, new service entrance, reroute bus and delivery circulation, reconfigure parking lots impacted.

Robert Smith Vance Federal Building And Courthouse, Birmingham, AL, 174,000 SF historical renovation; structural renovations include installation of helical pier system, rewaterproofing, demolition and replacement of load bearing structure; phased roofing replacement of occupied building; LEED Gold certified; National ABC Pyramid Award.

Michael served as the Safety Manager on all projects listed.



Derrick Gastinger

West Texas Market Specialist

Derrick's responsibility is to provide all necessary resources to the team and keep the project on track. His broad base of experience allows him to use lessons learned and resources available to guide and navigate the team through any challenging situations that may arise. The project team reports to Derrick weekly during project meetings with an update on all aspects of the job. His ultimate responsibility is to hold Hoar and its team members accountable to meet our commitment to the client.

Education, Certifications & Tenure

B.S. - Construction Science, Texas A&M University
OSHA 10-Hour Trained
BIM Modeling & Clash Detection Trained
First Aid/CPR Certified
National Trench Safety Competent Person Excavation Certified
ICRA Solutions LLC Construction in Healthcare Facilities Trained
OSHA Respirable Crystalline Silica Competent Person Trained
ASHE Healthcare Construction Certified

Experience

Wildcat Stadium, Abilene Christian University, Abilene, TX, 12,000-seat NCAA Division I FCS football stadium including 5-story pressbox, 10 luxury suites, club room, home and visiting locker room facilities, restrooms, and concessions.
Role: Senior Project Manager

San Angelo Regional Airport South Taxilane, San Angelo, TX, construction of south taxiway and associated utilities.
Role: Project Executive

Technology Tower Renovation, San Angelo, TX, 6-story office building retrofit; full core and shell modernization; complete replacement of MEPS systems; tenant build-out across three floors, including a 5,000 SF gym and a conference center.
Role: Project Executive

Hendrick Behavioral Health Hospital, Abilene, TX, a 35,000 SF inpatient behavioral health facility. The facility is initially licensed for 24 beds with planned expansion to 48 beds, and the site includes space for 7,000–12,000 SF of outpatient behavioral health services.
Role: Project Executive

Shannon South Medical Office Building, San Angelo, TX, an 80,000 SF medical office building on a four-acre site, including full site development for patient and staff parking and access. The facility features a primary entry lobby, imaging clinic, and laboratory on the first floor, with multi-level clinical spaces spanning the second through fourth floors. **Role: Project Executive**

Shannon Medical Center West Expansion, San Angelo, TX, 154,000 SF, 7-story bed tower expansion; 3 levels of elevated parking and ICU, MedSurg, shell levels; remote CUP connected to new expansion and existing CUP. **Role: Project Executive**

Central Health Colony Park, Austin, TX, Medical Office building with outpatient medical and dental suites. 35,672SF building & 53,000 SF garage. **Role: Project Executive**

Dell Seton Medical Center Vertical Expansion, Austin, TX, 125,000 SF of concrete superstructure expansion, including 120 patient rooms, inpatient and support spaces on each floor, and two floors of enclosed mechanical space. **Role: Project Executive**

Dell Seton Plinth Expansion, Austin, TX, 60,000 SF horizontal and vertical steel structure expansion that includes 4 new operating rooms, PACU expansion, a new on-call suite, and conference rooms.
Role: Project Executive

Dell Children's Bed Tower, Austin, TX, New 4-story, 105,000 SF, 72-bed pediatric hospital expansion, includes one floor dedicated to pediatric critical care, one floor for hematology/oncology inpatient services, and another floor dedicated to general acute inpatient services, with a fourth floor shelled for future expansion.
Role: Project Manager

First Texas Hospital, Houston, TX, new 78,000 SF hospital with 50 patient beds and 3 operating rooms. **Role: Senior Project Manager**

Science Teaching Laboratory, University of Houston, Houston, TX, 106,000 SF biology and chemistry teaching laboratory with 1 floor of faculty research space. **Role: Senior Project Manager**

Academy Sports + Outdoors Headquarters, Katy, TX, 4-story, 207,000 SF tilt-wall office building; 6.5-story precast parking garage with capacity of 1,450 cars; tight 10-month schedule which corresponded with 3 other projects for expansion.
Role: Senior Project Manager

Project Matrix

Team Members	Moody Coliseum Abilene Christian University	Wildcat Stadium Abilene Christian University	Shannon Medical Center	Dell Seton Medical Center
Jeff Light Vice President	✓	✓	✓	✓
Adam Stallman Director of Preconstruction	✓		✓	✓
Grant Pallan Project Executive	✓	✓		
Clayton Salmon General Superintendent			✓	✓
John Haley Sr. Superintendent	✓			
Garrett Wheat Project Manager			✓	
Cody Mallory Quality Control Manager & Superintendent		✓	✓	
Michael Barnes Safety Manager				✓
Derrick Gastinger West Texas Market Specialist		✓	✓	✓

Team Project References

Project	Company	Contact Name	Contact Phone Number
Moody Coliseum, Abilene Christian University	Abilene Christian University	Kevin Campbell	325-674-2535
Wildcat Stadium Abilene Christian University	Abilene Christian University	Kevin Campbell	325-674-2535
San Angelo Regional Airport South Taxilane	San Angelo City	Jessica Pirkle	325-657-4219
Technology Tower	Technology Towers, LLC	Jason Snider	325-895-5721
Shannon Medical Center	Shannon Medical Center	Dale Droll	325-657-8233
Dell Seton Medical Center	Dell Seton Medical Center	Matt Sitterle	512-877-8711
ASU Aviation Training Facility	Texas Tech University Systems	Todd Hardin	806-544-6344
Bowers Stadium Press Box	The Board of Regents of the Texas State University	Chuck Jones	936-294-3677

ACU Moody Coliseum Expansion and Renovation | Abilene, TX
The Moody Coliseum Expansion and Renovation at Abilene Christian University is the single most comparable project in Hoar's portfolio to the San Angelo Coliseum Addition. The 153,000 SF project transformed a facility that had not seen a significant upgrade since its opening in 1968, adding a north tower and south tower each three stories tall, comprising a lobby, administrative offices, basketball offices, and a 2,000 SF hospitality area. The internal renovation enhanced the fan experience with larger seats, additional leg room, and a new hospitality room. The renovated coliseum now seats approximately 3,600 people.

Jeff Light served as Vice President overseeing the project from design through delivery, holding the team accountable to ACU's commitments and managing the full CMAR lifecycle. Adam Stallman led preconstruction, producing the GMP, cash flow statements, schedules, and building budgets while managing the design team to maintain budget adherence throughout design development. Grant Pallan served as Project Executive, providing all necessary resources to the team, overseeing weekly progress reports, and holding Hoar accountable for meeting client commitments. Clayton Salmon served as General Superintendent, coordinating and overseeing all field operations, communicating with the project executive, and assisting with staffing decisions, scheduling, and quality control. John Haley served as Superintendent, directing daily construction activities, coordinating the construction schedule to avoid interruptions, conducting weekly job progress and safety meetings, and maintaining cost control for work performed by construction personnel.

ACU Wildcat Stadium | Abilene, TX
Anthony Field at Wildcat Stadium is a new 12,000-seat NCAA Division I FCS football stadium that includes a 5-story press box, 10 luxury suites, a club room, home and visiting locker room facilities, restrooms, and concessions. The project was delivered by Hoar Construction with HKS, Inc. serving as architect. The stadium was completed on schedule and received the Excellence in Construction Award from the Associated Builders and Contractors of Greater Houston Chapter and the Associated Builders and Contractors Alabama Chapter.

Jeff Light served as Project Executive, overseeing the project from design through delivery and managing the owner relationship with ACU. Adam Stallman led preconstruction, managing the GMP development process, producing schedules and budgets, and coordinating with the design team to maintain budget alignment. Grant Pallan served as Project Manager, managing day-to-day owner communication, project administration, purchasing, subcontracting, and schedule monitoring. Cody Mallory served as Superintendent, managing field operations and implementing the project quality control plan.

Cullen Auditorium Renovation | Abilene Christian University, Abilene, TX
The Cullen Auditorium Renovation at Abilene Christian University involved the renovation of an existing performance hall, including infrastructure upgrades, increased seating capacity, and a complete interior overhaul. The project required careful phasing and coordination to upgrade MEP infrastructure, reconfigure seating, and modernize the interior of an existing assembly venue.

Jeff Light served as Vice President overseeing the project. Adam Stallman led preconstruction, managing the budget and schedule through design and into construction. Grant Pallan served as Project Executive, providing resources and oversight to the team. John Haley served as Superintendent, directing daily construction activities and coordinating the schedule.

Carr Hall Renovation | Angelo State University, San Angelo, TX
The Carr Hall Renovation at Angelo State University involved a full interior renovation of an 18,000 SF, two-story residence hall originally constructed in 1955, on an active campus in San Angelo. The scope included a new HVAC system utilizing VRF technology to improve air quality, new heating and cooling systems, network cabling, technology upgrades, access controls, and security systems.

Jeff Light served as Vice President overseeing the project from design through delivery, Grant Pallan served as Project Executive, providing resources and oversight to the team. Garrett Wheat served as Project Manager, managing day-to-day owner communication with Angelo State University, project administration, purchasing, subcontracting, and schedule monitoring. Clayton Salmon served as Superintendent, directing daily construction activities and coordinating field operations on the active campus.

Project Awards

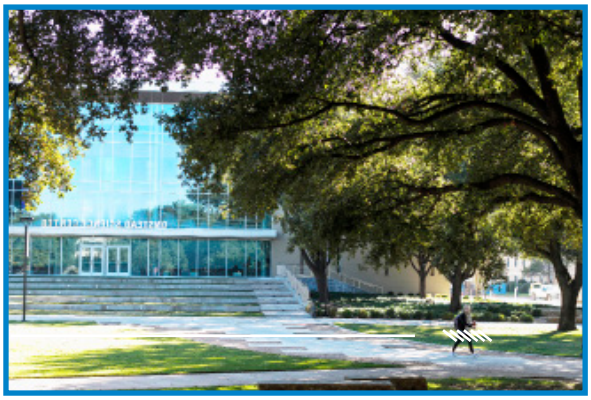
Anthony Field at Wildcat Stadium | Abilene Christian University

Abilene, Texas

Anthony Field at Wildcat Stadium is a new 12,000 seat NCAA Div I FCS football stadium that includes a 5-story pressbox, 10-luxury suites, club room, home & visiting locker room facilities, restrooms and concessions.



- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors of Greater Houston Chapter
- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors Alabama Chapter
- **BEST OF PRECAST CONCRETE** // Precast Concrete Manufacturer's Association of Texas
- **BEST PROJECTS AWARD OF MERIT** // Engineering News-Record



Science Facilities | Abilene Christian University

Abilene, Texas

Built in 1946 and expanded in 1968, the Foster Science Building has seen only a minor renovation in the 45 years since. Our team expanded and updated the building, adding a new four-story enclosed atrium, new exterior skin, and extensive landscape and hardscape improvements to the quad in front of the building.

- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors of Greater Houston Chapter
- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors Alabama Chapter

Building for Academic & Student Services | Texas A&M University - Texarkana

Texarkana, Texas

The three-story Building for Academic & Student Services (BASS) is a multipurpose facility, integrating student support spaces with classrooms, laboratories and faculty offices in a modern learning community. The facility includes specialty spaces to foster campus programs and facilitate outreach and collaboration to the community.



- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors of Greater Houston Chapter
- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors Alabama Chapter



Dell Seton Medical Center

Austin, Texas

The project consisted of a complete buildout, plinth expansion, surgery expansion, and four new operating rooms. The teaching hospital is located in the Medical District in downtown Austin. The vertical expansion was completed on top of the active teaching hospital and will also include a larger ICU and new in-patient rehabilitation gym.

- **EXCELLENCE IN CONSTRUCTION AWARD** // Associated Builders & Contractors Austin Chapter

Reference Letters

SHANNON MEDICAL CENTER

To whom it may concern,

Shannon Medical Center Contracted with hoar Construction to do a project on our existing Hospital.

Phase one of the project was very difficult as it tied a new patient tower into the existing building at each floor. A seven story addition was built for this purpose. The addition tied in at each floor. On the other side of the new construction we had an active Hospital. Hoar construction was able to do this project with minimal disruption to our operation. We were able to shift patients when needed to accomplish this. In connecting at each floor the following Departments were affected. ER, OR, Cath Lab, and Med Surg. This portion of the project was done on time and was a little over 70,000 square feet.

Phase two of the project was to remodel approximately 40,000 square feet in our existing building on multiple floors. We were once again able to maintain operation or shift operations by scheduling down times during the duration of this project. This portion of the project affected the ER, OR, ICU, PACU, ICU, and GI lab. This piece of the project was also done on time.

The project was done on budget. There were changes to the contract at time due to existing conditions that were not known. These were handled and pricing negotiated.

Thanks

Dale Droll

Director of Engineering

120 E. Harris Avenue
San Angelo, TX 76903
325-653-6741

Reference Letters

ABILENE CHRISTIAN UNIVERSITY

Educati11g Students for Christian Service and Leadershi p Throughout the World

Hoar Construction
Attn: Jeff Light
7320 N MoPac Expressway South
Suite 205
Austin, TX 78731

Dear Jeff,

I've had the pleasure of working with Hoar Construction on several projects over the last decade. Most recently, the Vision in Actio n projects, including the renovation of the Foster Building that became the new Onstead Science Center and new Quad, Money Student Recreation and Wellness Center, Halbert-Walling Research Center, ACU Track and Field and Soccer Complex as well as the new Wildcat Football Stadium.

Since the comp let ion of these projects, Hoar Construction has remained a trusted partner. The same detailed approach Hoar used to manage the construction projects, has remained consistent after the project completion. Anytime we've called your team with warranty related issues, you have been responsive, organized and prompt while handling our request.

We are extremely pleased with Hoar Construction's performance on our campus and look forward to working together again on the Cullen Auditorium renovation as well as the Moody Coliseum Expansion and Renovation projects. Your willingness to be an active partner, good steward of our resources, and your continued commitment to delivering a quality project make Hoar an outstanding partner.

Thanks again,
Sincerely,

Corey Ruff
Associate Vice President for Operations
Abilene Christian U nive rsity

Our Promise.: ACU i.s a vibrant. imrovatfre, Christ-centered comm1111ity tltnt engages students in nuthenlic spiritualand int.ellect11algrowth, equipping them to make a real difference in the worltL

Reference Letters

Technology Towers, LLC
San Angelo, TX

June 16, 2026

To Whom It May Concern:

It is our pleasure to recommend Hoar Construction for any construction project you may be considering. I want to express my appreciation to Hoar Construction's team for a job very well done on the Technology Tower office construction project. Beginning early with preconstruction and continuing through project close out, the Hoar team was always available to help and offer suggestions that were in the best interest of the project.

What stood out most was how Hoar Construction handled an unexpected challenge before work even began. Their team discovered significant water damage from a roof leak that had occurred prior to mobilization. The leak had caused severe damage to 18 columns wrapped in three layers of sheetrock across all six floors of the building. Rather than treating this as someone else's problem, Hoar Construction went well beyond their contract requirements. The Project Manager, Garrett Wheat, stayed closely involved as we navigated the insurance claim process, providing all necessary information and photo documentation to support our case. Because of their efforts, we won the claim, and the settlement allowed us to keep the project within our tight budget.

No matter the size of a project, Hoar Construction brings the same level of intensity and care. They kept our needs at the forefront throughout the entire process and provided meaningful assistance well past the traditional project scope. Their coordination with all parties, design team, city permit office, and our lender at First Financial was smooth, and their team maintained a collaborative, professional relationship with all parties involved.

We would not hesitate to engage Hoar Construction again on future work, and we recommend them without reservation to any owner seeking a capable, trustworthy general contractor who will treat your project as their own.

Sincerely,

Jason Snider

Jason Snider
President
Snider Technology

Scott Gibbs
CEO
VGI Technology

Maximizing The Local Contracting Community



Over the past 15 years of working in San Angelo, **we've consistently awarded more than 72% of our project scope to local trade partners, such as SanSing Electric, Reece Albert Construction, Goode Construction, SKG Engineering, Snider Technologies, VGI Technologies, AJ Masonry, Woods Plastering, and Enertel.** Prior to deciding on trade partners, we conduct face-to-face meetings with each partner's executive and project team to review both scope and project expectations—this prevents scope gaps during the buy-out process. We also pre-qualify our trade partners based on their experience, a visit to their facilities to see if they can perform on projects of similar size, and Hoar's internal trade partner check-out process. We include the final detailed scope in our subcontract agreements and hold everyone accountable for their complete scope.

We operate in an open-book manner to ensure fair and honest treatment of our partners. Our procurement process features the following elements:

- Issue pre-qualification packets and confirmations of availability to bid to trade partners in each trade as early as possible after Notice to Proceed
- Determine the necessary geographic reach to satisfy buy-out requirements
- Create proposal forms that outline the scope of work for each trade and general guidelines for construction
- Review the forms with the project team and solicit input
- Confirm the availability of targeted trade partners via phone call

MEP Subcontractors

The mechanical, electrical, and plumbing trades are three of the most important trades for any building construction project. Those trade partners can heavily influence the success of a project from a budget and schedule standpoint, but also a quality standpoint that lives on long after the construction is complete. Having the right partner for these scopes is a fundamental element of success, and as the Construction Manager, one of our most important tasks is hiring the right partners. **We have long-term relationships with premier trade partners across Texas, for these scopes of work. Leveraging these relationships ensures we secure the right partners and guarantees the utmost quality and success.**

In order to make sure we have the right partners, we take the following steps:

- Recruit Early: The best firms in these trades have ample opportunity to fill their backlog, and they often have the opportunity to negotiate private sector jobs or to be brought on early as design-assist partners. In order to get these firms to consider our project, our preconstruction leader will reach out to the most desired firms at the outset of the preconstruction phase to gauge interest and capacity. Part of this process is also advocating for and raising some excitement around the project.

- Confirm Capacity: As part of the recruitment process, we will also request pre-qualification data from these firms in order to ensure that they have the financial and resource capacity to perform the work.

- Stay Engaged: Our preconstruction leader and Project Executive will work with these trades to get feedback at different points in the design phase to engage trades in the development of the project and to help inform the design team—a Win-Win. It is also important to provide insight into the bid and construction schedules so that these firms can form their strategy for winning and executing the project. Being proactive in sharing project information will keep these trades thinking about the project and help differentiate this team from the other teams vying for their time and resources.

- Fair and Open Procurement: The last step is to execute a very transparent solicitation process that clearly defines how qualifications will influence the ranking of the lowest qualified bidder. This is even more important if any of the trades are to be awarded prior to having complete construction documents.



Section 4

Ability to Complete Projects within the Contract Price & Times

Preconstruction Approach

Our preconstruction approach:

01	02	03	04	05
DEVELOP A PROJECT'S CONDITIONS OF SATISFACTION with all stakeholders and use them to drive future project decisions.	**EMPLOY TARGET VALUE DELIVERY** to lead design to the approved budget, using real-time pricing and evaluating constructibility to integrate changes concurrently with design.	**LEAD DESIGN TO BUDGET** Develop design phase pull plans to identify key project milestones and drive deadlines, and regularly review progress to ensure accountability.	**DESIGN IN QUALITY** Hold full constructibility reviews and employ the SQPM process to attempt to eliminate changes later in the project.	**SEAMLESS TRANSITION INTO CONSTRUCTION** through early planning of schedule and logistics, early trade partner engagement, and logical bid packaging.

Our approach to establishing estimates and, ultimately, the GMP is to begin by understanding how the project team defines success.

1. We meet with the client and design team to establish and align project-wide priorities. Knowing the client's desires for scope, quality, and schedule allows our team to create a trusted cost model that is the foundation of the design/estimating process.

2. The next step is to generate a cost model based on the Owner's Project Requirements (OPR) and values. As a team—Hoar, the Owner, and the designer—we can use our collective experiences at the beginning of the project to establish a baseline for where the project's design is heading.

   An example of this was our CORE project at TAMU-Central Texas. We began with the Owner's requirements and created a detailed cost model. The cost model quickly highlighted two distinct areas where the OPR estimate and our cost model were not aligned. By knowing this early, even prior to the design beginning, we were able to work as a team to optimize the electrical design and optimize the program to overcome shortfalls of the OPR estimate. This was achieved by working with the Owner, design team, and by engaging a trade partner on the electrical side to help inform design and cost decisions.

3. As we establish the cost model during the conceptual planning phase, the team begins to develop a strategy on how we will design, procure, and build the project. Conversations on quality, sourcing, prefabrication, phasing, site access & logistics, design schedules, and bid packaging will begin. This phase brings intelligent and innovative solutions that optimize the value to the project with the least amount of design effort.

   At TAMU-Central Texas, knowing the budget was stressed early also allowed the design team and Owner to make informed decisions on skin materials, site improvements, and utility needs in a manner that aided in getting the project back to budget.

4. After the cost model is established, the next phase is informing cost as the design develops. Many preconstruction teams will provide cost input at major deliverables—SD, DD, 50% CD, CD, etc. But, waiting to provide cost/constructibility feedback at these large milestones produces poor results—we have learned to work in much smaller batches. We try to establish a method for the design team to share progress as they design but at the lowest amount of effort for the design team. We request to pull design models from the cloud on two-week intervals. We utilize software that integrates with the design team's model to allow us to compare model iterations and identify changes. Performing model-based estimating allows us to provide continuous feedback in smaller batches of work resulting in a greater level of budget certainty for the design team and the Owner.

   We expect to participate in all the design meetings with the Owner and user groups. Participating in these meetings provides a high level of context for why decisions are made and will allow the preconstruction team to inform the entire team when certain decisions do not align with the budget. Knowing how decisions affect the budget in real time allows the team to make informed decisions and generate countermeasures when needed.

   We use a web-based software called Join to document cost item changes between major budget updates. This tool allows Hoar to continuously estimate and maintain the overall budget in real time. Knowing where the project budget stands allows the team to consistently make informed decisions.

5. Finally, we use a tool called the Contingency Matrix that lists various items we may find and identify as risks, assigns a cost to each, and categorizes it as design, construction, or escalation. In order to maintain transparency, we review this list with the entire team before formal estimate issuances. We will keep money in the various types of contingency or plug it as placeholders in trade packages based on the team's consensus. Through this exercise, the team can see how contingency is being handled and what it's intended to address. The goal is to have $0 for design contingency for the 100% CDs, but know that there usually is a portion of design contingency if a GMP is issued before 100% CDs.

Our internal BIM/VDC teams allow us to represent, visualize, analyze, and optimize design and construction information for projects of all types and sizes. Our preconstruction team works closely with our BIM/VDC team, and BIM/VDC has consistently proven to increase the quality of design, the plan for construction, and ultimately reduce project schedule durations and costs.

We use the following tools in our preconstruction and cost-estimating process:

Software	
Building Connected	Invitations to bid and bid leveling
Winest	Estimating software for on-screen take-offs and pricing
TradeTapp	Software used for trade partner qualifications
Construct Connect	Used for quantity take-offs from the Revit models
Modelogix	Historical cost database
Assemble	Allows for model-based take-off and supports continuous estimating
Join	Web-based software used to share cost options with owners and design teams. This software is key in our continuous estimating approach.
Bluebeam Revu	Used for the electronic mark-up of submittals, drawings, and specifications during design constructibility reviews, construction and for as-built drawings
Microsoft Project	Scheduling software

Hoar construction utilizes **Target Value Design (TVD)** principals to consistently bring increased value to our clients. TVD offers the design team an opportunity to engage in the design conversation concurrently with the people who will procure services and execute the design. The result of a successful TVD team is a project designed once, on schedule, and within budget, without wasteful value engineering exercises.

We follow nine TVD foundational practices designed to gain the most value from the TVD process:

1. **Engage deeply with the client to establish the target-value.**
2. **Lead the design effort for learning and innovation.**
3. **Design to a detailed estimate.**
4. **Collaboratively plan and re-plan the project.**
5. **Concurrently design the product and the process in design sets.**
6. **Design and detail in the sequence of the customer who will use it.**
7. **Work in small and diverse groups.**
8. **Work in a Big Room.**
9. **Conduct retrospectives throughout the process.**

Value Story: Aligning Vision with Budget Through Design Optimization
Wildcat Stadium | Abilene Christian University

The original design concept for Anthony Field at Wildcat Stadium came in millions of dollars over ACU's target budget. Rather than simply cutting scope, Hoar's preconstruction team conducted a comprehensive value engineering effort, generating **several dozen cost-saving ideas and quantifying plausible budget reductions across every major system.** The result: a right-sized, 12,000-seat NCAA Division I FCS football stadium that delivered the full fan and athlete experience ACU envisioned, without the bloat.



Project Budget Performance - Last 5 Years

Project Name	Contract Price	Final Price	Notes
ACU Moody Expansion and Renovation | Abilene, TX	$48,012,000	$48,007,000	
Dell Seton Children's Medical Center Bed Tower | Austin, TX	$56,500,000	$56,066,640	
Icon | Austin	$91,400,000	$91,400,000	
College of Osteopathic Medicine Parking Garage | Conroe, TX	$22,000,000	$22,000,000	
Shannon Medical Center West Expansion and CUP | San Angelo, TX	$65,222,050	$64,970,000	
Carr Hall Renovation, Angelo State University | San Angelo, TX	$7,418,898	$7,418,898	
ASU Aeronautical Facility | San Angelo, TX	$6,725,000	$6,290,000	
The Shannon Medical Center Expansion| San Angelo, TX	$58,657,639	$58,749,341	
HAECO Americas Fifth Hangar, PTI Airport | Greensboro, NC	$60,000,000	$55,000,000	
Samford University Seibert Stadium Renovations & Addition | Homewood, AL	$57,000,000	$57,000,000	
University of Tennessee at Chattanooga Football & Athletic Facility | Chattanooga, TN	$30,000,000	$29,600,000	
TXDOT 973 Operations Center | Austin, TX	$36,400,000	$36,400,000	
UAB Science and Engineering Complex | Birmingham, AL	$57,600,000	$57,800,000	
Lamar Medical Office Building | Austin, TX	$20,167,134	$21,218,344	10 owner/architect directed change orders due to COVID-19 shutdowns
South Plains Rehabilitation Hospital | Lubbock, TX	$7,420,000	$7,420,000	

Ability to Meet Deadlines

Developing and Maintaining the Schedule

Schedule is a key topic of discussion in every project team meeting during both preconstruction and construction. Toward the end of preconstruction, the team will conduct a thorough project assessment designed to identify budget, schedule, production, and procurement risks and develop mitigation strategies for them in order to deliver better value for our clients.

Superintendent and Project Manager, John Haley and Garrett Wheat, will hold a Production-Procurement Preplanning Meeting to determine a production plan and procurement strategy to ensure schedule and sequence are fully articulated in bid documents. We will request internal peer reviews to evaluate the current schedule, highlight and resolve any potential delays or "end stacking" risks, and identify opportunities to accelerate milestones or activities.

Each project schedule identifies:

- Special client or project requirements (fast-track, commissioning, unique deadlines, Owner Stocking, or Student Move-in)
- Long-lead items for early procurement
- Site conditions and constraints (power, utilities, egress/access, traffic, staging/lay-down, neighborhood, safety, etc.)
- Major project activities, milestones, and other considerations (major building elements/estimated durations, key start/finish dates, critical equipment deliveries, etc.)
- Pull planning boot camps (to help trade partners become more familiar with the project and to develop a productive flow plan for critical areas and/or project milestones)
- Basic construction logic (relationships of critical path activities in terms of sequencing, lead/lag times, coordination of milestones)

During construction we will take an active role in schedule control, in close partnership with our trade partners. The master schedule will take the project from start to finish and show expected durations and productivity requirements for each activity. Four-week and/or two-week look-ahead schedules for each trade will be established, reviewed, and updated with each trade partner in weekly construction meetings. Our project superintendent will review all trade partner look-ahead schedules together in a group setting to hold team members accountable to one another and allow any coordination or sequencing issues to be exposed and resolved.

Approach to Timely Completion

Last Planner® is a scheduling process that we use to produce a predictable and reliable work flow. Using Last Planner® will require participation by the design team and project field team. It will allow for program and production planning decisions to be made collaboratively. This approach will capture information and experience from field personnel and increases buy-in from the entire team.

Part of the system is collectively developing a pull plan—a map of the workflow. The team will work backward from the desired finish date to identify the last possible time each task can be achieved and handed off to the next trade. Tasks must be specific enough to communicate clearly and allow for subcontractor/trade verification. By working together to establish the schedule, the Last Planner® process will simplify coordination between the trades, improving project predictability and speed of delivery. When expectations are clearly established among trade partners, we consistently see improved communication, trust among partners, engagement and coordination between trades, transparency, and recognition of opportunities to improve and optimize the schedule.

The culture created using the Last Planner® system ensures the project team is working together throughout the project, creating positive project outcomes for all involved.

Five Phases of Last Planner ®

01	02	03	04	05
MASTER PLANNING	**PHASE PLANNING**	**MAKE-READY PLANNING**	**WEEKLY-WORK PLANNING**	**LEARNING**
Setting major milestones that determine the pace of the project and the strategies needed to achieve them	Developing a collaboratively built workflow schedule using a pull planning approach and focusing on hand-offs between partners	Looking ahead to identify constraints and making the commitments needed to remove them	Developing reliable promises for weekly accomplishments	Measuring performance and making recovery adjustments as necessary

With our Last Planner® process, schedule recovery is less daunting since team members know expectations and goals on a daily and weekly basis. If adjustments will be necessary, they're usually small and rapidly remedied, which keeps the project moving on a steady trajectory toward the final target.



Moody Coliseum: Hitting a Non-Negotiable Due Date

The Moody Coliseum renovation was driven by a non-negotiable completion date, requiring the team to overcome significant schedule constraints on a fast-track project. To meet this challenge, the team implemented an iterative GMP approach with early-release packages for critical scopes such as MEP, demolition, foundations, and structural steel. This allowed procurement and construction to begin before full design completion, **ultimately saving approximately 3 to 4 months on the overall schedule.** In parallel, the team led pull planning sessions with stakeholders and designers to align on critical milestones and ensure accountability. By combining early procurement, collaborative planning, and flexible phasing, the team maintained momentum and successfully met the required completion timeline.

Project Schedule Performance - Last 5 Years

Project Name	Original Completion Date	Final Completion Date	Notes
Dell Seton Children's Medical Center Bed Tower | Austin, TX	Oct 2022	Oct 2022	
Smith County Courthouse and Parking Garage | Tyler, TX	Nov 2024	Nov 2024	
Shannon Medical Center West Expansion and CUP | San Angelo, TX	Nov 2024	Nov 2024	*Completed on time despite owner-requested enhancements including foundation redesign and addition of a new floor*
College of Osteopathic Medicine Parking Garage | Conroe, TX	Apr 2024	April 2024	
ACU Moody Expansion and Renovation | Abilene, TX	Jan 2023	July 2022	*By implementing an iterative GMP process to accelerate early-release packages for MEP, demolition, foundations, and structural steel mill orders, the team was able to reduce the overall project duration by approximately 3 to 4 months*
Icon | Austin	July 2025	July 2025	
Carr Hall Renovation, Angelo State University | San Angelo, TX	Mar 2024	April 2024	
ASU Aeronautical Facility | San Angelo, TX	Dec 2024	Jan 2025	
Lamar Medical Office Building | Austin, TX	Mar 2020	Dec 2021	*Schedule extended due to COVID-19 shutdowns and 10 owner/architect-directed change orders*
Samford University Seibert Stadium Renovations & Addition | Homewood, AL	Oct 2024	Oct 2024	
South Plains Rehabilitation Hospital | Lubbock, TX	July 2021	Aug 2021	
University of Tennessee at Chattanooga Football & Athletic Facility | Chattanooga, TN	Mar 2024	Mar 2024	

Project Approach

The San Angelo Rodeo Coliseum is more than a venue—it is a **symbol of community identity, heritage, and pride.** This project represents a transformational investment in that legacy, requiring not only construction expertise, but **leadership, stewardship, and trusted partnership** at the highest level.

Hoar Construction understands that the City's decision is not simply about selecting a contractor—it is about choosing a partner who will help **protect taxpayer investment, guide complex decisions, and deliver with integrity under public scrutiny.**

This project is uniquely complex—best described as **constructing a bottle around a ship**—where the existing facility must remain operational while significant expansion occurs around it. Success will depend on the ability to **anticipate risk, communicate transparently, and collaborate effectively** across all stakeholders.

Hoar's commitment is to lead this project with clarity, accountability, and trust—ensuring both the process and the outcome reflect positively on the City of San Angelo.

Our Approach: Leading Through Complexity

1. **Proactive Risk Identification & Budget Protection**

   Renovation and expansion projects of this nature are defined by unknowns. Left unaddressed, these risks can lead to cost overruns, schedule delays, and loss of public confidence.

   Hoar Construction leads with **early discovery and full transparency,** including:

   - Targeted investigative work to uncover hidden conditions
   - Continuous cost modeling tied to design progression
   - Clear, open-book communication of risks and contingencies

   We do not wait for issues to emerge—we **actively pursue them early**, providing the City with **clear options and informed decisions.**

   Result: A project grounded in **predictability, fairness, and fiscal responsibility.**

2. **Aligning Vision with Budget Reality**

   We recognize the importance of the City's vision for a modernized, expanded facility. At the same time, we understand the responsibility to deliver a project that aligns with funding realities.

   Hoar facilitates a **collaborative and transparent validation process**, helping stakeholders distinguish between:

   - **Program essentials** that define success
   - **Enhancement opportunities** that may be adjusted based on cost

   Through real-time pricing feedback and structured decision workshops, we ensure every investment reflects **community priorities and long-term value.**

   Result: A balanced project that achieves impact while maintaining **public trust and accountability.**

3. **Managing Underground Risk & Structural Integration**

   The introduction of new foundations adjacent to an active facility presents significant technical challenges, particularly with **unknown underground utilities and infrastructure.**

   Hoar's disciplined approach includes:

   - Subsurface Utility Engineering (SUE) and advanced scanning
   - Early coordination between civil, structural, and trade partners
   - Phased investigation aligned with design development

   This effort is driven by **precision, communication, and collaboration,** reducing uncertainty before construction begins.

   Result: Fewer disruptions, fewer surprises, and a **well-coordinated execution strategy.**

4. **Ensuring Utility Capacity for Expansion**
   Increased demand from expanded seating, concessions, and hospitality spaces requires verification of **water, sewer, and power infrastructure.**

   Hoar works in **close partnership with local providers and City leadership** to:
   - Validate existing capacity
   - Identify and plan for required upgrades
   - Integrate utility improvements into early construction phases

   Result: Infrastructure that supports both the project's success and the facility's future growth.

Execution Strategy: Built on Collaboration and Trust

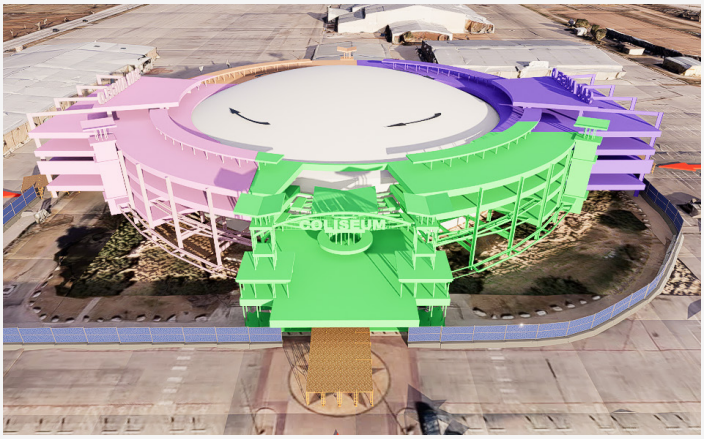
1. **Value Optimization & Stewardship**
   Hoar approaches Value Engineering as value stewardship—ensuring the City receives the greatest return on every dollar invested.

   Through collaboration with the design team, we identify:
   - Efficient systems and materials
   - Constructability improvements
   - Opportunities to simplify and streamline execution

   All recommendations are presented with **full transparency and respect for design intent**, reinforcing a culture of **fairness and partnership.**

2. **Phasing, Operations & Community Commitment**
   Maintaining ongoing rodeo events and public use during construction is central to this project's success.

   Hoar will lead with a **community-first approach**, developing:
   - Detailed phasing plans aligned with event schedules
   - Safe, clearly defined separation between public and construction zones
   - Logistics strategies to minimize disruption



   We will maintain **consistent, proactive communication** with City officials and event stakeholders—ensuring alignment and confidence at every stage.

   At the same time, we will actively manage **market realities**, including long lead times for structural steel and electrical equipment.

   Result: A realistic schedule that protects both **project delivery and community experience.**

3. **Technology-Driven Coordination (VDC)**
   Precision is essential when integrating new construction with existing conditions.

   Hoar leverages advanced **Virtual Design & Construction (VDC)** tools to:
   - Digitally capture existing conditions
   - Coordinate all building systems prior to installation
   - Eliminate conflicts before they reach the field

   This approach enhances **communication, clarity, and efficiency**, ensuring all stakeholders are aligned.



Accountability & Delivery

1. **A GMP Built on Transparency and Trust**

   The Guaranteed Maximum Price is one of the most critical commitments in this project.

   Hoar ensures the GMP reflects **real conditions—not assumptions—through:**
   - Open-book pricing
   - Clearly defined contingencies tied to risk
   - Continuous alignment with the City and design team

   Result: A GMP that provides **confidence, credibility, and accountability.**

2. **Strategic Procurement & Schedule Protection**

   Recognizing the importance of long-lead materials, Hoar will:
   - Release early bid packages for critical components
   - Prequalify experienced trade partners
   - Proactively manage procurement timelines

   Result: Protection against delays and cost escalation, ensuring **schedule integrity.**

Why Hoar Construction

The success of this project depends on selecting a General Contractor who can do more than build—it requires a partner who can **lead, communicate, and earn trust every step of the way.**

Hoar Construction brings:
- Proven experience in complex, phased, high-visibility projects
- A culture rooted in **transparency, collaboration, and accountability**
- A commitment to serving as a **steward of public resources**

We understand the responsibility placed on City leadership. Our role is to **support that responsibility**, helping ensure decisions are well-informed, risks are managed, and outcomes reflect positively on the community.

With Hoar, the City of San Angelo gains a partner who is fully invested in the success of this project—not just in delivery, but in trust, reputation, and long-term community impact.

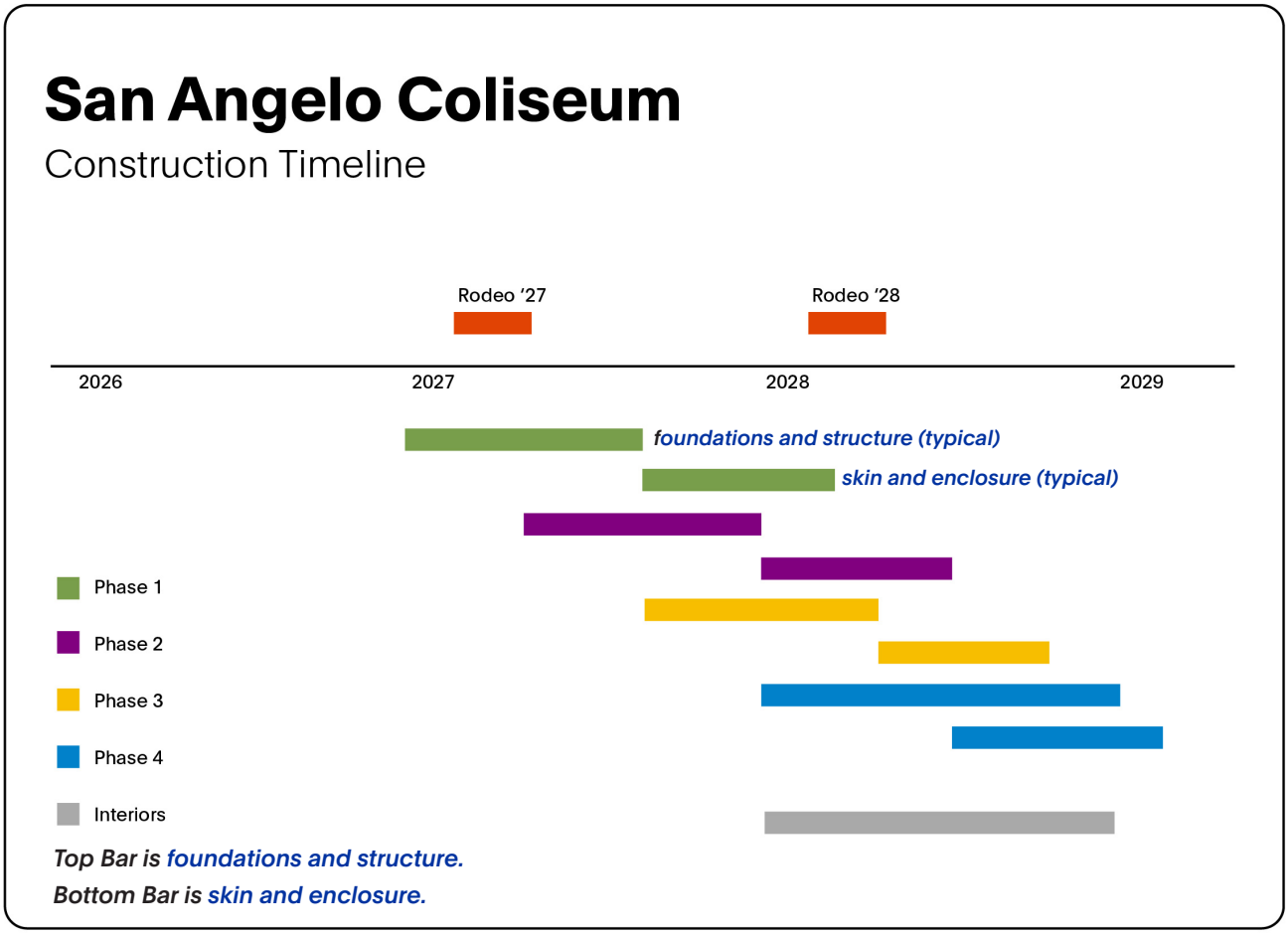
Our Commitment

Hoar Construction is committed to:
- Leading with integrity
- Communicating with clarity and transparency
- **Collaborating openly** with all stakeholders
- Acting with **fairness and accountability**
- Serving as a **trusted steward** of this public investment

We are ready to partner with the City of San Angelo to deliver a project that the community will **celebrate with pride for generations to come.**

HoarConstruction

Construction Timeline





Construction Commences Rodeo 2027

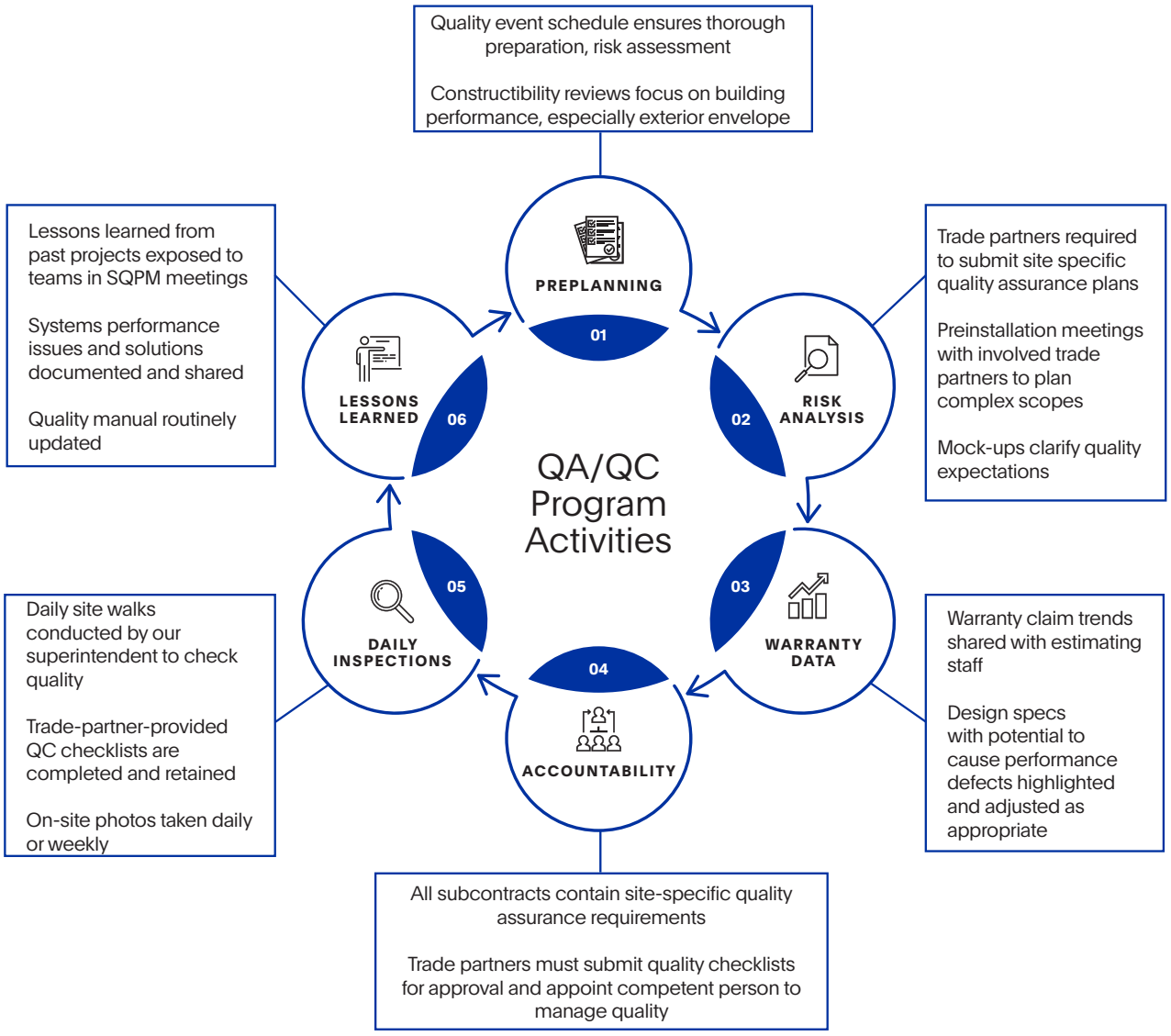


Rodeo 2028 Progress Under Construction



Completion For 2029 Rodeo

Quality Assurance Program



Our quality program is specifically intended to prevent warranty issues. Projects go through several detailed risk analyses during design and construction with the team looking carefully for design elements or means and methods that might cause building performance issues. Our goal is to deliver a product that functions exactly as expected.

An exemplary quality process begins well before construction starts. Our quality program is based on our Safety Quality Preplanning Method (SQPM), a process we use to identify safety and quality risks and find ways to eliminate them. In SQPM meetings, the team—estimating, preconstruction, project managers, and superintendents—discusses the way we intend to build the job, specifically looking at each major milestone. The purpose is to determine where the risks are, how to mitigate those risks, and what resources are needed to be successful. Because the meeting is held before buyout is complete, we have time to incorporate project-specific quality strategies into subcontracts, as needed.

The superintendent presents his plan for the job and gets feedback and input from company experts while the team reviews best practices, design details, risk mitigation strategies, quality event timelines, and site-specific demands. Decisions made in the SQPM drive all project-specific quality efforts.



Section 5

CMAR Fee for Preconstruction Services

Our proposed Construction Manager At-Risk fee for **Preconstruction Services is $125,000.**



Section 6

CMAR Fee for Construction Services

Our proposed Construction Manager At-Risk fee for **Construction Services is 2.5%.**



HoarConstruction

Always in Process

Jeff Light
Division Vice President
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hoar.com

City of San Angelo

Memo

To: Jonathan Flores, Finance Director

From: Rick Weise, Chief Project Officer

Date: 08/11/2026

Re: Budget Amendment Request

Purpose of Budget Amendment Request:

Budget for coliseum improvements interest allocation.

Source of Funding:

Interest allocation

Funding previously approved? If so, by City Manager or City Council and when?

Project/Budget to be amended	Revenue	Expense
Fund 539 - Coliseum		
Coliseum Interest	825,236	
Coliseum Improvements		825,236

Additional Comments:

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Brandon Dyson, City Attorney, Legal

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

Consider authorizing the City Manager to negotiate, execute and budget for an amendment to the Chapter 380 Economic Development Program Agreement with the San Angelo Stock Show and Rodeo Association for the Coliseum renovation, to provide for project redesign and SASSRA's capital investment into the project of $9,000,000 (Presentation made by Chief Project Officer Rick Weise)

Staff Recommendation:

Approve

Summary/History:

Previously, the San Angelo City Council approved a Chapter 380 Economic Development Program Agreement with the San Angelo Stock Show and Rodeo Association for design work and renovation of the San Angelo Coliseum. At that time, SASSRA agreed to cover all design expenses and other expenses that exceeded funding generated by the citizen-approved bond for the project. This item amends the existing 380 agreement, and accepts a contribution of $9,000,000 from SASSRA to be used for design work and other expenses associated with the upcoming project.

The amendment will also address an extension of the term in consideration of the delay in commencing construction. It will also provide for the satisfaction of SASSRA's required capital investment due to the $9,000,000 contribution.

Funding Source(s):

Fund:	Account:	Project Number:	Amount Budgeted:
General Capital Projects	Transfer from SASSRA		$9,000,000
General Capital Projects	Coliseum Improvements		-$9,000,000

Financial Impact:

Funds recieved from SASSRA will be accounted for in the City's Genaral Capital Projects fund (Fund 502). BA memo is attached.

Other Information/Recommendation:

Attachments:

1.	BA Memo - 502 Coliseum	BA Memo - 502 Coliseum.pdf

Presentation:

Rick Weise

Approvals/Reviews:

Brandon Dyson	Created/Initiated
Rick Weise	Approved
Jeffrey Tomlinson	Approved
Jonathan Flores	Approved
Tina Dierschke	Approved
Brandon Dyson	Approved
Heather Stastny	Final Approval

City of San Angelo

Memo

To: Jonathan Flores, Finance Director

From: Rick Weise, Chief Project Officer

Date: 08/11/2026

Re: Budget Amendment Request

Purpose of Budget Amendment Request:

Budget for the San Angelo Stock Show & Rodeo Association (SASSRA) $9 million capital investment for the coliseum.

Source of Funding:

SASSRA

Funding previously approved? If so, by City Manager or City Council and when?

Project/Budget to be amended	Revenue	Expense
Capital Projects Fund		
Transfer in from SASSRA	9,000,000	
Coliseum Improvements		9,000,000

Additional Comments:

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Aaron Vannoy, Director, Planning and Development Services

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

First reading and public hearing of an ordinance for Z26-09, a request for a zone change from the General/Heavy Commercial zoning district to the General Commercial zoning district located at 6 & 10 W. 16th St. (Presentation made by Planning and Development Services Director Aaron Vannoy)

Staff Recommendation:

Summary/History:

The request is for a rezoning to General Commercial from the Heavy Commercial/General Commercial zoning district. The two purposes are for TIRZ funding and to provide a space for a mobile food unit park along N. Chdbourne.

The area is a mix of commercial core and housing types. This would be compatible with the area and provide an additional spark along N Chadbourne as revitalization is happening in the North TIRZ zone with housing and small business development.

The Planning Commission heard this case on July 20 and recommended approval with a 6-0 vote.

Funding Source(s):

Financial Impact:

Other Information/Recommendation:

Attachments:

1.	Z26-09 - Staff Report	Z26-09 - Staff Report.docx
2.	Z26-09 - Ordinance v2	Z26-09 - Ordinance v2.docx

Presentation:

Aaron Vannoy

Approvals/Reviews:

Aaron Vannoy	Created/Initiated
Aaron Vannoy	Approved
Holly Crooks	Approved
Brandon Dyson	Approved
Aaron Vannoy	Approved
Heather Stastny	Final Approval

STAFF REPORT
PLANNING COMMISSION – July 20th, 2026
City Council First Reading – August 18th, 2026

APPLICATION TYPE:	CASE:
Zone Change	Z26-09: 6 & 10 W 16th Street

SYNOPSIS:

A request for approval of a zone change from the General/Heavy Commercial (CG/CH) zoning district to General Commercial (CG) for .482 acres of property located at 6 & 10 W 16th Street.

LOCATION:	LEGAL DESCRIPTION(S):
6 & 10 W 16th Street	Acres: 0.321, Lot: 11 & 12, Blk: 15, Subd: LASKER ADDITION Acres: 0.161, Lot: 13, Blk: 15, Subd: LASKER ADDITION

SM DISTRICT:	ZONING:	FUTURE LAND USE:	SIZE:
SMD #4 – Patrick Keely Neighborhood – Reagan	General/Heavy Commercial (CG/CH)	Commercial	0.482 acres

THOROUGHFARE PLAN:

North Chadbourne Street – Minor Arterial
W 16th Street – Local Road

NOTIFICATIONS:

20 notices were mailed. At the time of this report, no notices have been returned.

STAFF RECOMMENDATION:

Staff recommend **APPROVAL** of a zone change from the General/Heavy Commercial (CG/CH) zoning district to General Commercial (CG) for .482 acres of property located at 6 & 10 W 16th Street.

PROPERTY OWNER/PETITIONER:

Owner: Karla Cardenas

STAFF CONTACT:

Austin Reed
Planning & Dev. Administrator
(325) 657-4210, Ext. 1550
austin.reed@sanangelo.gov

Information:

This zone change request encompasses .482 acres of property between the addresses 6 and 10 W 16th Street. 6 W 16th also fronts onto North Chadbourne Street. Both properties are currently vacant and without permanent structures. The applicant is looking to develop this property commercially and, while the lots are currently zoned General/Heavy Commercial (CG/CH), the applicant wishes to apply for TIRZ funding. A prerequisite for receiving TIRZ funding is to change away from CG/CH zoning to a more appropriate zoning district (CG in this case).

Planning Commission evaluation of appropriateness.

Section 213(G) of the Zoning Ordinance requires that the Planning Commission and City Council consider, at minimum, seven (7) factors in determining the appropriateness of any rezoning request as outlined in #1 through #7 below:

1. **Compatible with Plans and Policies.** ***Whether the proposed amendment is compatible with the Comprehensive Plan and any other land use policies adopted by the Planning Commission or City Council.***
   The future land use envisioned for this property is "Commercial," which will continue to align with the request for new commercial zoning.

2. **Consistent with Zoning Ordinance.** ***Whether and the extent to which the proposed amendment would conflict with any portion of this Zoning Ordinance.***
   This request would not conflict with the Zoning Ordinance in any way and the properties in their current and proposed shapes and sizes would be consistent with CG development standards.

3. **Compatible with Surrounding Area.** ***Whether and the extent to which the proposed amendment is compatible with existing and proposed uses surrounding the subject land and is the appropriate zoning district for the land.***
   This property is suitable for the construction of commercial businesses as it is located on North Chadbourne Street, which is classified as an arterial road. There are many other commercial businesses along this corridor.

4. **Changed Conditions.** ***Whether and the extent to which there are changed conditions that require an amendment.***
   A zone change to General Commercial (CG) is necessary for the applicant's plans to receive TIRZ funding for their commercial development.

5. **Effect on Natural Environment.** ***Whether and the extent to which the proposed amendment would result in significant adverse impacts on the natural environment, including but not limited to water and air quality, noise, storm water management, wildlife, vegetation, wetlands and the practical functioning of the natural environment.***
   Staff do not anticipate any adverse effects on the nearby natural environment.

6. **Community Need.** ***Whether and the extent to which the proposed amendment addresses a demonstrated community need.***
   The development of this property with a commercial business may help to meet a demonstrated community need for new commercial along the North Chadbourne corridor.

7. **Development Patterns.** ***Whether and the extent to which the proposed amendment would result in a logical and orderly pattern of urban development in the community.***
   CG zoning at this location would result in a logical and orderly pattern of development where commercial zoning and businesses are located along major thoroughfare.

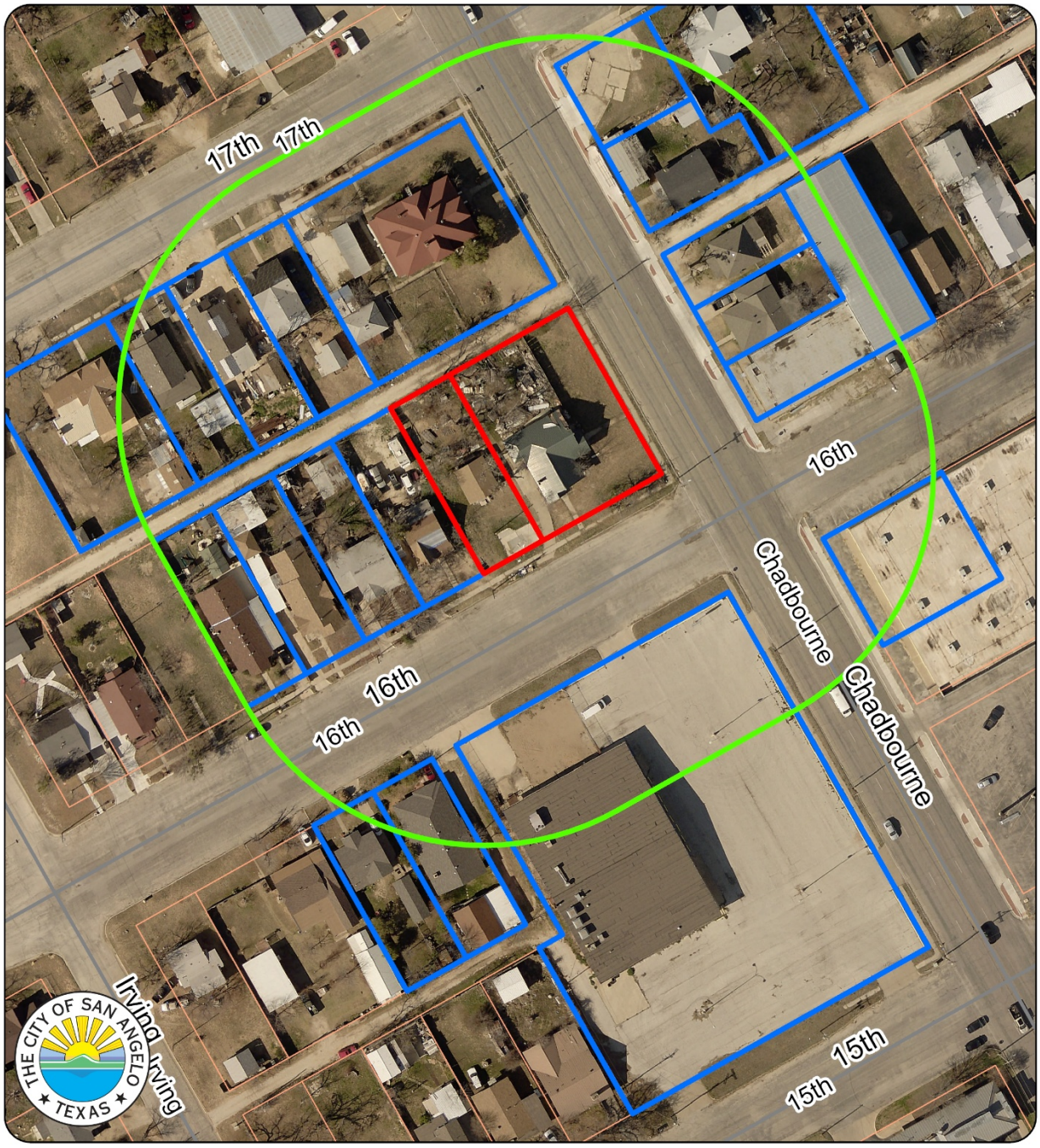
Recommendation:

Staff recommend **APPROVAL** of a zone change from the General/Heavy Commercial (CG/CH) zoning district to General Commercial (CG) for .482 acres of property located at 6 & 10 W 16th Street.

Attachments:

Notification Map
Aerial Map
Zoning Map
Vision Map

Notification Map



Notification Map
Case: Z26-09 6 & 10 W 16th St
Council District: #4 - Patrick Keely
Neighborhood: Reagan
Scale: 0 0.01 0.01 0.02 0.03 0.04 Miles

200' Range:
Subject Property:
Notified Properties:

N

Aerial Map



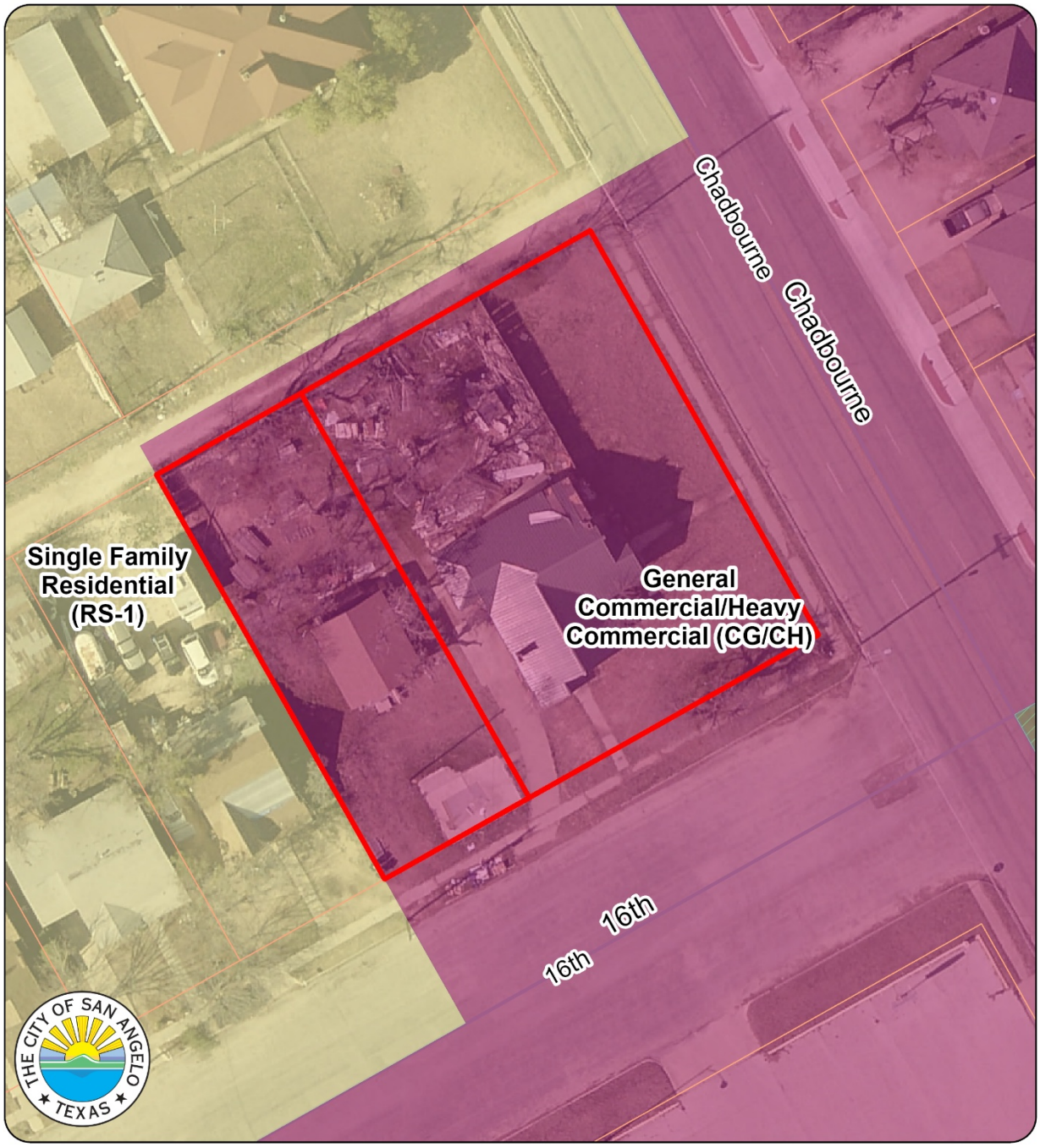
Aerial Map
Case: Z26-09 6 & 10 W 16th St
Council District: #4 - Patrick Keely
Neighborhood: Reagan

Scale: 0 0 0.01 0.01 0.01 0.02 Miles

200' Range:
Subject Property:
Notified Properties:

N

Zoning Map

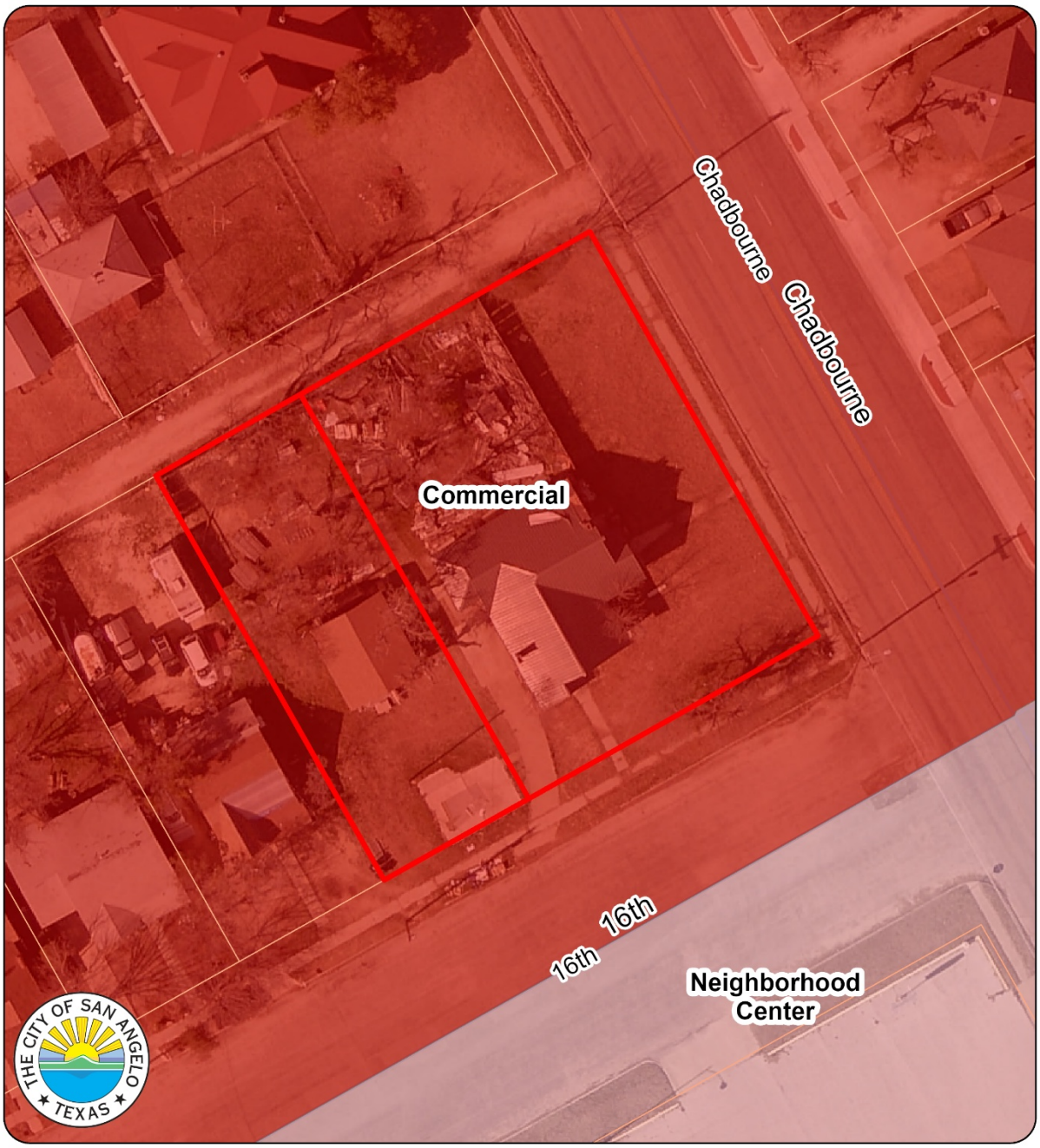


Zone Map
Case: Z26-09 6 & 10 W 16th St
Council District: #4 - Patrick Keely
Neighborhood: Reagan
Scale: 0 0 0.01 0.01 0.01 0.02 Miles

200' Range:
Subject Property:
Notified Properties:

N

Vision Plan



Vision Map
Case: Z26-09 6 & 10 W 16th St
Council District: #4 - Patrick Keely
Neighborhood: Reagan

Scale: 0 0 0.01 0.01 0.01 0.02 Miles

200' Range:
Subject Property:
Notified Properties:

N

AN ORDINANCE AMENDING CHAPTER 12, EXHIBIT "A" OF THE CODE OF ORDINANCES, CITY OF SAN ANGELO, TEXAS, WHICH ADOPTS ZONING REGULATIONS, USE DISTRICTS AND A ZONING MAP, IN ACCORDANCE WITH A COMPREHENSIVE PLAN, BY CHANGING THE ZONING CLASSIFICATION OF THE FOLLOWING PROPERTY: **APPROXIMATELY 0.482 ACRES LOCATED AT 6 & 10 W 16th STREET;** FROM GENERAL/HEAVY COMMERCIAL (CG/CH) TO THE GENERAL COMMERCIAL (CG) ZONING DISTRICT, PROVIDING FOR SEVERABILITY; AND, PROVIDING FOR AN EFFECTIVE DATE

RE: Z26-09: 6 & 10 W 16th Street

WHEREAS, on the 20th day of July 2026, the Planning Commission for the City of San Angelo in compliance with the City Charter, City ordinance and state law, and after holding a public hearing thereon, caused to be prepared and delivered a report and recommendation to City Council to approve the requested rezoning from General/Heavy Commercial (CG/CH) to General Commercial (CG); and,

WHEREAS, on the 18th day of August 2026, City Council held a public hearing on Z26-09, pursuant to published notice, and has considered the application, comments, reports and recommendations of the Planning Commission and staff, public testimony, and other relevant support materials.

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

SECTION 1: The basic zoning ordinance for the City of San Angelo, as enacted by the governing body for the City of San Angelo effective January 4, 2000, and included within Exhibit "A" of Chapter 12 of the Code of Ordinances of the City of San Angelo, and zoning map be and the same are hereby amended to designate the following described properties permanently zoned General Commercial (CG) zoning district:

The real property of 0.482 acres located at 6 & 10 W 16th Street, described as Lots 11 & 12, Block 15, Lasker Addition, and Lot 13, Block 15, Lasker Addition within the City of San Angelo, Tom Green County, Texas as more particularly all properties are described and depicted on Exhibit "A" of this Ordinance.

SECTION 2: The Director of the Planning & Development Department, or his/her designee, is hereby directed to correct zoning district maps in the office of the Planning & Development Department, to

implement the zoning provision adopted herein, as further depicted on **Exhibit "A"** of this Ordinance ("**Zone Change Map**").

SECTION 3: The use of the hereinabove described property shall be subject to all applicable regulations contained in Chapter 12 of the Code of Ordinances for the City of San Angelo, as amended.

SECTION 4: The terms and provisions of this Ordinance shall be deemed to be severable in that, if any portion of this Ordinance shall be declared to be invalid, the same shall not affect the validity of the other provisions of this Ordinance.

SECTION 5: This Ordinance shall be effective on, from and after the date of adoption.

INTRODUCED on the **18th day of August 2026,** and finally PASSED, APPROVED AND ADOPTED on this the **1st day of September 2026.**

THE CITY OF SAN ANGELO

_____
Tom Thompson, Mayor

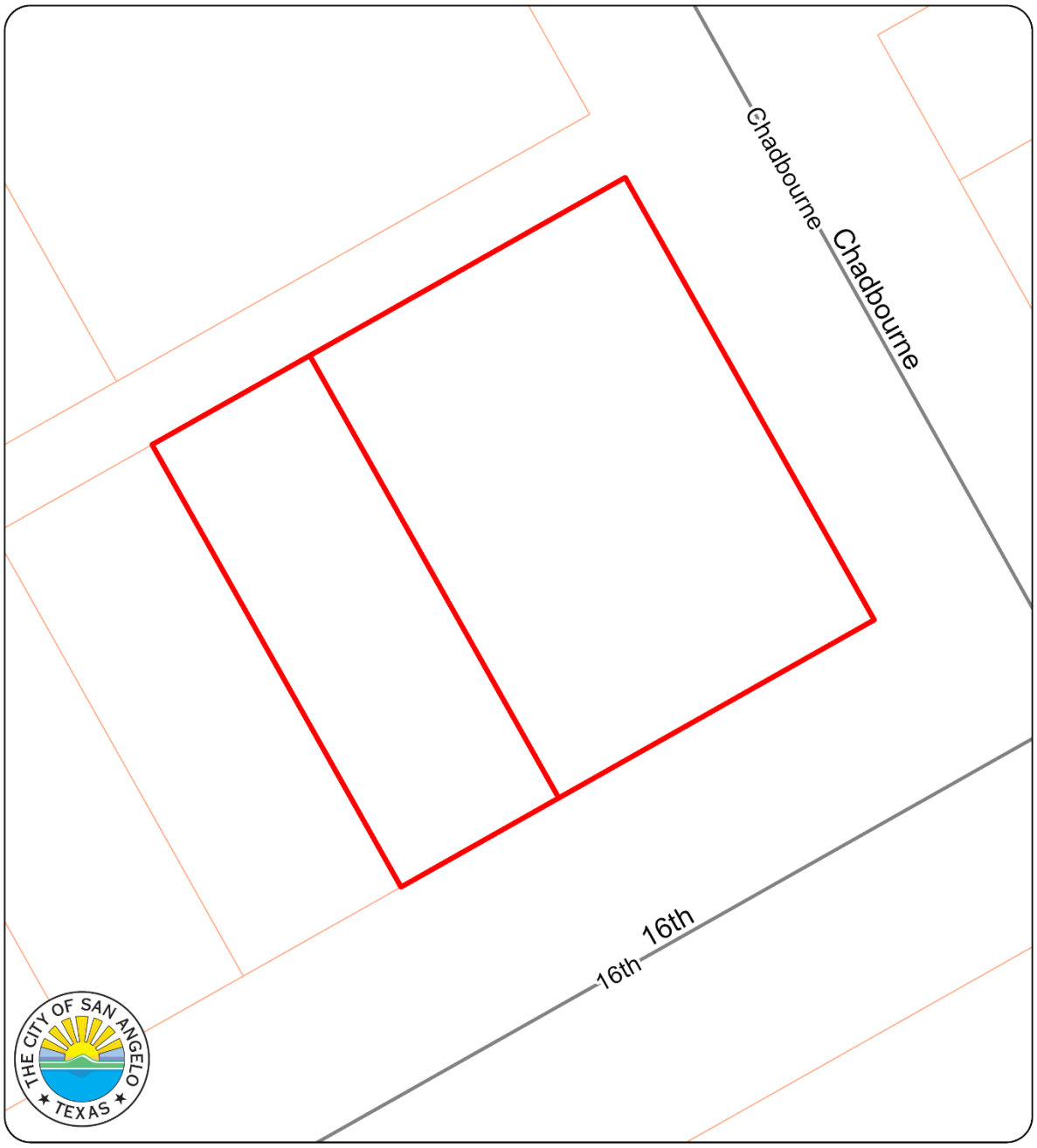
ATTEST:

_____
Heather Stastny, City Clerk

APPROVED AS TO FORM:

_____
Brandon Dyson, City Attorney

Exhibit "A" (Zone Change Map)



Ordinance Map
Case: Z26-09 6 & 10 W 16th St
Council District: #4 - Patrick Keely
Neighborhood: Reagan

Scale: 0 0 0 0.01 0.01 0.02 Miles

Subject Property:

Zone Change: CG/CH to CG

N

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Aaron Vannoy, Director, Planning and Development Services

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

First reading and public hearing of an ordinance for Z26-10, a request for a zone change from the Single-family Residential zoning district to the Three-and Four-Family Residential zoning district located at 2000 Marx St. (Presentation made by Planning and Development Services Director Aaron Vannoy)

Staff Recommendation:

Summary/History:

The request is for a rezoning to a new residential zoning district of 3 and 4-family residential (RS-6). The applicant has expressed placing 2 triplexes, one per lot for this application. 2000 Marx St is a corner lot being a combined 14,000 Sq. Ft. between the two available lots. This is where old housing stood and was demolished a few decades ago, and now transients occasionally visit the accessory building.

There was one resident who walked the neighborhood and collected addresses and signatures. We have attached this to the background information.

Housing is critical to our fiscal sustainability for our community. Housing of all types are economic development. These lots have been vacant and not redeveloped by single-family style housing. The housing study from 2019 and 2025 reiterated a mix of housing styles, small incremental development of housing on infill lots is the most critical need facing San Angelo. Several studies throughout the country have proven small developments like this are not detrimental to property values and assist with lowering crime. Our own local Infill program study has proven a lowering of crime, code and a revitalization of civic pride adjacent to these infill projects.

One neighbor came and actually spoke at the Planning Commission. This was enough for them to vote 4-2 in denial of the rezoning request on July 20, 2026, and stated the number of citizen concerns, meaning they weighted the petition heavily without full knowledge of everyone of the signer's understanding of the project. Pursuant to Section 213 of the Zoning Ordinance, this item will require a super majority vote to override the Planning Commission's denial.

City staff are in support of the rezoning request.

Funding Source(s):

Financial Impact:

Other Information/Recommendation:

Attachments:

1.	Alexandria Affordable Housing Brief	Alexandria Affordable Housing Brief.pdf
2.	San Angelo ResIntel 2024 Update - FINAL_June 2025 (1) (1)	San Angelo ResIntel 2024 Update - FINAL_June 2025 (1) (1).pdf
3.	Comptroller study on housing	Comptroller study on housing.pdf
4.	Z26-10- Ordinance	Z26-10- Ordinance.docx
5.	Citizen Opposition Petition	Citizen Opposition Petition.pdf
6.	Z26-10 - Staff Report	Z26-10 - Staff Report.docx

Presentation:

Aaron Vannoy

Approvals/Reviews:

Aaron Vannoy	Created/Initiated
Aaron Vannoy	Approved
Holly Crooks	Approved
Brandon Dyson	Approved
Aaron Vannoy	Approved
Heather Stastny	Final Approval

URBAN INSTITUTE

Assessing the Impact of Affordable Housing on Nearby Property Values in Alexandria, Virginia

Christina Stacy and Christopher Davis

April 2022

Stable, affordable housing provides benefits to both people with low incomes and local economies overall. For individuals, it reduces homelessness, lifts people out of poverty, and improves health outcomes (Lubell, Crain, and Cohen 2007). It also improves youth educational outcomes and long-term earnings and reduces the likelihood of later adult incarceration (Andersson et al. 2016; Fischer 2015; Cunningham and McDonald 2012). Affordable housing can help maintain health, daily functioning, quality of life, and maximum independence for adults as they age (Spillman 2012). And it supports employment growth and stability, because low-wage workers are less willing to travel long distances for minimum wage jobs (Altali 2017; Chakrabarti 2014).

Despite these benefits, property owners who live near proposed affordable housing developments often oppose such projects, citing fear that the developments will cause their property values to decline (Scally 2014). However, empirical research provides little evidence that subsidized housing depresses neighborhood property values (Ellen et al, 2007; Galster 2002; Center for Housing Policy 2009). Projects financed through the Low-Income Housing Tax Credit (LIHTC), the largest affordable housing financing program in the United States, have been associated with an immediate positive increase of 3.8

Data provided by Zillow through the Zillow Transaction and Assessment Dataset (ZTRAX). More information on accessing the data can be found at http://www.zillow.com/ztrax. The results and opinions in this brief are those of the authors and do not reflect the position of Zillow Group.

Dr. Christina Stacy is a voluntary member of the Alexandria Housing Development Corporation, an affordable housing nonprofit developer in Alexandria, Virginia.

percentage points in nearby property values (Ellen et al. 2007). Another study found that LIHTC properties, on average, revitalize low-income neighborhoods, increasing house prices by 6.5 percent, lowering crime rates, and attracting racially and income-diverse populations (Diamond and McQuade 2016). However, some studies have found that LIHTC developments in higher-income areas are associated with house price declines (Diamond and McQuade 2016; Woo, Joh, and Van Zandt 2016). Other types of affordable developments, such as those funded by new markets tax credits, have not been found to depress property values and can increase property values under certain conditions (Theodos et al. 2021).

It is unclear what conditions and which types of affordable housing developments affect property values differentially, and many local governments require their own analyses to help inform community debates. To add to this knowledge base, we use Zillow's assessor and real estate database to estimate the relationship between affordable housing developments in Alexandria, Virginia, and sales prices of nearby single-family homes, duplexes, cooperatives, and residential condominiums between 2000 and 2020 (Zillow 2021). We use a repeat sales model that estimates the change in sales prices before and after an affordable housing development is built near a home. The model compares those changes with changes in the sales prices of other residential units in Alexandria, thus isolating the relationship between the development and changes in property values.

We find that affordable units in the city of Alexandria are associated with a small but statistically significant *increase* in property values of 0.09 percent within 1/16 of a mile of a development, on average—a distance comparable to a typical urban block. These results are robust to other radii and comparison groups, such as comparing homes within a block with homes within a few blocks or comparing homes within a block with homes between half a mile and one mile away. When we remove set-asides—defined as affordable housing units within market-rate developments—the coefficient increases to 0.11 percent, confirming that set-asides are not driving these results. And when we split the effects by the baseline income of neighborhoods to see whether affordable housing construction in lower-income neighborhoods is driving the results, we find the opposite of prior research: in Alexandria, affordable housing in higher-income neighborhoods has a positive and highly significant effect on surrounding home values, as does affordable housing in lower-income neighborhoods. This calls into question prior findings that affordable housing in high-income areas necessarily causes nearby property values to decline.

The positive relationship between affordable units and nearby home sales in Alexandria may reflect strong local oversight and the close relationship between the city and affordable housing developers. Various municipal measures help ensure that new or preserved developments fulfill strict requirements for design, development, maintenance, and operation. Other cities have shared that they are unhappy with affordable housing in their jurisdictions, which they believe is because they have little local oversight over the developments.[1] Alexandria's close partnerships with affordable housing developers and oversight of affordable housing may explain the positive effects found here.

These findings show that multifamily affordable housing developments in Alexandria do not cause a decline in nearby property values, as some fear, but are actually associated with a small but statistically

significant increase in nearby values. This should ease residents' concerns about their impact on neighborhoods and bolster support for increased development.

Background

Alexandria, Virginia, a suburb of Washington, DC, had an estimated population of 159,200 in 2020. The city lost 78 percent of its market-rate affordable units—defined as nonsubsidized rental units affordable to households earning 60 percent of the area median income (AMI)—between 2000 and 2020.[2] 2019 estimates generated by the Urban Institute predict that the city will need an additional 13,600 housing units to accommodate household growth from 2015 to 2030 (Turner et al. 2019), and most of those units need to be affordable to middle- and low-income households.

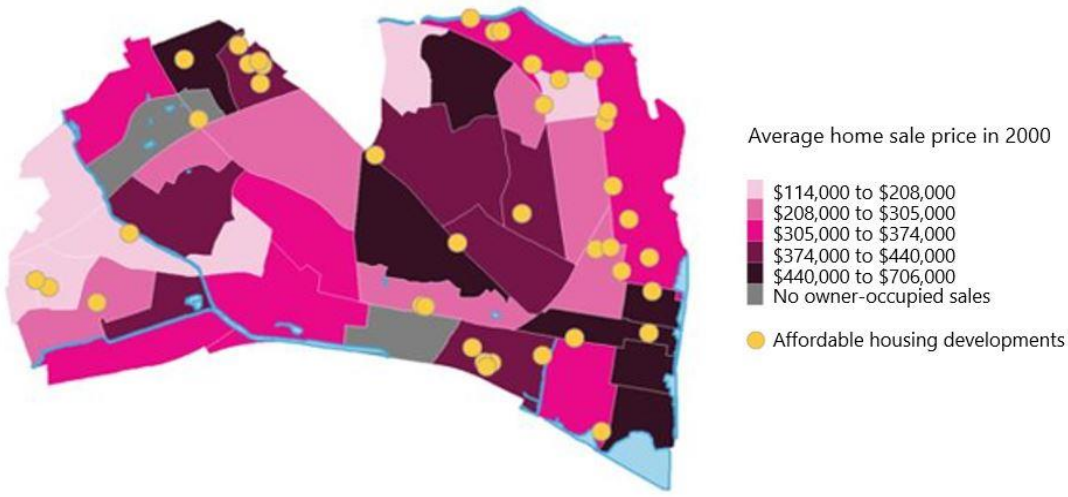
However, producing and preserving affordable units can be a challenge as some residents oppose their development on the grounds that it will depress their property values.[3] To explore whether this is true, we estimate the relationship between the development of 40 multifamily affordable housing developments that began providing subsidized rental units between 2000 and 2020 and nearby property values.

The developments included in our analysis are shown in figure 1 and table 1. This list includes 6 public housing developments, 18 market-rate developments that include affordable set-asides, and 16 developments that were built or preserved by affordable housing developers and include all affordable units. Some of the developments were new construction; others were converted to affordable housing or preserved through redevelopment in partnership with a market-rate developer.

Affordability levels in the developments range from units affordable to families whose incomes are between 0 and 30 percent of AMI to those affordable to families with incomes between 60 and 80 percent of AMI. The number of affordable units in each development ranges from 2 to 244 and accounts for 1 to 100 percent of the total units in the development. To account for this range, our model uses the number of affordable units as the treatment variable, rather than the number of developments.

FIGURE 1

Multifamily Affordable Housing Developments in Alexandria, Virginia, between 2000 and 2020, Overlaid with Average Home Sale Price in 2000



Source: Authors' calculations from city of Alexandria administrative data and Zillow ZTRAX home sales data (Zillow 2021). Home sale price is inflation-adjusted to 2020 dollars.

TABLE 1

Multifamily Affordable Housing Developments in Alexandria, Virginia, Where Assistance Began between 2000 and 2020

Project name	Year assistance began	Set-asides	Public housing	Origin	Level of affordability of affordable units (percent of AMI)	Committed affordable units	Total units in complex	Percent affordable
Potomac West Apartments	2001	No	No	Conversion to affordable housing	60–80	45	60	75%
Lynhaven Apartments	2002	No	No	Conversion to affordable housing	50–60	28	28	100%
Chatham Square	2004	No	Yes	Preservation through redevelopment	0–30	52	151	34%
Northampton Place	2005	Yes	No	New construction	60	12	275	4%
BWR/Reynolds	2005	No	Yes	New construction	0–30	18	18	100%
BWR/Whiting	2005	No	Yes	New construction	0-30	24	24	100%
Beverly Park Apartments	2005	No	No	Conversion to affordable housing	60	33	33	100%
Arbelo Apartments	2006	No	No	Conversion to affordable housing	60	34	34	100%
Lacy Court Apartments	2006	No	No	Conversion to affordable housing	40–60	44	44	100%
ParcView Apartments	2006	No	No	Conversion to affordable housing	60	120	149	81%
Carlyle Place	2007	Yes	No	New construction	60	13	326	4%
BWR/Braddock	2007	No	Yes	New construction	0–30	6	6	100%
Halstead Tower	2007	Yes	No	New construction	60	9	174	5%
Meridian at Eisenhower Station	2007	Yes	No	New construction	60	15	369	4%
The Alexander	2007	Yes	No	New construction	60	13	275	5%
Longview Terrace	2007	No	No	Conversion to affordable housing	60	41	41	100%
The Tuscany Apartments	2007	Yes	No	New construction	60	2	104	2%
The Station at Potomac Yard	2009	No	No	New construction	60–80	64	64	100%
Alexandria Crossing at Old Dominion	2009	No	Yes	New construction	0–30	36	54	67%

Project name	Year assistance began	Set-asides	Public housing	Origin	Level of affordability of affordable units (percent of AMI)	Committed affordable units	Total units in complex	Percent affordable
Alexandria Crossing at West Glebe	2009	No	Yes	New construction	0–30	48	48	100%
Del Ray Central	2010	Yes	No	New construction	60	9	141	6%
Beasley Square	2011	No	No	New construction	60	8	8	100%
Post Carlyle Square II	2012	Yes	No	New construction	60	6	344	2%
Old Town Commons	2013	No	Partial	Preservation through redevelopment	0–30	134	379	35%
Station 650 at Potomac Yard	2015	Yes	No	New construction	60	8	186	4%
The Bradley	2015	Yes	No	New construction	60	10	159	6%
Notch 8	2015	Yes	No	New construction	60	12	252	5%
Parc Meridian at Eisenhower Station	2016	Yes	No	New construction	60	33	505	7%
Jackson Crossing	2016	No	No	New construction	60	78	78	100%
Southern Towers	2016	Yes	No	Conversion to affordable housing	55–60	105	2,184	5%
The Thornton	2018	Yes	No	New construction	60	24	443	5%
St. James Plaza	2018	No	No	New construction	40–60	93	93	100%
Silverado Alexandria Memory Care	2018	Yes	No	New construction	0–80	2	66	3%
Gables Old Town North	2019	Yes	No	New construction	60	9	232	4%
Ellsworth Apartments	2019	No	No	Conversion to affordable housing	50–60	20	20	100%
The Nexus at West Alex	2019	No	No	New construction	40–60	74	74	100%
Parkstone	2020	No	No	Conversion to affordable housing	60–80	244	326	75%
The Foundry	2020	Yes	No	New construction	60–80	5	520	1%
Denizen Apartments at Eisenhower Square	2020	Yes	No	New construction	60	13	336	4%
The Bloom	2020	No	No	New construction	40–60	97	97	100%

Source: City of Alexandria administrative data.

TABLE 2

Descriptive Statistics of Census Tracts with and without Affordable Units in Alexandria, Virginia

	Never had affordable housing units between 2000 and 2020	Had affordable housing units between 2000 and 2020	Had affordable set-aside units between 2000 and 2020	Had affordable units that were not set-asides between 2000 and 2020
Population	2,978	4,408	3,078	4,705
Median household income	$86,360	$69,783	$56,662	$72,718
Unemployment	2.70%	3.43%	3.81%	3.34%
Percentage in poverty	7.22%	11.15%	10.01%	11.41%
Share of people of color	44.93%	53.63%	52.10%	53.86%

Sources: Authors' calculations from city of Alexandria administrative data and the 2000 Census.
Notes: Numbers reflect weighted averages, weighted by the total number of affordable units in the census tract between 2000 and 2020.

Methods

Our primary analysis uses an analytic sample that includes properties that were sold more than once between 2000 and 2020 within the city of Alexandria and properties that were sold more than once outside of the city that were also within 1 mile of an affordable housing development in our sample (i.e., properties just outside the city's borders located near affordable housing developments). We drop sales that were greater than $10 million since they appear to be data errors rather than true sales.

The main model estimates the linear relationship between the natural log of sales prices within 1/16 of a mile of each affordable housing development, before and after the year the assistance began—compared with all other properties in the city that sold more than once—while controlling for housing characteristics by incorporating a fixed effect, or dummy variable, for each property. This "repeat sales" model strives to eliminate omitted variable bias by examining multiple sales of the same properties over time. This controls for attributes about each property that do not change over time. We also control for changes in the housing market at the city level to account for overall trends in the housing market.

The treatment variable in the regression is the number of affordable units in each development. This allows us to weight the development by size (or number of affordable units) and allows developments with more affordable units to count for more than ones with a small number of affordable units.

To examine the spatial impacts, we also estimate mutually exclusive treatment effects for each 1/16-mile ring around a project, up to 1 mile. This analysis allows us to observe the geographic relationship between affordable housing and nearby property values over space. If a property is within 1 mile of more than one development, our model counts the affordable units in both of those developments in the treatment variable.

Finally, we conduct a series of checks to ensure that our results are robust to alternative treatment and control radii. This includes increasing the size of each treatment variable and including a development window control two years before and after the development opened to account for anticipatory effects and to give residents time to move in.

Data

We use two main sources of data for this analysis: administrative data from the city of Alexandria about multifamily affordable housing developments that began assistance between 2000 and 2020 and sales data from the Zillow Transaction and Assessment Dataset (ZTRAX) (Zillow 2021). These data are available from 2000 to 2020 and contain multiple characteristics related to sales and building parcels, including the number of units, year the building was built, size of the parcel, sale amount, and sale type.

Results

We find that affordable housing units in Alexandria are associated with an increase in property values of 0.09 percent within 1/16 of a mile of a development, on average (table 3). This effect is statistically significant at the 1 percent level, roughly meaning that there is a 99 percent chance of a positive value.

TABLE 3

The Relationship between Affordable Housing and Property Values

Average treatment effects for affordable housing on property values within 1/16 of a mile of a development

	ln sales price
Affordable housing units	**0.09%*****
	(0.03%)
Number of observations	57,998
Adjusted R-squared	0.46

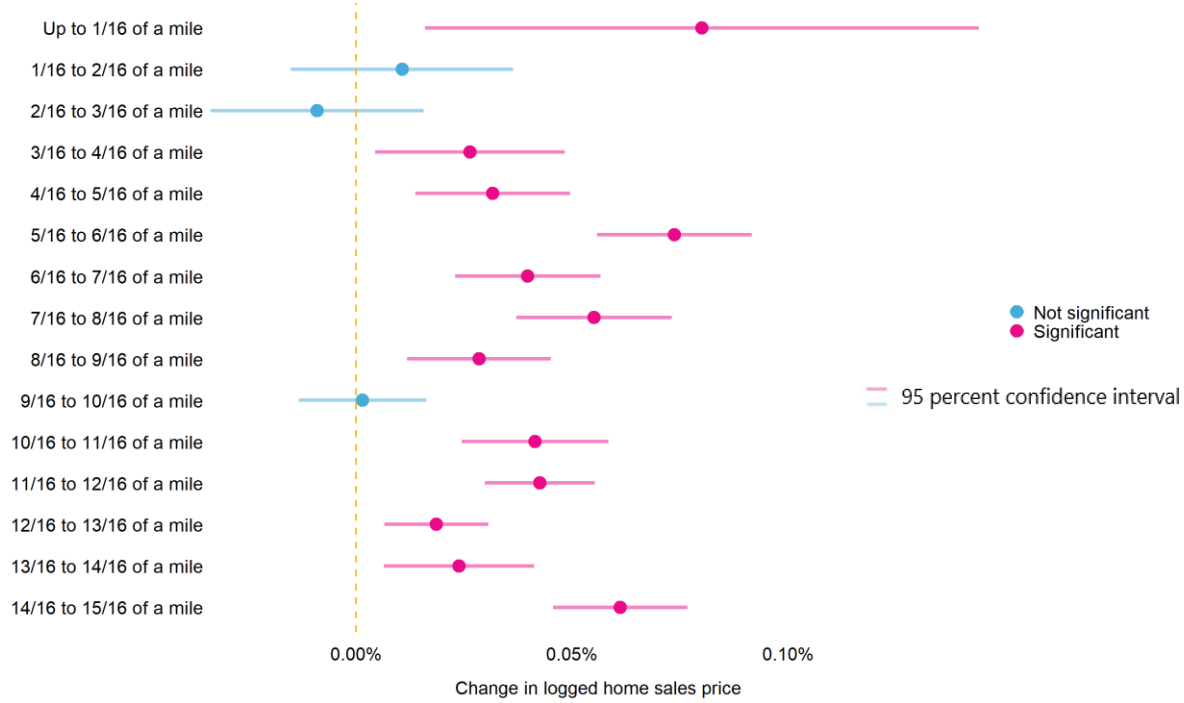
Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.
Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects.
*** p < 0.01; ** p < 0.05; * p < 0.10

Over space, affordable housing units are associated with a positive and statistically significant effect on properties within 1/16 of a mile of a unit but have no effect on properties between 1/16 of a mile and 3/16 of a mile (figure 2). Affordable housing units are associated with an increase in property values for each 1/16-mile ring after that, but at a much lower level, suggesting that those coefficients reflect the placement of the units in growing neighborhoods rather than representing the true impact of an affordable unit.

FIGURE 2

The Relationship between Affordable Housing Units and Property Values over Space

Distance to affordable housing development



Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.
Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Confidence intervals at the 95 percent level (shown as lines) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. Coefficients shown in red are statistically significant at the 5 percent level, and coefficients shown in blue are not significant.

Removing Set-Asides

Because affordable units in set-asides often account for a small portion of the overall number of units, the market-rate units in set-aside buildings may bias our results. To ensure that this is not the case, we re-run our analysis removing set-asides.

We find that the relationship between affordable units and nearby properties after removing set-asides is even larger than it is when we include them (table 4). Affordable units that are not set-asides are associated with an increase in property values of 0.11 percent within 1/16 of a mile of a development, on average. Again, this may be due to the close relationship between the city and affordable housing developers in Alexandria, which ensures that affordable housing developments excluding set-asides are amenities rather than disamenities to the neighborhood.

TABLE 4

The Relationship between Affordable Housing and Property Values, Removing Set-Asides

Average treatment effects for affordable housing on property values within 1/16 of a mile of a development

	ln sales price
Affordable housing units that were not set-asides	**0.11%***** (0.03%)
Number of observations	57,998
Adjusted R-squared	0.460

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.

Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. ***p<0.01; **p<0.05; * p<0.10.

Variation by Census Tract Income Level

Previous literature has found that affordable housing in higher-income neighborhoods has a different effect on nearby property values than does affordable housing in low-income neighborhoods. To see whether this is true in Alexandria, we re-run our analysis with the treatment variable split by whether the affordable housing units were in census tracts that had household median incomes above or below the median income in Alexandria, as determined by the 2000 Census (table 5).

We find that affordable housing units in above-median-income census tracts are associated with a 0.06 percent increase in property values, and affordable housing units in below-median-income tracts are associated with a 0.17 percent increase in nearby property values. This is counter to prior findings in the literature that show that affordable housing in high-income neighborhoods reduces nearby property values. In Alexandria, affordable housing units in both higher-income and lower-income neighborhoods are associated with statistically significant increases in nearby property values.

TABLE 5

The Relationship between Affordable Housing and Property Values, Split by Household Median Income in Census Tract of Affordable Housing Development

	ln sales price
Affordable housing units in census tracts with household median incomes below the median	**0.17%*** (0.101%)
Affordable housing units in census tracts with household median incomes above the median	**0.06%***** (0.03%)
Number of observations	57,998
Adjusted R-squared	0.460

Source: Author calculations from ZTRAX (Zillow 2021), city of Alexandria administrative data, and the 2000 Census.

Other Robustness Checks

We run a number of additional regressions to ensure that our results are robust to various specifications and models. This includes using alternative treatment radii and alternative comparison group radii, as well as including a five-year development window for each opening date.

Specifically, we estimate the relationship between affordable housing developments and property values located within 1/16 of a mile of the development—our preferred specification, since effects are likely very localized—but also within 1/8 of a mile, 1/4 of a mile, and 1/2 of a mile. We also estimate the relationship between properties within 1/8 of a mile, controlling for those between 1/8 of a mile and 1/2 of a mile, in case there are spillover or displacement effects within that distance. In other words, we compare changes in property values within 1/8 of a mile with changes in property values farther than 1/2 a mile from the development.

Table 6 shows the results of these robustness checks. The findings are consistent throughout and follow theory (i.e., they are positive and significant and generally decline with distance), showing that our results are robust to these alternative specifications.

TABLE 6

Robustness Check Results for Varying Distances

In sales price, by varying distances from an affordable housing development

	1/16 of a mile (main model)	1/8 of a mile	1/4 of a mile	1/2 of a mile	1/8 of a mile, controlling for 1/8 to 1/2 of a mile
Affordable housing units	**0.09%*** **	**0.03%** **	**0.01%** **	**0.03%*** **	**0.02%***
	(0.03%)	(0.01%)	(0.007%)	(0.004%)	(0.01%)
Observations	57,998	57,998	57,998	57,998	57,998
R-squared	0.460	0.460	0.460	0.461	0.461

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.
Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. ***p<0.01; **p<0.05; * p<0.10.

We also undertake robustness checks where we control for a five-year window around the opening of the affordable housing development to account for anticipatory effects and any construction effects that are likely to have a short-term impact on nearby properties (table 7). These results are again consistent and actually larger than our main results, suggesting that controlling for this predevelopment window and move-in period correlates affordable housing developments with even larger increases in nearby property values.

TABLE 7

Robustness Check Results, Varying Distances and Controlling for a Five-Year Development Window

In sales price, by varying distances from an affordable housing development

	1/16 of a mile (main model)	1/8 of a mile	1/4 of a mile	1/2 of a mile	1/8 of a mile, controlling for 1/8 to 1/2 of a mile
Effects controlling for five-year development window	**0.16%*** **	**0.03%***	**0.02%**	**0.04%*** **	**0.03%**
	(0.044%)	(0.018%)	(0.010%)	(0.005%)	(0.018%)
Five-year development window	0.20%***	-0.01%	-0.01%	0.003%	-0.01%
	(0.047%)	(0.009%)	(0.005%)	(0.003%)	(.009%)
Observations	57,998	57,998	57,998	57,998	57,998
R-squared	0.460	0.460	0.460	0.461	0.461

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.

Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. ***p<0.01; **p<0.05; * p<0.10.

Conclusion

Although the impact of affordable housing on nearby property values is not the primary reason to build affordable housing, individuals often cite it as a reason to oppose such developments. This analysis adds to the current research on the topic, showing that affordable housing developments in the city of Alexandria, Virginia, not only do not reduce property values but also are associated with a small but statistically significant *increase* in values.

Alexandria's positive results overall could reflect a combination of strict requirements for design, development, maintenance, and operation of affordable housing, as well as a cadre of sophisticated local and regional developers including nonprofit housing developers working in the city's real estate market. They could also reflect ongoing oversight from local, state, federal, and private lenders and investors, as well as the city's commitment to diversity and inclusion, which helps incorporate new and preserved affordable housing developments into the fabric of Alexandria neighborhoods.

Given the known benefits of affordable housing on housing stability, access to opportunity, the economy as a whole, and the overall health of households with low incomes, these results support the development of additional affordable housing in the city of Alexandria.

Appendix A. Supplemental Tables and Figures

TABLE A.1

Number of Property Sales by Distance from an Affordable Housing Development

2000–2020

Distance to affordable housing development	Number of sales
0 to 1/16 of a mile	1,832
1/16 to 2/16 of a mile	7,513
2/16 to 3/16 of a mile	11,517
3/16 to 4/16 of a mile	14,637
4/16 to 5/16 of a mile	18,009
5/16 to 6/16 of a mile	20,370
6/16 to 7/16 of a mile	24,334
7/16 to 8/16 of a mile	25,100
8/16 to 9/16 of a mile	24,867
9/16 to 10/16 of a mile	29,251
10/16 to 11/16 of a mile	27,322
11/16 to 12/16 of a mile	28,173
12/16 to 13/16 of a mile	33,656
13/16 to 14/16 of a mile	34,964
14/16 to 15/16 of a mile	34,632
15/16 to 1 mile	36,050

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data. Sales above $10 million are excluded from this analysis.

Notes: The number of sales includes homes located between the distances shown in the first column, not for all sales between the affordable housing development and the larger distance.

TABLE A.2

Descriptive Statistics of Property Sales by Distance

2000 and 2020

	Minimum	Mean	Median	Maximum	Count
Within 1 mile, 2000	$2,040	$337,126	$297,320	$4,784,986	2,944
Within 1 mile, 2020	$1,268	$605,314	$527,043	$5,035,610	4,525
Within 1/16 of a mile, 2000	$70,598	$276,443	$289,139	$502,031	45
Within 1/16 of a mile, 2020	$59,071	$672,892	$641,845	$3,913,686	68

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data. Sales above $10 million are excluded from this analysis.

Notes

[1] Urban Institute presentation with a city council from a midsized Southern city.

[2] Office of Housing, City of Alexandria.

[3] Authors' discussion with local leaders and developers.

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Errata

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San Angelo ResIntel Housing Study
2024 Update



City of San Angelo Texas
Development Corporation

The City of San Angelo Texas

San Angelo ResIntel Housing Study

2024 Update

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INTRODUCTION

The City of San Angelo Development Corporation (COSADC) is a non-profit economic development corporation formed under the Texas Development Corporation Act of 1979 and governed by a seven-member board of directors. As directed by this Act, the Corporation's focuses its efforts on the promotion and development of business enterprises that create or retain primary jobs.

It is the mission of the City of San Angelo Development Corporation to work with economic development partners to retain, strengthen and diversify the job base of the community to ensure a vibrant business climate for San Angelo and the region.

CDS Company Bio

CDS Community Development Strategies (CDS) is a leading national consulting firm headquartered in Houston, Texas, providing economic analysis, public planning, and market research services to clients in a wide variety of industries. CDS was formed in 1971 and is staffed with seasoned professionals who have training and experience in economic development, demographic research, urban planning, statistical analysis, market evaluation, and all aspects of real estate development.

Since 1971, CDS has remained at the forefront of the industry by doing three things:

1. Staying actively involved in numerous professional and trade associations.
2. Providing clear, unbiased, and up-to-date solutions by employing the most appropriate and cost-effective research methods.
3. Utilizing solution-oriented analysis teams to focus on each project assignment adapted to your needs.

The Purpose of this Study

This study contains the most recent research, findings, analysis, and suggestions for improvement related to the housing market in the City of San Angelo. The focus of this study centers on the following:

- Evaluation of supply and demand within the context of economic conditions and trends
- The magnitude and nature of demand for all types of housing deemed to be needed in San Angelo
- Conclude on overall opportunities that builders and developers can pursue to fulfill current and future needs

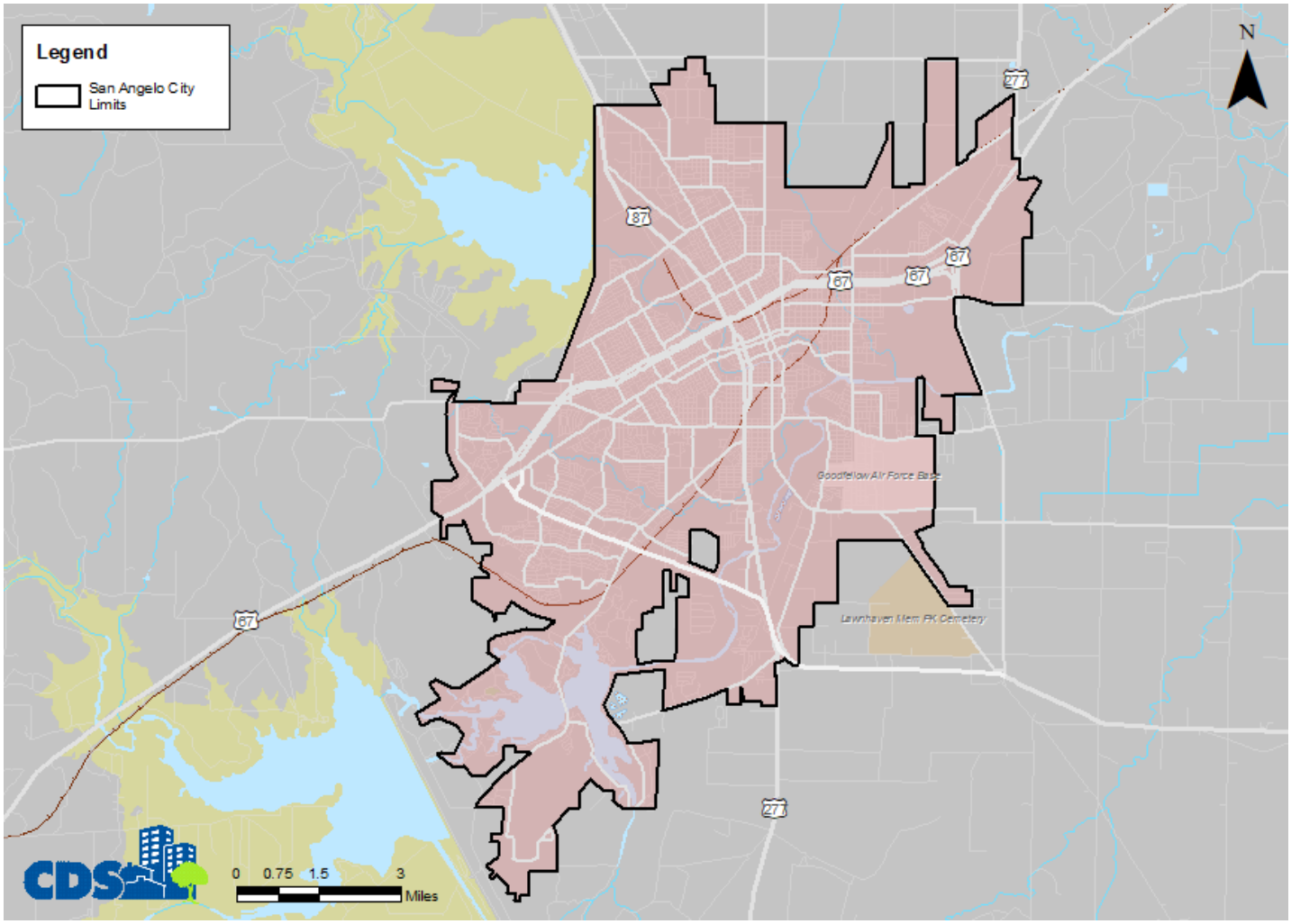
This study required a considerable amount of participation from local business, real estate professionals, and government staff, for which CDS is grateful.

Study Area Description

This study examines the City of San Angelo, Texas and to a lesser extent San Angelo MSA and Tom Green County mostly for comparison purposes.

The City of San Angelo is the county seat and regional residential and economic hub of Tom Green County and offers the County major employment, retail shopping, recreational, educational and health care services.

Figure 1: San Angelo, Texas



EXECUTIVE SUMMARY

The City of San Angelo and Tom Green County emerged from the COVID shutdown with substantial job recovery and new job growth.

Although K-12 enrollment in San Angelo has decreased by about -2,000 since 2018-2019 and demographics estimates for 2020 to 2024 show a decrease of population in San Angelo of -200, Tom Green County is currently experiencing the highest employment in its history and population estimates may be understated.

Furthermore, Angelo State University continues to see 200 to 300 new students each year. That combined with the ongoing trainings and missions at Goodfellow Air Force Base plus overall job growth San Angleo is experiencing strong growth and a constant churn of residents, students and workers in and out of apartment and single-family rental units.

Shannon Hospital plans to hire around 1,000 additional workers in the next three to five years.

San Angelo's very strong industrial cluster has created new job growth and is exporting millions worth of products manufactured in San Angelo each year.

Local economic development has proven to be effective, growing the local economy and job base and is poised to continue to do so over the next three to five years.

When CDS first conducted the 2019 ResIntel the apartment and rental market was very tight and home building and buying activity was very high. This was accelerated in 2020 and 2021 but new rental developments like Creek 27 and Wolf Creek provided new supply that helped to moderate the market and keep prices from surging even higher. The rental market is poised to tighten again with added job growth and very low construction of new entry-level homes.

New housing permits has kept up somewhat well with new job growth but is slightly behind the 1 new housing permit per 2 new jobs benchmark for a balanced market.

In order to facilitate continued job growth and prevent greater housing price increases more apartments as well as for-sale and rental small lot entry level homes, town homes, patio homes, garden homes, duplex, triplex and fourplex homes will be required.

The greatest demand as well as lack of supply in the San Angelo housing market are entry level, first time buyer for-sale homes in the $175,000-$225,000 price range and rental units from $875-$1,300 a month.

CDS estimates housing demand in San Angelo over the next three to five years to range from 2,500 to 5,000 new units.

For new housing units to be as affordable and attainable as possible to San Angelo and Tom Green workers then more rental units and smaller lot, entry level for-sale homes in the form of missing-middle housing types should be allowed and facilitated.

Infrastructure and other supply side incentives for housing should also be explored.

Category	Data Point	Jobs	Housing To New Jobs Ratio	Housing Demand	Rental Unit Demand (45%)	For-Sale Unit Demand (55%)	Attainable Rent Price	Attainable For-Sale Price
Job Growth	New Jobs (2022-2025)	3,626	1:2	1,813	700	1,100	$875-$1,300	$175,000-$275,000
Future Job Growth Scenarios (2025-2030)	Conservative	2,500	1:2	1,250	563	688	$875-$1,300	$175,000-$275,000
	Average	3,500	1:2	1,750	788	963	$875-$1,300	$175,000-$275,000
	Aggressive	5,000	1:2	2,500	1,125	1,375	$875-$1,300	$175,000-$275,000

Reducing Local Barriers to Housing Attainability: Local Government Policy Recommendations

According to U.S. Census Bureau data the average square feet of new homes as of Q1 2025 was 2,408 square feet. In 2024 only 264,000 homes 1,800 square feet or less were built, compared to 500,000 in 2004.

An entry level or starter home is typically 1,800 square feet or smaller.

- Smaller end (975–1,400 SF)
- Mid-range (1,400–1,600 SF)
- Upper end (1,600–1,800 SF): Still considered starter homes in many low-cost regions or for families needing 3 bedrooms.

Local government housing construction standards, requirements and regulations have a significant impact on the construction and cost of new entry level homes.

The following recommendations are intended to help local governments and planning agencies reduce regulatory costs, improve housing attainability and facilitate new entry level starter home and missing-middle construction. These strategies are based on national research, and local planning best practices.

1. Legalize and Support Missing Middle Housing Across All Residential Zones

- Legalize Missing Middle Housing Types (2–5 units) in all residential areas, with density adjusted to local infrastructure and population.
- Allow by-right conversions of single-family homes into duplexes or triplexes.
- Permit backyard cottages (ADUs) and small lot multiplexes (up to fourplexes) in all zones.
- Allow new starter homes by-right in all residential zones to broaden entry-level ownership options.

2. Reform Zoning Standards to Unlock More Buildable Land

- Reduce or eliminate minimum lot sizes in single and multifamily zones, especially in infill areas.
- Target: 1,400–2,000 sq. ft. or less.
- Permit subdivision/splitting of existing lots to enable small-scale developments like townhomes.
- Increase lot coverage allowances (up to 60% or more) and reduce setback requirements.
- Allow zero-lot-line homes and flexible setbacks.
- Increase building heights up to at least 4 stories.

3. Remove Excessive Parking Mandates

- Cap parking at 0.5 spaces per unit for multifamily housing.
- Eliminate parking requirements for:
    - Units under 1,400 sq. ft., ADUs, childcare centers, affordable homes, and other priority uses.
- Encourage shared parking models and fee-based parking stalls to avoid overbuilding.

4. Streamline Permitting, Review & Entitlement Processes

- Allow by-right construction for missing-middle housing to avoid unnecessary delays.
- Develop pre-approved house plan sets for faster deployment of small-scale housing.
- Simplify review timelines and provide online or automated permitting tools.
- Reduce or waive fees in areas with infrastructure capacity or urgent housing needs.
- Calibrate impact fees based on square footage to encourage smaller homes.
- Lower or eliminate impact fees for ADUs, duplexes, townhomes, and small-lot infill homes.

5. Reform Building and Infrastructure Codes

- Create a residential code carveout for structures up to six units, exempting them from the full commercial building code.
- Permit single staircases in buildings up to six units to expand options on smaller lots.
- Remove exclusionary infrastructure standards:
    - Avoid oversized roads/utilities unless necessary for safety or environmental health.
    - Allow flexibility in materials, architecture and design.

6. Ensure Fair, Transparent, and Affordable Development Costs

- Ensure proportional and justifiable development/impact fees, especially for:
    - First-time buyer units, working families, seniors, and small-scale developments.
- Conduct affordability impact reviews when updating zoning or subdivision standards.
- Identify and remove cost-prohibitive rules.

7. Align Infrastructure Investment & Housing Development

- Integrate land use planning with infrastructure investments.
- Use tools like TIRZ, TIF, PILOT, 380 agreements, and local housing incentives to offset utility and infrastructure costs.
- Provide city-backed financing tools to unlock favorable rates without excessive risk.
- Coordinate site preparation funding to expand affordable entry-level housing.

8. Support an Ecosystem of Incremental Developers

- Encourage local, small-scale developers who can build 1–4 units affordably and in context.
- Enable streamlined regulations for homeowner-led or small builder projects.
- Leverage public-private partnerships and workforce housing incentives to align supply with employment trends.

Cost of Regulations

Regulation imposed by all levels of government is estimated to account for an average of 25% of the final price of a new single-family home built for sale.

During the construction phase of a house, meaning after a builder has acquired or developed the underlying lot, regulation on average accounts for 14.5% of construction costs.

This includes actual hard costs of fees paid by the builder, as well as the cost of changes to construction codes and design standards.

While some of the cost of regulation is absorbed by the builder, at least 10% of the final sales price of a home is passed on to the homebuyer and directly attributable to the regulatory costs imposed during construction. Thus, government regulations have a clear and direct impact on housing affordability by influencing house prices.

Demographic and Economic Analysis

Past, present and future demographic figures were collected and estimated by utilizing data from the following sources: U.S. Census Bureau, American Community Survey, Environics by Envision (hereafter referred to as "Environics"), Bureau of Labor Statistics, Texas Workforce Commission Labor Market Information, Quarterly Census of Employment and Wages (QCEW), City of San Angelo Development Corporation, San Angelo Chamber of Commerce, Downtown San Angelo Inc., City of San Angelo Planning and Development, Goodfellow Airforce Base, San Angelo Apartment Association, San Angelo Association of Realtors and primary research completed by CDS Market Research.

Thanks goes out to City of San Angelo Economic Development Corporation and other City entities instrumental in completing this report.

Population and Households

Table 2 provides population and household counts for 2010 to 2024, as well as estimates for 2029.

- Data shows a slight decrease of -200 residents from 2020 to 2024 in San Angelo, however, estimates for Tom Green County show an increase of 400 new residents in that time.
- From 2024 to 2029 population is expected to increase in San Angelo by 550 new residents and 1,200 in Tom Green County.

Table 2: Population and Households, 2010 to 2024

Population	2010 Census	2020 Census	2024 Environics	2029 Projection	Change 2020 to 2024	% Change 2020 to 2024	Change 2024 to 2029	% Change 2024 to 2029
City of San Angelo	92,844	99,893	**99,691**	100,242	-202	-0.2%	551	0.6%
Tom Green County	110,221	120,003	**120,399**	121,570	396	0.3%	1,171	1.0%
Households	**2010 Census**	**2020 Census**	**2024 Environics**	**2029 Projection**	**Change 2020 to 2024**	**% Change 2020 to 2024**	**Change 2024 to 2029**	**% Change 2024 to 2029**
City of San Angelo	35,990	39,440	**39,331**	39,547	-109	-0.3%	216	0.5%
Tom Green County	42,329	46,683	**46,816**	47,266	133	0.3%	450	1.0%

Sources: U.S. Census Bureau, 2010, 2020, Nielsen/Claritas 2024, 2029 Estimates – Environics)

Age Distribution

Table 3 contains a breakdown of the 2024 populations for San Angelo and Tom Green County by age range.

- Median age in San Angelo is 35.8, and 36.6 in Tom Green County.
- San Angelo has a significant Millennial population (anyone born between 1981 and 1996/ages 43 to 28 in 2025) – 62% of San Angelo residents are in the Millennial generation cohort.
- Ages 0-9 accounted for 12.4% (12,361) of the population.
- Ages 10-17 accounted for 10.5% (10,423) of the population.
- San Angelo's child age groups (Age 0 to 9) were nearly 20% greater than older school age groups (Age 10 to 17).
- This indicates an opportunity to existing and new business growth that benefit greatly from a significant family base that will age along with businesses and provide lucrative patronage and future business growth opportunities.

Table 3: Population by Age, 2024

Age	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total	**99,691**		**120,399**	
Age 0 to 4	6,203	6.2%	7,464	6.2%
Age 5 to 9	6,158	6.2%	7,474	6.2%
Age 10 to 14	6,367	6.4%	7,891	6.6%
Age 15 to 17	4,056	4.1%	4,906	4.1%
Age 18 to 20	5,045	5.1%	5,848	4.9%
Age 21 to 24	6,062	6.1%	6,973	5.8%
Age 25 to 34	14,828	14.9%	17,044	14.2%
Age 35 to 44	12,779	12.8%	15,386	12.8%
Age 45 to 54	9,990	10.0%	12,306	10.2%
Age 55 to 64	10,648	10.7%	13,382	11.1%
Age 65 to 74	9,878	9.9%	12,398	10.3%
Age 75 to 84	5,432	5.5%	6,702	5.6%
Age 85 and over	2,245	2.3%	2,625	2.2%
Age 16 and over	79,623	79.9%	95,946	79.7%
Age 18 and over	76,907	77.1%	92,664	77.0%
Age 21 and over	71,862	72.1%	86,816	72.1%
Age 65 and over	17,555	17.6%	21,725	18.0%
Median Age	**35.8**		**36.6**	

Source: Environics 2024

Race and Ethnicity

Table 4 shows the estimated racial and ethnic makeup of San Angelo and Tom Green County.

Table 4: Racial or Ethnic Makeup, 2024

Race or Ethnicity	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Population	**99,691**		**120,399**	
White Alone	46,120	46.3%	60,097	49.9%
Black or African American Alone	3,803	3.8%	4,041	3.4%
American Indian and Alaska Native Alone	292	0.3%	372	0.3%
Asian Alone	1,539	1.5%	1,630	1.4%
Native Hawaiian and Other Pacific Islander Alone	117	0.1%	129	0.1%
Some Other Race Alone	303	0.3%	356	0.3%
Hispanic or Latino	27,978	28.1%	31,486	26.2%
Two or More Races	19,539	19.6%	22,287	18.5%

Source: Environics 2024

Household Size and Type

Table 5 shows 2024 household size and average household size for San Angelo and Tom Green County.

- Average household size in San Angelo was 2.45

Table 5: Household Size, 2024

Household Size	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total:	**39,331**		**46,816**	
1-person household	11,878	30.2%	13,318	28.5%
2-person household	12,611	32.1%	15,402	32.9%
3-person household	6,162	15.7%	7,321	15.6%
4-person household	4,800	12.2%	5,927	12.7%
5-person household	2,333	5.9%	2,914	6.2%
6-person household	986	2.5%	1,218	2.6%
7-or-more person household	561	1.4%	716	1.5%
Average Household Size	**2.45**		**2.50**	

Source: Environics 2024

Table 6 shows past, current and future data for family and nonfamily household types, which distinguishes between family and non-family households, in San Angelo and Tom Green County.

- Households in San Angelo have increased by 3,341 since 2010, an average per year of about 240 from 2010 t0 2024.

Table 6: Family and Nonfamily Households, 2024

Households	San Angelo		Tom Green County	
	Count	Share	Count	Share
2029 Projection	39,547		47,266	
2024 Estimate	**39,331**		**46,816**	
2020 Census	39,440		46,683	
2010 Census	35,990		42,329	
Growth 2024-2029	0.5%		1.0%	
Growth 2020-2024	-0.3%		0.3%	
Growth 2010-2020	9.6%		10.3%	
2024 Households by Household Type				
Family Households	25,126	63.9%	30,880	66.0%
Nonfamily Households	14,205	36.1%	15,936	34.0%

Source: Environics 2024

Table 7 shows past, current and future data for family households and poverty in San Angelo and Tom Green County.

- In San Angelo 10% (2,589) of family households are Below Poverty with 2,055 Below Poverty with Children.

Table 7: Family Households and Poverty, 2024

Family Households	San Angelo		Tom Green County	
	Count	Share	Count	Share
2029 Projection	25,330		31,263	
2024 Estimate	**25,126**		**30,880**	
2020 Census	24,744		30,299	
2010 Census	22,823		27,729	
Growth 2024-2029	0.8%		1.2%	
Growth 2020-2024	1.5%		1.9%	
Growth 2010-2020	8.4%		9.3%	
2024 Families by Poverty Status				
At or Above Poverty	23,058	91.8%	28,407	92.0%
At or Above Poverty with Children	10,506	41.8%	12,973	42.0%
Below Poverty	2,068	8.2%	2,473	8.0%
Below Poverty with Children	1,769	7.0%	2,049	6.6%

Source: Environics 2024

Household Income

Table 8 below shows 2019 household income. The average and median 2019 household income has been adjusted for inflation to 2024 dollars.

Table 8: Household Income, 2019

Household Income	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**39,743**	**100%**	**46,995**	**100%**
Less than $15,000	4,417	11%	4,909	10%
$15,000 to $24,999	4,951	12%	5,575	12%
$25,000 to $34,999	5,096	13%	5,793	12%
$35,000 to $49,999	6,035	15%	6,910	15%
$50,000 to $74,999	7,383	19%	8,853	19%
$75,000 to $99,999	4,404	11%	5,277	11%
$100,000 to $124,999	2,715	7%	3,453	7%
$125,000 to $149,999	1,600	4%	2,170	5%
$150,000 to $199,999	1,403	4%	1,850	4%
$200,000 to $249,999	618	2%	802	2%
$250,000 to $499,999	775	2%	994	2%
$500,000 or more	346	1%	409	1%
Average Household Income (2024$)	**$85,173**	-	**$88,586**	-
Median Household Income(2024$)	**$59,435**	-	**$62,426**	-

Source: Census 2019

Table 9 shows 2024 household incomes as well as average, median and per capita household income.

Table 9: Household Income, 2024

Household Income	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**39,331**		**46,816**	
Less than $15,000	4,323	11%	4,776	10%
$15,000 to $24,999	3,563	9%	4,131	9%
$25,000 to $34,999	3,845	10%	4,419	9%
$35,000 to $49,999	4,498	11%	5,324	11%
$50,000 to $74,999	7,271	18%	8,601	18%
$75,000 to $99,999	5,794	15%	6,860	15%
$100,000 to $124,999	3,982	10%	4,858	10%
$125,000 to $149,999	2446	6%	3073	7%
$150,000 to $199,999	2033	5%	2602	6%
$200,000 - $249,999	775	2%	1,032	2%
$250,000 - $499,999	626	2%	882	2%
$500,000+	175	0%	258	1%
Average Household Income	**$76,287**		**$79,486**	
Median Household Income	**$61,453**		**$63,428**	
Per Capita Household Income	**$30,097**		**$30,907**	

Source: Environics 2024

- San Angelo's estimated 2024 average household income of $76,287 is greater than median household income of $61,453.
- The gap between average and median income often signals income inequality due to a small number of very high income households making significantly more than the majority.
- Relying only on average income can overstate the typical income experience in a community.
- For planning, policy, or development purposes, the median income gives a more accurate picture of what most households actually earn.
- When assessing housing affordability, retail demand, or workforce needs, understanding this disparity helps prevent overestimating what the typical household can afford.

Table 10 below provides projected household income change for the City and County for 2019 to 2024. Income from 2019 has been adjusted for inflation and converted into 2024 dollars.

Looking at changes in average and median household income from 2019 to 2024 can provide a glimpse into possible shifts in San Angelo's local housing market.

Table 10: Household Income Change, 2019 to 2024

Household Income	San Angelo		Tom Green County	
	Change	% Change	Change	% Change
Total Households	**-412**	**-1.0%**	**-179**	**-0.4%**
Average Household Income	-$8,886	-10.4%	-$9,100	-10.3%
Median Household Income	$2,018	3.4%	$1,002	1.6%

Source: PCensus 2019, Environics 2024

- Inflation adjusted average household income in San Angelo in 2019 was $85,173 and in 2024 was $76,287.
- Inflation adjusted median household income in San Angelo in 2019 was $59,435 and in 2024 was $61,453.
- Estimated projections for 2024 show the City and County adding 2,413 households as well as median and average household income growth, a positive sign for the community.
- Household growth in the lowest and middle-income brackets is projected to increase and continue to remain the largest demand segment for rental and for-sale housing in the City.
- Higher income households are predicted to increase, especially the $100,000 to $149,999 cohort in San Angelo.
- It is important to keep in mind that the majority of higher income households in most cases are older in age, as one might expect. The 55 and older cohorts with $75,000 and greater household incomes should be an emerging housing market segment to be mindful of as time moves forward as growing demand from 2019 on may justify the increase of supply targeted for this segment.
- The 2024 income projection does not expect the distribution of income levels to alter much from 2019 estimates. This trend could be altered depending on the income levels of new jobs created in the City from 2019 to 2024.

Table 11 shows population and median household income of cities with similar population of San Angelo and Tom Green County.

- San Angelo has a greater median household income than Wichita Falls, Edinburg, and Beaumont.

Table 11: Texas Peer Cities Population and Median Household Income, 2024

City	Population	Median Household Income
San Angelo	98,568	$62,378
Wichita Falls	103,005	$56,073
Edinburg	107,781	$54,361
New Braunfels	110,379	$86,025
Conroe	110,740	$74,210
Beaumont	111,699	$50,659
Tyler	113,676	$66,107
Sugar Land	116,379	$131,780
Odessa	120,433	$69,521
League City	121,142	$106,518
Allen	121,676	$126,579
The Woodlands	125,352	$135,234
Richardson	125,708	$96,091
Lewisville	127,009	$83,696

Source: Environics 2024

Educational Attainment

Table 12 provides educational attainment data, which shows the highest level of education attained by the 25 years and older population.

- 55.7% of San Angelo's population older than 25 have pursued some form of higher education and 30.2% have obtained a degree.

Table 12: Educational Attainment, 2024

Educational Attainment	San Angelo		Tom Green County	
	Count	Share	Count	Share
Population Age 25+ by Edu. Attainment	**65,800**		**79,843**	
Less than 9th grade	4,555	6.9%	5,351	6.7%
Some High School, no diploma	4,478	6.8%	5,182	6.5%
High School Graduate (or GED)	20,125	30.6%	25,227	31.6%
Some College, no degree	16,743	25.5%	19,939	25.0%
Associate Degree	4,298	6.5%	5,143	6.4%
Bachelor's Degree	10,267	15.6%	12,681	15.9%
Master's Degree	3,772	5.7%	4,527	5.7%
Professional School Degree	769	1.2%	886	1.1%
Doctorate Degree	793	1.2%	907	1.1%

Source: Environics 2024

School District Enrollment

San Angelo ISD School enrollment is displayed in Table 13.

Table 13: San Angelo K-12 School Enrollment, 2019 to 2024

San Angelo ISD Enrollment	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2019-2024 Change	2019-2024 % Change
Totals by Year	**15,080**	**14,574**	**14,100**	**13,860**	**13,548**	**13,180**	**-1,900**	**-12.6%**

Source: Texas Education Agency

- San Angelo ISD decreased by about 2,000 students from the 18-19 school year to the 23-24 school year.
- Interviews with employers and other City institutions indicated that San Angelo ISD does not experience intense competition from surrounding districts and is favored in the region amongst most parents of school aged youth.
- A few mentioned a preference for Wall ISD to San Angelo local workers and business owners, though Wall has just around 100 existing homes.

San Angelo Employment Trends

Employment in the city and county is a key indicator used in determining the demand for housing, as well as the principal driver of population and household growth.

The information in this section provides general and detailed employment statistics for Tom Green County and the San Angelo area.

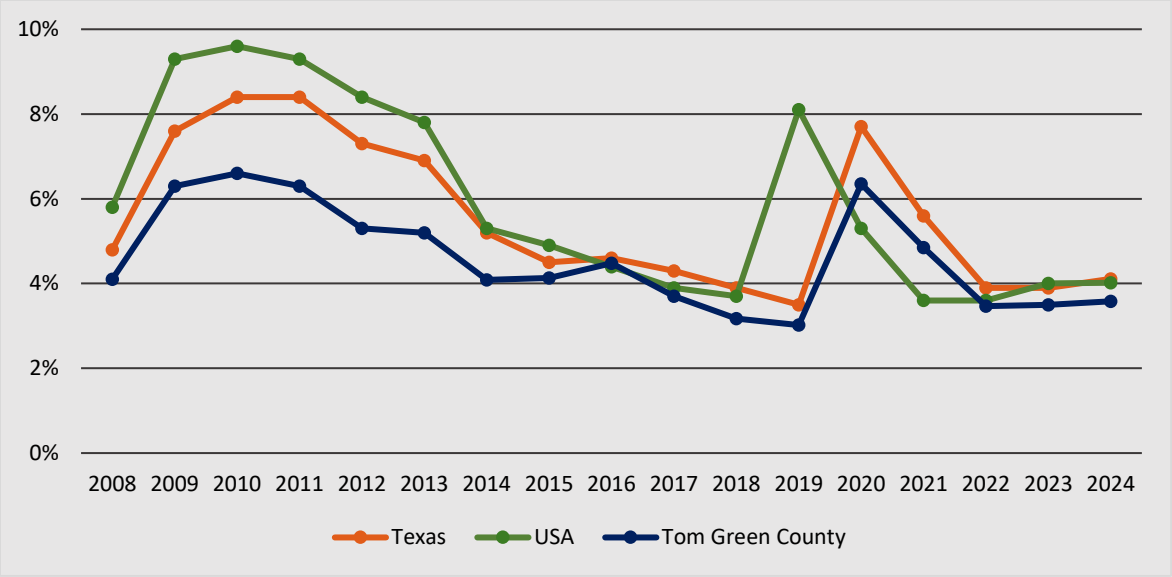
About 80% of Tom Green County's employment is located in the City of San Angelo. Therefore, Tom Green County level employment and industry data in this report should be understood to be representative of San Angelo.

Unemployment Rates

Tom Green County unemployment rates have consistently been lower than State and National rates since 2008.

- San Angelo and Tom Green County have a very stable and resilient local economy.

Figure 14: United States, Texas and Tom Green County Unemployment Rates, 2008-2024



Source: Texas Workforce Commission Tracer2. Not Seasonally Adjusted

Table 15 displays the employers that provide the economic foundation of San Angelo and Tom Green County.

As of 2024, there were an estimated 22,133 employees working at the largest 19 businesses in the City, 40% of Tom Green County employment of 57,653 workers.

Table 15: Major San Angelo Employers

Company	Employees	Industry
Goodfellow Air Force Base	6,149	Military Training Center
Shannon Health System (All Campuses)	4,900	Hospitals and Clinics
San Angelo ISD	2,000	Public School System
Angelo State University	1,904	University
Ethicon, Inc.	1,000	Medical Device Manufacturing
City of San Angelo	931	Municipal Government
San Angelo State Supported Living Center	770	State School
TimeClock Plus	637	Time Management Software
Tom Green County	627	County Government
SITEL, Inc.	472	Teleservicing
BlueCross BlueShield of Texas	406	Medical Claims Processing
Lone Star Beef Processors	385	Beef Processing
BEPC Inc.	364	Consulting Services
Baptist Retirement Center	358	Retirement Community
Reece Albert / CSA Materials	300	Highway Construction / Construction Material Merchant
Time Clock Plus (TCP)	280	Software Publishers
Housley Group	233	
West Texas Medical Associates	217	Physician Offices
Gandy Ink	200	Commercial Screen Printing / Advertising
Total	**22,133**	

Source: City of San Angelo Development Corporation, 2024

Occupations of Residents

Table 16 below displays the employment by industry for the age 16 and over work force in San Angelo and Tom Green County.

This data shows the occupation of residents living in San Angelo, not necessarily employed in San Angelo.

The lower section of the table shows the breakdown of white collar, blue collar and service/farm workers.

Top occupations for San Angelo residents in 2024 include:

- Office/Admin. Support – 6,540
- Sales/Related – 4,889
- Management – 3,958

Table 16: Occupation of Residents, 2024

Occupation	San Angelo		Tom Green County	
	Count	Share	Count	Share
Civ. Employed Pop 16+ by Occupation	**48,685**		**58,010**	
Architect/Engineer	328	0.7%	413	0.7%
Arts/Entertainment/Sports	881	1.8%	940	1.6%
Building Grounds Maintenance	1,385	2.8%	1590	2.7%
Business/Financial Operations	1,292	2.7%	1481	2.6%
Community/Social Services	1006	2.1%	1130	1.9%
Computer/Mathematical	1358	2.8%	1511	2.6%
Construction/Extraction	3,766	7.7%	4564	7.9%
Education/Training/Library	3,006	6.2%	3646	6.3%
Farming/Fishing/Forestry	341	0.7%	631	1.1%
Food Prep/Serving	3,520	7.2%	3976	6.9%
Healthcare Practitioner/Technician	2,693	5.5%	3,514	6.1%
Healthcare Support	2,248	4.6%	2512	4.3%
Maintenance Repair	1,845	3.8%	2415	4.2%
Legal	243	0.5%	286	0.5%
Life/Physical/Social Science	239	0.5%	278	0.5%
Management	3,958	8.1%	5,008	8.6%
Office/Admin. Support	6,540	13.4%	7,473	12.9%
Production	2,812	5.8%	3,399	5.9%
Protective Service	1328	2.7%	1536	2.6%
Sales/Related	4,889	10.0%	5,776	10.0%
Personal Care/Service	1,983	4.1%	2245	3.9%
Transportation/Moving	3,024	6.2%	3,686	6.4%
2024 Est. Pop 16+ by Occupation Classification				
Blue Collar	26,433	54.3%	31,456	54.2%
White Collar	11,447	23.5%	14,064	24.2%
Service & Farm	10,805	22.2%	12,490	21.5%

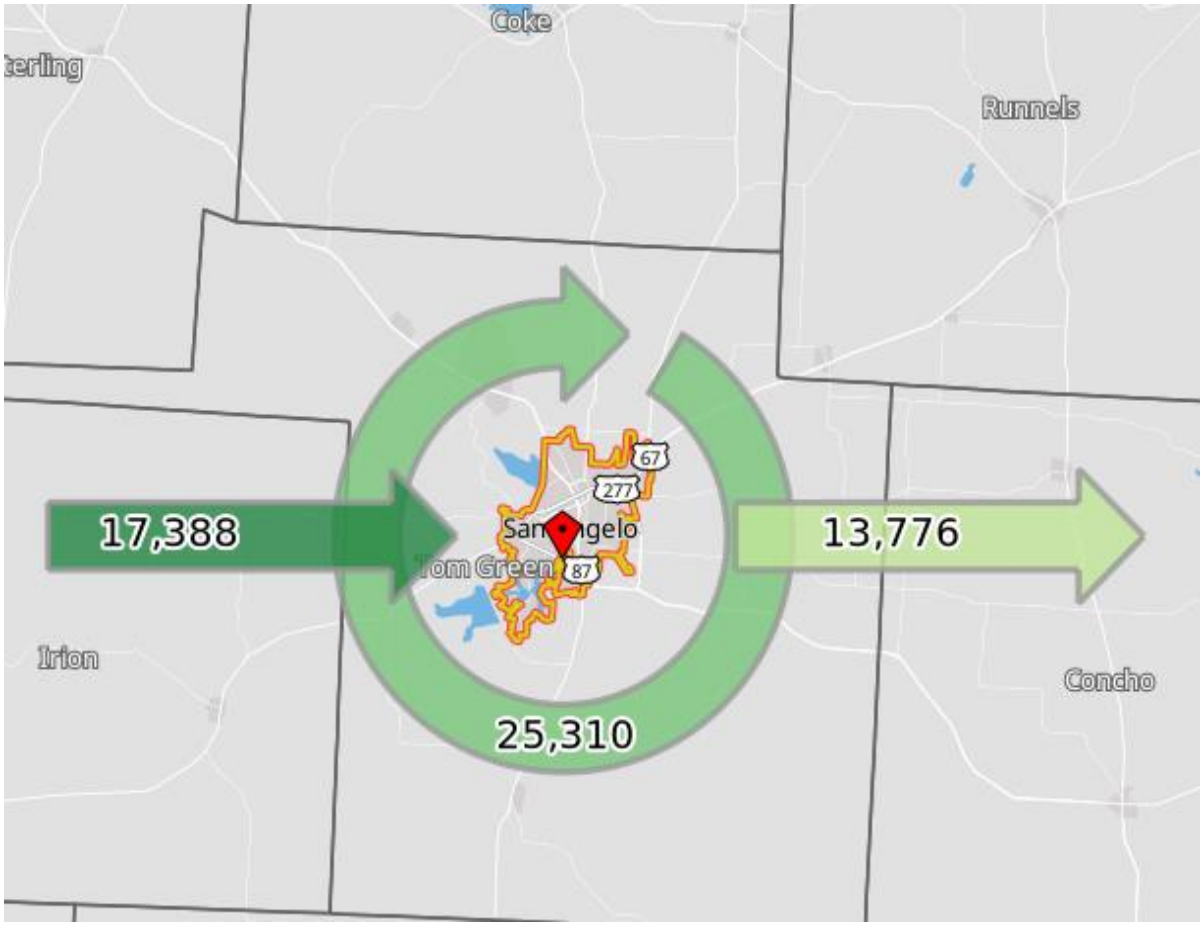
Sources: Environics 2024

Job Inflow and Outflow

Figure 17 shows the 2022 (most recent year data available inflow and outflow of those employed in San Angelo. The dark green arrow indicates workers employed in San Angelo yet live outside.

The lighter green round arrow represents those employed and living in San Angelo. The lightest green arrow shows the number of those living in San Angelo yet employed outside of the City.

Figure 17: San Angelo Job Inflow/Outflow, 2022



Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

Table 18 shows San Angelo job inflow and outflow data for 2022.

Although the data is dated, the share of those living and working in San Angelo should be relatively unchanged. Nevertheless, San Angelo still experiences some leakage with 40% of workers living outside the City.

Table 18: San Angelo LEHD Inflow/Outflow Job Counts, 2022

Inflow/Outflow Job Counts (All Jobs)	Count	Share
Employed in the Selection Area	**42,698**	**100.0%**
Employed in the Selection Area but Living Outside	17,388	40.7%
Employed and Living in the Selection Area	25,310	59.3%
Living in the Selection Area	**39,086**	**100.0%**
Living in the Selection Area but Employed Outside	13,776	35.2%
Living and Employed in the Selection Area	25,310	64.8%

Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

The share of residents working in San Angelo yet living outside the City provide an opportunity to understand their housing and quality of life preferences and work to capture them as new households in the City.

Though there are some, such as those living on large acreage lots or ranches outside the City Limits, who show no indication of preferring to live in the City, those who may prefer living in town, but face housing difficulties should be identified as well as their reasons for having difficulty finding adequate housing in San Angelo.

Table 19: San Angelo LEHD Job Counts by Commute Distance, 2022

Distance Home to Work	Count	Share
Total All Jobs	**39,086**	**100.0%**
Less than 10 miles	26,626	68.1%
10 to 24 miles	780	2.0%
25 to 50 miles	610	1.6%
Greater than 50 miles	11,070	28.3%

Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

Table 20 shows LEHD data for where San Angelo live outside of San Angelo.

Table 20: San Angelo LEHD Job Counts by Where Workers Work, 2022

Job Counts by Where Workers Live	Count	Share
Total All Jobs	**42,698**	**100.0%**
San Angelo, TX	25,310	59.3%
Abilene, TX	760	1.8%
Grape Creek, TX	737	1.7%
San Antonio, TX	546	1.3%
Midland, TX	543	1.3%
Lubbock, TX	400	0.9%
Odessa, TX	301	0.7%
Big Spring, TX	272	0.6%
Austin, TX	245	0.6%
Ballinger, TX	212	0.5%
All Other Locations	13,372	31.3%

Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

Tom Green County Employment Data and Trends

CDS analyzed 10 years of employment data from the Quarterly Census of Employment and Wages (QCEW), focusing on yearly averages for Q2 from 2015 to 2024.

As of Q2 2024, San Angelo's employment comprised about 90% (43,000) of Tom Green County's total jobs (48,000) according to 2022 estimates.

This section evaluates employment trends by industry using the North American Industry Classification System (NAICS) codes, sorted from largest to smallest sectors unless noted otherwise.

Employment figures reflect jobs physically located in the county rather than individual worker residency. This distinction is important as about 40% (17,000) of San Angelo workers commute from outside the city.

With over 40,000 jobs in key industries like Health Care and Social Assistance, Retail Trade, Accommodation and Food Services, Educational Services, Manufacturing, and Construction, ongoing job growth will continue influencing housing and economic development trends.

Table 21 shows establishments by industry in Tom Green County from 2015 to 2024.

Table 21: Establishments by Industry – Q2 Average – Tom Green County

Industry Code	Industry	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
11	Agriculture, Forestry, Fishing and Hunting	105	110	103	106	108	109	109	112	113	114
21	Mining, Quarrying, and Oil and Gas Extraction	100	91	78	74	75	74	78	81	84	85
23	Construction	289	303	305	318	313	316	322	324	330	322
31-33	Manufacturing	103	103	100	104	105	104	107	108	113	110
22	Utilities	17	17	15	18	17	15	16	17	18	16
42	Wholesale Trade	144	136	140	139	139	146	146	144	143	138
44-45	Retail Trade	414	410	397	379	372	379	382	386	390	416
48-49	Transportation and Warehousing	94	94	95	96	98	98	95	93	88	88
51	Information	36	38	35	33	32	35	35	39	44	42
52	Finance and Insurance	185	184	191	187	185	182	188	194	184	189
53	Real Estate and Rental and Leasing	138	146	138	151	155	160	153	161	160	164
54	Professional, Scientific, and Technical Services	232	233	236	235	245	261	264	270	269	254
55	Management of Companies and Enterprises	8	8	9	10	10	10	12	13	10	8
56	Administrative and Support and Waste Management and Remediation Services	127	123	128	133	138	143	154	161	164	161
61	Educational Services	30	27	28	28	31	31	33	36	36	34
62	Health Care and Social Assistance	254	256	246	239	246	255	246	270	273	275
71	Arts, Entertainment, and Recreation	40	38	36	40	41	47	48	50	51	49
72	Accommodation and Food Services	234	242	254	256	262	265	274	288	283	291
81	Other Services (except Public Administration)	334	319	305	299	301	298	288	288	293	278
92	Public Administration	72	73	72	71	71	70	69	69	67	66
99	Unclassified	5	5	14	17	9	12	12	14	20	13
	Total, All Industries	**2,961**	**2,956**	**2,925**	**2,933**	**2,953**	**3,010**	**3,031**	**3,118**	**3,133**	**3,113**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 22 shows the average weekly wage by industry and total for all industries in Tom Green County from 2015 to 2024.

The average weekly wage in 2024 for Tom Green County was $1,039, an equivalent of about $54,000 a year.

Table 22: Average Weekly Wages by Industry – Q2 Average – Tom Green County

Industry Code	Industry	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
21	Agriculture, Forestry, Fishing and Hunting	$605	$607	$601	$642	$666	$713	$634	$639	$678	$739
22	Mining, Quarrying, and Oil and Gas Extraction	$1,261	$1,165	$1,237	$1,417	$1,513	$1,286	$1,256	$1,480	$1,557	$1,655
55	Construction	$838	$778	$845	$872	$917	$931	$945	$1,001	$1,079	$1,238
48-49	Manufacturing	$1,022	$1,094	$1,144	$1,188	$1,259	$1,333	$1,276	$1,291	$1,215	$1,289
31-33	Utilities	$1,116	$1,135	$1,159	$1,281	$1,405	$1,312	$1,382	$1,488	$1,698	$1,696
52	Wholesale Trade	$900	$844	934	1028	1017	1050	1156	1304	$1,293	$1,417
92	Retail Trade	$543	$540	$557	$592	$623	$641	$669	$692	$694	$703
62	Transportation and Warehousing	$1,039	$905	$995	$1,123	$1,144	$1,052	$1,101	$1,199	$1,242	$1,307
42	Information	$863	$821	$852	$896	$910	$1,044	$1,082	$1,089	$1,042	$1,412
23	Finance and Insurance	$1,051	$1,099	$1,083	$1,127	$1,233	$1,293	$1,455	$1,350	$1,240	$1,373
54	Real Estate and Rental and Leasing	$571	$609	$645	$664	$689	$786	$849	$888	$1,012	$1,091
51	Professional, Scientific, and Technical Services	$859	$818	$877	$908	$966	$977	$1,018	$1,199	$1,231	$1,392
61	Management of Companies and Enterprises	$1,047	$1,179	$1,115	$1,321	$1,210	$1,379	$1,310	$1,799	$1,688	$2,192
11	Administrative and Support and Waste Management and Remediation Services	$586	$609	$627	$651	$621	$643	$685	$810	$874	$915
99	Educational Services	$688	$698	$711	714	$739	$814	$808	$836	$837	$844
53	Health Care and Social Assistance	$794	$853	$929	$975	$1,040	$1,026	$1,140	$1,185	$1,195	$1,236
56	Arts, Entertainment, and Recreation	$346	$348	$342	$371	$367	$422	$398	$429	$483	$505
81	Accommodation and Food Services	$314	$312	$315	$319	$355	$356	$369	$383	$394	$417
44-45	Other Services (except Public Administration)	$532	$550	$543	$592	$607	$727	$758	$849	$894	$750
71	Public Administration	$955	$968	$1,047	$1,019	$1,038	$1,118	$1,179	$1,258	$1,336	$1,457
72	Unclassified	$709	$317	$379	$565	$663	$317	$263	$607	$674	$785
10	**Total, All Industries**	**$733**	**$733**	**$772**	**$814**	**$852**	**$883**	**$909**	**$961**	**$977**	**$1,039**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 23 shows employment by industry in Tom Green County from 2015 to 2024.

In 2024 there were an estimated 50,000 jobs in To Green County.

Table 23: Employees by Industry – Q2 Average – Tom Green County

Industry Code	Industry	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
11	Agriculture, Forestry, Fishing and Hunting	388	375	388	415	432	407	355	377	350	334
21	Mining, Quarrying, and Oil and Gas Extraction	1,542	944	998	1,150	1,314	738	771	1,018	1,160	1,219
23	Construction	2,282	2,431	2,372	2,478	2,541	2,460	2,388	2,518	2,551	2,583
31-33	Manufacturing	3,384	3,244	3,040	3,402	3,298	2,997	3,208	3,442	3,599	3,974
22	Utilities	370	370	369	333	359	344	338	411	427	435
42	Wholesale Trade	1,926	1,774	1,834	1,833	1,907	1,870	1,782	1,763	1,850	1,785
44-45	Retail Trade	6,294	6,704	6,355	6,274	6,201	5,784	6,089	6,353	6,350	6,318
48-49	Transportation and Warehousing	995	813	901	1,121	1,204	1,089	992	1,026	1,007	1,003
51	Information	838	804	745	636	634	612	639	673	655	588
52	Finance and Insurance	1,828	1,823	1,996	2,123	1,706	1,684	1,733	1,767	1,679	1,720
53	Real Estate and Rental and Leasing	619	604	563	612	701	670	652	683	647	690
54	Professional, Scientific, and Technical Services	1,347	1,340	1,361	1,460	1,534	1,689	1,744	1,867	1,838	1,887
55	Management of Companies and Enterprises	93	97	101	95	97	100	135	149	145	85
56	Administrative and Support and Waste Management and Remediation Services	2273	2155	2222	2065	2385	2090	2,523	2619	2391	2,306
61	Educational Services	4392	4528	4621	4645	4598	4330	4463	4653	4733	4930
62	Health Care and Social Assistance	9,022	8,881	8,791	8,683	8332	8265	8150	8388	8867	9461
71	Arts, Entertainment, and Recreation	669	665	701	627	646	590	796	802	794	763
72	Accommodation and Food Services	5497	5564	5741	5882	5807	4463	5359	5722	5997	5911
81	Other Services (except Public Administration)	1664	1521	1426	1424	1438	1527	1771	1879	1959	1514
92	Public Administration	2477	2570	2571	2673	2781	2537	2546	2543	2557	2552
99	Unclassified	17	6	26	32	14	12	18	36	28	20
	Total, All Industries	**47,917**	**47,213**	**47,122**	**47,963**	**47,929**	**44,258**	**46,452**	**48,689**	**49,584**	**50,078**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Covid U.S. Employment Summary

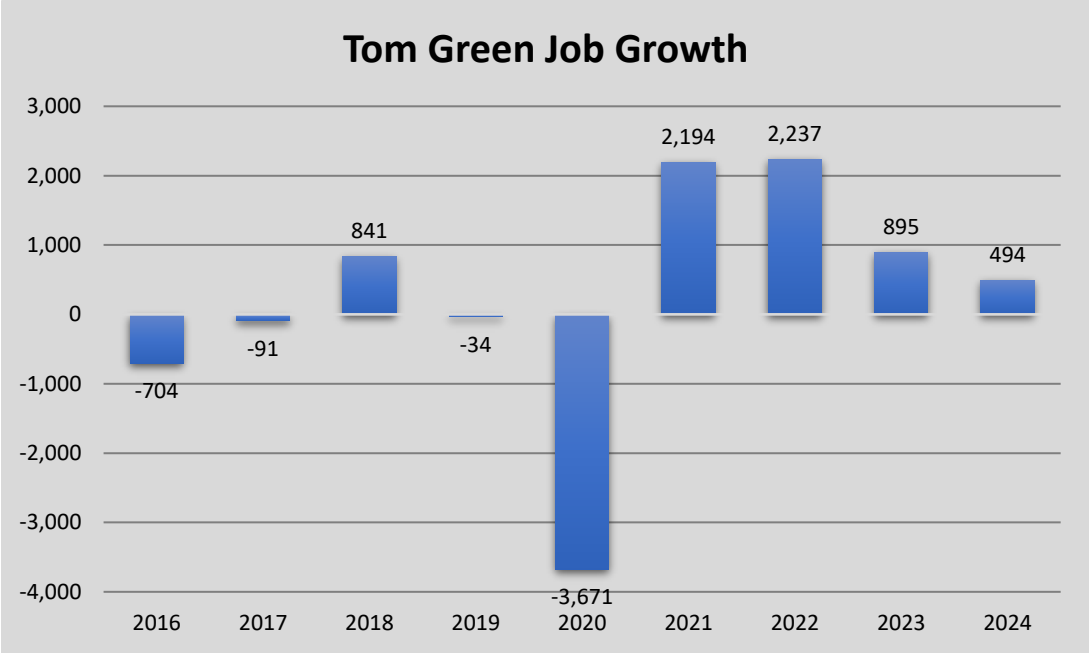
- In February 2020 U.S. employment was at a peak before the pandemic hit.
- From March to April 2020 massive job losses occurred due to lockdowns and shutdowns.
- In April 2020 alone, over 20 million jobs were lost—the sharpest drop in U.S. history.
- May 2020 to 2021 saw gradual job recovery begin as businesses reopened.
- By mid to late 2021, many jobs had returned, though recovery varied by industry (hospitality, travel, and entertainment took longer).

Tom Green County Job Growth

Figure 24 shows Tom Green County employment trends from 2016 to 2024.

The county experienced tremendous job growth coming out of COVID from 2021 to 2024.

Figure 24: Tom Green County Job Growth, 2016-2024



Source: Texas Workforce Commission Labor Market and Career Information, CDS calculations

- From 2020 to 2024 an estimated **5,820** new jobs were created, an average of 1,455 a year in that span.
- By 2022 Tom Green County employment had 48,689 jobs and surpassed 2020's total employment of 47,929.
- Job growth in 2022, 2023 and 2024 brought a new peak for employment in the County, greater any other point in the past.
- As of 2024 employment estimates show a record number of **50,000** jobs in Tom Green County.

Industry Sectors

Table 25 shows employees, share of employment and average weekly wage by industry in Tom Green County as of Q2 2024.

The five largest employment industry sectors in Tom Green County were:

- Health Care and Social Assistance
- Retail Trade
- Accommodation and Food Services
- Educational Services
- Manufacturing

Table 25: Industries Ranked by Q2 2024 Employment – Tom Green County

Rank	Industry	Employees	Share of Employment	Avg. Weekly Wage
1	Health Care and Social Assistance	9,461	18.9%	$1,236
2	Retail Trade	6,318	12.6%	$703
3	Accommodation and Food Services	5,911	11.8%	$417
4	Educational Services	4,930	9.8%	$844
5	Manufacturing	3,974	7.9%	$1,289
6	Construction	2,583	5.2%	$1,238
7	Public Administration	2,552	5.1%	$1,457
8	Administrative and Support and Waste Management and Remediation Services	2,306	4.6%	$915
9	Professional, Scientific, and Technical Services	1,887	3.8%	$1,392
10	Wholesale Trade	1,785	3.6%	$1,417
11	Finance and Insurance	1,720	3.4%	$1,373
12	Other Services (except Public Administration)	1,514	3.0%	$750
13	Mining, Quarrying, and Oil and Gas Extraction	1,219	2.4%	$1,655
14	Transportation and Warehousing	1,003	2.0%	$1,307
15	Arts, Entertainment, and Recreation	763	1.5%	$505
16	Real Estate and Rental and Leasing	690	1.4%	$1,091
17	Information	588	1.2%	$1,412
18	Utilities	435	0.9%	$1,696
19	Agriculture, Forestry, Fishing and Hunting	334	0.7%	$739
20	Management of Companies and Enterprises	85	0.2%	$2,192
21	Unclassified	20	0.0%	$785
Total, All Industries		**50,078**	**100%**	**$1,039**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 26 illustrates employment growth and change by industry sector over the periods covering the last 3, 5, and 10 year periods.

Since 2022 the largest numbers of employees were added in:

- Health Care and Social Assistance, Manufacturing, Educational Services, Mining, Quarrying, and Oil and Gas Extraction, Accommodation and Food Services.

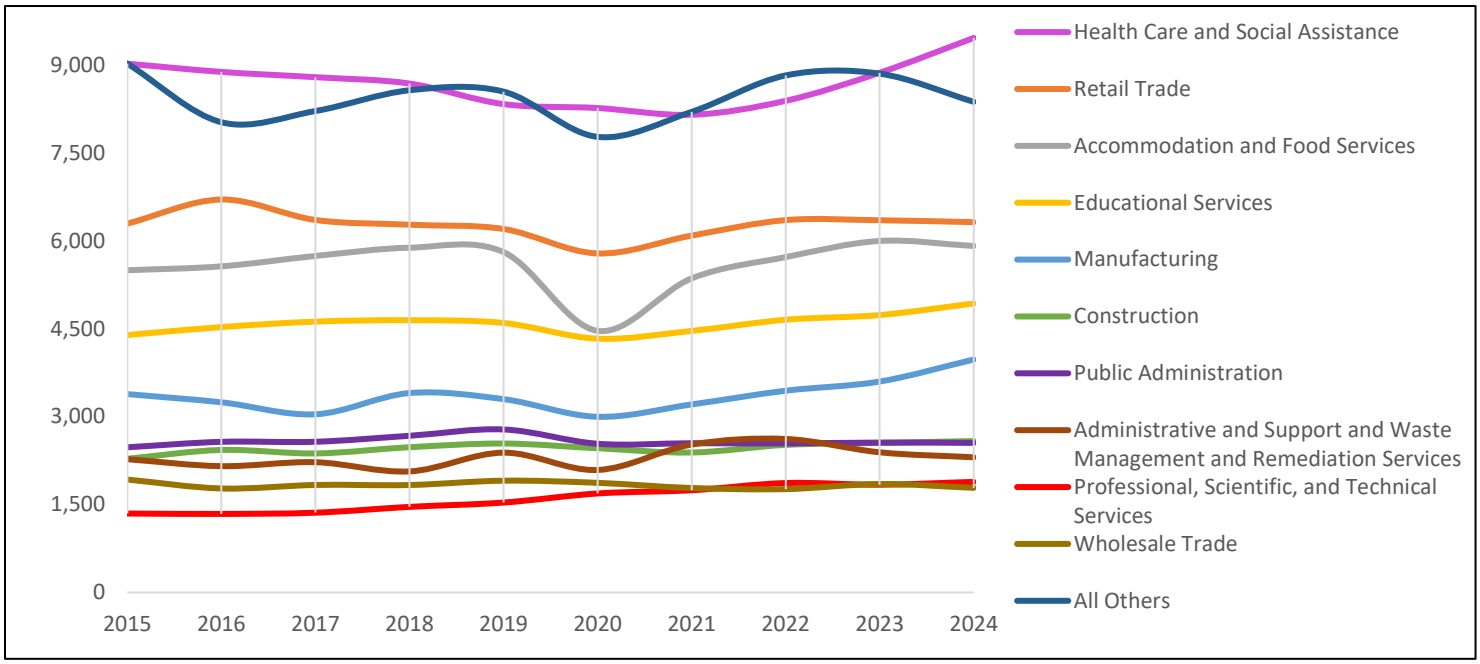
Table 26: Employment Growth by Industry – Tom Green County

In Order of 2022-2024 Largest Growth Rate

Industry	Total Growth			Growth Rate		
	2022-2024	2020-2024	2015-2024	2022-2024	2020-2024	2015-2024
Health Care and Social Assistance	1,073	1,196	439	13%	14%	5%
Manufacturing	532	977	590	15%	33%	17%
Educational Services	277	600	538	6%	14%	12%
Mining, Quarrying, and Oil and Gas Extraction	201	481	-323	20%	65%	-21%
Accommodation and Food Services	189	1,448	414	3%	32%	8%
Construction	65	123	301	3%	5%	13%
Utilities	24	91	65	6%	26%	18%
Wholesale Trade	22	-85	-141	1%	-5%	-7%
Professional, Scientific, and Technical Services	20	198	540	1%	12%	40%
Public Administration	9	15	75	0%	1%	3%
Real Estate and Rental and Leasing	7	20	71	1%	3%	11%
Unclassified	-16	8	3	-44%	67%	18%
Transportation and Warehousing	-23	-86	8	-2%	-8%	1%
Retail Trade	-35	534	24	-1%	9%	0%
Arts, Entertainment, and Recreation	-39	173	94	-5%	29%	14%
Agriculture, Forestry, Fishing and Hunting	-43	-73	-54	-11%	-18%	-14%
Finance and Insurance	-47	36	-108	-3%	2%	-6%
Management of Companies and Enterprises	-64	-15	-8	-43%	-15%	-9%
Information	-85	-24	-250	-13%	-4%	-30%
Administrative and Support and Waste Management and Remediation Services	-313	216	33	-12%	10%	1%
Other Services (except Public Administration)	-365	-13	-150	-19%	-1%	-9%
Total, all industries	**1,349**	**1,595**	**4,914**	**3%**	**3%**	**11%**

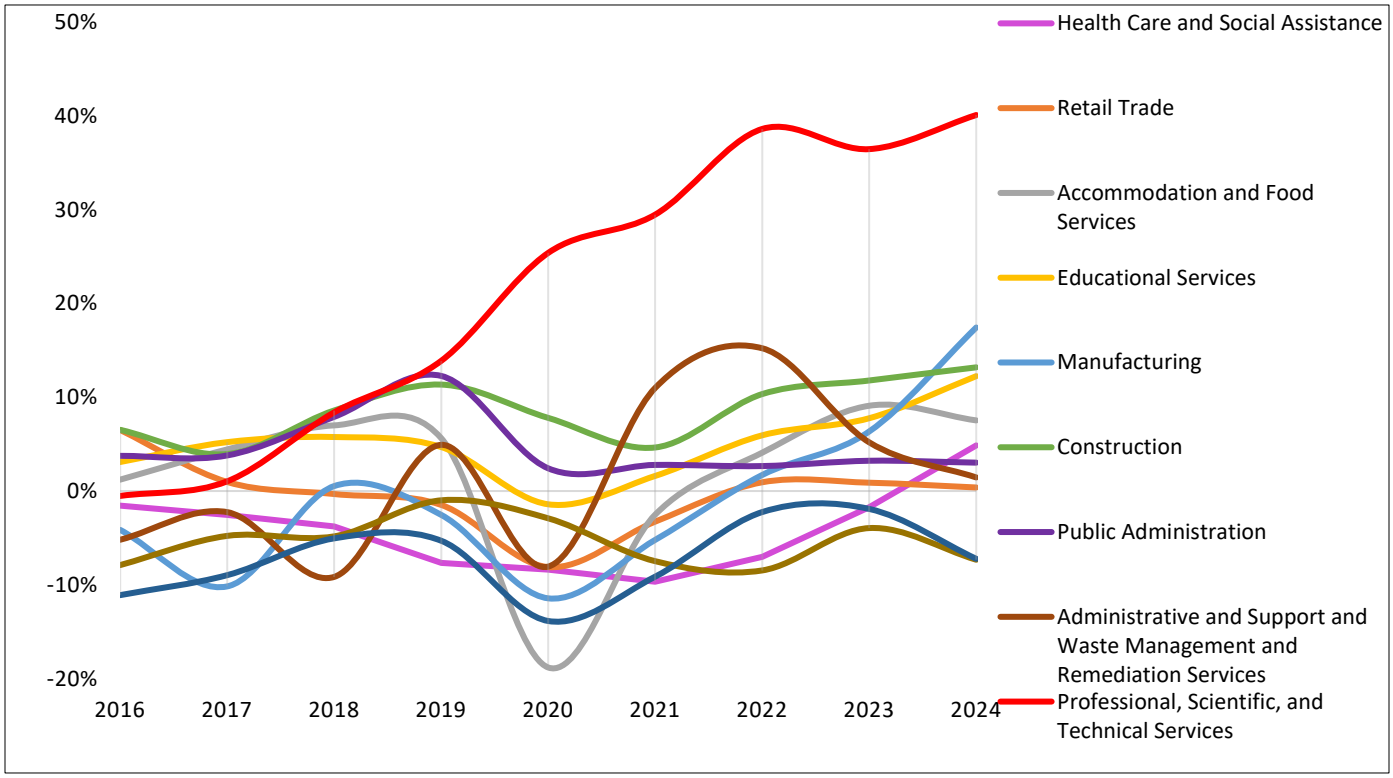
Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Figure 27: Total Employment Growth in Top Ten Industries – Tom Green County



Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Figure 28: Cumulative Employment Growth Rate in Top Ten Industries – Tom Green County



Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 29 shows shifts in the share of employment of each industry in the county.

The orange cells indicate the greatest decrease in industry share of employment, green cells indicate the greatest increase in share of employment.

Professional, Scientific, and Technical Services, Manufacturing and Educational Services have increased the most in share of employment since 2015.

This is indicative of growth in those sectors like medical and industrial manufacturing businesses as well as employment at Angelo State University and other private education services.

It should be noted that three of the largest employment sectors, Retail, Accommodation and Food, and Education, pay below the average weekly wage in the county.

Table 29: Employment by Industry Share of Total Employment – Tom Green County

In Order of 2024 Largest to Smallest

Industry	2024	2022	2020	2015	2015-2024 Change
Health Care and Social Assistance	18.89%	17.23%	18.67%	18.83%	0.06%
Retail Trade	12.62%	13.05%	13.07%	13.14%	-0.52%
Accommodation and Food Services	11.80%	11.75%	10.08%	11.47%	0.33%
Educational Services	9.84%	9.56%	9.78%	9.17%	0.68%
Manufacturing	7.94%	7.07%	6.77%	7.06%	0.87%
Construction	5.16%	5.17%	5.56%	4.76%	0.40%
Public Administration	5.10%	5.22%	5.73%	5.17%	-0.07%
Administrative and Support and Waste Management and Remediation Services	4.60%	5.38%	4.72%	4.74%	-0.14%
Professional, Scientific, and Technical Services	3.77%	3.83%	3.82%	2.81%	0.96%
Wholesale Trade	3.56%	3.62%	4.23%	4.02%	-0.46%
Finance and Insurance	3.43%	3.63%	3.80%	3.81%	-0.38%
Other Services (except Public Administration)	3.02%	3.86%	3.45%	3.47%	-0.45%
Mining, Quarrying, and Oil and Gas Extraction	2.43%	2.09%	1.67%	3.22%	-0.78%
Transportation and Warehousing	2.00%	2.11%	2.46%	2.08%	-0.07%
Arts, Entertainment, and Recreation	1.52%	1.65%	1.33%	1.40%	0.13%
Real Estate and Rental and Leasing	1.38%	1.40%	1.51%	1.29%	0.09%
Information	1.17%	1.38%	1.38%	1.75%	-0.57%
Utilities	0.87%	0.84%	0.78%	0.77%	0.10%
Agriculture, Forestry, Fishing and Hunting	0.67%	0.77%	0.92%	0.81%	-0.14%
Management of Companies and Enterprises	0.17%	0.31%	0.23%	0.19%	-0.02%
Unclassified	0.04%	0.07%	0.03%	0.04%	0.00%

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Wage Profile and Projected Growth

Table 30 shows industries in Tom Green County Ranked by 2024 average weekly wage and

Impressively, thirteen industries representing 56% of employees in Tom Green County paid an average of more than $1,000 per week.

Table 30: Industries Ranked by 2024 Average Weekly Wage – Tom Green County

Rank	Industry	Wage	Employees	Establishments
1	Management of Companies and Enterprises	$2,192	85	8
2	Utilities	$1,696	435	16
3	Mining, Quarrying, and Oil and Gas Extraction	$1,655	1219	85
4	Public Administration	$1,457	2,552	66
5	Wholesale Trade	$1,417	1,785	138
6	Information	$1,412	588	42
7	Professional, Scientific, and Technical Services	$1,392	1,887	254
8	Finance and Insurance	$1,373	1,720	189
9	Transportation and Warehousing	$1,307	1,003	88
10	Manufacturing	$1,289	3,974	110
11	Construction	$1,238	2,583	322
12	Health Care and Social Assistance	$1,236	9461	275
13	Real Estate and Rental and Leasing	$1,091	690	164
14	Administrative and Support and Waste Management and Remediation Services	$915	2306	161
15	Educational Services	$844	4930	34
16	Unclassified	$785	20	13
17	Other Services (except Public Administration)	$750	1,514	278
18	Agriculture, Forestry, Fishing and Hunting	$739	334	114
19	Retail Trade	$703	6,318	416
20	Arts, Entertainment, and Recreation	$505	763	49
21	Accommodation and Food Services	$417	5,911	291
	Total, all industries	**$1,039**	**50,078**	**3,113**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 31 shows weekly wage growth by industry from 2015 to 2024.

Only manufacturing and Other Services saw flat or decrease in average weekly wage.

Table 31: Average Weekly Wage Growth by Industry – Tom Green County

In Order of 2015-2024 Total Growth Largest to Smallest

Industry	Total Growth			Growth Rate		
	2022-2024	2020-2024	2015-2024	2022-2024	2020-2024	2015-2024
Management of Companies and Enterprises	$393	$813	$1,145	22%	59%	109%
Utilities	$208	$384	$580	14%	29%	52%
Information	$323	$368	$549	30%	35%	64%
Professional, Scientific, and Technical Services	$193	$415	$533	16%	42%	62%
Real Estate and Rental and Leasing	$203	$305	$520	23%	39%	91%
Wholesale Trade	$113	$367	$517	9%	35%	57%
Public Administration	$199	$339	$502	16%	30%	53%
Health Care and Social Assistance	$51	$210	$442	4%	20%	56%
Construction	$237	$307	$400	24%	33%	48%
Mining, Quarrying, and Oil and Gas Extraction	$175	$369	$394	12%	29%	31%
Administrative and Support and Waste Management and Remediation Services	$105	$272	$329	13%	42%	56%
Finance and Insurance	$23	$80	$322	2%	6%	31%
Transportation and Warehousing	$108	$255	$268	9%	24%	26%
Manufacturing	($2)	($44)	$267	0%	-3%	26%
Other Services (except Public Administration)	($99)	$23	$218	-12%	3%	41%
Retail Trade	$11	$62	$160	2%	10%	29%
Arts, Entertainment, and Recreation	$76	$83	$159	18%	20%	46%
Educational Services	$8	$30	$156	1%	4%	23%
Agriculture, Forestry, Fishing and Hunting	$100	$26	$134	16%	4%	22%
Accommodation and Food Services	$34	$61	$103	9%	17%	33%
Unclassified	$178	$468	$76	29%	148%	11%
Total, all industries	**$78**	**$157**	**$306**	**8%**	**18%**	**42%**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

San Angelo and Tom Green Economic Summary

According to data from the San Angelo Chamber of Commerce Economic Development for Q4 2024

“The local labor market continued its positive trajectory, marked by an expanding labor force and a further decline in the unemployment rate to 3.2%, alongside significant average weekly earnings growth (10.7% year-over-year). The manufacturing sector experienced a strong resurgence in job creation and a substantial increase in sales tax revenue (48.6% quarterly, 31.4% annually), highlighting its growing economic contribution. The housing market is undergoing a period of adjustment, evidenced by moderating average and median home prices and a gradual increase in market time and inventory, influenced by rising mortgage rates. While hotel occupancy experienced a decrease, this presents an opportunity to strategically evaluate and enhance the local tourism and hospitality sector through focused initiatives aimed at attracting events and promoting San Angelo's unique offerings and amenities. Overall, San Angelo's diverse economy demonstrates considerable resilience and presents promising avenues for targeted economic development across key sectors.”

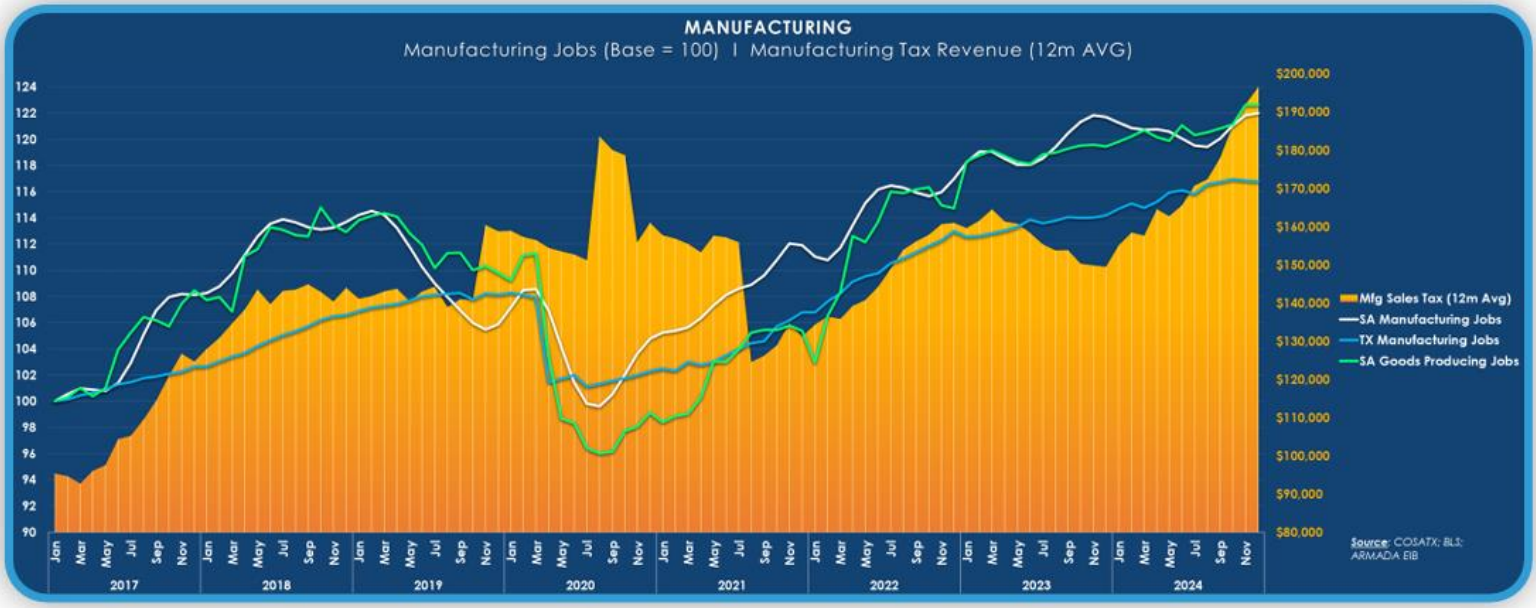
Manufacturing Jobs

“Our manufacturing sector added 59 jobs to their payroll over 4Q2024, following a 16 job reduction over Q3, residing at 3,722 jobs. While representing a relatively small portion of the total workforce (6.3%), manufacturing jobs often have a significant multiplier effect on other parts of the economy. Total Goods Producing jobs added 117 jobs, following a 22-job decrease over Q3, which indicates a broader positive trend in the local industrial segment. Manufacturing tax revenue saw a 48.6% jump in 4Q2024 compared to the same quarter in 2023, and a remarkable 31.4% increase for the entire year of 2024 (reaching a 7-year high), strongly suggesting a significant upswing in manufacturing output and sales activity. This sector is not only maintaining jobs but is also experiencing considerable growth in its business activity.”

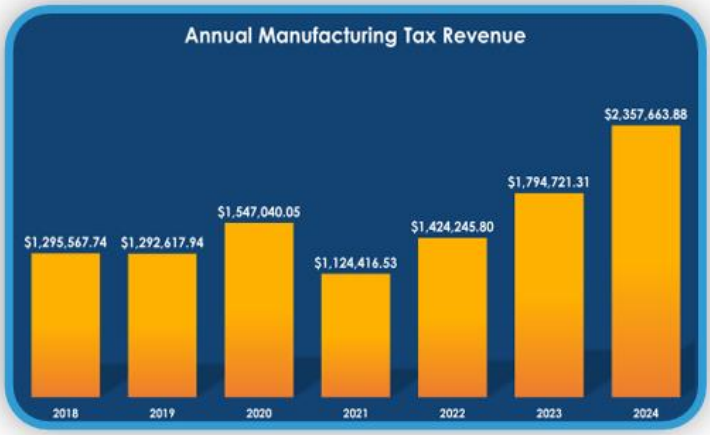
Outlook

“The addition of jobs in manufacturing highlights the need for a skilled workforce in this sector and that educational programs need to be aligned with the needs of manufacturing employers to ensure a sustainable pipeline. The surge in sales tax revenue could potentially lead to further capital investment in equipment, technology, and expansion of facilities.”

Figure 32: San Angelo Manufacturing Jobs and Tax Revenue







Source: San Angelo Chamber of Commerce Economic Development

San Angelo Employment Projections

From 2021 to 2024 there was an average of 1,455 new jobs per year.

CDS estimates that employment in Tom Green County could increase by **2,500** to **5,000** total new jobs from **2025 to 2030**.

CDS estimates three scenarios to project future housing demand based on recent job growth utilizing the 1 new housing permit per 2 new jobs:

- Conservative – **2,500** new jobs per year
    - 2,500 total new jobs 2025-2030 = 1,250 housing units
- Average – **3,500** new jobs per year
    - 3,500 total new jobs 2025-2030 = 1,750 new housing units
- Aggressive – **5,000** new jobs per year
    - 5,000 total new jobs 2025-2030 = 2,500 new housing units
- San Angelo employers such as Shannon Health System, Goodfellow Air Force Base, San Angelo ISD, Angelo State University and industrial manufacturing business are those with the greatest employment and make up the bulk existing job growth and incoming businesses.
- A potential business prospect has indicated the possibility of opening a location in San Angelo that would employ somewhere in the range of 500 to 600 new positions.
- New job growth in San Angelo will increase housing demand primarily in the rental market and secondly in the entry level and mid-move up single-family market.
- The greatest need for new housing development in San Angelo is entry level single-family homes priced $175,000 - $225,000 and market rate rental units priced $875 - $1,300. San Angelo's current median home price is $240,000 and average apartment rent is $1,035 per month.
- Field interviews with local employers in Health Care and Social Assistance, Educational Services, Retail Trade and Public Administration revealed that a lack of housing (for-sale and rental) affordable and attractive to most hourly as well as moderate to higher paid workers was a challenge to attracting and hiring needed workers.
- Feedback indicated that in prior years new workers across the entire pay spectrum typically rented initially when moving to the area and then took time to decide on purchasing a home.
- Due to rising rental prices and a shrinking supply of lower priced entry level existing homes in recent years many moderate to higher paid workers go straight to purchasing and skip renting entirely.

San Angelo Housing Characteristics and Trends

The following three tables present information regarding the housing characteristics and trends in San Angelo and Tom Green County.

The majority of this information is derived from Environics 2024 which bases current estimates on past trends from U.S. Census Bureau and the American Community Survey, and in some cases, is self-reported data.

While this can generate minor anomalies (such as are present in the data on age of housing stock or housing values), the information presented in this section still provides a valuable overview of the housing stock in the City.

One important note to make is that the total housing unit number used in this section is an estimate.

Table 33 shows the type and number of housing units in San Angelo and Tom Green County.

- 70% of San Angelo's housing units were single-family detached homes.
- 20% of San Angelo's housing units were 3 to 50 units.
- About 60% of San Angelo's housing units were owner occupied and 40% were renter occupied.

Table 33: Housing Type Trends, 2024

Housing Type	San Angelo		Tom Green County	
	Count	%	Count	%
1 Unit Detached	30,604	70.2%	36,833	70.9%
1 Unit Attached	1,373	3.2%	1,603	3.1%
2 Units	605	1.4%	624	1.2%
3 or 4 Units	1,531	3.5%	1,549	3.0%
5 to 19 Units	2,841	6.5%	2,885	5.6%
20 to 49 Units	1,942	4.5%	1,953	3.8%
50 or More Units	3,109	7.1%	3,133	6.0%
Mobile Home or Trailer	1,531	3.5%	3,230	6.2%
Boat, RV, Van, etc.	62	0.1%	113	0.2%
Total Units	**43,598**		**51,923**	
Owner Occupied Units	23,041	58.6%	29,283	62.5%
Renter Occupied Units	16,290	41.4%	17,533	37.5%
Total Occupied Units	**39,331**	**90.2%**	**46,816**	**90.2%**
Unoccupied Units	**4,267**	**9.8%**	**5,107**	**9.8%**

Sources: Environics 2024

Table 34 contains the 2024 estimate of the age of the existing housing stock in San Angelo and Tom Green County.

Table 34: Age of Existing Housing Stock, 2024

	San Angelo		Tom Green County	
	Count	%	Count	%
Total Housing Units	**43,598**		**51,923**	
Built 2020 or Later	588	1.4%	849	1.6%
Built 2010 to 2020	3141	7.2%	4,352	8.4%
Built 2000 to 2009	4,027	9.2%	5,163	9.9%
Built 1990 to 1999	3,859	8.9%	5,282	10.2%
Built 1980 to 1989	7,427	17.0%	8,789	16.9%
Built 1970 to 1979	7,219	16.6%	8,584	16.5%
Built 1960 to 1969	5,339	12.3%	5,872	11.3%
Built 1950 to 1959	7,683	17.6%	8,044	15.5%
Built 1940 to 1949	1,956	4.5%	2,169	4.2%
Built 1939 or Earlier	2,359	5.4%	2,819	5.4%
Dominant Year Structure Built	**1980 to 1989**		**1980 to 1989**	

Sources: Environics 2024

Housing Value Trends

Table 35 contains data not based on actual transaction or appraisal data but based on owners' opinion of housing unit value. In some cases, owners may tend to over or under-value homes for a variety of reasons. Nevertheless, the data can provide an estimate of the value of owner-occupied units.

Table 35: San Angelo Housing Value, 2024

Housing Value Range	San Angelo		Tom Green County	
	Count	Share	Count	Share
2024 Est. Owner Occupied Housing Units by Value	**23,041**		**29,283**	
Value Less than $20,000	580	2.5%	769	2.6%
Value $20,000 to $39,999	529	2.3%	707	2.4%
Value $40,000 to $59,999	914	4.0%	1,062	3.6%
Value $60,000 to $79,999	1,221	5.3%	1,423	4.9%
Value $80,000 to $99,999	1,639	7.1%	1,994	6.8%
Value $100,000 to $149,999	3,555	15.4%	4,221	14.4%
Value $150,000 to $199,999	4,133	17.9%	5,017	17.1%
Value $200,000 to $299,999	6,360	27.6%	7,959	27.2%
Value $300,000 to $399,999	1,630	7.1%	2,416	8.3%
Value $400,000 to $499,999	991	4.3%	1586	5.4%
Value $500,000 to $749,999	846	3.7%	1174	4.0%
Value $750,000 to $999,999	297	1.3%	429	1.5%
Value $1,000,000 to $1,499,999	212	0.9%	315	1.1%
Value $1,500,000 to $1,999,999	105	0.5%	136	0.5%
Value $2,000,000 or more	29	0.1%	75	0.3%
2024 Est. Median Owner-Occupied Housing Unit Value		**$187,019**		**$194,363**

Source: PCensus 2024

Overall Household Income Profiles

Table 36 shows median household income as well as the number and share of owner and renter households by income.

- Median household income in San Angelo was $64,146
- Owner-occupied households have a significantly higher median income ($80,122) compared to renters ($44,298), highlighting a stark income gap.
- Over 44% of renter households earn less than $50,000 annually, compared to just 34% of owners, indicating more cost burden vulnerability among renters.

Table 36: 2023 Household Income by Tenure

	San Angelo		Tom Green	
	Count	Share	Count	Share
Total Households	**38,833**		**46,094**	
Median Income	**$52,048**		**$66,254**	
Owner-Occupied	**24,600**		**30,807**	
Less than $25,000	2,913	13.8%	3,545	12.6%
$25,000 to $49,999	4,269	20.2%	5,472	19.5%
$50,000 to $74,999	4,198	19.9%	5,158	18.4%
$75,000 to $99,999	4,027	19.1%	4,914	17.5%
$100,000 to $149,999	5,258	24.9%	6,359	22.7%
$150,000 or more	3,935	18.6%	5,359	19.1%
Median Income	**$80,122**		**$81,223**	
Renter-Occupied	**14,233**		**15,287**	
Less than $25,000	3,896	21.5%	3,999	20.4%
$25,000 to $49,999	4,071	22.5%	4,465	22.8%
$50,000 to $74,999	2,754	15.2%	3,048	15.6%
$75,000 to $99,999	1778	9.8%	1850	9.4%
$100,000 to $149,999	1294	7.1%	1,375	7.0%
$150,000 or more	440	2.4%	550	2.8%
Median Income	**$44,298**		**$44,708**	

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 37 shows household income by age of householder.

- The youngest (under 25) and oldest (65+) residents have the highest shares of households earning less than $25,000, at 35.5% and 26.1% respectively, showing greater housing affordability stress for these age groups.
- Peak earning ages (25–64) show more income diversity, but still include substantial shares earning under $50,000.

Table 37: 2023 Household Income by Age of Householder

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**38,833**		**46,094**	
Median Income	**$64,146**		**$66,254**	
Under 25 Years	**2,394**		**2,553**	
Less than $25,000	851	35.5%	851	33.3%
$25,000 to $49,999	795	33.2%	843	33.0%
$50,000 to $74,999	300	12.5%	300	11.8%
$75,000 to $99,999	251	10.5%	251	9.8%
$100,000 to $149,999	197	8.2%	210	8.2%
$150,000 or more	0	0.0%	0	0.0%
25-44 Years	**14,482**		**16,540**	
Less than $25,000	1,418	9.8%	1,519	9.2%
$25,000 to $49,999	2,928	20.2%	3,361	20.3%
$50,000 to $74,999	3,010	20.8%	3,425	20.7%
$75,000 to $99,999	2,596	17.9%	2,822	17.1%
$100,000 to $149,999	3,070	21.2%	3,374	20.4%
$150,000 or more	1460	10.1%	2,039	12.3%
45-64 Years	**11,866**		**14,616**	
Less than $25,000	1,903	16.0%	2,141	14.6%
$25,000 to $49,999	2,245	18.9%	2,693	18.4%
$50,000 to $74,999	1,941	16.4%	2,354	16.1%
$75,000 to $99,999	1,547	13.0%	1,957	13.4%
$100,000 to $149,999	2,264	19.1%	2,778	19.0%
$150,000 or more	1,966	16.6%	2,693	18.4%
65 Years and Older	**10,091**		**12,385**	
Less than $25,000	2,637	26.1%	3,033	24.5%
$25,000 to $49,999	2,372	23.5%	3,040	24.5%
$50,000 to $74,999	1,701	16.9%	2,127	17.2%
$75,000 to $99,999	1,411	14.0%	1,636	13.2%
$100,000 to $149,999	1021	10.1%	1372	11.1%
$150,000 or more	949	9.4%	1177	9.5%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 38 shows household income by household type.

- Family households have a higher median income ($80,114) compared to non-family households ($37,793), which explains greater cost burden among non-family households.
- Nearly 29% of non-family households earn less than $25,000 versus only 10% of family households.

Table 38: 2023 Household Income by Household Type

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**38,833**		**46,094**	
Median Income	**$64,146**		**$66,254**	
Family Households	**23,972**		**29,111**	
Less than $25,000	2,475	10.3%	2,214	7.6%
$25,000 to $49,999	5,022	20.9%	4,153	14.3%
$50,000 to $74,999	5,518	23.0%	4,708	16.2%
$75,000 to $99,999	4,535	18.9%	3,818	13.1%
$100,000 to $149,999	6,271	26.2%	5,248	18.0%
$150,000 or more	5,290	22.1%	3,831	13.2%
Median Income	**$80,114**		**$83,170**	
Non-Family Households	**14,861**		**16,983**	
Less than $25,000	4,914	28.8%	5,388	27.2%
$25,000 to $49,999	4,351	25.5%	5,091	25.7%
$50,000 to $74,999	2,277	13.3%	2,753	13.9%
$75,000 to $99,999	1,890	11.1%	2,130	10.8%
$100,000 to $149,999	885	5.2%	1018	5.1%
$150,000 or more	544	3.2%	603	3.0%
Median Income	**$37,793**		**$38,763**	

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Housing Cost-Burdened Households

This section provides a quantitative perspective on the share of household income spent on housing to determine potential demand for affordable housing in San Angelo.

To do this, CDS has employed a standard of housing costs not exceeding 30% of gross household income.

The ability to pay less than the 30% share of household income on housing costs indicates that residents are in housing that is affordable for their household income level.

Paying greater than 30% of household income on housing costs indicates households taking on a burdensome housing cost.

This is problematic because unavoidable life events such as transportation, health, family, natural disasters or other emergencies can quickly impact households paying 30% or more on housing costs rendering them unable to afford anything but the barest of necessities, and in some cases can result in homelessness, malnutrition and other types of hardships.

The 30% threshold is a commonly used standard in the U.S., though it not always sufficient to convey the extent to which housing costs may constitute a burden to a particular household.

Also, this measurement takes into account income per household as opposed to wages.

The data in the following tables has been sourced from U.S. Census Bureau American Community Survey 2023 5-Year Estimates, the most recent demographic data from the U.S. Census Bureau at the time of this study.

Table 39 shows housing cost burden for owners in San Angelo and Tom Green County.

- Cost burden (30%+ of income spent on housing) is highly concentrated among low-income owner households: 65% of those earning <$20K and 50% of those earning $20K–$35K are burdened.
- By contrast, only 3.7% of owners earning $75K+ are cost burdened, reflecting strong affordability at higher income levels.
- There was a total of 5,061 owners paying 30% or more on housing. This represents 20% of all owners and 13% of all households

Table 39: 2023 Housing Costs as a Percentage of Household Income – Owner-Occupied Housing by Income

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Housing Units	**38,833**		**46,094**	
Owner-Occupied housing units	**24,600**		**30,807**	
Less than $20,000	**1,901**	**7.7%**	**2,297**	**7.5%**
Less than 20 percent	316	16.6%	454	19.8%
20 to 29 percent	352	18.5%	403	17.5%
30 percent or more	1,233	64.9%	1,440	62.7%
$20,000 to $34,999	**2,582**	**10.5%**	**3,217**	**10.4%**
Less than 20 percent	698	27.0%	948	29.5%
20 to 29 percent	585	22.7%	693	21.5%
30 percent or more	1,299	50.3%	1,576	49.0%
$35,000 to $49,999	**2,477**	**10.1%**	**3,224**	**10.5%**
Less than 20 percent	1,233	49.8%	1,650	51.2%
20 to 29 percent	479	19.3%	692	21.5%
30 percent or more	765	30.9%	882	27.4%
$50,000 to $74,999	**4,198**	**17.1%**	**5,158**	**16.7%**
Less than 20 percent	1,887	44.9%	2,560	49.6%
20 to 29 percent	1040	24.8%	1193	23.1%
30 percent or more	1271	30.3%	1405	27.2%
$75,000 or more	**13,220**	**53.7%**	**16,632**	**54.0%**
Less than 20 percent	10,873	82.2%	13,569	81.6%
20 to 29 percent	1,854	14.0%	2,405	14.5%
30 percent or more	493	3.7%	658	4.0%
Zero or negative income	222	0.9%	279	0.9%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 40 shows housing cost burden by income for renters in San Angelo and Tom Green County.

- 94% of renters earning less than $20,000 are housing cost burdened, with a dramatic drop as income rises.
- Only 3.3% of renters earning $75K+ are cost burdened, indicating clear correlation between income and rent affordability.
- There was a total of 6,632 renters paying 30% or more on housing. This represents 47% of all renters and 17% of all households

Table 40: 2023 Housing Costs as a Percentage Of Household Income – Renter-Occupied Housing by Income

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Housing Units	**38,833**		**46,094**	
Renter-Occupied housing units	**14,233**		**15,287**	
Less than $20,000	**2,550**	**17.9%**	**2,577**	**16.9%**
Less than 20 percent	6	0.2%	6	0.2%
20 to 29 percent	148	5.8%	148	5.7%
30 percent or more	2,396	94.0%	2,423	94.0%
$20,000 to $34,999	**2,393**	**16.8%**	**2,604**	**17.0%**
Less than 20 percent	72	3.0%	72	2.8%
20 to 29 percent	240	10.0%	240	9.2%
30 percent or more	2,081	87.0%	2,292	88.0%
$35,000 to $49,999	**2,323**	**16.3%**	**2,431**	**15.9%**
Less than 20 percent	177	7.6%	177	7.3%
20 to 29 percent	788	33.9%	801	32.9%
30 percent or more	1358	58.5%	1453	59.8%
$50,000 to $74,999	**2,596**	**18.2%**	**2,850**	**18.6%**
Less than 20 percent	754	29.0%	837	29.4%
20 to 29 percent	1157	44.6%	1244	43.6%
30 percent or more	685	26.4%	769	27.0%
$75,000 or more	**3,417**	**24.0%**	**3,593**	**23.5%**
Less than 20 percent	2,024	59.2%	2,166	60.3%
20 to 29 percent	1281	37.5%	1315	36.6%
30 percent or more	112	3.3%	112	3.1%
Zero or negative income	233	1.6%	250	1.6%
No cash rent	**721**	**5.1%**	**982**	**6.4%**

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 41 shows housing cost burden by tenure and age of householder.

- Young renters (15–24 mostly Angelo State Students) and seniors (65+) are highly burdened, with 56.3% and 47.4%, respectively, paying over 35% of income on rent.
- Rent burden is also significant among prime working-age adults (25–64), with more than 30% paying excessive rent relative to income.

Table 41: 2023 Housing Costs as a Percentage of Household Income – San Angelo by Age

San Angelo	Renter-Occupied		Owner-Occupied	
	Count	Share	Count	Share
Total	**14,233**		**24,600**	
Householder 15 to 24 years	**2,065**	**14.5%**	**329**	**1.3%**
Less than 20.0 percent	315	15.3%	84	25.5%
20.0 to 24.9 percent	144	7.0%	22	6.7%
25.0 to 29.9 percent	239	11.6%	10	3.0%
30.0 to 34.9 percent	109	5.3%	32	9.7%
35.0 percent or more	1,162	56.3%	181	55.0%
Not computed	96	4.6%	0	0.0%
Householder 25 to 34 years	**3,670**	**25.8%**	**3,767**	**15.3%**
Less than 20.0 percent	789	21.5%	1,962	52.1%
20.0 to 24.9 percent	678	18.5%	410	10.9%
25.0 to 29.9 percent	437	11.9%	386	10.2%
30.0 to 34.9 percent	212	5.8%	361	9.6%
35.0 percent or more	1,354	36.9%	648	17.2%
Not computed	200	5.4%	0	0.0%
Householder 35 to 64 years	**5,915**	**41.6%**	**12,996**	**52.8%**
Less than 20.0 percent	1,502	25.4%	8,178	62.9%
20.0 to 24.9 percent	778	13.2%	1,245	9.6%
25.0 to 29.9 percent	747	12.6%	997	7.7%
30.0 to 34.9 percent	631	10.7%	712	5.5%
35.0 percent or more	1,802	30.5%	1,679	12.9%
Not computed	455	7.7%	185	1.4%
Householder 65 years and over	**2,583**	**18.1%**	**7,508**	**30.5%**
Less than 20.0 percent	427	16.5%	4,783	63.7%
20.0 to 24.9 percent	242	9.4%	859	11.4%
25.0 to 29.9 percent	349	13.5%	381	5.1%
30.0 to 34.9 percent	138	5.3%	323	4.3%
35.0 percent or more	1,224	47.4%	1,125	15.0%
Not computed	203	7.9%	37	0.5%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Owners

Table 42 shows owners and share of housing cost burden by mortgage status.

- Among mortgage holders, 27.6% are cost burdened, with 10.5% paying over 50% of income on housing—a significant financial pressure.
- For owners without a mortgage, only 13.5% are burdened, suggesting greater financial security in fully owned homes.

Table 42: 2023 Monthly Owner Costs as a Percentage Of Household Income by Mortgage Status

Owner-Occupied	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total	**24,600**		**30,807**	
Housing units with a mortgage	**12,353**	**50.2%**	**14,945**	**48.5%**
Less than 10.0 percent	774	6.3%	979	6.6%
10.0 to 14.9 percent	2,338	18.9%	2,701	18.1%
15.0 to 19.9 percent	2,839	23.0%	3,576	23.9%
20.0 to 24.9 percent	1,582	12.8%	1,943	13.0%
25.0 to 29.9 percent	1,302	10.5%	1,624	10.9%
30.0 to 34.9 percent	766	6.2%	940	6.3%
35.0 to 39.9 percent	513	4.2%	604	4.0%
40.0 to 49.9 percent	823	6.7%	909	6.1%
50.0 percent or more	1,302	10.5%	1,555	10.4%
Not computed	114	0.9%	114	0.8%
30.0 percent or more	**3,404**	**27.6%**	**4,008**	**26.8%**
Housing units without a mortgage	**12,247**	**49.8%**	**15,862**	**51.5%**
Less than 10.0 percent	5,155	42.1%	6,829	43.1%
10.0 to 14.9 percent	2,342	19.1%	3,100	19.5%
15.0 to 19.9 percent	1,559	12.7%	1,996	12.6%
20.0 to 24.9 percent	954	7.8%	1230	7.8%
25.0 to 29.9 percent	472	3.9%	589	3.7%
30.0 to 34.9 percent	662	5.4%	708	4.5%
35.0 to 39.9 percent	170	1.4%	225	1.4%
40.0 to 49.9 percent	255	2.1%	301	1.9%
50.0 percent or more	570	4.7%	719	4.5%
Not computed	108	0.9%	165	1.0%
30.0 percent or more	**1,657**	**13.5%**	**1,953**	**12.3%**

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 43 shows cost burden in San Angelo home owners by age.

- 64.7% of owners under age 25 are cost burdened—the highest rate among all age groups.
- Owners aged 35–64 have the lowest burden rate (18.4%), while seniors (65+) are burdened at nearly 1 in 5.

Table 43: 2023 Cost-Burdened Owner Households by Age - San Angelo

Owner-Occupied	San Angelo	
	Count	Share
Total	**24,600**	
Total In Age Range		
Householder 15 to 24 years	329	1.3%
Householder 25 to 34 years	3,767	15.3%
Householder 35 to 64 years	12,996	52.8%
Householder 65 years and over	7,508	30.5%
30% or more of Income	**5,061**	**20.6%**
Householder 15 to 24 years	213	64.7%
Householder 25 to 34 years	1,009	26.8%
Householder 35 to 64 years	2,391	18.4%
Householder 65 years and over	1,448	19.3%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 44 shows cost burden in owners by income.

- Cost burden sharply declines with rising income: 61.5% of households earning less than $10K are burdened vs. only 1.8% of those earning $100K+.
- Households earning under $50K face the highest burden risk, especially those below $35K, where more than half are cost burdened.

Table 44: 2023 Cost-Burdened Owner Households by Income - San Angelo

Owner-Occupied	San Angelo	
	County	Share
Total	**24,600**	
Total In Income Range		
Less than $10,000	577	2.3%
$10,000 to $19,999	1,546	6.3%
$20,000 to $34,999	2,582	10.5%
$35,000 to $49,999	2,477	10.1%
$50,000 to $74,999	4,198	17.1%
$75,000 to $99,999	4,027	16.4%
$100,000 or more	9,193	37.4%
30% or more of Income	**5,061**	**20.6%**
Less than $10,000	355	61.5%
$10,000 to $19,999	878	56.8%
$20,000 to $34,999	1,299	50.3%
$35,000 to $49,999	765	30.9%
$50,000 to $74,999	1,271	30.3%
$75,000 to $99,999	325	8.1%
$100,000 or more	168	1.8%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Renters

Table 45 shows rent as a percentage of income.

- Nearly half (46.6%) of renter households in San Angelo are cost burdened, paying 30% or more of income on rent.
- The median rent-to-income ratio is 33.1%, indicating that the typical renter is on the edge of affordability standards.

Table 45: 2023 Gross Rent as a Percentage Of Household Income

	San Angelo		Tom Green	
	Count	Share	Count	Share
Total	**14,233**		**15,287**	
Less than 10.0 percent	375	2.6%	413	2.7%
10.0 to 14.9 percent	1,243	8.7%	1,313	8.6%
15.0 to 19.9 percent	1,415	9.9%	1,532	10.0%
20.0 to 24.9 percent	1,842	12.9%	1,958	12.8%
25.0 to 29.9 percent	1,772	12.4%	1,790	11.7%
30.0 to 34.9 percent	1,090	7.7%	1,178	7.7%
35.0 to 39.9 percent	1,176	8.3%	1,263	8.3%
40.0 to 49.9 percent	1,443	10.1%	1,575	10.3%
50.0 percent or more	2,923	20.5%	3,033	19.8%
Not computed	954	6.7%	1,232	8.1%
30.0 percent or more	**6,632**	**46.6%**	**7,049**	**46.1%**
Median gross rent as a percentage of household income	**33.10%**		**33.90%**	

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 46 shows renter households by age and cost burden.

- The majority of rent-burdened households are in the 25–64 age range, but young adults and seniors still face high levels of rent stress.
- Over 1 in 5 renters under 25 and over 65 pay more than 30% of their income on rent.

Table 46: 2023 Monthly Renter Costs by Household Income and Age

Renter-Occupied	San Angelo	
	Count	Share
Total	**14,233**	
Total In Age Range		
Householder 15 to 24 years	2,065	14.5%
Householder 25 to 34 years	3,670	25.8%
Householder 35 to 64 years	5,915	41.6%
Householder 65 years and over	2,583	18.1%
30% or more of Income	**6,632**	**47%**
Householder 15 to 24 years	1,271	19.2%
Householder 25 to 34 years	1,566	23.6%
Householder 35 to 64 years	2,433	36.7%
Householder 65 years and over	1,362	20.5%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 47 shows renter households by income and cost burden.

- Rent burden is almost universal among low-income renters: over 84% of those earning less than $20K are cost burdened.
- Households earning more than $75K show minimal burden, highlighting the critical affordability gap at lower income levels.

Table 47: 2023 Monthly Renter Costs by Household Income

Renter-Occupied	San Angelo	
	Count	Share
Total	**14,233**	
Total In Income Range		
Less than $10,000	1275	9.0%
$10,000 to $19,999	1,776	12.5%
$20,000 to $34,999	2,440	17.1%
$35,000 to $49,999	2,476	17.4%
$50,000 to $74,999	2,754	19.3%
$75,000 to $99,999	1,778	12.5%
$100,000 or more	1,734	12.2%
30% or more of Income	**46.6%**	
Less than $10,000	893	70.0%
$10,000 to $19,999	1503	84.6%
$20,000 to $34,999	2,081	85.3%
$35,000 to $49,999	1358	54.8%
$50,000 to $74,999	685	24.9%
$75,000 to $99,999	112	6.3%
$100,000 or more	0	0.0%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

CITY OF SAN ANGELO HOUSING MARKET TRENDS

Existing Home Market – Single-family, For-Sale Homes

The single-family housing market in San Angelo faces several structural and financial challenges, particularly in the realm of affordability.

Nonprofit organizations that build affordable housing must often cover infrastructure costs ranging from $25,000 to $35,000 per lot, in addition to paying for increasingly expensive permits. These homes are typically constructed on donated lots and sold at the cost to build to qualifying families. However, the burden of permitting requirements, development costs and limited grant funding often causes delays or prevents projects from moving forward altogether.

The development environment is further complicated by regulatory barriers. San Angelo enforces a minimum lot size of 5,000 square feet, and the combined price of a lot and development can reach approximately $70,000.

Builders are also required to implement detention ponds—one acre for every five acres developed—and contribute land for city parks at a ratio of one per 70 lots. These obligations increase both the financial and opportunity costs, often making homes sold at or near the median price unprofitable for builders.

The zoning and permitting process within the city can deter development, particularly when compared to more lenient requirements in surrounding Tom Green County.

New construction is also affected by rising material and labor costs, a problem exacerbated by the COVID-19 pandemic. Labor shortages are tied not only to increased demand but also to competition from job markets in nearby Midland-Odessa and a cultural decline in young people entering trades such as carpentry, HVAC, and plumbing. These constraints slow the pace of development and limit the supply of new single-family homes.

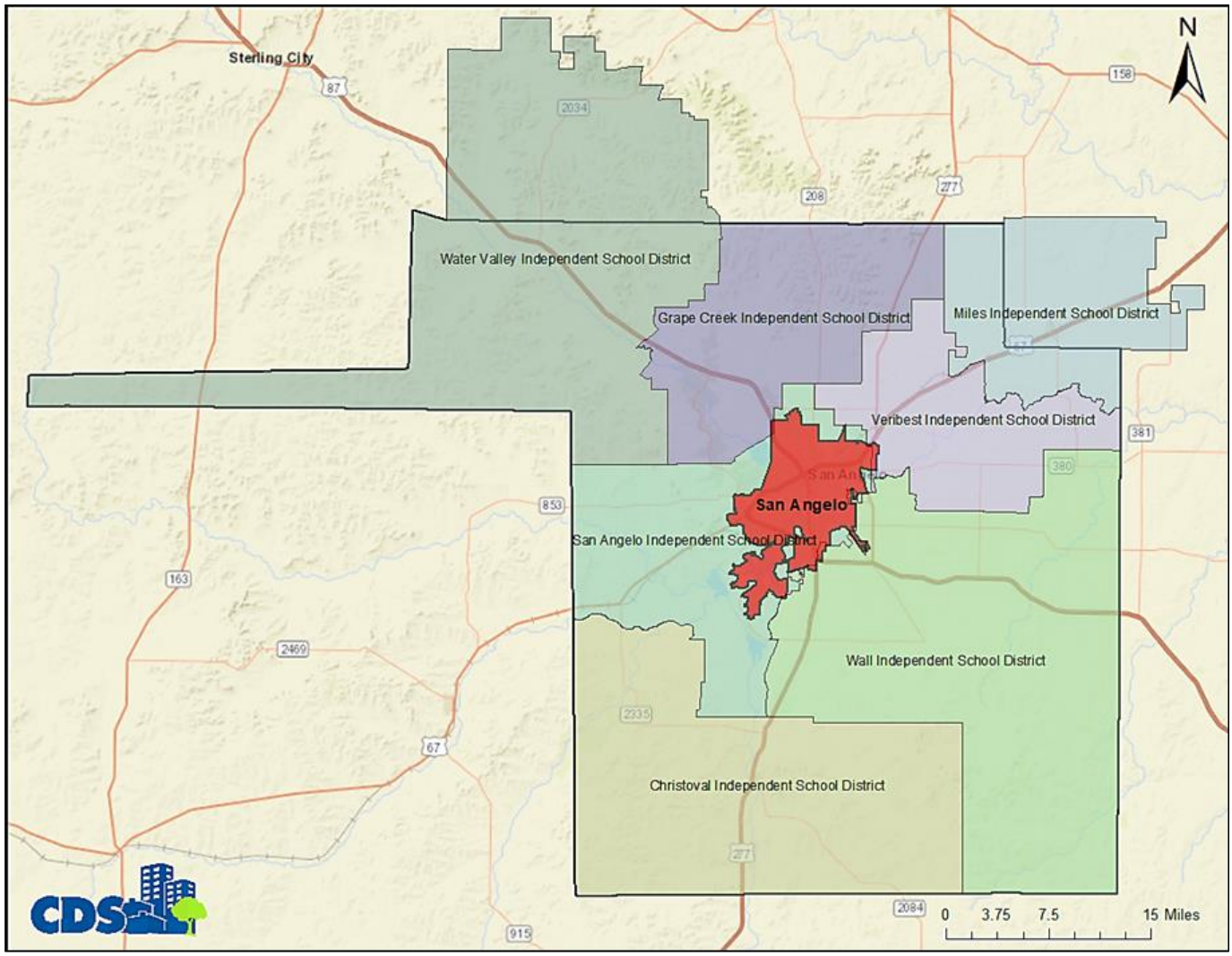
The City of San Angelo's Homebuyer Assistance Program offers down payment assistance for first-time buyers, but the program's effectiveness is limited. Because the assistance is contingent on the property passing an inspection—which often reveals the need for costly repairs—many potential buyers find the support inaccessible. Additionally, entry-level homes are increasingly difficult to access, and complaints from new employees moving to San Angelo often include high property taxes, high home prices, and outdated school campuses.

City of San Angelo Single-family Trends

The following data shows existing home sales data for the City of San Angelo (the red area in the map below).

The data analyzed also includes San Angelo Independent School District. Surrounding school districts in the County are also outlined and labeled for reference.

Figure 48: Tom Green County, City of San Angelo, and School Districts



Source: CDS Community Development Strategies

City of San Angelo Existing Single-family Sales

The following section provides an overview of the supply of housing in San Angelo with an emphasis on home sales priced at levels that are possibly accessible to the most common local worker households in the City. The data shown represents annual sales volumes, not unit sales. Consequently, this data could represent the same unit sold multiple times.

Table 49 shows sales volume by price range in San Angelo from 2015 to April 2025.

- There have been more than 13,000 home sales in San Angelo in the past decade, about and average of 1,300 home sales per year.
- Total Sales Volume has declined slightly by -3%, from 1,219 in 2014 to 1,187 in 2024.
- The market has shifted significantly toward higher-priced homes, reflecting both home price inflation and potential shifts in buyer profiles and housing stock availability.

Table 49: City of San Angelo Existing Homes Sales by Price Ranges, 2014 – 2025

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 (April)
$0 - $99,999	235	199	198	217	162	137	88	93	73	76	10
$100,000 - $159,999	397	413	394	386	441	388	287	200	152	150	23
$160,000 - $199,999	273	253	265	305	282	306	354	240	196	199	37
$200,000 - $249,999	145	135	169	203	274	323	313	292	227	218	41
$250,000 - $299,999	79	81	85	100	143	172	264	252	214	187	36
$300,000 - $399,999	63	57	62	67	94	129	202	185	198	219	41
$400,000 - $499,999	17	24	21	37	38	42	60	68	66	75	9
$500,000 +	18	12	13	18	33	27	66	95	85	63	16
Total	**1,227**	**1,174**	**1,207**	**1,333**	**1,467**	**1,524**	**1,634**	**1,425**	**1,211**	**1,187**	**213**

Source: San Angelo Association of Realtors

Sales by Price Tier

Figure 50 shows San Angelo home prices by price range.

Affordable Homes (Below $200K):

- Homes priced $0–$99K dropped -70% in sales over the 10-year period.
- Homes in the $100K–$159K range declined -64%.
- This reflects severe erosion in entry-level inventory, impacting affordability and first-time homebuyers.

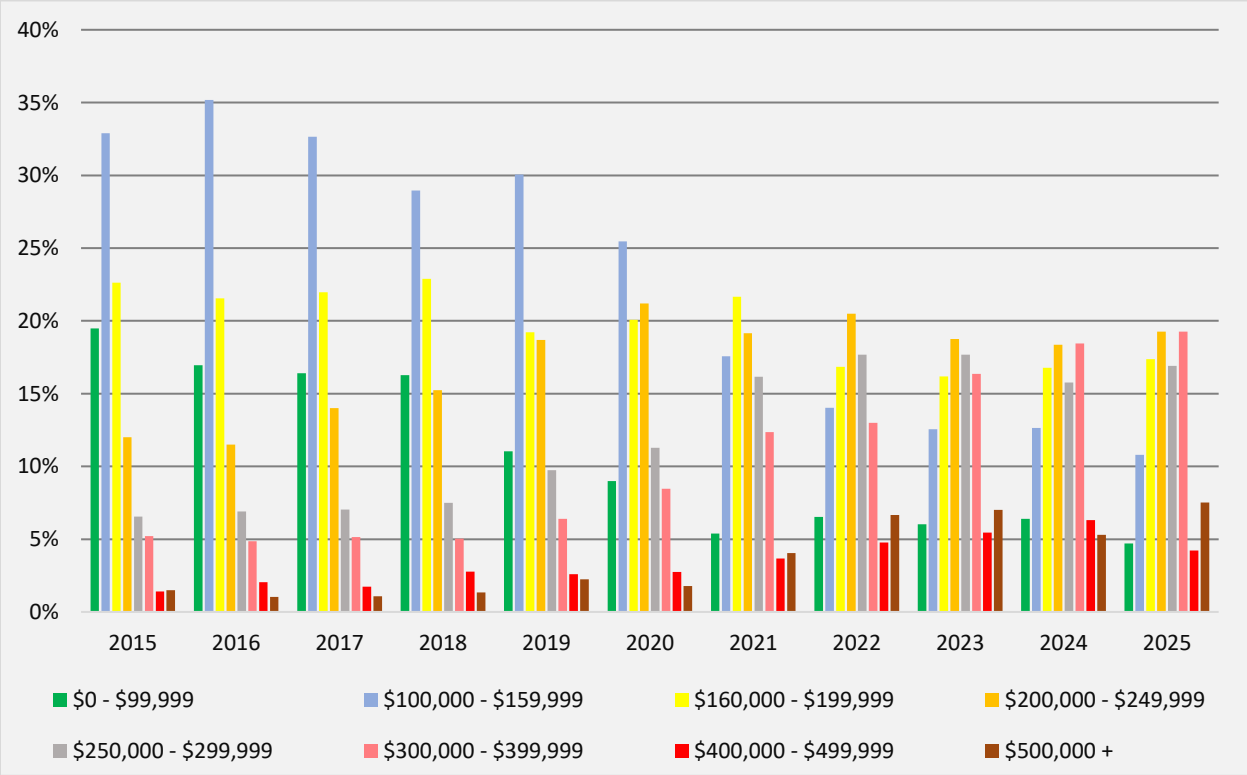
Middle Market ($200K–$399K):

- Sales in the $200K–$249K bracket increased 61%, and $250K–$299K jumped 146%.
- The $300K–$399K segment surged 271%, indicating significant market activity and new supply in this range.

Upper Market ($400K+):

- The $400K–$499K segment grew by 213%, and the $500K+ category grew a staggering 473% — albeit from a low base.
- This trend suggests increased luxury development or appreciation of existing stock, reflecting shifting buyer profiles and possibly in-migration of higher-income buyers.

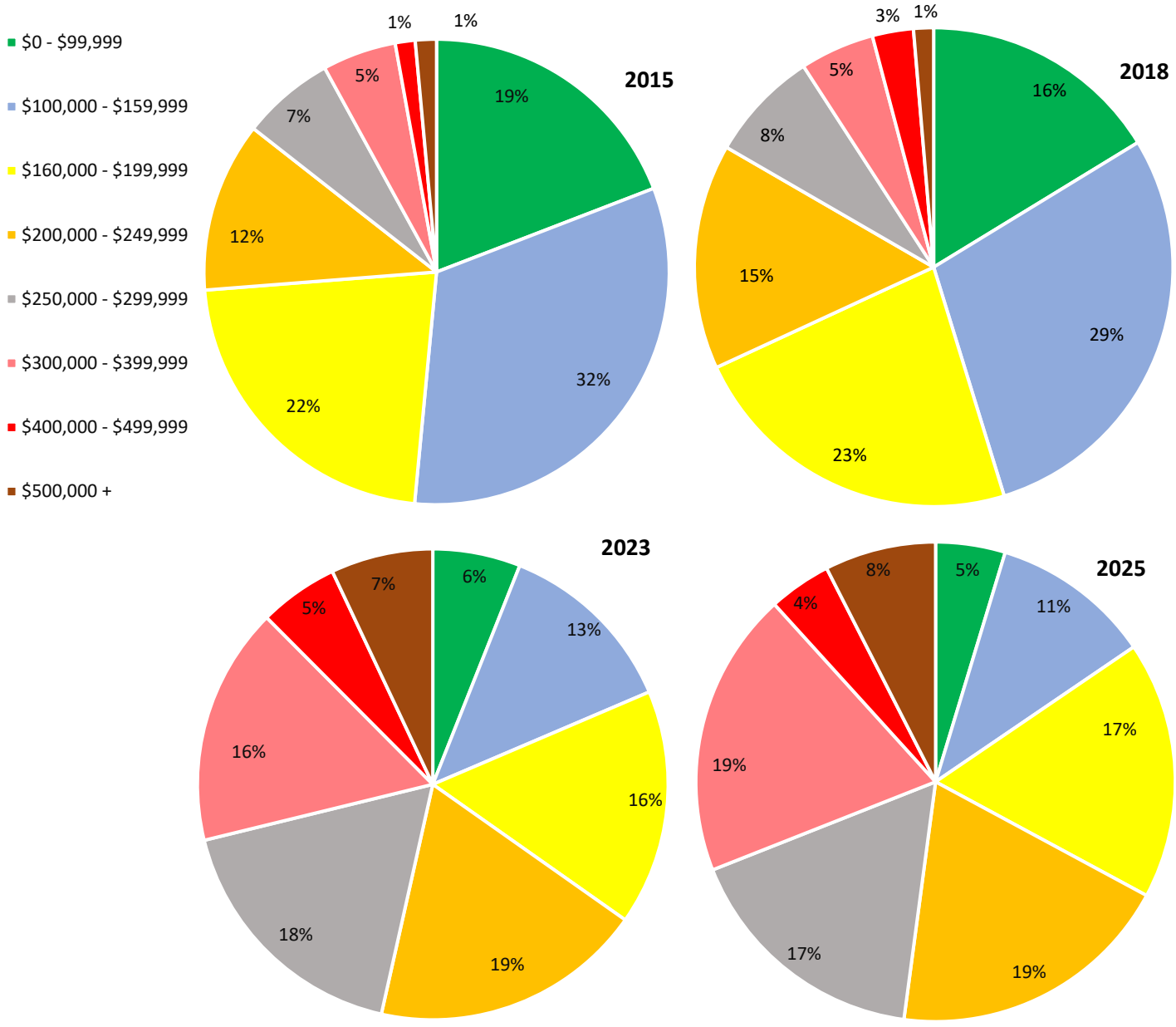
Figure 50: City of San Angelo Existing Homes Sales by Price Ranges, 2015 – 2025



Source: San Angelo Association of Realtors

Figure 51 shows home sales volume by year and price range in San Angelo.

Figure 51: San Angelo Existing Homes Sales by Price Ranges, 2015 – 2025



Source: San Angelo Association of Realtors

Key San Angelo Home Sales Trends by Year

2015

- Dominated by homes priced between $100K–$159K (32%).
- Lower-priced homes (below $200K) made up a substantial 66% of the market.
- Homes above $300K were rare, comprising less than 10%.

2018

- Gradual shift upward: $100K–$159K share fell to 29%, while $200K–$299K ranges grew to 23%.
- Higher-end segments ($300K+) began modest growth but remained under 15% of the market.

2023

- Major rebalancing: Lower-tier segments below $200K dropped significantly.
- $200K–$399K range dominated (totaling 54%), showing that middle-market homes became the new majority.
- $500K+ homes appeared in the chart for the first time with 5% share.

2025 (Projected)

- $300K–$399K segment projected to hold 19%, reflecting continued demand for upper-middle tier homes.
- $250K–$299K range also remains strong at 19%.
- Lower-cost homes under $160K fall to 11%, showing a clear decline in affordability.
- Luxury segments ($400K+) make up 17%, up from 10% in 2018.

Implications

- The charts demonstrate a clear upward shift in home prices over the past decade, with entry-level inventory shrinking dramatically.
- Middle- and upper-tier homes now dominate the San Angelo housing market, which may impact affordability, particularly for first-time buyers, lower-income working households and retirees.
- The rise of homes $400K+ reflects both price inflation and increased demand from higher-income or relocating buyers.
- Policy responses such as incentivizing affordable housing development or promoting diverse housing types may be needed to ensure market balance.

above shows the financing utilized each year in San Angelo. There was an average of 110 sales per month over the past decade.

Table 52: City of San Angelo Sales Financing, 2014 – 2024

Residential Financing	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cash	221	231	208	234	239	251	222	298	337	318	282
Conventional	485	420	407	409	496	593	658	640	555	439	379
FHA	296	373	344	324	348	352	391	380	293	259	288
VA	201	186	191	196	230	255	238	295	234	176	223
Owner Carry	9	7	5	7	10	5	9	5	3	4	6
Other	7	10	19	36	10	11	6	16	3	15	9
Total	**1,219**	**1,227**	**1,174**	**1,206**	**1,333**	**1,467**	**1,524**	**1,634**	**1,425**	**1,211**	**1,187**

Source: San Angelo Association of Realtors

- Conventional loans were the most common financing method, peaking in 2020 (658 sales) and steadily declining to 379 by 2024. This is likely a direct result of the interest rate spike that started in early 2022.
- FHA loans remain consistently popular, especially for entry-level buyers, accounting for about 20–25% of annual sales.
- Cash sales rose significantly post-2020, reaching a peak of 337 in 2022, likely due to investor activity and retirees purchasing outright.
- VA loans followed a similar pattern, peaking in 2021 (295), reflecting growth in veteran or military-linked buyers.

Table 53 shows sales by days on market for existing homes in San Angelo from 2014 to 2024.

- Average Days on Market fell from 99 (2015) to a low of 63 (2020), then rose again to 100 by 2025, indicating recent softening and an increase in inventory.
- Quick sales (0–60 days) peaked in 2021 (1,095 sales), suggesting high demand and low inventory during the pandemic.

Table 53: City of San Angelo Sales by Days on Market, 2014 – 2024

Days on Market	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
0 – 30	102	85	52	72	109	150	161	179	193	142	109
31 – 60	401	438	336	379	463	638	756	916	762	575	460
61 – 90	249	258	233	243	244	281	260	274	220	202	253
91- 120	155	132	177	157	167	137	120	117	102	122	153
121+	312	314	372	351	347	253	220	144	145	165	210
Total	**1,219**	**1,227**	**1,170**	**1,202**	**1,330**	**1,459**	**1,517**	**1,630**	**1,422**	**1,206**	**1,185**

Source: San Angelo Association of Realtors

Table 54 shows average days on market each year from 2015 to April 2025 in San Angelo.

Table 54: San Angelo Sales by Average Days on Market, 2015 – 2025

Average Days on Market	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	99	110	106	97	81	76	63	65	70	81	100

Source: San Angelo Association of Realtors

- Listings sitting 121+ days dropped significantly from 372 (2016) to 144 (2021), but have risen again to 210 by 2024, indicating a potential slowdown or mismatch between pricing and buyer expectations.
- So far in 2025 the average days on the market is 100, about 3 months.

Table 55 shows sales by year and number of bedrooms.

Table 55: City of San Angelo Sales by Number of Bedrooms, 2014 – 2024

Bedrooms	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
2-	161	172	143	158	185	172	176	185	202	185	174
3	763	775	753	798	835	904	981	1,035	886	733	736
4+	295	280	278	251	313	391	367	414	337	293	277
Total	**1,219**	**1,227**	**1,174**	**1,207**	**1,333**	**1,467**	**1,524**	**1,634**	**1,425**	**1,211**	**1,187**

Source: San Angelo Association of Realtors

- 3-bedroom homes dominate the market, representing roughly 60–65% of sales annually.
- Sales of 4+ bedroom homes peaked in 2021 (414) but declined to 277 by 2024, possibly reflecting affordability constraints or declining inventory.
- 2-bedroom homes remained relatively stable (150–185 per year), likely appealing to retirees or first-time buyers.

Table 56 shows the median sale price in San Angelo.

Table 56: City of San Angelo Median Sold Price, 2015 – 2025

Median Sold Price	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	$157,500	**$157,900**	**$160,100**	**$166,500**	**$176,000**	**$187,450**	**$215,000**	**$230,000**	**$236,900**	**$237,500**	**$240,000**

Source: San Angelo Association of Realtors

- Median Sold Price increased from $157,500 (2015) to $240,000 (2025) — a 52% gain over 10 years.
- The median sold price in San Angelo has increased each year since 2008.

Table 57 shows the average sale price in San Angelo.

Table 57: City of San Angelo Average Sold Price, 2015 – 2025

Average Sold Price	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	$174,991	$172,840	$176,419	$182,946	$197,715	$208,225	$238,619	$258,081	$268,000	$265,331	$273,766

Source: San Angelo Association of Realtors

- Average Sold Price rose even more dramatically, from $174,991 (2015) to $273,766 (2025) — a 56% increase, suggesting a shift toward higher-priced or luxury homes.

Table 58 shows total new listings each year.

Table 58: City of San Angelo Total New Listings, 2015 – 2025

Total New Listings	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	1,631	1,718	1,615	1,703	1,652	1,869	1,787	1,936	1,924	1,926	2,209

Source: San Angelo Association of Realtors

- Total New Listings have increased by 35%, from 1,631 (2014) to 2,209 (2024), helping to slightly ease inventory constraints.
- The sharp rise in listings in 2024 may suggest increasing seller activity, possibly driven by market softening, rising rates, or changing life circumstances.

Months of Supply

Realtor's use the term "months of supply" to describe the inventory of homes on the market. Months of supply is the number of months it would take for the current inventory to sell out if sales continued at the current rate and no new inventory was added.

- San Angelo has averaged 110 sales per month in the past decade.
- As of May 2025, there was an estimated 600 homes listed for sale.
- This puts the current supply at about 5.5 months.

Generally, a supply greater than seven months is considered a buyers' market, between five to seven months is a balanced market, and less than five months is a sellers' market.

The single-family residential housing market in the San Angelo area currently appears to be a balanced market.

Key Single-Family Market Takeaways

- San Angelo's housing market has seen strong price appreciation and tightening inventory, especially during 2020–2022.
- Recent increases in days on market and higher-end home sales suggest a smaller pool of attractive entry level homes and a market that is stabilizing or softening in 2023–2024.
- Continued increases in listings may provide opportunities for buyers after several years of competitive conditions.

City of San Angelo Affordable Single-Family Demand

The following tables describe an FHA mortgage scenario and other assumptions to arrive at the income levels needed for an estimated monthly housing cost below the 30% standard.

The calculations indicate that a first-time home purchase for households with incomes under $58,000 is likely unrealistic. Also, this analysis does not consider that potential buyers may have other current debt that effectively reduces their qualifying income.

Assumptions

Tax Rates		
TOM GREEN COUNTY	0.47290	
CITY OF SAN ANGELO	0.75440	
SAN ANGELO ISD	0.81231	
Total	**2.03961**	
Down payment	3.50%	of home price
Closing costs	4.00%	of home price
FHA UFMIP	1.75%	of loan amount
Annual mortgage insurance	0.85%	of loan amount
Mortgage rate	6.890%	per year
Mortgage term	30	years
Insurance	$3,800	per year
Affordability standard	30%	of gross income
Average Texas Credit Score	695	

Error! Reference source not found. shows the required annual income for various home prices in San Angelo. This table incorporates local tax rates and average monthly home cost factors for Tom Green County.

It should be noted that the table below is an FHA, 3.5% down payment model for an applicant with an average credit score of 695. This means that any potential buyer eligible for conventional loan underwriting with a higher credit score and down payment will have greater home purchasing power than shown in the table.

Table 59: San Angelo Attainable For-Sale Home Price Calculation (FHA Mortgage)

Home price	$175,000	$185,000	$200,000	$225,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000
Down payment	$6,125	$6,475	$7,000	$7,875	$8,750	$10,500	$12,250	$14,000	$15,750	$17,500
Closing costs	$7,000	$7,400	$8,000	$9,000	$10,000	$12,000	$14,000	$16,000	$18,000	$20,000
Total up-front costs	$13,125	$13,875	$15,000	$16,875	$18,750	$22,500	$26,250	$30,000	$33,750	$37,500
FHA Loan amount	$171,830	$181,649	$196,378	$220,925	$245,472	$294,566	$343,661	$392,755	$441,849	$490,944
Monthly mortgage	$1,140	$1,205	$1,303	$1,466	$1,629	$1,955	$2,280	$2,606	$2,932	$3,258
Monthly MIP	$122	$129	$139	$156	$174	$209	$243	$278	$313	$348
Monthly home insurance	$317	$317	$317	$317	$317	$317	$317	$317	$317	$317
Monthly taxes	$297	$314	$340	$382	$425	$510	$595	$680	$765	$850
Total PITI with MIP	$1,876	$1,965	$2,099	$2,321	$2,544	$2,990	$3,435	$3,881	$4,326	$4,772
Required monthly gross income	$6,253	$6,550	$6,996	$7,738	$8,481	$9,966	$11,451	$12,936	$14,421	$15,906
Required annual income	**$75,038**	**$78,602**	**$83,949**	**$92,859**	**$101,769**	**$119,589**	**$137,410**	**$155,230**	**$173,051**	**$190,871**
Hourly wage equivalent @ 2,080 hours	$36.08	$37.79	$40.36	$44.64	$48.93	$57.49	$66.06	$74.63	$83.20	$91.77

Note: Hourly wage rate based on 2,080 hours/yr.

Table 60 shows Census data estimates of the number of cost-burdened households in 2023 in San Angelo and the associated maximum home price these households could pursue without being cost-burdened:

Table 60: Estimated San Angelo Affordable For-Sale Housing Need by Income Range, 2023

Income Range	# Cost-Burdened Households	Home Price Range Needed
$20,000 to $34,999	1,299	Renter $500-$875 a month
$35,000 to $49,999	765	Renter $875-$1,250 a month
$50,000 to $74,999	1,271	$100,000 - $175,000
Total	**3,335**	

Source: US Census Bureau American Community Survey 2017 1-Year Estimates

- Households making less than $75,000 are likely candidates for transitioning from owning to renting.

City of San Angelo Affordable Multifamily Demand

Table 61 shows the annual income required for the maximum rent that is no more than 30% of income on rent.

Table 61: Attainable Rent Calculation

Annual income	$15,000	$20,000	$25,000	$30,000	$35,000	$40,000	$45,000	$50,000	$55,000	$60,000	$65,000	$70,000	$75,000
Hourly wage rate	$7.21	$9.62	$12.02	$14.42	$16.83	$19.23	$21.63	$24.04	$26.44	$28.85	$31.25	$33.65	$36.06
Weekly wage	$288	$385	$481	$577	$673	$769	$865	$962	$1,058	$1,154	$1,250	$1,346	$1,442
Monthly income	$1,250	$1,667	$2,083	$2,500	$2,917	$3,333	$3,750	$4,167	$4,583	$5,000	$5,417	$5,833	$6,250
Max. rent	**$375**	**$500**	**$625**	**$750**	**$875**	**$1,000**	**$1,125**	**$1,250**	**$1,375**	**$1,500**	**$1,625**	**$1,750**	**$1,875**

Notes: Hourly wage rate based on 2,080 hours/yr.

Table 62 shows Census data estimates of the number of cost-burdened households in 2023 in San Angelo and the associated maximum rent price these households could pursue without being cost-burdened:

Table 62: Estimated San Angelo Affordable Rental Housing Need by Income Range, 2017

Income Range	# Cost-Burdened Households	Monthly Rent Range Needed
Less than $20,000	2,396	Under $500
$20,000 to $34,999	2,081	$500 to $875
$35,000 to $49,999	1,358	$875 to $1,250
Total	**5,835**	

Source: US Census Bureau American Community Survey 2017 1-Year Estimates

- Incomes less than $35,000 are likely candidates for affordable rental units in housing authority, non-profit, housing choice voucher or tax credit affordable rental units.

Residential New Construction Trends

San Angelo MSA Single-family Building Permits

Table 63 below shows single-family residential building permits in Tom Green County from 2016 to 2023 and provides a timeline of residential building permits in the County along with the amount, price and change.

Table 63: San Angelo MSA Single-family Residential Building Permits 2016-2023

Date	Number of Dwelling Units	Percent Change	Average Value ($) per Dwelling Unit	Percent Change
2016	172	-27.10%	$226,700	15.00%
2017	193	12.20%	$217,700	-4.00%
2018	262	35.75%	$216,600	-0.48%
2019	283	8.02%	$217,286	0.31%
2020	686	142.40%	$208,753	-3.93%
2021	333	-51.46%	$215,805	3.38%
2022	322	-3.30%	$244,454	13.28%
2023	252	-21.74%	$279,447	14.31%
Total	**2,503**	-	-	-

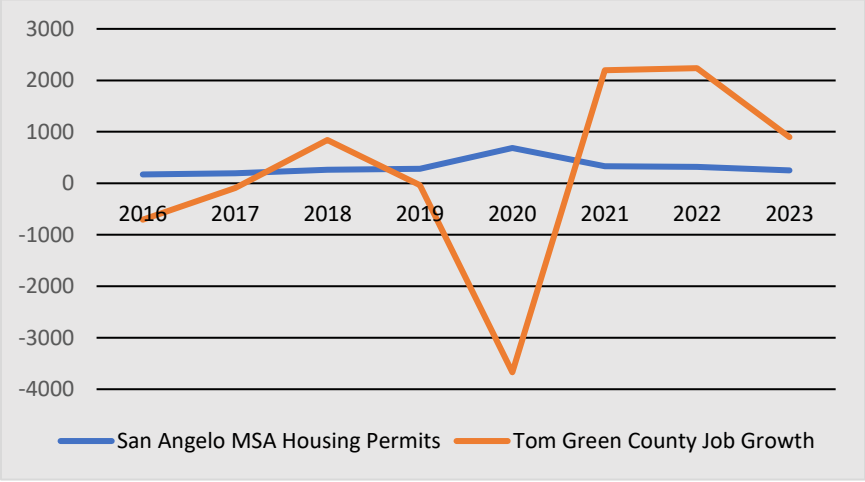
Source: The Real Estate Center at Texas A&M University

- There were 2,503 new housing permits issued since 2016.
- Permits peaked in 2020 at 686 and decreased each year to 252 in 2023.

Figure 64 shows housing permits and job growth.

- There was a total of 2,503 single-family permits issued and 2,371 jobs created in the County from 2016-2023.
- This shows that housing development seems to have kept pace with job growth.

Figure 64: San Angelo MSA Housing Permits and Tom Green County Job Growth 2016-2023



Source: The Real Estate Center at Texas A&M University, QCEW

Table 65 shows 2 to 4 unit housing permits in the San Angelo MSA.

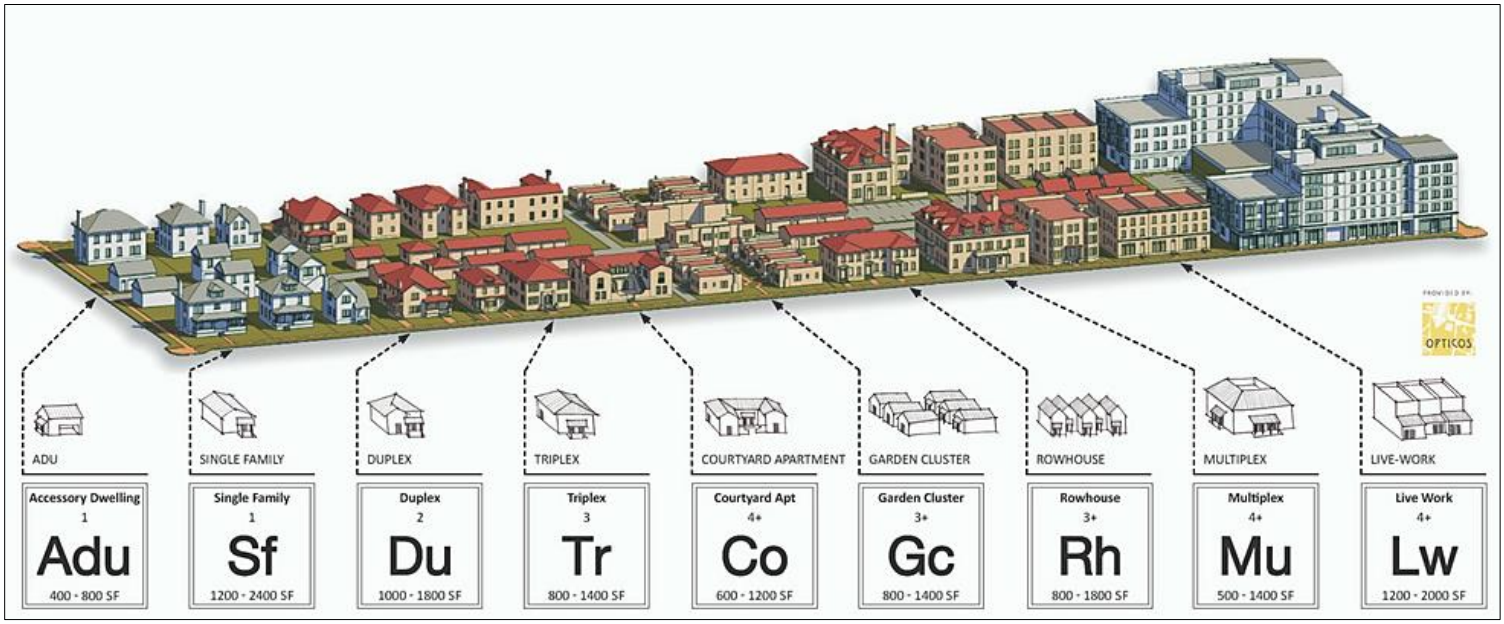
- There were only 4 units permitted since 2016, showing a large gap in the production of new missing middle housing types.

Table 65: 2 to 4 Unit Building Permits for San Angelo MSA, 2013 – 2023

Year	San Angelo MSA Permits	Avg. Value Per Unit
2016	0	$0
2017	4	$165,000
2018	0	$0
2019	0	$0
2020	0	$0
2021	0	$0
2022	0	$0
2023	0	$0
Total/Average	**4**	**$660,000 / $165,000**

Source: The Real Estate Center at Texas A&M University, CDS Community Development Strategies

Figure 66: Missing-Middle Housing Types



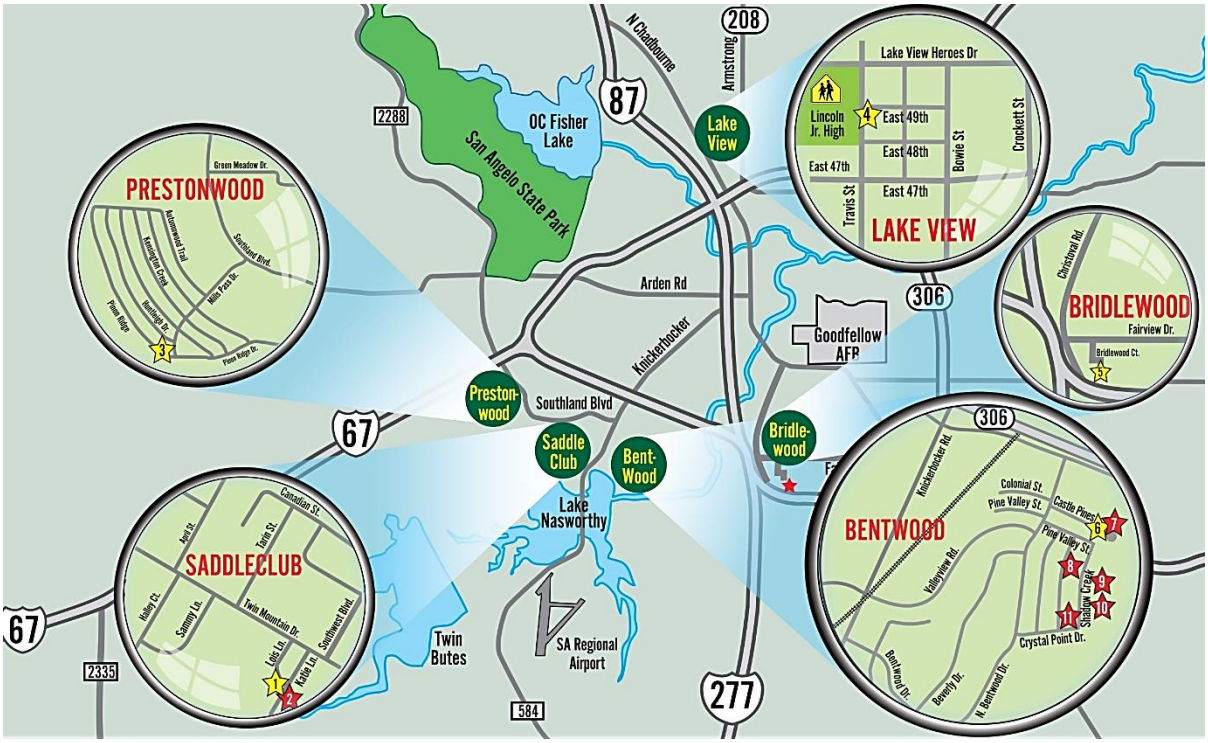
Source: Opticos Design

- These housing types are typically what makes up the "missing middle" housing that are the primary housing types for local workforce, especially police, fire, ems, teachers, healthcare, city staff.
- In most cases local city development and zoning regulations and requirements need to be updated to allow for the development of smaller lot and denser missing-middle housing types.

- Missing Middle housing can be defined as a spectrum of multi-unit housing types such as duplexes, fourplexes, bungalow courts, and mansion apartments that are not bigger than a large house.
- The important distinction is that these housing types are allowed to be located within existing walkable, traditional core neighborhoods embedded within primarily single-family home neighborhoods.
- Allowing and creating these diverse housing types provide greater choices and generate critical mass that can support transit and locally serving commercial amenities.
- Existing examples can be found in pre-war building stocks, but these housing types have become much less common (hence the "missing") in many cases due to restrictive zoning, building and fire codes which make the new construction of these housing types in existing single-family neighborhoods illegal.

New Single-Family Construction

Figure 67: 2025 San Angelo New Home Construction



Source: San Angelo Builders Association, Parade of Homes April 2019

The figure above shows the location of featured new single-family home construction in San Angelo in 2019, however as of 2025 these general locations are still the primary areas for new home construction.

The southwest is popular for moderate to high priced custom and luxury homes along Southland Blvd.

These are being built in large, new development subdivisions predominately undeveloped land tracts.

The northside/Lake View area is a sub-market for new infill of entry level single-family home construction in San Angelo of the most affordable entry level homes.

Currently the lowest priced newly constructed entry level single-family home in San Angelo are priced at $199,900.

However, this has increased from about $145,000 in 2017 and can mostly be attributed to the increase of infill lot costs from $20,000 per lot to about $30,000 to $40,000 per lot. This includes costs for new infrastructure.

There are currently about 20 new construction homes listed for sale in the $200,000 to $250,000 price range and represent the market's only source of new entry-level priced homes.

Figure 68: New Entry Level Single-Family Home Construction





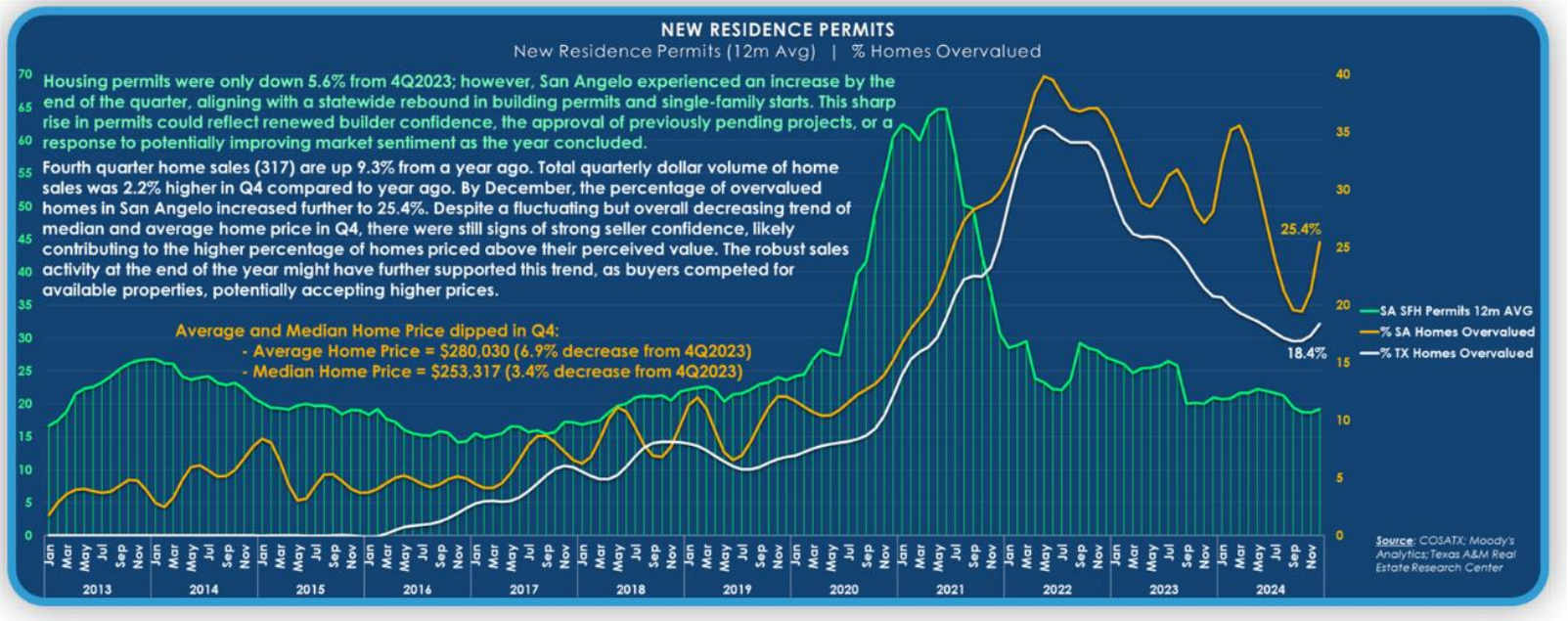




The San Angelo Chamber of Commerce Economic Development team tracks important housing market data. Their Q4 2024 report contains important data shown below.

The chart below shows a 12-month rolling average of San Angelo new residence permits (single-family homes). The 12-month rolling average helps to smooth out short-term fluctuations and highlight longer-term trends or cycles. Overlaid are the monthly percentage of homes overvalued for San Angelo and the State of Texas.

Figure 69: San Angelo Single-family Housing Permits, Median and Average Home Prices



Source: San Angelo Chamber of Commerce Economic Development

Demand and supply of existing and new housing units greatly impacts the price of housing.

Given the significant demand derived from large drivers like GAFB, ASU, Healthcare, Manufacturing, and Retail, Food and Hospitality and tight supply of rental and entry level for-sale units the value of homes appears to be exhibiting upward price pressure.

Housing starts data is presented as a seasonally adjusted annual rate (SAAR), which represents the total number of housing starts that would occur over a year if the current month's pace were to continue.

This data provides valuable insights into the supply of housing and the broader economy, as housing starts typically correlate with economic growth, employment, and consumer spending.

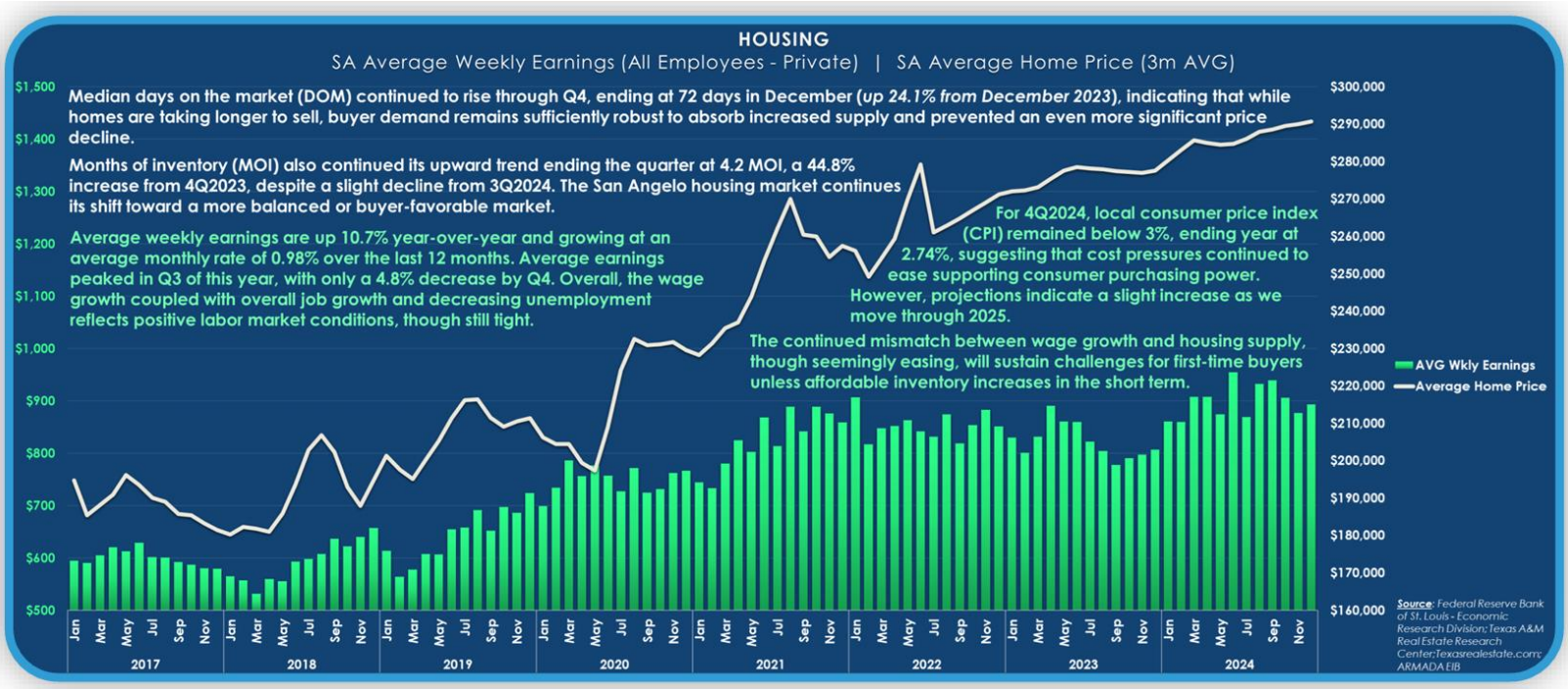
Declining housing starts while job growth is increasing puts upward pressure on rental and for-sale housing prices.

Figure 70: San Angelo Single-family Housing Starts



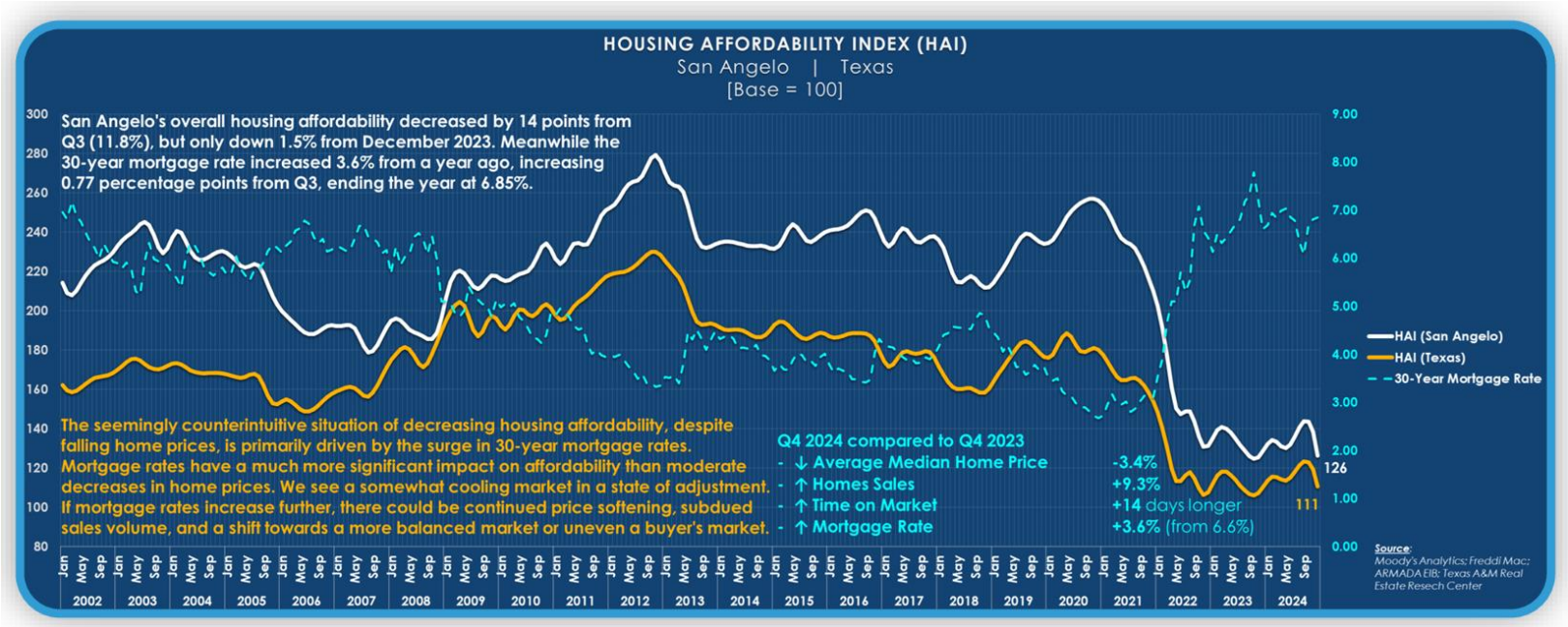
Source: San Angelo Chamber of Commerce Economic Development

Figure 71: San Angelo Earnings and Average Home Price



Source: San Angelo Chamber of Commerce Economic Development

Figure 72: San Angelo Housing Affordability Index



Source: San Angelo Chamber of Commerce Economic Development

Existing Home Market – Multifamily, Rental Units

San Angelo's multifamily housing market has remained highly active, largely due to limited affordability in the single-family sector. As many families are priced out of renting detached homes, apartments remain largely occupied. Some of the newer apartment complexes in the city report consistently high occupancy rates and typically lease out fully within six months to a year after completion.

According to leasing professionals, the renter population is a mix of retirees, students, full-time workers, and military personnel. Units tend to fill quickly regardless of size or price, and residents appear to value the convenience of renting, including amenities, freedom from maintenance responsibilities, and exemption from property taxes. Even as rents have risen, demand has not waned, highlighting a strong and stable need for multifamily housing options at various price points.

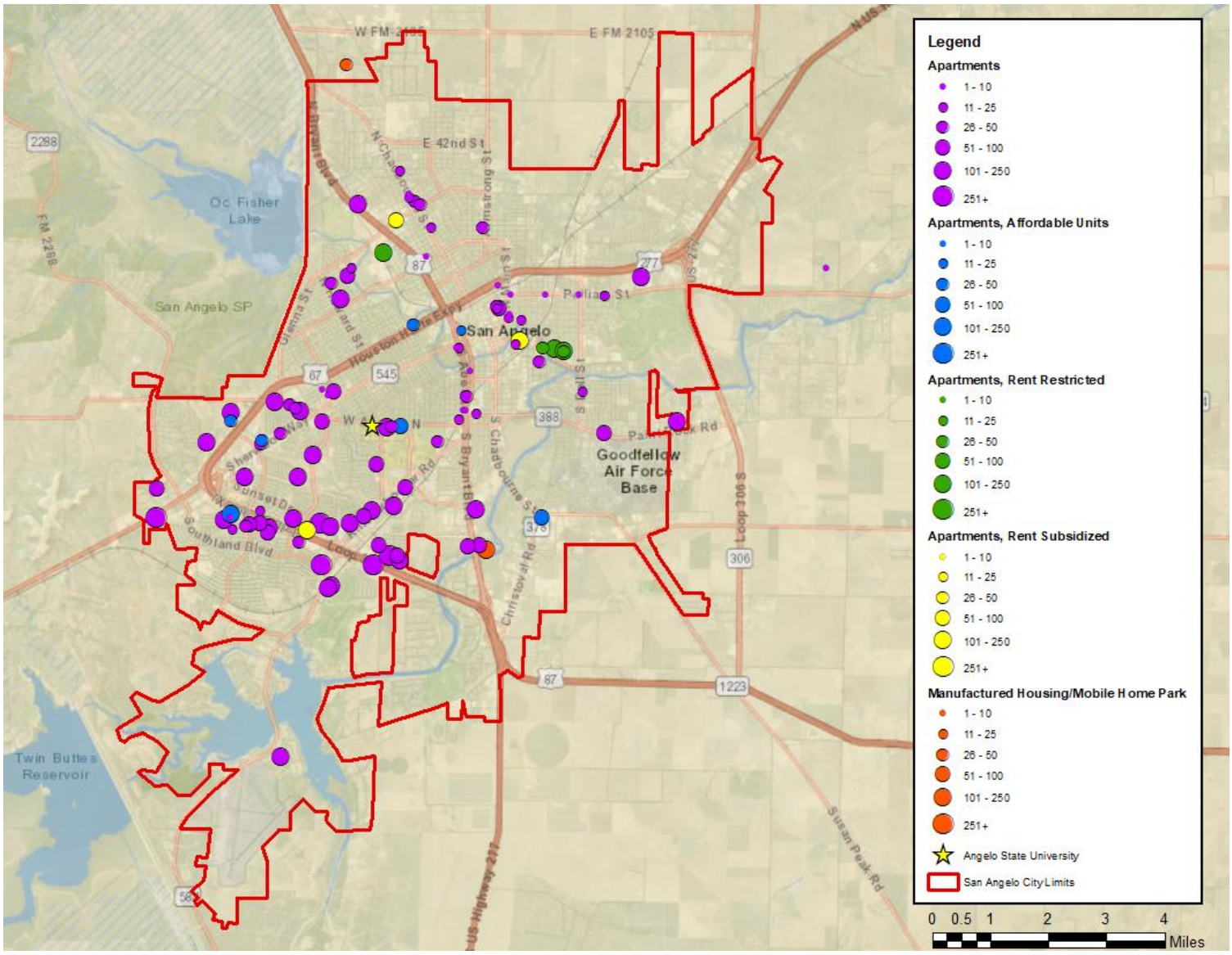
The multifamily market is also influenced by institutional factors. On-campus student housing at Angelo State University is both limited and outdated, while enrollment continues to grow. This creates spillover demand across the city's rental inventory. Similarly, personnel from Goodfellow Air Force Base contribute to consistent demand for multifamily housing. Meanwhile, there are no age-restricted, for-sale housing options to serve San Angelo's growing elderly population. Most rental options for this group also lack the quality and variety needed, further increasing demand for smaller, low-maintenance homes.

Figure 78 is a map of apartment and other rental properties and manufactured home locations in San Angelo.

The map is useful for understanding the current locations and size of existing rental properties and potential gaps where new multifamily properties may be in most demand.

Dots in the legend and on the map are various sizes based on the number of units at each property.

Figure 73: Multifamily Complexes by Type and Number of Units



Existing Multifamily Market Rate Apartments

above provides a sample of existing market rate multifamily apartment units in San Angelo. The most expensive rents range in the $1,200 range and the lowest $570. Occupancy across the City is very high which exacerbates pressure on rents.

Table 74: Market Rate Apartment Complexes

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
The BLVD	422	906	2013	1439	$1.59	97.2%
Sedona Ranch	304	757	1979	$883	$1.16	90.5%
Wolf Creek Apartments	273	991	2022	$1,376	$1.39	97.5%
Southland Arms	268	820	1972	$980	$1.19	94.8%
Sunset Apartments	256	910	1981	$1,110	$1.22	96.5%
Jackson Way Apartments	250	531	1979	$867	$1.63	69.4%
Goodfellow Family Housing	250	-	-	-	-	-
Creek 27	249	769	2023	$1,385	$1.80	95.9%
Cameron Place Apartments	200	829	2015	$1,034	$1.25	97.7%
Lakeshore Village	200	1141	1988	$1,441	$1.26	99.0%
Wildewood	197	1038	-	$996	$0.96	75.3%
Plaza Square	192	779	1979	$952	$1.22	88.1%
The Retreat @ College Hills	182	818	1968	$1,064	$1.30	90.6%
Encino Park Apartments	180	916	1998	$1,207	$1.32	97.2%
Vistas at Red Creek	176	930	2014	$1,335	$1.43	92.0%
College Hills West	170	843	1971	$1,169	$1.39	96.9%
Raintree Apartments	168	684	1984	$841	$1.23	83.3%
Creekside	160	811	1982	$984	$1.21	89.7%
Wellington Place Apartments	160	934	1986	$1,119	$1.20	99.7%
Resort at Riverside	152	551	1983	$742	$1.35	88.2%
The Brixton	145	649	1987	$976	$1.50	94.4%
The Landing	142	867	1975	$1,029	$1.19	70.4%
Alamo Village Apartments	138	851	1977	$909	$1.07	94.8%
Bellagio At Sunset Apartments	136	839	1972	$927	$1.10	88.7%
Century Terrace	124	928	1984	$1,062	$1.14	95.9%
Windmill Park Apartment Homes	120	726	1976	$795	$1.09	93.8%
Stadium Oaks Apartments	120	600	1984	$861	$1.43	86.4%
Sonterra West Apartments	120	600	1984	$894	$1.49	93.2%
Bent Tree Apartments	112	891	2000	$1,104	$1.24	89.2%
Rock Brook	100	783	1984	$929	$1.19	92.7%
Rio Villas	100	713	1977	$873	$1.22	86.0%
Eagle Rock	92	787	1974	$1,105	$1.40	50.0%
Greystone Village	80	911	1969	-	-	91.2%
Crestwood Terrace Apartments	80	-	1965	-	-	91.2%
Bella Vista Apartments	80	637	1970	$929	$1.46	77.2%
Meadow Creek Apartments	80	1,031	1976	$986	$0.96	89.9%
The Annex	73	797	1983	$876	$1.10	93.2%
Rosewood Park Apartments	72	1326	1977	$809	$0.61	80.2%
Cielo Vista	72	1118	1968	$1,146	$1.02	88.9%
Ashley Oaks Apartments	72	781	1983	$937	$1.20	90.3%
4418 Southwest Apartments	72	848	1996	$933	$1.10	91.4%
San Angelo Terrace	72	1018	2024	$941	$0.92	67.2%

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
Koberlin	56	747	1979	$786	$1.05	94.1%
District 52 Apartments	52	1112	1965	$1,154	$1.04	96.7%
Cedar Crest South	48	-	1978	$823	-	99.6%
Cross Keys Apartments	40	750	1967	-	-	91.2%
Oxford Court Apartments	40	896	1976	-	-	91.2%
Arden Arms	40	727	1968	$880	$1.21	40.0%
Cedar Crest North	40	-	1977	-	-	91.2%
Las rosas apartment	38	-	1981	-	-	91.2%
Parsons Place Apartments	38	548	1959	$735	$1.34	91.2%
Legacy Terrace	34	811	1979	$849	$1.05	92.0%
Cedar Crest Apartments	33	-	1983	-	-	91.2%
Magdalen Arms Apartments	33	-	1958	$679	-	-
Concho Terrace	32	-	1978	$865	-	91.2%
Red Arroyo Inn	32	500	1976	$799	$1.60	86.8%
College View Apartments	30	665	1974	-	-	91.2%
Harris Avenue Apartments	24	834	1972	$744	$0.89	-
Huntington Place Apartments	24	800	1983	-	-	100.0%
Hampton Arms Apartments	23	721	1975	$790	$1.09	96.5%
3zero2 River Walk	22	764	1971	$1,000	$1.31	96.6%
Depot Flats	22	798	2013	$1,466	$1.84	96.1%
Tuscan Valley Apartments	22	750	1976	$817	$1.09	90.7%
Enclave Apartments	14	614	1973	$775	$1.26	85.7%
LaMesa Apartments	12	706	1978	$617	$0.87	91.2%
Concho Vista	12	680	1971	$856	$1.26	83.3%
The Lodge	11	-	1959	$798	-	91.2%
Bryant Place	10	600	2023	$700	$1.17	91.2%
San Antonio St. Lofts	10	-	1980	-	-	91.2%
The Magnolia Apartments	8	715	1974	$864	$1.21	82.4%
CPM Single Family	7	876	1959	$944	$1.08	91.2%
411 W Avenue C	6	775	2000	$813	$1.05	91.2%
	7,424	**807**	**1982**	**$962**	**$1.23**	**92%**

Source: CoStar (occupancy data here is lower than CDS found when interviewing apartment leasing agents)

Existing Multifamily Affordable Apartments

Market rate housing refers to multifamily housing that was constructed or purchased with 100% private dollars and does not have a ceiling on allowable tenant incomes. Affordable housing is a term which includes several types of housing such as income restricted housing, rent subsidized housing, supportive housing, public housing, and others.

Like regular market rate housing, most of the affordable housing that is developed today is privately built and owned, either by non-profit organizations or private businesses and corporations. These organizations use a combination of private funding and public subsidies, often in the form of tax credits and/or special loans, to construct new apartments that are affordable for low- and moderate-income families. These apartments are typically regulated by state and/or Federal agencies.

There are about 1,457 affordable and age restricted units. The table below shows student, affordable, age restricted and Goodfellow apartment properties.

Table 75: Affordable Apartment Complexes

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
Student Housing						
Texan Hall	248	432				91%
River Ranch Apartments	192	1,050	2009	$1,641	$1.56	91%
Angelo Place	120	1,332	2006	$2,210	$1.66	86%
Plaza Verde	120	1,000	2023			91%
Centennial Village	84	822				90%
Massie Halls Massie Halls	84	408				90%
Vanderventer Apartments	80	1,426				91%
Carr Hall	64	384				91%
Thunderbird Apartments	16		1975			94%
Total/Avg.	1,008	857	2003	$1,926	$1.61	92%
Affordable						
Property Name	**Units**	**Ave. Unit Size**	**Year Built**	**Ave. Rent**	**Ave. Rent/SF**	**Occupancy**
River Pointe Apartments	204	833	1970	$715	$0.86	84%
Nueva Vista Apartments	160	859	1971	$1,287	$1.50	
River Place	120	912	2010	$905	$0.99	
Cliffhouse Apartments	60	443	1977	$745	$1.68	67%
Glenn Park Apartments	60	1054	2021			90%
Aura Square Apartments	40	850	1977			93%
San Angelo Crossing	36	914	2023	$1,133	$1.24	
Noah Estates	36		2013	$952		
4268 Sherwood Way	32		2002	$784		92%

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
River Edge	32		2017			91%
Island Cottages	14		1959	$684		
Total/Avg.	794	838	1995	$901	$1.25	86%
Aged Restricted						
Property Name	**Units**	**Ave. Unit Size**	**Year Built**	**Ave. Rent**	**Ave. Rent/SF**	**Occupancy**
Rio Concho Manor	226	571	1976			92%
Christian Village	150	688	1981	$209	$0.30	92%
Oak Grove Senior Apartments	142					91%
Kirby Park Villas	72	943	2018	$1,083	$1.15	97%
Oak Trails Senior Housing	48	838	2020	$922	$1.10	
Total/Avg.	638	760	1999	$738	$0.85	93%
Goodfellow AFB						
Property Name	**Units**	**Ave. Unit Size**	**Year Built**	**Ave. Rent**	**Ave. Rent/SF**	**Occupancy**
Goodfellow Family Housing	250					

Source: CoStar, CDS Community Development Strategies

Multifamily Market Summary

Table 76 below shows the status of the existing multifamily rental market in San Angelo as of 2Q2025.

- Overall market occupancy appears to be at a healthy 92%, however apartment complex leasing agents interviewed in person by CDS during field research indicated much higher occupancies in the 95%-100% range.
- Average rent is $1,036
- Renter per square foot is $1,26

Table 76: 2Q2025 Multifamily Data

Market Rate Properties	2025
Occupancy	92%
Units Absorbed (Annual)	41
Effective Rent	$1,036
Effective Rent per SF	$1.26

Source: CoStar

Table 77 provides the composition of property types that make up the San Angelo multifamily apartment rental market.

Overall, there are 123 properties containing a total of 10,469 rental units. This includes market rate, military, student, age restricted and affordable rental units.

Table 77: Multifamily Property Composition 2025

Property Type	% of Market	# of Properties	# of Units	Occupancy	Avg. SF	Avg. Rent	Avg. Rent Psf
Conventional	74%	97	7,779	87%	790	951	$1.24
Student Housing	10%	9	1,008	91%	857	1,926	$1.61
Affordable	8%	11	794	86%	838	901	$1.25
Senior Living	6%	5	638	93%	760	738	$0.85
Goodfellow	2%	1	250				
Total/Avg.	**100%**	**123**	**10,469**	**92%**	**811**	**1,129**	

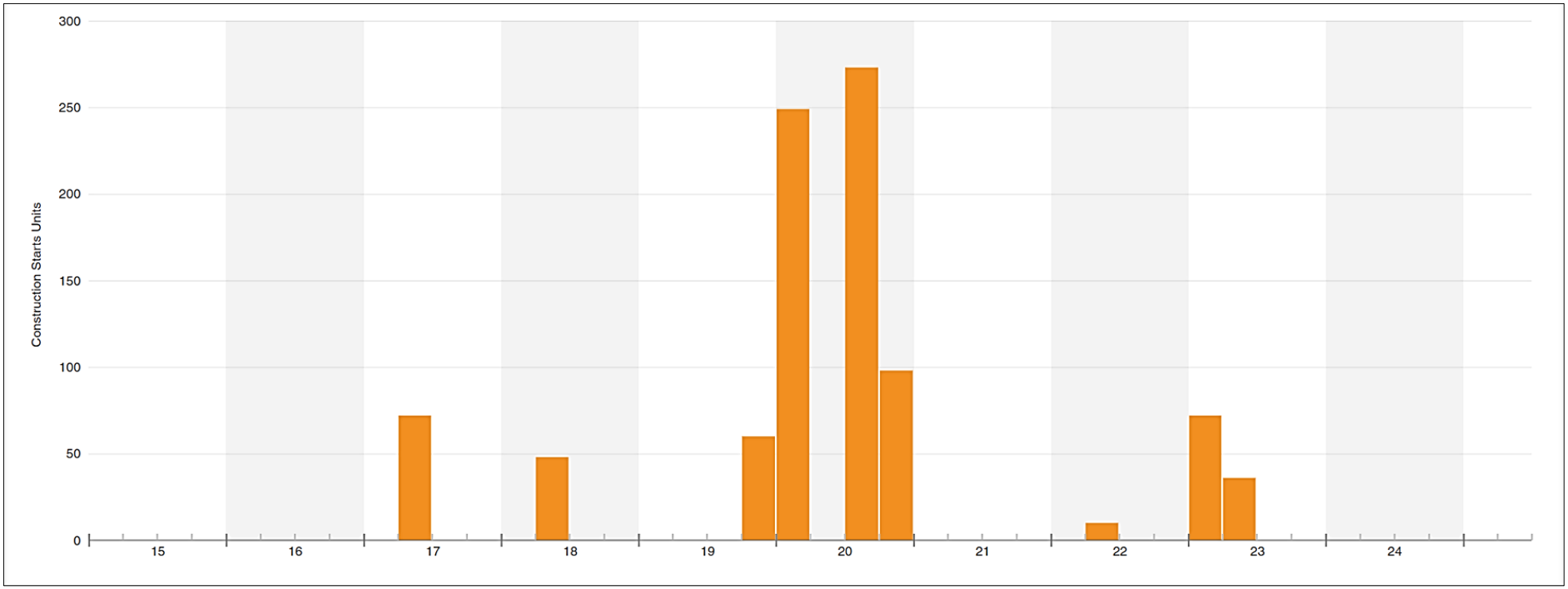
Source: CoStar

Multifamily Market Trends

Figure 78 shows multifamily unit construction starts in San Angelo from 2015-2024.

- Creek 27 (250 units) and Wolf Creek (273 units) in 2020 make up the bulk of new apartment construction.
- 108 units started construction in 2023.

Figure 78: Multifamily Unit Construction Starts, 2015 – 2024

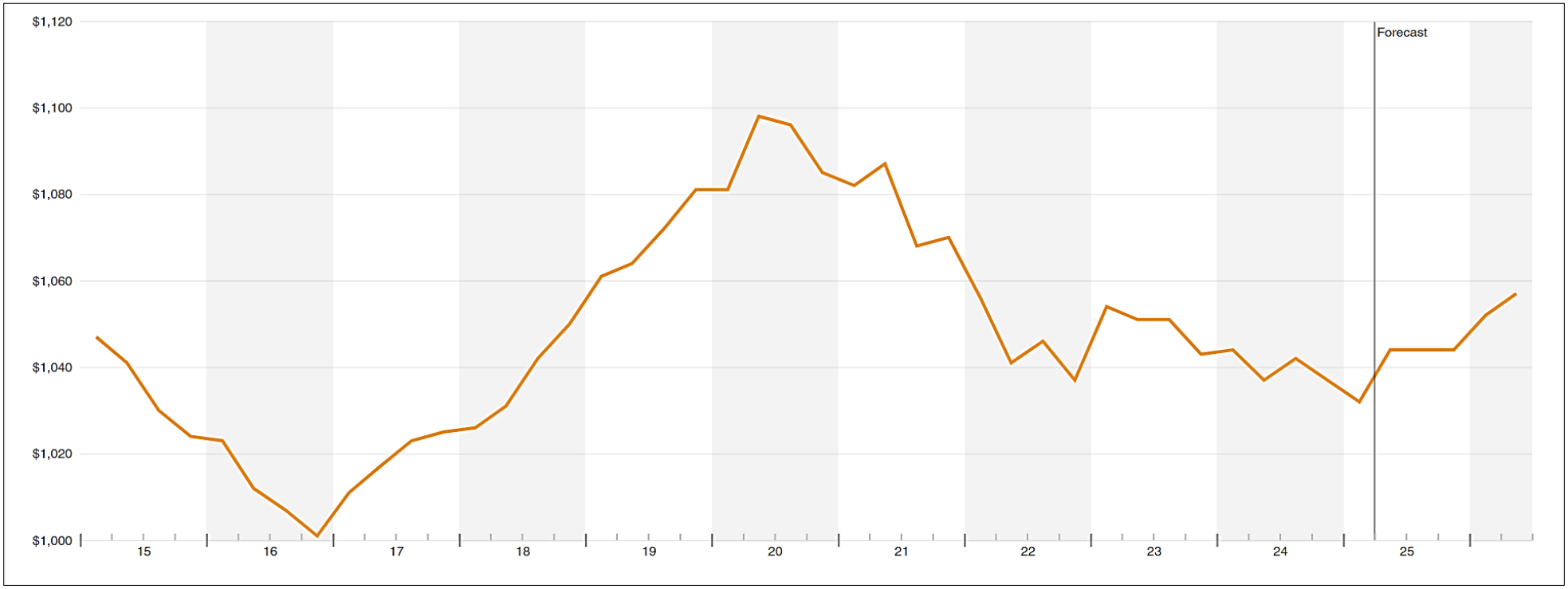


Source: CoStar, Adjusted to 2025 Inflation

Figure 79 shows multifamily market asking price per unit from 2015 to 2025.

- When adjusted for inflation market rent in San Angelo has remained between $1,000 and $1,100 per month.
- Average apartment rents spiked in 2020 up to $1,100.
- 2025 average market rent is $1,036.

Figure 79: San Angelo Multifamily Market Asking Price Per Unit, 2015 to 2025

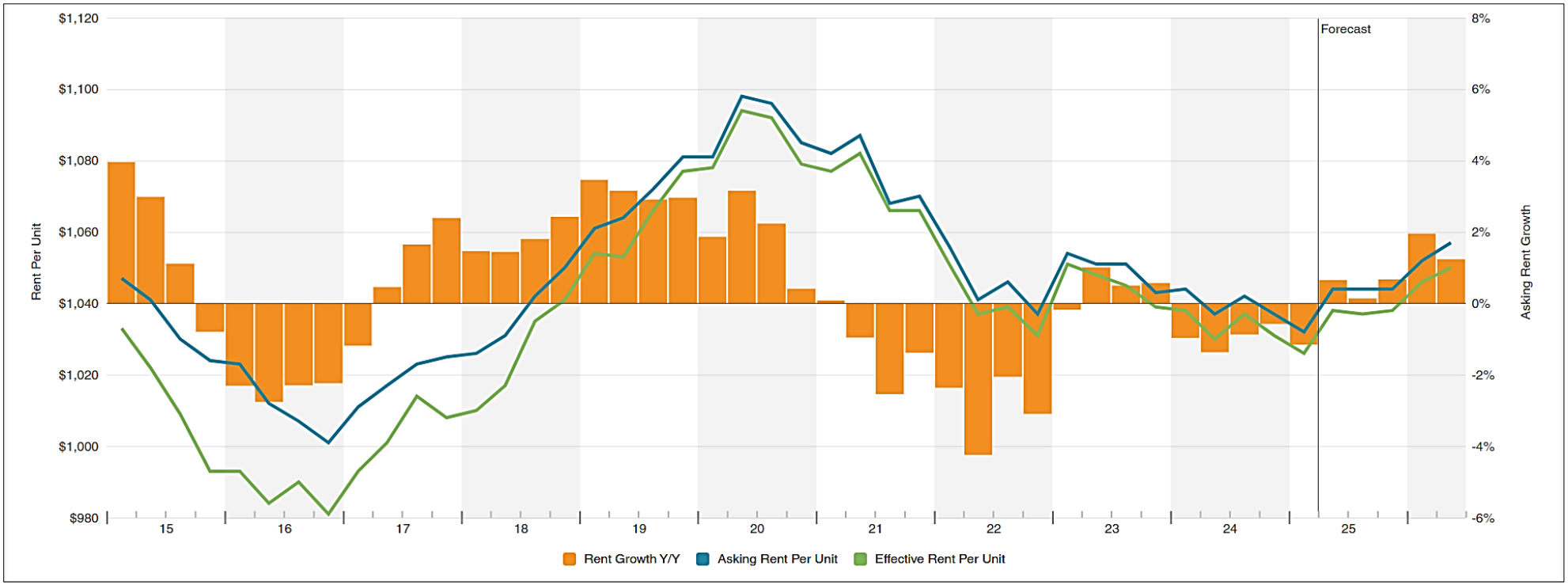


Source: CoStar, Adjusted to 2025 Inflation

Figure 80 shows multifamily market rent per unit and rent growth from 2015 to 2025.

- Rent growth took place from 2017 to 2020.
- Since 2020 rent growth appears to be negative until 2023.
- The new supply of apartments (Wolf Creek and Creek 27) appears to have moderated rent growth by providing enough supply to cool apartment rental market prices.

Figure 80: San Angelo Multifamily Market Rent Per Unit and Rent Growth, 2015 to 2025



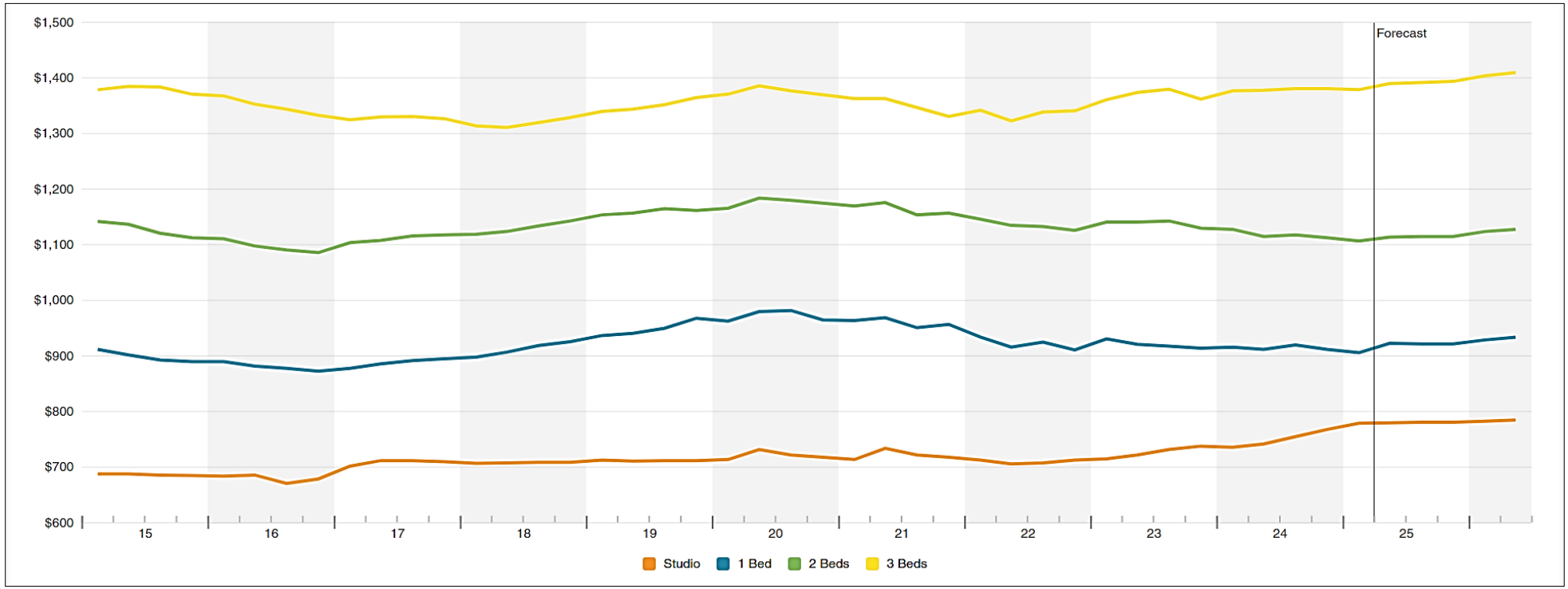
Source: CoStar, Adjusted to 2025 Inflation

Figure 81 shows multifamily market rate asking rent per unit by bedroom from 2015 to 2025.

When adjusting for inflation it appears that one bedroom units experienced the greatest rent growth.

- One bedroom rents have increased from $687 in 2015 to $776 in 2025.
- Two bedroom rents have increased from $900 in 2015 to $912 in 2025.
- Three bedroom rents have increased from $1,140 to $1,108 in 2025
- Three bedroom rents have increased from $1,378 to $1,381 in 2025.

Figure 81: San Angelo Multifamily Market Rate Asking Rent Per Unit By Bedroom, 2015 to 2025

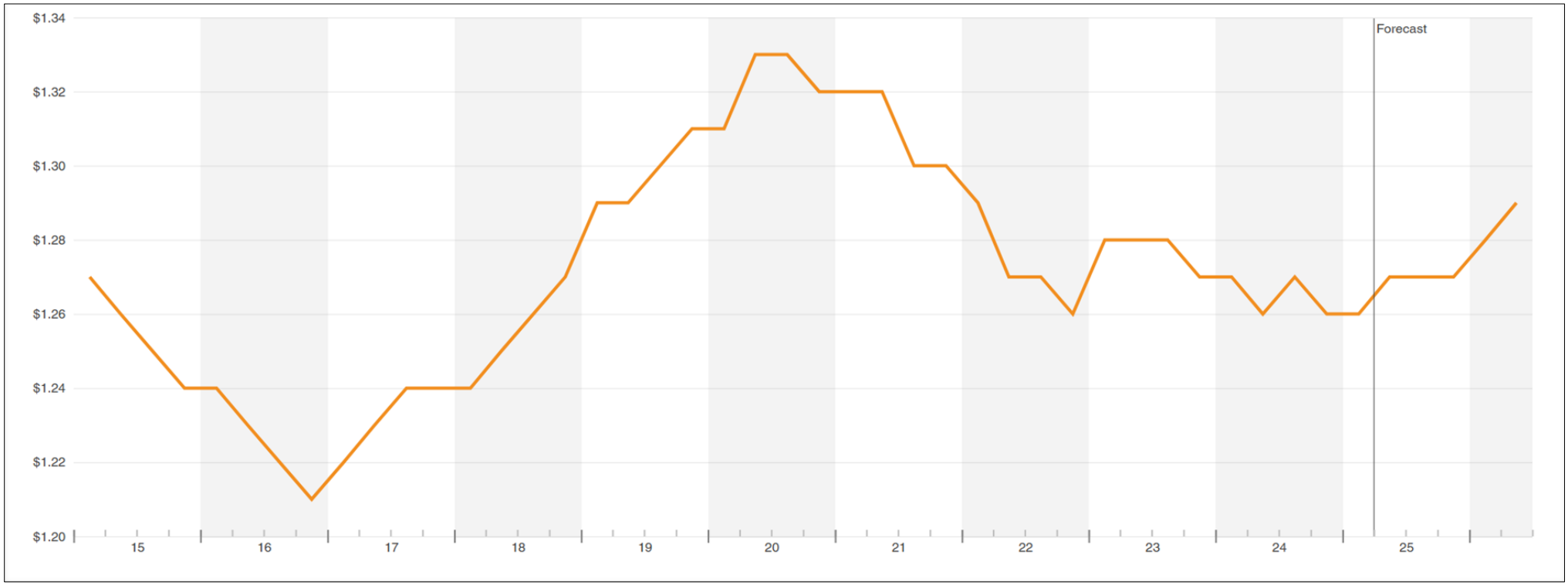


Source: CoStar, Adjusted to 2025 Inflation

Figure 82 shows market asking rent per square foot.

- Rent per square foot in San Angelo has remained between $1.20 to $1.33.
- The current rent per square foot is $1.25.

Figure 82: San Angelo Multifamily Market Asking Rent Per Square Foot, 2015 to 2025

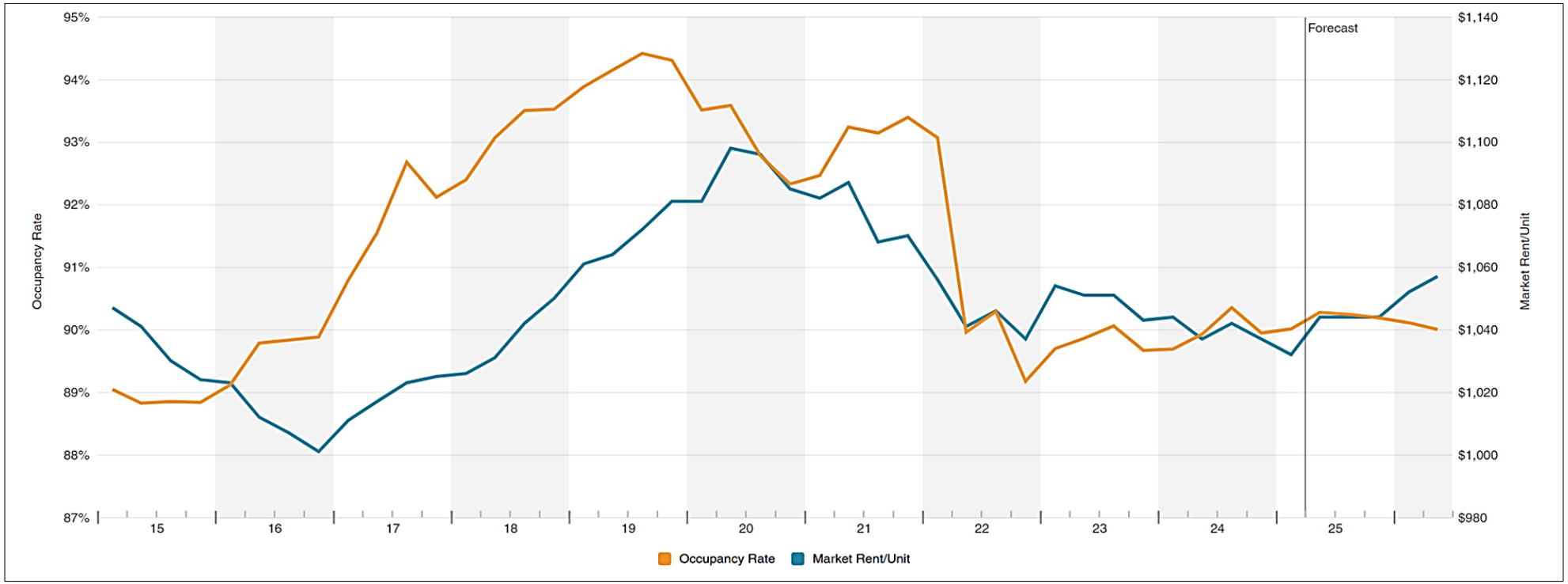


Source: CoStar, Adjusted to 2025 Inflation

Figure 83 shows occupancy and market rent per unit.

- The orange line shows occupancy, and the blue line represents market rent per unit.
- Occupancy was much higher, in the 95% and greater range at apartment complexes visited by CDS in April 2025.
- Occupancy and rent increased from 2016 to 2020.
- Occupancy decreased in 2022 and 2023 as a result of hundreds of newly built vacant units entering the market.
- As occupancy decreases due to a new supply of units, we see that rent decreases from $1,100 to $1,020.

Figure 83: San Angelo Multifamily Occupancy and Market Rent Per Unit, 2015 to 2025

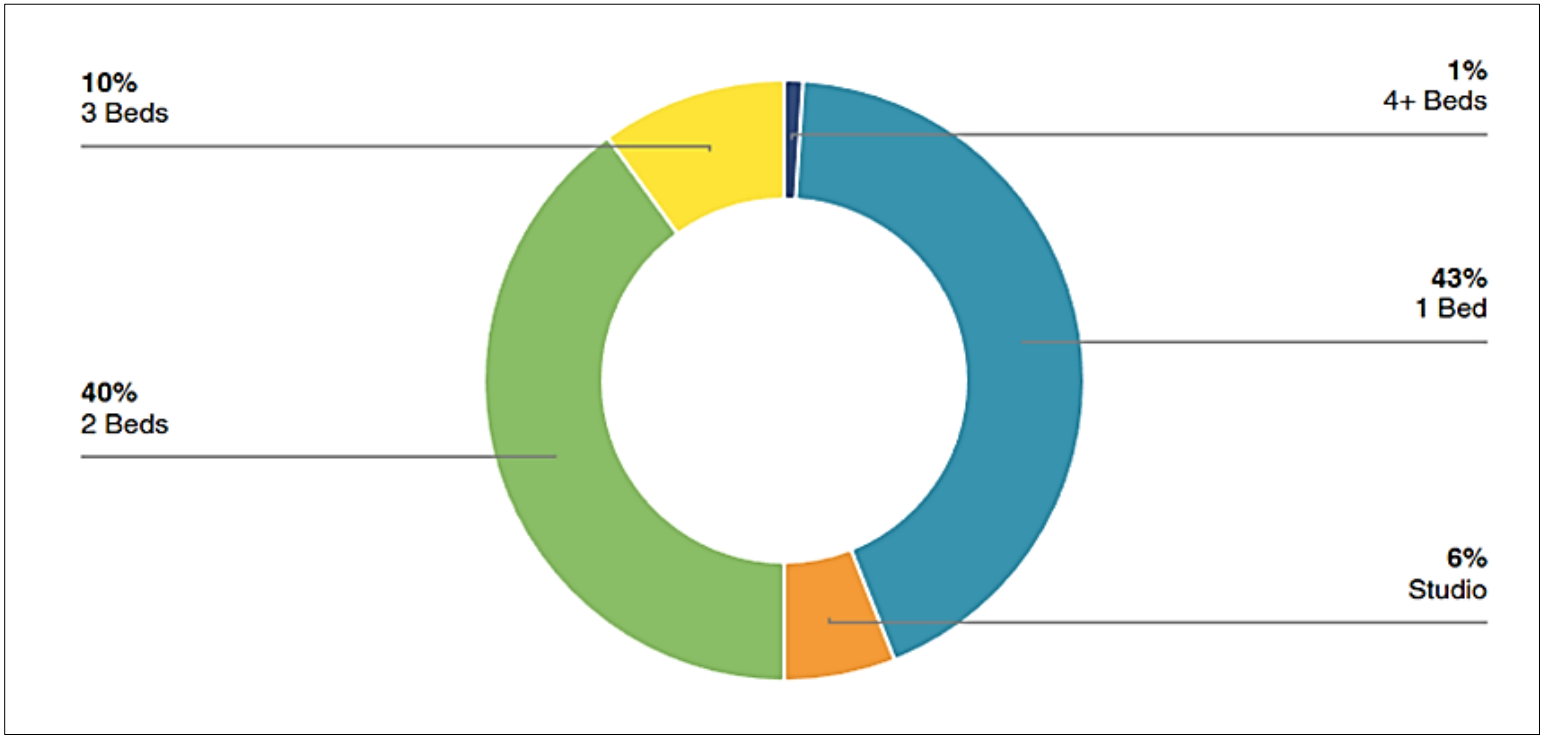


Source: CoStar, Adjusted to 2025 Inflation

Figure 84 shows the share of units by bedroom.

- 42% 1 bed
- 40% 2 beds
- 10% 3 beds

Figure 84: San Angelo Multifamily Total Units By Bedroom



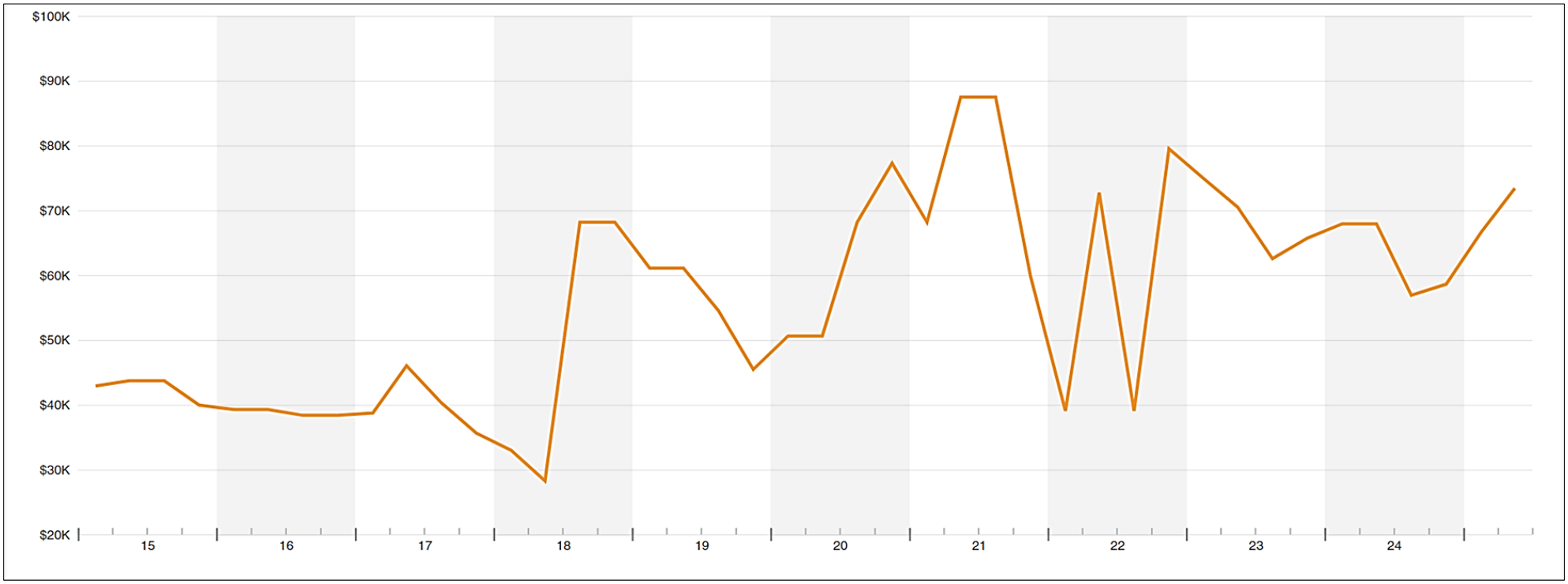
Source: CoStar, Adjusted to 2025 Inflation

Figure 85 shows asking price per unit for multifamily units in San Angelo.

This chart is helpful when gauging value per unit for investment in multifamily properties.

- The for-sale asking price per unit was around $42,000 in 2015 and reached its peak in 2021 at $87,500 per unit.
- As of 2Q2025 the average for-sale multifamily asking price per unit is $73,427.

Figure 85: San Angelo Multifamily For-Sale Asking Price Per Unit, 2015 to 2025

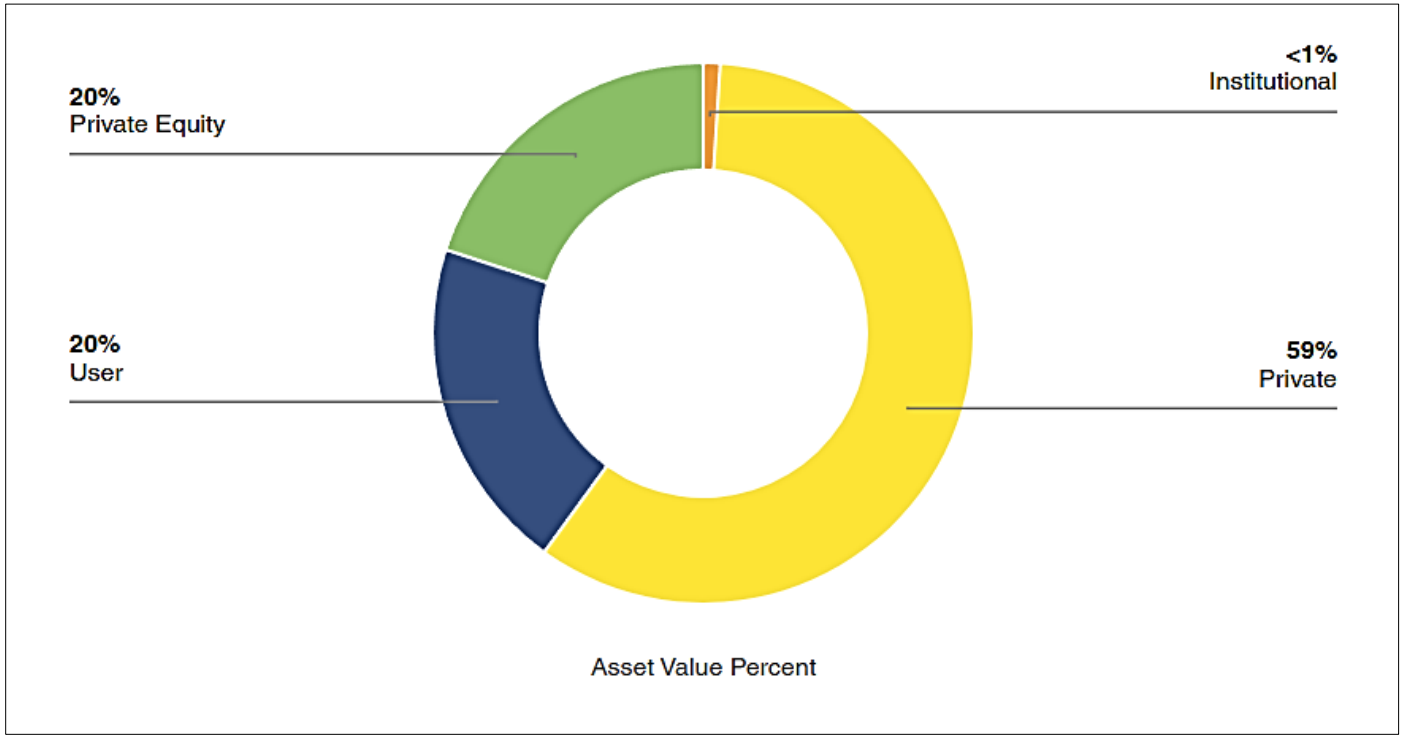


Source: CoStar, Adjusted to 2025 Inflation

Figure 86 shows ownership type of multifamily properties in San Angelo.

- Around 60% of multifamily properties in San Angelo are privately owned. This is likely an important factor in moderating San Angelo's apartment rental rates in the face of a lack of new entry level housing construction, high interest rates and increased demand for rental units as home sales have slowed.

Figure 86: San Angelo Multifamily Asset By Owner Type



Source: CoStar, Adjusted to 2025 Inflation

Single-family Detached Rental Units

Most landlords and owners continue to apply slow, steady increases as opposed to large increases all in one renewal or new lease. There does not seem to be the level of price gouging of renters as has been seen in other parts of Texas. In some cases, depending on the home, sometimes new leases are increased in order to keep pace with updated property rental rates.

CDS believes that this is mainly due to competition from the new supply of apartments built in 2022.

Demand for single-family rental units is strong in San Angelo as a result of continued job growth, high interest rates, a low supply of newly built entry level homes and high occupancy at the most desirable market rate apartment complexes.

Popular locations for single-family rentals are the northside, eastside, numbered streets while agents and employers stated College Hills and Southland as the most desirable neighborhoods.

Table 87 shows single-family home rental prices in San Angelo at the time of this study based on size and condition.

Table 87: San Angelo Single-Family Rental Price Range

Sq. Ft.	Bed/Bath	Price Range $
Oldest Houses/Minimal Rehabilitation*		
650-800	1/1	$535-$950
650-800	2/1	$700-$900
850-1,000	2/2	$800-$950
1,100-1,750	3/1 & 2	$1,000-$1,300
Rehabilitated Houses**		
950-1,100	1/1	$650-$800
1,100-1,400	2/2	$995-$1,300
1,500-2,200	3 & 4/2	$1,500-$2,300
Larger Newer Houses		
1,500-2,000	3 & 4/2	$1,500-$1,800
2,000-3,000	4 & 5/3	$2,000-$3,500

*1940s-1980s, some units accepting HUD housing vouchers.**Usually local landlords

Goodfellow Air Force Base

The base provides military employment of around 6,000. This creates a significant amount of housing demand. Personnel are given a housing allowance to pay for on or off base housing. The amount varies by personnel and rank from about $1,383 to $2,304 per month.

One off base housing development provides 250 rental units for base workers. However, more is needed.

The following data from GAFB outlines the Basic Allowance for Housing (BAH) for 2025.

Officer		
Rank	With Dependents	Without Dependents
O-6	$2,304	$2,043
O-5	$2,286	$1,932
O-4	$2,193	$1,866
O-3	$2,058	$1,662
O-2	$1,752	$1,470
O-1	$1,548	$1,251
O-3E	$2,118	$1,743
O-2E	$2,040	$1,611
O-1E	$1,881	$1,506

Enlisted		
Rank	With Dependents	Without Dependents
E-9	$2,097	$1,626
E-8	$1,983	$1,563
E-7	$1,863	$1,398
E-6	$1,755	$1,311
E-5	$1,509	$1,158
E-4	$1,383	$1,038
E-3	$1,383	$1,038
E-2	$1,383	$1,038
E-1	$1,383	$1,038

An estimated 2,500 personnel and their families are seeking housing off base in the City at any given point. All 25 senior officers move every two years, and much of the base is oriented to training. Therefore, many come to the base with the understanding that they are not permanent San Angelo residents. This means that most in San Angelo as a result of working or training at the base seek rental housing.

This can be problematic to the overall housing market by adding rental competition to an already tight market with low new supply historically being created as well as rising rental prices, growing population and civilian jobs.

However, many base workers stationed longer term strongly desire single-family units. It has been identified that a shortage of four-bedroom units makes locating housing for those with families difficult.

This pressure on the rental market creates competition from other renters, like healthcare, city, county, first responders, teachers, and other professionals who could potentially become permanent San Angelo residents and future home buyers.

Angelo State University

Angelo State University (ASU is a public university within the Texas Tech University System. As of 2025, ASU reports a total enrollment of approximately 11,542 students, with an estimated 7,000 to 8,000 attending on campus and the remainder enrolled in high school dual credit and online programs.

The university offers several on-campus housing options, including traditional residence halls and apartment-style living, primarily serving underclassmen and a limited number of upperclassmen. However, due to capacity limits, a significant share of ASU students—particularly upperclassmen and graduate students—live in off-campus rental housing, contributing to rental housing demand in the local San Angelo market.

- 2,000 students living on campus per fall/spring semester
- 1,000 students living off campus in student housing apartments
- 5,000 students do not live on campus and create competition for rental units in San Angelo's apartments and single-family home rental units.

Figure 88: Downtown Housing







Cactus Hotel


Cactus Hotel

San Angelo Future and Planned Housing Development

Need information from city for platted / approved and proposed / future (not platted or approved yet or even submitted) multifamily and single-family development. Need to reach out to City Planning for information.

San Angelo Housing Market Summary

Housing demand in San Angelo is diverse and increasingly difficult to satisfy with the current housing stock.

Locally employed buyers, many of whom are current or retired military, make up a large portion of the homebuyer profile, with absentee and out-of-state buyers representing only a small share of demand.

A significant number of prospective buyers are seeking to downsize, reflecting trends of an aging population and smaller household sizes.

However, development regulations, including the large minimum lot size and zoning that prohibits accessory dwelling units, limit the production of smaller homes.

Many homebuyers and renters show strong interest in newer townhomes, garden homes, duplexes and townhouses, which often sell faster than the average listing.

Nonetheless, the available supply of infill lots for convenient development is shrinking, even as programs like the infill development credit have offered some incentive for builders.

From an employer perspective, there is a widespread belief that San Angelo's housing inventory does not meet the needs of workers across income levels.

High-wage earners are attracted to luxury, new-construction homes around Southland, while mid-level employees with families are looking for affordable, detached 3–4 bedroom homes in good condition—an option that remains scarce.

Young people and families are frequently dissuaded from purchasing existing affordable housing due to its condition or price. Employers often cite the lack of rental apartments and housing as a deterrent for new hires, especially those with families or part-time work arrangements.

Although building smaller homes presents unique challenges for local builders—such as less flexibility in floor plan diversity and slimmer budget margins—there is growing interest among some San Angelo builders in constructing on smaller lots. However, the shortage of skilled labor in construction-related trades threatens to delay progress in addressing these housing needs.

Local builders stated there are just four house framing companies operating in San Angelo.

Lastly, construction costs continue to rise significantly.

In 2020, the cost of building a home in San Angelo was estimated between $100 and $115 per square foot. By 2025, that figure had increased to around $170 per square foot, adding another layer of difficulty to delivering affordable new housing.

As the price of new entry level single-family homes reach high $200,000s to $300,000s range, three bedroom apartment and single-family/duplex rental units have increased demand. Although the rental market appears to be balanced, rental demand is still high and has potential to increase if continued job growth from existing and incoming employers persists.

CDS believes that local economic and community development in San Angelo has proven to be effective and successful and are on track to continue facilitating new job growth.

Quantifying San Angelo Housing Demand

Table 89 shows job growth based on the 1 housing permit per 2 new jobs ratio applied to recent and future estimated job growth numbers in San Angelo and Tom Green County.

- 2022-2025 job growth created an estimated demand for 1,813 housing units.
- From 2025-2030 based on three job growth scenarios San Angelo and Tom Green County can expect housing demand to be anywhere between 1,250 to 2,500 over the next five years.

Table 89: San Angelo Housing Supply and Demand Factors

Category	Data Point	Jobs	Housing To New Jobs Ratio	Housing Demand	Rental Unit Demand (45%)	For-Sale Demand (55%)	Rent Price	For-Sale Price
Job Growth	New Jobs (2022-2025)	3,626	1:2	1,813	700	1,100	$875-$1,300	$175,000-$275,000
Future Job Growth Scenarios (2025-2030)	Conservative	2,500	1:2	1,250	563	688	$875-$1,300	$175,000-$275,000
	Average	3,500	1:2	1,750	788	963	$875-$1,300	$175,000-$275,000
	Aggressive	5,000	1:2	2,500	1,125	1,375	$875-$1,300	$175,000-$275,000

Source: QCEW, CDS

Table 90 shows employment by industry and the average annual income (based on average weekly wage for each industry) with the correlated attainable monthly rental or for-sale price.

When jobs are added in any of these industries the associated attainable rent and for-sale prices should be emphasized so that new housing units accommodate the varied incomes of new workers.

Table 90: Tom Green County Average Annual Wage By Industry and Affordable Housing Price

Industry	Employees	Avg. Annual Income	Affordable Rent Price	Affordable For-Sale Price
Health Care and Social Assistance	9,461	$60,564	$1,514	$135,000
Retail Trade	6,318	$34,447	$861	-
Accommodation and Food Services	5,911	$20,433	$511	-
Educational Services	4,930	$41,356	$1,034	-
Manufacturing	3,974	$63,161	$1,579	$140,000
Construction	2,583	$60,662	$1,517	$135,000
Public Administration	2,552	$71,393	$1,785	$170,000
Administrative and Support and Waste Management and Remediation Services	2,306	$44,835	$1,121	-
Professional, Scientific, and Technical Services	1,887	$68,208	$1,705	$160,000
Wholesale Trade	1,785	$69,433	$1,736	$160,000
Finance and Insurance	1,720	$67,277	$1,682	$160,000
Other Services (except Public Administration)	1,514	$36,750	$919	-
Mining, Quarrying, and Oil and Gas Extraction	1,219	$81,095	$2,027	$190,000
Transportation and Warehousing	1,003	$64,043	$1,601	$140,000
Arts, Entertainment, and Recreation	763	$24,745	$619	-
Real Estate and Rental and Leasing	690	$53,459	$1,336	-
Information	588	$69,188	$1,730	$160,000
Utilities	435	$83,104	$2,078	$200,000
Agriculture, Forestry, Fishing and Hunting	334	$36,211	$905	-
Management of Companies and Enterprises	85	$107,408	$2,685	$265,000
Unclassified	20	$38,465	$962	-

Source: QCEW, CDS

Several rules of thumb are commonly believed to indicate a balanced local housing market.

- Rental vacancy
    - A vacancy rate of around 5%-8% is considered balanced.
    - This rate indicates that there are enough available units to meet demand without causing a shortage or oversupply.
    - A balanced rental housing market typically has a vacancy rate that allows for a healthy turnover of units without causing significant rent increases or decreases.
- Months of supply
    - A balanced market is considered to have about 6 months of supply with an average of 30-60 days on market.
    - This means that if no new homes were listed for sale, it would take approximately 6 months to sell all the homes currently on the market at the current sales pace.
- New housing permits per job Housing Supply vs. Population and Job Growth - Housing Units per Job Created
    - A balanced ratio is typically 1 housing permit for every 2 jobs (NAR, Up For Growth).
    - New housing permits per 1,000 population.
- Homeowner rates
    - Balanced market: 1.5%–2.0% homeowner vacancy
    - Housing tenure mix national average is 65% owner-occupied, 35% renter-occupied (ACS); balanced markets often reflect similar ratios with local variation based on urbanization and job types.
- Price and rent stability
    - A balanced market typically has annual home price appreciation at 3%–5% per year.
    - A balanced market typically has annual rent price appreciation at 2%–4% per year.
    - A balanced market typically has a price-to-income ratio of 3 to 4 times median household income.
- Affordability metrics
    - No more than 30% of households paying more than 30% of income on housing is ideal.

- Affordable housing stock by income
    - Sufficient supply of housing units affordable at 30%, 50%, 80%, and 100%+ AMI levels.
    - Diversity in housing types helps balance supply for varying income levels and household types.
    - Balanced investor vs. owner-occupier share.
    - New housing matches trends in household size and formation.
    - Zoning allows a mix of housing types and lot sizes under 50 feet.
    - Housing and infrastructure incentives or affordability incentives are available.
    - Efficient permitting process that supports supply delivery.

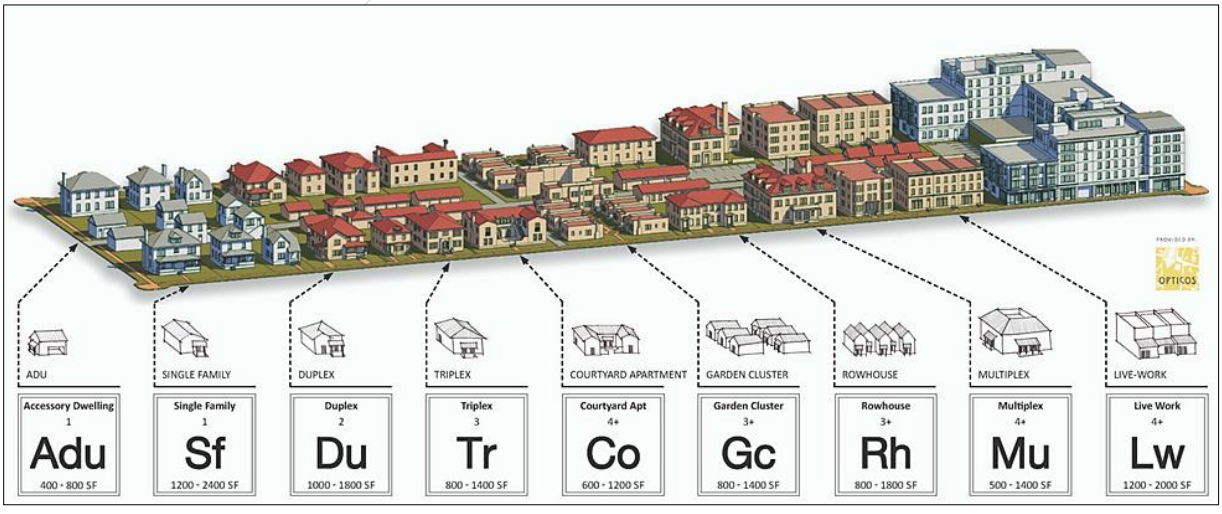
Implications for Housing Policy & Planning

- The data in this study reveals decline in attainable entry level single-family for-sale housing availability.
- The demand for entry level and first-time homes has exceeded supply and has increased demand for rental units.
- Growth in higher-priced segments suggests upward pressure on home values and a need for housing strategies by the EDC, City and other partners to help lower the final price of entry level homes by reimbursing developers for infrastructure and utility costs.
- Local non-profits, hospital and school district may own land that is underutilized or vacant that could be donated to a developer with a development agreement that new home prices there be attached to local workers making 80%-120% of the median income.
- The city may need to incentivize development of homes under $225K to restore balance and address cost burden pressures.
- In order to provide missing-middle housing types that can rent and sell at more attainable prices to local workers, then local development and zoning regulations and requirements may need to be improved.

Potential Local Housing Market Solutions

- Minimum lot size
    - Minimum as low as 1,400-1,800 square feet lots in single-family and multifamily zones.
- Reduce setback requirements to allow homes and parcels to be closer together
- Increase building height caps, especially along corridors and thoroughfares
- Increase density (units per lot)
- Permitting time
    - Quick, efficient and consistent review, permitting and approval
- Permitting and impact fees
    - 90-day moratorium on permit and impact fees in targeted areas needing attainable housing
    - Suspend fees in areas with excess infrastructure capacity
- Building code
    - Updated standard building codes
- ADU's
    - Allow Accessory Dwelling Units in single-family zones by right
- Zoning
    - Allow small lot, two, three and four unit homes in single-family zones
    - Allow residential in industrial and commercial zones
- Parking requirements
    - Reduce or eliminate parking requirements for new residential

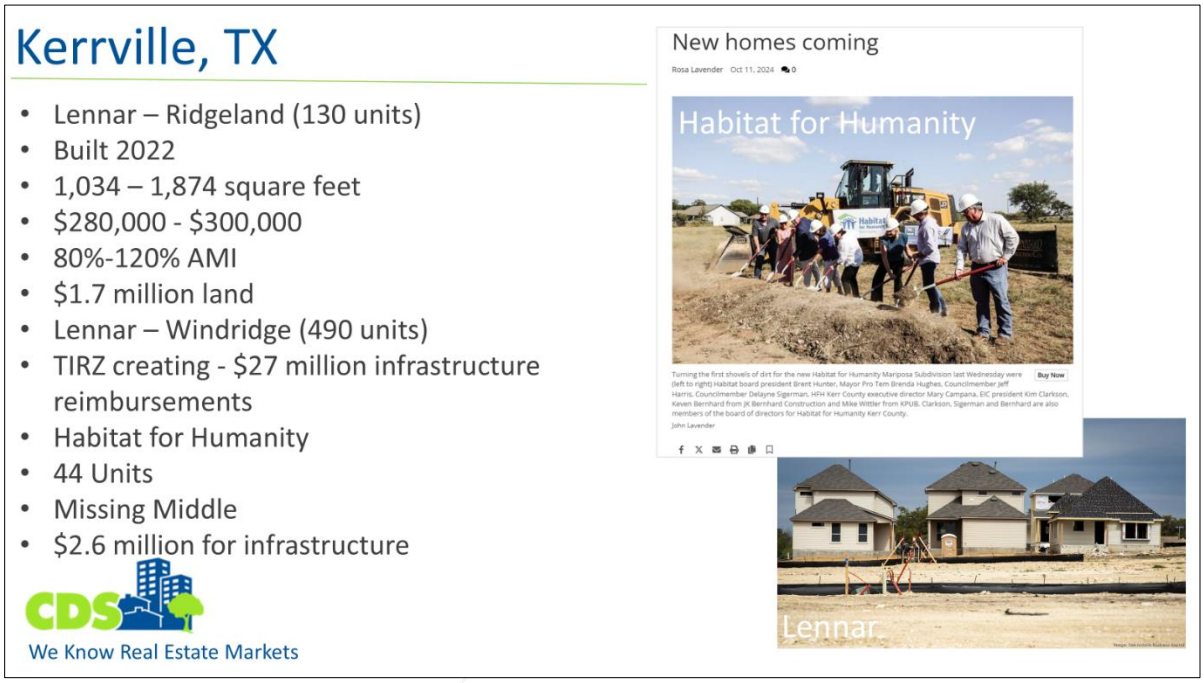
Allow and Approve Missing Middle Housing Types



Texas EDCs Working on Housing

CDS has provided similar housing market studies to other EDCs in Texas. Here are just a few examples of strategies those cities have pursued which have proven successful in boosting attainable new housing.

The City of Kerrville donated city owned land to a developer with a development agreement in place that the new homes built will at a price no more than 30% of gross income for households making from 80% to 120% of the area median income and used a TIRZ to reimburse up to $27 million of infrastructure costs at a separate new subdivision.

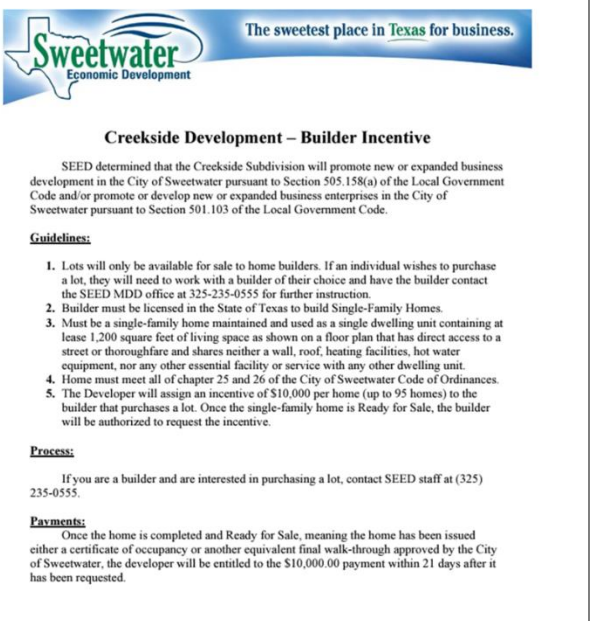


The City of Sweetwater established a Municipal Development District which has allowed them to provide a host of incentives to boost the supply of new entry level homes by providing infrastructure reimbursement as well as a per home builder incentive of $10,000 per lot.

Sweetwater, TX

- Partnered with Rick and Holly Betenbough to develop the Creekside Subdivision
- 29.5 acres
- 94 lots
- $1.3 million incentives
- Infrastructure and construction incentives
- $10,000 per home builder incentive

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Sweetwater Economic Development — The sweetest place in Texas for business.

Creekside Development – Builder Incentive

SEED determined that the Creekside Subdivision will promote new or expanded business development in the City of Sweetwater pursuant to Section 505.158(a) of the Local Government Code and/or promote or develop new or expanded business enterprises in the City of Sweetwater pursuant to Section 501.103 of the Local Government Code.

Guidelines:

1. Lots will only be available for sale to home builders. If an individual wishes to purchase a lot, they will need to work with a builder of their choice and have the builder contact the SEED MDD office at 325-235-0555 for further instruction.
2. Builder must be licensed in the State of Texas to build Single-Family Homes.
3. Must be a single-family home maintained and used as a single dwelling unit containing at lease 1,200 square feet of living space as shown on a floor plan that has direct access to a street or thoroughfare and shares neither a wall, roof, heating facilities, hot water equipment, nor any other essential facility or service with any other dwelling unit.
4. Home must meet all of chapter 25 and 26 of the City of Sweetwater Code of Ordinances.
5. The Developer will assign an incentive of $10,000 per home (up to 95 homes) to the builder that purchases a lot. Once the single-family home is Ready for Sale, the builder will be authorized to request the incentive.

Process:

If you are a builder and are interested in purchasing a lot, contact SEED staff at (325) 235-0555.

Payments:

Once the home is completed and Ready for Sale, meaning the home has been issued either a certificate of occupancy or another equivalent final walk-through approved by the City of Sweetwater, the developer will be entitled to the $10,000.00 payment within 21 days after it has been requested.

The City of Borger EDC purchased 25 lots and utilized TIRZ funds to provide infrastructure reimbursement to boost the production of new entry level homes as well as an infill program.

Borger, TX

- Yucca Park Estates
- EDC purchased lots
- 25 units
- Built 2024
- 7:12 Homes (Amarillo)
- Incentives for contractors
- TIRZ infill housing support program and reimbursement grants for downtown building improvements

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Borger Economic Development Corporation breaks ground on new housing development

By Madison Fisher

Published: Jun. 14, 2024 at 5:40 PM CDT

BORGER, Texas (KFDA) - The Borger Economic Development Corporation broke ground on a new housing development called Yucca Park Estates to help boost its economy.

"Currently our population has shrunk, and so what that does, it also creates an inventory problem. So when our industries and our

The Brownwood EDC shared their CDS ResIntel housing study to developers in the region and state and were able to attract a developer who built 3 new market rate rental projects ranging from 40-123 units.

This helped lower the prices of older apartment and single-family homes that were small and outdated and were charging higher rent than their conditions would otherwise allow due to lack of competition/new rental unit supply.



Incentive Toolbox

Texas Local Government Code Chapter 505, Section 505.153 for Type B Corporations authorizes spending on Projects related to affordable housing

“Projects related to affordable housing - For purposes of this chapter, "project" includes land, buildings, equipment, facilities, and improvements found by the board of directors to be required or suitable for the promotion of development and expansion of affordable housing, as described by 42 U.S.C. Section 12745”

EDC’s around Texas like Borger, Sweetwater, Brownwood, San Angelo and Kerrville have helped lower costs and produce more housing by donating land, reimbursing infrastructure costs to developers, and providing per lot incentives to builders.

Table 91 contains potential incentives to help absorb the cost of new housing development in San Angelo along with corresponding Texas State Statute Code followed by purpose, usage and public revenue source.

Table 91: Incentive Toolbox

Incentive	State Statue Code	Purpose	Usage	Public Revenue Source
Tax Increment Financing (TIF) or Tax Increment Reinvestment Zones (TIRZ)	**Texas Tax Code, Chapter 311**	Captures future increases in property tax revenues within a designated area (TIF District) to pay for infrastructure improvements or development costs.	Frequently used to incentivize large-scale redevelopment projects and urban renewal.	Incremental property tax revenues generated by increased property values in the TIF/TIRZ area. Sales tax TIRZs' use a share of new sales tax with no additional tax levied.
Public Improvement Districts (PID)	**Texas Local Government Code, Chapter 372**	Allows developers or property owners to fund infrastructure improvements by levying special assessments on property within the district	Commonly used for mixed-use developments, residential subdivisions, and commercial projects.	Special assessments in addition to property taxes on property owners and occupants within the PID boundary created by City.
Chapter 380 Agreements	**Texas Local Government Code, Chapter 380**	Allows cities to provide grants, loans, or reimbursements to developers for infrastructure, public improvements, or other development costs.	Often used for retail, office, and mixed-use projects. Reimbursements can be tied to sales taxes, property taxes, or other performance metrics.	General fund of the city or county, which may come from property taxes, sales taxes, or other general revenues.

Incentive	State Statue Code	Purpose	Usage	Public Revenue Source
Chapter 381 Agreements	**Texas Local Government Code, Chapter 381**	Allows counties to provide incentives similar to Chapter 380 agreements, including tax abatements or reimbursements for public improvements or job creation.	Primarily used in unincorporated areas or in projects where county-level participation is essential.	General fund of the city or county, which may come from property taxes, sales taxes, or other general revenues.
Economic Development Sales Tax (Type A and Type B Funds)	**Texas Local Government Code, Chapters 504 and 505**	Allows cities with a Type A or Type B EDC to use a portion of local sales taxes to fund economic development projects, infrastructure improvements, and business recruitment.	Type A funds are typically used for industrial and manufacturing projects, while Type B can be used for a broader range of purposes, including quality-of-life projects.	Local sales tax revenue collected from voters' approval of a dedicated economic development sales tax (up to 0.5%).
Municipal Management Districts (MMD)	**Texas Local Government Code, Chapter 375**	MMDs are created at the State level and allow the levying of taxes, fees, or assessments to fund services and infrastructure in a commercial area.	Funds operation and maintenance and small capital projects and function similar to PIDs, but are created by the state, not City.	Bonds, property taxes or special assessments in addition to property tax from commercial property owners within the district.
Property Tax Abatements	**Texas Tax Code, Chapter 312**	Temporarily reduces or eliminates property taxes for businesses or developers making significant capital investments or creating jobs.	Commonly used to attract industrial, commercial, and manufacturing projects.	Foregone future property taxes (i.e., revenue not collected) in exchange for investment.
Texas Leverage Fund (TLF)	**Texas Government Code, Chapter 2303**	Provides financing to cities with an EDC funded by local sales tax for economic development projects.	Can be used to finance infrastructure, land acquisition, and other development-related costs.	Funds come from the portion of the local sales tax collected by cities specifically earmarked for economic development.
Low-Income Housing Tax Credit (LIHTC)	**Texas Government Code, Chapter 2306**	Programs such as the Low-Income Housing Tax Credit (LIHTC) provide tax incentives to developers building affordable housing.	Primarily for residential developments that include affordable housing units.	Federal tax credits or state/federal grants.

Incentive	State Statue Code	Purpose	Usage	Public Revenue Source
Municipal Utility District	**Texas Water Code, Chapter 54**	Provides water, sewage, drainage, and other utility services in areas where municipal services are not available.	Often used to support residential, commercial, and industrial development by ensuring access to necessary utilities.	Funded through property taxes, bond sales, and utility fees collected within the district in addition to City taxes.
Cultural Arts District	**Texas Government Code, Chapter 442**	Encourages the development of cultural arts areas to promote tourism, cultural engagement, and local economies.	Incentivizes art installations, galleries, theaters, and public spaces that attract visitors and stimulate economic growth.	Funded through state grants, local sales taxes, tourism taxes, and private contributions.
Neighborhood Empowerment Zones	**Texas Local Government Code, Chapter 378**	Provides economic incentives to encourage development and improvement in designated neighborhoods.	Can offer tax abatements, fee waivers, and other incentives for property owners and developers to invest in targeted areas.	Primarily funded through local property tax abatements and fee reductions.
Tax Exempt Qualified Non-Profit Bonds	**Texas Government Code, Chapter 1371**	Allows non-profit organizations to issue tax-exempt bonds for financing public-benefit projects, such as affordable housing and health facilities.	Provides lower-cost financing to non-profit developers for qualifying public-benefit projects.	Supported by private investors who purchase the tax-exempt bonds, with potential local or state tax-exempt status.
Public Benefit Corporation	**Texas Business Organizations Code, Title 1, Chapter 22**	A special type of corporation designed to produce a public benefit while operating profitably.	Used by companies whose goals align with social or community-oriented objectives, such as environmental or community development.	Funded by private capital, grants, and potentially tax incentives if the public benefit aligns with government goals.

Source: Texas Economic Development Handbook

Economic Impact of New Housing

The main goal of this market study is to promote increasing the amount of workers living in San Angelo in order to increase local wealth by mitigating sales and property tax revenue leakage resulting from San Angelo workers living outside of San Angelo and Tom Green County.

The following information provides data on the economic impact of building new homes. This data is from a 2015 study conducted by the National Association of Home Builders.

Total One-Year Impact: Sum of Phase I and Phase II:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$28,670,800	$8,606,200	$20,064,700	$3,358,600	394

Phase I: Direct and Indirect Impact of Construction Activity:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[3]	Local Jobs Supported
$19,204,100	$6,526,800	$12,677,400	$2,152,500	237

Phase II: Induced (Ripple) Effect of Spending the Income and Taxes from Phase I:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$9,466,700	$2,079,400	$7,387,300	$1,206,100	157

Phase III: Ongoing, Annual Effect that Occurs When New Homes are Occupied:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$4,091,900	$922,400	$3,169,900	$1,014,800	69

[3] The term local taxes is used as a shorthand for local government revenue from all sources: taxes, fees, fines, revenue from government-owned enterprises, etc.

Source: National Association of Home Builders

Impact of Building 100 Single-Family Homes: Typical Local Area



We Know Real Estate Markets

Impact of Building 100 Apartments: Typical Local Area



Total One-Year Impact: Sum of Phase I and Phase II:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$11,693,000	$3,620,500	$8,072,300	$2,211,200	161

Phase I: Direct and Indirect Impact of Construction Activity:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$7,403,300	$2,750,500	$4,652,700	$1,699,600	90

Phase II: Induced (Ripple) Effect of Spending the Income and Taxes from Phase I:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$4,289,700	$870,000	$3,419,600	$511,600	71

Phase III: Ongoing, Annual Effect that Occurs When New Homes are Occupied:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$2,640,600	$623,200	$2,016,900	$503,500	44

[1] The term local taxes is used as a shorthand for local government revenue from all sources: taxes, fees, fines, revenue from government-owned enterprises, etc.

Source: National Association of Home Builders

We Know Real Estate Markets

Impact of $1 Million Spent on Residential Remodeling in a Typical Local Area



Total One-Year Impact: Sum of Phase I and Phase II:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$840,800	$254,800	$585,500	$70,700	11.5

Phase I: Direct and Indirect Impact of Construction Activity:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[5]	Local Jobs Supported
$577,200	$194,500	$382,400	$36,000	7.2

Phase II: Induced (Ripple) Effect of Spending the Income and Taxes from Phase I:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$263,600	$60,300	$203,100	$34,700	4.4

Phase III: Ongoing, Annual Effect that Occurs When New Homes are Occupied:

Residential Property Taxes
$11,200

[5] The term local taxes is used as a shorthand for local government revenue from all sources: taxes, fees, fines, revenue from government-owned enterprises, etc.

Source: National Association of Home Builders

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The Housing Affordability Challenge



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The Housing Affordability Challenge

Executive Summary

Texas, generally well regarded for its low cost of living, is facing the pressures of a decline in housing affordability as the state's population and demand for housing rise. Since 2008, Texas has been the No. 1 state for new building permits for privately owned housing units. However, the state's population, particularly in the major metropolitan areas, is growing at a quicker pace than housing is being built.

At the center of the housing affordability issue is a small supply of housing at price points available to middle- and lower-income earners.

This report examines the factors contributing to the housing affordability crisis across the U.S., how the crisis is affecting Texans and how the state is faring in comparison to the rest of the country.

Key Findings

- Texas' median home prices rose by *40 percent* between 2019 and 2023. A rapid upswing in prices in Texas and the U.S. began in 2020 due to increased opportunities to telework, federal stimulus, low mortgage rates, a surging stock market and accelerating domestic migration to the state, according to the Federal Reserve Bank of Dallas.
- Texas is a top destination for domestic migration, putting acute pressure on the state's housing affordability. The Dallas-Fort Worth-Arlington area led all U.S. metro areas in population growth and in net domestic migration between 2020 and 2023.
- A study by the Federal Reserve Bank of San Francisco estimated that work-from-home policies accounted for *more than half* of U.S. home price increases from November 2021 to November 2023.
- Between 2021 and 2023, the U.S. experienced its fastest-ever deterioration in housing affordability, due to the surge in home prices and rapidly rising interest rates.
- These housing price pressures were exacerbated by years of under-investment in the U.S. housing supply following the 2007-08 financial crisis. Though building permits in Texas fell substantially following the financial crisis, the decline was less pronounced compared to other states.
- In a 2023 report by *Up for Growth*, a nonprofit organization that focuses on housing policy, Texas was 306,000 homes short of what was needed as of 2021. The NAR analysis, meanwhile, shows the greatest shortage is in homes that middle-income buyers can afford.
- Average homeowners insurance rates have increased sharply in recent years in Texas and the U.S., impacting housing costs and affordability.
- There is bipartisan support to build more housing and improve affordability at the federal, state and local levels, including efforts to relax zoning regulations. Zoning determines the type of housing that can be built in certain locations. Zoning opponents argue that these regulations drive up home prices and rents by limiting housing development in areas where people most want to live.

Introduction

Homeownership is considered an effective means of building wealth and helps to shape communities. For many, the ability to buy a home is a meaningful achievement. A 2023 survey by Bankrate.com, a consumer financial services company, found that 74 percent of respondents valued homeownership more than other key indicators of economic stability, such as a college degree, a successful career and the ability to retire comfortably. Its benefits include income tax breaks as well as the opportunity to build credit, equity and generational wealth. It also affords homeowners the peace of mind that comes with having stable monthly payments that are not vulnerable to future inflation and housing shortages – an advantage not enjoyed by renters.

Nationwide, homeownership has become increasingly inaccessible since 2020, the beginning of the pandemic, due to the shortage of available homes and building materials, inflation, high interest rates and the tightening of mortgage credit rates. Those who manage to buy a home often find themselves stretched to the limit financially as they struggle to balance the cost of owning a home with costs for food, utilities, health care and other basic needs.

For many years, Texas has seen an influx of residents attracted to its thriving economy and low cost of living. However, the state's reputation for low-cost housing is diminishing, as the housing affordability gap – the difference between the cost of a home and the amount a household can pay – increases. According to the Federal Reserve Bank of Dallas, "Housing affordability has declined in Texas, a top destination for domestic and international migrants drawn by its historically low cost of living."[1]

For most Texans – regardless of income level or whether they are homeowners or renters – housing costs comprise the largest portion of the household budget. Due to the high costs associated with owning a home, there has been an increase in the number of renters, thus creating higher demand for rental housing units.

Many barriers to housing affordability are location-specific, and the availability and cost of homes can vary widely among urban metropolitan areas and rural regions of the state. Understanding the conditions and challenges faced across the state's vastly different regions is an important step to addressing the housing affordability concern.

The question of whether Texas can maintain its affordability advantage will depend on a number of factors, including the supply of available housing, local and state efforts to incentivize housing development and the continued strength of the state's economy.

There are various ways to measure housing affordability. One standard used by NAR measures whether a family earning the median income can qualify for a mortgage on a median-priced home. Another common standard of affordability used by the U.S. Department of Housing and Urban Development (HUD) is that housing costs should not exceed 30 percent of a family's income; this ensures a family has ability to pay for other nondiscretionary costs.

Home Prices Surge Across Texas Metros

Median home prices in Texas rose by an average annual rate of 5.9 percent between 2010 and 2020, more than double the 2.7 percent average annual gains between 2000 and 2010, according to home price data from the Texas A&M Real Estate Research Center. Median home prices accelerated even more following the pandemic, rising by 15.4 percent in 2021 and 13.4 percent in 2022, reaching a peak of $340,000 in 2022. The rise in prices coincided with sharply declining levels of housing inventory, a measure of the amount of time it would take to deplete all housing supply at the current sales pace. While an inventory of six months is historically associated with moderate price appreciation, Texas inventory levels have remained below six months since 2011 and fell to as low as 1.2 months in 2021 before increasing to 3.3 months in 2023 (**Exhibit 1**).

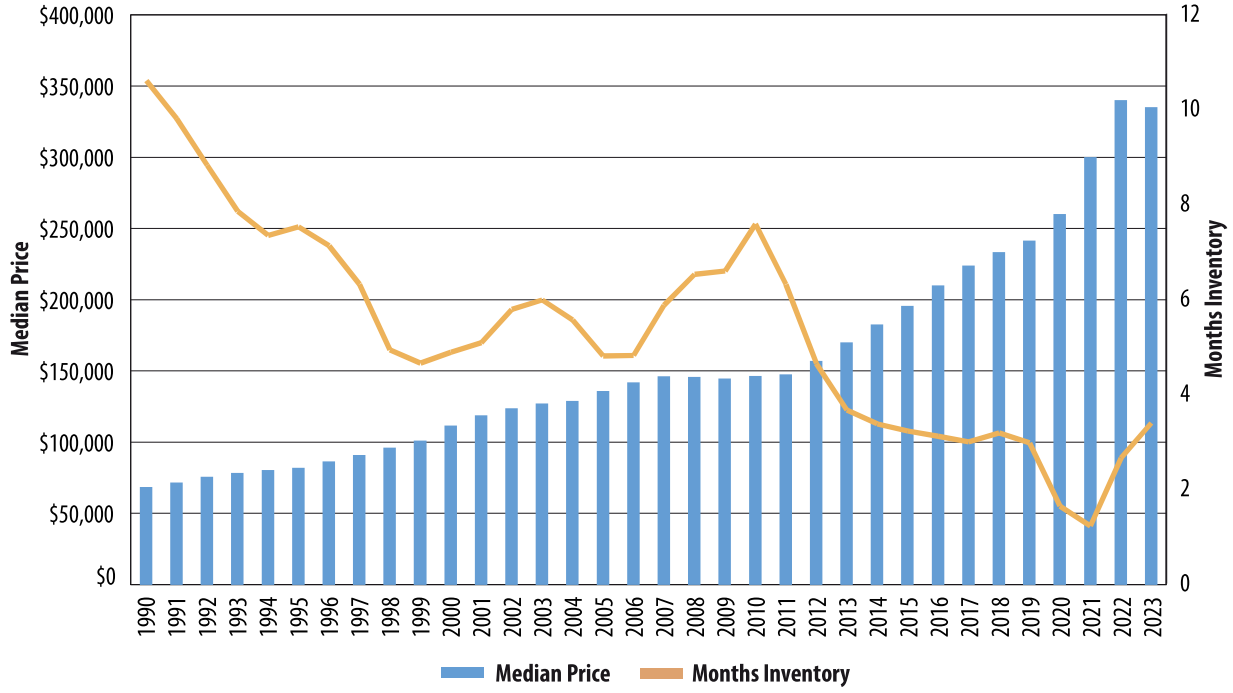
Home prices rose sharply across Texas metropolitan areas between 2019 and 2023, led by gains of 73 percent in Brownsville-Harlingen and 66 percent in Sherman-Denison. In Austin-Round Rock – with median home prices of

$450,000 in 2023, the highest among Texas metros – home prices rose by 43 percent. The statewide median home value rose by 39 percent.

Notably, home prices in 2023 fell by 10.4 percent in Austin-Round Rock and by 1.5 percent in Texas when compared to 2022 (**Exhibit 2**).

EXHIBIT 1

Median Home Prices and Months of Inventory, Texas, 1990-2023



Source: Texas A&M Real Estate Research Center

EXHIBIT 2
Median Home Prices by Texas Metropolitan Statistical Area, 2019-2023

Metropolitan Statistical Area	2019	2020	2021	2022	2023	Percent Change, 2022-2023	Percent Change, 2019-2023
Brownsville-Harlingen	$150,000	$173,000	$215,000	$249,900	$260,000	4.0%	73.3%
Sherman-Denison	$185,750	$203,000	$250,000	$299,000	$308,268	3.1%	66.0%
Killeen-Temple	$168,000	$190,000	$225,000	$265,000	$267,500	0.9%	59.2%
El Paso	$162,950	$177,900	$200,000	$237,000	$254,375	7.3%	56.1%
McAllen-Edinburg-Mission	$155,000	$170,000	$194,500	$220,000	$235,000	6.8%	51.6%
Waco	$186,000	$210,000	$244,200	$270,000	$280,000	3.7%	50.5%
Tyler	$209,500	$230,000	$264,250	$305,000	$315,000	3.3%	50.4%
Eagle Pass	$157,500	$167,000	$179,450	$212,000	$235,000	10.8%	49.2%
Wichita Falls	$128,700	$145,000	$163,850	$180,000	$189,500	5.3%	47.2%
Dallas-Fort Worth-Arlington	$275,000	$294,000	$347,000	$400,000	$395,312	-1.2%	43.7%
Longview	$168,950	$179,900	$210,000	$235,000	$241,500	2.8%	42.9%
Austin-Round Rock-San Marcos	$315,000	$345,000	$451,735	$502,000	$450,000	-10.4%	42.9%
Corpus Christi	$200,000	$225,000	$255,000	$280,000	$285,000	1.8%	42.5%
Amarillo	$172,000	$192,500	$215,500	$237,500	$241,500	1.7%	40.4%
Lubbock	$172,000	$190,000	$212,000	$239,500	$239,000	-0.2%	39.0%
Texas	**$241,358**	**$259,990**	**$300,000**	**$340,000**	**$335,000**	**-1.5%**	**38.8%**
College Station-Bryan	$220,000	$229,900	$250,000	$288,000	$302,153	4.9%	37.3%
San Antonio-New Braunfels	$230,000	$248,000	$283,000	$320,000	$311,200	-2.8%	35.3%
San Angelo	$185,000	$200,000	$225,000	$245,000	$250,000	2.0%	35.1%
Houston-Pasadena-The Woodlands	$245,000	$260,000	$300,000	$335,000	$330,000	-1.5%	34.7%
Abilene	$175,000	$189,900	$210,200	$235,000	$229,900	-2.2%	31.4%
Laredo	$175,000	$186,250	$204,000	$225,000	$228,500	1.6%	30.6%
Texarkana	$145,000	$159,800	$186,900	$200,000	$188,000	-6.0%	29.7%
Victoria	$189,900	$194,950	$220,000	$239,000	$239,900	0.4%	26.3%
Beaumont-Port Arthur	$164,900	$175,000	$195,000	$206,000	$205,000	-0.5%	24.3%
Midland	$300,000	$299,900	$310,000	$323,412	$335,000	3.6%	11.7%
Odessa	$227,000	$228,000	$223,912	$246,000	$247,500	0.6%	9.0%

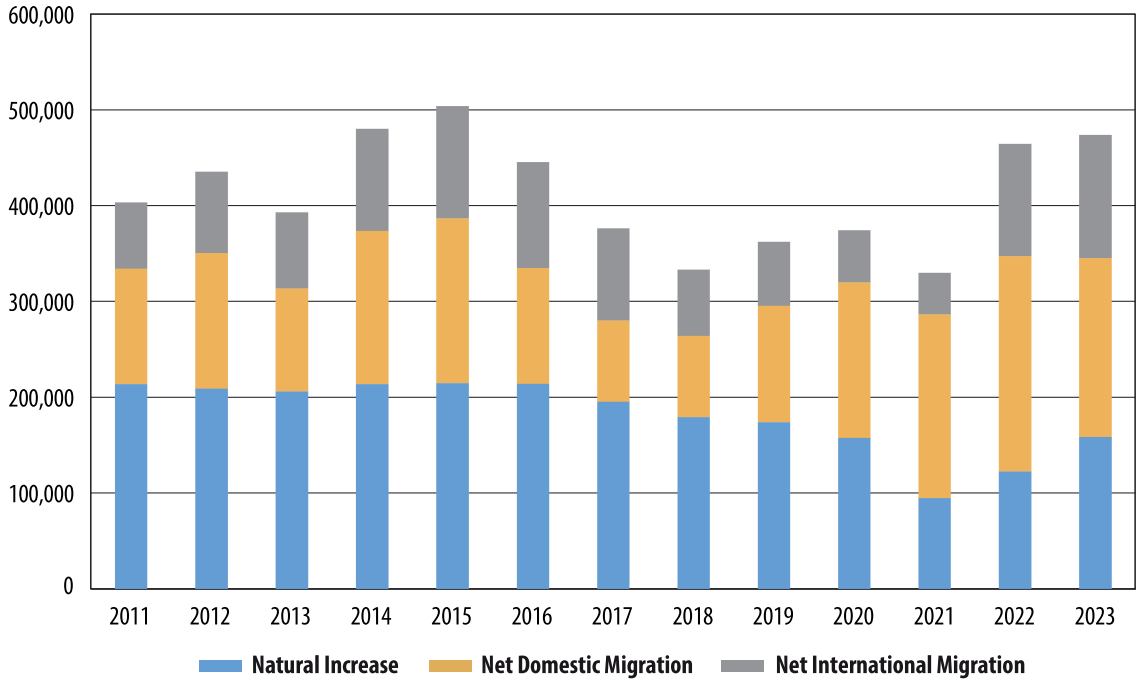
Source: Texas A&M Real Estate Research Center

Strong Population Gains Add to Home Supply Pressures

The home price surge coincided with strong population growth in Texas and a large influx of domestic migration to the state. Between 2021 and 2022, net domestic migration to Texas was nearly 225,000, far exceeding any annual domestic migration gains from the previous decade. Net gains of about 128,500 people from international migration in 2023 also exceeded typical annual gains (**Exhibit 3**).

Texas metropolitan areas had some of the strongest population growth in the U.S. between 2020 and 2023. The Dallas-Fort Worth-Arlington area led all U.S. metropolitan areas in total population gains and in gains from net domestic migration (**Exhibit 4**).

EXHIBIT 3
Components of Annual Population Change, Texas, 2011-2023



Sources: U.S. Census Bureau Population Estimates Program; Texas Comptroller of Public Accounts analysis

EXHIBIT 4

Components of Cumulative Population Change, 2020-2023

Metropolitan Area	Total Population Change	U.S. Metro Rank - Total Population Change	Natural Increase	U.S. Metro Rank - Natural Increase	Net International Migration	U.S. Metro Rank - Net International Migration	Net Domestic Migration	U.S. Metro Rank - Net Domestic Migration
Dallas-Fort Worth-Arlington	462,639	1	138,239	2	92,983	6	232,619	1
Houston-Pasadena-The Woodlands	360,649	2	131,792	3	118,487	3	110,672	5
Austin-Round Rock-San Marcos	189,896	5	47,227	7	24,775	20	118,411	4
San Antonio-New Braunfels	145,884	7	28,680	16	13,404	32	102,504	6

Sources: U.S. Census Bureau Population Estimates Program; Texas Comptroller of Public Accounts analysis

High Prices Lead to Historic Housing Affordability Concerns Across Texas

The Texas Housing Affordability Index

Housing affordability levels have fallen in all Texas metropolitan areas since 2019, according to Texas A&M's Texas Housing Affordability Index (THAI), which measures the ability of a household earning the median family income (MFI) to qualify to purchase a median-priced home. A value of 1.0 indicates the MFI is equal to the amount needed to qualify for a mortgage loan for a median-priced home. The higher the ratio, the more affordable the housing market is in the area.[2]

In 2019, the statewide THAI value was 1.62, meaning that the MFI was 62 percent higher than the amount needed to purchase the median-price home in the state of Texas, assuming a down payment of 20 percent and a qualifying ratio of 25 percent of income.[3] This value has since decreased to 1.07 in 2023, meaning that the MFI is now just 7 percent above than the necessary income to purchase a median-price home in the state and signaling a decrease in a household's ability to afford a home (**Exhibit 5**).[4]

EXHIBIT 5
Texas Housing Affordability Index by Metropolitan Statistical Areas, Selected Years

MSA	2011	2015	2019	2022	2023
Brownsville-Harlingen	1.68	1.58	1.61	1.00	0.95
McAllen-Edinburg-Mission	1.58	1.63	1.49	1.10	0.96
El Paso	1.57	1.83	1.70	1.17	0.99
Dallas-Plano-Irving (Metropolitan Division)	2.19	1.67	1.56	1.07	1.00
College Station-Bryan	1.93	1.84	1.71	1.35	1.06
Sherman-Denison	3.36	2.65	1.99	1.22	1.06
Texas	**2.04**	**1.76**	**1.62**	**1.17**	**1.07**
Austin-Round Rock	1.99	1.61	1.67	1.03	1.08
Corpus Christi	1.94	1.79	1.82	1.35	1.08
Tyler	2.04	1.93	1.86	1.26	1.08
Laredo	1.56	1.50	1.27	1.37	1.09
Fort Worth-Arlington-Grapevine (Metropolitan Division)	2.61	2.18	1.70	1.18	1.10
Houston-The Woodlands-Sugar Land	2.17	1.81	1.71	1.26	1.13
Killeen-Temple	2.24	2.30	2.09	1.30	1.13
Odessa	2.08	2.04	1.79	1.76	1.13
San Antonio-New Braunfels	1.98	1.78	1.70	1.22	1.13
Victoria	2.12	1.98	1.97	1.46	1.16
Waco	2.20	2.08	1.88	1.26	1.18
Abilene	2.14	2.13	1.97	1.53	1.23
Midland	1.81	1.65	1.45	1.72	1.27
Longview	2.09	2.15	1.95	1.37	1.28
San Angelo	2.22	2.07	1.93	1.66	1.28
Lubbock	2.35	2.22	1.95	1.56	1.41
Amarillo	2.23	2.11	2.29	1.52	1.44
Texarkana	2.35	2.25	2.07	1.66	1.45
Beaumont-Port Arthur	2.40	2.38	2.18	1.82	1.71
Wichita Falls	2.77	3.15	2.54	2.04	1.76

Source: Texas A&M University Texas Real Estate Research Center

Cost Burdens of Households

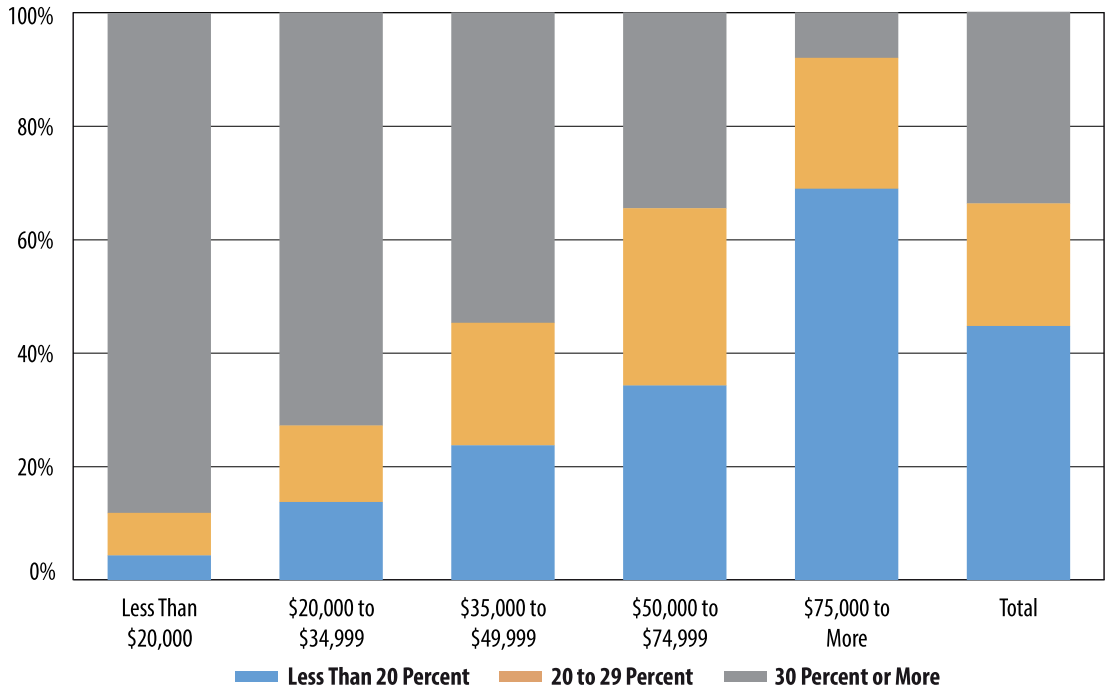
The number of cost-burdened homeowners – those with housing costs comprising 30 percent or more of their income – in the U.S. reached 19 million during the pandemic, according to the Joint Center for Housing Studies (JCHS) at Harvard University. Of the total, 8.7 million were severely cost burdened, meaning at least 50 percent of the household's income is used for housing.[5]

The number of cost-burdened renters reached a record high of 21.6 million households between 2019 and 2021, according to the JCHS report. Of these, 11.6 million were defined as being severely cost burdened.[6]

In 2022, about 34 percent of Texas households were cost burdened. Cost burdens are particularly acute in lower-income households – 88 percent of households with annual incomes less than $20,000 were cost burdened, compared to 8 percent of households with incomes of $75,000 or more (**Exhibit 6**).

EXHIBIT 6

Monthly Housing Costs by Level of Household Income, Texas, 2022



Sources: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates, Table ID: S2503; Texas Comptroller of Public Accounts analysis

Housing Shortages: How Did We Get Here?

Today's high housing prices and low supply levels stem from a dearth of housing investment following the housing bust and financial crisis of 2007-08. According to the Federal National Mortgage Association (commonly known as Fannie Mae), the U.S. experienced a drastic decrease in new home construction starting in 2008, resulting in fewer new homes built in the 10 years ending in 2018 than in any decade since the 1960s. Fannie Mae estimates the shortage of housing units for sale or rent was approximately 3.8 million in 2019.[7]

Research from the Federal Home Loan Mortgage Corporation (Freddie Mac) indicates there has been severe underbuilding at the price point at which the most demand exists — entry-level homes.[8] Similarly, analysis from NAR indicates the largest shortage of homes in the U.S. is at the price point that middle-income buyers can afford.

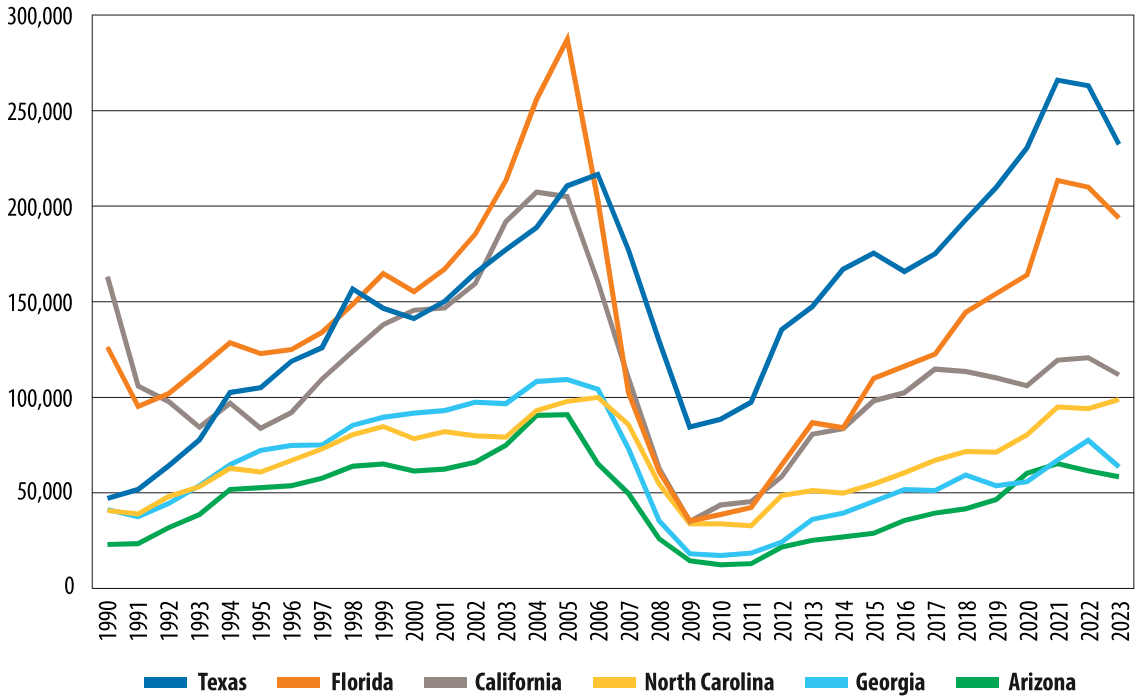
According to another 2023 analysis by *Up for Growth*, Texas is second only to California in housing underproduction, falling 306,000 homes short of what was needed as of 2021.[9]

Texas saw a sharp decline in building permits following the financial crisis, falling from 216,642 in 2006 to 84,440 in 2009, a 61 percent drop. Yet this decline was less pronounced than in other large states. In Florida, the center of the housing-led financial crisis, permits fell by 83 percent; in California, by 78 percent. Texas' housing permits reached a high of about 266,000 in 2021, before falling slightly in 2022 and 2023.

Texas not only saw a smaller decline in building permits during the financial crisis, but it also experienced a more resilient recovery in the years after. Among states with the greatest number of building permits in 2023, Texas was the only state to see an increase in building permits in 2023 compared to pre-financial crisis levels. Notably, Texas doubled the number of permits California issued in 2023 (**Exhibit 7**).

EXHIBIT 7

Housing Permits by Six States with Largest Number of 2023 Building Permits, 1990-2023



Note: These data reflect only new private construction authorizations.
Source: U.S. Census Bureau, Building Permits Survey

COVID-19 Pandemic Exacerbates Supply Challenges

The lack of housing investment over many years set the stage for lower inventories and rising home prices, especially when demand went through the roof during the COVID-19 pandemic. Texas experienced a surge in home prices during the pandemic beginning in summer 2020.[10] The Federal Reserve Bank of Dallas attributed this upswing to factors such as increased opportunities to telework, federal stimulus, low mortgage rates, a surging stock market and accelerating domestic migration to the state.

In addition to supply strains, home price pressures were worsened by the multitude of economic shocks and changes in consumer behavior spurred by the pandemic, creating a "perfect storm" that rapidly reduced affordability levels. Among the conditions:

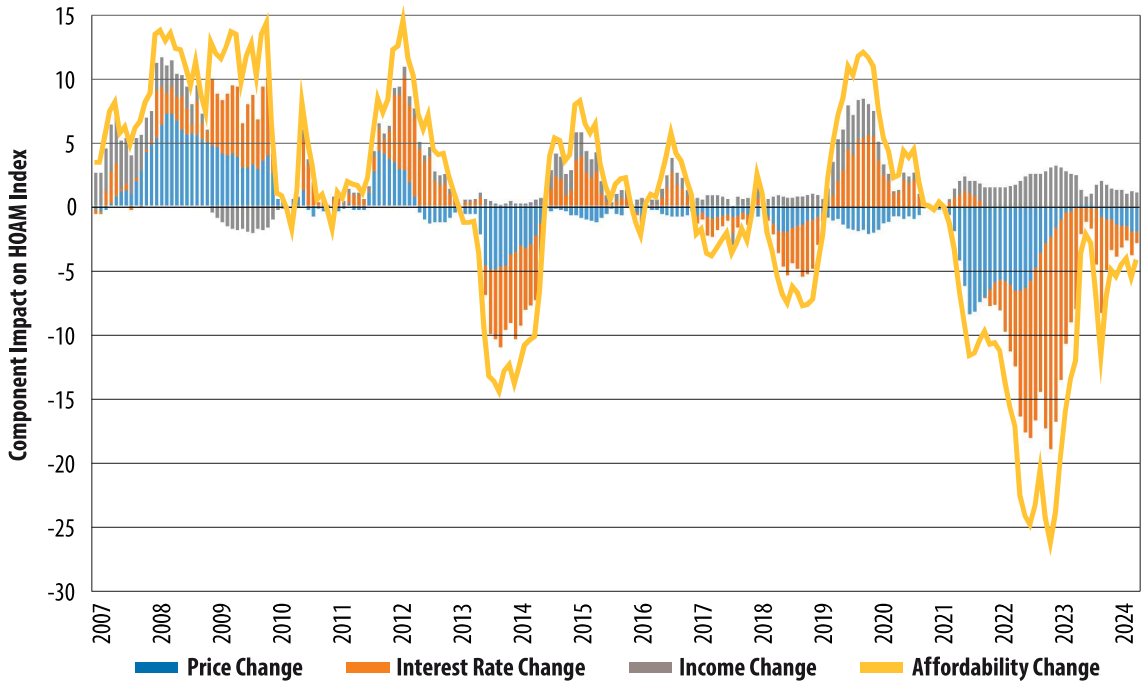
- Work-from-home policies increased domestic migration and allowed workers to relocate to areas with better affordability, a consequential development for several Texas metro areas that saw some of the nation's strongest domestic migration gains since 2020. A study by the Federal Reserve Bank of San Francisco estimated that work-from-home policies accounted for more than half of overall home price increases between November 2019 and November 2021.
- Supply chain shocks caused inflation rates in 2022 to rise to their highest levels in 40 years, forcing the Federal Reserve to raise interest rates; in turn, mortgage rates rose to a 23-year high of 7.79 percent in October 2023.
- Many existing homeowners locked in at lower mortgage rates are unwilling to sell when it would otherwise make sense to sell or move, resulting in lower inventory and higher prices.

The surge in U.S. home prices, coupled with the rapid rise of mortgage rates from about 3 percent to nearly 8 percent, caused the fastest-ever deterioration in U.S. housing affordability in the period between 2021 and 2023, according to *ResiClub*, a housing market research company.

Surging home prices were the initial driver of the deteriorating affordability in the U.S. As price pressures tempered, rising mortgage rates put more pressure on affordability. The Federal Reserve Bank of Atlanta's National Home Ownership Monitor Index shows that October 2023 was the least affordable month for U.S. housing this century (**Exhibit 8**).

EXHIBIT 8

National Home Ownership Affordability Monitor (HOAM) Index, January 2007-March 2024



Source: Federal Reserve Bank of Atlanta

Housing Affordability Challenges

Texas's fast-growing population will require an increased housing supply across many regions in the state. As the state's population and housing demand continue to grow, state leaders and potential homebuyers alike are paying special attention to the Texas housing supply and affordability.

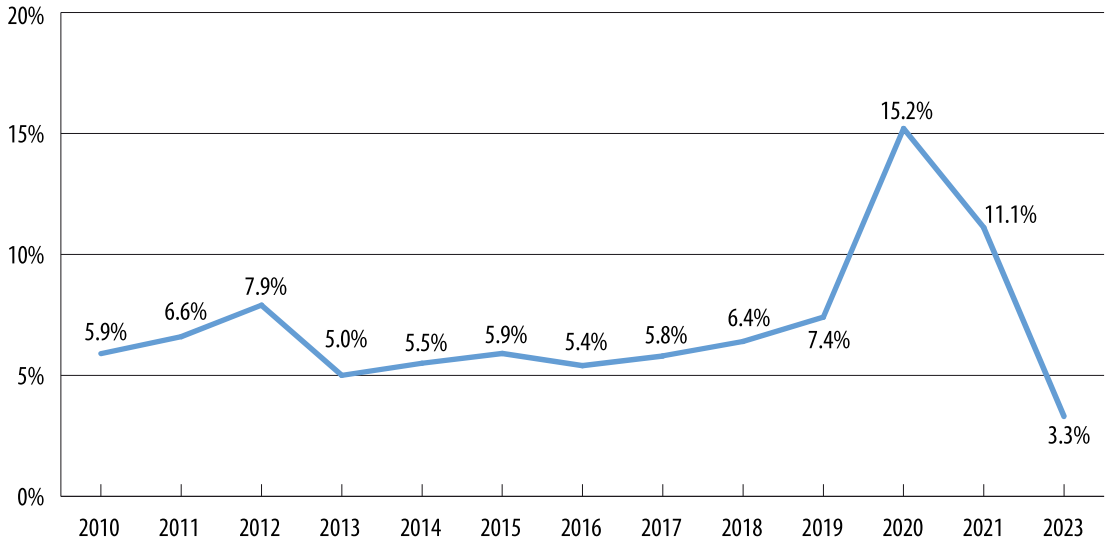
Affordability Challenges for Homebuyers

Household income and total monthly ownership costs are the basis of determining homeownership affordability. To purchase a home, most homebuyers use a mortgage, a loan for the purchase of a home or real estate. Factors such as interest rates and an individual's personal credit score, associated with the cost of borrowing for a home purchase, can serve as a barrier for many prospective buyers.

Mortgage rates can be an obstacle for prospective homebuyers, as higher rates can significantly increase the cost of ownership. Additionally, mortgage rates can impact the demand for homes. Low mortgage rates may enable buyers who would otherwise not be able to afford a home to enter the market and lock in a fixed low interest rate. Demand in these conditions would likely be high. Higher mortgage rates, on the other hand, might discourage new purchases due to the higher monthly costs, resulting in lower demand.

Among the greatest challenges to potential homebuyers — particularly new and young homebuyers — are the down payment and closing costs. Younger and first-time homebuyers typically lack the equity from a previous home sale and may not have substantial savings. Inflationary strains can make it more difficult for any buyer to accumulate adequate savings. Personal savings rate, a measure of disposable personal income, has declined significantly following pandemic-related economic relief spikes. At the end of 2023, the personal savings rate remains below 2019 levels (**Exhibit 9**).

EXHIBIT 9
U.S. Personal Savings Rate 2010-2023



Source: U.S. Bureau of Economic Analysis, Personal Saving Rate [PSAVERT], retrieved from FRED, Federal Reserve Bank of St. Louis

Homebuyers with less than a 20 percent down payment are typically required to purchase private mortgage insurance (PMI), increasing the cost of the mortgage. PMI protects the lender on a conventional mortgage in the event the borrower defaults and the lender forecloses on the property. The cost of PMI can be anywhere from 0.5 percent to nearly 6 percent of the principal amount.[11]

Additional affordability challenges potential homeowners must consider include the cost related to property tax bills, homeowners insurance, homeowners association costs, inspection fees associated with the buying process and reserves for potential repairs.

Property Tax Costs

One Texas quality that draws potential homebuyers and business owners to the state is the lack of a personal state income tax. However, local taxing units such as counties, cities, school districts, community colleges and other special purpose districts rely heavily on property taxes as a significant source of funding for essential public services. Homeowners face the potential of higher property tax rates to support the expanding demands of a growing population —maintenance and improvement of infrastructure, expanding services, and delivering amenities. Research by the Tax Foundation finds that in calendar year 2021, Texas had the sixth highest effective tax rate on owner-occupied property in the U.S. at 1.68 percent.

Increases in property values in many areas in Texas are no longer a guarantee of a higher property tax bill as they were prior to legislative property tax relief efforts in 2019. However, it is still possible that some homeowners will see higher tax bills even if property tax rates decline. An increase in their tax bill can significantly alter the budget of a household confronting affordability challenges.

State leaders and lawmakers have taken a number of steps since 2019 to remedy the burden of increasingly high property taxes. This relief has been provided in several forms. For instance, the residence homestead exemption was increased from $25,000 in 2020 to $100,000 by 2024 and school district tax rates have been compressed downward to account for growth since 2019. Most cities, counties, and special districts are generally not able to increase their property tax revenue by more than 3.5 percent without voter approval. The Legislature also created a pilot "circuit breaker" program that provides a 20 percent limitation on the appraised value of many types of real property (homesteads and property subject to special appraisal were excluded).

Homeowners Insurance

Homeowners insurance provides protection if a home or property is damaged or destroyed, contingent on what is covered by the policy. While there is no law requiring the purchase of homeowners insurance, lenders often will require borrowers to have it while they owe money on their home. The cost of protecting their investment can be an expensive hurdle for many buyers due to the rising cost of homeowners insurance premiums, the amount a policyholder pays for insurance. According to the Texas Department of Insurance, from 2015 to 2022, the statewide average premium per policy went up 33 percent. Premium costs have risen sharply in recent years, up about 7 percent in 2021 and 12 percent in 2022 (**Exhibit 10**).

EXHIBIT 10

Average Cost of Homeowners Insurance, Premium per Policy in Texas, 2015-2022

Year	Average Premium	Annual Percent Change
2015	$1,782	
2016	$1,791	0.5%
2017	$1,860	3.8%
2018	$1,916	3.0%
2019	$1,961	2.3%
2020	$1,987	1.3%
2021	$2,124	6.9%
2022	$2,374	11.8%

Source: Texas Department of Insurance

Challenges for Renters

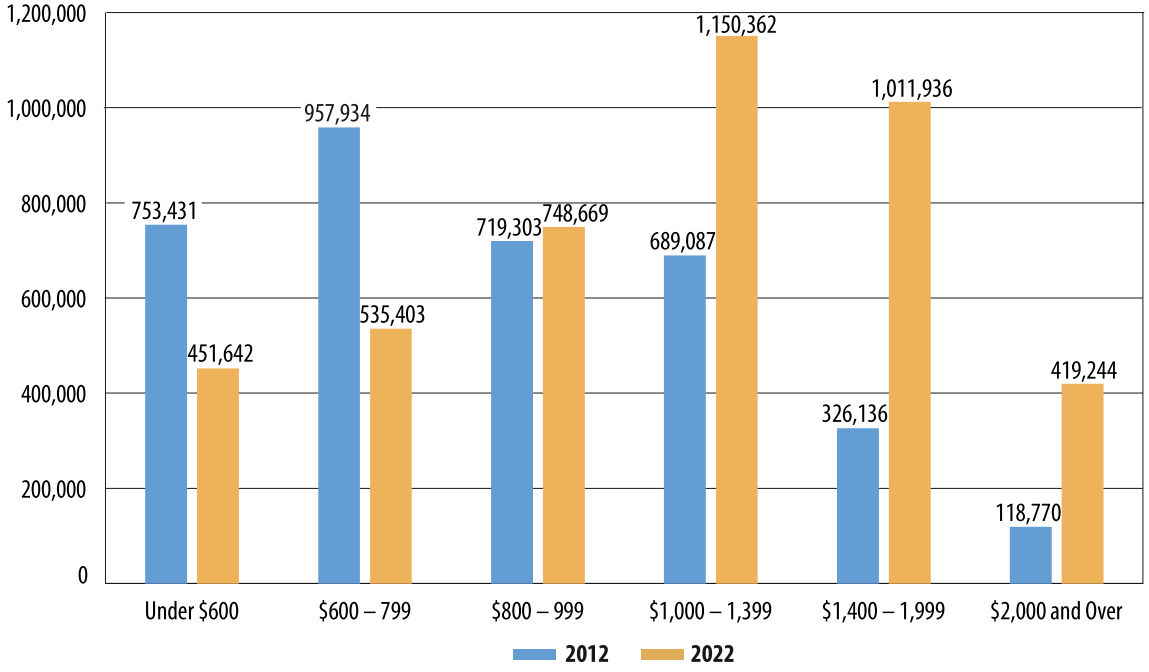
Affordability challenges in rental housing are not unique to Texas, as the number of cost-burdened and severely cost-burdened renters has grown nationwide. According to a report by the Joint Center for Housing Studies of Harvard University, "at last measure in 2022, a record-high 22.4 million renter households spent more than 30 percent of their income on rent and utilities."[12] Additionally, "among cost-burdened households, 12.1 million had housing costs that consumed more than half of their income, an all-time high for severe burdens," according to the report. High demand for rental housing, coupled with limited supply, poses a significant challenge to affordability, as renter-occupied households historically have lower incomes than owner-occupied households and may be more affected by changes in household income and rental prices. The shrinking supply of low-rent units is among the greatest challenge to renters (**Exhibit 11**).

According to a study by the National Low Income Housing Coalition (NLIHC), no state in the U.S. has an adequate supply of rental units for families who have extremely low incomes (ELI).[13] ELIs are characterized by having an income at or below the poverty line or below 30 percent of their area median income (AMI). Texas ranks 46 out of 51 on the national scale (including the District of Columbia) with only 25 affordable and available rental homes per 100 ELI renter households, compared to 34 homes per 100 in the U.S.[14]

There is a significant disparity in affordable rental units available to households in different income brackets. One-quarter of the rental population, or 11 million households, earn below 30 percent of the AMI. Based on the current housing supply, only 7 million units are attainable for the households falling into this category, representing a shortage of approximately 4 million units. Households defined as ELI are the only group facing an absolute shortage of available

EXHIBIT 11

Number of Rental Units by Price Range, Texas, 2012 vs. 2022



Sources: Harvard Joint Center for Housing Studies tabulations of U.S. Census Bureau, American Community Survey 1-Year Estimates

units. Due to their income restraints, they cannot rent units outside of the qualifying income threshold, while households in a higher income bracket can rent cheaper units, thus leaving fewer available for ELI households. Approximately 3.3 million of the rental units accessible to ELI households are being rented by households in a higher income bracket, leaving only 3.7 million units available for 11 million households.[15] The desirability of housing markets in many regions in the state places great strain on low income earning renters and elderly households who are in affordable housing and have static incomes, because an increase in fair market rent values poses a challenge for these households and their budgets.

Rental prices can be disproportionately high compared to household incomes depending on the region. To manage the cost of housing, many renters may relocate from metro areas to outlying areas. According to the U.S. Census Bureau Household Pulse Survey and the Urban Institute, a think tank that conducts economic research and social policy research, 44 percent of renter households reported feeling pressure to move out of their current home, with 22 percent having acted on this pressure.[16] Rent increases and missing rent payments accounted for nearly half of instances in which the renter felt pressured to move (**Exhibit 12**).

EXHIBIT 12

Renter's Reasons for Moving, U.S. and Texas

	Rent Increase Forced Move	Missed Rent Payment	Landlord Didn't Make Repairs	Threatened With Eviction	Locks Changed/ Possessions Removed/ Utilities Off	Unsafe Neighborhood	Other Pressure to Move
Texas	1,399,034 (36%)	363,055 (9%)	799,764 (21%)	238,182 (6%)	36,520 (1%)	399,225 (10%)	646,594 (17%)
U.S.	13,844,545 (35%)	3,917,681 (10%)	8,742,708 (22%)	2,524,097 (6%)	208,956 (1%)	4,442,916 (11%)	5,921,991 (15%)

Source: U.S. Census Bureau

Housing Cost Burdens in Urban and Rural Texas

In 2022, homeowners comprised 62.5 percent of Texas households, while renters accounted for 37.5 percent. These shares differ greatly between urban and rural areas. In rural areas, owners comprised 83.5 percent of households, much higher than urban areas, where owners accounted for 58.5 percent of total households (**Exhibit 13**).

Rural communities are defined by the U.S. Census Bureau as "all population, housing, and territory not included within an urban area" or an area with a population of less than 5,000 or having less than 2,000 housing units.[17]

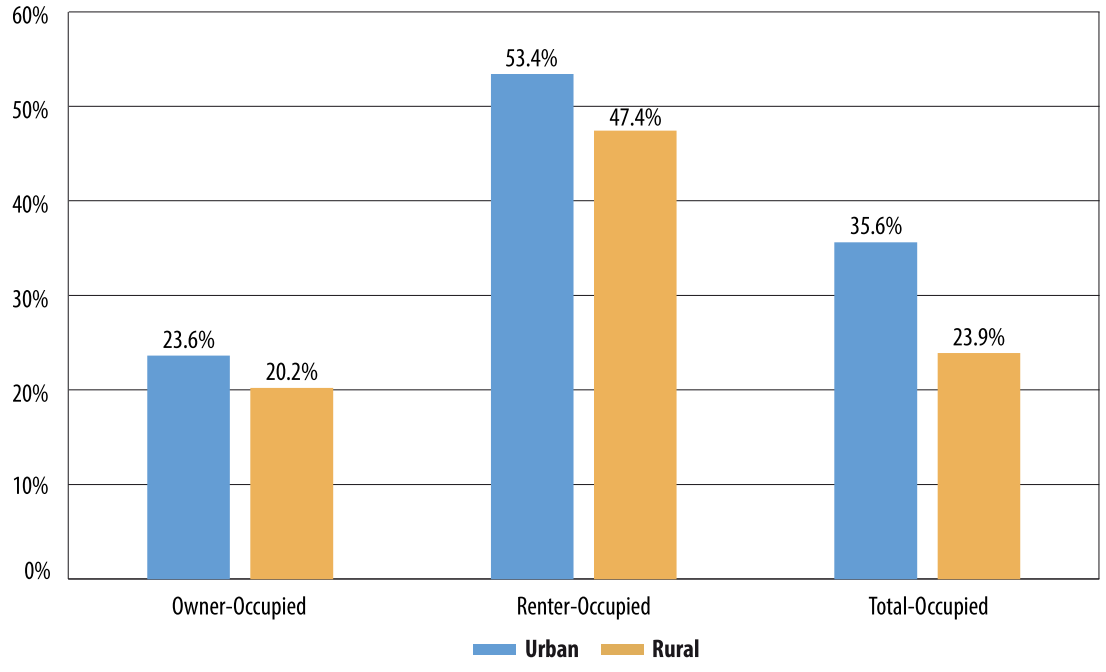
In 2022, about 36 percent of urban households spent at least 30 percent of their income on housing, compared to 24 percent of rural areas (**Exhibit 14**).

EXHIBIT 13
Occupied Housing in Texas, Urban vs. Rural Areas, 2022

Type	Share of Occupied Housing in Rural Areas	Rural - Total	Share of Occupied Housing in Urban Areas	Urban - Total	Share of Total Occupied Housing	Total Occupied Housing
Owner-occupied	83.5%	1,471,683	58.5%	5,454,933	62.5%	6,926,616
Renter-occupied	16.5%	291,140	41.5%	3,869,952	37.5%	4,161,092
Occupied housing units		1,762,823		9,324,885		11,087,708

Sources: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates, Table ID: S2503; Texas Comptroller of Public Accounts analysis

EXHIBIT 14
Housing Cost Burden, Urban vs. Rural Areas, 2022



Sources: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates, Table ID: S2503; Texas Comptroller of Public Accounts analysis

Improving Housing Affordability

Housing supply is the crux of the affordability issue, and there are no easy, clear-cut fixes to this challenge. State government's ability to improve housing affordability may be limited, but there are possible actions that can be taken to alleviate the financial burden. For state government, these improvements may include additional relief from the property tax burden, more funding for low- to moderate-income housing programs or incentives to increase the supply of housing at the price range where it is most needed. Local governments may take steps to streamline the permitting process or bolster housing affordability through more public-private partnerships.

To improve housing affordability, some employers have used housing incentives as a perk to attract and retain employees. In a recent Texas example, several school districts offered housing benefits to staff.

Building More Housing in High Demand Areas

Local Efforts

Finite land availability, zoning and land-use regulations can be impediments to new home building in high-demand areas. Zoning is the process by which a city prescribes regulations to promote public health, safety, morals or general welfare and to protect and preserve places and areas of historical, cultural, or architectural importance and significance.[18] These regulations include limiting the occupancy, location and size of buildings and the use of buildings and land.

Lot-size restrictions set a minimum size for a lot to qualify for certain usage. Reducing the minimum lot size for housing projects can reduce the cost and increase the supply of homes available. For example, some cities have looked at initiatives intended to increase the housing supply and provide more types of housing within zones that are dedicated for single-family homes through a series of updates to their land development code. The objective is to increase the maximum number of homes allowed on a single-family lot to three units, creating incentives for those who choose to conserve existing homes and encourages the creation of smaller "starter" homes.

These proposals, however, are not without opposition. Housing is viewed by some homeowners as both a consumption good and an investment. Homeowners want to maintain high property values to earn the greatest return on their investments, and they may oppose projects they believe may de-value their property. This resistance can result in project delays, increased costs and even cancellation of new housing projects, exacerbating housing shortages and affordability issues.

Institutional Investors and Housing Affordability

The impact of institutional investors in the purchasing and sale of single-family homes requires further examination. According to the Urban Institute, "a lack of clarity around who institutional investors are and how they should be measured and tracked poses a challenge" to understanding local investor behavior and designing policies to better manage it.[19]

Institutional investors may pose a challenge to housing affordability for first time-homebuyers, low-income individuals and communities, and they may impact supply and demand in both the buyer and renter housing markets.

Large-scale investment in residential real estate affects both supply and demand in the housing market. Large-scale investors have capital readily available and can present higher cash offers than the average buyer, which drives up property prices and creates more competition for available housing stock, reducing affordability for individual homebuyers or renters. Alternatively, institutional investors can serve as a driving force to contribute to the housing supply as they may be better suited to engage in development and redevelopment projects.

HUD User, an information source for the U.S Department of Housing and Urban Development, defines institutional investors as "investors with portfolios containing more than 1,000 units, [those that] are nonindividual investors and can include limited liability corporations, limited liability partnerships, real estate investment trusts, and other entities."[20]

In 2022, institutional buyers accounted for 28 percent of total residential sales in Texas, the largest share of any state and more than double the national share of 13 percent, according to NAR (**Exhibit 15**).[21] According to *HUD User*, single family rental properties within institutional portfolios accounted for just 3 percent of investor-owned homes nationwide as of August 2022.[22]

EXHIBIT 15
Share of Residential Purchases by Institutional Buyers, Top Five States, 2021

State	Market Share
Texas	28%
Georgia	19%
Oklahoma	18%
Alabama	18%
Mississippi	17%
U.S.	13%

Source: National Association of Realtors

The Texas housing market is a highly attractive market for institutional homebuyers. According to NAR, institutional buyers are most attracted to areas with:[23]

- Higher household formation
- High density of minority groups, especially Black households
- High density of renters
- High density of the millennial 28-43 age group
- High income and education
- Many people moving into the area
- Fast rent growth
- Fast home appreciation
- Fast sales growth
- Lower rental vacancy rate

Housing Market Stabilizes but Strains Remain

Following the turmoil caused by COVID-19, the housing market is slowly approaching market trends seen prior to the pandemic. Homes are beginning to stay on the market longer, and there appears to be a more competitive environment for potential buyers as opposed to buyers being outbid by all-cash offers. In June 2021, the median number of days a house stayed on the market nationwide was 33 days; this rose to 44 days by June 2023, approaching the pre-pandemic number of 53 days in June 2019.[24]

Texas markets have seen a drastic increase in both the number of active listings and housing inventory from 2021 to 2023. According to data from the Texas A&M University Real Estate Research Center, in 2021, there were 48,346 active listings in Texas with just 1.21 months of inventory. In 2023, these figures began to approach 2019 levels with active listings growing to 88,743 and inventory rising to 3.38 months.

This trend of reaching pre-pandemic levels is consistent across various sectors of Texas' economy.[25] Texas continues to increase the number of available jobs, with the addition of 402,000 in fiscal year 2023 for a total of nearly 14 million. Unemployment in Texas also has continued to decrease following the pandemic shutdown, with a rate of 4 percent in fiscal year 2023, nearly reaching the 2019 average of 3.6 percent. Both factors have contributed to a 6.8 percent increase in personal income in fiscal year 2023. These changes are expected to slow over the coming years, balancing out following the sharp decline after the onset of COVID-19 and the subsequent surge.[26] This period of moderated economic growth will likely correspond to a cooling housing market.[27]

Appendix 1: Federal Housing Affordability Programs

Several programs address the housing affordability crisis for individuals and cities including, but not limited to:

- **Self-Help Homeownership Opportunity Program (SHOP):** This federal grant program provides nonprofits with funds to develop affordable housing for low-income buyers.[28] The current limit on the amount a recipient can spend on a single housing unit is $25,000 for fiscal year 2022. From fiscal year 2011 to fiscal year 2020, SHOP funds were used to construct homes across more than 40 states and 140 metropolitan areas.[29]
- **Housing Choice Voucher Program (HCV):** Commonly referred to as Section 8, HCV is a federal program that supplies housing vouchers to very low-income families, the elderly and individuals with disabilities to ensure safe, sanitary and affordable housing.[30] These funds are distributed locally and allow the household to choose the location of the rental, provided the unit meets the established criteria.[31] The Texas Department of Housing and Community Affairs is one of several public housing authorities that run HCV programs across the state.
- **U.S. Department of Housing and Urban Development's Housing Trust Fund:** This federal program supplies funding to states to create affordable rental housing communities. In 2022, Texas received approximately $47.4 million from the Housing Trust Fund, the third-highest amount in the nation, behind only California and New York.[32] In 2023, Texas saw a reduction in trust fund allocations, down to nearly $22.4 million.[33]
- **Home Investment Partnerships Program (HOME):** A federal program afforded annually to states and localities in partnership with local nonprofits, HOME aims to assist in the building, buying and/or rehabilitating of rental units and to provide direct rental assistance to low-income households.[34] This program stipulates that participating jurisdictions match funds at a rate of 25 cents for every dollar awarded.[35]
- **Community Development Block Grant Program:** This federal program provides grants to states and localities to develop urban communities through the addition of affordable housing and economic opportunities for moderate- to low-income individuals.[36] In FY 2022, Texas received nearly $54 million to be dispersed to projects among six subsections, namely economic development, housing, public facilities and improvements, public services, general administration and planning and miscellaneous.[37]
- **Low-Income Housing Tax Credit:** This federal program provides tax credits in states for the acquisition, rehabilitation or new construction of rental housing targeted to lower-income households. Through this program, states award credits to private developers of affordable rental housing projects. The program is intended to improve housing supply in lower-income price ranges.

Appendix 2: Affordability Aid for Veterans

Texas is home to 14 active-duty military installations, with many veterans calling the state home after they have completed their service obligations. There are several housing assistance and loan benefit programs available to veterans and their families to help alleviate the housing affordability challenge:[38]

- **Texas Veterans Land Board (VLB):** The VLB operates programs within the Texas General Land Office to provide benefits and services for Texas veterans, military members and their families. Services include low-interest land, home loans and home improvement loans.
    - **The Veterans Land Board Program** offers Texas veterans the opportunity to purchase land at competitive interest rates.
    - **Texas Veterans Home Improvement Program** provides below-market interest rate loans to qualified Texas veterans for home repairs and improvements to their existing homes.
    - **Veterans Housing Assistance Program** assists eligible Texas veterans in purchasing a home with a competitive, low-interest loan with little or no down payment.
- **Homes for Texas Heroes Program:** Offered through the Texas State Affordable Housing Corp., the program provides veterans access to fixed-rate mortgage financing, down payment assistance grants and mortgage credit certificates to low- and moderate-income veteran households.[39]
- **Property Tax Exemptions:** Partially disabled veterans are eligible for a partial property tax exemption based on their disability rating. One hundred percent disabled veterans and their surviving spouses are eligible for a total property tax exemption.
- **U.S. Department of Veterans Affairs:** This department provides a wide range of benefits, including home loan guaranty programs.

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TEXAS COMPTROLLER OF PUBLIC ACCOUNTS

PUBLICATION #96-1999
AUGUST 2024

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AN ORDINANCE AMENDING CHAPTER 12, EXHIBIT "A" OF THE CODE OF ORDINANCES, CITY OF SAN ANGELO, TEXAS, WHICH ADOPTS ZONING REGULATIONS, USE DISTRICTS AND A ZONING MAP, IN ACCORDANCE WITH A COMPREHENSIVE PLAN, BY CHANGING THE ZONING CLASSIFICATION OF THE FOLLOWING PROPERTY: **APPROXIMATELY 0.321 ACRES LOCATED AT 2000 MARX STREET;** FROM SINGLE-FAMILY RESIDENTIAL (RS-1) TO THE 3 AND 4 FAMILY RESIDENTIAL (RS-6) ZONING DISTRICT, PROVIDING FOR SEVERABILITY; AND, PROVIDING FOR AN EFFECTIVE DATE

RE: Z26-10: 2000 Marx Street

WHEREAS, on the 20th day of July 2026, the Planning Commission for the City of San Angelo in compliance with the City Charter, City ordinance and state law, and after holding a public hearing thereon, caused to be prepared and delivered a report and recommendation to City Council to deny the requested rezoning from Single-Family Residential (RS-1) to 3 and 4 Family Residential (RS-6).; and,

WHEREAS, on the 18th day of August 2026, City Council held a public hearing on Z26-10, pursuant to published notice, and has considered the application, comments, reports and recommendations of the Planning Commission and staff, public testimony, and other relevant support materials.

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

SECTION 1: The basic zoning ordinance for the City of San Angelo, as enacted by the governing body for the City of San Angelo effective January 4, 2000, and included within Exhibit "A" of Chapter 12 of the Code of Ordinances of the City of San Angelo, and zoning map be and the same are hereby amended to designate the following described properties permanently zoned 3 and 4 Family Residential (RS-6) zoning district:

The real property of a total of 0.321 acres located at 2000 Marx St., 0.321 acres, Lot: 7 & 8, Blk: 15, Subd: Marx & Blum Addition described as within the City of San Angelo, Tom Green County, Texas as more particularly all properties are described and depicted on Exhibit "A" of this Ordinance.

SECTION 2: The Director of the Planning & Development Department, or his/her designee, is hereby directed to correct zoning district maps in the office of the Planning & Development Department, to

implement the zoning provision adopted herein, as further depicted on **Exhibit "A"** of this Ordinance ("**Zone Change Map**").

SECTION 3: The use of the hereinabove described property shall be subject to all applicable regulations contained in Chapter 12 of the Code of Ordinances for the City of San Angelo, as amended.

SECTION 4: The terms and provisions of this Ordinance shall be deemed to be severable in that, if any portion of this Ordinance shall be declared to be invalid, the same shall not affect the validity of the other provisions of this Ordinance.

SECTION 5: This Ordinance shall be effective on, from and after the date of adoption.

INTRODUCED on the **18th day of August 2026,** and finally PASSED, APPROVED AND ADOPTED on this the **1st day of September 2026.**

THE CITY OF SAN ANGELO

_____
Tom Thompson, Mayor

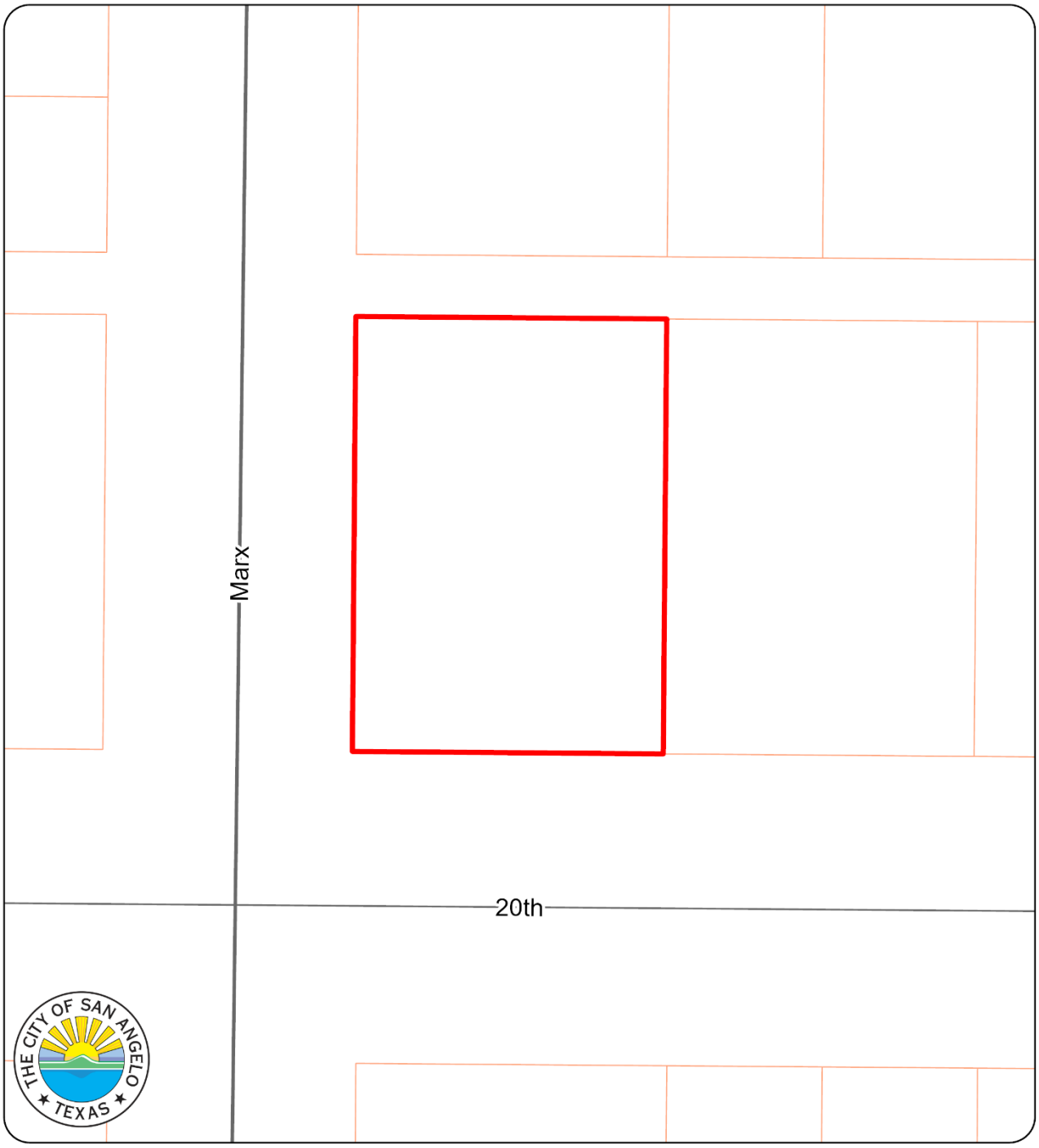
ATTEST:

_____
Heather Stastny, City Clerk

APPROVED AS TO FORM:

_____
Brandon Dyson, City Attorney

Exhibit "A" (Zone Change M



Ordinance Map
Case Z26-10: 2000 Marx St
Council District: #4 - Patrick Keely
Neighborhood: Reagan

Scale: 0 0 0.01 0.01 0.02 0.02 Miles

Zone Change: RS-1 to RS-6

Subject Property:

N

Name : Rufino Garcia, Jr
Address : 2022 Marx St.
I am in favor ☐ I am opposed ☑ R. Garcia
Signature

Name : Andrew Munoz
Address : 2015 Marx St
I am in favor ☐ I am opposed ☑ A. Muñoz
Signature

Name : Sandra Guerra
Address : 2015 Marx St.
I am in favor ☐ I am opposed ☑ S. Guerra
Signature

Name : ana fleeks
Address : 501 E 18th
I am in favor ☐ I am opposed ☒ anafleeks
signature

Name : Tammie Williams
Address : 2021 Marx St.
I am in favor ☐ I am Opposed ☒ Tammie Williams
Signature

Name : Sergio R Tamayo
Address : 2101 MARx St
I am in favor ☐ I am Opposed ☒
Signature

Name : Ismael R. Sanchez
Address : 505 E. 21st STreeT
I am in favor ☐ I am Opposed ☒ Ismael R. Sanchez
signature

Name : Simon Soto
Address : 510 E 21st
I am in favor ☐ I am Opposed ☒ Simon Soto
signature

Name : Michael Rico
Address : 514 East 21st Street
I am in favor ☐ I am Opposed ☒
signature

Name : Onesimo Santillan
Address : 511 E. 21st
I am in favor ☐ I am Opposed ☒ Onesimo Santillan
signature

Name : MAURICIO LOPEZ
Address : 1921 MARX
I am in favor ☐ I am Opposed ☒ Mauricio Lopez
signature

Name : REYNALDO GARCIA
Address : 1919 MARX ST
I am in favor I am Opposed ☒ Reynaldo Garcia
signature

Name : Roy Pickett
Address : 1922 Marx ST San Angelo Tx
I am in favor ☐ I am Opposed ☒ Roy Pickett
signature

Name : Joyce Campbell
Address : 508 E 20th St
I am in Favor ☐ I am Opposed ☒ Joyce P. Campbell
signature

Name :
Address :
I am in favor ☐ I am Opposed ☐
signature

STAFF REPORT
PLANNING COMMISSION – July 20th, 2026
City Council First Reading – August 18th, 2026

APPLICATION TYPE:	CASE:
Zone Change	Z26-10: 2000 Marx St.

SYNOPSIS:

A request for approval of a zone change from the Single-Family Residential (RS-1), to 3 and 4 family Residential (RS-6) for 14000 Sq. Ft. on two platted lots located at 2000 Marx St.

LOCATION:	LEGAL DESCRIPTION(S):
2000 Marx St.	Acres: 0.321, Lot: 7 & 8, Blk: 15, Subd: MARX & BLUM ADDITION

SM DISTRICT:	ZONING:	FUTURE LAND USE:	SIZE:
SMD #4 – Patrick Keely Neighborhood – Regan	RS-1 to RS-6	Neighborhood	0.321 acres

THOROUGHFARE PLAN:

Marx St. – Minor Collector – ROW is 80’ and paving width is 40’ with curb and gutter.
E 20th St. – Local Road. – ROW is 100’ and paving with is 40’ with curb and gutter.

NOTIFICATIONS:

19 notices were mailed. At the time of this report, no notices have been returned. Update – at PC a Mr. came forward with a handwritten petition with a list of names and signatures. None of these have been verified as there was no language as to what the question or petition was for. Addresses appeared only 4 were within the 200’ notice rind.

STAFF RECOMMENDATION:

Staff recommend **APPROVAL** of the zone change from RS-1 to 3 and 4 family residential (RS-6)

PROPERTY OWNER/PETITIONER:

Owner: Miguel Duran, Local Builder

STAFF CONTACT:

Aaron Vannoy
Planning and Development Services Director
(325) 657-4210, Ext. 1552
aaron.vannoy@sanangelo.gov

Information:

This zone change request encompasses .321 acres of property which is two platted lots being 7,000 sq. ft. each. One lot was a former single-family residence which was torn down many decades ago but an accessory structure remains. Occasionally the structure is inhabited by transient people creating a nuisance and potential health violations for the neighborhood.

The vision plan determines this area to be "Neighborhood", which this request aligns with. Surrounding this property is single-family residential; however, one block to the south is 19th Street, a Major Collector and TXDOIT roadway. This roadway is a mix of commercial and housing which ranges from multi-family, duplexes, and single family. To the North on Marx St. is a small patch of RM-1L, MHS and neighborhood commercial (NC). This proposal of triplexes on a corner lot with one street being a minor collector is appropriate and within full recommendations of our recent Housing studies in 2019 and 2024.

Planning Commission evaluation of appropriateness.

Section 213(G) of the Zoning Ordinance requires that the Planning Commission and City Council consider, at minimum, seven (7) factors in determining the appropriateness of any rezoning request as outlined in #1 through #7 below:

1. **Compatible with Plans and Policies.** ***Whether the proposed amendment is compatible with the Comprehensive Plan and any other land use policies adopted by the Planning Commission or City Council.***
   The future land use envisioned for this property is "Neighborhood," which is compatible with the request for 3 and 4 family residential (RS-6). This is a great transition opportunity into the traditional RS-1 neighborhood to the north and east.

2. **Consistent with Zoning Ordinance.** ***Whether and the extent to which the proposed amendment would conflict with any portion of this Zoning Ordinance.***
   This request would not conflict with the Zoning Ordinance in any way and the properties in their current and proposed shapes and sizes would be consistent with RS-6 development standards.

3. **Compatible with Surrounding Area.** ***Whether and the extent to which the proposed amendment is compatible with existing and proposed uses surrounding the subject land and is the appropriate zoning district for the land.***
   This property is suitable for 3 and 4 family residential development as it is two platted lots, each being 7000 sq. ft. (sufficient room) and fronts on two different streets. Surrounding this property is existing residential and there are several vacant and aging lots which need redevelopment. This is located within our Infill and Empowerment Zones and could receive funding if resources are available.

4. **Changed Conditions.** ***Whether and the extent to which there are changed conditions that require an amendment.***
   A zone change to 3 and 4 family residential is beneficial for the applicant's plans to develop the property in a manner they see fit to maximize the lot area for families.

5. **Effect on Natural Environment.** ***Whether and the extent to which the proposed amendment would result in significant adverse impacts on the natural environment, including but not limited to water and air quality, noise, storm water management, wildlife, vegetation, wetlands and the practical functioning of the natural environment.***
   Staff do not anticipate any adverse effects on the nearby natural environment and a drainage study was required as part of the recent plats.

6. **Community Need.** ***Whether and the extent to which the proposed amendment addresses a demonstrated***

community need.

The development of this property for multifamily residential helps to meet a clearly demonstrated community need for additional housing as identified in our 2019 and 2024 ResIntel Housing Studies.

7. **Development Patterns.** ***Whether and the extent to which the proposed amendment would result in a logical and orderly pattern of urban development in the community.***

RS-6 zoning at this location would result in a logical and orderly pattern of development where a neighborhood is in redevelopment in the infill and empowerment zones. This density allows the property owner, builder fit within the neighborhood vision plan. Attached are two studies for this type of housing being embedded with single family housing.

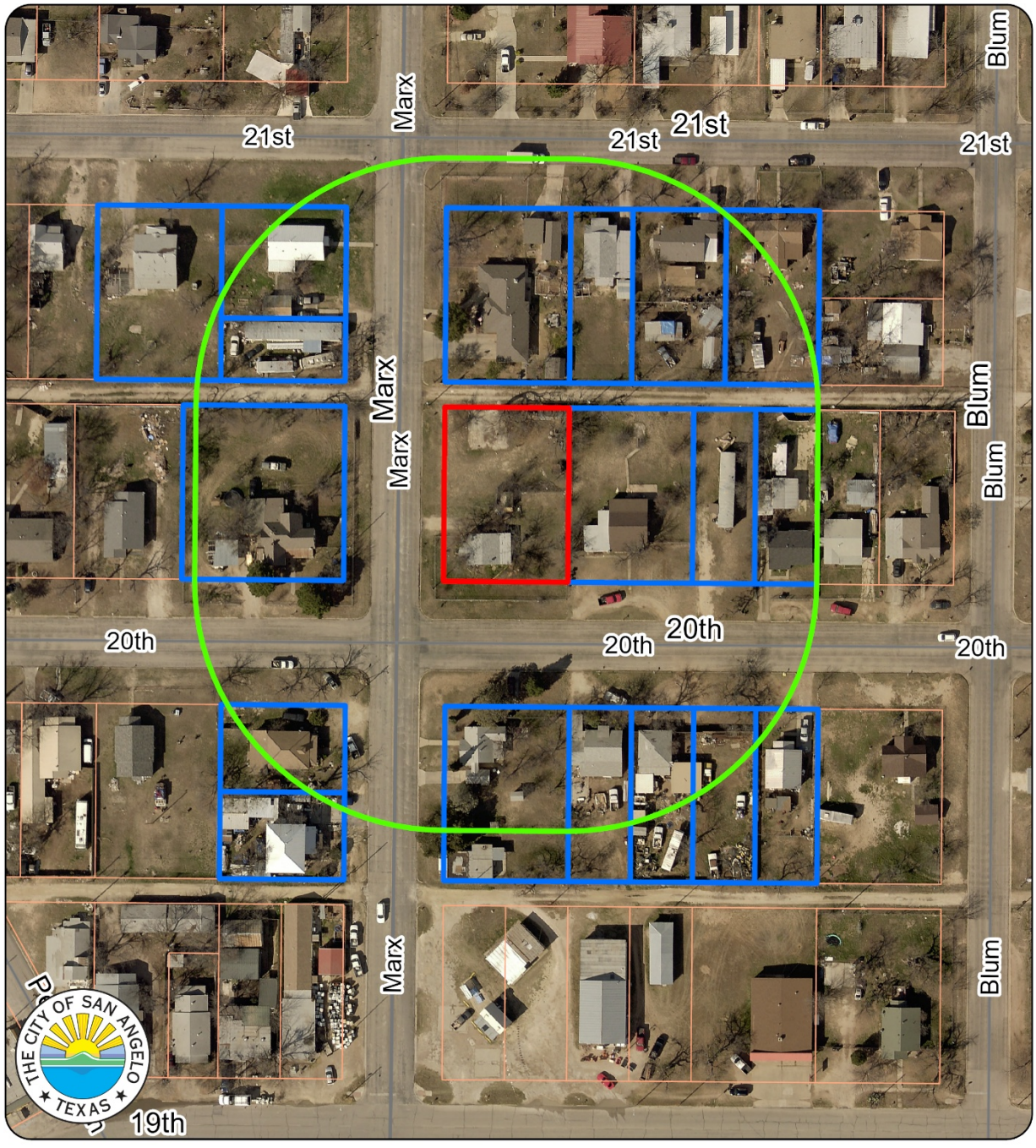
Recommendation:

Staff recommend **APPROVAL** of the zone change from RS-1 single family residential to 3 and 4 family residential (RS-6)

Attachments:

Notification Map
Aerial Map
Zoning Map
Vision Map

Notification Map



Aerial Map



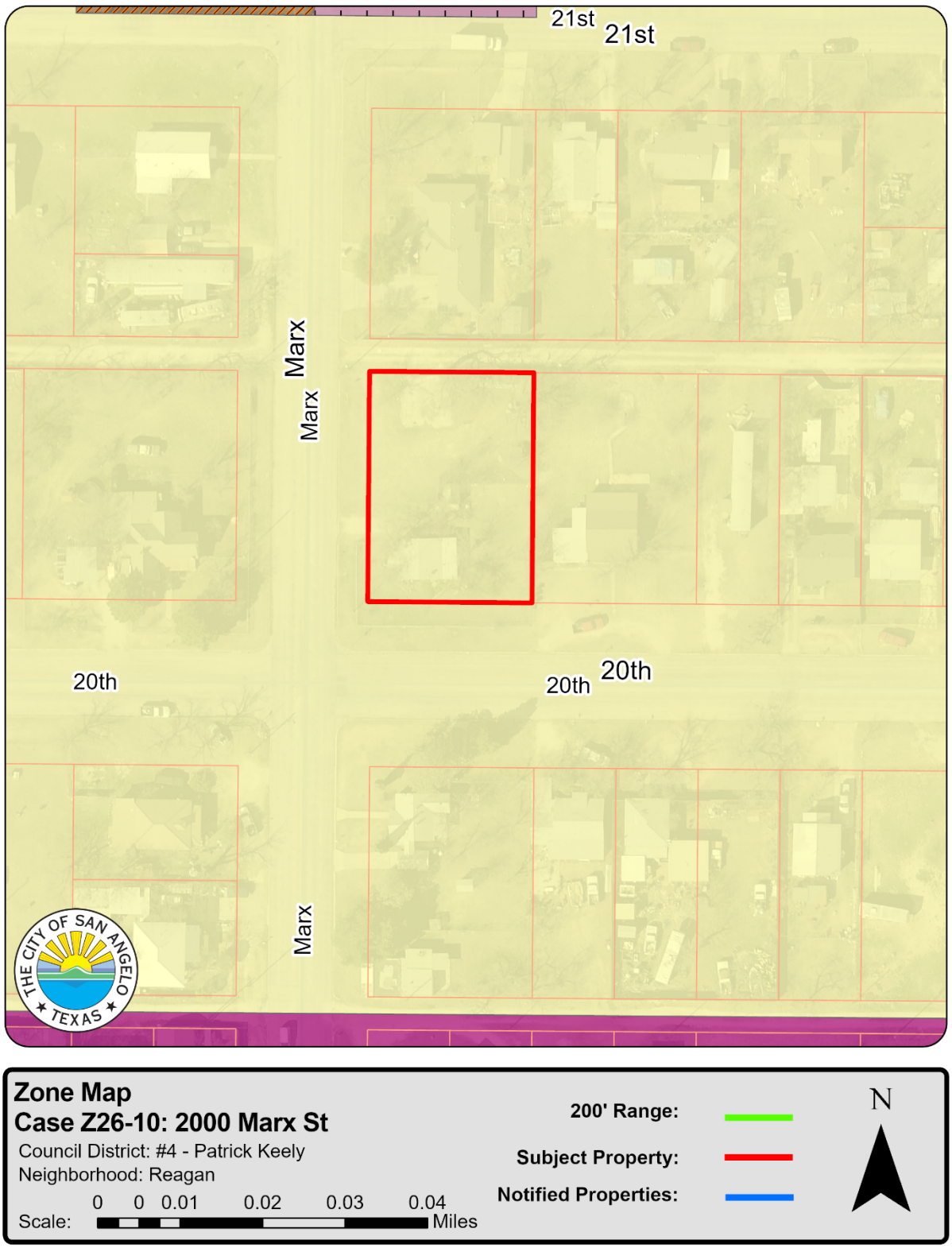
Aerial Map
Case Z26-10: 2000 Marx St
Council District: #4 - Patrick Keely
Neighborhood: Reagan

Scale: 0 0 0.01 0.02 0.03 0.04 Miles

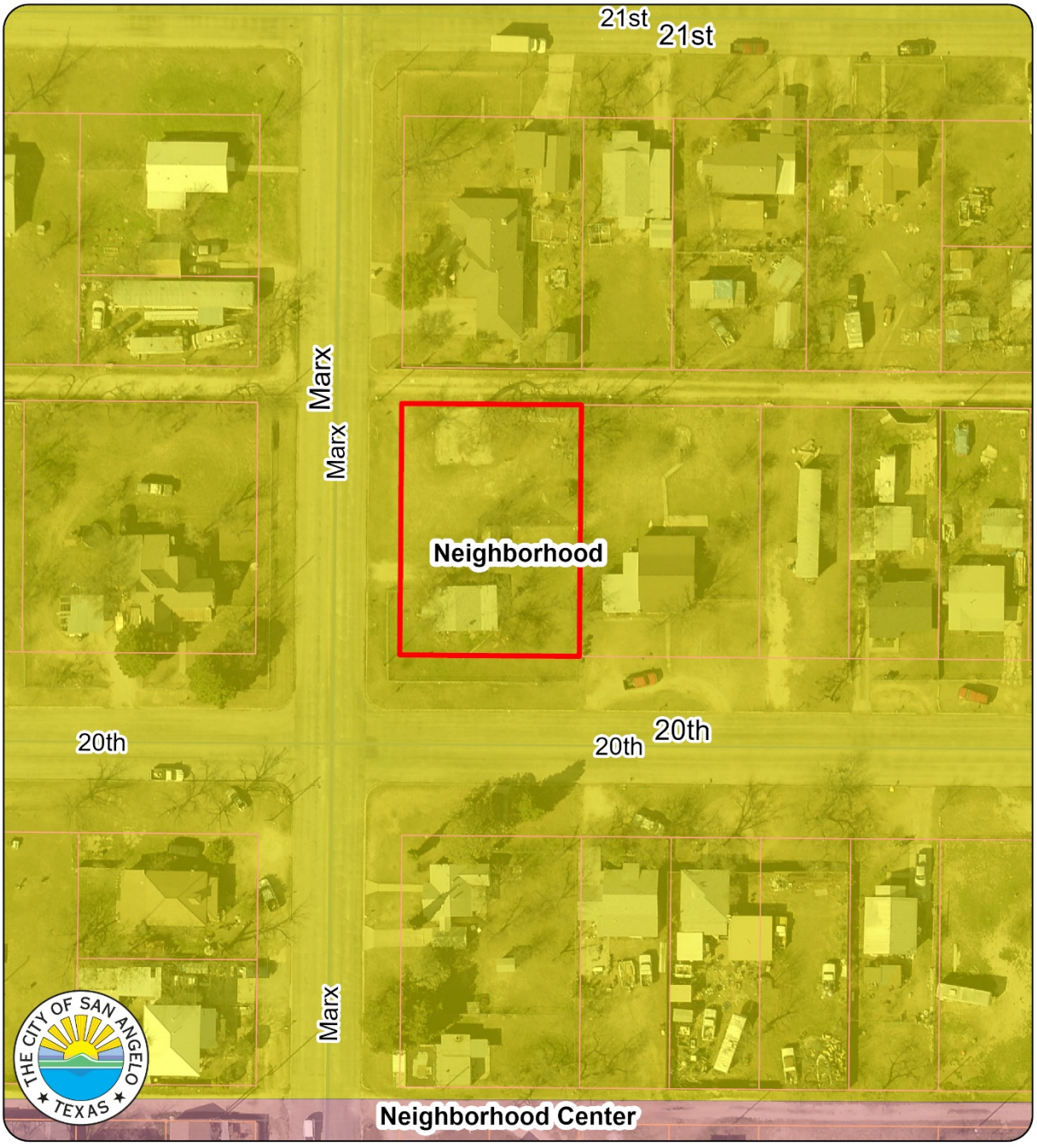
200' Range:
Subject Property:
Notified Properties:

N

Zoning Map


21st
21st
Marx
Marx
20th
20th
20th
Marx
THE CITY OF SAN ANGELO
TEXAS
Zone Map
Case Z26-10: 2000 Marx St
Council District: #4 - Patrick Keely
Neighborhood: Reagan
Scale:
0 0 0.01 0.02 0.03 0.04
Miles
200' Range:
Subject Property:
Notified Properties:
N

Vision Plan



Vision Map
Case Z26-10: 2000 Marx St
Council District: #4 - Patrick Keely
Neighborhood: Reagan

Scale: 0 0 0.01 0.02 0.03 0.04 Miles

200' Range:
Subject Property:
Notified Properties:

N

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Aaron Vannoy, Director, Planning and Development Services

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

First reading and public hearing of an ordinance for Z26-11, a request for a zone change from the Single-family Residential zoning dstrict to Three-and Four-Family Residential zoning district located at 622 E. 44th St. (Presentation made by Planning and Development Services Director Aaron Vannoy)

Staff Recommendation:

Summary/History:

The request is for a rezoning to a new residential zoning district of 3 and 4-family residential (RS-6). The applicant has expressed placing 2 triplexes, one per lot for this application. 622 E 44th is the middle of the block lots, being a combined 15,000 Sq. Ft. between the two available lots. This is where old housing stood and was demolished. The roadway is 36' paved with curb and gutter allowing additional vehicular traffic to interact with the whole block safely.

There was one resident who came forward to state that the area should stay single-family residential and anything other than that could bring crime and other issues. This area is served primarily by single family housing of medium-sized lots and is not fiscally sustainable for the cost of infrastructure and services in the area. While not ideally on a corner lot, the lot sizes are significant and can manage the density request. The other option might be RS-5 where 5 houses could be built, but then the applicant has to replant, and we might end up with flag lots to manage over time. We need more diversity in housing style for our mature neighborhoods to continue to meet the needs of all citizens.

Housing is critical to our fiscal sustainability for our community. Housing of all types are economic development. These lots have been vacant and not redeveloped by single-family style housing. The housing study from 2019 and 2025 reiterated a mix of housing styles; Small incremental development of housing on infill lots is the most critical need facing San Angelo. Several studies throughout the country have proven small developments like this are not detrimental to property values and assist with lowering crime. Our own local Infill program study has proven a lowering of crime, code and a revitalization of civic pride adjacent to these infill projects.

One citizen did come and actually spoke at the Planning Commission. This was enough for them to vote 4-2 in denial of the rezoning request on July 20, 2026. Pursuant to Section 213 of the Zoning Ordinance, this item will require a super majority vote to override the Planning Commission's denial.

City staff are in support of the rezoning request.

Funding Source(s):

Financial Impact:

Other Information/Recommendation:

Attachments:

1.	Z26-11 - Staff Report	Z26-11 - Staff Report.docx
2.	Alexandria Affordable Housing Brief	Alexandria Affordable Housing Brief.pdf
3.	Comptroller study on housing	Comptroller study on housing.pdf
4.	San Angelo ResIntel 2024 Update - FINAL_June 2025 (1) (1)	San Angelo ResIntel 2024 Update - FINAL_June 2025 (1) (1).pdf
5.	Z26-11- Ordinance	Z26-11- Ordinance.docx

Presentation:

Aaron Vannoy

Approvals/Reviews:

Aaron Vannoy	Created/Initiated
Aaron Vannoy	Approved
Holly Crooks	Approved
Brandon Dyson	Approved
Aaron Vannoy	Approved
Heather Stastny	Final Approval

STAFF REPORT
PLANNING COMMISSION – July 20th, 2026
City Council First Reading – August 18th, 2026

APPLICATION TYPE:	CASE:
Zone Change	Z26-11: 622 44th St.

SYNOPSIS:

A request for approval of a zone change from the Single-Family Residential (RS-1), to 3 and 4 family Residential (RS-6) for 15,000 Sq. Ft. on two platted lots located at 622 44th St.

LOCATION:	LEGAL DESCRIPTION(S):
622 44th St.	Acres: 0.172, Lot: 14, Blk: 35, Subd: LAKEVIEW ADDITION Acres: 0.172, Lot: 13, Blk: 35, Subd: LAKEVIEW ADDITION

SM DISTRICT:	ZONING:	FUTURE LAND USE:	SIZE:
SMD #2 – Joe Self Neighborhood – Lakeview	RS-1 to RS-6	Neighborhood	0.344 acres

THOROUGHFARE PLAN:

E 44th St. – Local Road. – ROW is 60’ and paving with is 36’ with curb and gutter.

NOTIFICATIONS:

19 notices were mailed. At the time of this report, no notices have been returned.

STAFF RECOMMENDATION:

Staff recommend **APPROVAL** of the zone change from RS-1 to 3 and 4 family residential (RS-6)

PROPERTY OWNER/PETITIONER:

Owner: Miguel Duran, Local Builder

STAFF CONTACT:

Aaron Vannoy
Planning and Development Services Director
(325) 657-4210, Ext. 1552
aaron.vannoy@sanangelo.gov

Information:

This zone change request encompasses .344 acres of property which is two platted lots being 7,500 sq. ft. each. One lot was a former single-family residence which was torn down, now the property is vacant and ready for rebuilding.

The vision plan determines this area to be "Neighborhood", which this request aligns with. Surrounding this property is single-family residential; however, within each block is the opportunity to positively impact the density and fiscal sustainability for the neighborhood by allowing small density increases. This block is a prime example of having a good mix of single family which can then be broken up by small incremental development os duplex and triplex development. This roadway is wide for the area but not so wide that traffic is moving at a slower pace, thus allowing a slight increase in volume to be housed on the block. The neighborhood is anchored by Lake View Highschool and a future headstart program, to the north is 50th street – Lakeview Heroes dr, and to the East is TXDOT 208 – Armstrong Road. These are the future Commercial corridors this revitalized neighborhood will support. This proposal of triplexes on a corner lot with one street being a minor collector is appropriate and within full recommendations of our recent Housing studies in 2019 and 2024.

Planning Commission evaluation of appropriateness.

Section 213(G) of the Zoning Ordinance requires that the Planning Commission and City Council consider, at minimum, seven (7) factors in determining the appropriateness of any rezoning request as outlined in #1 through #7 below:

1. **Compatible with Plans and Policies.** ***Whether the proposed amendment is compatible with the Comprehensive Plan and any other land use policies adopted by the Planning Commission or City Council.***
   The future land use envisioned for this property is "Neighborhood," which is compatible with the request for 3 and 4 family residential (RS-6). This is a good transition opportunity into the traditional RS-1 neighborhood to the north and east. The challenge with this request, the lots are interior to the block. However, the roadway and ROW are more than sufficient to manage the traffic flow of additional housing, especially at this density. The new zoning districts allow for this type of infill development allowing single family, duplex and triplex to be within the same block makeup. With the existing single family this gives intermit breaks of larger property and a good mix to help the neighborhood become more fiscally sustainable.

2. **Consistent with Zoning Ordinance.** ***Whether and the extent to which the proposed amendment would conflict with any portion of this Zoning Ordinance.***
   This request would not conflict with the Zoning Ordinance in any way and the properties in their current and proposed shapes and sizes would be consistent with RS-6 development standards.

3. **Compatible with Surrounding Area.** ***Whether and the extent to which the proposed amendment is compatible with existing and proposed uses surrounding the subject land and is the appropriate zoning district for the land.***
   This property is suitable for 3 and 4 family residential development as it is two platted lots, each being 7000 sq. ft. (sufficient room) and fronts on two different streets. Surrounding this property is existing residential and there are several vacant and aging lots which need redevelopment. This is located within our Infill and Empowerment Zones and could receive funding if resources are available.

4. **Changed Conditions.** ***Whether and the extent to which there are changed conditions that require an amendment.***
   A zone change to 3 and 4 family residential is beneficial for the applicant's plans to develop the property in a manner they see fit to maximize the lot area for families.

5. **Effect on Natural Environment.** ***Whether and the extent to which the proposed amendment would result in significant adverse impacts on the natural environment, including but not limited to water and air quality, noise, storm water management, wildlife, vegetation, wetlands and the practical functioning of the natural environment.***
   Staff do not anticipate any adverse effects on the nearby natural environment and a drainage study was required as part of the recent plats.

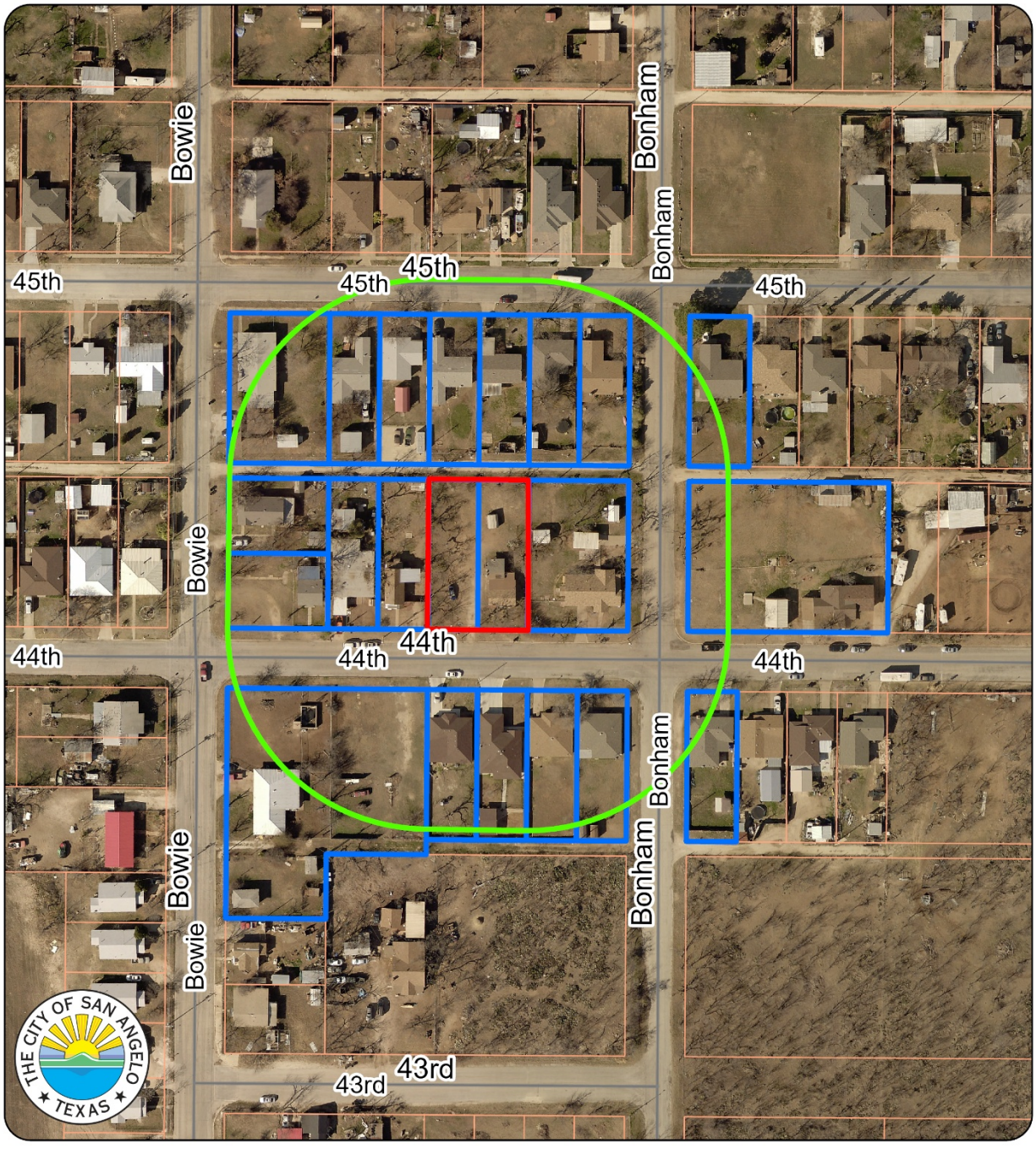
6. **Community Need.** ***Whether and the extent to which the proposed amendment addresses a demonstrated community need.***
   The development of this property for multifamily residential helps to meet a clearly demonstrated community need for additional housing as identified in our 2019 and 2024 ResIntel Housing Studies.

7. **Development Patterns.** ***Whether and the extent to which the proposed amendment would result in a logical and orderly pattern of urban development in the community.***
   RS-6 zoning at this location would result in a logical and orderly pattern of development where a neighborhood is in redevelopment in the infill and empowerment zones. This density allows the property owner, builder fit within the neighborhood vision plan. Attached are two studies for this type of housing being embedded with single family housing.

Recommendation:
Staff recommend **APPROVAL** of the zone change from RS-1 single family residential to 3 and 4 family residential (RS-6)

Attachments:
Notification Map
Aerial Map
Zoning Map
Vision Map

Notification Map



Aerial Map



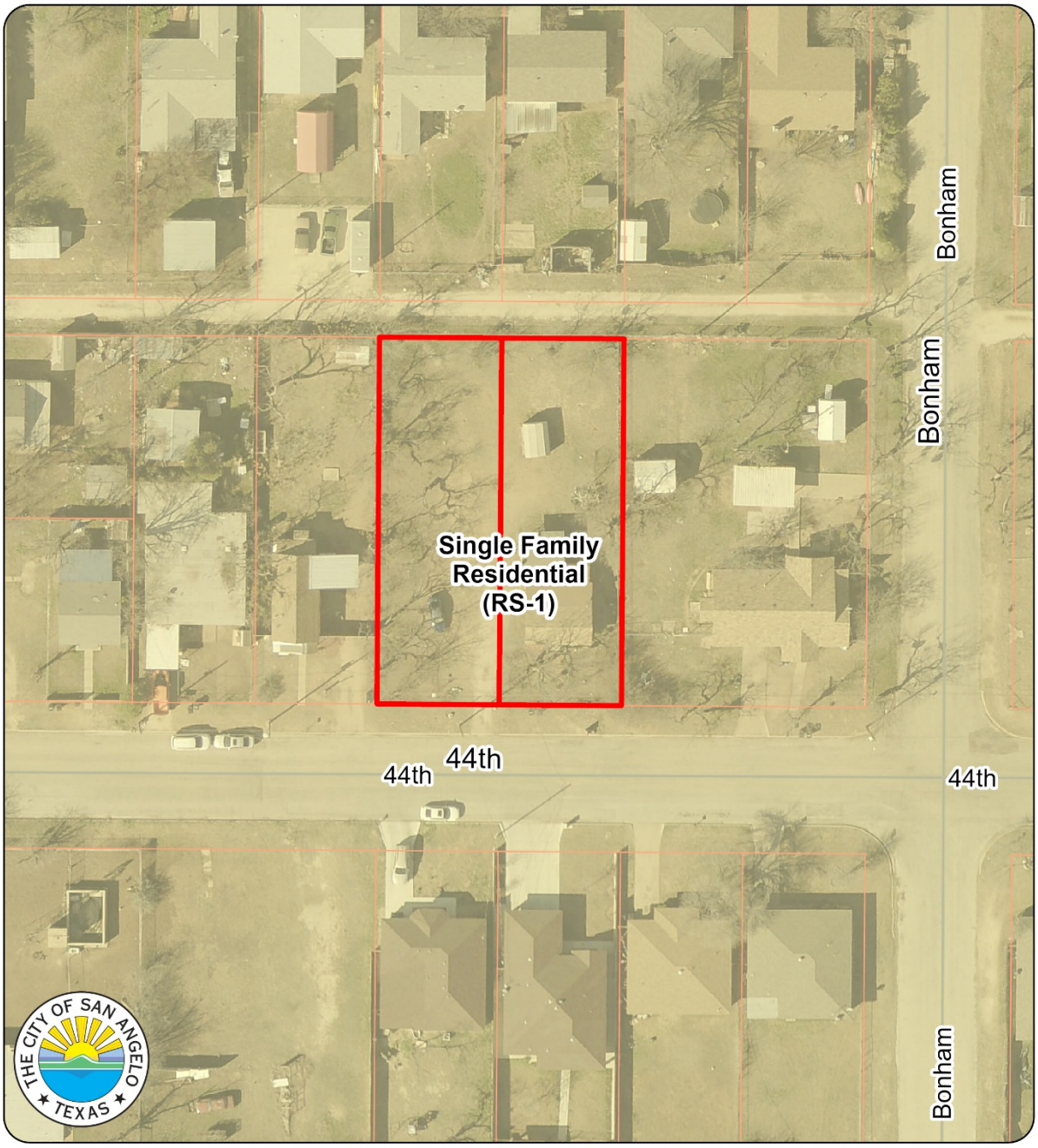
Aerial Map
Case Z26-11: 622 E 44th St
Council District: #2 - Joe Self
Neighborhood: Lake View

Scale: 0 0 0.01 0.01 0.02 0.03 Miles

Subject Property:

N

Zoning Map



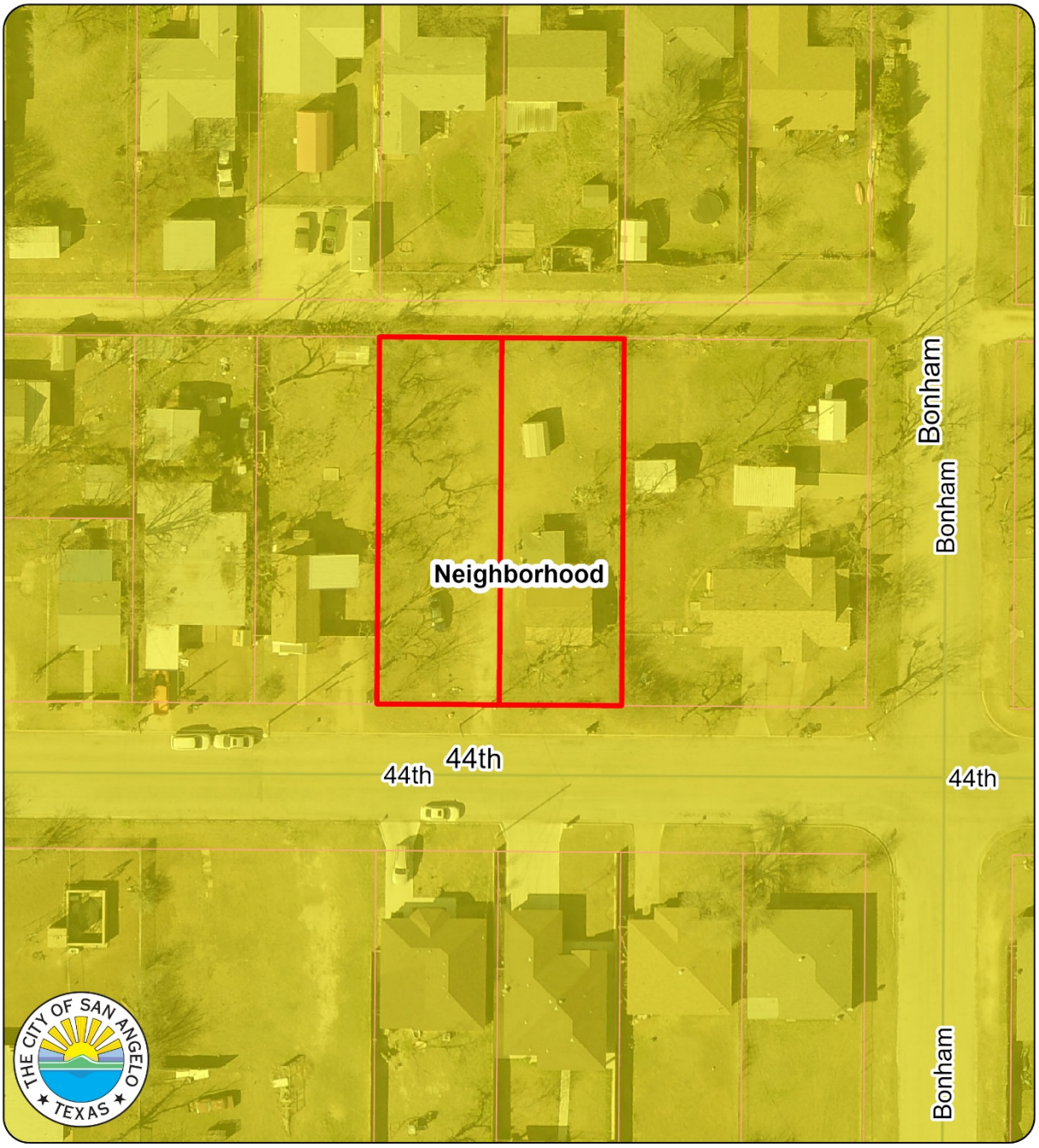
Zone Map
Case Z26-11: 622 E 44th St
Council District: #2 - Joe Self
Neighborhood: Lake View

Scale: 0 0 0.01 0.01 0.02 0.03 Miles

Subject Property:

N

Vision Plan



Vision Map
Case Z26-11: 622 E 44th St
Council District: #2 - Joe Self
Neighborhood: Lake View

Subject Property:

Scale: 0 0 0.01 0.01 0.02 0.03 Miles

N

URBAN INSTITUTE

Assessing the Impact of Affordable Housing on Nearby Property Values in Alexandria, Virginia

Christina Stacy and Christopher Davis

April 2022

Stable, affordable housing provides benefits to both people with low incomes and local economies overall. For individuals, it reduces homelessness, lifts people out of poverty, and improves health outcomes (Lubell, Crain, and Cohen 2007). It also improves youth educational outcomes and long-term earnings and reduces the likelihood of later adult incarceration (Andersson et al. 2016; Fischer 2015; Cunningham and McDonald 2012). Affordable housing can help maintain health, daily functioning, quality of life, and maximum independence for adults as they age (Spillman 2012). And it supports employment growth and stability, because low-wage workers are less willing to travel long distances for minimum wage jobs (Altali 2017; Chakrabarti 2014).

Despite these benefits, property owners who live near proposed affordable housing developments often oppose such projects, citing fear that the developments will cause their property values to decline (Scally 2014). However, empirical research provides little evidence that subsidized housing depresses neighborhood property values (Ellen et al, 2007; Galster 2002; Center for Housing Policy 2009). Projects financed through the Low-Income Housing Tax Credit (LIHTC), the largest affordable housing financing program in the United States, have been associated with an immediate positive increase of 3.8

Data provided by Zillow through the Zillow Transaction and Assessment Dataset (ZTRAX). More information on accessing the data can be found at http://www.zillow.com/ztrax. The results and opinions in this brief are those of the authors and do not reflect the position of Zillow Group.

Dr. Christina Stacy is a voluntary member of the Alexandria Housing Development Corporation, an affordable housing nonprofit developer in Alexandria, Virginia.

percentage points in nearby property values (Ellen et al. 2007). Another study found that LIHTC properties, on average, revitalize low-income neighborhoods, increasing house prices by 6.5 percent, lowering crime rates, and attracting racially and income-diverse populations (Diamond and McQuade 2016). However, some studies have found that LIHTC developments in higher-income areas are associated with house price declines (Diamond and McQuade 2016; Woo, Joh, and Van Zandt 2016). Other types of affordable developments, such as those funded by new markets tax credits, have not been found to depress property values and can increase property values under certain conditions (Theodos et al. 2021).

It is unclear what conditions and which types of affordable housing developments affect property values differentially, and many local governments require their own analyses to help inform community debates. To add to this knowledge base, we use Zillow's assessor and real estate database to estimate the relationship between affordable housing developments in Alexandria, Virginia, and sales prices of nearby single-family homes, duplexes, cooperatives, and residential condominiums between 2000 and 2020 (Zillow 2021). We use a repeat sales model that estimates the change in sales prices before and after an affordable housing development is built near a home. The model compares those changes with changes in the sales prices of other residential units in Alexandria, thus isolating the relationship between the development and changes in property values.

We find that affordable units in the city of Alexandria are associated with a small but statistically significant *increase* in property values of 0.09 percent within 1/16 of a mile of a development, on average—a distance comparable to a typical urban block. These results are robust to other radii and comparison groups, such as comparing homes within a block with homes within a few blocks or comparing homes within a block with homes between half a mile and one mile away. When we remove set-asides—defined as affordable housing units within market-rate developments—the coefficient increases to 0.11 percent, confirming that set-asides are not driving these results. And when we split the effects by the baseline income of neighborhoods to see whether affordable housing construction in lower-income neighborhoods is driving the results, we find the opposite of prior research: in Alexandria, affordable housing in higher-income neighborhoods has a positive and highly significant effect on surrounding home values, as does affordable housing in lower-income neighborhoods. This calls into question prior findings that affordable housing in high-income areas necessarily causes nearby property values to decline.

The positive relationship between affordable units and nearby home sales in Alexandria may reflect strong local oversight and the close relationship between the city and affordable housing developers. Various municipal measures help ensure that new or preserved developments fulfill strict requirements for design, development, maintenance, and operation. Other cities have shared that they are unhappy with affordable housing in their jurisdictions, which they believe is because they have little local oversight over the developments.[1] Alexandria's close partnerships with affordable housing developers and oversight of affordable housing may explain the positive effects found here.

These findings show that multifamily affordable housing developments in Alexandria do not cause a decline in nearby property values, as some fear, but are actually associated with a small but statistically

significant increase in nearby values. This should ease residents' concerns about their impact on neighborhoods and bolster support for increased development.

Background

Alexandria, Virginia, a suburb of Washington, DC, had an estimated population of 159,200 in 2020. The city lost 78 percent of its market-rate affordable units—defined as nonsubsidized rental units affordable to households earning 60 percent of the area median income (AMI)—between 2000 and 2020.[2] 2019 estimates generated by the Urban Institute predict that the city will need an additional 13,600 housing units to accommodate household growth from 2015 to 2030 (Turner et al. 2019), and most of those units need to be affordable to middle- and low-income households.

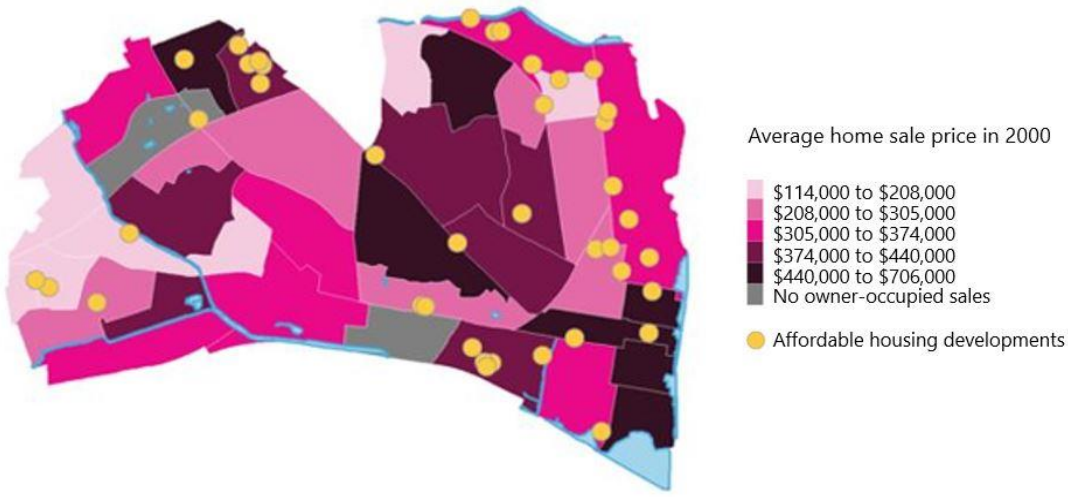
However, producing and preserving affordable units can be a challenge as some residents oppose their development on the grounds that it will depress their property values.[3] To explore whether this is true, we estimate the relationship between the development of 40 multifamily affordable housing developments that began providing subsidized rental units between 2000 and 2020 and nearby property values.

The developments included in our analysis are shown in figure 1 and table 1. This list includes 6 public housing developments, 18 market-rate developments that include affordable set-asides, and 16 developments that were built or preserved by affordable housing developers and include all affordable units. Some of the developments were new construction; others were converted to affordable housing or preserved through redevelopment in partnership with a market-rate developer.

Affordability levels in the developments range from units affordable to families whose incomes are between 0 and 30 percent of AMI to those affordable to families with incomes between 60 and 80 percent of AMI. The number of affordable units in each development ranges from 2 to 244 and accounts for 1 to 100 percent of the total units in the development. To account for this range, our model uses the number of affordable units as the treatment variable, rather than the number of developments.

FIGURE 1

Multifamily Affordable Housing Developments in Alexandria, Virginia, between 2000 and 2020, Overlaid with Average Home Sale Price in 2000



Source: Authors' calculations from city of Alexandria administrative data and Zillow ZTRAX home sales data (Zillow 2021). Home sale price is inflation-adjusted to 2020 dollars.

TABLE 1

Multifamily Affordable Housing Developments in Alexandria, Virginia, Where Assistance Began between 2000 and 2020

Project name	Year assistance began	Set-asides	Public housing	Origin	Level of affordability of affordable units (percent of AMI)	Committed affordable units	Total units in complex	Percent affordable
Potomac West Apartments	2001	No	No	Conversion to affordable housing	60–80	45	60	75%
Lynhaven Apartments	2002	No	No	Conversion to affordable housing	50–60	28	28	100%
Chatham Square	2004	No	Yes	Preservation through redevelopment	0–30	52	151	34%
Northampton Place	2005	Yes	No	New construction	60	12	275	4%
BWR/Reynolds	2005	No	Yes	New construction	0–30	18	18	100%
BWR/Whiting	2005	No	Yes	New construction	0-30	24	24	100%
Beverly Park Apartments	2005	No	No	Conversion to affordable housing	60	33	33	100%
Arbelo Apartments	2006	No	No	Conversion to affordable housing	60	34	34	100%
Lacy Court Apartments	2006	No	No	Conversion to affordable housing	40–60	44	44	100%
ParcView Apartments	2006	No	No	Conversion to affordable housing	60	120	149	81%
Carlyle Place	2007	Yes	No	New construction	60	13	326	4%
BWR/Braddock	2007	No	Yes	New construction	0–30	6	6	100%
Halstead Tower	2007	Yes	No	New construction	60	9	174	5%
Meridian at Eisenhower Station	2007	Yes	No	New construction	60	15	369	4%
The Alexander	2007	Yes	No	New construction	60	13	275	5%
Longview Terrace	2007	No	No	Conversion to affordable housing	60	41	41	100%
The Tuscany Apartments	2007	Yes	No	New construction	60	2	104	2%
The Station at Potomac Yard	2009	No	No	New construction	60–80	64	64	100%
Alexandria Crossing at Old Dominion	2009	No	Yes	New construction	0–30	36	54	67%

Project name	Year assistance began	Set-asides	Public housing	Origin	Level of affordability of affordable units (percent of AMI)	Committed affordable units	Total units in complex	Percent affordable
Alexandria Crossing at West Glebe	2009	No	Yes	New construction	0–30	48	48	100%
Del Ray Central	2010	Yes	No	New construction	60	9	141	6%
Beasley Square	2011	No	No	New construction	60	8	8	100%
Post Carlyle Square II	2012	Yes	No	New construction	60	6	344	2%
Old Town Commons	2013	No	Partial	Preservation through redevelopment	0–30	134	379	35%
Station 650 at Potomac Yard	2015	Yes	No	New construction	60	8	186	4%
The Bradley	2015	Yes	No	New construction	60	10	159	6%
Notch 8	2015	Yes	No	New construction	60	12	252	5%
Parc Meridian at Eisenhower Station	2016	Yes	No	New construction	60	33	505	7%
Jackson Crossing	2016	No	No	New construction	60	78	78	100%
Southern Towers	2016	Yes	No	Conversion to affordable housing	55–60	105	2,184	5%
The Thornton	2018	Yes	No	New construction	60	24	443	5%
St. James Plaza	2018	No	No	New construction	40–60	93	93	100%
Silverado Alexandria Memory Care	2018	Yes	No	New construction	0–80	2	66	3%
Gables Old Town North	2019	Yes	No	New construction	60	9	232	4%
Ellsworth Apartments	2019	No	No	Conversion to affordable housing	50–60	20	20	100%
The Nexus at West Alex	2019	No	No	New construction	40–60	74	74	100%
Parkstone	2020	No	No	Conversion to affordable housing	60–80	244	326	75%
The Foundry	2020	Yes	No	New construction	60–80	5	520	1%
Denizen Apartments at Eisenhower Square	2020	Yes	No	New construction	60	13	336	4%
The Bloom	2020	No	No	New construction	40–60	97	97	100%

Source: City of Alexandria administrative data.

TABLE 2

Descriptive Statistics of Census Tracts with and without Affordable Units in Alexandria, Virginia

	Never had affordable housing units between 2000 and 2020	Had affordable housing units between 2000 and 2020	Had affordable set-aside units between 2000 and 2020	Had affordable units that were not set-asides between 2000 and 2020
Population	2,978	4,408	3,078	4,705
Median household income	$86,360	$69,783	$56,662	$72,718
Unemployment	2.70%	3.43%	3.81%	3.34%
Percentage in poverty	7.22%	11.15%	10.01%	11.41%
Share of people of color	44.93%	53.63%	52.10%	53.86%

Sources: Authors' calculations from city of Alexandria administrative data and the 2000 Census.
Notes: Numbers reflect weighted averages, weighted by the total number of affordable units in the census tract between 2000 and 2020.

Methods

Our primary analysis uses an analytic sample that includes properties that were sold more than once between 2000 and 2020 within the city of Alexandria and properties that were sold more than once outside of the city that were also within 1 mile of an affordable housing development in our sample (i.e., properties just outside the city's borders located near affordable housing developments). We drop sales that were greater than $10 million since they appear to be data errors rather than true sales.

The main model estimates the linear relationship between the natural log of sales prices within 1/16 of a mile of each affordable housing development, before and after the year the assistance began—compared with all other properties in the city that sold more than once—while controlling for housing characteristics by incorporating a fixed effect, or dummy variable, for each property. This "repeat sales" model strives to eliminate omitted variable bias by examining multiple sales of the same properties over time. This controls for attributes about each property that do not change over time. We also control for changes in the housing market at the city level to account for overall trends in the housing market.

The treatment variable in the regression is the number of affordable units in each development. This allows us to weight the development by size (or number of affordable units) and allows developments with more affordable units to count for more than ones with a small number of affordable units.

To examine the spatial impacts, we also estimate mutually exclusive treatment effects for each 1/16-mile ring around a project, up to 1 mile. This analysis allows us to observe the geographic relationship between affordable housing and nearby property values over space. If a property is within 1 mile of more than one development, our model counts the affordable units in both of those developments in the treatment variable.

Finally, we conduct a series of checks to ensure that our results are robust to alternative treatment and control radii. This includes increasing the size of each treatment variable and including a development window control two years before and after the development opened to account for anticipatory effects and to give residents time to move in.

Data

We use two main sources of data for this analysis: administrative data from the city of Alexandria about multifamily affordable housing developments that began assistance between 2000 and 2020 and sales data from the Zillow Transaction and Assessment Dataset (ZTRAX) (Zillow 2021). These data are available from 2000 to 2020 and contain multiple characteristics related to sales and building parcels, including the number of units, year the building was built, size of the parcel, sale amount, and sale type.

Results

We find that affordable housing units in Alexandria are associated with an increase in property values of 0.09 percent within 1/16 of a mile of a development, on average (table 3). This effect is statistically significant at the 1 percent level, roughly meaning that there is a 99 percent chance of a positive value.

TABLE 3

The Relationship between Affordable Housing and Property Values

Average treatment effects for affordable housing on property values within 1/16 of a mile of a development

	ln sales price
Affordable housing units	**0.09%*****
	(0.03%)
Number of observations	57,998
Adjusted R-squared	0.46

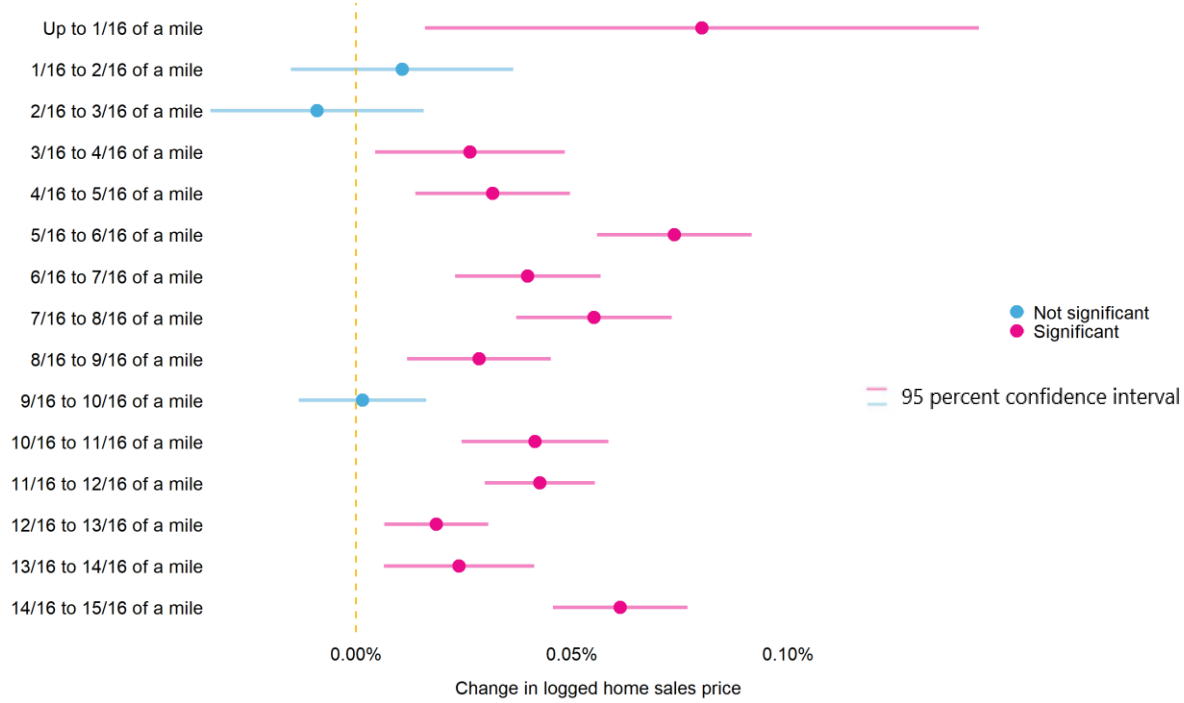
Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.
Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects.
*** p < 0.01; ** p < 0.05; * p < 0.10

Over space, affordable housing units are associated with a positive and statistically significant effect on properties within 1/16 of a mile of a unit but have no effect on properties between 1/16 of a mile and 3/16 of a mile (figure 2). Affordable housing units are associated with an increase in property values for each 1/16-mile ring after that, but at a much lower level, suggesting that those coefficients reflect the placement of the units in growing neighborhoods rather than representing the true impact of an affordable unit.

FIGURE 2

The Relationship between Affordable Housing Units and Property Values over Space

Distance to affordable housing development



Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.
Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Confidence intervals at the 95 percent level (shown as lines) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. Coefficients shown in red are statistically significant at the 5 percent level, and coefficients shown in blue are not significant.

Removing Set-Asides

Because affordable units in set-asides often account for a small portion of the overall number of units, the market-rate units in set-aside buildings may bias our results. To ensure that this is not the case, we re-run our analysis removing set-asides.

We find that the relationship between affordable units and nearby properties after removing set-asides is even larger than it is when we include them (table 4). Affordable units that are not set-asides are associated with an increase in property values of 0.11 percent within 1/16 of a mile of a development, on average. Again, this may be due to the close relationship between the city and affordable housing developers in Alexandria, which ensures that affordable housing developments excluding set-asides are amenities rather than disamenities to the neighborhood.

TABLE 4

The Relationship between Affordable Housing and Property Values, Removing Set-Asides

Average treatment effects for affordable housing on property values within 1/16 of a mile of a development

	ln sales price
Affordable housing units that were not set-asides	**0.11%***** (0.03%)
Number of observations	57,998
Adjusted R-squared	0.460

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.

Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. ***p<0.01; **p<0.05; * p<0.10.

Variation by Census Tract Income Level

Previous literature has found that affordable housing in higher-income neighborhoods has a different effect on nearby property values than does affordable housing in low-income neighborhoods. To see whether this is true in Alexandria, we re-run our analysis with the treatment variable split by whether the affordable housing units were in census tracts that had household median incomes above or below the median income in Alexandria, as determined by the 2000 Census (table 5).

We find that affordable housing units in above-median-income census tracts are associated with a 0.06 percent increase in property values, and affordable housing units in below-median-income tracts are associated with a 0.17 percent increase in nearby property values. This is counter to prior findings in the literature that show that affordable housing in high-income neighborhoods reduces nearby property values. In Alexandria, affordable housing units in both higher-income and lower-income neighborhoods are associated with statistically significant increases in nearby property values.

TABLE 5

The Relationship between Affordable Housing and Property Values, Split by Household Median Income in Census Tract of Affordable Housing Development

	ln sales price
Affordable housing units in census tracts with household median incomes below the median	**0.17%*** (0.101%)
Affordable housing units in census tracts with household median incomes above the median	**0.06%***** (0.03%)
Number of observations	57,998
Adjusted R-squared	0.460

Source: Author calculations from ZTRAX (Zillow 2021), city of Alexandria administrative data, and the 2000 Census.

Other Robustness Checks

We run a number of additional regressions to ensure that our results are robust to various specifications and models. This includes using alternative treatment radii and alternative comparison group radii, as well as including a five-year development window for each opening date.

Specifically, we estimate the relationship between affordable housing developments and property values located within 1/16 of a mile of the development—our preferred specification, since effects are likely very localized—but also within 1/8 of a mile, 1/4 of a mile, and 1/2 of a mile. We also estimate the relationship between properties within 1/8 of a mile, controlling for those between 1/8 of a mile and 1/2 of a mile, in case there are spillover or displacement effects within that distance. In other words, we compare changes in property values within 1/8 of a mile with changes in property values farther than 1/2 a mile from the development.

Table 6 shows the results of these robustness checks. The findings are consistent throughout and follow theory (i.e., they are positive and significant and generally decline with distance), showing that our results are robust to these alternative specifications.

TABLE 6

Robustness Check Results for Varying Distances

In sales price, by varying distances from an affordable housing development

	1/16 of a mile (main model)	1/8 of a mile	1/4 of a mile	1/2 of a mile	1/8 of a mile, controlling for 1/8 to 1/2 of a mile
Affordable housing units	**0.09%*** **	**0.03%** **	**0.01%** **	**0.03%*** **	**0.02%***
	(0.03%)	(0.01%)	(0.007%)	(0.004%)	(0.01%)
Observations	57,998	57,998	57,998	57,998	57,998
R-squared	0.460	0.460	0.460	0.461	0.461

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.
Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. ***p<0.01; **p<0.05; * p<0.10.

We also undertake robustness checks where we control for a five-year window around the opening of the affordable housing development to account for anticipatory effects and any construction effects that are likely to have a short-term impact on nearby properties (table 7). These results are again consistent and actually larger than our main results, suggesting that controlling for this predevelopment window and move-in period correlates affordable housing developments with even larger increases in nearby property values.

TABLE 7

Robustness Check Results, Varying Distances and Controlling for a Five-Year Development Window

In sales price, by varying distances from an affordable housing development

	1/16 of a mile (main model)	1/8 of a mile	1/4 of a mile	1/2 of a mile	1/8 of a mile, controlling for 1/8 to 1/2 of a mile
Effects controlling for five-year development window	**0.16%*** **	**0.03%***	**0.02%**	**0.04%*** **	**0.03%**
	(0.044%)	(0.018%)	(0.010%)	(0.005%)	(0.018%)
Five-year development window	0.20%***	-0.01%	-0.01%	0.003%	-0.01%
	(0.047%)	(0.009%)	(0.005%)	(0.003%)	(.009%)
Observations	57,998	57,998	57,998	57,998	57,998
R-squared	0.460	0.460	0.460	0.461	0.461

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data.

Notes: Impact estimates show the effect of affordable housing units and developments on nearby property values. We estimate changes in sales prices using a repeat sales model over all property sales within 1 mile of an affordable housing development. Dollars are adjusted to inflation for 2021. Standard errors (listed in parentheses) are heteroskedastic robust and are clustered at the property level. All regressions include property and quarter fixed effects. ***p<0.01; **p<0.05; * p<0.10.

Conclusion

Although the impact of affordable housing on nearby property values is not the primary reason to build affordable housing, individuals often cite it as a reason to oppose such developments. This analysis adds to the current research on the topic, showing that affordable housing developments in the city of Alexandria, Virginia, not only do not reduce property values but also are associated with a small but statistically significant *increase* in values.

Alexandria's positive results overall could reflect a combination of strict requirements for design, development, maintenance, and operation of affordable housing, as well as a cadre of sophisticated local and regional developers including nonprofit housing developers working in the city's real estate market. They could also reflect ongoing oversight from local, state, federal, and private lenders and investors, as well as the city's commitment to diversity and inclusion, which helps incorporate new and preserved affordable housing developments into the fabric of Alexandria neighborhoods.

Given the known benefits of affordable housing on housing stability, access to opportunity, the economy as a whole, and the overall health of households with low incomes, these results support the development of additional affordable housing in the city of Alexandria.

Appendix A. Supplemental Tables and Figures

TABLE A.1

Number of Property Sales by Distance from an Affordable Housing Development

2000–2020

Distance to affordable housing development	Number of sales
0 to 1/16 of a mile	1,832
1/16 to 2/16 of a mile	7,513
2/16 to 3/16 of a mile	11,517
3/16 to 4/16 of a mile	14,637
4/16 to 5/16 of a mile	18,009
5/16 to 6/16 of a mile	20,370
6/16 to 7/16 of a mile	24,334
7/16 to 8/16 of a mile	25,100
8/16 to 9/16 of a mile	24,867
9/16 to 10/16 of a mile	29,251
10/16 to 11/16 of a mile	27,322
11/16 to 12/16 of a mile	28,173
12/16 to 13/16 of a mile	33,656
13/16 to 14/16 of a mile	34,964
14/16 to 15/16 of a mile	34,632
15/16 to 1 mile	36,050

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data. Sales above $10 million are excluded from this analysis.

Notes: The number of sales includes homes located between the distances shown in the first column, not for all sales between the affordable housing development and the larger distance.

TABLE A.2

Descriptive Statistics of Property Sales by Distance

2000 and 2020

	Minimum	Mean	Median	Maximum	Count
Within 1 mile, 2000	$2,040	$337,126	$297,320	$4,784,986	2,944
Within 1 mile, 2020	$1,268	$605,314	$527,043	$5,035,610	4,525
Within 1/16 of a mile, 2000	$70,598	$276,443	$289,139	$502,031	45
Within 1/16 of a mile, 2020	$59,071	$672,892	$641,845	$3,913,686	68

Source: Authors' calculations from ZTRAX (Zillow 2021) and city of Alexandria administrative data. Sales above $10 million are excluded from this analysis.

Notes

[1] Urban Institute presentation with a city council from a midsized Southern city.

[2] Office of Housing, City of Alexandria.

[3] Authors' discussion with local leaders and developers.

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Errata

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Glenn Hegar Texas Comptroller of Public Accounts

The Housing Affordability Challenge



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The Housing Affordability Challenge

Executive Summary

Texas, generally well regarded for its low cost of living, is facing the pressures of a decline in housing affordability as the state's population and demand for housing rise. Since 2008, Texas has been the No. 1 state for new building permits for privately owned housing units. However, the state's population, particularly in the major metropolitan areas, is growing at a quicker pace than housing is being built.

At the center of the housing affordability issue is a small supply of housing at price points available to middle- and lower-income earners.

This report examines the factors contributing to the housing affordability crisis across the U.S., how the crisis is affecting Texans and how the state is faring in comparison to the rest of the country.

Key Findings

- Texas' median home prices rose by *40 percent* between 2019 and 2023. A rapid upswing in prices in Texas and the U.S. began in 2020 due to increased opportunities to telework, federal stimulus, low mortgage rates, a surging stock market and accelerating domestic migration to the state, according to the Federal Reserve Bank of Dallas.
- Texas is a top destination for domestic migration, putting acute pressure on the state's housing affordability. The Dallas-Fort Worth-Arlington area led all U.S. metro areas in population growth and in net domestic migration between 2020 and 2023.
- A study by the Federal Reserve Bank of San Francisco estimated that work-from-home policies accounted for *more than half* of U.S. home price increases from November 2021 to November 2023.
- Between 2021 and 2023, the U.S. experienced its fastest-ever deterioration in housing affordability, due to the surge in home prices and rapidly rising interest rates.
- These housing price pressures were exacerbated by years of under-investment in the U.S. housing supply following the 2007-08 financial crisis. Though building permits in Texas fell substantially following the financial crisis, the decline was less pronounced compared to other states.
- In a 2023 report by *Up for Growth*, a nonprofit organization that focuses on housing policy, Texas was 306,000 homes short of what was needed as of 2021. The NAR analysis, meanwhile, shows the greatest shortage is in homes that middle-income buyers can afford.
- Average homeowners insurance rates have increased sharply in recent years in Texas and the U.S., impacting housing costs and affordability.
- There is bipartisan support to build more housing and improve affordability at the federal, state and local levels, including efforts to relax zoning regulations. Zoning determines the type of housing that can be built in certain locations. Zoning opponents argue that these regulations drive up home prices and rents by limiting housing development in areas where people most want to live.

Introduction

Homeownership is considered an effective means of building wealth and helps to shape communities. For many, the ability to buy a home is a meaningful achievement. A 2023 survey by Bankrate.com, a consumer financial services company, found that 74 percent of respondents valued homeownership more than other key indicators of economic stability, such as a college degree, a successful career and the ability to retire comfortably. Its benefits include income tax breaks as well as the opportunity to build credit, equity and generational wealth. It also affords homeowners the peace of mind that comes with having stable monthly payments that are not vulnerable to future inflation and housing shortages – an advantage not enjoyed by renters.

Nationwide, homeownership has become increasingly inaccessible since 2020, the beginning of the pandemic, due to the shortage of available homes and building materials, inflation, high interest rates and the tightening of mortgage credit rates. Those who manage to buy a home often find themselves stretched to the limit financially as they struggle to balance the cost of owning a home with costs for food, utilities, health care and other basic needs.

For many years, Texas has seen an influx of residents attracted to its thriving economy and low cost of living. However, the state's reputation for low-cost housing is diminishing, as the housing affordability gap – the difference between the cost of a home and the amount a household can pay – increases. According to the Federal Reserve Bank of Dallas, "Housing affordability has declined in Texas, a top destination for domestic and international migrants drawn by its historically low cost of living."[1]

For most Texans – regardless of income level or whether they are homeowners or renters – housing costs comprise the largest portion of the household budget. Due to the high costs associated with owning a home, there has been an increase in the number of renters, thus creating higher demand for rental housing units.

Many barriers to housing affordability are location-specific, and the availability and cost of homes can vary widely among urban metropolitan areas and rural regions of the state. Understanding the conditions and challenges faced across the state's vastly different regions is an important step to addressing the housing affordability concern.

The question of whether Texas can maintain its affordability advantage will depend on a number of factors, including the supply of available housing, local and state efforts to incentivize housing development and the continued strength of the state's economy.

There are various ways to measure housing affordability. One standard used by NAR measures whether a family earning the median income can qualify for a mortgage on a median-priced home. Another common standard of affordability used by the U.S. Department of Housing and Urban Development (HUD) is that housing costs should not exceed 30 percent of a family's income; this ensures a family has ability to pay for other nondiscretionary costs.

Home Prices Surge Across Texas Metros

Median home prices in Texas rose by an average annual rate of 5.9 percent between 2010 and 2020, more than double the 2.7 percent average annual gains between 2000 and 2010, according to home price data from the Texas A&M Real Estate Research Center. Median home prices accelerated even more following the pandemic, rising by 15.4 percent in 2021 and 13.4 percent in 2022, reaching a peak of $340,000 in 2022. The rise in prices coincided with sharply declining levels of housing inventory, a measure of the amount of time it would take to deplete all housing supply at the current sales pace. While an inventory of six months is historically associated with moderate price appreciation, Texas inventory levels have remained below six months since 2011 and fell to as low as 1.2 months in 2021 before increasing to 3.3 months in 2023 (**Exhibit 1**).

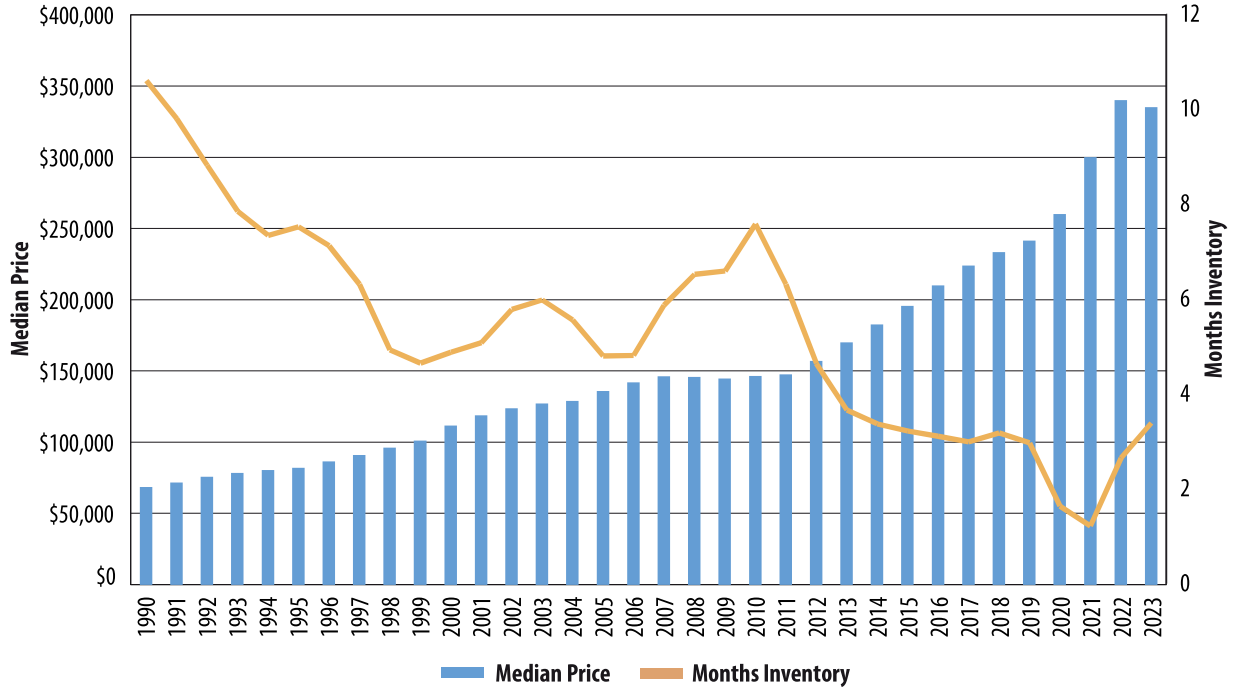
Home prices rose sharply across Texas metropolitan areas between 2019 and 2023, led by gains of 73 percent in Brownsville-Harlingen and 66 percent in Sherman-Denison. In Austin-Round Rock – with median home prices of

$450,000 in 2023, the highest among Texas metros – home prices rose by 43 percent. The statewide median home value rose by 39 percent.

Notably, home prices in 2023 fell by 10.4 percent in Austin-Round Rock and by 1.5 percent in Texas when compared to 2022 (**Exhibit 2**).

EXHIBIT 1

Median Home Prices and Months of Inventory, Texas, 1990-2023



Source: Texas A&M Real Estate Research Center

EXHIBIT 2
Median Home Prices by Texas Metropolitan Statistical Area, 2019-2023

Metropolitan Statistical Area	2019	2020	2021	2022	2023	Percent Change, 2022-2023	Percent Change, 2019-2023
Brownsville-Harlingen	$150,000	$173,000	$215,000	$249,900	$260,000	4.0%	73.3%
Sherman-Denison	$185,750	$203,000	$250,000	$299,000	$308,268	3.1%	66.0%
Killeen-Temple	$168,000	$190,000	$225,000	$265,000	$267,500	0.9%	59.2%
El Paso	$162,950	$177,900	$200,000	$237,000	$254,375	7.3%	56.1%
McAllen-Edinburg-Mission	$155,000	$170,000	$194,500	$220,000	$235,000	6.8%	51.6%
Waco	$186,000	$210,000	$244,200	$270,000	$280,000	3.7%	50.5%
Tyler	$209,500	$230,000	$264,250	$305,000	$315,000	3.3%	50.4%
Eagle Pass	$157,500	$167,000	$179,450	$212,000	$235,000	10.8%	49.2%
Wichita Falls	$128,700	$145,000	$163,850	$180,000	$189,500	5.3%	47.2%
Dallas-Fort Worth-Arlington	$275,000	$294,000	$347,000	$400,000	$395,312	-1.2%	43.7%
Longview	$168,950	$179,900	$210,000	$235,000	$241,500	2.8%	42.9%
Austin-Round Rock-San Marcos	$315,000	$345,000	$451,735	$502,000	$450,000	-10.4%	42.9%
Corpus Christi	$200,000	$225,000	$255,000	$280,000	$285,000	1.8%	42.5%
Amarillo	$172,000	$192,500	$215,500	$237,500	$241,500	1.7%	40.4%
Lubbock	$172,000	$190,000	$212,000	$239,500	$239,000	-0.2%	39.0%
Texas	**$241,358**	**$259,990**	**$300,000**	**$340,000**	**$335,000**	**-1.5%**	**38.8%**
College Station-Bryan	$220,000	$229,900	$250,000	$288,000	$302,153	4.9%	37.3%
San Antonio-New Braunfels	$230,000	$248,000	$283,000	$320,000	$311,200	-2.8%	35.3%
San Angelo	$185,000	$200,000	$225,000	$245,000	$250,000	2.0%	35.1%
Houston-Pasadena-The Woodlands	$245,000	$260,000	$300,000	$335,000	$330,000	-1.5%	34.7%
Abilene	$175,000	$189,900	$210,200	$235,000	$229,900	-2.2%	31.4%
Laredo	$175,000	$186,250	$204,000	$225,000	$228,500	1.6%	30.6%
Texarkana	$145,000	$159,800	$186,900	$200,000	$188,000	-6.0%	29.7%
Victoria	$189,900	$194,950	$220,000	$239,000	$239,900	0.4%	26.3%
Beaumont-Port Arthur	$164,900	$175,000	$195,000	$206,000	$205,000	-0.5%	24.3%
Midland	$300,000	$299,900	$310,000	$323,412	$335,000	3.6%	11.7%
Odessa	$227,000	$228,000	$223,912	$246,000	$247,500	0.6%	9.0%

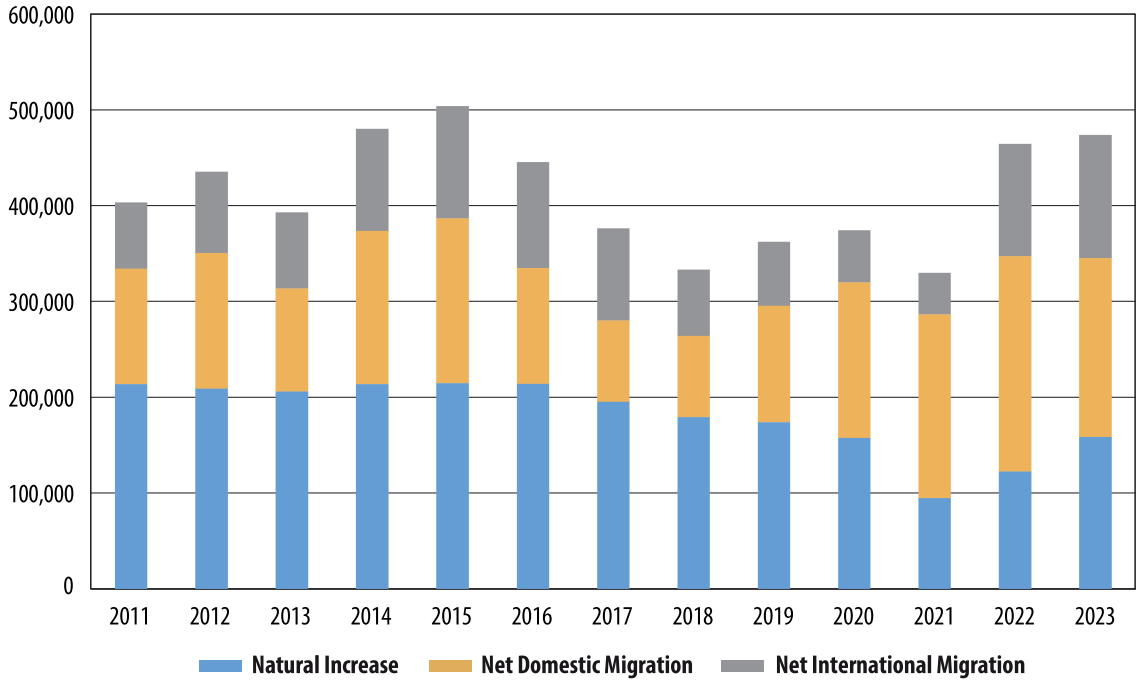
Source: Texas A&M Real Estate Research Center

Strong Population Gains Add to Home Supply Pressures

The home price surge coincided with strong population growth in Texas and a large influx of domestic migration to the state. Between 2021 and 2022, net domestic migration to Texas was nearly 225,000, far exceeding any annual domestic migration gains from the previous decade. Net gains of about 128,500 people from international migration in 2023 also exceeded typical annual gains (**Exhibit 3**).

Texas metropolitan areas had some of the strongest population growth in the U.S. between 2020 and 2023. The Dallas-Fort Worth-Arlington area led all U.S. metropolitan areas in total population gains and in gains from net domestic migration (**Exhibit 4**).

EXHIBIT 3
Components of Annual Population Change, Texas, 2011-2023



Sources: U.S. Census Bureau Population Estimates Program; Texas Comptroller of Public Accounts analysis

EXHIBIT 4

Components of Cumulative Population Change, 2020-2023

Metropolitan Area	Total Population Change	U.S. Metro Rank - Total Population Change	Natural Increase	U.S. Metro Rank - Natural Increase	Net International Migration	U.S. Metro Rank - Net International Migration	Net Domestic Migration	U.S. Metro Rank - Net Domestic Migration
Dallas-Fort Worth-Arlington	462,639	1	138,239	2	92,983	6	232,619	1
Houston-Pasadena-The Woodlands	360,649	2	131,792	3	118,487	3	110,672	5
Austin-Round Rock-San Marcos	189,896	5	47,227	7	24,775	20	118,411	4
San Antonio-New Braunfels	145,884	7	28,680	16	13,404	32	102,504	6

Sources: U.S. Census Bureau Population Estimates Program; Texas Comptroller of Public Accounts analysis

High Prices Lead to Historic Housing Affordability Concerns Across Texas

The Texas Housing Affordability Index

Housing affordability levels have fallen in all Texas metropolitan areas since 2019, according to Texas A&M's Texas Housing Affordability Index (THAI), which measures the ability of a household earning the median family income (MFI) to qualify to purchase a median-priced home. A value of 1.0 indicates the MFI is equal to the amount needed to qualify for a mortgage loan for a median-priced home. The higher the ratio, the more affordable the housing market is in the area.[2]

In 2019, the statewide THAI value was 1.62, meaning that the MFI was 62 percent higher than the amount needed to purchase the median-price home in the state of Texas, assuming a down payment of 20 percent and a qualifying ratio of 25 percent of income.[3] This value has since decreased to 1.07 in 2023, meaning that the MFI is now just 7 percent above than the necessary income to purchase a median-price home in the state and signaling a decrease in a household's ability to afford a home (**Exhibit 5**).[4]

EXHIBIT 5
Texas Housing Affordability Index by Metropolitan Statistical Areas, Selected Years

MSA	2011	2015	2019	2022	2023
Brownsville-Harlingen	1.68	1.58	1.61	1.00	0.95
McAllen-Edinburg-Mission	1.58	1.63	1.49	1.10	0.96
El Paso	1.57	1.83	1.70	1.17	0.99
Dallas-Plano-Irving (Metropolitan Division)	2.19	1.67	1.56	1.07	1.00
College Station-Bryan	1.93	1.84	1.71	1.35	1.06
Sherman-Denison	3.36	2.65	1.99	1.22	1.06
Texas	**2.04**	**1.76**	**1.62**	**1.17**	**1.07**
Austin-Round Rock	1.99	1.61	1.67	1.03	1.08
Corpus Christi	1.94	1.79	1.82	1.35	1.08
Tyler	2.04	1.93	1.86	1.26	1.08
Laredo	1.56	1.50	1.27	1.37	1.09
Fort Worth-Arlington-Grapevine (Metropolitan Division)	2.61	2.18	1.70	1.18	1.10
Houston-The Woodlands-Sugar Land	2.17	1.81	1.71	1.26	1.13
Killeen-Temple	2.24	2.30	2.09	1.30	1.13
Odessa	2.08	2.04	1.79	1.76	1.13
San Antonio-New Braunfels	1.98	1.78	1.70	1.22	1.13
Victoria	2.12	1.98	1.97	1.46	1.16
Waco	2.20	2.08	1.88	1.26	1.18
Abilene	2.14	2.13	1.97	1.53	1.23
Midland	1.81	1.65	1.45	1.72	1.27
Longview	2.09	2.15	1.95	1.37	1.28
San Angelo	2.22	2.07	1.93	1.66	1.28
Lubbock	2.35	2.22	1.95	1.56	1.41
Amarillo	2.23	2.11	2.29	1.52	1.44
Texarkana	2.35	2.25	2.07	1.66	1.45
Beaumont-Port Arthur	2.40	2.38	2.18	1.82	1.71
Wichita Falls	2.77	3.15	2.54	2.04	1.76

Source: Texas A&M University Texas Real Estate Research Center

Cost Burdens of Households

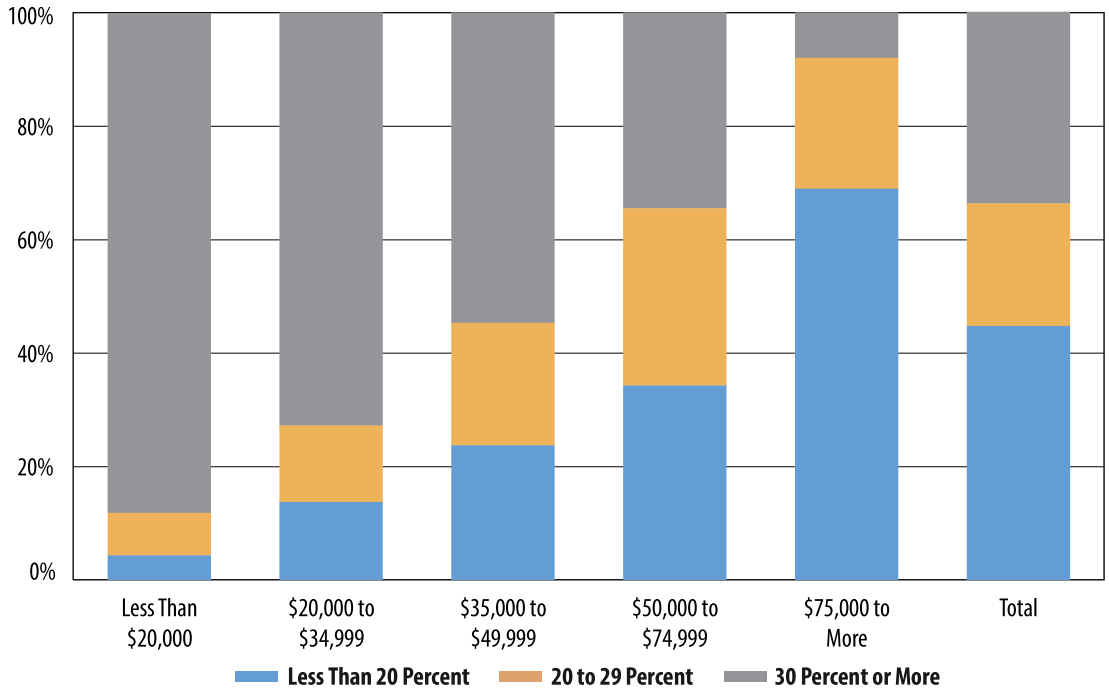
The number of cost-burdened homeowners – those with housing costs comprising 30 percent or more of their income – in the U.S. reached 19 million during the pandemic, according to the Joint Center for Housing Studies (JCHS) at Harvard University. Of the total, 8.7 million were severely cost burdened, meaning at least 50 percent of the household's income is used for housing.[5]

The number of cost-burdened renters reached a record high of 21.6 million households between 2019 and 2021, according to the JCHS report. Of these, 11.6 million were defined as being severely cost burdened.[6]

In 2022, about 34 percent of Texas households were cost burdened. Cost burdens are particularly acute in lower-income households – 88 percent of households with annual incomes less than $20,000 were cost burdened, compared to 8 percent of households with incomes of $75,000 or more (**Exhibit 6**).

EXHIBIT 6

Monthly Housing Costs by Level of Household Income, Texas, 2022



Sources: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates, Table ID: S2503; Texas Comptroller of Public Accounts analysis

Housing Shortages: How Did We Get Here?

Today's high housing prices and low supply levels stem from a dearth of housing investment following the housing bust and financial crisis of 2007-08. According to the Federal National Mortgage Association (commonly known as Fannie Mae), the U.S. experienced a drastic decrease in new home construction starting in 2008, resulting in fewer new homes built in the 10 years ending in 2018 than in any decade since the 1960s. Fannie Mae estimates the shortage of housing units for sale or rent was approximately 3.8 million in 2019.[7]

Research from the Federal Home Loan Mortgage Corporation (Freddie Mac) indicates there has been severe underbuilding at the price point at which the most demand exists — entry-level homes.[8] Similarly, analysis from NAR indicates the largest shortage of homes in the U.S. is at the price point that middle-income buyers can afford.

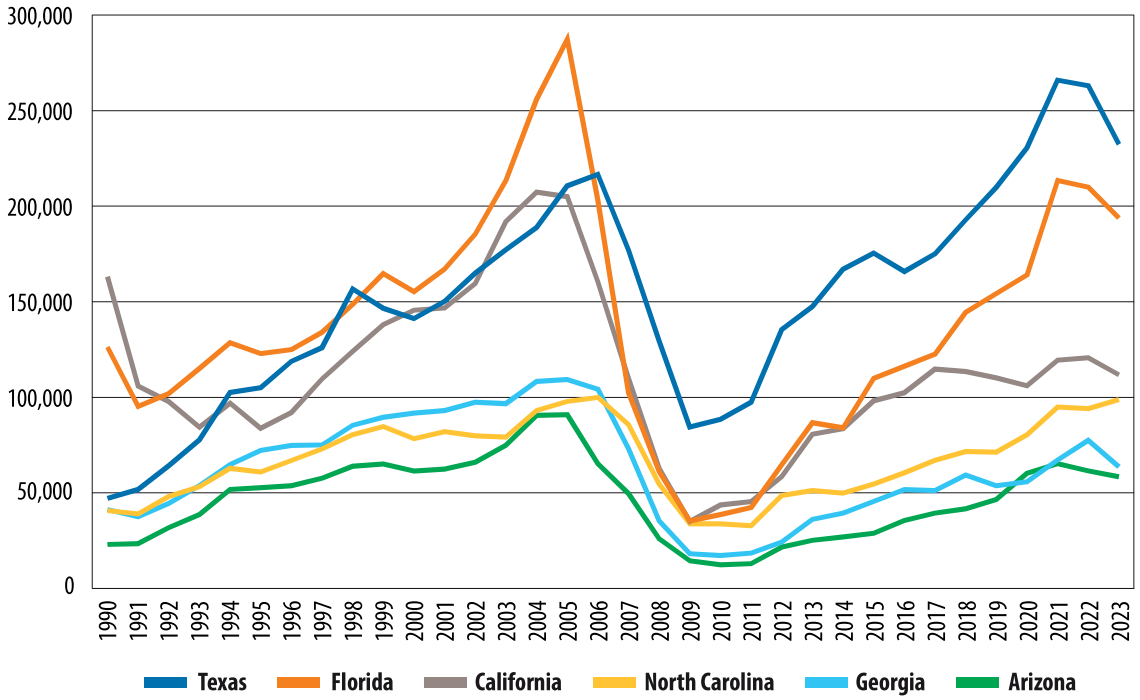
According to another 2023 analysis by *Up for Growth*, Texas is second only to California in housing underproduction, falling 306,000 homes short of what was needed as of 2021.[9]

Texas saw a sharp decline in building permits following the financial crisis, falling from 216,642 in 2006 to 84,440 in 2009, a 61 percent drop. Yet this decline was less pronounced than in other large states. In Florida, the center of the housing-led financial crisis, permits fell by 83 percent; in California, by 78 percent. Texas' housing permits reached a high of about 266,000 in 2021, before falling slightly in 2022 and 2023.

Texas not only saw a smaller decline in building permits during the financial crisis, but it also experienced a more resilient recovery in the years after. Among states with the greatest number of building permits in 2023, Texas was the only state to see an increase in building permits in 2023 compared to pre-financial crisis levels. Notably, Texas doubled the number of permits California issued in 2023 (**Exhibit 7**).

EXHIBIT 7

Housing Permits by Six States with Largest Number of 2023 Building Permits, 1990-2023



Note: These data reflect only new private construction authorizations.
Source: U.S. Census Bureau, Building Permits Survey

COVID-19 Pandemic Exacerbates Supply Challenges

The lack of housing investment over many years set the stage for lower inventories and rising home prices, especially when demand went through the roof during the COVID-19 pandemic. Texas experienced a surge in home prices during the pandemic beginning in summer 2020.[10] The Federal Reserve Bank of Dallas attributed this upswing to factors such as increased opportunities to telework, federal stimulus, low mortgage rates, a surging stock market and accelerating domestic migration to the state.

In addition to supply strains, home price pressures were worsened by the multitude of economic shocks and changes in consumer behavior spurred by the pandemic, creating a "perfect storm" that rapidly reduced affordability levels. Among the conditions:

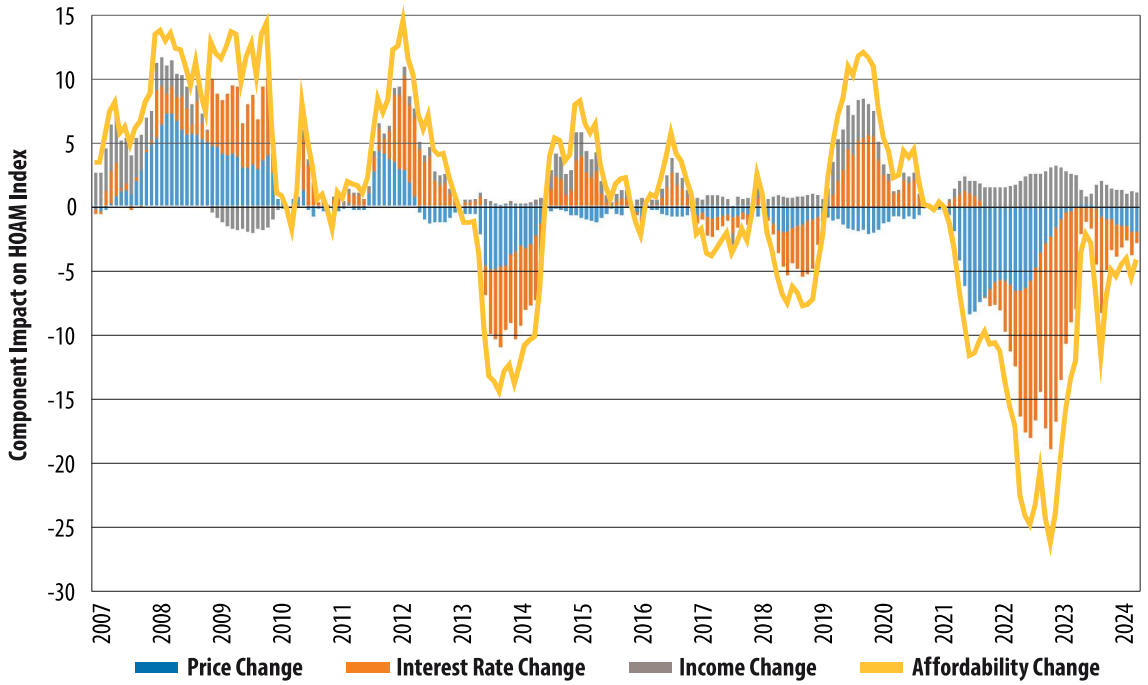
- Work-from-home policies increased domestic migration and allowed workers to relocate to areas with better affordability, a consequential development for several Texas metro areas that saw some of the nation's strongest domestic migration gains since 2020. A study by the Federal Reserve Bank of San Francisco estimated that work-from-home policies accounted for more than half of overall home price increases between November 2019 and November 2021.
- Supply chain shocks caused inflation rates in 2022 to rise to their highest levels in 40 years, forcing the Federal Reserve to raise interest rates; in turn, mortgage rates rose to a 23-year high of 7.79 percent in October 2023.
- Many existing homeowners locked in at lower mortgage rates are unwilling to sell when it would otherwise make sense to sell or move, resulting in lower inventory and higher prices.

The surge in U.S. home prices, coupled with the rapid rise of mortgage rates from about 3 percent to nearly 8 percent, caused the fastest-ever deterioration in U.S. housing affordability in the period between 2021 and 2023, according to *ResiClub*, a housing market research company.

Surging home prices were the initial driver of the deteriorating affordability in the U.S. As price pressures tempered, rising mortgage rates put more pressure on affordability. The Federal Reserve Bank of Atlanta's National Home Ownership Monitor Index shows that October 2023 was the least affordable month for U.S. housing this century (**Exhibit 8**).

EXHIBIT 8

National Home Ownership Affordability Monitor (HOAM) Index, January 2007-March 2024



Source: Federal Reserve Bank of Atlanta

Housing Affordability Challenges

Texas's fast-growing population will require an increased housing supply across many regions in the state. As the state's population and housing demand continue to grow, state leaders and potential homebuyers alike are paying special attention to the Texas housing supply and affordability.

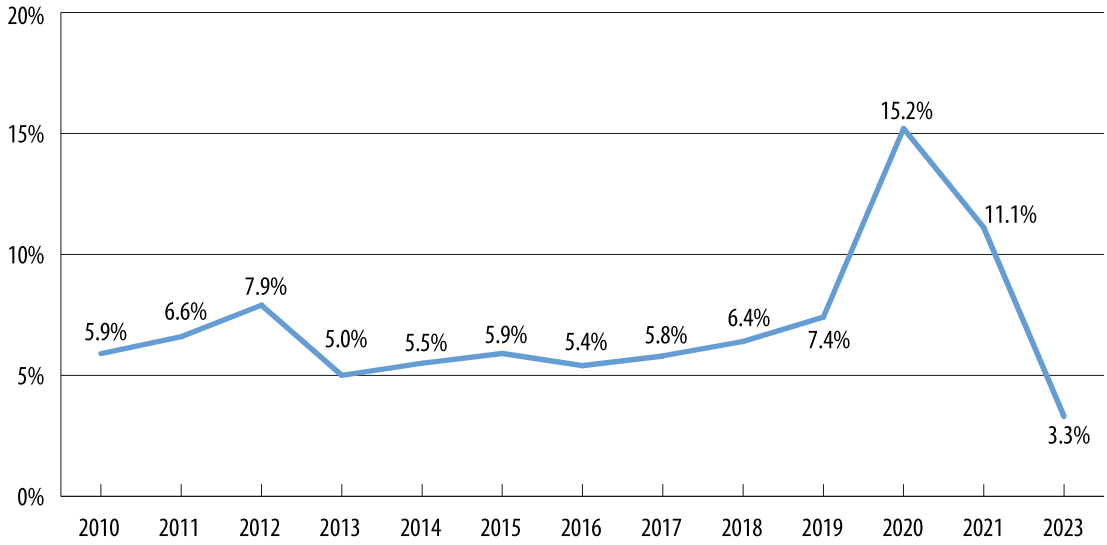
Affordability Challenges for Homebuyers

Household income and total monthly ownership costs are the basis of determining homeownership affordability. To purchase a home, most homebuyers use a mortgage, a loan for the purchase of a home or real estate. Factors such as interest rates and an individual's personal credit score, associated with the cost of borrowing for a home purchase, can serve as a barrier for many prospective buyers.

Mortgage rates can be an obstacle for prospective homebuyers, as higher rates can significantly increase the cost of ownership. Additionally, mortgage rates can impact the demand for homes. Low mortgage rates may enable buyers who would otherwise not be able to afford a home to enter the market and lock in a fixed low interest rate. Demand in these conditions would likely be high. Higher mortgage rates, on the other hand, might discourage new purchases due to the higher monthly costs, resulting in lower demand.

Among the greatest challenges to potential homebuyers — particularly new and young homebuyers — are the down payment and closing costs. Younger and first-time homebuyers typically lack the equity from a previous home sale and may not have substantial savings. Inflationary strains can make it more difficult for any buyer to accumulate adequate savings. Personal savings rate, a measure of disposable personal income, has declined significantly following pandemic-related economic relief spikes. At the end of 2023, the personal savings rate remains below 2019 levels (**Exhibit 9**).

EXHIBIT 9
U.S. Personal Savings Rate 2010-2023



Source: U.S. Bureau of Economic Analysis, Personal Saving Rate [PSAVERT], retrieved from FRED, Federal Reserve Bank of St. Louis

Homebuyers with less than a 20 percent down payment are typically required to purchase private mortgage insurance (PMI), increasing the cost of the mortgage. PMI protects the lender on a conventional mortgage in the event the borrower defaults and the lender forecloses on the property. The cost of PMI can be anywhere from 0.5 percent to nearly 6 percent of the principal amount.[11]

Additional affordability challenges potential homeowners must consider include the cost related to property tax bills, homeowners insurance, homeowners association costs, inspection fees associated with the buying process and reserves for potential repairs.

Property Tax Costs

One Texas quality that draws potential homebuyers and business owners to the state is the lack of a personal state income tax. However, local taxing units such as counties, cities, school districts, community colleges and other special purpose districts rely heavily on property taxes as a significant source of funding for essential public services. Homeowners face the potential of higher property tax rates to support the expanding demands of a growing population —maintenance and improvement of infrastructure, expanding services, and delivering amenities. Research by the Tax Foundation finds that in calendar year 2021, Texas had the sixth highest effective tax rate on owner-occupied property in the U.S. at 1.68 percent.

Increases in property values in many areas in Texas are no longer a guarantee of a higher property tax bill as they were prior to legislative property tax relief efforts in 2019. However, it is still possible that some homeowners will see higher tax bills even if property tax rates decline. An increase in their tax bill can significantly alter the budget of a household confronting affordability challenges.

State leaders and lawmakers have taken a number of steps since 2019 to remedy the burden of increasingly high property taxes. This relief has been provided in several forms. For instance, the residence homestead exemption was increased from $25,000 in 2020 to $100,000 by 2024 and school district tax rates have been compressed downward to account for growth since 2019. Most cities, counties, and special districts are generally not able to increase their property tax revenue by more than 3.5 percent without voter approval. The Legislature also created a pilot "circuit breaker" program that provides a 20 percent limitation on the appraised value of many types of real property (homesteads and property subject to special appraisal were excluded).

Homeowners Insurance

Homeowners insurance provides protection if a home or property is damaged or destroyed, contingent on what is covered by the policy. While there is no law requiring the purchase of homeowners insurance, lenders often will require borrowers to have it while they owe money on their home. The cost of protecting their investment can be an expensive hurdle for many buyers due to the rising cost of homeowners insurance premiums, the amount a policyholder pays for insurance. According to the Texas Department of Insurance, from 2015 to 2022, the statewide average premium per policy went up 33 percent. Premium costs have risen sharply in recent years, up about 7 percent in 2021 and 12 percent in 2022 (**Exhibit 10**).

EXHIBIT 10

Average Cost of Homeowners Insurance, Premium per Policy in Texas, 2015-2022

Year	Average Premium	Annual Percent Change
2015	$1,782	
2016	$1,791	0.5%
2017	$1,860	3.8%
2018	$1,916	3.0%
2019	$1,961	2.3%
2020	$1,987	1.3%
2021	$2,124	6.9%
2022	$2,374	11.8%

Source: Texas Department of Insurance

Challenges for Renters

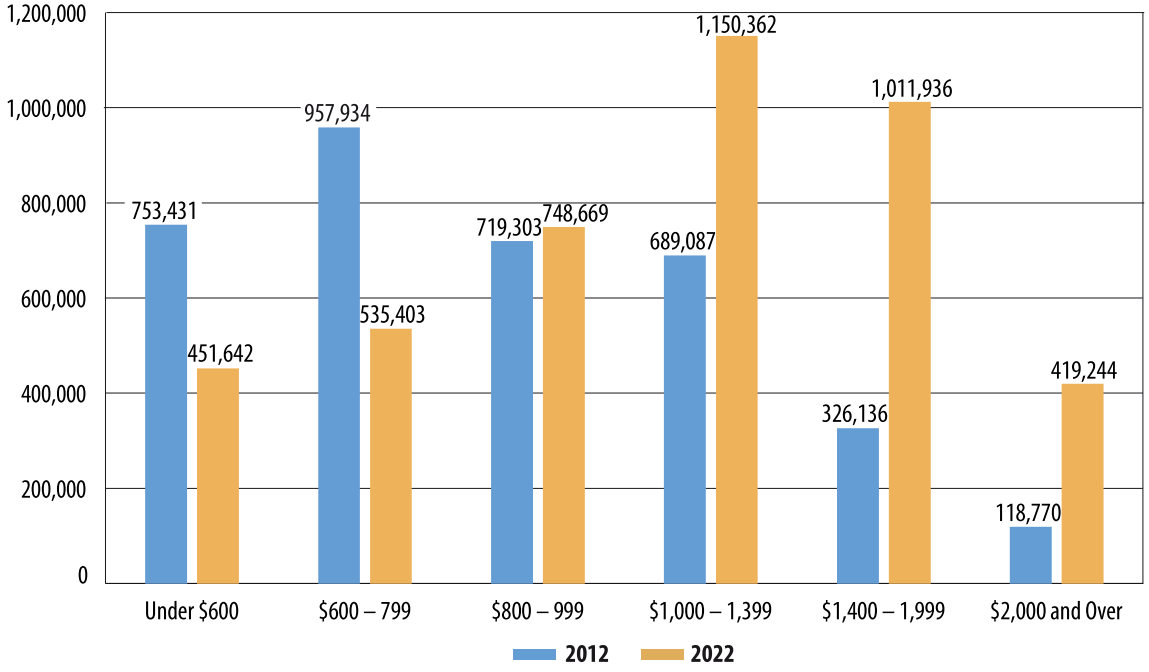
Affordability challenges in rental housing are not unique to Texas, as the number of cost-burdened and severely cost-burdened renters has grown nationwide. According to a report by the Joint Center for Housing Studies of Harvard University, "at last measure in 2022, a record-high 22.4 million renter households spent more than 30 percent of their income on rent and utilities."[12] Additionally, "among cost-burdened households, 12.1 million had housing costs that consumed more than half of their income, an all-time high for severe burdens," according to the report. High demand for rental housing, coupled with limited supply, poses a significant challenge to affordability, as renter-occupied households historically have lower incomes than owner-occupied households and may be more affected by changes in household income and rental prices. The shrinking supply of low-rent units is among the greatest challenge to renters (**Exhibit 11**).

According to a study by the National Low Income Housing Coalition (NLIHC), no state in the U.S. has an adequate supply of rental units for families who have extremely low incomes (ELI).[13] ELIs are characterized by having an income at or below the poverty line or below 30 percent of their area median income (AMI). Texas ranks 46 out of 51 on the national scale (including the District of Columbia) with only 25 affordable and available rental homes per 100 ELI renter households, compared to 34 homes per 100 in the U.S.[14]

There is a significant disparity in affordable rental units available to households in different income brackets. One-quarter of the rental population, or 11 million households, earn below 30 percent of the AMI. Based on the current housing supply, only 7 million units are attainable for the households falling into this category, representing a shortage of approximately 4 million units. Households defined as ELI are the only group facing an absolute shortage of available

EXHIBIT 11

Number of Rental Units by Price Range, Texas, 2012 vs. 2022



Sources: Harvard Joint Center for Housing Studies tabulations of U.S. Census Bureau, American Community Survey 1-Year Estimates

units. Due to their income restraints, they cannot rent units outside of the qualifying income threshold, while households in a higher income bracket can rent cheaper units, thus leaving fewer available for ELI households. Approximately 3.3 million of the rental units accessible to ELI households are being rented by households in a higher income bracket, leaving only 3.7 million units available for 11 million households.[15] The desirability of housing markets in many regions in the state places great strain on low income earning renters and elderly households who are in affordable housing and have static incomes, because an increase in fair market rent values poses a challenge for these households and their budgets.

Rental prices can be disproportionately high compared to household incomes depending on the region. To manage the cost of housing, many renters may relocate from metro areas to outlying areas. According to the U.S. Census Bureau Household Pulse Survey and the Urban Institute, a think tank that conducts economic research and social policy research, 44 percent of renter households reported feeling pressure to move out of their current home, with 22 percent having acted on this pressure.[16] Rent increases and missing rent payments accounted for nearly half of instances in which the renter felt pressured to move (**Exhibit 12**).

EXHIBIT 12

Renter's Reasons for Moving, U.S. and Texas

	Rent Increase Forced Move	Missed Rent Payment	Landlord Didn't Make Repairs	Threatened With Eviction	Locks Changed/ Possessions Removed/ Utilities Off	Unsafe Neighborhood	Other Pressure to Move
Texas	1,399,034 (36%)	363,055 (9%)	799,764 (21%)	238,182 (6%)	36,520 (1%)	399,225 (10%)	646,594 (17%)
U.S.	13,844,545 (35%)	3,917,681 (10%)	8,742,708 (22%)	2,524,097 (6%)	208,956 (1%)	4,442,916 (11%)	5,921,991 (15%)

Source: U.S. Census Bureau

Housing Cost Burdens in Urban and Rural Texas

In 2022, homeowners comprised 62.5 percent of Texas households, while renters accounted for 37.5 percent. These shares differ greatly between urban and rural areas. In rural areas, owners comprised 83.5 percent of households, much higher than urban areas, where owners accounted for 58.5 percent of total households (**Exhibit 13**).

Rural communities are defined by the U.S. Census Bureau as "all population, housing, and territory not included within an urban area" or an area with a population of less than 5,000 or having less than 2,000 housing units.[17]

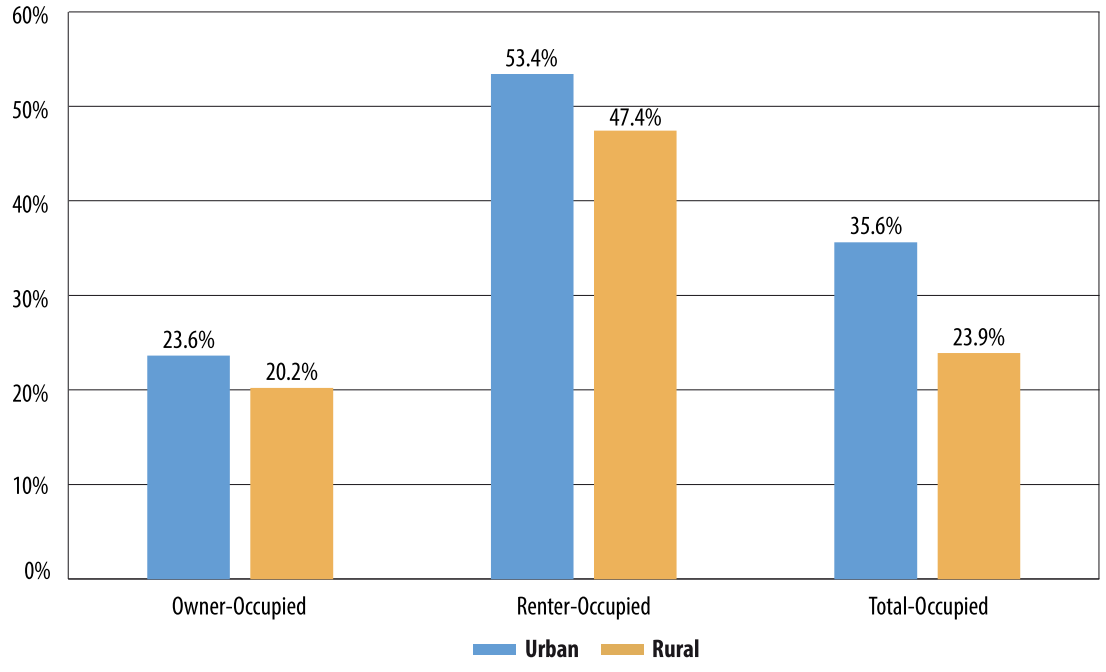
In 2022, about 36 percent of urban households spent at least 30 percent of their income on housing, compared to 24 percent of rural areas (**Exhibit 14**).

EXHIBIT 13
Occupied Housing in Texas, Urban vs. Rural Areas, 2022

Type	Share of Occupied Housing in Rural Areas	Rural - Total	Share of Occupied Housing in Urban Areas	Urban - Total	Share of Total Occupied Housing	Total Occupied Housing
Owner-occupied	83.5%	1,471,683	58.5%	5,454,933	62.5%	6,926,616
Renter-occupied	16.5%	291,140	41.5%	3,869,952	37.5%	4,161,092
Occupied housing units		1,762,823		9,324,885		11,087,708

Sources: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates, Table ID: S2503; Texas Comptroller of Public Accounts analysis

EXHIBIT 14
Housing Cost Burden, Urban vs. Rural Areas, 2022



Sources: U.S. Census Bureau, 2022 American Community Survey 1-Year Estimates, Table ID: S2503; Texas Comptroller of Public Accounts analysis

Improving Housing Affordability

Housing supply is the crux of the affordability issue, and there are no easy, clear-cut fixes to this challenge. State government's ability to improve housing affordability may be limited, but there are possible actions that can be taken to alleviate the financial burden. For state government, these improvements may include additional relief from the property tax burden, more funding for low- to moderate-income housing programs or incentives to increase the supply of housing at the price range where it is most needed. Local governments may take steps to streamline the permitting process or bolster housing affordability through more public-private partnerships.

To improve housing affordability, some employers have used housing incentives as a perk to attract and retain employees. In a recent Texas example, several school districts offered housing benefits to staff.

Building More Housing in High Demand Areas

Local Efforts

Finite land availability, zoning and land-use regulations can be impediments to new home building in high-demand areas. Zoning is the process by which a city prescribes regulations to promote public health, safety, morals or general welfare and to protect and preserve places and areas of historical, cultural, or architectural importance and significance.[18] These regulations include limiting the occupancy, location and size of buildings and the use of buildings and land.

Lot-size restrictions set a minimum size for a lot to qualify for certain usage. Reducing the minimum lot size for housing projects can reduce the cost and increase the supply of homes available. For example, some cities have looked at initiatives intended to increase the housing supply and provide more types of housing within zones that are dedicated for single-family homes through a series of updates to their land development code. The objective is to increase the maximum number of homes allowed on a single-family lot to three units, creating incentives for those who choose to conserve existing homes and encourages the creation of smaller "starter" homes.

These proposals, however, are not without opposition. Housing is viewed by some homeowners as both a consumption good and an investment. Homeowners want to maintain high property values to earn the greatest return on their investments, and they may oppose projects they believe may de-value their property. This resistance can result in project delays, increased costs and even cancellation of new housing projects, exacerbating housing shortages and affordability issues.

Institutional Investors and Housing Affordability

The impact of institutional investors in the purchasing and sale of single-family homes requires further examination. According to the Urban Institute, "a lack of clarity around who institutional investors are and how they should be measured and tracked poses a challenge" to understanding local investor behavior and designing policies to better manage it.[19]

Institutional investors may pose a challenge to housing affordability for first time-homebuyers, low-income individuals and communities, and they may impact supply and demand in both the buyer and renter housing markets.

Large-scale investment in residential real estate affects both supply and demand in the housing market. Large-scale investors have capital readily available and can present higher cash offers than the average buyer, which drives up property prices and creates more competition for available housing stock, reducing affordability for individual homebuyers or renters. Alternatively, institutional investors can serve as a driving force to contribute to the housing supply as they may be better suited to engage in development and redevelopment projects.

HUD User, an information source for the U.S Department of Housing and Urban Development, defines institutional investors as "investors with portfolios containing more than 1,000 units, [those that] are nonindividual investors and can include limited liability corporations, limited liability partnerships, real estate investment trusts, and other entities."[20]

In 2022, institutional buyers accounted for 28 percent of total residential sales in Texas, the largest share of any state and more than double the national share of 13 percent, according to NAR (**Exhibit 15**).[21] According to *HUD User*, single family rental properties within institutional portfolios accounted for just 3 percent of investor-owned homes nationwide as of August 2022.[22]

EXHIBIT 15
Share of Residential Purchases by Institutional Buyers, Top Five States, 2021

State	Market Share
Texas	28%
Georgia	19%
Oklahoma	18%
Alabama	18%
Mississippi	17%
U.S.	13%

Source: National Association of Realtors

The Texas housing market is a highly attractive market for institutional homebuyers. According to NAR, institutional buyers are most attracted to areas with:[23]

- Higher household formation
- High density of minority groups, especially Black households
- High density of renters
- High density of the millennial 28-43 age group
- High income and education
- Many people moving into the area
- Fast rent growth
- Fast home appreciation
- Fast sales growth
- Lower rental vacancy rate

Housing Market Stabilizes but Strains Remain

Following the turmoil caused by COVID-19, the housing market is slowly approaching market trends seen prior to the pandemic. Homes are beginning to stay on the market longer, and there appears to be a more competitive environment for potential buyers as opposed to buyers being outbid by all-cash offers. In June 2021, the median number of days a house stayed on the market nationwide was 33 days; this rose to 44 days by June 2023, approaching the pre-pandemic number of 53 days in June 2019.[24]

Texas markets have seen a drastic increase in both the number of active listings and housing inventory from 2021 to 2023. According to data from the Texas A&M University Real Estate Research Center, in 2021, there were 48,346 active listings in Texas with just 1.21 months of inventory. In 2023, these figures began to approach 2019 levels with active listings growing to 88,743 and inventory rising to 3.38 months.

This trend of reaching pre-pandemic levels is consistent across various sectors of Texas' economy.[25] Texas continues to increase the number of available jobs, with the addition of 402,000 in fiscal year 2023 for a total of nearly 14 million. Unemployment in Texas also has continued to decrease following the pandemic shutdown, with a rate of 4 percent in fiscal year 2023, nearly reaching the 2019 average of 3.6 percent. Both factors have contributed to a 6.8 percent increase in personal income in fiscal year 2023. These changes are expected to slow over the coming years, balancing out following the sharp decline after the onset of COVID-19 and the subsequent surge.[26] This period of moderated economic growth will likely correspond to a cooling housing market.[27]

Appendix 1: Federal Housing Affordability Programs

Several programs address the housing affordability crisis for individuals and cities including, but not limited to:

- **Self-Help Homeownership Opportunity Program (SHOP):** This federal grant program provides nonprofits with funds to develop affordable housing for low-income buyers.[28] The current limit on the amount a recipient can spend on a single housing unit is $25,000 for fiscal year 2022. From fiscal year 2011 to fiscal year 2020, SHOP funds were used to construct homes across more than 40 states and 140 metropolitan areas.[29]
- **Housing Choice Voucher Program (HCV):** Commonly referred to as Section 8, HCV is a federal program that supplies housing vouchers to very low-income families, the elderly and individuals with disabilities to ensure safe, sanitary and affordable housing.[30] These funds are distributed locally and allow the household to choose the location of the rental, provided the unit meets the established criteria.[31] The Texas Department of Housing and Community Affairs is one of several public housing authorities that run HCV programs across the state.
- **U.S. Department of Housing and Urban Development's Housing Trust Fund:** This federal program supplies funding to states to create affordable rental housing communities. In 2022, Texas received approximately $47.4 million from the Housing Trust Fund, the third-highest amount in the nation, behind only California and New York.[32] In 2023, Texas saw a reduction in trust fund allocations, down to nearly $22.4 million.[33]
- **Home Investment Partnerships Program (HOME):** A federal program afforded annually to states and localities in partnership with local nonprofits, HOME aims to assist in the building, buying and/or rehabilitating of rental units and to provide direct rental assistance to low-income households.[34] This program stipulates that participating jurisdictions match funds at a rate of 25 cents for every dollar awarded.[35]
- **Community Development Block Grant Program:** This federal program provides grants to states and localities to develop urban communities through the addition of affordable housing and economic opportunities for moderate- to low-income individuals.[36] In FY 2022, Texas received nearly $54 million to be dispersed to projects among six subsections, namely economic development, housing, public facilities and improvements, public services, general administration and planning and miscellaneous.[37]
- **Low-Income Housing Tax Credit:** This federal program provides tax credits in states for the acquisition, rehabilitation or new construction of rental housing targeted to lower-income households. Through this program, states award credits to private developers of affordable rental housing projects. The program is intended to improve housing supply in lower-income price ranges.

Appendix 2: Affordability Aid for Veterans

Texas is home to 14 active-duty military installations, with many veterans calling the state home after they have completed their service obligations. There are several housing assistance and loan benefit programs available to veterans and their families to help alleviate the housing affordability challenge:[38]

- **Texas Veterans Land Board (VLB):** The VLB operates programs within the Texas General Land Office to provide benefits and services for Texas veterans, military members and their families. Services include low-interest land, home loans and home improvement loans.
    - **The Veterans Land Board Program** offers Texas veterans the opportunity to purchase land at competitive interest rates.
    - **Texas Veterans Home Improvement Program** provides below-market interest rate loans to qualified Texas veterans for home repairs and improvements to their existing homes.
    - **Veterans Housing Assistance Program** assists eligible Texas veterans in purchasing a home with a competitive, low-interest loan with little or no down payment.
- **Homes for Texas Heroes Program:** Offered through the Texas State Affordable Housing Corp., the program provides veterans access to fixed-rate mortgage financing, down payment assistance grants and mortgage credit certificates to low- and moderate-income veteran households.[39]
- **Property Tax Exemptions:** Partially disabled veterans are eligible for a partial property tax exemption based on their disability rating. One hundred percent disabled veterans and their surviving spouses are eligible for a total property tax exemption.
- **U.S. Department of Veterans Affairs:** This department provides a wide range of benefits, including home loan guaranty programs.

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San Angelo ResIntel Housing Study
2024 Update



City of San Angelo Texas
Development Corporation

The City of San Angelo Texas

San Angelo ResIntel Housing Study

2024 Update

Prepared for:

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June 2025

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INTRODUCTION

The City of San Angelo Development Corporation (COSADC) is a non-profit economic development corporation formed under the Texas Development Corporation Act of 1979 and governed by a seven-member board of directors. As directed by this Act, the Corporation's focuses its efforts on the promotion and development of business enterprises that create or retain primary jobs.

It is the mission of the City of San Angelo Development Corporation to work with economic development partners to retain, strengthen and diversify the job base of the community to ensure a vibrant business climate for San Angelo and the region.

CDS Company Bio

CDS Community Development Strategies (CDS) is a leading national consulting firm headquartered in Houston, Texas, providing economic analysis, public planning, and market research services to clients in a wide variety of industries. CDS was formed in 1971 and is staffed with seasoned professionals who have training and experience in economic development, demographic research, urban planning, statistical analysis, market evaluation, and all aspects of real estate development.

Since 1971, CDS has remained at the forefront of the industry by doing three things:

1. Staying actively involved in numerous professional and trade associations.
2. Providing clear, unbiased, and up-to-date solutions by employing the most appropriate and cost-effective research methods.
3. Utilizing solution-oriented analysis teams to focus on each project assignment adapted to your needs.

The Purpose of this Study

This study contains the most recent research, findings, analysis, and suggestions for improvement related to the housing market in the City of San Angelo. The focus of this study centers on the following:

- Evaluation of supply and demand within the context of economic conditions and trends
- The magnitude and nature of demand for all types of housing deemed to be needed in San Angelo
- Conclude on overall opportunities that builders and developers can pursue to fulfill current and future needs

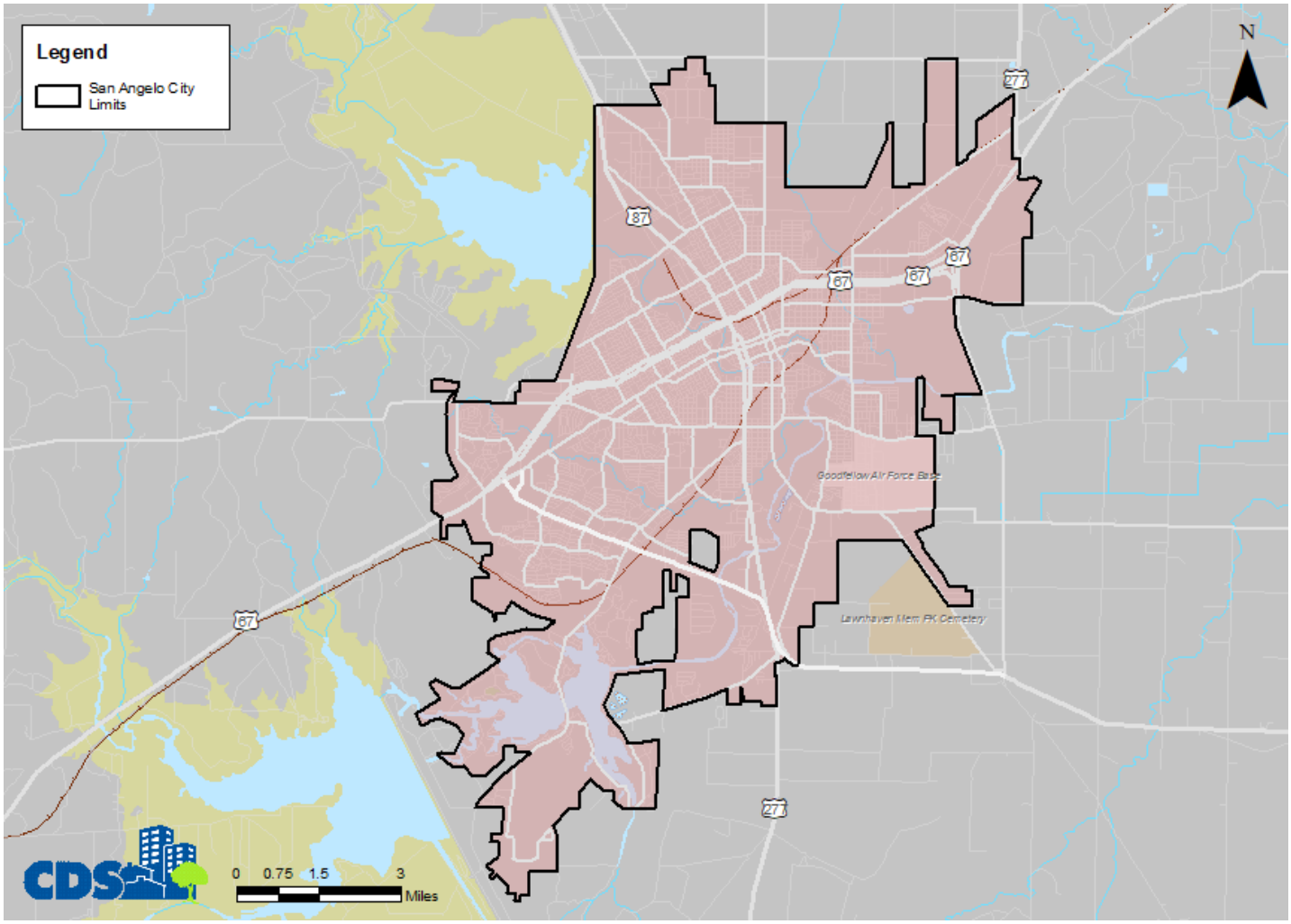
This study required a considerable amount of participation from local business, real estate professionals, and government staff, for which CDS is grateful.

Study Area Description

This study examines the City of San Angelo, Texas and to a lesser extent San Angelo MSA and Tom Green County mostly for comparison purposes.

The City of San Angelo is the county seat and regional residential and economic hub of Tom Green County and offers the County major employment, retail shopping, recreational, educational and health care services.

Figure 1: San Angelo, Texas



EXECUTIVE SUMMARY

The City of San Angelo and Tom Green County emerged from the COVID shutdown with substantial job recovery and new job growth.

Although K-12 enrollment in San Angelo has decreased by about -2,000 since 2018-2019 and demographics estimates for 2020 to 2024 show a decrease of population in San Angelo of -200, Tom Green County is currently experiencing the highest employment in its history and population estimates may be understated.

Furthermore, Angelo State University continues to see 200 to 300 new students each year. That combined with the ongoing trainings and missions at Goodfellow Air Force Base plus overall job growth San Angleo is experiencing strong growth and a constant churn of residents, students and workers in and out of apartment and single-family rental units.

Shannon Hospital plans to hire around 1,000 additional workers in the next three to five years.

San Angelo's very strong industrial cluster has created new job growth and is exporting millions worth of products manufactured in San Angelo each year.

Local economic development has proven to be effective, growing the local economy and job base and is poised to continue to do so over the next three to five years.

When CDS first conducted the 2019 ResIntel the apartment and rental market was very tight and home building and buying activity was very high. This was accelerated in 2020 and 2021 but new rental developments like Creek 27 and Wolf Creek provided new supply that helped to moderate the market and keep prices from surging even higher. The rental market is poised to tighten again with added job growth and very low construction of new entry-level homes.

New housing permits has kept up somewhat well with new job growth but is slightly behind the 1 new housing permit per 2 new jobs benchmark for a balanced market.

In order to facilitate continued job growth and prevent greater housing price increases more apartments as well as for-sale and rental small lot entry level homes, town homes, patio homes, garden homes, duplex, triplex and fourplex homes will be required.

The greatest demand as well as lack of supply in the San Angelo housing market are entry level, first time buyer for-sale homes in the $175,000-$225,000 price range and rental units from $875-$1,300 a month.

CDS estimates housing demand in San Angelo over the next three to five years to range from 2,500 to 5,000 new units.

For new housing units to be as affordable and attainable as possible to San Angelo and Tom Green workers then more rental units and smaller lot, entry level for-sale homes in the form of missing-middle housing types should be allowed and facilitated.

Infrastructure and other supply side incentives for housing should also be explored.

Category	Data Point	Jobs	Housing To New Jobs Ratio	Housing Demand	Rental Unit Demand (45%)	For-Sale Unit Demand (55%)	Attainable Rent Price	Attainable For-Sale Price
Job Growth	New Jobs (2022-2025)	3,626	1:2	1,813	700	1,100	$875-$1,300	$175,000-$275,000
Future Job Growth Scenarios (2025-2030)	Conservative	2,500	1:2	1,250	563	688	$875-$1,300	$175,000-$275,000
	Average	3,500	1:2	1,750	788	963	$875-$1,300	$175,000-$275,000
	Aggressive	5,000	1:2	2,500	1,125	1,375	$875-$1,300	$175,000-$275,000

Reducing Local Barriers to Housing Attainability: Local Government Policy Recommendations

According to U.S. Census Bureau data the average square feet of new homes as of Q1 2025 was 2,408 square feet. In 2024 only 264,000 homes 1,800 square feet or less were built, compared to 500,000 in 2004.

An entry level or starter home is typically 1,800 square feet or smaller.

- Smaller end (975–1,400 SF)
- Mid-range (1,400–1,600 SF)
- Upper end (1,600–1,800 SF): Still considered starter homes in many low-cost regions or for families needing 3 bedrooms.

Local government housing construction standards, requirements and regulations have a significant impact on the construction and cost of new entry level homes.

The following recommendations are intended to help local governments and planning agencies reduce regulatory costs, improve housing attainability and facilitate new entry level starter home and missing-middle construction. These strategies are based on national research, and local planning best practices.

1. Legalize and Support Missing Middle Housing Across All Residential Zones

- Legalize Missing Middle Housing Types (2–5 units) in all residential areas, with density adjusted to local infrastructure and population.
- Allow by-right conversions of single-family homes into duplexes or triplexes.
- Permit backyard cottages (ADUs) and small lot multiplexes (up to fourplexes) in all zones.
- Allow new starter homes by-right in all residential zones to broaden entry-level ownership options.

2. Reform Zoning Standards to Unlock More Buildable Land

- Reduce or eliminate minimum lot sizes in single and multifamily zones, especially in infill areas.
- Target: 1,400–2,000 sq. ft. or less.
- Permit subdivision/splitting of existing lots to enable small-scale developments like townhomes.
- Increase lot coverage allowances (up to 60% or more) and reduce setback requirements.
- Allow zero-lot-line homes and flexible setbacks.
- Increase building heights up to at least 4 stories.

3. Remove Excessive Parking Mandates

- Cap parking at 0.5 spaces per unit for multifamily housing.
- Eliminate parking requirements for:
    - Units under 1,400 sq. ft., ADUs, childcare centers, affordable homes, and other priority uses.
- Encourage shared parking models and fee-based parking stalls to avoid overbuilding.

4. Streamline Permitting, Review & Entitlement Processes

- Allow by-right construction for missing-middle housing to avoid unnecessary delays.
- Develop pre-approved house plan sets for faster deployment of small-scale housing.
- Simplify review timelines and provide online or automated permitting tools.
- Reduce or waive fees in areas with infrastructure capacity or urgent housing needs.
- Calibrate impact fees based on square footage to encourage smaller homes.
- Lower or eliminate impact fees for ADUs, duplexes, townhomes, and small-lot infill homes.

5. Reform Building and Infrastructure Codes

- Create a residential code carveout for structures up to six units, exempting them from the full commercial building code.
- Permit single staircases in buildings up to six units to expand options on smaller lots.
- Remove exclusionary infrastructure standards:
    - Avoid oversized roads/utilities unless necessary for safety or environmental health.
    - Allow flexibility in materials, architecture and design.

6. Ensure Fair, Transparent, and Affordable Development Costs

- Ensure proportional and justifiable development/impact fees, especially for:
    - First-time buyer units, working families, seniors, and small-scale developments.
- Conduct affordability impact reviews when updating zoning or subdivision standards.
- Identify and remove cost-prohibitive rules.

7. Align Infrastructure Investment & Housing Development

- Integrate land use planning with infrastructure investments.
- Use tools like TIRZ, TIF, PILOT, 380 agreements, and local housing incentives to offset utility and infrastructure costs.
- Provide city-backed financing tools to unlock favorable rates without excessive risk.
- Coordinate site preparation funding to expand affordable entry-level housing.

8. Support an Ecosystem of Incremental Developers

- Encourage local, small-scale developers who can build 1–4 units affordably and in context.
- Enable streamlined regulations for homeowner-led or small builder projects.
- Leverage public-private partnerships and workforce housing incentives to align supply with employment trends.

Cost of Regulations

Regulation imposed by all levels of government is estimated to account for an average of 25% of the final price of a new single-family home built for sale.

During the construction phase of a house, meaning after a builder has acquired or developed the underlying lot, regulation on average accounts for 14.5% of construction costs.

This includes actual hard costs of fees paid by the builder, as well as the cost of changes to construction codes and design standards.

While some of the cost of regulation is absorbed by the builder, at least 10% of the final sales price of a home is passed on to the homebuyer and directly attributable to the regulatory costs imposed during construction. Thus, government regulations have a clear and direct impact on housing affordability by influencing house prices.

Demographic and Economic Analysis

Past, present and future demographic figures were collected and estimated by utilizing data from the following sources: U.S. Census Bureau, American Community Survey, Environics by Envision (hereafter referred to as "Environics"), Bureau of Labor Statistics, Texas Workforce Commission Labor Market Information, Quarterly Census of Employment and Wages (QCEW), City of San Angelo Development Corporation, San Angelo Chamber of Commerce, Downtown San Angelo Inc., City of San Angelo Planning and Development, Goodfellow Airforce Base, San Angelo Apartment Association, San Angelo Association of Realtors and primary research completed by CDS Market Research.

Thanks goes out to City of San Angelo Economic Development Corporation and other City entities instrumental in completing this report.

Population and Households

Table 2 provides population and household counts for 2010 to 2024, as well as estimates for 2029.

- Data shows a slight decrease of -200 residents from 2020 to 2024 in San Angelo, however, estimates for Tom Green County show an increase of 400 new residents in that time.
- From 2024 to 2029 population is expected to increase in San Angelo by 550 new residents and 1,200 in Tom Green County.

Table 2: Population and Households, 2010 to 2024

Population	2010 Census	2020 Census	2024 Environics	2029 Projection	Change 2020 to 2024	% Change 2020 to 2024	Change 2024 to 2029	% Change 2024 to 2029
City of San Angelo	92,844	99,893	**99,691**	100,242	-202	-0.2%	551	0.6%
Tom Green County	110,221	120,003	**120,399**	121,570	396	0.3%	1,171	1.0%
Households	**2010 Census**	**2020 Census**	**2024 Environics**	**2029 Projection**	**Change 2020 to 2024**	**% Change 2020 to 2024**	**Change 2024 to 2029**	**% Change 2024 to 2029**
City of San Angelo	35,990	39,440	**39,331**	39,547	-109	-0.3%	216	0.5%
Tom Green County	42,329	46,683	**46,816**	47,266	133	0.3%	450	1.0%

Sources: U.S. Census Bureau, 2010, 2020, Nielsen/Claritas 2024, 2029 Estimates – Environics)

Age Distribution

Table 3 contains a breakdown of the 2024 populations for San Angelo and Tom Green County by age range.

- Median age in San Angelo is 35.8, and 36.6 in Tom Green County.
- San Angelo has a significant Millennial population (anyone born between 1981 and 1996/ages 43 to 28 in 2025) – 62% of San Angelo residents are in the Millennial generation cohort.
- Ages 0-9 accounted for 12.4% (12,361) of the population.
- Ages 10-17 accounted for 10.5% (10,423) of the population.
- San Angelo's child age groups (Age 0 to 9) were nearly 20% greater than older school age groups (Age 10 to 17).
- This indicates an opportunity to existing and new business growth that benefit greatly from a significant family base that will age along with businesses and provide lucrative patronage and future business growth opportunities.

Table 3: Population by Age, 2024

Age	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total	**99,691**		**120,399**	
Age 0 to 4	6,203	6.2%	7,464	6.2%
Age 5 to 9	6,158	6.2%	7,474	6.2%
Age 10 to 14	6,367	6.4%	7,891	6.6%
Age 15 to 17	4,056	4.1%	4,906	4.1%
Age 18 to 20	5,045	5.1%	5,848	4.9%
Age 21 to 24	6,062	6.1%	6,973	5.8%
Age 25 to 34	14,828	14.9%	17,044	14.2%
Age 35 to 44	12,779	12.8%	15,386	12.8%
Age 45 to 54	9,990	10.0%	12,306	10.2%
Age 55 to 64	10,648	10.7%	13,382	11.1%
Age 65 to 74	9,878	9.9%	12,398	10.3%
Age 75 to 84	5,432	5.5%	6,702	5.6%
Age 85 and over	2,245	2.3%	2,625	2.2%
Age 16 and over	79,623	79.9%	95,946	79.7%
Age 18 and over	76,907	77.1%	92,664	77.0%
Age 21 and over	71,862	72.1%	86,816	72.1%
Age 65 and over	17,555	17.6%	21,725	18.0%
Median Age	**35.8**		**36.6**	

Source: Environics 2024

Race and Ethnicity

Table 4 shows the estimated racial and ethnic makeup of San Angelo and Tom Green County.

Table 4: Racial or Ethnic Makeup, 2024

Race or Ethnicity	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Population	**99,691**		**120,399**	
White Alone	46,120	46.3%	60,097	49.9%
Black or African American Alone	3,803	3.8%	4,041	3.4%
American Indian and Alaska Native Alone	292	0.3%	372	0.3%
Asian Alone	1,539	1.5%	1,630	1.4%
Native Hawaiian and Other Pacific Islander Alone	117	0.1%	129	0.1%
Some Other Race Alone	303	0.3%	356	0.3%
Hispanic or Latino	27,978	28.1%	31,486	26.2%
Two or More Races	19,539	19.6%	22,287	18.5%

Source: Environics 2024

Household Size and Type

Table 5 shows 2024 household size and average household size for San Angelo and Tom Green County.

- Average household size in San Angelo was 2.45

Table 5: Household Size, 2024

Household Size	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total:	**39,331**		**46,816**	
1-person household	11,878	30.2%	13,318	28.5%
2-person household	12,611	32.1%	15,402	32.9%
3-person household	6,162	15.7%	7,321	15.6%
4-person household	4,800	12.2%	5,927	12.7%
5-person household	2,333	5.9%	2,914	6.2%
6-person household	986	2.5%	1,218	2.6%
7-or-more person household	561	1.4%	716	1.5%
Average Household Size	**2.45**		**2.50**	

Source: Environics 2024

Table 6 shows past, current and future data for family and nonfamily household types, which distinguishes between family and non-family households, in San Angelo and Tom Green County.

- Households in San Angelo have increased by 3,341 since 2010, an average per year of about 240 from 2010 t0 2024.

Table 6: Family and Nonfamily Households, 2024

Households	San Angelo		Tom Green County	
	Count	Share	Count	Share
2029 Projection	39,547		47,266	
2024 Estimate	**39,331**		**46,816**	
2020 Census	39,440		46,683	
2010 Census	35,990		42,329	
Growth 2024-2029	0.5%		1.0%	
Growth 2020-2024	-0.3%		0.3%	
Growth 2010-2020	9.6%		10.3%	
2024 Households by Household Type				
Family Households	25,126	63.9%	30,880	66.0%
Nonfamily Households	14,205	36.1%	15,936	34.0%

Source: Environics 2024

Table 7 shows past, current and future data for family households and poverty in San Angelo and Tom Green County.

- In San Angelo 10% (2,589) of family households are Below Poverty with 2,055 Below Poverty with Children.

Table 7: Family Households and Poverty, 2024

Family Households	San Angelo		Tom Green County	
	Count	Share	Count	Share
2029 Projection	25,330		31,263	
2024 Estimate	**25,126**		**30,880**	
2020 Census	24,744		30,299	
2010 Census	22,823		27,729	
Growth 2024-2029	0.8%		1.2%	
Growth 2020-2024	1.5%		1.9%	
Growth 2010-2020	8.4%		9.3%	
2024 Families by Poverty Status				
At or Above Poverty	23,058	91.8%	28,407	92.0%
At or Above Poverty with Children	10,506	41.8%	12,973	42.0%
Below Poverty	2,068	8.2%	2,473	8.0%
Below Poverty with Children	1,769	7.0%	2,049	6.6%

Source: Environics 2024

Household Income

Table 8 below shows 2019 household income. The average and median 2019 household income has been adjusted for inflation to 2024 dollars.

Table 8: Household Income, 2019

Household Income	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**39,743**	**100%**	**46,995**	**100%**
Less than $15,000	4,417	11%	4,909	10%
$15,000 to $24,999	4,951	12%	5,575	12%
$25,000 to $34,999	5,096	13%	5,793	12%
$35,000 to $49,999	6,035	15%	6,910	15%
$50,000 to $74,999	7,383	19%	8,853	19%
$75,000 to $99,999	4,404	11%	5,277	11%
$100,000 to $124,999	2,715	7%	3,453	7%
$125,000 to $149,999	1,600	4%	2,170	5%
$150,000 to $199,999	1,403	4%	1,850	4%
$200,000 to $249,999	618	2%	802	2%
$250,000 to $499,999	775	2%	994	2%
$500,000 or more	346	1%	409	1%
Average Household Income (2024$)	**$85,173**	-	**$88,586**	-
Median Household Income(2024$)	**$59,435**	-	**$62,426**	-

Source: Census 2019

Table 9 shows 2024 household incomes as well as average, median and per capita household income.

Table 9: Household Income, 2024

Household Income	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**39,331**		**46,816**	
Less than $15,000	4,323	11%	4,776	10%
$15,000 to $24,999	3,563	9%	4,131	9%
$25,000 to $34,999	3,845	10%	4,419	9%
$35,000 to $49,999	4,498	11%	5,324	11%
$50,000 to $74,999	7,271	18%	8,601	18%
$75,000 to $99,999	5,794	15%	6,860	15%
$100,000 to $124,999	3,982	10%	4,858	10%
$125,000 to $149,999	2446	6%	3073	7%
$150,000 to $199,999	2033	5%	2602	6%
$200,000 - $249,999	775	2%	1,032	2%
$250,000 - $499,999	626	2%	882	2%
$500,000+	175	0%	258	1%
Average Household Income	**$76,287**		**$79,486**	
Median Household Income	**$61,453**		**$63,428**	
Per Capita Household Income	**$30,097**		**$30,907**	

Source: Environics 2024

- San Angelo's estimated 2024 average household income of $76,287 is greater than median household income of $61,453.
- The gap between average and median income often signals income inequality due to a small number of very high income households making significantly more than the majority.
- Relying only on average income can overstate the typical income experience in a community.
- For planning, policy, or development purposes, the median income gives a more accurate picture of what most households actually earn.
- When assessing housing affordability, retail demand, or workforce needs, understanding this disparity helps prevent overestimating what the typical household can afford.

Table 10 below provides projected household income change for the City and County for 2019 to 2024. Income from 2019 has been adjusted for inflation and converted into 2024 dollars.

Looking at changes in average and median household income from 2019 to 2024 can provide a glimpse into possible shifts in San Angelo's local housing market.

Table 10: Household Income Change, 2019 to 2024

Household Income	San Angelo		Tom Green County	
	Change	% Change	Change	% Change
Total Households	**-412**	**-1.0%**	**-179**	**-0.4%**
Average Household Income	-$8,886	-10.4%	-$9,100	-10.3%
Median Household Income	$2,018	3.4%	$1,002	1.6%

Source: PCensus 2019, Environics 2024

- Inflation adjusted average household income in San Angelo in 2019 was $85,173 and in 2024 was $76,287.
- Inflation adjusted median household income in San Angelo in 2019 was $59,435 and in 2024 was $61,453.
- Estimated projections for 2024 show the City and County adding 2,413 households as well as median and average household income growth, a positive sign for the community.
- Household growth in the lowest and middle-income brackets is projected to increase and continue to remain the largest demand segment for rental and for-sale housing in the City.
- Higher income households are predicted to increase, especially the $100,000 to $149,999 cohort in San Angelo.
- It is important to keep in mind that the majority of higher income households in most cases are older in age, as one might expect. The 55 and older cohorts with $75,000 and greater household incomes should be an emerging housing market segment to be mindful of as time moves forward as growing demand from 2019 on may justify the increase of supply targeted for this segment.
- The 2024 income projection does not expect the distribution of income levels to alter much from 2019 estimates. This trend could be altered depending on the income levels of new jobs created in the City from 2019 to 2024.

Table 11 shows population and median household income of cities with similar population of San Angelo and Tom Green County.

- San Angelo has a greater median household income than Wichita Falls, Edinburg, and Beaumont.

Table 11: Texas Peer Cities Population and Median Household Income, 2024

City	Population	Median Household Income
San Angelo	98,568	$62,378
Wichita Falls	103,005	$56,073
Edinburg	107,781	$54,361
New Braunfels	110,379	$86,025
Conroe	110,740	$74,210
Beaumont	111,699	$50,659
Tyler	113,676	$66,107
Sugar Land	116,379	$131,780
Odessa	120,433	$69,521
League City	121,142	$106,518
Allen	121,676	$126,579
The Woodlands	125,352	$135,234
Richardson	125,708	$96,091
Lewisville	127,009	$83,696

Source: Environics 2024

Educational Attainment

Table 12 provides educational attainment data, which shows the highest level of education attained by the 25 years and older population.

- 55.7% of San Angelo's population older than 25 have pursued some form of higher education and 30.2% have obtained a degree.

Table 12: Educational Attainment, 2024

Educational Attainment	San Angelo		Tom Green County	
	Count	Share	Count	Share
Population Age 25+ by Edu. Attainment	**65,800**		**79,843**	
Less than 9th grade	4,555	6.9%	5,351	6.7%
Some High School, no diploma	4,478	6.8%	5,182	6.5%
High School Graduate (or GED)	20,125	30.6%	25,227	31.6%
Some College, no degree	16,743	25.5%	19,939	25.0%
Associate Degree	4,298	6.5%	5,143	6.4%
Bachelor's Degree	10,267	15.6%	12,681	15.9%
Master's Degree	3,772	5.7%	4,527	5.7%
Professional School Degree	769	1.2%	886	1.1%
Doctorate Degree	793	1.2%	907	1.1%

Source: Environics 2024

School District Enrollment

San Angelo ISD School enrollment is displayed in Table 13.

Table 13: San Angelo K-12 School Enrollment, 2019 to 2024

San Angelo ISD Enrollment	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2019-2024 Change	2019-2024 % Change
Totals by Year	**15,080**	**14,574**	**14,100**	**13,860**	**13,548**	**13,180**	**-1,900**	**-12.6%**

Source: Texas Education Agency

- San Angelo ISD decreased by about 2,000 students from the 18-19 school year to the 23-24 school year.
- Interviews with employers and other City institutions indicated that San Angelo ISD does not experience intense competition from surrounding districts and is favored in the region amongst most parents of school aged youth.
- A few mentioned a preference for Wall ISD to San Angelo local workers and business owners, though Wall has just around 100 existing homes.

San Angelo Employment Trends

Employment in the city and county is a key indicator used in determining the demand for housing, as well as the principal driver of population and household growth.

The information in this section provides general and detailed employment statistics for Tom Green County and the San Angelo area.

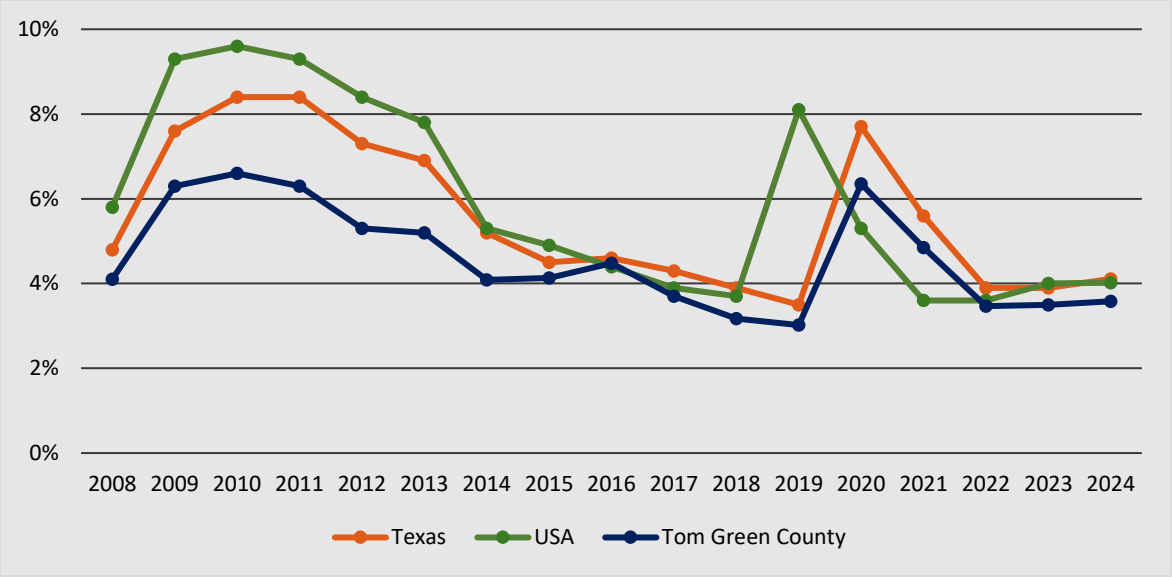
About 80% of Tom Green County's employment is located in the City of San Angelo. Therefore, Tom Green County level employment and industry data in this report should be understood to be representative of San Angelo.

Unemployment Rates

Tom Green County unemployment rates have consistently been lower than State and National rates since 2008.

- San Angelo and Tom Green County have a very stable and resilient local economy.

Figure 14: United States, Texas and Tom Green County Unemployment Rates, 2008-2024



Source: Texas Workforce Commission Tracer2. Not Seasonally Adjusted

Table 15 displays the employers that provide the economic foundation of San Angelo and Tom Green County.

As of 2024, there were an estimated 22,133 employees working at the largest 19 businesses in the City, 40% of Tom Green County employment of 57,653 workers.

Table 15: Major San Angelo Employers

Company	Employees	Industry
Goodfellow Air Force Base	6,149	Military Training Center
Shannon Health System (All Campuses)	4,900	Hospitals and Clinics
San Angelo ISD	2,000	Public School System
Angelo State University	1,904	University
Ethicon, Inc.	1,000	Medical Device Manufacturing
City of San Angelo	931	Municipal Government
San Angelo State Supported Living Center	770	State School
TimeClock Plus	637	Time Management Software
Tom Green County	627	County Government
SITEL, Inc.	472	Teleservicing
BlueCross BlueShield of Texas	406	Medical Claims Processing
Lone Star Beef Processors	385	Beef Processing
BEPC Inc.	364	Consulting Services
Baptist Retirement Center	358	Retirement Community
Reece Albert / CSA Materials	300	Highway Construction / Construction Material Merchant
Time Clock Plus (TCP)	280	Software Publishers
Housley Group	233	
West Texas Medical Associates	217	Physician Offices
Gandy Ink	200	Commercial Screen Printing / Advertising
Total	**22,133**	

Source: City of San Angelo Development Corporation, 2024

Occupations of Residents

Table 16 below displays the employment by industry for the age 16 and over work force in San Angelo and Tom Green County.

This data shows the occupation of residents living in San Angelo, not necessarily employed in San Angelo.

The lower section of the table shows the breakdown of white collar, blue collar and service/farm workers.

Top occupations for San Angelo residents in 2024 include:

- Office/Admin. Support – 6,540
- Sales/Related – 4,889
- Management – 3,958

Table 16: Occupation of Residents, 2024

Occupation	San Angelo		Tom Green County	
	Count	Share	Count	Share
Civ. Employed Pop 16+ by Occupation	**48,685**		**58,010**	
Architect/Engineer	328	0.7%	413	0.7%
Arts/Entertainment/Sports	881	1.8%	940	1.6%
Building Grounds Maintenance	1,385	2.8%	1590	2.7%
Business/Financial Operations	1,292	2.7%	1481	2.6%
Community/Social Services	1006	2.1%	1130	1.9%
Computer/Mathematical	1358	2.8%	1511	2.6%
Construction/Extraction	3,766	7.7%	4564	7.9%
Education/Training/Library	3,006	6.2%	3646	6.3%
Farming/Fishing/Forestry	341	0.7%	631	1.1%
Food Prep/Serving	3,520	7.2%	3976	6.9%
Healthcare Practitioner/Technician	2,693	5.5%	3,514	6.1%
Healthcare Support	2,248	4.6%	2512	4.3%
Maintenance Repair	1,845	3.8%	2415	4.2%
Legal	243	0.5%	286	0.5%
Life/Physical/Social Science	239	0.5%	278	0.5%
Management	3,958	8.1%	5,008	8.6%
Office/Admin. Support	6,540	13.4%	7,473	12.9%
Production	2,812	5.8%	3,399	5.9%
Protective Service	1328	2.7%	1536	2.6%
Sales/Related	4,889	10.0%	5,776	10.0%
Personal Care/Service	1,983	4.1%	2245	3.9%
Transportation/Moving	3,024	6.2%	3,686	6.4%
2024 Est. Pop 16+ by Occupation Classification				
Blue Collar	26,433	54.3%	31,456	54.2%
White Collar	11,447	23.5%	14,064	24.2%
Service & Farm	10,805	22.2%	12,490	21.5%

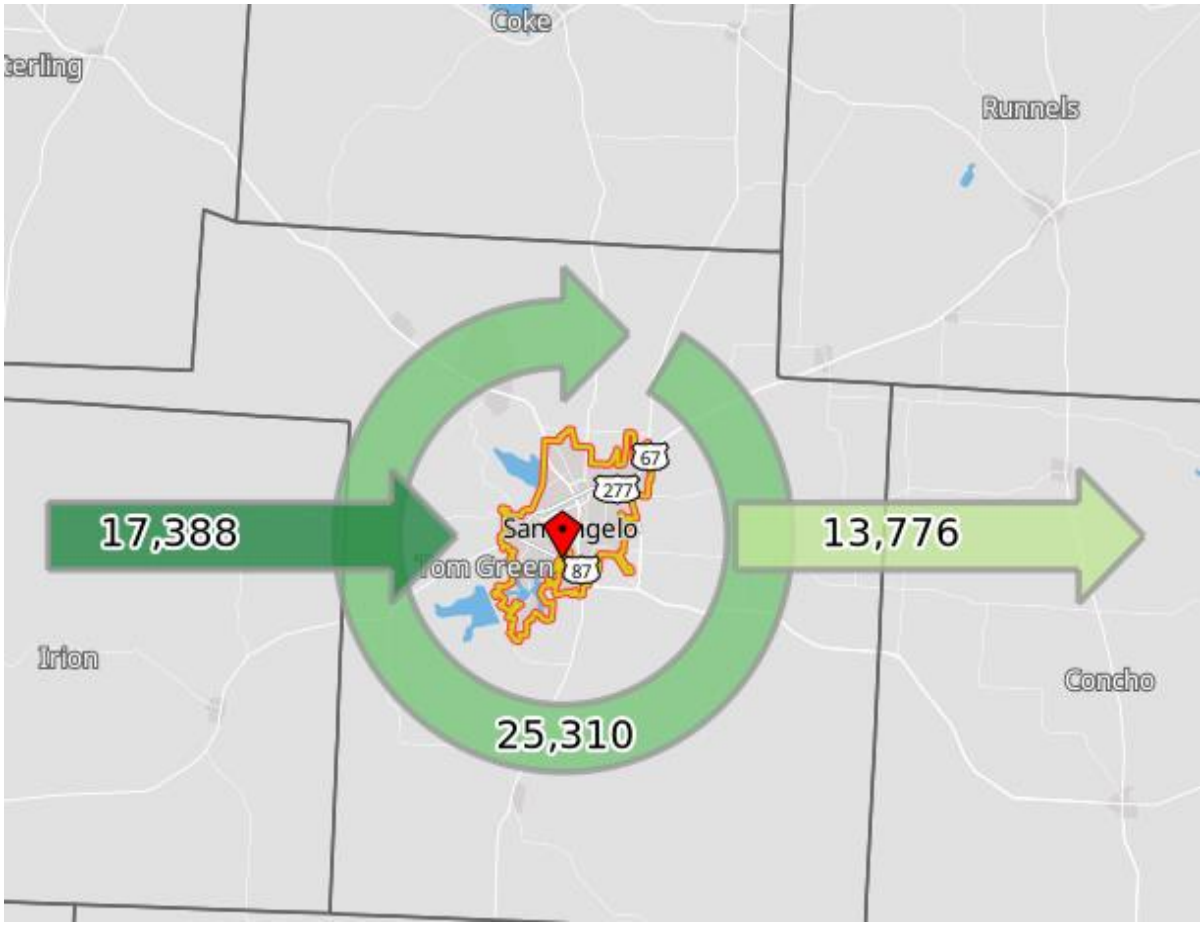
Sources: Environics 2024

Job Inflow and Outflow

Figure 17 shows the 2022 (most recent year data available inflow and outflow of those employed in San Angelo. The dark green arrow indicates workers employed in San Angelo yet live outside.

The lighter green round arrow represents those employed and living in San Angelo. The lightest green arrow shows the number of those living in San Angelo yet employed outside of the City.

Figure 17: San Angelo Job Inflow/Outflow, 2022



Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

Table 18 shows San Angelo job inflow and outflow data for 2022.

Although the data is dated, the share of those living and working in San Angelo should be relatively unchanged. Nevertheless, San Angelo still experiences some leakage with 40% of workers living outside the City.

Table 18: San Angelo LEHD Inflow/Outflow Job Counts, 2022

Inflow/Outflow Job Counts (All Jobs)	Count	Share
Employed in the Selection Area	**42,698**	**100.0%**
Employed in the Selection Area but Living Outside	17,388	40.7%
Employed and Living in the Selection Area	25,310	59.3%
Living in the Selection Area	**39,086**	**100.0%**
Living in the Selection Area but Employed Outside	13,776	35.2%
Living and Employed in the Selection Area	25,310	64.8%

Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

The share of residents working in San Angelo yet living outside the City provide an opportunity to understand their housing and quality of life preferences and work to capture them as new households in the City.

Though there are some, such as those living on large acreage lots or ranches outside the City Limits, who show no indication of preferring to live in the City, those who may prefer living in town, but face housing difficulties should be identified as well as their reasons for having difficulty finding adequate housing in San Angelo.

Table 19: San Angelo LEHD Job Counts by Commute Distance, 2022

Distance Home to Work	Count	Share
Total All Jobs	**39,086**	**100.0%**
Less than 10 miles	26,626	68.1%
10 to 24 miles	780	2.0%
25 to 50 miles	610	1.6%
Greater than 50 miles	11,070	28.3%

Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

Table 20 shows LEHD data for where San Angelo live outside of San Angelo.

Table 20: San Angelo LEHD Job Counts by Where Workers Work, 2022

Job Counts by Where Workers Live	Count	Share
Total All Jobs	**42,698**	**100.0%**
San Angelo, TX	25,310	59.3%
Abilene, TX	760	1.8%
Grape Creek, TX	737	1.7%
San Antonio, TX	546	1.3%
Midland, TX	543	1.3%
Lubbock, TX	400	0.9%
Odessa, TX	301	0.7%
Big Spring, TX	272	0.6%
Austin, TX	245	0.6%
Ballinger, TX	212	0.5%
All Other Locations	13,372	31.3%

Source: US Census Bureau, Center for Economic Studies, Longitudinal Employer-Household Dynamics (LEHD), OnTheMap

Tom Green County Employment Data and Trends

CDS analyzed 10 years of employment data from the Quarterly Census of Employment and Wages (QCEW), focusing on yearly averages for Q2 from 2015 to 2024.

As of Q2 2024, San Angelo's employment comprised about 90% (43,000) of Tom Green County's total jobs (48,000) according to 2022 estimates.

This section evaluates employment trends by industry using the North American Industry Classification System (NAICS) codes, sorted from largest to smallest sectors unless noted otherwise.

Employment figures reflect jobs physically located in the county rather than individual worker residency. This distinction is important as about 40% (17,000) of San Angelo workers commute from outside the city.

With over 40,000 jobs in key industries like Health Care and Social Assistance, Retail Trade, Accommodation and Food Services, Educational Services, Manufacturing, and Construction, ongoing job growth will continue influencing housing and economic development trends.

Table 21 shows establishments by industry in Tom Green County from 2015 to 2024.

Table 21: Establishments by Industry – Q2 Average – Tom Green County

Industry Code	Industry	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
11	Agriculture, Forestry, Fishing and Hunting	105	110	103	106	108	109	109	112	113	114
21	Mining, Quarrying, and Oil and Gas Extraction	100	91	78	74	75	74	78	81	84	85
23	Construction	289	303	305	318	313	316	322	324	330	322
31-33	Manufacturing	103	103	100	104	105	104	107	108	113	110
22	Utilities	17	17	15	18	17	15	16	17	18	16
42	Wholesale Trade	144	136	140	139	139	146	146	144	143	138
44-45	Retail Trade	414	410	397	379	372	379	382	386	390	416
48-49	Transportation and Warehousing	94	94	95	96	98	98	95	93	88	88
51	Information	36	38	35	33	32	35	35	39	44	42
52	Finance and Insurance	185	184	191	187	185	182	188	194	184	189
53	Real Estate and Rental and Leasing	138	146	138	151	155	160	153	161	160	164
54	Professional, Scientific, and Technical Services	232	233	236	235	245	261	264	270	269	254
55	Management of Companies and Enterprises	8	8	9	10	10	10	12	13	10	8
56	Administrative and Support and Waste Management and Remediation Services	127	123	128	133	138	143	154	161	164	161
61	Educational Services	30	27	28	28	31	31	33	36	36	34
62	Health Care and Social Assistance	254	256	246	239	246	255	246	270	273	275
71	Arts, Entertainment, and Recreation	40	38	36	40	41	47	48	50	51	49
72	Accommodation and Food Services	234	242	254	256	262	265	274	288	283	291
81	Other Services (except Public Administration)	334	319	305	299	301	298	288	288	293	278
92	Public Administration	72	73	72	71	71	70	69	69	67	66
99	Unclassified	5	5	14	17	9	12	12	14	20	13
	Total, All Industries	**2,961**	**2,956**	**2,925**	**2,933**	**2,953**	**3,010**	**3,031**	**3,118**	**3,133**	**3,113**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 22 shows the average weekly wage by industry and total for all industries in Tom Green County from 2015 to 2024.

The average weekly wage in 2024 for Tom Green County was $1,039, an equivalent of about $54,000 a year.

Table 22: Average Weekly Wages by Industry – Q2 Average – Tom Green County

Industry Code	Industry	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
21	Agriculture, Forestry, Fishing and Hunting	$605	$607	$601	$642	$666	$713	$634	$639	$678	$739
22	Mining, Quarrying, and Oil and Gas Extraction	$1,261	$1,165	$1,237	$1,417	$1,513	$1,286	$1,256	$1,480	$1,557	$1,655
55	Construction	$838	$778	$845	$872	$917	$931	$945	$1,001	$1,079	$1,238
48-49	Manufacturing	$1,022	$1,094	$1,144	$1,188	$1,259	$1,333	$1,276	$1,291	$1,215	$1,289
31-33	Utilities	$1,116	$1,135	$1,159	$1,281	$1,405	$1,312	$1,382	$1,488	$1,698	$1,696
52	Wholesale Trade	$900	$844	934	1028	1017	1050	1156	1304	$1,293	$1,417
92	Retail Trade	$543	$540	$557	$592	$623	$641	$669	$692	$694	$703
62	Transportation and Warehousing	$1,039	$905	$995	$1,123	$1,144	$1,052	$1,101	$1,199	$1,242	$1,307
42	Information	$863	$821	$852	$896	$910	$1,044	$1,082	$1,089	$1,042	$1,412
23	Finance and Insurance	$1,051	$1,099	$1,083	$1,127	$1,233	$1,293	$1,455	$1,350	$1,240	$1,373
54	Real Estate and Rental and Leasing	$571	$609	$645	$664	$689	$786	$849	$888	$1,012	$1,091
51	Professional, Scientific, and Technical Services	$859	$818	$877	$908	$966	$977	$1,018	$1,199	$1,231	$1,392
61	Management of Companies and Enterprises	$1,047	$1,179	$1,115	$1,321	$1,210	$1,379	$1,310	$1,799	$1,688	$2,192
11	Administrative and Support and Waste Management and Remediation Services	$586	$609	$627	$651	$621	$643	$685	$810	$874	$915
99	Educational Services	$688	$698	$711	714	$739	$814	$808	$836	$837	$844
53	Health Care and Social Assistance	$794	$853	$929	$975	$1,040	$1,026	$1,140	$1,185	$1,195	$1,236
56	Arts, Entertainment, and Recreation	$346	$348	$342	$371	$367	$422	$398	$429	$483	$505
81	Accommodation and Food Services	$314	$312	$315	$319	$355	$356	$369	$383	$394	$417
44-45	Other Services (except Public Administration)	$532	$550	$543	$592	$607	$727	$758	$849	$894	$750
71	Public Administration	$955	$968	$1,047	$1,019	$1,038	$1,118	$1,179	$1,258	$1,336	$1,457
72	Unclassified	$709	$317	$379	$565	$663	$317	$263	$607	$674	$785
10	**Total, All Industries**	**$733**	**$733**	**$772**	**$814**	**$852**	**$883**	**$909**	**$961**	**$977**	**$1,039**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 23 shows employment by industry in Tom Green County from 2015 to 2024.

In 2024 there were an estimated 50,000 jobs in To Green County.

Table 23: Employees by Industry – Q2 Average – Tom Green County

Industry Code	Industry	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
11	Agriculture, Forestry, Fishing and Hunting	388	375	388	415	432	407	355	377	350	334
21	Mining, Quarrying, and Oil and Gas Extraction	1,542	944	998	1,150	1,314	738	771	1,018	1,160	1,219
23	Construction	2,282	2,431	2,372	2,478	2,541	2,460	2,388	2,518	2,551	2,583
31-33	Manufacturing	3,384	3,244	3,040	3,402	3,298	2,997	3,208	3,442	3,599	3,974
22	Utilities	370	370	369	333	359	344	338	411	427	435
42	Wholesale Trade	1,926	1,774	1,834	1,833	1,907	1,870	1,782	1,763	1,850	1,785
44-45	Retail Trade	6,294	6,704	6,355	6,274	6,201	5,784	6,089	6,353	6,350	6,318
48-49	Transportation and Warehousing	995	813	901	1,121	1,204	1,089	992	1,026	1,007	1,003
51	Information	838	804	745	636	634	612	639	673	655	588
52	Finance and Insurance	1,828	1,823	1,996	2,123	1,706	1,684	1,733	1,767	1,679	1,720
53	Real Estate and Rental and Leasing	619	604	563	612	701	670	652	683	647	690
54	Professional, Scientific, and Technical Services	1,347	1,340	1,361	1,460	1,534	1,689	1,744	1,867	1,838	1,887
55	Management of Companies and Enterprises	93	97	101	95	97	100	135	149	145	85
56	Administrative and Support and Waste Management and Remediation Services	2273	2155	2222	2065	2385	2090	2,523	2619	2391	2,306
61	Educational Services	4392	4528	4621	4645	4598	4330	4463	4653	4733	4930
62	Health Care and Social Assistance	9,022	8,881	8,791	8,683	8332	8265	8150	8388	8867	9461
71	Arts, Entertainment, and Recreation	669	665	701	627	646	590	796	802	794	763
72	Accommodation and Food Services	5497	5564	5741	5882	5807	4463	5359	5722	5997	5911
81	Other Services (except Public Administration)	1664	1521	1426	1424	1438	1527	1771	1879	1959	1514
92	Public Administration	2477	2570	2571	2673	2781	2537	2546	2543	2557	2552
99	Unclassified	17	6	26	32	14	12	18	36	28	20
	Total, All Industries	**47,917**	**47,213**	**47,122**	**47,963**	**47,929**	**44,258**	**46,452**	**48,689**	**49,584**	**50,078**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Covid U.S. Employment Summary

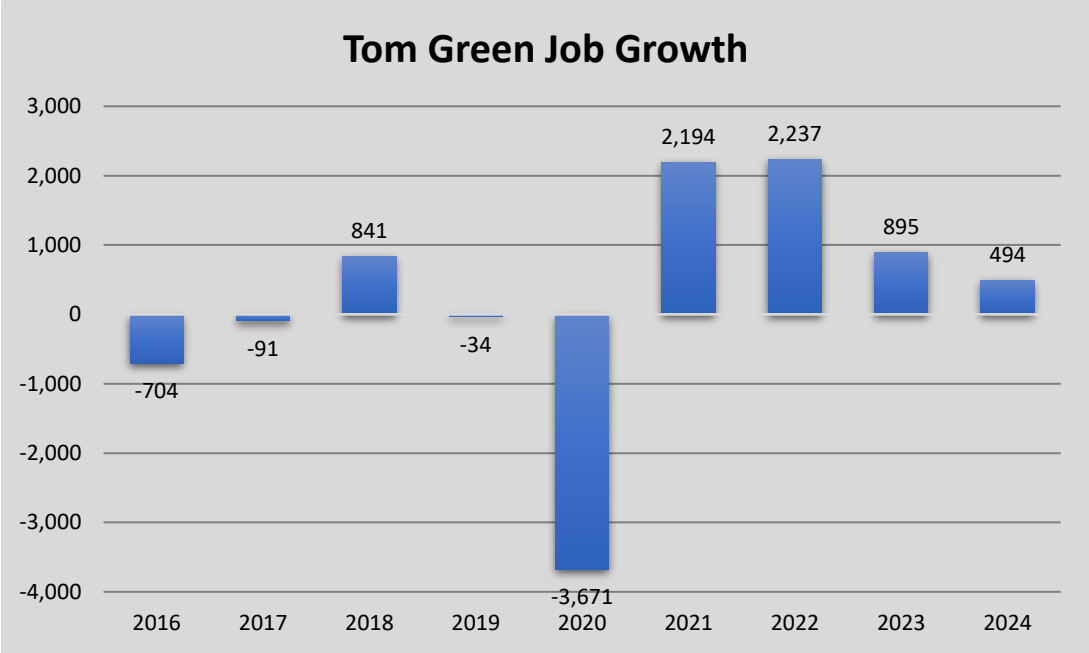
- In February 2020 U.S. employment was at a peak before the pandemic hit.
- From March to April 2020 massive job losses occurred due to lockdowns and shutdowns.
- In April 2020 alone, over 20 million jobs were lost—the sharpest drop in U.S. history.
- May 2020 to 2021 saw gradual job recovery begin as businesses reopened.
- By mid to late 2021, many jobs had returned, though recovery varied by industry (hospitality, travel, and entertainment took longer).

Tom Green County Job Growth

Figure 24 shows Tom Green County employment trends from 2016 to 2024.

The county experienced tremendous job growth coming out of COVID from 2021 to 2024.

Figure 24: Tom Green County Job Growth, 2016-2024



Source: Texas Workforce Commission Labor Market and Career Information, CDS calculations

- From 2020 to 2024 an estimated **5,820** new jobs were created, an average of 1,455 a year in that span.
- By 2022 Tom Green County employment had 48,689 jobs and surpassed 2020's total employment of 47,929.
- Job growth in 2022, 2023 and 2024 brought a new peak for employment in the County, greater any other point in the past.
- As of 2024 employment estimates show a record number of **50,000** jobs in Tom Green County.

Industry Sectors

Table 25 shows employees, share of employment and average weekly wage by industry in Tom Green County as of Q2 2024.

The five largest employment industry sectors in Tom Green County were:

- Health Care and Social Assistance
- Retail Trade
- Accommodation and Food Services
- Educational Services
- Manufacturing

Table 25: Industries Ranked by Q2 2024 Employment – Tom Green County

Rank	Industry	Employees	Share of Employment	Avg. Weekly Wage
1	Health Care and Social Assistance	9,461	18.9%	$1,236
2	Retail Trade	6,318	12.6%	$703
3	Accommodation and Food Services	5,911	11.8%	$417
4	Educational Services	4,930	9.8%	$844
5	Manufacturing	3,974	7.9%	$1,289
6	Construction	2,583	5.2%	$1,238
7	Public Administration	2,552	5.1%	$1,457
8	Administrative and Support and Waste Management and Remediation Services	2,306	4.6%	$915
9	Professional, Scientific, and Technical Services	1,887	3.8%	$1,392
10	Wholesale Trade	1,785	3.6%	$1,417
11	Finance and Insurance	1,720	3.4%	$1,373
12	Other Services (except Public Administration)	1,514	3.0%	$750
13	Mining, Quarrying, and Oil and Gas Extraction	1,219	2.4%	$1,655
14	Transportation and Warehousing	1,003	2.0%	$1,307
15	Arts, Entertainment, and Recreation	763	1.5%	$505
16	Real Estate and Rental and Leasing	690	1.4%	$1,091
17	Information	588	1.2%	$1,412
18	Utilities	435	0.9%	$1,696
19	Agriculture, Forestry, Fishing and Hunting	334	0.7%	$739
20	Management of Companies and Enterprises	85	0.2%	$2,192
21	Unclassified	20	0.0%	$785
Total, All Industries		**50,078**	**100%**	**$1,039**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 26 illustrates employment growth and change by industry sector over the periods covering the last 3, 5, and 10 year periods.

Since 2022 the largest numbers of employees were added in:

- Health Care and Social Assistance, Manufacturing, Educational Services, Mining, Quarrying, and Oil and Gas Extraction, Accommodation and Food Services.

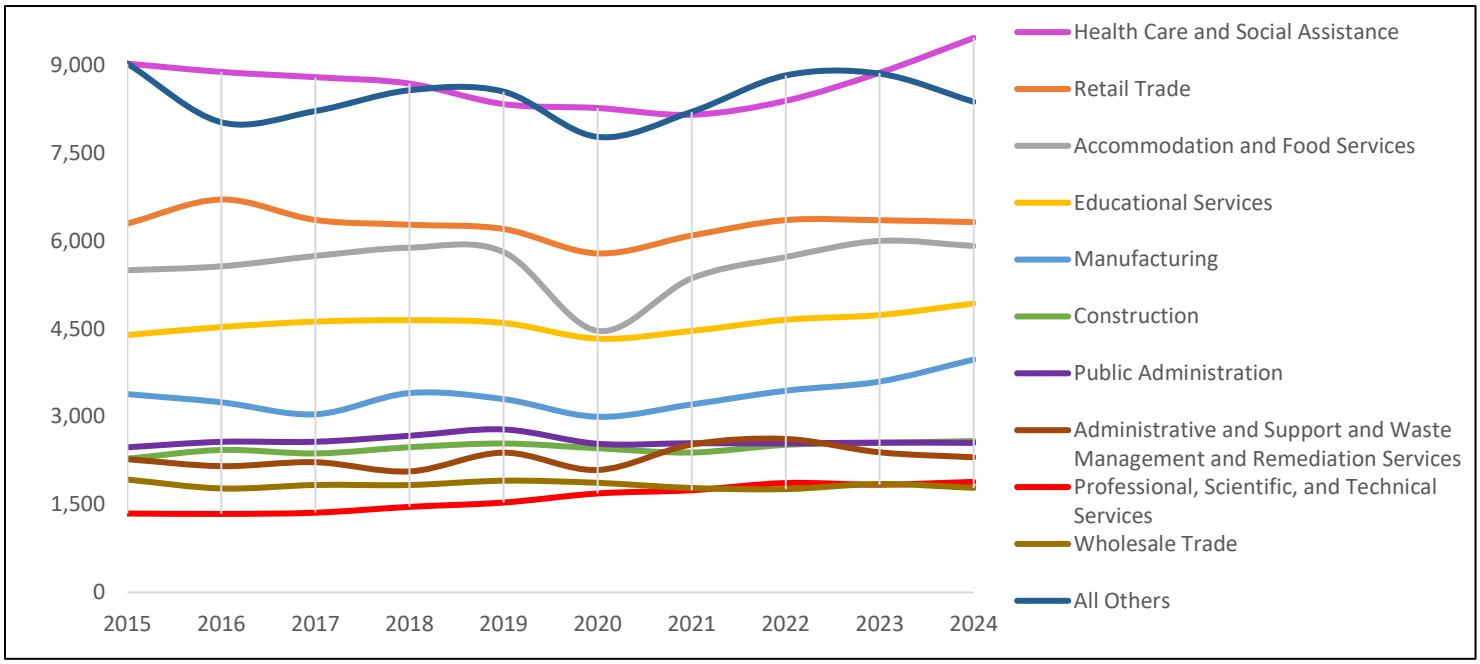
Table 26: Employment Growth by Industry – Tom Green County

In Order of 2022-2024 Largest Growth Rate

Industry	Total Growth			Growth Rate		
	2022-2024	2020-2024	2015-2024	2022-2024	2020-2024	2015-2024
Health Care and Social Assistance	1,073	1,196	439	13%	14%	5%
Manufacturing	532	977	590	15%	33%	17%
Educational Services	277	600	538	6%	14%	12%
Mining, Quarrying, and Oil and Gas Extraction	201	481	-323	20%	65%	-21%
Accommodation and Food Services	189	1,448	414	3%	32%	8%
Construction	65	123	301	3%	5%	13%
Utilities	24	91	65	6%	26%	18%
Wholesale Trade	22	-85	-141	1%	-5%	-7%
Professional, Scientific, and Technical Services	20	198	540	1%	12%	40%
Public Administration	9	15	75	0%	1%	3%
Real Estate and Rental and Leasing	7	20	71	1%	3%	11%
Unclassified	-16	8	3	-44%	67%	18%
Transportation and Warehousing	-23	-86	8	-2%	-8%	1%
Retail Trade	-35	534	24	-1%	9%	0%
Arts, Entertainment, and Recreation	-39	173	94	-5%	29%	14%
Agriculture, Forestry, Fishing and Hunting	-43	-73	-54	-11%	-18%	-14%
Finance and Insurance	-47	36	-108	-3%	2%	-6%
Management of Companies and Enterprises	-64	-15	-8	-43%	-15%	-9%
Information	-85	-24	-250	-13%	-4%	-30%
Administrative and Support and Waste Management and Remediation Services	-313	216	33	-12%	10%	1%
Other Services (except Public Administration)	-365	-13	-150	-19%	-1%	-9%
Total, all industries	**1,349**	**1,595**	**4,914**	**3%**	**3%**	**11%**

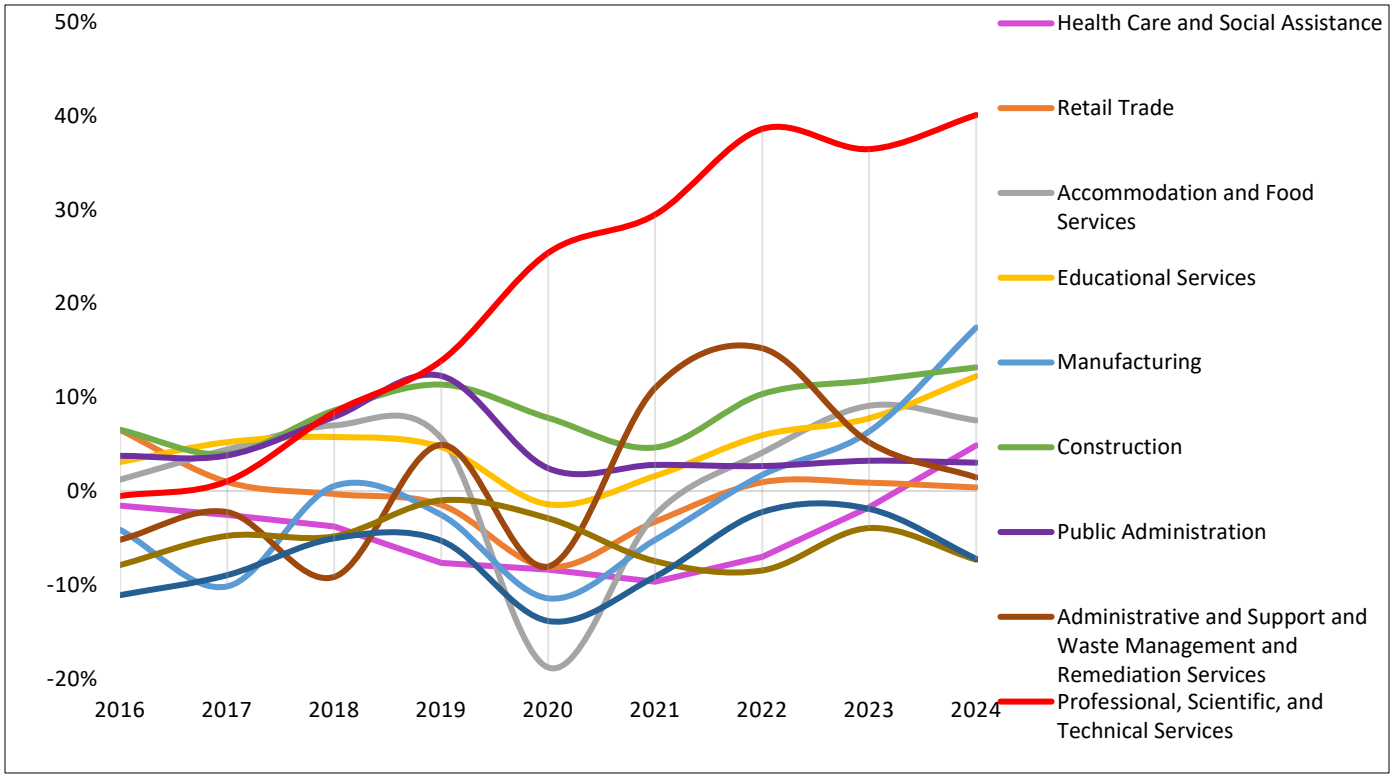
Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Figure 27: Total Employment Growth in Top Ten Industries – Tom Green County



Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Figure 28: Cumulative Employment Growth Rate in Top Ten Industries – Tom Green County



Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 29 shows shifts in the share of employment of each industry in the county.

The orange cells indicate the greatest decrease in industry share of employment, green cells indicate the greatest increase in share of employment.

Professional, Scientific, and Technical Services, Manufacturing and Educational Services have increased the most in share of employment since 2015.

This is indicative of growth in those sectors like medical and industrial manufacturing businesses as well as employment at Angelo State University and other private education services.

It should be noted that three of the largest employment sectors, Retail, Accommodation and Food, and Education, pay below the average weekly wage in the county.

Table 29: Employment by Industry Share of Total Employment – Tom Green County

In Order of 2024 Largest to Smallest

Industry	2024	2022	2020	2015	2015-2024 Change
Health Care and Social Assistance	18.89%	17.23%	18.67%	18.83%	0.06%
Retail Trade	12.62%	13.05%	13.07%	13.14%	-0.52%
Accommodation and Food Services	11.80%	11.75%	10.08%	11.47%	0.33%
Educational Services	9.84%	9.56%	9.78%	9.17%	0.68%
Manufacturing	7.94%	7.07%	6.77%	7.06%	0.87%
Construction	5.16%	5.17%	5.56%	4.76%	0.40%
Public Administration	5.10%	5.22%	5.73%	5.17%	-0.07%
Administrative and Support and Waste Management and Remediation Services	4.60%	5.38%	4.72%	4.74%	-0.14%
Professional, Scientific, and Technical Services	3.77%	3.83%	3.82%	2.81%	0.96%
Wholesale Trade	3.56%	3.62%	4.23%	4.02%	-0.46%
Finance and Insurance	3.43%	3.63%	3.80%	3.81%	-0.38%
Other Services (except Public Administration)	3.02%	3.86%	3.45%	3.47%	-0.45%
Mining, Quarrying, and Oil and Gas Extraction	2.43%	2.09%	1.67%	3.22%	-0.78%
Transportation and Warehousing	2.00%	2.11%	2.46%	2.08%	-0.07%
Arts, Entertainment, and Recreation	1.52%	1.65%	1.33%	1.40%	0.13%
Real Estate and Rental and Leasing	1.38%	1.40%	1.51%	1.29%	0.09%
Information	1.17%	1.38%	1.38%	1.75%	-0.57%
Utilities	0.87%	0.84%	0.78%	0.77%	0.10%
Agriculture, Forestry, Fishing and Hunting	0.67%	0.77%	0.92%	0.81%	-0.14%
Management of Companies and Enterprises	0.17%	0.31%	0.23%	0.19%	-0.02%
Unclassified	0.04%	0.07%	0.03%	0.04%	0.00%

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Wage Profile and Projected Growth

Table 30 shows industries in Tom Green County Ranked by 2024 average weekly wage and

Impressively, thirteen industries representing 56% of employees in Tom Green County paid an average of more than $1,000 per week.

Table 30: Industries Ranked by 2024 Average Weekly Wage – Tom Green County

Rank	Industry	Wage	Employees	Establishments
1	Management of Companies and Enterprises	$2,192	85	8
2	Utilities	$1,696	435	16
3	Mining, Quarrying, and Oil and Gas Extraction	$1,655	1219	85
4	Public Administration	$1,457	2,552	66
5	Wholesale Trade	$1,417	1,785	138
6	Information	$1,412	588	42
7	Professional, Scientific, and Technical Services	$1,392	1,887	254
8	Finance and Insurance	$1,373	1,720	189
9	Transportation and Warehousing	$1,307	1,003	88
10	Manufacturing	$1,289	3,974	110
11	Construction	$1,238	2,583	322
12	Health Care and Social Assistance	$1,236	9461	275
13	Real Estate and Rental and Leasing	$1,091	690	164
14	Administrative and Support and Waste Management and Remediation Services	$915	2306	161
15	Educational Services	$844	4930	34
16	Unclassified	$785	20	13
17	Other Services (except Public Administration)	$750	1,514	278
18	Agriculture, Forestry, Fishing and Hunting	$739	334	114
19	Retail Trade	$703	6,318	416
20	Arts, Entertainment, and Recreation	$505	763	49
21	Accommodation and Food Services	$417	5,911	291
	Total, all industries	**$1,039**	**50,078**	**3,113**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

Table 31 shows weekly wage growth by industry from 2015 to 2024.

Only manufacturing and Other Services saw flat or decrease in average weekly wage.

Table 31: Average Weekly Wage Growth by Industry – Tom Green County

In Order of 2015-2024 Total Growth Largest to Smallest

Industry	Total Growth			Growth Rate		
	2022-2024	2020-2024	2015-2024	2022-2024	2020-2024	2015-2024
Management of Companies and Enterprises	$393	$813	$1,145	22%	59%	109%
Utilities	$208	$384	$580	14%	29%	52%
Information	$323	$368	$549	30%	35%	64%
Professional, Scientific, and Technical Services	$193	$415	$533	16%	42%	62%
Real Estate and Rental and Leasing	$203	$305	$520	23%	39%	91%
Wholesale Trade	$113	$367	$517	9%	35%	57%
Public Administration	$199	$339	$502	16%	30%	53%
Health Care and Social Assistance	$51	$210	$442	4%	20%	56%
Construction	$237	$307	$400	24%	33%	48%
Mining, Quarrying, and Oil and Gas Extraction	$175	$369	$394	12%	29%	31%
Administrative and Support and Waste Management and Remediation Services	$105	$272	$329	13%	42%	56%
Finance and Insurance	$23	$80	$322	2%	6%	31%
Transportation and Warehousing	$108	$255	$268	9%	24%	26%
Manufacturing	($2)	($44)	$267	0%	-3%	26%
Other Services (except Public Administration)	($99)	$23	$218	-12%	3%	41%
Retail Trade	$11	$62	$160	2%	10%	29%
Arts, Entertainment, and Recreation	$76	$83	$159	18%	20%	46%
Educational Services	$8	$30	$156	1%	4%	23%
Agriculture, Forestry, Fishing and Hunting	$100	$26	$134	16%	4%	22%
Accommodation and Food Services	$34	$61	$103	9%	17%	33%
Unclassified	$178	$468	$76	29%	148%	11%
Total, all industries	**$78**	**$157**	**$306**	**8%**	**18%**	**42%**

Source: Texas Workforce Commission Quarterly Census of Employment and Wages (QCEW)

San Angelo and Tom Green Economic Summary

According to data from the San Angelo Chamber of Commerce Economic Development for Q4 2024

“The local labor market continued its positive trajectory, marked by an expanding labor force and a further decline in the unemployment rate to 3.2%, alongside significant average weekly earnings growth (10.7% year-over-year). The manufacturing sector experienced a strong resurgence in job creation and a substantial increase in sales tax revenue (48.6% quarterly, 31.4% annually), highlighting its growing economic contribution. The housing market is undergoing a period of adjustment, evidenced by moderating average and median home prices and a gradual increase in market time and inventory, influenced by rising mortgage rates. While hotel occupancy experienced a decrease, this presents an opportunity to strategically evaluate and enhance the local tourism and hospitality sector through focused initiatives aimed at attracting events and promoting San Angelo's unique offerings and amenities. Overall, San Angelo's diverse economy demonstrates considerable resilience and presents promising avenues for targeted economic development across key sectors.”

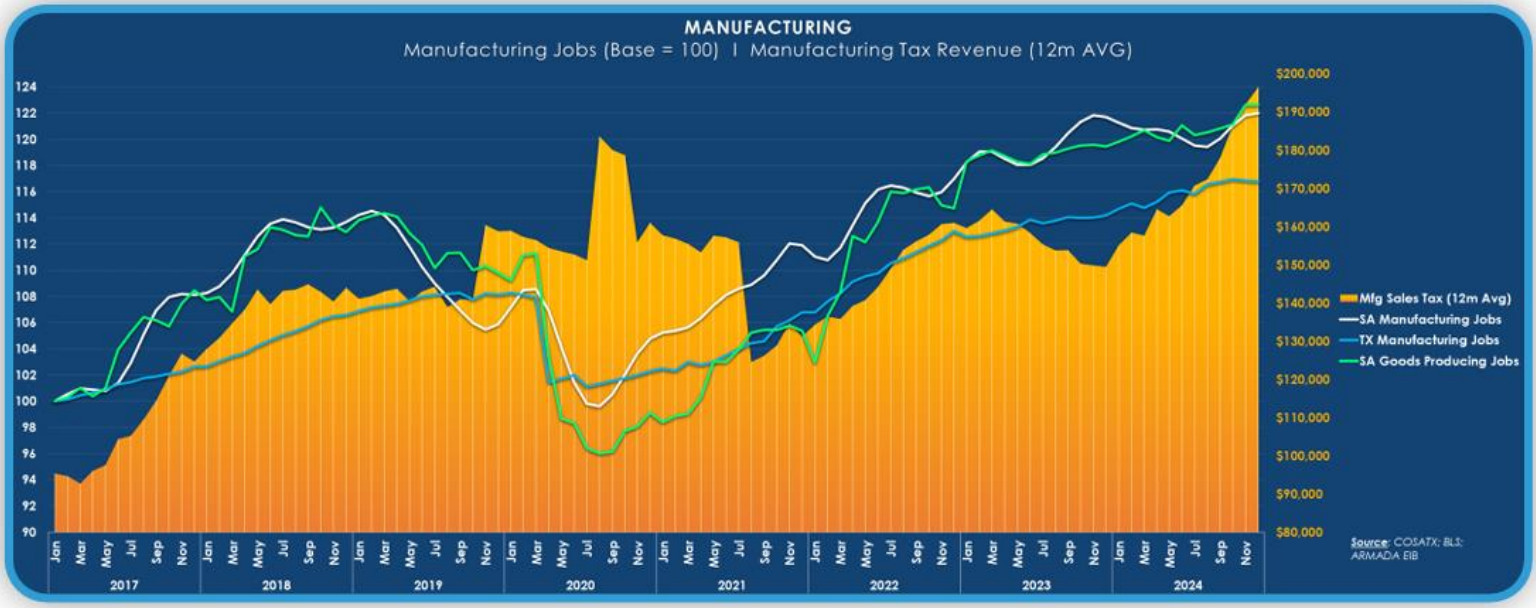
Manufacturing Jobs

“Our manufacturing sector added 59 jobs to their payroll over 4Q2024, following a 16 job reduction over Q3, residing at 3,722 jobs. While representing a relatively small portion of the total workforce (6.3%), manufacturing jobs often have a significant multiplier effect on other parts of the economy. Total Goods Producing jobs added 117 jobs, following a 22-job decrease over Q3, which indicates a broader positive trend in the local industrial segment. Manufacturing tax revenue saw a 48.6% jump in 4Q2024 compared to the same quarter in 2023, and a remarkable 31.4% increase for the entire year of 2024 (reaching a 7-year high), strongly suggesting a significant upswing in manufacturing output and sales activity. This sector is not only maintaining jobs but is also experiencing considerable growth in its business activity.”

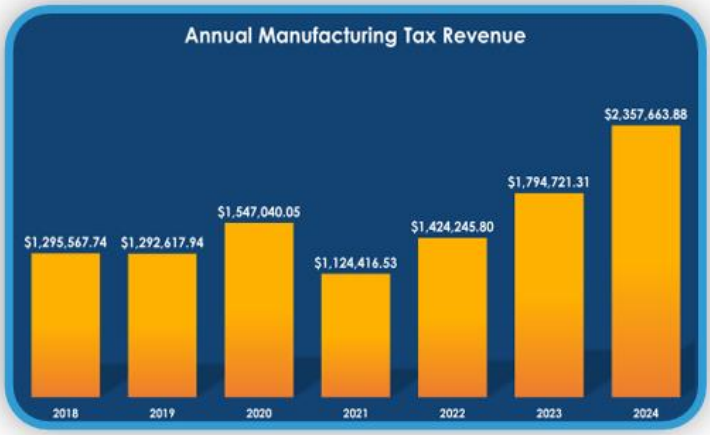
Outlook

“The addition of jobs in manufacturing highlights the need for a skilled workforce in this sector and that educational programs need to be aligned with the needs of manufacturing employers to ensure a sustainable pipeline. The surge in sales tax revenue could potentially lead to further capital investment in equipment, technology, and expansion of facilities.”

Figure 32: San Angelo Manufacturing Jobs and Tax Revenue







Source: San Angelo Chamber of Commerce Economic Development

San Angelo Employment Projections

From 2021 to 2024 there was an average of 1,455 new jobs per year.

CDS estimates that employment in Tom Green County could increase by **2,500** to **5,000** total new jobs from **2025 to 2030**.

CDS estimates three scenarios to project future housing demand based on recent job growth utilizing the 1 new housing permit per 2 new jobs:

- Conservative – **2,500** new jobs per year
    - 2,500 total new jobs 2025-2030 = 1,250 housing units
- Average – **3,500** new jobs per year
    - 3,500 total new jobs 2025-2030 = 1,750 new housing units
- Aggressive – **5,000** new jobs per year
    - 5,000 total new jobs 2025-2030 = 2,500 new housing units
- San Angelo employers such as Shannon Health System, Goodfellow Air Force Base, San Angelo ISD, Angelo State University and industrial manufacturing business are those with the greatest employment and make up the bulk existing job growth and incoming businesses.
- A potential business prospect has indicated the possibility of opening a location in San Angelo that would employ somewhere in the range of 500 to 600 new positions.
- New job growth in San Angelo will increase housing demand primarily in the rental market and secondly in the entry level and mid-move up single-family market.
- The greatest need for new housing development in San Angelo is entry level single-family homes priced $175,000 - $225,000 and market rate rental units priced $875 - $1,300. San Angelo's current median home price is $240,000 and average apartment rent is $1,035 per month.
- Field interviews with local employers in Health Care and Social Assistance, Educational Services, Retail Trade and Public Administration revealed that a lack of housing (for-sale and rental) affordable and attractive to most hourly as well as moderate to higher paid workers was a challenge to attracting and hiring needed workers.
- Feedback indicated that in prior years new workers across the entire pay spectrum typically rented initially when moving to the area and then took time to decide on purchasing a home.
- Due to rising rental prices and a shrinking supply of lower priced entry level existing homes in recent years many moderate to higher paid workers go straight to purchasing and skip renting entirely.

San Angelo Housing Characteristics and Trends

The following three tables present information regarding the housing characteristics and trends in San Angelo and Tom Green County.

The majority of this information is derived from Environics 2024 which bases current estimates on past trends from U.S. Census Bureau and the American Community Survey, and in some cases, is self-reported data.

While this can generate minor anomalies (such as are present in the data on age of housing stock or housing values), the information presented in this section still provides a valuable overview of the housing stock in the City.

One important note to make is that the total housing unit number used in this section is an estimate.

Table 33 shows the type and number of housing units in San Angelo and Tom Green County.

- 70% of San Angelo's housing units were single-family detached homes.
- 20% of San Angelo's housing units were 3 to 50 units.
- About 60% of San Angelo's housing units were owner occupied and 40% were renter occupied.

Table 33: Housing Type Trends, 2024

Housing Type	San Angelo		Tom Green County	
	Count	%	Count	%
1 Unit Detached	30,604	70.2%	36,833	70.9%
1 Unit Attached	1,373	3.2%	1,603	3.1%
2 Units	605	1.4%	624	1.2%
3 or 4 Units	1,531	3.5%	1,549	3.0%
5 to 19 Units	2,841	6.5%	2,885	5.6%
20 to 49 Units	1,942	4.5%	1,953	3.8%
50 or More Units	3,109	7.1%	3,133	6.0%
Mobile Home or Trailer	1,531	3.5%	3,230	6.2%
Boat, RV, Van, etc.	62	0.1%	113	0.2%
Total Units	**43,598**		**51,923**	
Owner Occupied Units	23,041	58.6%	29,283	62.5%
Renter Occupied Units	16,290	41.4%	17,533	37.5%
Total Occupied Units	**39,331**	**90.2%**	**46,816**	**90.2%**
Unoccupied Units	**4,267**	**9.8%**	**5,107**	**9.8%**

Sources: Environics 2024

Table 34 contains the 2024 estimate of the age of the existing housing stock in San Angelo and Tom Green County.

Table 34: Age of Existing Housing Stock, 2024

	San Angelo		Tom Green County	
	Count	%	Count	%
Total Housing Units	**43,598**		**51,923**	
Built 2020 or Later	588	1.4%	849	1.6%
Built 2010 to 2020	3141	7.2%	4,352	8.4%
Built 2000 to 2009	4,027	9.2%	5,163	9.9%
Built 1990 to 1999	3,859	8.9%	5,282	10.2%
Built 1980 to 1989	7,427	17.0%	8,789	16.9%
Built 1970 to 1979	7,219	16.6%	8,584	16.5%
Built 1960 to 1969	5,339	12.3%	5,872	11.3%
Built 1950 to 1959	7,683	17.6%	8,044	15.5%
Built 1940 to 1949	1,956	4.5%	2,169	4.2%
Built 1939 or Earlier	2,359	5.4%	2,819	5.4%
Dominant Year Structure Built	**1980 to 1989**		**1980 to 1989**	

Sources: Environics 2024

Housing Value Trends

Table 35 contains data not based on actual transaction or appraisal data but based on owners' opinion of housing unit value. In some cases, owners may tend to over or under-value homes for a variety of reasons. Nevertheless, the data can provide an estimate of the value of owner-occupied units.

Table 35: San Angelo Housing Value, 2024

Housing Value Range	San Angelo		Tom Green County	
	Count	Share	Count	Share
2024 Est. Owner Occupied Housing Units by Value	**23,041**		**29,283**	
Value Less than $20,000	580	2.5%	769	2.6%
Value $20,000 to $39,999	529	2.3%	707	2.4%
Value $40,000 to $59,999	914	4.0%	1,062	3.6%
Value $60,000 to $79,999	1,221	5.3%	1,423	4.9%
Value $80,000 to $99,999	1,639	7.1%	1,994	6.8%
Value $100,000 to $149,999	3,555	15.4%	4,221	14.4%
Value $150,000 to $199,999	4,133	17.9%	5,017	17.1%
Value $200,000 to $299,999	6,360	27.6%	7,959	27.2%
Value $300,000 to $399,999	1,630	7.1%	2,416	8.3%
Value $400,000 to $499,999	991	4.3%	1586	5.4%
Value $500,000 to $749,999	846	3.7%	1174	4.0%
Value $750,000 to $999,999	297	1.3%	429	1.5%
Value $1,000,000 to $1,499,999	212	0.9%	315	1.1%
Value $1,500,000 to $1,999,999	105	0.5%	136	0.5%
Value $2,000,000 or more	29	0.1%	75	0.3%
2024 Est. Median Owner-Occupied Housing Unit Value		**$187,019**		**$194,363**

Source: PCensus 2024

Overall Household Income Profiles

Table 36 shows median household income as well as the number and share of owner and renter households by income.

- Median household income in San Angelo was $64,146
- Owner-occupied households have a significantly higher median income ($80,122) compared to renters ($44,298), highlighting a stark income gap.
- Over 44% of renter households earn less than $50,000 annually, compared to just 34% of owners, indicating more cost burden vulnerability among renters.

Table 36: 2023 Household Income by Tenure

	San Angelo		Tom Green	
	Count	Share	Count	Share
Total Households	**38,833**		**46,094**	
Median Income	**$52,048**		**$66,254**	
Owner-Occupied	**24,600**		**30,807**	
Less than $25,000	2,913	13.8%	3,545	12.6%
$25,000 to $49,999	4,269	20.2%	5,472	19.5%
$50,000 to $74,999	4,198	19.9%	5,158	18.4%
$75,000 to $99,999	4,027	19.1%	4,914	17.5%
$100,000 to $149,999	5,258	24.9%	6,359	22.7%
$150,000 or more	3,935	18.6%	5,359	19.1%
Median Income	**$80,122**		**$81,223**	
Renter-Occupied	**14,233**		**15,287**	
Less than $25,000	3,896	21.5%	3,999	20.4%
$25,000 to $49,999	4,071	22.5%	4,465	22.8%
$50,000 to $74,999	2,754	15.2%	3,048	15.6%
$75,000 to $99,999	1778	9.8%	1850	9.4%
$100,000 to $149,999	1294	7.1%	1,375	7.0%
$150,000 or more	440	2.4%	550	2.8%
Median Income	**$44,298**		**$44,708**	

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 37 shows household income by age of householder.

- The youngest (under 25) and oldest (65+) residents have the highest shares of households earning less than $25,000, at 35.5% and 26.1% respectively, showing greater housing affordability stress for these age groups.
- Peak earning ages (25–64) show more income diversity, but still include substantial shares earning under $50,000.

Table 37: 2023 Household Income by Age of Householder

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**38,833**		**46,094**	
Median Income	**$64,146**		**$66,254**	
Under 25 Years	**2,394**		**2,553**	
Less than $25,000	851	35.5%	851	33.3%
$25,000 to $49,999	795	33.2%	843	33.0%
$50,000 to $74,999	300	12.5%	300	11.8%
$75,000 to $99,999	251	10.5%	251	9.8%
$100,000 to $149,999	197	8.2%	210	8.2%
$150,000 or more	0	0.0%	0	0.0%
25-44 Years	**14,482**		**16,540**	
Less than $25,000	1,418	9.8%	1,519	9.2%
$25,000 to $49,999	2,928	20.2%	3,361	20.3%
$50,000 to $74,999	3,010	20.8%	3,425	20.7%
$75,000 to $99,999	2,596	17.9%	2,822	17.1%
$100,000 to $149,999	3,070	21.2%	3,374	20.4%
$150,000 or more	1460	10.1%	2,039	12.3%
45-64 Years	**11,866**		**14,616**	
Less than $25,000	1,903	16.0%	2,141	14.6%
$25,000 to $49,999	2,245	18.9%	2,693	18.4%
$50,000 to $74,999	1,941	16.4%	2,354	16.1%
$75,000 to $99,999	1,547	13.0%	1,957	13.4%
$100,000 to $149,999	2,264	19.1%	2,778	19.0%
$150,000 or more	1,966	16.6%	2,693	18.4%
65 Years and Older	**10,091**		**12,385**	
Less than $25,000	2,637	26.1%	3,033	24.5%
$25,000 to $49,999	2,372	23.5%	3,040	24.5%
$50,000 to $74,999	1,701	16.9%	2,127	17.2%
$75,000 to $99,999	1,411	14.0%	1,636	13.2%
$100,000 to $149,999	1021	10.1%	1372	11.1%
$150,000 or more	949	9.4%	1177	9.5%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 38 shows household income by household type.

- Family households have a higher median income ($80,114) compared to non-family households ($37,793), which explains greater cost burden among non-family households.
- Nearly 29% of non-family households earn less than $25,000 versus only 10% of family households.

Table 38: 2023 Household Income by Household Type

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Households	**38,833**		**46,094**	
Median Income	**$64,146**		**$66,254**	
Family Households	**23,972**		**29,111**	
Less than $25,000	2,475	10.3%	2,214	7.6%
$25,000 to $49,999	5,022	20.9%	4,153	14.3%
$50,000 to $74,999	5,518	23.0%	4,708	16.2%
$75,000 to $99,999	4,535	18.9%	3,818	13.1%
$100,000 to $149,999	6,271	26.2%	5,248	18.0%
$150,000 or more	5,290	22.1%	3,831	13.2%
Median Income	**$80,114**		**$83,170**	
Non-Family Households	**14,861**		**16,983**	
Less than $25,000	4,914	28.8%	5,388	27.2%
$25,000 to $49,999	4,351	25.5%	5,091	25.7%
$50,000 to $74,999	2,277	13.3%	2,753	13.9%
$75,000 to $99,999	1,890	11.1%	2,130	10.8%
$100,000 to $149,999	885	5.2%	1018	5.1%
$150,000 or more	544	3.2%	603	3.0%
Median Income	**$37,793**		**$38,763**	

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Housing Cost-Burdened Households

This section provides a quantitative perspective on the share of household income spent on housing to determine potential demand for affordable housing in San Angelo.

To do this, CDS has employed a standard of housing costs not exceeding 30% of gross household income.

The ability to pay less than the 30% share of household income on housing costs indicates that residents are in housing that is affordable for their household income level.

Paying greater than 30% of household income on housing costs indicates households taking on a burdensome housing cost.

This is problematic because unavoidable life events such as transportation, health, family, natural disasters or other emergencies can quickly impact households paying 30% or more on housing costs rendering them unable to afford anything but the barest of necessities, and in some cases can result in homelessness, malnutrition and other types of hardships.

The 30% threshold is a commonly used standard in the U.S., though it not always sufficient to convey the extent to which housing costs may constitute a burden to a particular household.

Also, this measurement takes into account income per household as opposed to wages.

The data in the following tables has been sourced from U.S. Census Bureau American Community Survey 2023 5-Year Estimates, the most recent demographic data from the U.S. Census Bureau at the time of this study.

Table 39 shows housing cost burden for owners in San Angelo and Tom Green County.

- Cost burden (30%+ of income spent on housing) is highly concentrated among low-income owner households: 65% of those earning <$20K and 50% of those earning $20K–$35K are burdened.
- By contrast, only 3.7% of owners earning $75K+ are cost burdened, reflecting strong affordability at higher income levels.
- There was a total of 5,061 owners paying 30% or more on housing. This represents 20% of all owners and 13% of all households

Table 39: 2023 Housing Costs as a Percentage of Household Income – Owner-Occupied Housing by Income

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Housing Units	**38,833**		**46,094**	
Owner-Occupied housing units	**24,600**		**30,807**	
Less than $20,000	**1,901**	**7.7%**	**2,297**	**7.5%**
Less than 20 percent	316	16.6%	454	19.8%
20 to 29 percent	352	18.5%	403	17.5%
30 percent or more	1,233	64.9%	1,440	62.7%
$20,000 to $34,999	**2,582**	**10.5%**	**3,217**	**10.4%**
Less than 20 percent	698	27.0%	948	29.5%
20 to 29 percent	585	22.7%	693	21.5%
30 percent or more	1,299	50.3%	1,576	49.0%
$35,000 to $49,999	**2,477**	**10.1%**	**3,224**	**10.5%**
Less than 20 percent	1,233	49.8%	1,650	51.2%
20 to 29 percent	479	19.3%	692	21.5%
30 percent or more	765	30.9%	882	27.4%
$50,000 to $74,999	**4,198**	**17.1%**	**5,158**	**16.7%**
Less than 20 percent	1,887	44.9%	2,560	49.6%
20 to 29 percent	1040	24.8%	1193	23.1%
30 percent or more	1271	30.3%	1405	27.2%
$75,000 or more	**13,220**	**53.7%**	**16,632**	**54.0%**
Less than 20 percent	10,873	82.2%	13,569	81.6%
20 to 29 percent	1,854	14.0%	2,405	14.5%
30 percent or more	493	3.7%	658	4.0%
Zero or negative income	222	0.9%	279	0.9%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 40 shows housing cost burden by income for renters in San Angelo and Tom Green County.

- 94% of renters earning less than $20,000 are housing cost burdened, with a dramatic drop as income rises.
- Only 3.3% of renters earning $75K+ are cost burdened, indicating clear correlation between income and rent affordability.
- There was a total of 6,632 renters paying 30% or more on housing. This represents 47% of all renters and 17% of all households

Table 40: 2023 Housing Costs as a Percentage Of Household Income – Renter-Occupied Housing by Income

	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total Housing Units	**38,833**		**46,094**	
Renter-Occupied housing units	**14,233**		**15,287**	
Less than $20,000	**2,550**	**17.9%**	**2,577**	**16.9%**
Less than 20 percent	6	0.2%	6	0.2%
20 to 29 percent	148	5.8%	148	5.7%
30 percent or more	2,396	94.0%	2,423	94.0%
$20,000 to $34,999	**2,393**	**16.8%**	**2,604**	**17.0%**
Less than 20 percent	72	3.0%	72	2.8%
20 to 29 percent	240	10.0%	240	9.2%
30 percent or more	2,081	87.0%	2,292	88.0%
$35,000 to $49,999	**2,323**	**16.3%**	**2,431**	**15.9%**
Less than 20 percent	177	7.6%	177	7.3%
20 to 29 percent	788	33.9%	801	32.9%
30 percent or more	1358	58.5%	1453	59.8%
$50,000 to $74,999	**2,596**	**18.2%**	**2,850**	**18.6%**
Less than 20 percent	754	29.0%	837	29.4%
20 to 29 percent	1157	44.6%	1244	43.6%
30 percent or more	685	26.4%	769	27.0%
$75,000 or more	**3,417**	**24.0%**	**3,593**	**23.5%**
Less than 20 percent	2,024	59.2%	2,166	60.3%
20 to 29 percent	1281	37.5%	1315	36.6%
30 percent or more	112	3.3%	112	3.1%
Zero or negative income	233	1.6%	250	1.6%
No cash rent	**721**	**5.1%**	**982**	**6.4%**

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 41 shows housing cost burden by tenure and age of householder.

- Young renters (15–24 mostly Angelo State Students) and seniors (65+) are highly burdened, with 56.3% and 47.4%, respectively, paying over 35% of income on rent.
- Rent burden is also significant among prime working-age adults (25–64), with more than 30% paying excessive rent relative to income.

Table 41: 2023 Housing Costs as a Percentage of Household Income – San Angelo by Age

San Angelo	Renter-Occupied		Owner-Occupied	
	Count	Share	Count	Share
Total	**14,233**		**24,600**	
Householder 15 to 24 years	**2,065**	**14.5%**	**329**	**1.3%**
Less than 20.0 percent	315	15.3%	84	25.5%
20.0 to 24.9 percent	144	7.0%	22	6.7%
25.0 to 29.9 percent	239	11.6%	10	3.0%
30.0 to 34.9 percent	109	5.3%	32	9.7%
35.0 percent or more	1,162	56.3%	181	55.0%
Not computed	96	4.6%	0	0.0%
Householder 25 to 34 years	**3,670**	**25.8%**	**3,767**	**15.3%**
Less than 20.0 percent	789	21.5%	1,962	52.1%
20.0 to 24.9 percent	678	18.5%	410	10.9%
25.0 to 29.9 percent	437	11.9%	386	10.2%
30.0 to 34.9 percent	212	5.8%	361	9.6%
35.0 percent or more	1,354	36.9%	648	17.2%
Not computed	200	5.4%	0	0.0%
Householder 35 to 64 years	**5,915**	**41.6%**	**12,996**	**52.8%**
Less than 20.0 percent	1,502	25.4%	8,178	62.9%
20.0 to 24.9 percent	778	13.2%	1,245	9.6%
25.0 to 29.9 percent	747	12.6%	997	7.7%
30.0 to 34.9 percent	631	10.7%	712	5.5%
35.0 percent or more	1,802	30.5%	1,679	12.9%
Not computed	455	7.7%	185	1.4%
Householder 65 years and over	**2,583**	**18.1%**	**7,508**	**30.5%**
Less than 20.0 percent	427	16.5%	4,783	63.7%
20.0 to 24.9 percent	242	9.4%	859	11.4%
25.0 to 29.9 percent	349	13.5%	381	5.1%
30.0 to 34.9 percent	138	5.3%	323	4.3%
35.0 percent or more	1,224	47.4%	1,125	15.0%
Not computed	203	7.9%	37	0.5%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Owners

Table 42 shows owners and share of housing cost burden by mortgage status.

- Among mortgage holders, 27.6% are cost burdened, with 10.5% paying over 50% of income on housing—a significant financial pressure.
- For owners without a mortgage, only 13.5% are burdened, suggesting greater financial security in fully owned homes.

Table 42: 2023 Monthly Owner Costs as a Percentage Of Household Income by Mortgage Status

Owner-Occupied	San Angelo		Tom Green County	
	Count	Share	Count	Share
Total	**24,600**		**30,807**	
Housing units with a mortgage	**12,353**	**50.2%**	**14,945**	**48.5%**
Less than 10.0 percent	774	6.3%	979	6.6%
10.0 to 14.9 percent	2,338	18.9%	2,701	18.1%
15.0 to 19.9 percent	2,839	23.0%	3,576	23.9%
20.0 to 24.9 percent	1,582	12.8%	1,943	13.0%
25.0 to 29.9 percent	1,302	10.5%	1,624	10.9%
30.0 to 34.9 percent	766	6.2%	940	6.3%
35.0 to 39.9 percent	513	4.2%	604	4.0%
40.0 to 49.9 percent	823	6.7%	909	6.1%
50.0 percent or more	1,302	10.5%	1,555	10.4%
Not computed	114	0.9%	114	0.8%
30.0 percent or more	**3,404**	**27.6%**	**4,008**	**26.8%**
Housing units without a mortgage	**12,247**	**49.8%**	**15,862**	**51.5%**
Less than 10.0 percent	5,155	42.1%	6,829	43.1%
10.0 to 14.9 percent	2,342	19.1%	3,100	19.5%
15.0 to 19.9 percent	1,559	12.7%	1,996	12.6%
20.0 to 24.9 percent	954	7.8%	1230	7.8%
25.0 to 29.9 percent	472	3.9%	589	3.7%
30.0 to 34.9 percent	662	5.4%	708	4.5%
35.0 to 39.9 percent	170	1.4%	225	1.4%
40.0 to 49.9 percent	255	2.1%	301	1.9%
50.0 percent or more	570	4.7%	719	4.5%
Not computed	108	0.9%	165	1.0%
30.0 percent or more	**1,657**	**13.5%**	**1,953**	**12.3%**

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 43 shows cost burden in San Angelo home owners by age.

- 64.7% of owners under age 25 are cost burdened—the highest rate among all age groups.
- Owners aged 35–64 have the lowest burden rate (18.4%), while seniors (65+) are burdened at nearly 1 in 5.

Table 43: 2023 Cost-Burdened Owner Households by Age - San Angelo

Owner-Occupied	San Angelo	
	Count	Share
Total	**24,600**	
Total In Age Range		
Householder 15 to 24 years	329	1.3%
Householder 25 to 34 years	3,767	15.3%
Householder 35 to 64 years	12,996	52.8%
Householder 65 years and over	7,508	30.5%
30% or more of Income	**5,061**	**20.6%**
Householder 15 to 24 years	213	64.7%
Householder 25 to 34 years	1,009	26.8%
Householder 35 to 64 years	2,391	18.4%
Householder 65 years and over	1,448	19.3%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 44 shows cost burden in owners by income.

- Cost burden sharply declines with rising income: 61.5% of households earning less than $10K are burdened vs. only 1.8% of those earning $100K+.
- Households earning under $50K face the highest burden risk, especially those below $35K, where more than half are cost burdened.

Table 44: 2023 Cost-Burdened Owner Households by Income - San Angelo

Owner-Occupied	San Angelo	
	County	Share
Total	**24,600**	
Total In Income Range		
Less than $10,000	577	2.3%
$10,000 to $19,999	1,546	6.3%
$20,000 to $34,999	2,582	10.5%
$35,000 to $49,999	2,477	10.1%
$50,000 to $74,999	4,198	17.1%
$75,000 to $99,999	4,027	16.4%
$100,000 or more	9,193	37.4%
30% or more of Income	**5,061**	**20.6%**
Less than $10,000	355	61.5%
$10,000 to $19,999	878	56.8%
$20,000 to $34,999	1,299	50.3%
$35,000 to $49,999	765	30.9%
$50,000 to $74,999	1,271	30.3%
$75,000 to $99,999	325	8.1%
$100,000 or more	168	1.8%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Renters

Table 45 shows rent as a percentage of income.

- Nearly half (46.6%) of renter households in San Angelo are cost burdened, paying 30% or more of income on rent.
- The median rent-to-income ratio is 33.1%, indicating that the typical renter is on the edge of affordability standards.

Table 45: 2023 Gross Rent as a Percentage Of Household Income

	San Angelo		Tom Green	
	Count	Share	Count	Share
Total	**14,233**		**15,287**	
Less than 10.0 percent	375	2.6%	413	2.7%
10.0 to 14.9 percent	1,243	8.7%	1,313	8.6%
15.0 to 19.9 percent	1,415	9.9%	1,532	10.0%
20.0 to 24.9 percent	1,842	12.9%	1,958	12.8%
25.0 to 29.9 percent	1,772	12.4%	1,790	11.7%
30.0 to 34.9 percent	1,090	7.7%	1,178	7.7%
35.0 to 39.9 percent	1,176	8.3%	1,263	8.3%
40.0 to 49.9 percent	1,443	10.1%	1,575	10.3%
50.0 percent or more	2,923	20.5%	3,033	19.8%
Not computed	954	6.7%	1,232	8.1%
30.0 percent or more	**6,632**	**46.6%**	**7,049**	**46.1%**
Median gross rent as a percentage of household income	**33.10%**		**33.90%**	

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 46 shows renter households by age and cost burden.

- The majority of rent-burdened households are in the 25–64 age range, but young adults and seniors still face high levels of rent stress.
- Over 1 in 5 renters under 25 and over 65 pay more than 30% of their income on rent.

Table 46: 2023 Monthly Renter Costs by Household Income and Age

Renter-Occupied	San Angelo	
	Count	Share
Total	**14,233**	
Total In Age Range		
Householder 15 to 24 years	2,065	14.5%
Householder 25 to 34 years	3,670	25.8%
Householder 35 to 64 years	5,915	41.6%
Householder 65 years and over	2,583	18.1%
30% or more of Income	**6,632**	**47%**
Householder 15 to 24 years	1,271	19.2%
Householder 25 to 34 years	1,566	23.6%
Householder 35 to 64 years	2,433	36.7%
Householder 65 years and over	1,362	20.5%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

Table 47 shows renter households by income and cost burden.

- Rent burden is almost universal among low-income renters: over 84% of those earning less than $20K are cost burdened.
- Households earning more than $75K show minimal burden, highlighting the critical affordability gap at lower income levels.

Table 47: 2023 Monthly Renter Costs by Household Income

Renter-Occupied	San Angelo	
	Count	Share
Total	**14,233**	
Total In Income Range		
Less than $10,000	1275	9.0%
$10,000 to $19,999	1,776	12.5%
$20,000 to $34,999	2,440	17.1%
$35,000 to $49,999	2,476	17.4%
$50,000 to $74,999	2,754	19.3%
$75,000 to $99,999	1,778	12.5%
$100,000 or more	1,734	12.2%
30% or more of Income	**46.6%**	
Less than $10,000	893	70.0%
$10,000 to $19,999	1503	84.6%
$20,000 to $34,999	2,081	85.3%
$35,000 to $49,999	1358	54.8%
$50,000 to $74,999	685	24.9%
$75,000 to $99,999	112	6.3%
$100,000 or more	0	0.0%

Source: US Census Bureau American Community Survey 2023 5-Year Estimates

CITY OF SAN ANGELO HOUSING MARKET TRENDS

Existing Home Market – Single-family, For-Sale Homes

The single-family housing market in San Angelo faces several structural and financial challenges, particularly in the realm of affordability.

Nonprofit organizations that build affordable housing must often cover infrastructure costs ranging from $25,000 to $35,000 per lot, in addition to paying for increasingly expensive permits. These homes are typically constructed on donated lots and sold at the cost to build to qualifying families. However, the burden of permitting requirements, development costs and limited grant funding often causes delays or prevents projects from moving forward altogether.

The development environment is further complicated by regulatory barriers. San Angelo enforces a minimum lot size of 5,000 square feet, and the combined price of a lot and development can reach approximately $70,000.

Builders are also required to implement detention ponds—one acre for every five acres developed—and contribute land for city parks at a ratio of one per 70 lots. These obligations increase both the financial and opportunity costs, often making homes sold at or near the median price unprofitable for builders.

The zoning and permitting process within the city can deter development, particularly when compared to more lenient requirements in surrounding Tom Green County.

New construction is also affected by rising material and labor costs, a problem exacerbated by the COVID-19 pandemic. Labor shortages are tied not only to increased demand but also to competition from job markets in nearby Midland-Odessa and a cultural decline in young people entering trades such as carpentry, HVAC, and plumbing. These constraints slow the pace of development and limit the supply of new single-family homes.

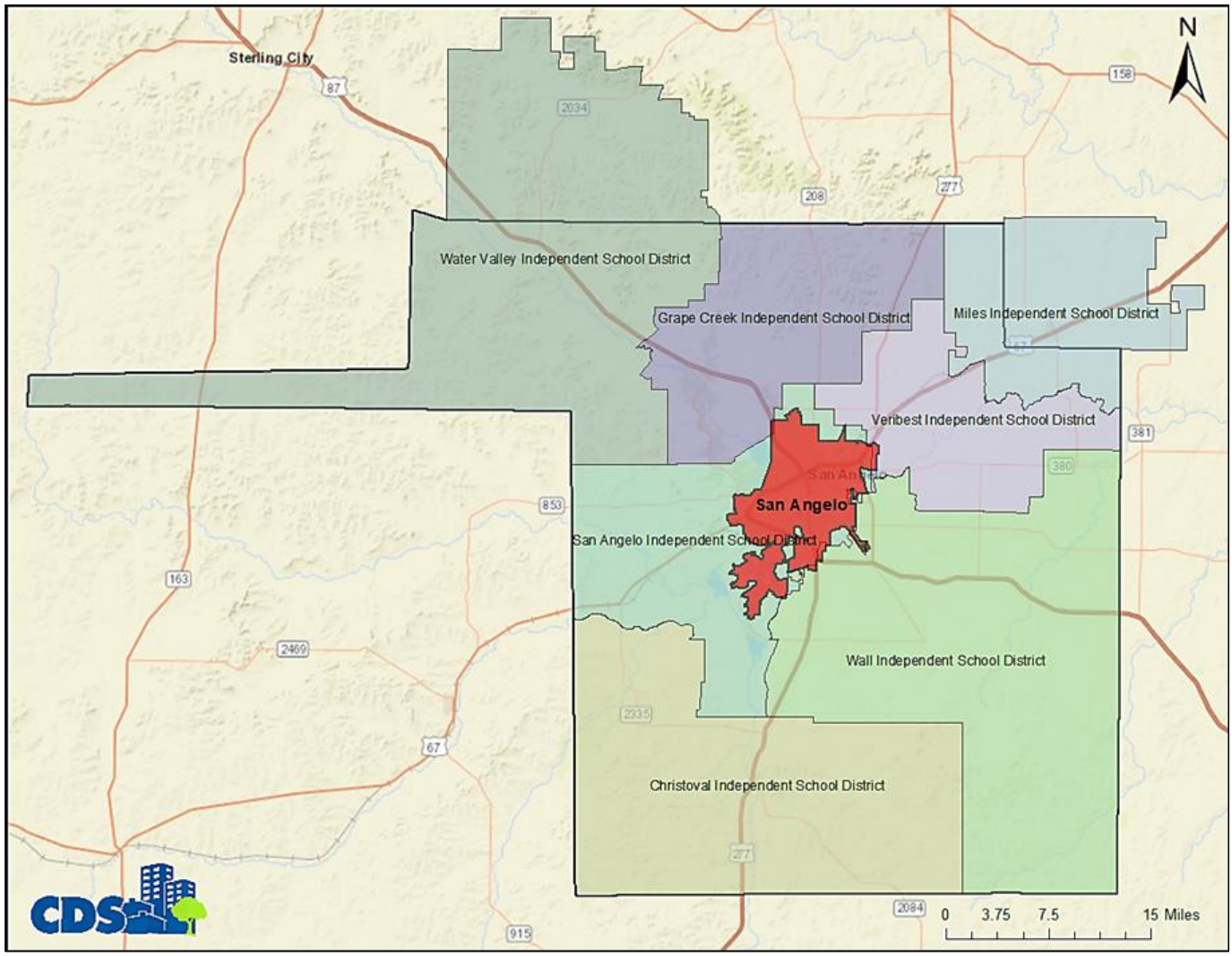
The City of San Angelo's Homebuyer Assistance Program offers down payment assistance for first-time buyers, but the program's effectiveness is limited. Because the assistance is contingent on the property passing an inspection—which often reveals the need for costly repairs—many potential buyers find the support inaccessible. Additionally, entry-level homes are increasingly difficult to access, and complaints from new employees moving to San Angelo often include high property taxes, high home prices, and outdated school campuses.

City of San Angelo Single-family Trends

The following data shows existing home sales data for the City of San Angelo (the red area in the map below).

The data analyzed also includes San Angelo Independent School District. Surrounding school districts in the County are also outlined and labeled for reference.

Figure 48: Tom Green County, City of San Angelo, and School Districts



Source: CDS Community Development Strategies

City of San Angelo Existing Single-family Sales

The following section provides an overview of the supply of housing in San Angelo with an emphasis on home sales priced at levels that are possibly accessible to the most common local worker households in the City. The data shown represents annual sales volumes, not unit sales. Consequently, this data could represent the same unit sold multiple times.

Table 49 shows sales volume by price range in San Angelo from 2015 to April 2025.

- There have been more than 13,000 home sales in San Angelo in the past decade, about and average of 1,300 home sales per year.
- Total Sales Volume has declined slightly by -3%, from 1,219 in 2014 to 1,187 in 2024.
- The market has shifted significantly toward higher-priced homes, reflecting both home price inflation and potential shifts in buyer profiles and housing stock availability.

Table 49: City of San Angelo Existing Homes Sales by Price Ranges, 2014 – 2025

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 (April)
$0 - $99,999	235	199	198	217	162	137	88	93	73	76	10
$100,000 - $159,999	397	413	394	386	441	388	287	200	152	150	23
$160,000 - $199,999	273	253	265	305	282	306	354	240	196	199	37
$200,000 - $249,999	145	135	169	203	274	323	313	292	227	218	41
$250,000 - $299,999	79	81	85	100	143	172	264	252	214	187	36
$300,000 - $399,999	63	57	62	67	94	129	202	185	198	219	41
$400,000 - $499,999	17	24	21	37	38	42	60	68	66	75	9
$500,000 +	18	12	13	18	33	27	66	95	85	63	16
Total	**1,227**	**1,174**	**1,207**	**1,333**	**1,467**	**1,524**	**1,634**	**1,425**	**1,211**	**1,187**	**213**

Source: San Angelo Association of Realtors

Sales by Price Tier

Figure 50 shows San Angelo home prices by price range.

Affordable Homes (Below $200K):

- Homes priced $0–$99K dropped -70% in sales over the 10-year period.
- Homes in the $100K–$159K range declined -64%.
- This reflects severe erosion in entry-level inventory, impacting affordability and first-time homebuyers.

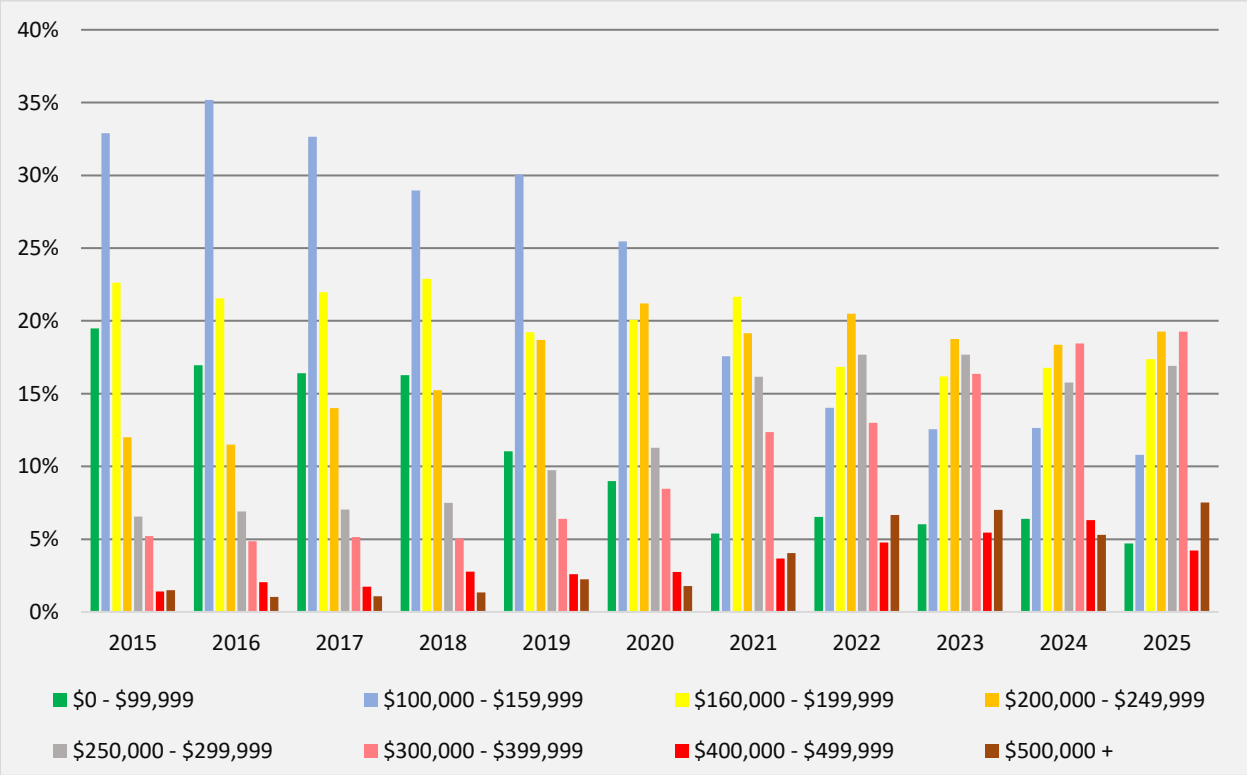
Middle Market ($200K–$399K):

- Sales in the $200K–$249K bracket increased 61%, and $250K–$299K jumped 146%.
- The $300K–$399K segment surged 271%, indicating significant market activity and new supply in this range.

Upper Market ($400K+):

- The $400K–$499K segment grew by 213%, and the $500K+ category grew a staggering 473% — albeit from a low base.
- This trend suggests increased luxury development or appreciation of existing stock, reflecting shifting buyer profiles and possibly in-migration of higher-income buyers.

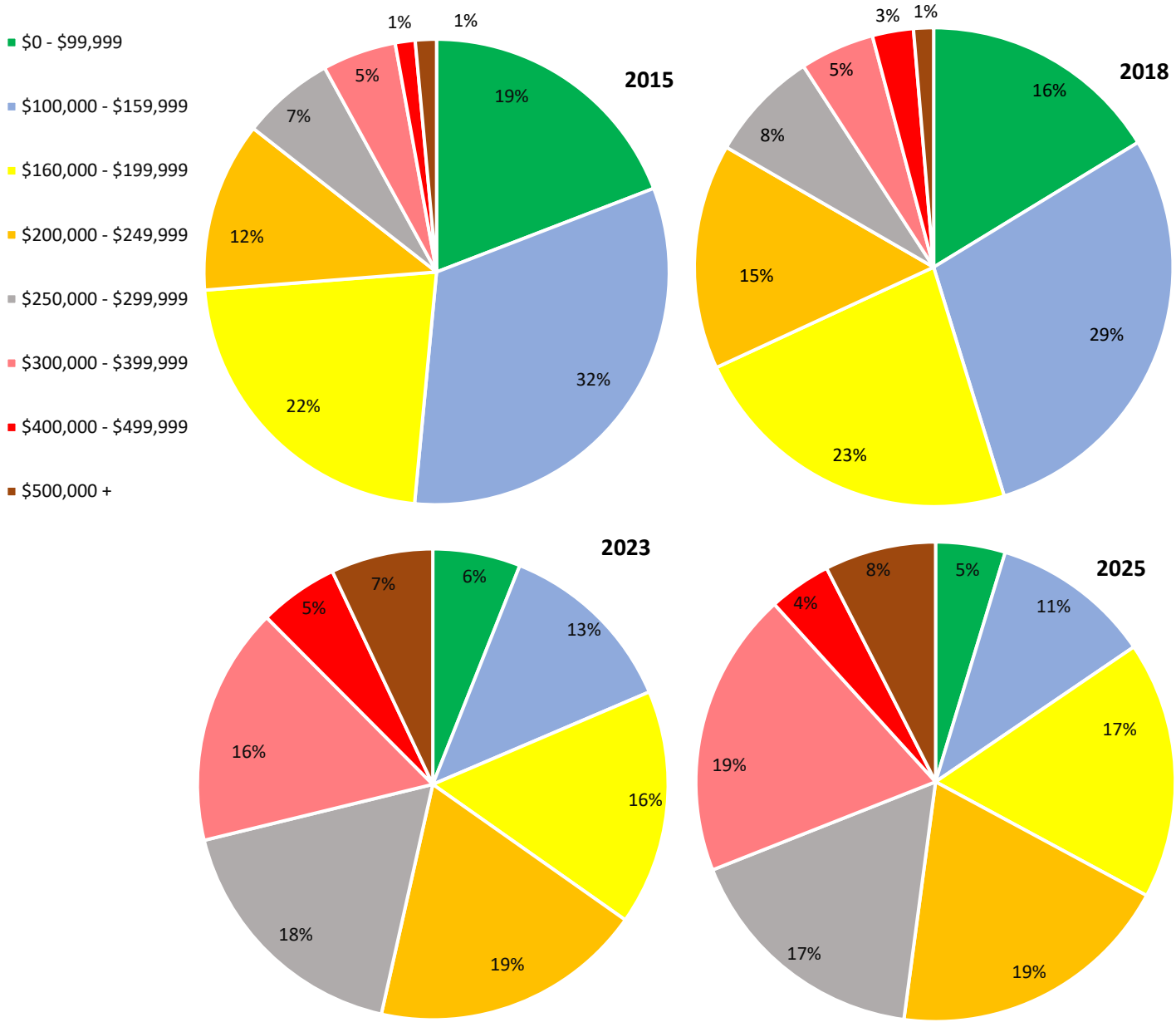
Figure 50: City of San Angelo Existing Homes Sales by Price Ranges, 2015 – 2025



Source: San Angelo Association of Realtors

Figure 51 shows home sales volume by year and price range in San Angelo.

Figure 51: San Angelo Existing Homes Sales by Price Ranges, 2015 – 2025



Source: San Angelo Association of Realtors

Key San Angelo Home Sales Trends by Year

2015

- Dominated by homes priced between $100K–$159K (32%).
- Lower-priced homes (below $200K) made up a substantial 66% of the market.
- Homes above $300K were rare, comprising less than 10%.

2018

- Gradual shift upward: $100K–$159K share fell to 29%, while $200K–$299K ranges grew to 23%.
- Higher-end segments ($300K+) began modest growth but remained under 15% of the market.

2023

- Major rebalancing: Lower-tier segments below $200K dropped significantly.
- $200K–$399K range dominated (totaling 54%), showing that middle-market homes became the new majority.
- $500K+ homes appeared in the chart for the first time with 5% share.

2025 (Projected)

- $300K–$399K segment projected to hold 19%, reflecting continued demand for upper-middle tier homes.
- $250K–$299K range also remains strong at 19%.
- Lower-cost homes under $160K fall to 11%, showing a clear decline in affordability.
- Luxury segments ($400K+) make up 17%, up from 10% in 2018.

Implications

- The charts demonstrate a clear upward shift in home prices over the past decade, with entry-level inventory shrinking dramatically.
- Middle- and upper-tier homes now dominate the San Angelo housing market, which may impact affordability, particularly for first-time buyers, lower-income working households and retirees.
- The rise of homes $400K+ reflects both price inflation and increased demand from higher-income or relocating buyers.
- Policy responses such as incentivizing affordable housing development or promoting diverse housing types may be needed to ensure market balance.

above shows the financing utilized each year in San Angelo. There was an average of 110 sales per month over the past decade.

Table 52: City of San Angelo Sales Financing, 2014 – 2024

Residential Financing	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cash	221	231	208	234	239	251	222	298	337	318	282
Conventional	485	420	407	409	496	593	658	640	555	439	379
FHA	296	373	344	324	348	352	391	380	293	259	288
VA	201	186	191	196	230	255	238	295	234	176	223
Owner Carry	9	7	5	7	10	5	9	5	3	4	6
Other	7	10	19	36	10	11	6	16	3	15	9
Total	**1,219**	**1,227**	**1,174**	**1,206**	**1,333**	**1,467**	**1,524**	**1,634**	**1,425**	**1,211**	**1,187**

Source: San Angelo Association of Realtors

- Conventional loans were the most common financing method, peaking in 2020 (658 sales) and steadily declining to 379 by 2024. This is likely a direct result of the interest rate spike that started in early 2022.
- FHA loans remain consistently popular, especially for entry-level buyers, accounting for about 20–25% of annual sales.
- Cash sales rose significantly post-2020, reaching a peak of 337 in 2022, likely due to investor activity and retirees purchasing outright.
- VA loans followed a similar pattern, peaking in 2021 (295), reflecting growth in veteran or military-linked buyers.

Table 53 shows sales by days on market for existing homes in San Angelo from 2014 to 2024.

- Average Days on Market fell from 99 (2015) to a low of 63 (2020), then rose again to 100 by 2025, indicating recent softening and an increase in inventory.
- Quick sales (0–60 days) peaked in 2021 (1,095 sales), suggesting high demand and low inventory during the pandemic.

Table 53: City of San Angelo Sales by Days on Market, 2014 – 2024

Days on Market	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
0 – 30	102	85	52	72	109	150	161	179	193	142	109
31 – 60	401	438	336	379	463	638	756	916	762	575	460
61 – 90	249	258	233	243	244	281	260	274	220	202	253
91- 120	155	132	177	157	167	137	120	117	102	122	153
121+	312	314	372	351	347	253	220	144	145	165	210
Total	**1,219**	**1,227**	**1,170**	**1,202**	**1,330**	**1,459**	**1,517**	**1,630**	**1,422**	**1,206**	**1,185**

Source: San Angelo Association of Realtors

Table 54 shows average days on market each year from 2015 to April 2025 in San Angelo.

Table 54: San Angelo Sales by Average Days on Market, 2015 – 2025

Average Days on Market	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	99	110	106	97	81	76	63	65	70	81	100

Source: San Angelo Association of Realtors

- Listings sitting 121+ days dropped significantly from 372 (2016) to 144 (2021), but have risen again to 210 by 2024, indicating a potential slowdown or mismatch between pricing and buyer expectations.
- So far in 2025 the average days on the market is 100, about 3 months.

Table 55 shows sales by year and number of bedrooms.

Table 55: City of San Angelo Sales by Number of Bedrooms, 2014 – 2024

Bedrooms	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
2-	161	172	143	158	185	172	176	185	202	185	174
3	763	775	753	798	835	904	981	1,035	886	733	736
4+	295	280	278	251	313	391	367	414	337	293	277
Total	**1,219**	**1,227**	**1,174**	**1,207**	**1,333**	**1,467**	**1,524**	**1,634**	**1,425**	**1,211**	**1,187**

Source: San Angelo Association of Realtors

- 3-bedroom homes dominate the market, representing roughly 60–65% of sales annually.
- Sales of 4+ bedroom homes peaked in 2021 (414) but declined to 277 by 2024, possibly reflecting affordability constraints or declining inventory.
- 2-bedroom homes remained relatively stable (150–185 per year), likely appealing to retirees or first-time buyers.

Table 56 shows the median sale price in San Angelo.

Table 56: City of San Angelo Median Sold Price, 2015 – 2025

Median Sold Price	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	$157,500	**$157,900**	**$160,100**	**$166,500**	**$176,000**	**$187,450**	**$215,000**	**$230,000**	**$236,900**	**$237,500**	**$240,000**

Source: San Angelo Association of Realtors

- Median Sold Price increased from $157,500 (2015) to $240,000 (2025) — a 52% gain over 10 years.
- The median sold price in San Angelo has increased each year since 2008.

Table 57 shows the average sale price in San Angelo.

Table 57: City of San Angelo Average Sold Price, 2015 – 2025

Average Sold Price	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	$174,991	$172,840	$176,419	$182,946	$197,715	$208,225	$238,619	$258,081	$268,000	$265,331	$273,766

Source: San Angelo Association of Realtors

- Average Sold Price rose even more dramatically, from $174,991 (2015) to $273,766 (2025) — a 56% increase, suggesting a shift toward higher-priced or luxury homes.

Table 58 shows total new listings each year.

Table 58: City of San Angelo Total New Listings, 2015 – 2025

Total New Listings	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	1,631	1,718	1,615	1,703	1,652	1,869	1,787	1,936	1,924	1,926	2,209

Source: San Angelo Association of Realtors

- Total New Listings have increased by 35%, from 1,631 (2014) to 2,209 (2024), helping to slightly ease inventory constraints.
- The sharp rise in listings in 2024 may suggest increasing seller activity, possibly driven by market softening, rising rates, or changing life circumstances.

Months of Supply

Realtor's use the term "months of supply" to describe the inventory of homes on the market. Months of supply is the number of months it would take for the current inventory to sell out if sales continued at the current rate and no new inventory was added.

- San Angelo has averaged 110 sales per month in the past decade.
- As of May 2025, there was an estimated 600 homes listed for sale.
- This puts the current supply at about 5.5 months.

Generally, a supply greater than seven months is considered a buyers' market, between five to seven months is a balanced market, and less than five months is a sellers' market.

The single-family residential housing market in the San Angelo area currently appears to be a balanced market.

Key Single-Family Market Takeaways

- San Angelo's housing market has seen strong price appreciation and tightening inventory, especially during 2020–2022.
- Recent increases in days on market and higher-end home sales suggest a smaller pool of attractive entry level homes and a market that is stabilizing or softening in 2023–2024.
- Continued increases in listings may provide opportunities for buyers after several years of competitive conditions.

City of San Angelo Affordable Single-Family Demand

The following tables describe an FHA mortgage scenario and other assumptions to arrive at the income levels needed for an estimated monthly housing cost below the 30% standard.

The calculations indicate that a first-time home purchase for households with incomes under $58,000 is likely unrealistic. Also, this analysis does not consider that potential buyers may have other current debt that effectively reduces their qualifying income.

Assumptions

Tax Rates		
TOM GREEN COUNTY	0.47290	
CITY OF SAN ANGELO	0.75440	
SAN ANGELO ISD	0.81231	
Total	**2.03961**	
Down payment	3.50%	of home price
Closing costs	4.00%	of home price
FHA UFMIP	1.75%	of loan amount
Annual mortgage insurance	0.85%	of loan amount
Mortgage rate	6.890%	per year
Mortgage term	30	years
Insurance	$3,800	per year
Affordability standard	30%	of gross income
Average Texas Credit Score	695	

Error! Reference source not found. shows the required annual income for various home prices in San Angelo. This table incorporates local tax rates and average monthly home cost factors for Tom Green County.

It should be noted that the table below is an FHA, 3.5% down payment model for an applicant with an average credit score of 695. This means that any potential buyer eligible for conventional loan underwriting with a higher credit score and down payment will have greater home purchasing power than shown in the table.

Table 59: San Angelo Attainable For-Sale Home Price Calculation (FHA Mortgage)

Home price	$175,000	$185,000	$200,000	$225,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000
Down payment	$6,125	$6,475	$7,000	$7,875	$8,750	$10,500	$12,250	$14,000	$15,750	$17,500
Closing costs	$7,000	$7,400	$8,000	$9,000	$10,000	$12,000	$14,000	$16,000	$18,000	$20,000
Total up-front costs	$13,125	$13,875	$15,000	$16,875	$18,750	$22,500	$26,250	$30,000	$33,750	$37,500
FHA Loan amount	$171,830	$181,649	$196,378	$220,925	$245,472	$294,566	$343,661	$392,755	$441,849	$490,944
Monthly mortgage	$1,140	$1,205	$1,303	$1,466	$1,629	$1,955	$2,280	$2,606	$2,932	$3,258
Monthly MIP	$122	$129	$139	$156	$174	$209	$243	$278	$313	$348
Monthly home insurance	$317	$317	$317	$317	$317	$317	$317	$317	$317	$317
Monthly taxes	$297	$314	$340	$382	$425	$510	$595	$680	$765	$850
Total PITI with MIP	$1,876	$1,965	$2,099	$2,321	$2,544	$2,990	$3,435	$3,881	$4,326	$4,772
Required monthly gross income	$6,253	$6,550	$6,996	$7,738	$8,481	$9,966	$11,451	$12,936	$14,421	$15,906
Required annual income	**$75,038**	**$78,602**	**$83,949**	**$92,859**	**$101,769**	**$119,589**	**$137,410**	**$155,230**	**$173,051**	**$190,871**
Hourly wage equivalent @ 2,080 hours	$36.08	$37.79	$40.36	$44.64	$48.93	$57.49	$66.06	$74.63	$83.20	$91.77

Note: Hourly wage rate based on 2,080 hours/yr.

Table 60 shows Census data estimates of the number of cost-burdened households in 2023 in San Angelo and the associated maximum home price these households could pursue without being cost-burdened:

Table 60: Estimated San Angelo Affordable For-Sale Housing Need by Income Range, 2023

Income Range	# Cost-Burdened Households	Home Price Range Needed
$20,000 to $34,999	1,299	Renter $500-$875 a month
$35,000 to $49,999	765	Renter $875-$1,250 a month
$50,000 to $74,999	1,271	$100,000 - $175,000
Total	**3,335**	

Source: US Census Bureau American Community Survey 2017 1-Year Estimates

- Households making less than $75,000 are likely candidates for transitioning from owning to renting.

City of San Angelo Affordable Multifamily Demand

Table 61 shows the annual income required for the maximum rent that is no more than 30% of income on rent.

Table 61: Attainable Rent Calculation

Annual income	$15,000	$20,000	$25,000	$30,000	$35,000	$40,000	$45,000	$50,000	$55,000	$60,000	$65,000	$70,000	$75,000
Hourly wage rate	$7.21	$9.62	$12.02	$14.42	$16.83	$19.23	$21.63	$24.04	$26.44	$28.85	$31.25	$33.65	$36.06
Weekly wage	$288	$385	$481	$577	$673	$769	$865	$962	$1,058	$1,154	$1,250	$1,346	$1,442
Monthly income	$1,250	$1,667	$2,083	$2,500	$2,917	$3,333	$3,750	$4,167	$4,583	$5,000	$5,417	$5,833	$6,250
Max. rent	**$375**	**$500**	**$625**	**$750**	**$875**	**$1,000**	**$1,125**	**$1,250**	**$1,375**	**$1,500**	**$1,625**	**$1,750**	**$1,875**

Notes: Hourly wage rate based on 2,080 hours/yr.

Table 62 shows Census data estimates of the number of cost-burdened households in 2023 in San Angelo and the associated maximum rent price these households could pursue without being cost-burdened:

Table 62: Estimated San Angelo Affordable Rental Housing Need by Income Range, 2017

Income Range	# Cost-Burdened Households	Monthly Rent Range Needed
Less than $20,000	2,396	Under $500
$20,000 to $34,999	2,081	$500 to $875
$35,000 to $49,999	1,358	$875 to $1,250
Total	**5,835**	

Source: US Census Bureau American Community Survey 2017 1-Year Estimates

- Incomes less than $35,000 are likely candidates for affordable rental units in housing authority, non-profit, housing choice voucher or tax credit affordable rental units.

Residential New Construction Trends

San Angelo MSA Single-family Building Permits

Table 63 below shows single-family residential building permits in Tom Green County from 2016 to 2023 and provides a timeline of residential building permits in the County along with the amount, price and change.

Table 63: San Angelo MSA Single-family Residential Building Permits 2016-2023

Date	Number of Dwelling Units	Percent Change	Average Value ($) per Dwelling Unit	Percent Change
2016	172	-27.10%	$226,700	15.00%
2017	193	12.20%	$217,700	-4.00%
2018	262	35.75%	$216,600	-0.48%
2019	283	8.02%	$217,286	0.31%
2020	686	142.40%	$208,753	-3.93%
2021	333	-51.46%	$215,805	3.38%
2022	322	-3.30%	$244,454	13.28%
2023	252	-21.74%	$279,447	14.31%
Total	**2,503**	-	-	-

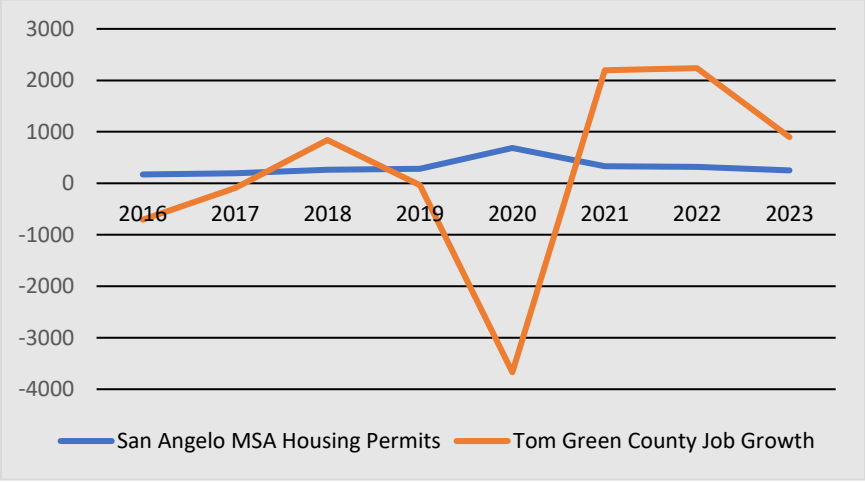
Source: The Real Estate Center at Texas A&M University

- There were 2,503 new housing permits issued since 2016.
- Permits peaked in 2020 at 686 and decreased each year to 252 in 2023.

Figure 64 shows housing permits and job growth.

- There was a total of 2,503 single-family permits issued and 2,371 jobs created in the County from 2016-2023.
- This shows that housing development seems to have kept pace with job growth.

Figure 64: San Angelo MSA Housing Permits and Tom Green County Job Growth 2016-2023



Source: The Real Estate Center at Texas A&M University, QCEW

Table 65 shows 2 to 4 unit housing permits in the San Angelo MSA.

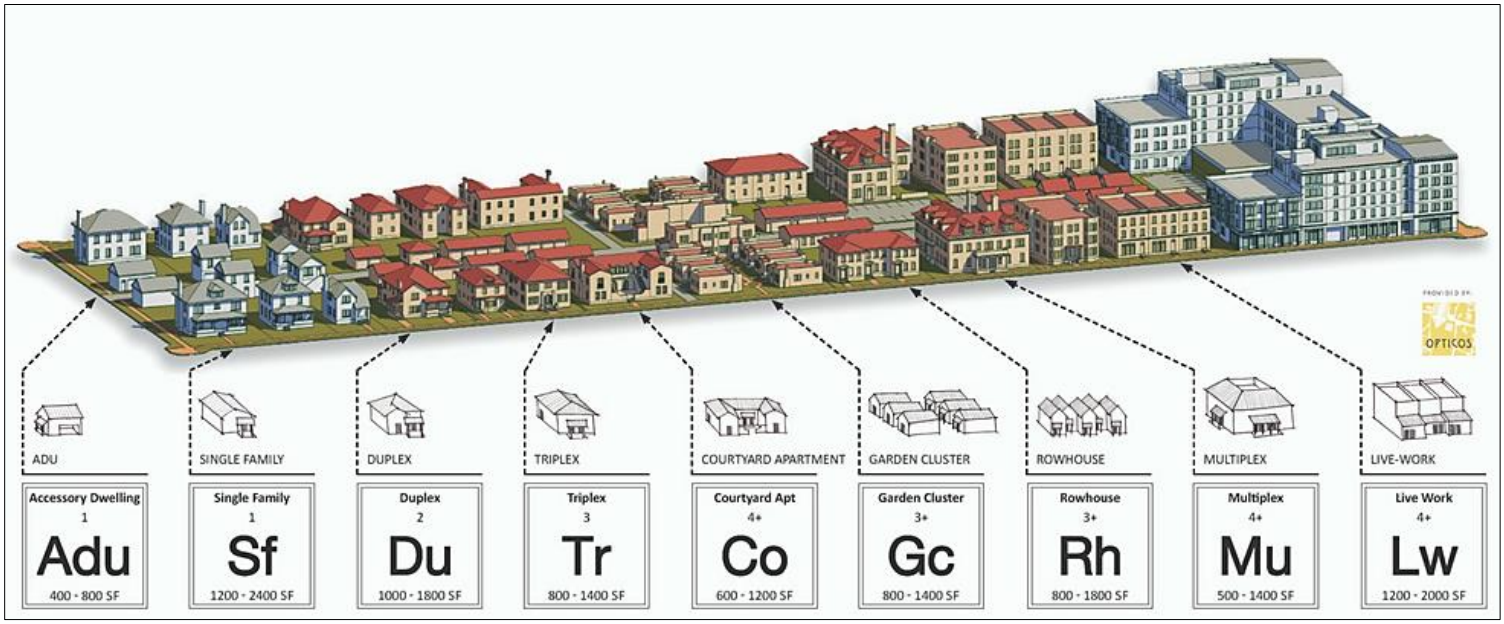
- There were only 4 units permitted since 2016, showing a large gap in the production of new missing middle housing types.

Table 65: 2 to 4 Unit Building Permits for San Angelo MSA, 2013 – 2023

Year	San Angelo MSA Permits	Avg. Value Per Unit
2016	0	$0
2017	4	$165,000
2018	0	$0
2019	0	$0
2020	0	$0
2021	0	$0
2022	0	$0
2023	0	$0
Total/Average	**4**	**$660,000 / $165,000**

Source: The Real Estate Center at Texas A&M University, CDS Community Development Strategies

Figure 66: Missing-Middle Housing Types



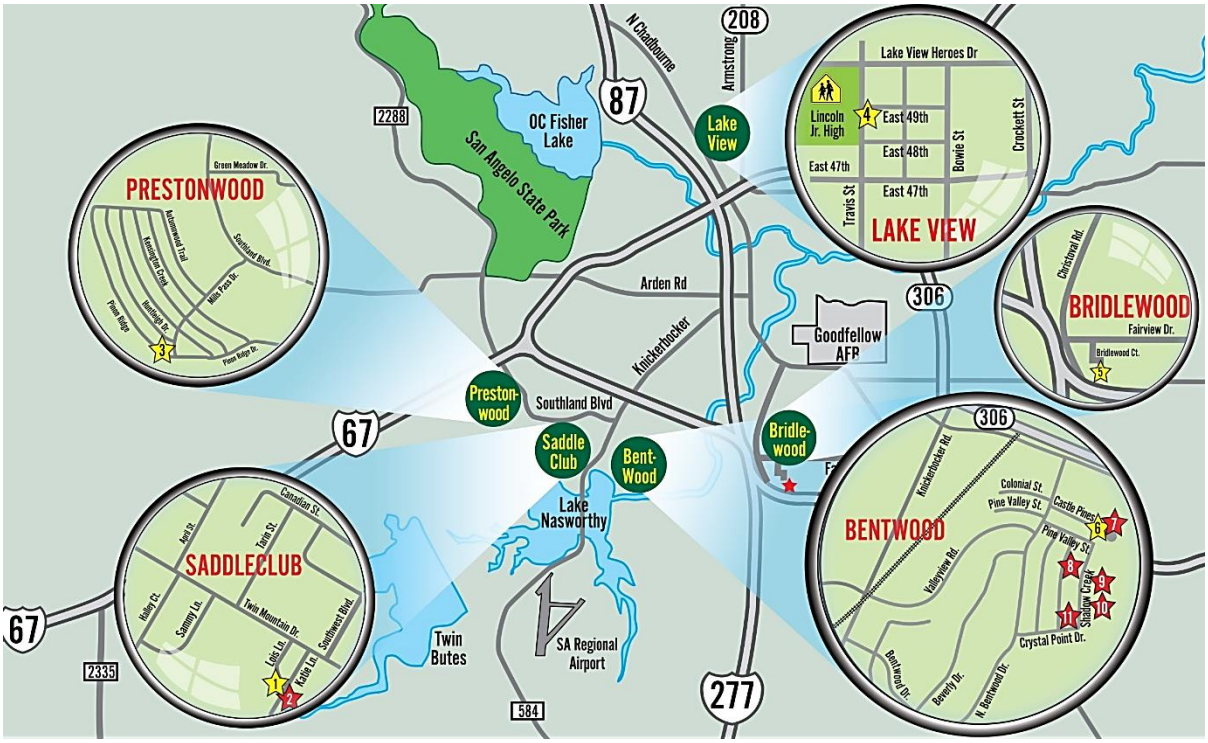
Source: Opticos Design

- These housing types are typically what makes up the "missing middle" housing that are the primary housing types for local workforce, especially police, fire, ems, teachers, healthcare, city staff.
- In most cases local city development and zoning regulations and requirements need to be updated to allow for the development of smaller lot and denser missing-middle housing types.

- Missing Middle housing can be defined as a spectrum of multi-unit housing types such as duplexes, fourplexes, bungalow courts, and mansion apartments that are not bigger than a large house.
- The important distinction is that these housing types are allowed to be located within existing walkable, traditional core neighborhoods embedded within primarily single-family home neighborhoods.
- Allowing and creating these diverse housing types provide greater choices and generate critical mass that can support transit and locally serving commercial amenities.
- Existing examples can be found in pre-war building stocks, but these housing types have become much less common (hence the "missing") in many cases due to restrictive zoning, building and fire codes which make the new construction of these housing types in existing single-family neighborhoods illegal.

New Single-Family Construction

Figure 67: 2025 San Angelo New Home Construction



Source: San Angelo Builders Association, Parade of Homes April 2019

The figure above shows the location of featured new single-family home construction in San Angelo in 2019, however as of 2025 these general locations are still the primary areas for new home construction.

The southwest is popular for moderate to high priced custom and luxury homes along Southland Blvd.

These are being built in large, new development subdivisions predominately undeveloped land tracts.

The northside/Lake View area is a sub-market for new infill of entry level single-family home construction in San Angelo of the most affordable entry level homes.

Currently the lowest priced newly constructed entry level single-family home in San Angelo are priced at $199,900.

However, this has increased from about $145,000 in 2017 and can mostly be attributed to the increase of infill lot costs from $20,000 per lot to about $30,000 to $40,000 per lot. This includes costs for new infrastructure.

There are currently about 20 new construction homes listed for sale in the $200,000 to $250,000 price range and represent the market's only source of new entry-level priced homes.

Figure 68: New Entry Level Single-Family Home Construction





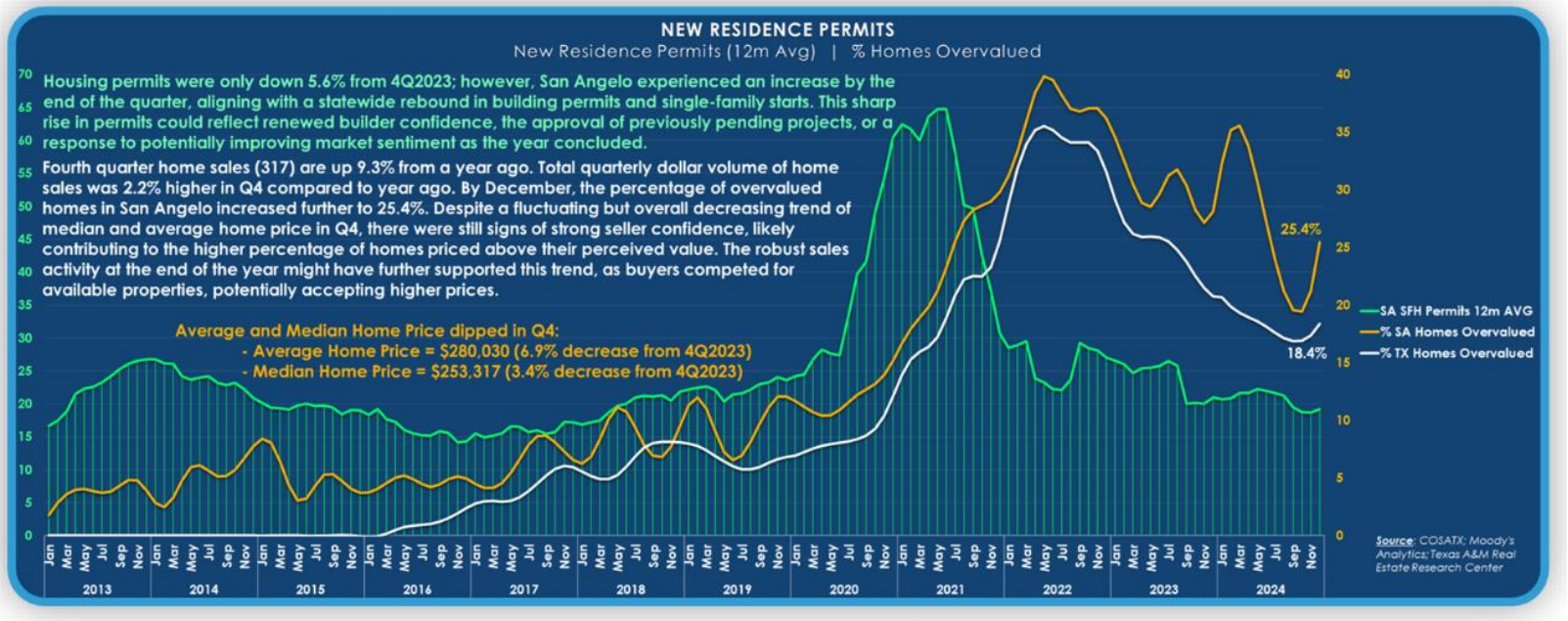




The San Angelo Chamber of Commerce Economic Development team tracks important housing market data. Their Q4 2024 report contains important data shown below.

The chart below shows a 12-month rolling average of San Angelo new residence permits (single-family homes). The 12-month rolling average helps to smooth out short-term fluctuations and highlight longer-term trends or cycles. Overlaid are the monthly percentage of homes overvalued for San Angelo and the State of Texas.

Figure 69: San Angelo Single-family Housing Permits, Median and Average Home Prices



Source: San Angelo Chamber of Commerce Economic Development

Demand and supply of existing and new housing units greatly impacts the price of housing.

Given the significant demand derived from large drivers like GAFB, ASU, Healthcare, Manufacturing, and Retail, Food and Hospitality and tight supply of rental and entry level for-sale units the value of homes appears to be exhibiting upward price pressure.

Housing starts data is presented as a seasonally adjusted annual rate (SAAR), which represents the total number of housing starts that would occur over a year if the current month's pace were to continue.

This data provides valuable insights into the supply of housing and the broader economy, as housing starts typically correlate with economic growth, employment, and consumer spending.

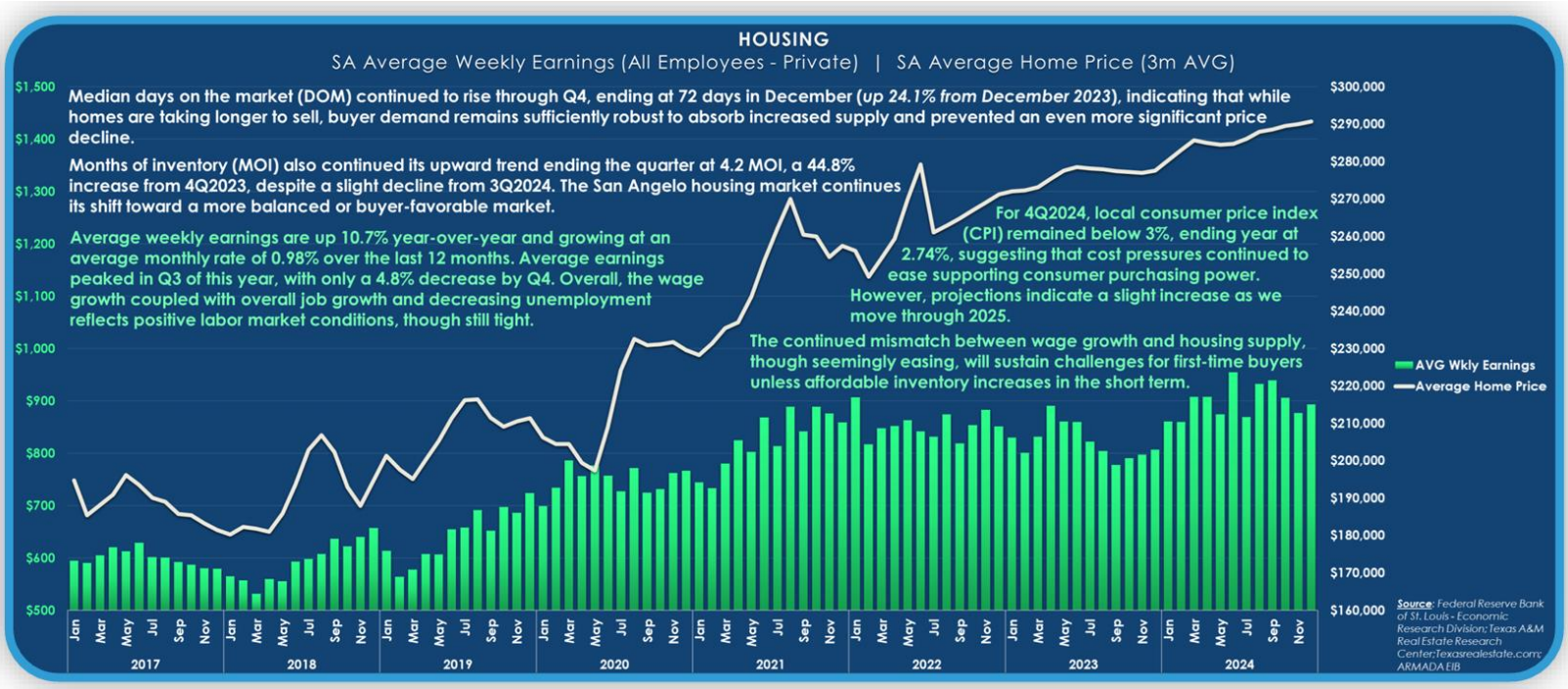
Declining housing starts while job growth is increasing puts upward pressure on rental and for-sale housing prices.

Figure 70: San Angelo Single-family Housing Starts



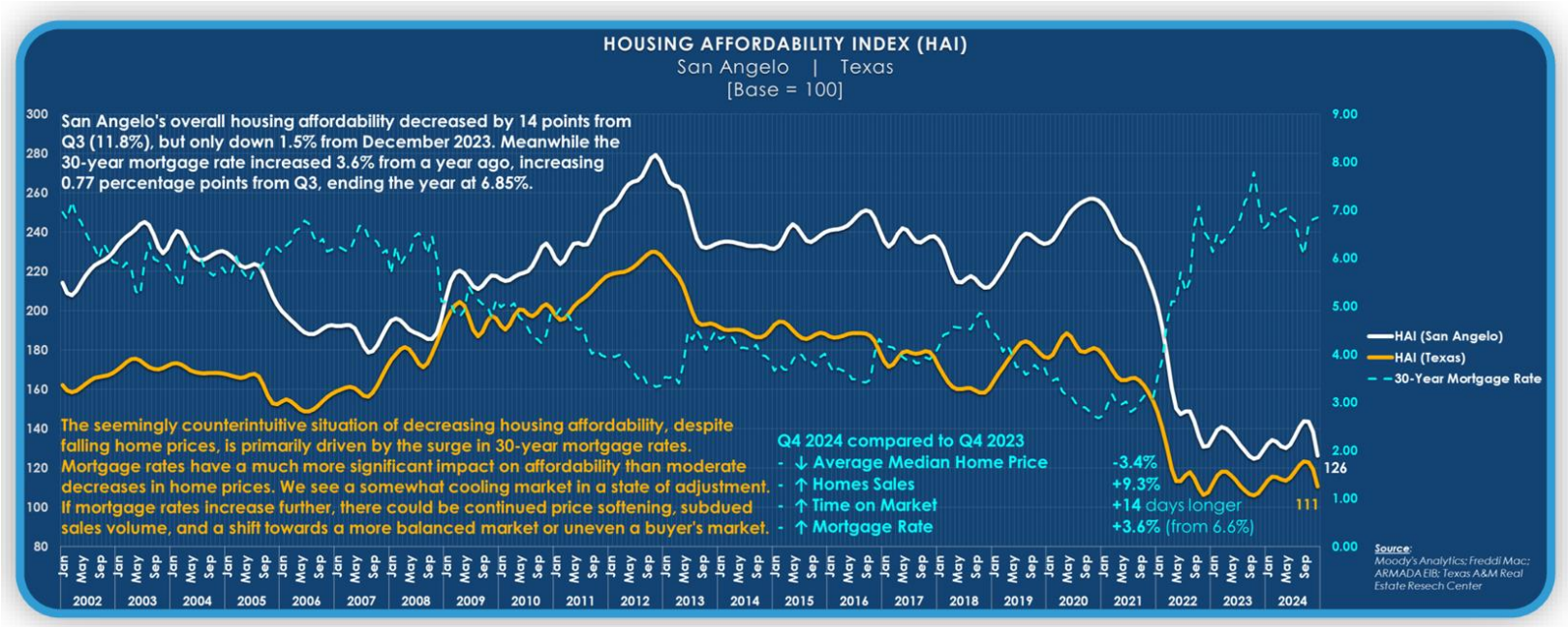
Source: San Angelo Chamber of Commerce Economic Development

Figure 71: San Angelo Earnings and Average Home Price



Source: San Angelo Chamber of Commerce Economic Development

Figure 72: San Angelo Housing Affordability Index



Source: San Angelo Chamber of Commerce Economic Development

Existing Home Market – Multifamily, Rental Units

San Angelo's multifamily housing market has remained highly active, largely due to limited affordability in the single-family sector. As many families are priced out of renting detached homes, apartments remain largely occupied. Some of the newer apartment complexes in the city report consistently high occupancy rates and typically lease out fully within six months to a year after completion.

According to leasing professionals, the renter population is a mix of retirees, students, full-time workers, and military personnel. Units tend to fill quickly regardless of size or price, and residents appear to value the convenience of renting, including amenities, freedom from maintenance responsibilities, and exemption from property taxes. Even as rents have risen, demand has not waned, highlighting a strong and stable need for multifamily housing options at various price points.

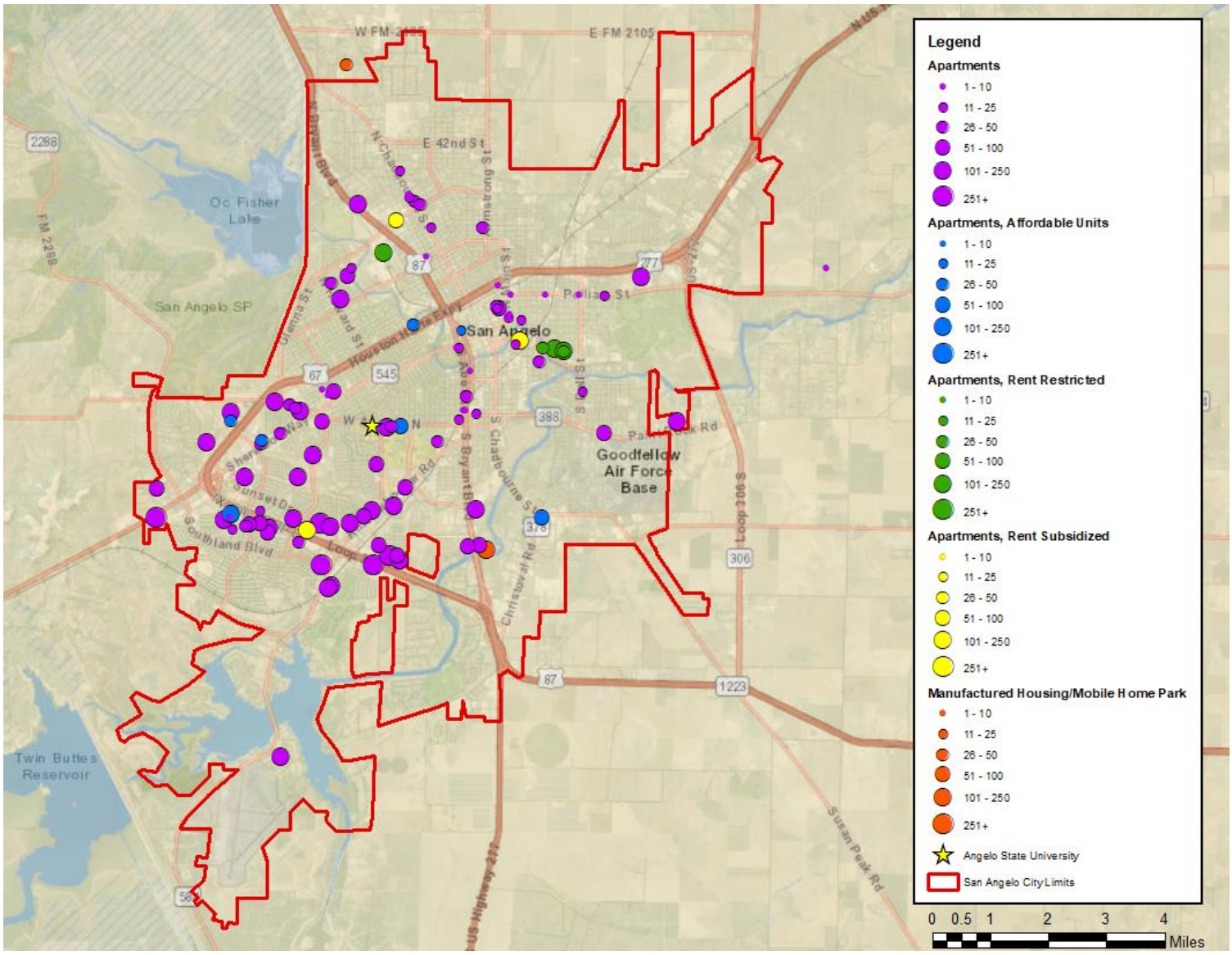
The multifamily market is also influenced by institutional factors. On-campus student housing at Angelo State University is both limited and outdated, while enrollment continues to grow. This creates spillover demand across the city's rental inventory. Similarly, personnel from Goodfellow Air Force Base contribute to consistent demand for multifamily housing. Meanwhile, there are no age-restricted, for-sale housing options to serve San Angelo's growing elderly population. Most rental options for this group also lack the quality and variety needed, further increasing demand for smaller, low-maintenance homes.

Figure 78 is a map of apartment and other rental properties and manufactured home locations in San Angelo.

The map is useful for understanding the current locations and size of existing rental properties and potential gaps where new multifamily properties may be in most demand.

Dots in the legend and on the map are various sizes based on the number of units at each property.

Figure 73: Multifamily Complexes by Type and Number of Units



Existing Multifamily Market Rate Apartments

above provides a sample of existing market rate multifamily apartment units in San Angelo. The most expensive rents range in the $1,200 range and the lowest $570. Occupancy across the City is very high which exacerbates pressure on rents.

Table 74: Market Rate Apartment Complexes

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
The BLVD	422	906	2013	1439	$1.59	97.2%
Sedona Ranch	304	757	1979	$883	$1.16	90.5%
Wolf Creek Apartments	273	991	2022	$1,376	$1.39	97.5%
Southland Arms	268	820	1972	$980	$1.19	94.8%
Sunset Apartments	256	910	1981	$1,110	$1.22	96.5%
Jackson Way Apartments	250	531	1979	$867	$1.63	69.4%
Goodfellow Family Housing	250	-	-	-	-	-
Creek 27	249	769	2023	$1,385	$1.80	95.9%
Cameron Place Apartments	200	829	2015	$1,034	$1.25	97.7%
Lakeshore Village	200	1141	1988	$1,441	$1.26	99.0%
Wildewood	197	1038	-	$996	$0.96	75.3%
Plaza Square	192	779	1979	$952	$1.22	88.1%
The Retreat @ College Hills	182	818	1968	$1,064	$1.30	90.6%
Encino Park Apartments	180	916	1998	$1,207	$1.32	97.2%
Vistas at Red Creek	176	930	2014	$1,335	$1.43	92.0%
College Hills West	170	843	1971	$1,169	$1.39	96.9%
Raintree Apartments	168	684	1984	$841	$1.23	83.3%
Creekside	160	811	1982	$984	$1.21	89.7%
Wellington Place Apartments	160	934	1986	$1,119	$1.20	99.7%
Resort at Riverside	152	551	1983	$742	$1.35	88.2%
The Brixton	145	649	1987	$976	$1.50	94.4%
The Landing	142	867	1975	$1,029	$1.19	70.4%
Alamo Village Apartments	138	851	1977	$909	$1.07	94.8%
Bellagio At Sunset Apartments	136	839	1972	$927	$1.10	88.7%
Century Terrace	124	928	1984	$1,062	$1.14	95.9%
Windmill Park Apartment Homes	120	726	1976	$795	$1.09	93.8%
Stadium Oaks Apartments	120	600	1984	$861	$1.43	86.4%
Sonterra West Apartments	120	600	1984	$894	$1.49	93.2%
Bent Tree Apartments	112	891	2000	$1,104	$1.24	89.2%
Rock Brook	100	783	1984	$929	$1.19	92.7%
Rio Villas	100	713	1977	$873	$1.22	86.0%
Eagle Rock	92	787	1974	$1,105	$1.40	50.0%
Greystone Village	80	911	1969	-	-	91.2%
Crestwood Terrace Apartments	80	-	1965	-	-	91.2%
Bella Vista Apartments	80	637	1970	$929	$1.46	77.2%
Meadow Creek Apartments	80	1,031	1976	$986	$0.96	89.9%
The Annex	73	797	1983	$876	$1.10	93.2%
Rosewood Park Apartments	72	1326	1977	$809	$0.61	80.2%
Cielo Vista	72	1118	1968	$1,146	$1.02	88.9%
Ashley Oaks Apartments	72	781	1983	$937	$1.20	90.3%
4418 Southwest Apartments	72	848	1996	$933	$1.10	91.4%
San Angelo Terrace	72	1018	2024	$941	$0.92	67.2%

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
Koberlin	56	747	1979	$786	$1.05	94.1%
District 52 Apartments	52	1112	1965	$1,154	$1.04	96.7%
Cedar Crest South	48	-	1978	$823	-	99.6%
Cross Keys Apartments	40	750	1967	-	-	91.2%
Oxford Court Apartments	40	896	1976	-	-	91.2%
Arden Arms	40	727	1968	$880	$1.21	40.0%
Cedar Crest North	40	-	1977	-	-	91.2%
Las rosas apartment	38	-	1981	-	-	91.2%
Parsons Place Apartments	38	548	1959	$735	$1.34	91.2%
Legacy Terrace	34	811	1979	$849	$1.05	92.0%
Cedar Crest Apartments	33	-	1983	-	-	91.2%
Magdalen Arms Apartments	33	-	1958	$679	-	-
Concho Terrace	32	-	1978	$865	-	91.2%
Red Arroyo Inn	32	500	1976	$799	$1.60	86.8%
College View Apartments	30	665	1974	-	-	91.2%
Harris Avenue Apartments	24	834	1972	$744	$0.89	-
Huntington Place Apartments	24	800	1983	-	-	100.0%
Hampton Arms Apartments	23	721	1975	$790	$1.09	96.5%
3zero2 River Walk	22	764	1971	$1,000	$1.31	96.6%
Depot Flats	22	798	2013	$1,466	$1.84	96.1%
Tuscan Valley Apartments	22	750	1976	$817	$1.09	90.7%
Enclave Apartments	14	614	1973	$775	$1.26	85.7%
LaMesa Apartments	12	706	1978	$617	$0.87	91.2%
Concho Vista	12	680	1971	$856	$1.26	83.3%
The Lodge	11	-	1959	$798	-	91.2%
Bryant Place	10	600	2023	$700	$1.17	91.2%
San Antonio St. Lofts	10	-	1980	-	-	91.2%
The Magnolia Apartments	8	715	1974	$864	$1.21	82.4%
CPM Single Family	7	876	1959	$944	$1.08	91.2%
411 W Avenue C	6	775	2000	$813	$1.05	91.2%
	7,424	**807**	**1982**	**$962**	**$1.23**	**92%**

Source: CoStar (occupancy data here is lower than CDS found when interviewing apartment leasing agents)

Existing Multifamily Affordable Apartments

Market rate housing refers to multifamily housing that was constructed or purchased with 100% private dollars and does not have a ceiling on allowable tenant incomes. Affordable housing is a term which includes several types of housing such as income restricted housing, rent subsidized housing, supportive housing, public housing, and others.

Like regular market rate housing, most of the affordable housing that is developed today is privately built and owned, either by non-profit organizations or private businesses and corporations. These organizations use a combination of private funding and public subsidies, often in the form of tax credits and/or special loans, to construct new apartments that are affordable for low- and moderate-income families. These apartments are typically regulated by state and/or Federal agencies.

There are about 1,457 affordable and age restricted units. The table below shows student, affordable, age restricted and Goodfellow apartment properties.

Table 75: Affordable Apartment Complexes

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
Student Housing						
Texan Hall	248	432				91%
River Ranch Apartments	192	1,050	2009	$1,641	$1.56	91%
Angelo Place	120	1,332	2006	$2,210	$1.66	86%
Plaza Verde	120	1,000	2023			91%
Centennial Village	84	822				90%
Massie Halls Massie Halls	84	408				90%
Vanderventer Apartments	80	1,426				91%
Carr Hall	64	384				91%
Thunderbird Apartments	16		1975			94%
Total/Avg.	1,008	857	2003	$1,926	$1.61	92%
Affordable						
Property Name	**Units**	**Ave. Unit Size**	**Year Built**	**Ave. Rent**	**Ave. Rent/SF**	**Occupancy**
River Pointe Apartments	204	833	1970	$715	$0.86	84%
Nueva Vista Apartments	160	859	1971	$1,287	$1.50	
River Place	120	912	2010	$905	$0.99	
Cliffhouse Apartments	60	443	1977	$745	$1.68	67%
Glenn Park Apartments	60	1054	2021			90%
Aura Square Apartments	40	850	1977			93%
San Angelo Crossing	36	914	2023	$1,133	$1.24	
Noah Estates	36		2013	$952		
4268 Sherwood Way	32		2002	$784		92%

Property Name	Units	Ave. Unit Size	Year Built	Ave. Rent	Ave. Rent/SF	Occupancy
River Edge	32		2017			91%
Island Cottages	14		1959	$684		
Total/Avg.	794	838	1995	$901	$1.25	86%
Aged Restricted						
Property Name	**Units**	**Ave. Unit Size**	**Year Built**	**Ave. Rent**	**Ave. Rent/SF**	**Occupancy**
Rio Concho Manor	226	571	1976			92%
Christian Village	150	688	1981	$209	$0.30	92%
Oak Grove Senior Apartments	142					91%
Kirby Park Villas	72	943	2018	$1,083	$1.15	97%
Oak Trails Senior Housing	48	838	2020	$922	$1.10	
Total/Avg.	638	760	1999	$738	$0.85	93%
Goodfellow AFB						
Property Name	**Units**	**Ave. Unit Size**	**Year Built**	**Ave. Rent**	**Ave. Rent/SF**	**Occupancy**
Goodfellow Family Housing	250					

Source: CoStar, CDS Community Development Strategies

Multifamily Market Summary

Table 76 below shows the status of the existing multifamily rental market in San Angelo as of 2Q2025.

- Overall market occupancy appears to be at a healthy 92%, however apartment complex leasing agents interviewed in person by CDS during field research indicated much higher occupancies in the 95%-100% range.
- Average rent is $1,036
- Renter per square foot is $1,26

Table 76: 2Q2025 Multifamily Data

Market Rate Properties	2025
Occupancy	92%
Units Absorbed (Annual)	41
Effective Rent	$1,036
Effective Rent per SF	$1.26

Source: CoStar

Table 77 provides the composition of property types that make up the San Angelo multifamily apartment rental market.

Overall, there are 123 properties containing a total of 10,469 rental units. This includes market rate, military, student, age restricted and affordable rental units.

Table 77: Multifamily Property Composition 2025

Property Type	% of Market	# of Properties	# of Units	Occupancy	Avg. SF	Avg. Rent	Avg. Rent Psf
Conventional	74%	97	7,779	87%	790	951	$1.24
Student Housing	10%	9	1,008	91%	857	1,926	$1.61
Affordable	8%	11	794	86%	838	901	$1.25
Senior Living	6%	5	638	93%	760	738	$0.85
Goodfellow	2%	1	250				
Total/Avg.	**100%**	**123**	**10,469**	**92%**	**811**	**1,129**	

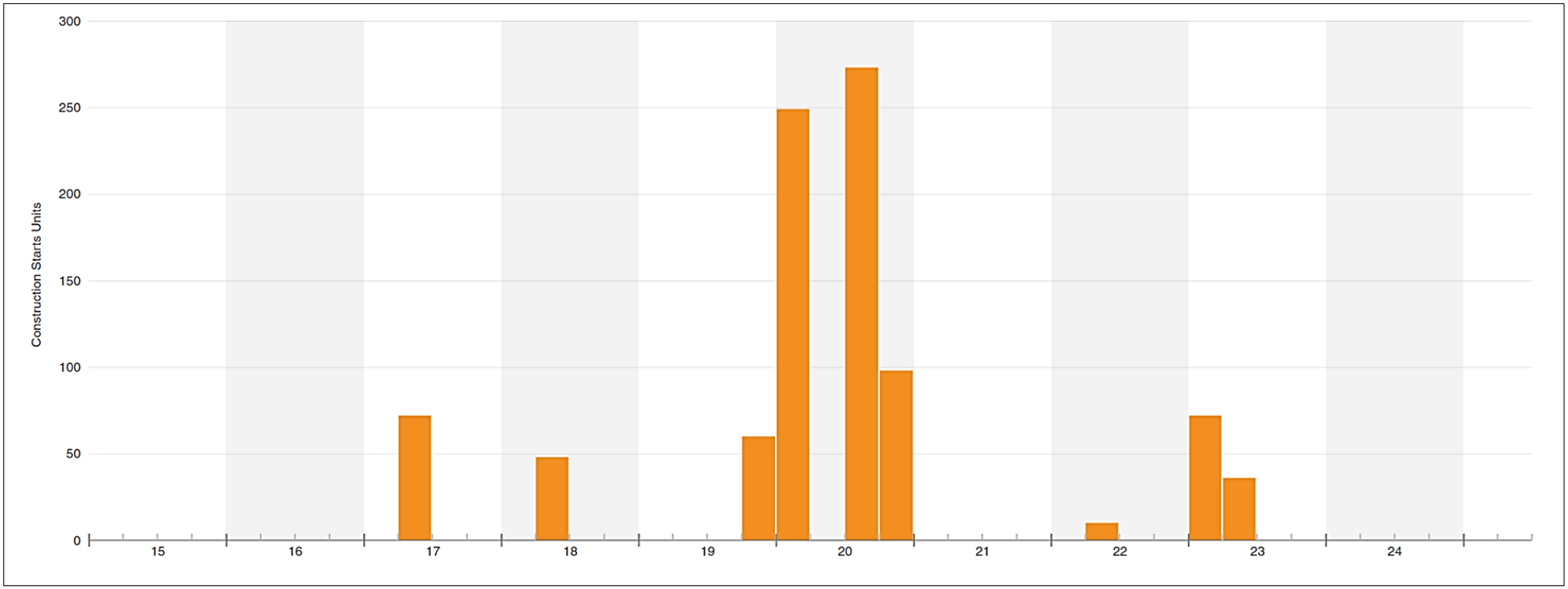
Source: CoStar

Multifamily Market Trends

Figure 78 shows multifamily unit construction starts in San Angelo from 2015-2024.

- Creek 27 (250 units) and Wolf Creek (273 units) in 2020 make up the bulk of new apartment construction.
- 108 units started construction in 2023.

Figure 78: Multifamily Unit Construction Starts, 2015 – 2024

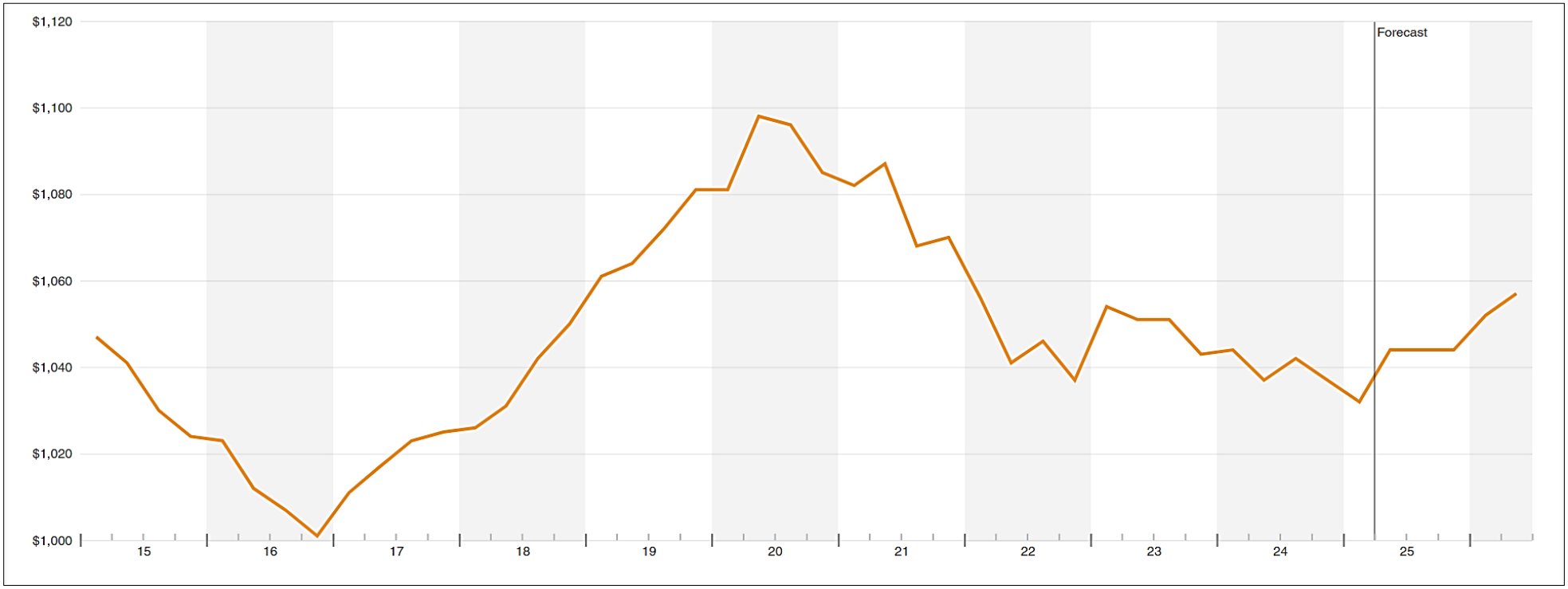


Source: CoStar, Adjusted to 2025 Inflation

Figure 79 shows multifamily market asking price per unit from 2015 to 2025.

- When adjusted for inflation market rent in San Angelo has remained between $1,000 and $1,100 per month.
- Average apartment rents spiked in 2020 up to $1,100.
- 2025 average market rent is $1,036.

Figure 79: San Angelo Multifamily Market Asking Price Per Unit, 2015 to 2025

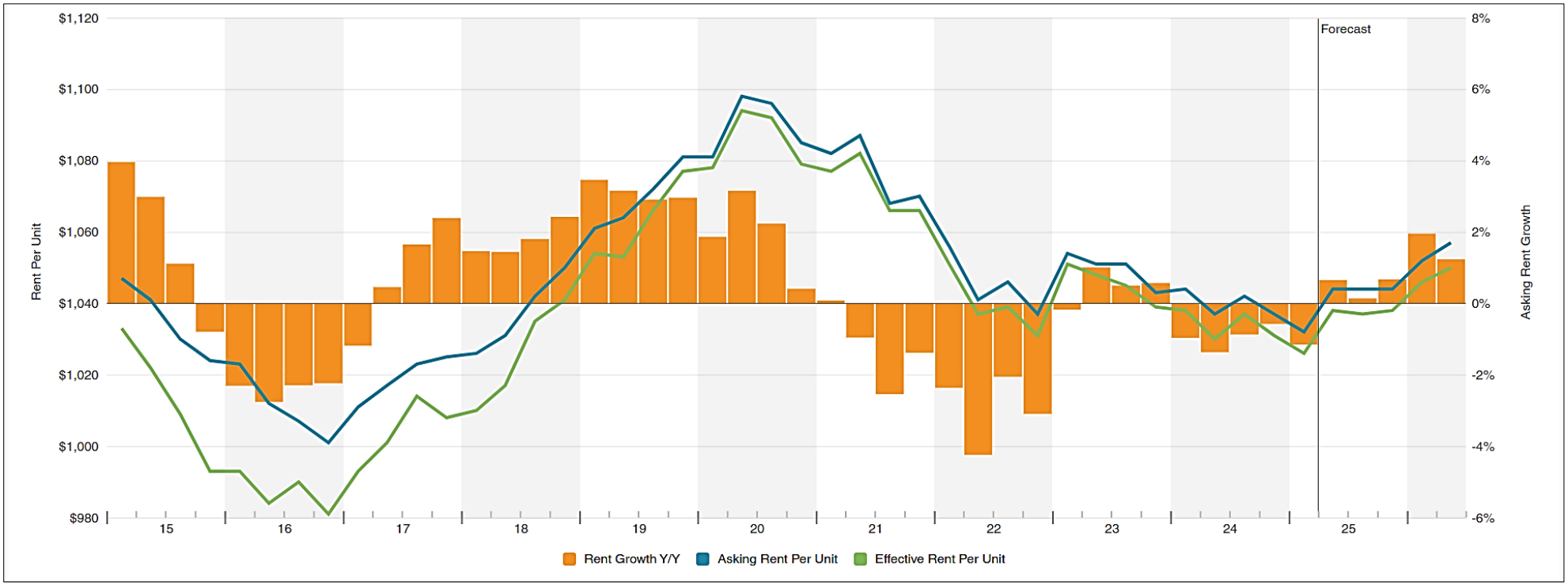


Source: CoStar, Adjusted to 2025 Inflation

Figure 80 shows multifamily market rent per unit and rent growth from 2015 to 2025.

- Rent growth took place from 2017 to 2020.
- Since 2020 rent growth appears to be negative until 2023.
- The new supply of apartments (Wolf Creek and Creek 27) appears to have moderated rent growth by providing enough supply to cool apartment rental market prices.

Figure 80: San Angelo Multifamily Market Rent Per Unit and Rent Growth, 2015 to 2025



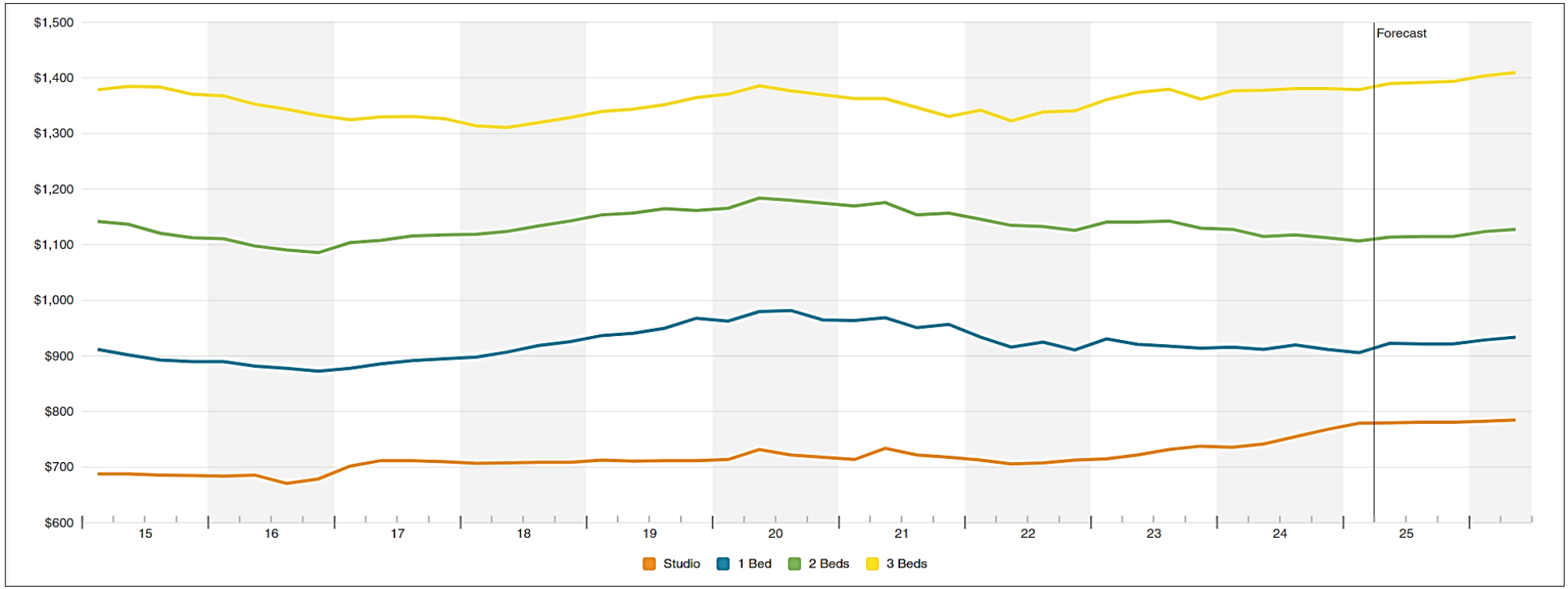
Source: CoStar, Adjusted to 2025 Inflation

Figure 81 shows multifamily market rate asking rent per unit by bedroom from 2015 to 2025.

When adjusting for inflation it appears that one bedroom units experienced the greatest rent growth.

- One bedroom rents have increased from $687 in 2015 to $776 in 2025.
- Two bedroom rents have increased from $900 in 2015 to $912 in 2025.
- Three bedroom rents have increased from $1,140 to $1,108 in 2025
- Three bedroom rents have increased from $1,378 to $1,381 in 2025.

Figure 81: San Angelo Multifamily Market Rate Asking Rent Per Unit By Bedroom, 2015 to 2025

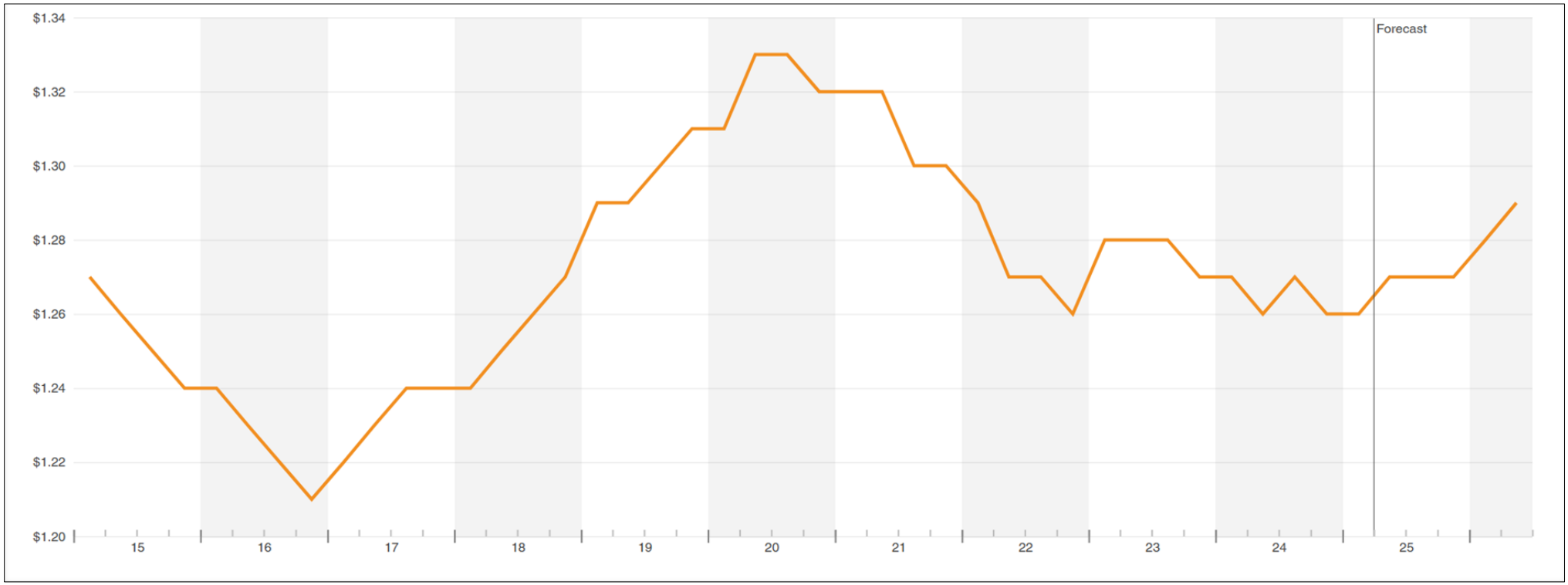


Source: CoStar, Adjusted to 2025 Inflation

Figure 82 shows market asking rent per square foot.

- Rent per square foot in San Angelo has remained between $1.20 to $1.33.
- The current rent per square foot is $1.25.

Figure 82: San Angelo Multifamily Market Asking Rent Per Square Foot, 2015 to 2025

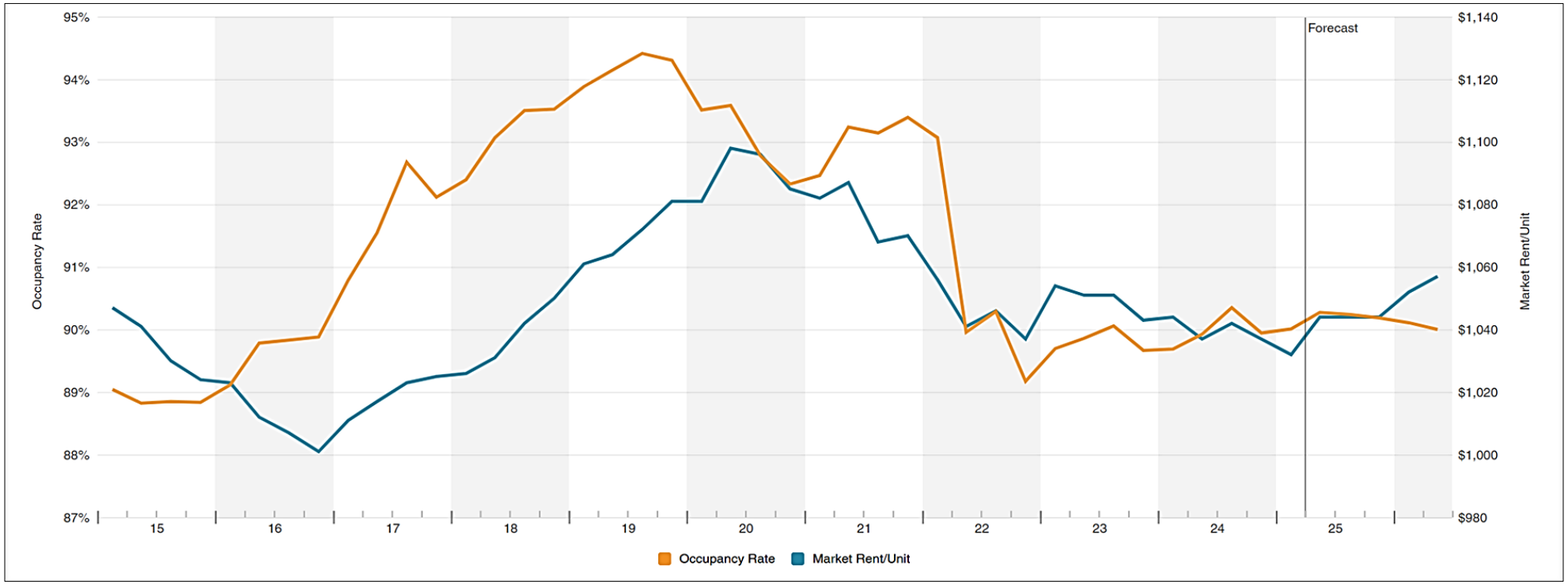


Source: CoStar, Adjusted to 2025 Inflation

Figure 83 shows occupancy and market rent per unit.

- The orange line shows occupancy, and the blue line represents market rent per unit.
- Occupancy was much higher, in the 95% and greater range at apartment complexes visited by CDS in April 2025.
- Occupancy and rent increased from 2016 to 2020.
- Occupancy decreased in 2022 and 2023 as a result of hundreds of newly built vacant units entering the market.
- As occupancy decreases due to a new supply of units, we see that rent decreases from $1,100 to $1,020.

Figure 83: San Angelo Multifamily Occupancy and Market Rent Per Unit, 2015 to 2025

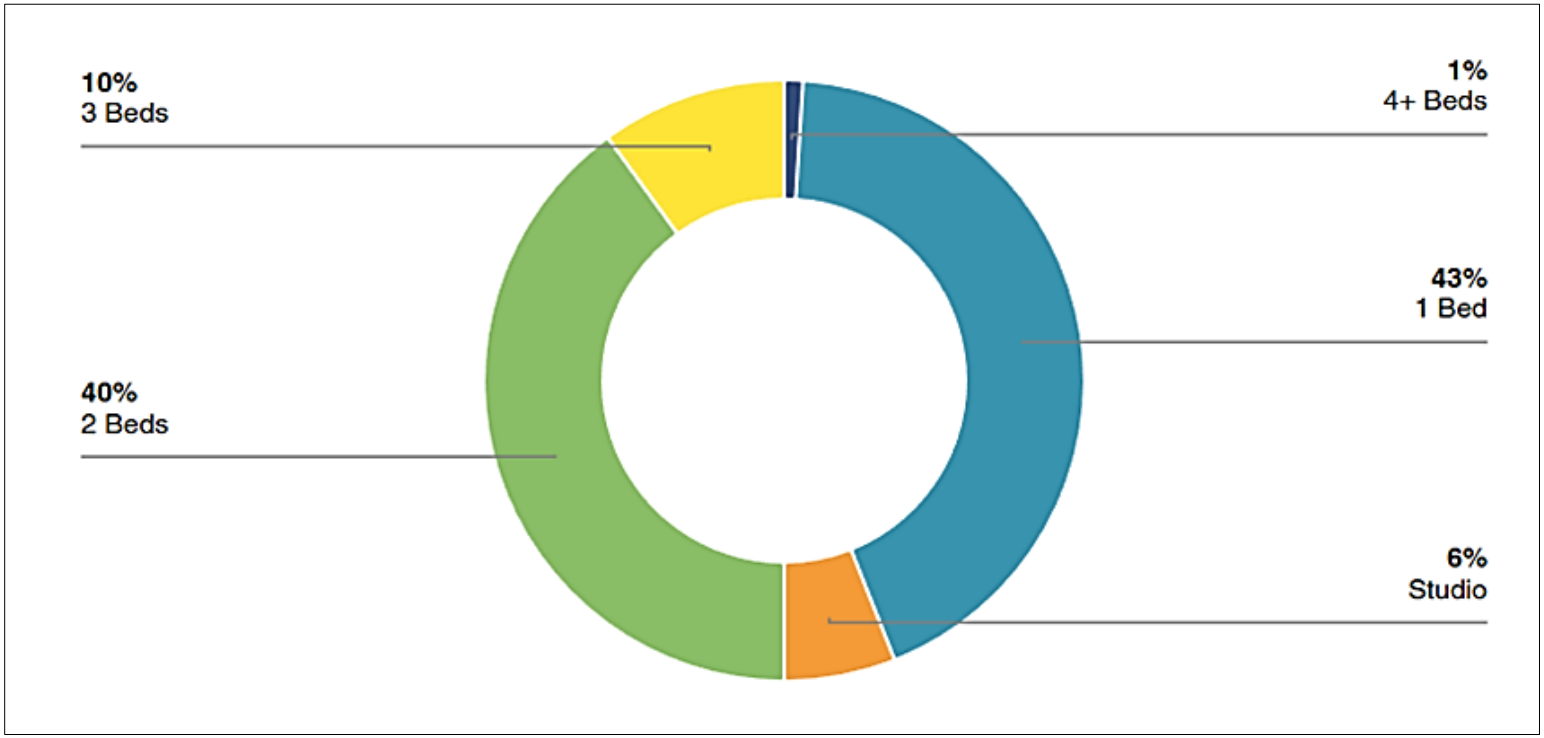


Source: CoStar, Adjusted to 2025 Inflation

Figure 84 shows the share of units by bedroom.

- 42% 1 bed
- 40% 2 beds
- 10% 3 beds

Figure 84: San Angelo Multifamily Total Units By Bedroom



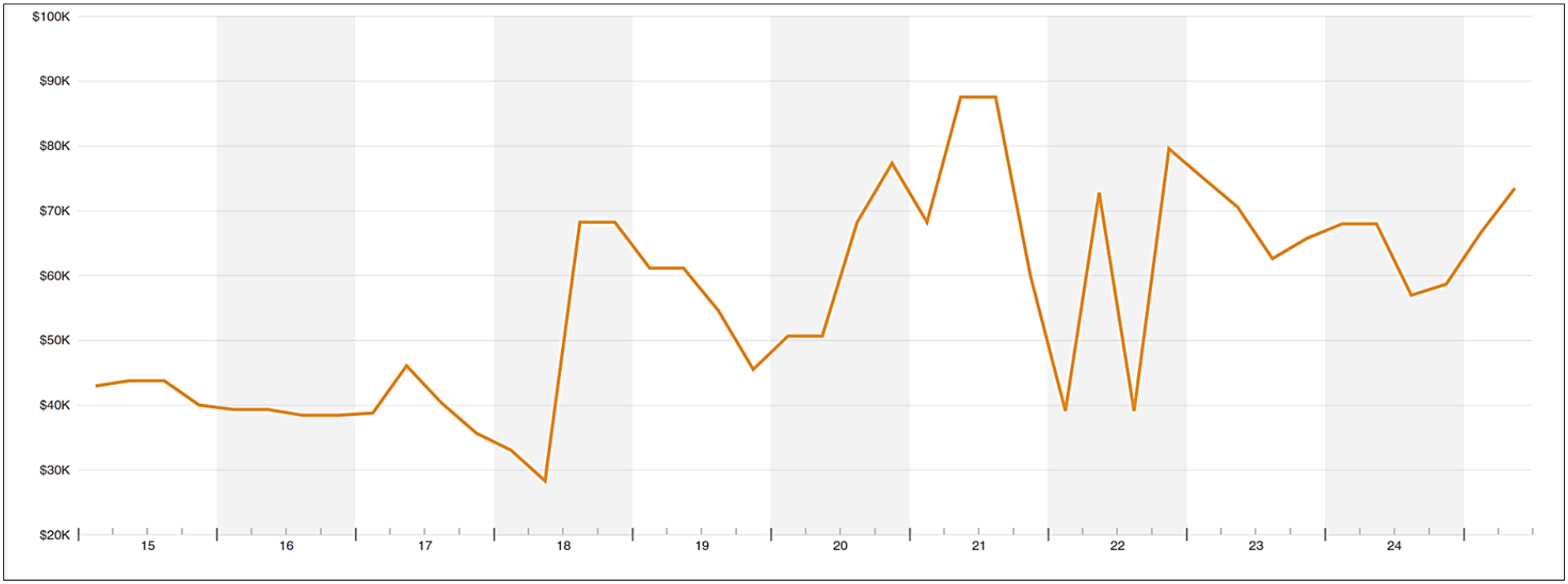
Source: CoStar, Adjusted to 2025 Inflation

Figure 85 shows asking price per unit for multifamily units in San Angelo.

This chart is helpful when gauging value per unit for investment in multifamily properties.

- The for-sale asking price per unit was around $42,000 in 2015 and reached its peak in 2021 at $87,500 per unit.
- As of 2Q2025 the average for-sale multifamily asking price per unit is $73,427.

Figure 85: San Angelo Multifamily For-Sale Asking Price Per Unit, 2015 to 2025

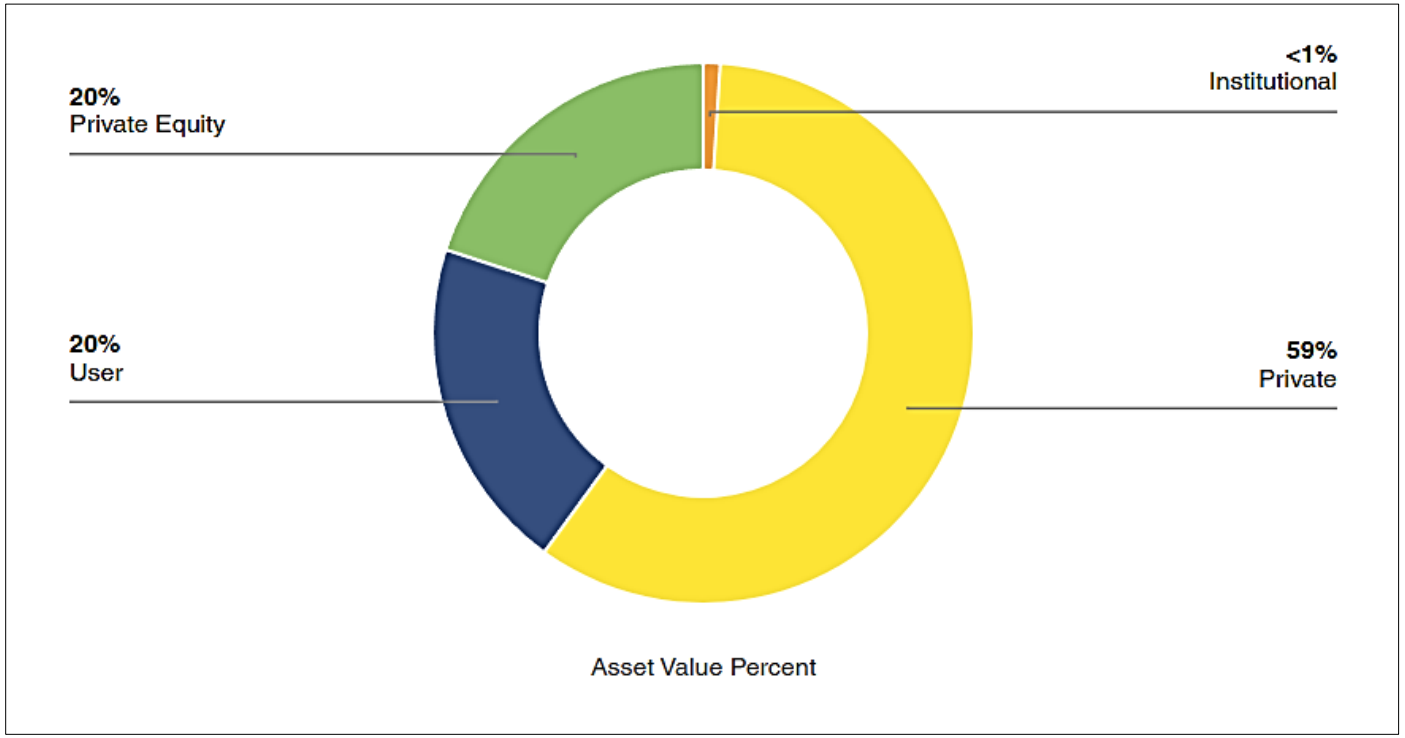


Source: CoStar, Adjusted to 2025 Inflation

Figure 86 shows ownership type of multifamily properties in San Angelo.

- Around 60% of multifamily properties in San Angelo are privately owned. This is likely an important factor in moderating San Angelo's apartment rental rates in the face of a lack of new entry level housing construction, high interest rates and increased demand for rental units as home sales have slowed.

Figure 86: San Angelo Multifamily Asset By Owner Type



Source: CoStar, Adjusted to 2025 Inflation

Single-family Detached Rental Units

Most landlords and owners continue to apply slow, steady increases as opposed to large increases all in one renewal or new lease. There does not seem to be the level of price gouging of renters as has been seen in other parts of Texas. In some cases, depending on the home, sometimes new leases are increased in order to keep pace with updated property rental rates.

CDS believes that this is mainly due to competition from the new supply of apartments built in 2022.

Demand for single-family rental units is strong in San Angelo as a result of continued job growth, high interest rates, a low supply of newly built entry level homes and high occupancy at the most desirable market rate apartment complexes.

Popular locations for single-family rentals are the northside, eastside, numbered streets while agents and employers stated College Hills and Southland as the most desirable neighborhoods.

Table 87 shows single-family home rental prices in San Angelo at the time of this study based on size and condition.

Table 87: San Angelo Single-Family Rental Price Range

Sq. Ft.	Bed/Bath	Price Range $
Oldest Houses/Minimal Rehabilitation*		
650-800	1/1	$535-$950
650-800	2/1	$700-$900
850-1,000	2/2	$800-$950
1,100-1,750	3/1 & 2	$1,000-$1,300
Rehabilitated Houses**		
950-1,100	1/1	$650-$800
1,100-1,400	2/2	$995-$1,300
1,500-2,200	3 & 4/2	$1,500-$2,300
Larger Newer Houses		
1,500-2,000	3 & 4/2	$1,500-$1,800
2,000-3,000	4 & 5/3	$2,000-$3,500

*1940s-1980s, some units accepting HUD housing vouchers.**Usually local landlords

Goodfellow Air Force Base

The base provides military employment of around 6,000. This creates a significant amount of housing demand. Personnel are given a housing allowance to pay for on or off base housing. The amount varies by personnel and rank from about $1,383 to $2,304 per month.

One off base housing development provides 250 rental units for base workers. However, more is needed.

The following data from GAFB outlines the Basic Allowance for Housing (BAH) for 2025.

Officer		
Rank	With Dependents	Without Dependents
O-6	$2,304	$2,043
O-5	$2,286	$1,932
O-4	$2,193	$1,866
O-3	$2,058	$1,662
O-2	$1,752	$1,470
O-1	$1,548	$1,251
O-3E	$2,118	$1,743
O-2E	$2,040	$1,611
O-1E	$1,881	$1,506

Enlisted		
Rank	With Dependents	Without Dependents
E-9	$2,097	$1,626
E-8	$1,983	$1,563
E-7	$1,863	$1,398
E-6	$1,755	$1,311
E-5	$1,509	$1,158
E-4	$1,383	$1,038
E-3	$1,383	$1,038
E-2	$1,383	$1,038
E-1	$1,383	$1,038

An estimated 2,500 personnel and their families are seeking housing off base in the City at any given point. All 25 senior officers move every two years, and much of the base is oriented to training. Therefore, many come to the base with the understanding that they are not permanent San Angelo residents. This means that most in San Angelo as a result of working or training at the base seek rental housing.

This can be problematic to the overall housing market by adding rental competition to an already tight market with low new supply historically being created as well as rising rental prices, growing population and civilian jobs.

However, many base workers stationed longer term strongly desire single-family units. It has been identified that a shortage of four-bedroom units makes locating housing for those with families difficult.

This pressure on the rental market creates competition from other renters, like healthcare, city, county, first responders, teachers, and other professionals who could potentially become permanent San Angelo residents and future home buyers.

Angelo State University

Angelo State University (ASU is a public university within the Texas Tech University System. As of 2025, ASU reports a total enrollment of approximately 11,542 students, with an estimated 7,000 to 8,000 attending on campus and the remainder enrolled in high school dual credit and online programs.

The university offers several on-campus housing options, including traditional residence halls and apartment-style living, primarily serving underclassmen and a limited number of upperclassmen. However, due to capacity limits, a significant share of ASU students—particularly upperclassmen and graduate students—live in off-campus rental housing, contributing to rental housing demand in the local San Angelo market.

- 2,000 students living on campus per fall/spring semester
- 1,000 students living off campus in student housing apartments
- 5,000 students do not live on campus and create competition for rental units in San Angelo's apartments and single-family home rental units.

Figure 88: Downtown Housing







Cactus Hotel


Cactus Hotel

San Angelo Future and Planned Housing Development

Need information from city for platted / approved and proposed / future (not platted or approved yet or even submitted) multifamily and single-family development. Need to reach out to City Planning for information.

San Angelo Housing Market Summary

Housing demand in San Angelo is diverse and increasingly difficult to satisfy with the current housing stock.

Locally employed buyers, many of whom are current or retired military, make up a large portion of the homebuyer profile, with absentee and out-of-state buyers representing only a small share of demand.

A significant number of prospective buyers are seeking to downsize, reflecting trends of an aging population and smaller household sizes.

However, development regulations, including the large minimum lot size and zoning that prohibits accessory dwelling units, limit the production of smaller homes.

Many homebuyers and renters show strong interest in newer townhomes, garden homes, duplexes and townhouses, which often sell faster than the average listing.

Nonetheless, the available supply of infill lots for convenient development is shrinking, even as programs like the infill development credit have offered some incentive for builders.

From an employer perspective, there is a widespread belief that San Angelo's housing inventory does not meet the needs of workers across income levels.

High-wage earners are attracted to luxury, new-construction homes around Southland, while mid-level employees with families are looking for affordable, detached 3–4 bedroom homes in good condition—an option that remains scarce.

Young people and families are frequently dissuaded from purchasing existing affordable housing due to its condition or price. Employers often cite the lack of rental apartments and housing as a deterrent for new hires, especially those with families or part-time work arrangements.

Although building smaller homes presents unique challenges for local builders—such as less flexibility in floor plan diversity and slimmer budget margins—there is growing interest among some San Angelo builders in constructing on smaller lots. However, the shortage of skilled labor in construction-related trades threatens to delay progress in addressing these housing needs.

Local builders stated there are just four house framing companies operating in San Angelo.

Lastly, construction costs continue to rise significantly.

In 2020, the cost of building a home in San Angelo was estimated between $100 and $115 per square foot. By 2025, that figure had increased to around $170 per square foot, adding another layer of difficulty to delivering affordable new housing.

As the price of new entry level single-family homes reach high $200,000s to $300,000s range, three bedroom apartment and single-family/duplex rental units have increased demand. Although the rental market appears to be balanced, rental demand is still high and has potential to increase if continued job growth from existing and incoming employers persists.

CDS believes that local economic and community development in San Angelo has proven to be effective and successful and are on track to continue facilitating new job growth.

Quantifying San Angelo Housing Demand

Table 89 shows job growth based on the 1 housing permit per 2 new jobs ratio applied to recent and future estimated job growth numbers in San Angelo and Tom Green County.

- 2022-2025 job growth created an estimated demand for 1,813 housing units.
- From 2025-2030 based on three job growth scenarios San Angelo and Tom Green County can expect housing demand to be anywhere between 1,250 to 2,500 over the next five years.

Table 89: San Angelo Housing Supply and Demand Factors

Category	Data Point	Jobs	Housing To New Jobs Ratio	Housing Demand	Rental Unit Demand (45%)	For-Sale Demand (55%)	Rent Price	For-Sale Price
Job Growth	New Jobs (2022-2025)	3,626	1:2	1,813	700	1,100	$875-$1,300	$175,000-$275,000
Future Job Growth Scenarios (2025-2030)	Conservative	2,500	1:2	1,250	563	688	$875-$1,300	$175,000-$275,000
	Average	3,500	1:2	1,750	788	963	$875-$1,300	$175,000-$275,000
	Aggressive	5,000	1:2	2,500	1,125	1,375	$875-$1,300	$175,000-$275,000

Source: QCEW, CDS

Table 90 shows employment by industry and the average annual income (based on average weekly wage for each industry) with the correlated attainable monthly rental or for-sale price.

When jobs are added in any of these industries the associated attainable rent and for-sale prices should be emphasized so that new housing units accommodate the varied incomes of new workers.

Table 90: Tom Green County Average Annual Wage By Industry and Affordable Housing Price

Industry	Employees	Avg. Annual Income	Affordable Rent Price	Affordable For-Sale Price
Health Care and Social Assistance	9,461	$60,564	$1,514	$135,000
Retail Trade	6,318	$34,447	$861	-
Accommodation and Food Services	5,911	$20,433	$511	-
Educational Services	4,930	$41,356	$1,034	-
Manufacturing	3,974	$63,161	$1,579	$140,000
Construction	2,583	$60,662	$1,517	$135,000
Public Administration	2,552	$71,393	$1,785	$170,000
Administrative and Support and Waste Management and Remediation Services	2,306	$44,835	$1,121	-
Professional, Scientific, and Technical Services	1,887	$68,208	$1,705	$160,000
Wholesale Trade	1,785	$69,433	$1,736	$160,000
Finance and Insurance	1,720	$67,277	$1,682	$160,000
Other Services (except Public Administration)	1,514	$36,750	$919	-
Mining, Quarrying, and Oil and Gas Extraction	1,219	$81,095	$2,027	$190,000
Transportation and Warehousing	1,003	$64,043	$1,601	$140,000
Arts, Entertainment, and Recreation	763	$24,745	$619	-
Real Estate and Rental and Leasing	690	$53,459	$1,336	-
Information	588	$69,188	$1,730	$160,000
Utilities	435	$83,104	$2,078	$200,000
Agriculture, Forestry, Fishing and Hunting	334	$36,211	$905	-
Management of Companies and Enterprises	85	$107,408	$2,685	$265,000
Unclassified	20	$38,465	$962	-

Source: QCEW, CDS

Several rules of thumb are commonly believed to indicate a balanced local housing market.

- Rental vacancy
    - A vacancy rate of around 5%-8% is considered balanced.
    - This rate indicates that there are enough available units to meet demand without causing a shortage or oversupply.
    - A balanced rental housing market typically has a vacancy rate that allows for a healthy turnover of units without causing significant rent increases or decreases.
- Months of supply
    - A balanced market is considered to have about 6 months of supply with an average of 30-60 days on market.
    - This means that if no new homes were listed for sale, it would take approximately 6 months to sell all the homes currently on the market at the current sales pace.
- New housing permits per job Housing Supply vs. Population and Job Growth - Housing Units per Job Created
    - A balanced ratio is typically 1 housing permit for every 2 jobs (NAR, Up For Growth).
    - New housing permits per 1,000 population.
- Homeowner rates
    - Balanced market: 1.5%–2.0% homeowner vacancy
    - Housing tenure mix national average is 65% owner-occupied, 35% renter-occupied (ACS); balanced markets often reflect similar ratios with local variation based on urbanization and job types.
- Price and rent stability
    - A balanced market typically has annual home price appreciation at 3%–5% per year.
    - A balanced market typically has annual rent price appreciation at 2%–4% per year.
    - A balanced market typically has a price-to-income ratio of 3 to 4 times median household income.
- Affordability metrics
    - No more than 30% of households paying more than 30% of income on housing is ideal.

- Affordable housing stock by income
    - Sufficient supply of housing units affordable at 30%, 50%, 80%, and 100%+ AMI levels.
    - Diversity in housing types helps balance supply for varying income levels and household types.
    - Balanced investor vs. owner-occupier share.
    - New housing matches trends in household size and formation.
    - Zoning allows a mix of housing types and lot sizes under 50 feet.
    - Housing and infrastructure incentives or affordability incentives are available.
    - Efficient permitting process that supports supply delivery.

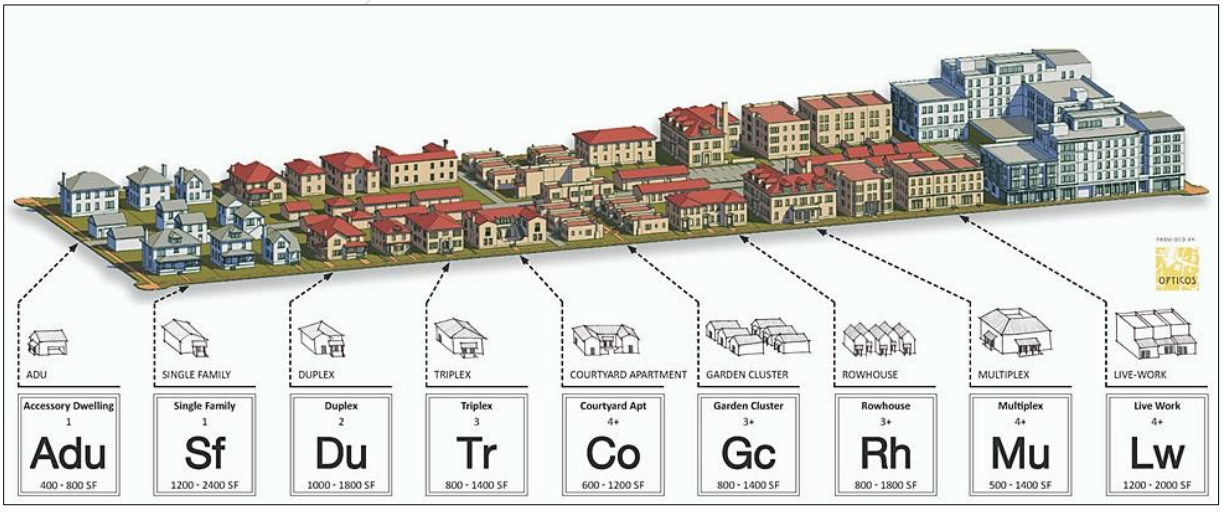
Implications for Housing Policy & Planning

- The data in this study reveals decline in attainable entry level single-family for-sale housing availability.
- The demand for entry level and first-time homes has exceeded supply and has increased demand for rental units.
- Growth in higher-priced segments suggests upward pressure on home values and a need for housing strategies by the EDC, City and other partners to help lower the final price of entry level homes by reimbursing developers for infrastructure and utility costs.
- Local non-profits, hospital and school district may own land that is underutilized or vacant that could be donated to a developer with a development agreement that new home prices there be attached to local workers making 80%-120% of the median income.
- The city may need to incentivize development of homes under $225K to restore balance and address cost burden pressures.
- In order to provide missing-middle housing types that can rent and sell at more attainable prices to local workers, then local development and zoning regulations and requirements may need to be improved.

Potential Local Housing Market Solutions

- Minimum lot size
    - Minimum as low as 1,400-1,800 square feet lots in single-family and multifamily zones.
- Reduce setback requirements to allow homes and parcels to be closer together
- Increase building height caps, especially along corridors and thoroughfares
- Increase density (units per lot)
- Permitting time
    - Quick, efficient and consistent review, permitting and approval
- Permitting and impact fees
    - 90-day moratorium on permit and impact fees in targeted areas needing attainable housing
    - Suspend fees in areas with excess infrastructure capacity
- Building code
    - Updated standard building codes
- ADU's
    - Allow Accessory Dwelling Units in single-family zones by right
- Zoning
    - Allow small lot, two, three and four unit homes in single-family zones
    - Allow residential in industrial and commercial zones
- Parking requirements
    - Reduce or eliminate parking requirements for new residential

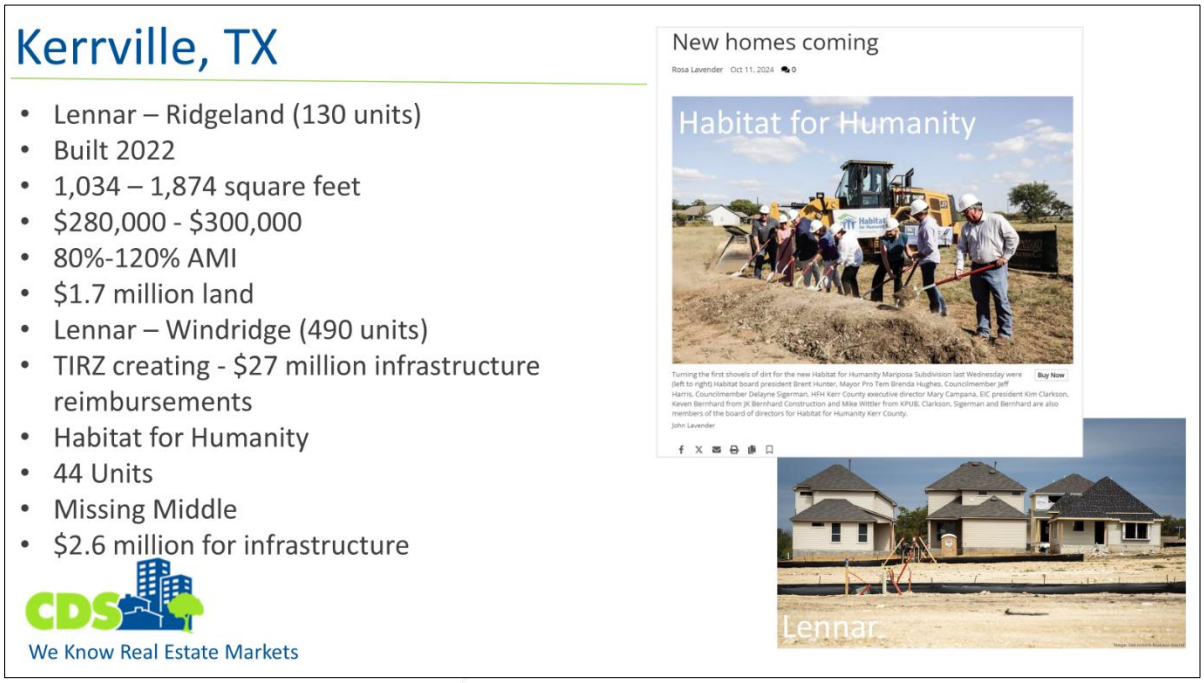
Allow and Approve Missing Middle Housing Types



Texas EDCs Working on Housing

CDS has provided similar housing market studies to other EDCs in Texas. Here are just a few examples of strategies those cities have pursued which have proven successful in boosting attainable new housing.

The City of Kerrville donated city owned land to a developer with a development agreement in place that the new homes built will at a price no more than 30% of gross income for households making from 80% to 120% of the area median income and used a TIRZ to reimburse up to $27 million of infrastructure costs at a separate new subdivision.

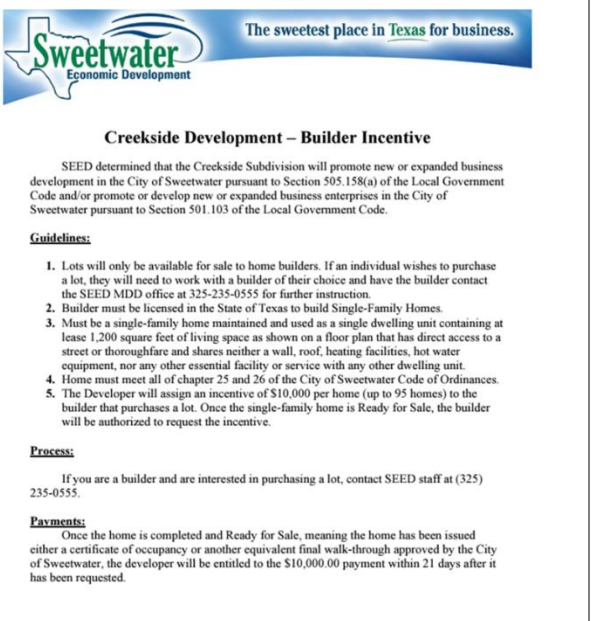


The City of Sweetwater established a Municipal Development District which has allowed them to provide a host of incentives to boost the supply of new entry level homes by providing infrastructure reimbursement as well as a per home builder incentive of $10,000 per lot.

Sweetwater, TX

- Partnered with Rick and Holly Betenbough to develop the Creekside Subdivision
- 29.5 acres
- 94 lots
- $1.3 million incentives
- Infrastructure and construction incentives
- $10,000 per home builder incentive

We Know Real Estate Markets



Sweetwater Economic Development — The sweetest place in Texas for business.

Creekside Development – Builder Incentive

SEED determined that the Creekside Subdivision will promote new or expanded business development in the City of Sweetwater pursuant to Section 505.158(a) of the Local Government Code and/or promote or develop new or expanded business enterprises in the City of Sweetwater pursuant to Section 501.103 of the Local Government Code.

Guidelines:

1. Lots will only be available for sale to home builders. If an individual wishes to purchase a lot, they will need to work with a builder of their choice and have the builder contact the SEED MDD office at 325-235-0555 for further instruction.
2. Builder must be licensed in the State of Texas to build Single-Family Homes.
3. Must be a single-family home maintained and used as a single dwelling unit containing at lease 1,200 square feet of living space as shown on a floor plan that has direct access to a street or thoroughfare and shares neither a wall, roof, heating facilities, hot water equipment, nor any other essential facility or service with any other dwelling unit.
4. Home must meet all of chapter 25 and 26 of the City of Sweetwater Code of Ordinances.
5. The Developer will assign an incentive of $10,000 per home (up to 95 homes) to the builder that purchases a lot. Once the single-family home is Ready for Sale, the builder will be authorized to request the incentive.

Process:

If you are a builder and are interested in purchasing a lot, contact SEED staff at (325) 235-0555.

Payments:

Once the home is completed and Ready for Sale, meaning the home has been issued either a certificate of occupancy or another equivalent final walk-through approved by the City of Sweetwater, the developer will be entitled to the $10,000.00 payment within 21 days after it has been requested.

The City of Borger EDC purchased 25 lots and utilized TIRZ funds to provide infrastructure reimbursement to boost the production of new entry level homes as well as an infill program.

Borger, TX

- Yucca Park Estates
- EDC purchased lots
- 25 units
- Built 2024
- 7:12 Homes (Amarillo)
- Incentives for contractors
- TIRZ infill housing support program and reimbursement grants for downtown building improvements

We Know Real Estate Markets



Borger Economic Development Corporation breaks ground on new housing development

By Madison Fisher

Published: Jun. 14, 2024 at 5:40 PM CDT

BORGER, Texas (KFDA) - The Borger Economic Development Corporation broke ground on a new housing development called Yucca Park Estates to help boost its economy.

"Currently our population has shrunk, and so what that does, it also creates an inventory problem. So when our industries and our

The Brownwood EDC shared their CDS ResIntel housing study to developers in the region and state and were able to attract a developer who built 3 new market rate rental projects ranging from 40-123 units.

This helped lower the prices of older apartment and single-family homes that were small and outdated and were charging higher rent than their conditions would otherwise allow due to lack of competition/new rental unit supply.



Incentive Toolbox

Texas Local Government Code Chapter 505, Section 505.153 for Type B Corporations authorizes spending on Projects related to affordable housing

“Projects related to affordable housing - For purposes of this chapter, "project" includes land, buildings, equipment, facilities, and improvements found by the board of directors to be required or suitable for the promotion of development and expansion of affordable housing, as described by 42 U.S.C. Section 12745”

EDC’s around Texas like Borger, Sweetwater, Brownwood, San Angelo and Kerrville have helped lower costs and produce more housing by donating land, reimbursing infrastructure costs to developers, and providing per lot incentives to builders.

Table 91 contains potential incentives to help absorb the cost of new housing development in San Angelo along with corresponding Texas State Statute Code followed by purpose, usage and public revenue source.

Table 91: Incentive Toolbox

Incentive	State Statue Code	Purpose	Usage	Public Revenue Source
Tax Increment Financing (TIF) or Tax Increment Reinvestment Zones (TIRZ)	**Texas Tax Code, Chapter 311**	Captures future increases in property tax revenues within a designated area (TIF District) to pay for infrastructure improvements or development costs.	Frequently used to incentivize large-scale redevelopment projects and urban renewal.	Incremental property tax revenues generated by increased property values in the TIF/TIRZ area. Sales tax TIRZs' use a share of new sales tax with no additional tax levied.
Public Improvement Districts (PID)	**Texas Local Government Code, Chapter 372**	Allows developers or property owners to fund infrastructure improvements by levying special assessments on property within the district	Commonly used for mixed-use developments, residential subdivisions, and commercial projects.	Special assessments in addition to property taxes on property owners and occupants within the PID boundary created by City.
Chapter 380 Agreements	**Texas Local Government Code, Chapter 380**	Allows cities to provide grants, loans, or reimbursements to developers for infrastructure, public improvements, or other development costs.	Often used for retail, office, and mixed-use projects. Reimbursements can be tied to sales taxes, property taxes, or other performance metrics.	General fund of the city or county, which may come from property taxes, sales taxes, or other general revenues.

Incentive	State Statue Code	Purpose	Usage	Public Revenue Source
Chapter 381 Agreements	**Texas Local Government Code, Chapter 381**	Allows counties to provide incentives similar to Chapter 380 agreements, including tax abatements or reimbursements for public improvements or job creation.	Primarily used in unincorporated areas or in projects where county-level participation is essential.	General fund of the city or county, which may come from property taxes, sales taxes, or other general revenues.
Economic Development Sales Tax (Type A and Type B Funds)	**Texas Local Government Code, Chapters 504 and 505**	Allows cities with a Type A or Type B EDC to use a portion of local sales taxes to fund economic development projects, infrastructure improvements, and business recruitment.	Type A funds are typically used for industrial and manufacturing projects, while Type B can be used for a broader range of purposes, including quality-of-life projects.	Local sales tax revenue collected from voters' approval of a dedicated economic development sales tax (up to 0.5%).
Municipal Management Districts (MMD)	**Texas Local Government Code, Chapter 375**	MMDs are created at the State level and allow the levying of taxes, fees, or assessments to fund services and infrastructure in a commercial area.	Funds operation and maintenance and small capital projects and function similar to PIDs, but are created by the state, not City.	Bonds, property taxes or special assessments in addition to property tax from commercial property owners within the district.
Property Tax Abatements	**Texas Tax Code, Chapter 312**	Temporarily reduces or eliminates property taxes for businesses or developers making significant capital investments or creating jobs.	Commonly used to attract industrial, commercial, and manufacturing projects.	Foregone future property taxes (i.e., revenue not collected) in exchange for investment.
Texas Leverage Fund (TLF)	**Texas Government Code, Chapter 2303**	Provides financing to cities with an EDC funded by local sales tax for economic development projects.	Can be used to finance infrastructure, land acquisition, and other development-related costs.	Funds come from the portion of the local sales tax collected by cities specifically earmarked for economic development.
Low-Income Housing Tax Credit (LIHTC)	**Texas Government Code, Chapter 2306**	Programs such as the Low-Income Housing Tax Credit (LIHTC) provide tax incentives to developers building affordable housing.	Primarily for residential developments that include affordable housing units.	Federal tax credits or state/federal grants.

Incentive	State Statue Code	Purpose	Usage	Public Revenue Source
Municipal Utility District	**Texas Water Code, Chapter 54**	Provides water, sewage, drainage, and other utility services in areas where municipal services are not available.	Often used to support residential, commercial, and industrial development by ensuring access to necessary utilities.	Funded through property taxes, bond sales, and utility fees collected within the district in addition to City taxes.
Cultural Arts District	**Texas Government Code, Chapter 442**	Encourages the development of cultural arts areas to promote tourism, cultural engagement, and local economies.	Incentivizes art installations, galleries, theaters, and public spaces that attract visitors and stimulate economic growth.	Funded through state grants, local sales taxes, tourism taxes, and private contributions.
Neighborhood Empowerment Zones	**Texas Local Government Code, Chapter 378**	Provides economic incentives to encourage development and improvement in designated neighborhoods.	Can offer tax abatements, fee waivers, and other incentives for property owners and developers to invest in targeted areas.	Primarily funded through local property tax abatements and fee reductions.
Tax Exempt Qualified Non-Profit Bonds	**Texas Government Code, Chapter 1371**	Allows non-profit organizations to issue tax-exempt bonds for financing public-benefit projects, such as affordable housing and health facilities.	Provides lower-cost financing to non-profit developers for qualifying public-benefit projects.	Supported by private investors who purchase the tax-exempt bonds, with potential local or state tax-exempt status.
Public Benefit Corporation	**Texas Business Organizations Code, Title 1, Chapter 22**	A special type of corporation designed to produce a public benefit while operating profitably.	Used by companies whose goals align with social or community-oriented objectives, such as environmental or community development.	Funded by private capital, grants, and potentially tax incentives if the public benefit aligns with government goals.

Source: Texas Economic Development Handbook

Economic Impact of New Housing

The main goal of this market study is to promote increasing the amount of workers living in San Angelo in order to increase local wealth by mitigating sales and property tax revenue leakage resulting from San Angelo workers living outside of San Angelo and Tom Green County.

The following information provides data on the economic impact of building new homes. This data is from a 2015 study conducted by the National Association of Home Builders.

Total One-Year Impact: Sum of Phase I and Phase II:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$28,670,800	$8,606,200	$20,064,700	$3,358,600	394

Phase I: Direct and Indirect Impact of Construction Activity:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[3]	Local Jobs Supported
$19,204,100	$6,526,800	$12,677,400	$2,152,500	237

Phase II: Induced (Ripple) Effect of Spending the Income and Taxes from Phase I:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$9,466,700	$2,079,400	$7,387,300	$1,206,100	157

Phase III: Ongoing, Annual Effect that Occurs When New Homes are Occupied:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$4,091,900	$922,400	$3,169,900	$1,014,800	69

[3] The term local taxes is used as a shorthand for local government revenue from all sources: taxes, fees, fines, revenue from government-owned enterprises, etc.

Source: National Association of Home Builders

Impact of Building 100 Single-Family Homes: Typical Local Area



We Know Real Estate Markets

Impact of Building 100 Apartments: Typical Local Area



Total One-Year Impact: Sum of Phase I and Phase II:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$11,693,000	$3,620,500	$8,072,300	$2,211,200	161

Phase I: Direct and Indirect Impact of Construction Activity:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$7,403,300	$2,750,500	$4,652,700	$1,699,600	90

Phase II: Induced (Ripple) Effect of Spending the Income and Taxes from Phase I:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$4,289,700	$870,000	$3,419,600	$511,600	71

Phase III: Ongoing, Annual Effect that Occurs When New Homes are Occupied:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$2,640,600	$623,200	$2,016,900	$503,500	44

[1] The term local taxes is used as a shorthand for local government revenue from all sources: taxes, fees, fines, revenue from government-owned enterprises, etc.

Source: National Association of Home Builders

We Know Real Estate Markets

Impact of $1 Million Spent on Residential Remodeling in a Typical Local Area



Total One-Year Impact: Sum of Phase I and Phase II:

Local Income	Local Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$840,800	$254,800	$585,500	$70,700	11.5

Phase I: Direct and Indirect Impact of Construction Activity:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[5]	Local Jobs Supported
$577,200	$194,500	$382,400	$36,000	7.2

Phase II: Induced (Ripple) Effect of Spending the Income and Taxes from Phase I:

Local Income	Business Owners' Income	Local Wages and Salaries	Local Taxes[1]	Local Jobs Supported
$263,600	$60,300	$203,100	$34,700	4.4

Phase III: Ongoing, Annual Effect that Occurs When New Homes are Occupied:

Residential Property Taxes
$11,200

[5] The term local taxes is used as a shorthand for local government revenue from all sources: taxes, fees, fines, revenue from government-owned enterprises, etc.

Source: National Association of Home Builders

We Know Real Estate Markets



1001 South Dairy Ashford Street, Suite 450

Houston, TX 77077

281-582-0855

www.cdsmr.com

AN ORDINANCE AMENDING CHAPTER 12, EXHIBIT "A" OF THE CODE OF ORDINANCES, CITY OF SAN ANGELO, TEXAS, WHICH ADOPTS ZONING REGULATIONS, USE DISTRICTS AND A ZONING MAP, IN ACCORDANCE WITH A COMPREHENSIVE PLAN, BY CHANGING THE ZONING CLASSIFICATION OF THE FOLLOWING PROPERTY: **APPROXIMATELY 0.344 ACRES LOCATED AT 622 E 44TH STREET;** FROM SINGLE-FAMILY RESIDENTIAL (RS-1) TO THE 3 AND 4 FAMILY RESIDENTIAL (RS-6) ZONING DISTRICT, PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE

RE: Z26-11: 622 E 44th Street

WHEREAS, on the 20th day of July 2026, the Planning Commission for the City of San Angelo in compliance with the City Charter, City ordinance and state law, and after holding a public hearing thereon, caused to be prepared and delivered a report and recommendation to City Council to deny the requested rezoning from Single-Family Residential (RS-1) to 3 and 4 Family Residential (RS-6).; and,

WHEREAS, on the 18th day of August 2026, City Council held a public hearing on Z26-11, pursuant to published notice, and has considered the application, comments, reports and recommendations of the Planning Commission and staff, public testimony, and other relevant support materials.

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

SECTION 1: The basic zoning ordinance for the City of San Angelo, as enacted by the governing body for the City of San Angelo effective January 4, 2000, and included within Exhibit "A" of Chapter 12 of the Code of Ordinances of the City of San Angelo, and zoning map be and the same are hereby amended to designate the following described properties permanently zoned 3 and 4 Family Residential (RS-6) zoning district:

The real property of a total of 0.344 acres located at 622 E 44th Street, being 0.172 acres, Lot: 14, Block: 35, Subdivision: Lakeview Addition and 0.172 acres, Lot: 13, Block: 35, Subdivision: Lakeview Addition described as within the City of San Angelo, Tom Green County, Texas as more particularly all properties are described and depicted on Exhibit "A" of this Ordinance.

SECTION 2: The Director of the Planning & Development Department, or his/her designee, is hereby directed to correct zoning district maps in the office of the Planning & Development Department, to

implement the zoning provision adopted herein, as further depicted on **Exhibit "A"** of this Ordinance ("**Zone Change Map**").

SECTION 3: The use of the hereinabove described property shall be subject to all applicable regulations contained in Chapter 12 of the Code of Ordinances for the City of San Angelo, as amended.

SECTION 4: The terms and provisions of this Ordinance shall be deemed to be severable in that, if any portion of this Ordinance shall be declared to be invalid, the same shall not affect the validity of the other provisions of this Ordinance.

SECTION 5: This Ordinance shall be effective on, from and after the date of adoption.

INTRODUCED on the **18th day of August 2026,** and finally PASSED, APPROVED AND ADOPTED on this the **1st day of September 2026.**

THE CITY OF SAN ANGELO

_____
Tom Thompson, Mayor

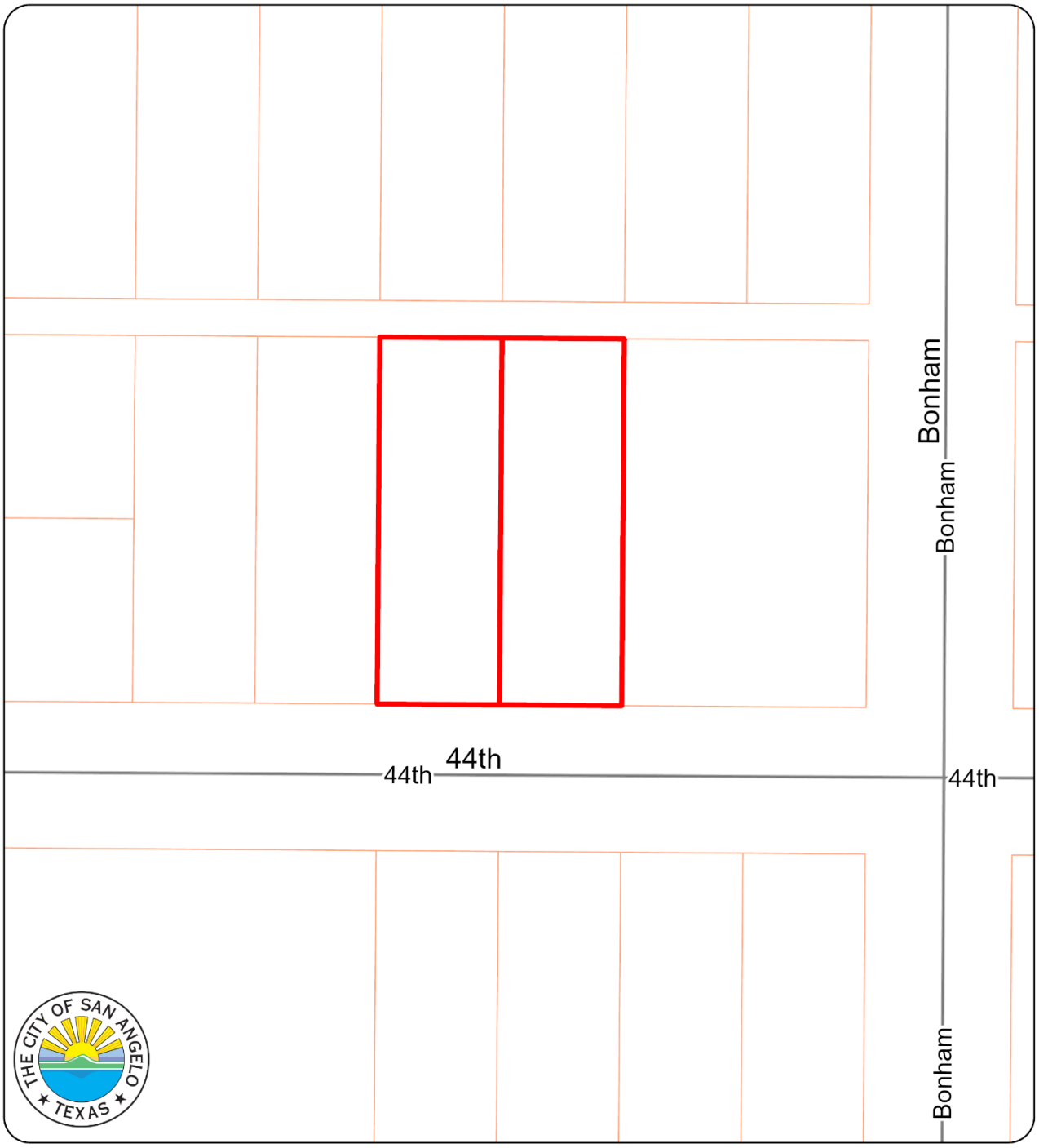
ATTEST:

_____
Heather Stastny, City Clerk

APPROVED AS TO FORM:

_____
Brandon Dyson, City Attorney

Exhibit "A" (Zone Change M



Ordinance Map
Case Z26-11: 622 E 44th St
Council District: #2 - Joe Self
Neighborhood: Lake View

Scale: 0 0 0.01 0.01 0.02 0.03 Miles

Subject Property:

N

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Aaron Vannoy, Director, Planning and Development Services

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

First reading and public hearing of an ordinance for SU26-01, a request for a Special Use to allow a funeral home and crematorium located at 3602 & 3618 Devonian Dr. (Presentation made by Planning and Development Services Director Aaron Vannoy)

Staff Recommendation:

Summary/History:

The request is a special use permit to allow a crematorium and a funeral home. These land uses are separated in our old zoning ordinance. Therefore, the best path forward would be a special use and allow the underlaying zoning to remain. The underlying zoning district is Heavy Commercial (CH). The request is compatible with the surrounding landscaping and light industrial to heavy commercial entities calling this part of San Angelo home.

There was concern from a neighboring business about parking. However, the applicants discussed their plan and it seems parking for the funeral side of the operation would not be as large of a need as the property has 2 acres for parking and stacking.

The Planning Commission heard the case on July 20th and made a recommendation of approval with a 6-0 vote.

Funding Source(s):

Financial Impact:

Other Information/Recommendation:

Attachments:

1.	SU26-01 - Staff Report	SU26-01 - Staff Report.docx
2.	SU26-01 - Ordinance v2	SU26-01 - Ordinance v2.docx

Presentation:

Aaron Vannoy

Approvals/Reviews:

Aaron Vannoy	Created/Initiated
Aaron Vannoy	Approved
Holly Crooks	Approved
Brandon Dyson	Approved
Aaron Vannoy	Approved
Heather Stastny	Final Approval

STAFF REPORT
PLANNING COMMISSION – July 20th, 2026
City Council First Reading – August 18th, 2026

APPLICATION TYPE:	CASE:
Special Use Permit	SU26-01: 3602 & 3618 Devonian Drive

SYNOPSIS:

A request for approval of a Special Use Permit to allow for a funeral home and crematorium within the Heavy Commercial (CH) zoning district located on the property at 3602 and 3618 Devonian Drive.

LOCATION:	LEGAL DESCRIPTION(S):
3602 & 3608 Devonian Drive	Acres: 0.988, Lot: 1A SEC 1, Blk: 3, Subd: ARROYO VISTA ADDITION, R/P OF LOT 1 BLK 3 Acres: 0.988, Lot: 1D SEC 1, Blk: 3, Subd: ARROYO VISTA ADDITION, R/P OF LOT 1 BLK 3

SM DISTRICT:	ZONING:	FUTURE LAND USE:	SIZE:
SMD #1 – Tommy Hiebert Neighborhood – Rio Vista	Heavy Commercial (CH)	Commercial	1.976 acres

THOROUGHFARE PLAN:

Devonian Drive – Local Road
Permian Drive – Local Road
Fusselman Drive – Local Road

NOTIFICATIONS:

18 notices were mailed. At the time of this report, no notices have been returned.

STAFF RECOMMENDATION:

Staff recommend **APPROVAL** of a Special Use Permit to allow for a funeral home and crematorium within the Heavy Commercial (CH) zoning district located on the property at 3602 and 3618 Devonian Drive, subject to one (1) condition of approval.

PROPERTY OWNER/PETITIONER:

Owner: Arnoldo Gutierrez

STAFF CONTACT:

Austin Reed
Planning & Dev. Administrator
(325) 657-4210, Ext. 1550
austin.reed@sanangelo.gov

Information:

This is a Special Use permit for two properties totaling roughly 2 acres where a crematorium/funeral home is to be constructed. The current zoning designation of this property is Heavy Commercial (CH), and within our Zoning Ordinance, a crematorium without a funeral home is allowed by right within CH. However, the owner has stated that a funeral home will be operated as part of the business. Therefore, staff determined that a Special Use permit is the best path forward.

Planning Commission evaluation of appropriateness.

Section 213(G) of the Zoning Ordinance requires that the Planning Commission and City Council consider, at minimum, seven (7) factors in determining the appropriateness of any rezoning request as outlined in #1 through #7 below:

1. **Compatible with Plans and Policies.** ***Whether the proposed amendment is compatible with the Comprehensive Plan and any other land use policies adopted by the Planning Commission or City Council.***
   The future land use envisioned for this property is "Commercial," which will align with the owner's stated intentions and current request.

2. **Consistent with Zoning Ordinance.** ***Whether and the extent to which the proposed amendment would conflict with any portion of this Zoning Ordinance.***
   This request would not conflict with the Zoning Ordinance in any way.

3. **Compatible with Surrounding Area.** ***Whether and the extent to which the proposed amendment is compatible with existing and proposed uses surrounding the subject land and is the appropriate zoning district for the land.***
   This property is suitable for the operation of a crematorium and funeral home as it is surrounded by other well-established heavy commercial-type uses. The crematorium is unlikely to have an impact on surrounding properties and the property is large enough to comfortably allow the traffic associated with a funeral home.

4. **Changed Conditions.** ***Whether and the extent to which there are changed conditions that require an amendment.***
   A Special Use Permit is required for the applicant's plans to operate both a crematorium and funeral home on the property.

5. **Effect on Natural Environment.** ***Whether and the extent to which the proposed amendment would result in significant adverse impacts on the natural environment, including but not limited to water and air quality, noise, storm water management, wildlife, vegetation, wetlands and the practical functioning of the natural environment.***
   Staff do not anticipate any adverse effects on the nearby natural environment.

6. **Community Need.** ***Whether and the extent to which the proposed amendment addresses a demonstrated community need.***
   The development of this property with a funeral home and crematorium may help to meet a community need.

7. **Development Patterns.** ***Whether and the extent to which the proposed amendment would result in a logical and orderly pattern of urban development in the community.***
   A Special Use permit for a funeral home/crematorium at this location would result in a logical and orderly pattern of development as the property is surrounded by established heavy-commercial businesses.

Recommendation:

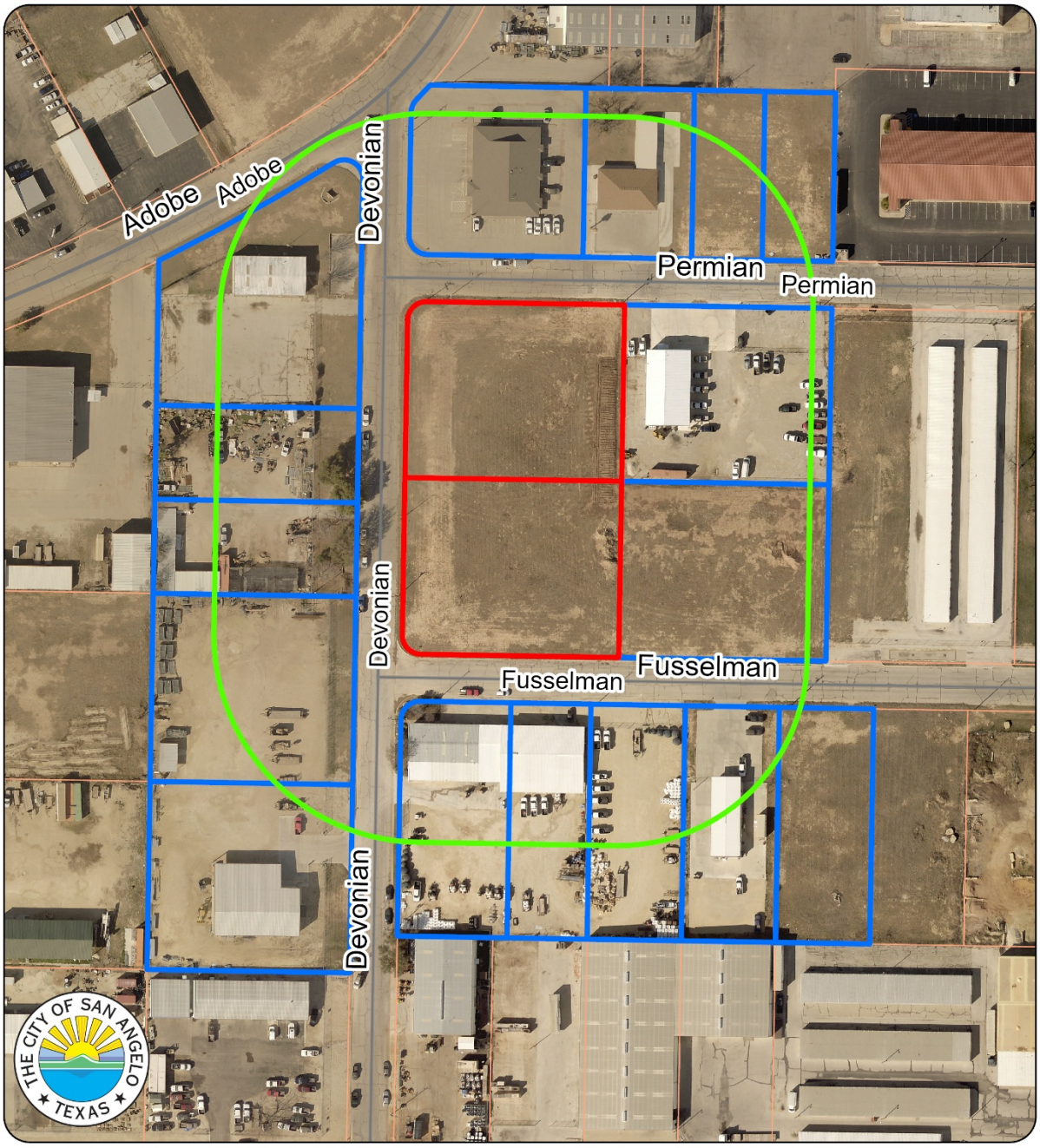
Staff recommend **APPROVAL** of a Special Use Permit to allow for a funeral home and crematorium within the Heavy Commercial (CH) zoning district located on the property at 3602 and 3618 Devonian Drive, subject to one (1) condition of approval.

1. Applicant must apply for and receive approval of all necessary building permits through the Building Permits and Inspections departments.

Attachments:

Notification Map
Aerial Map
Zoning Map
Vision Map

Notification Map



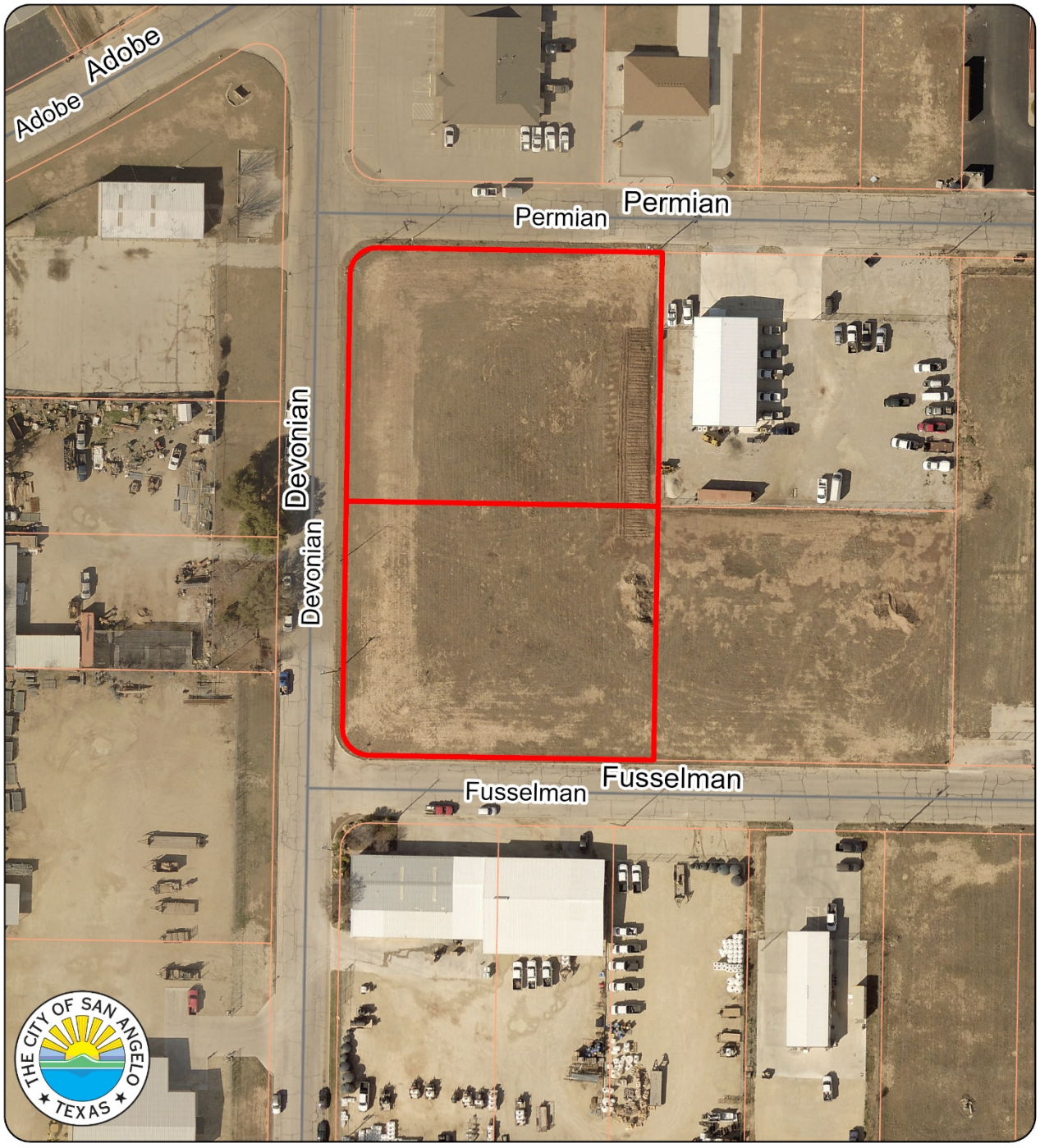
Notification Map
Case Z26-12: 3602 & 3618 Devonian Dr
Council District: #1 - Tommy Hiebert
Neighborhood: Rio Vista

Scale: 0 0.01 0.01 0.03 0.04 0.06 Miles

200' Range:
Subject Property:
Notified Properties:

N

Aerial Map



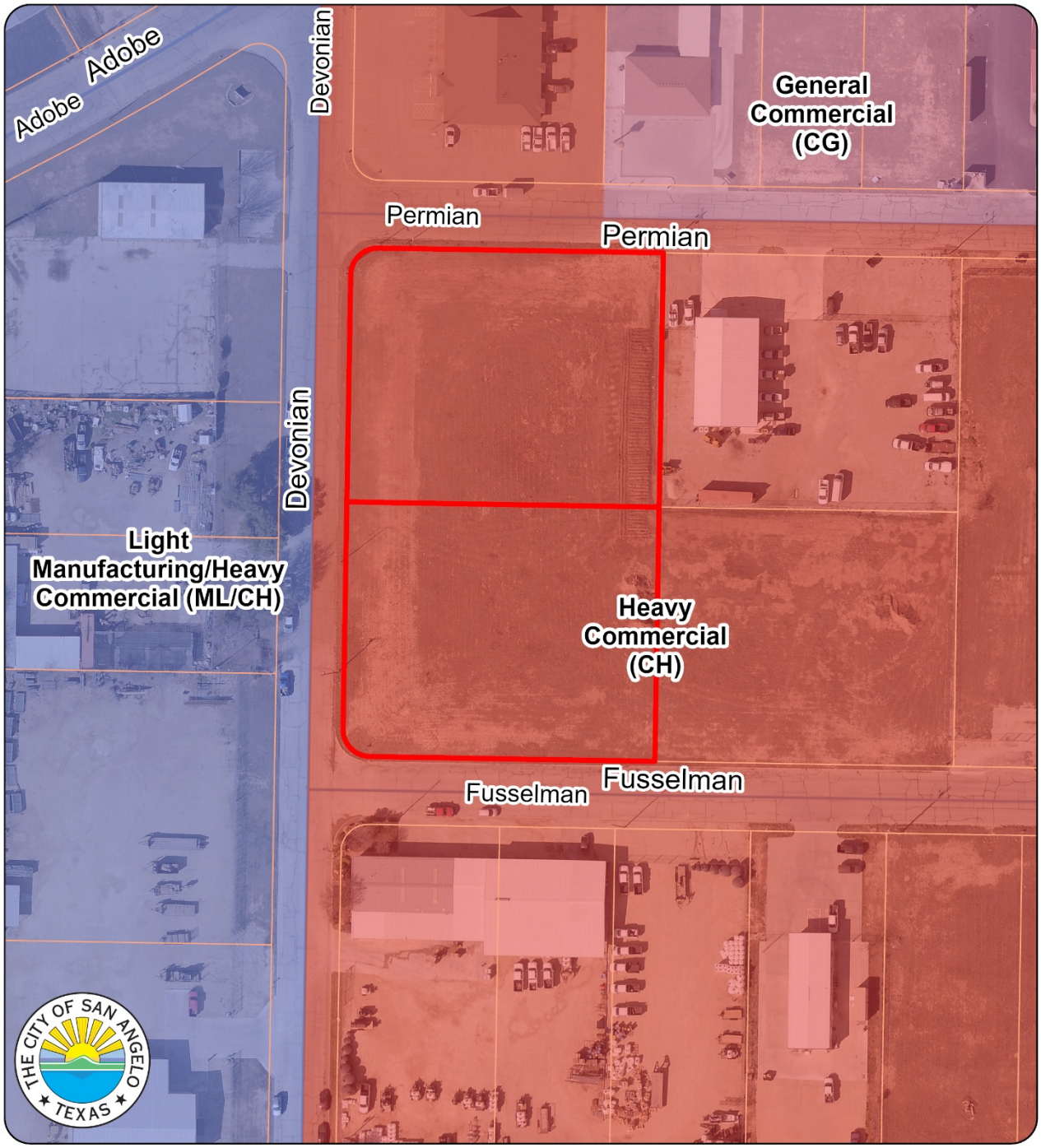
Aerial Map
Case Z26-12: 3602 & 3618 Devonian Dr
Council District: #1 - Tommy Hiebert
Neighborhood: Rio Vista

Scale: 0 0.01 0.01 0.02 0.03 0.04 Miles

200' Range:
Subject Property:
Notified Properties:

N

Zoning Map



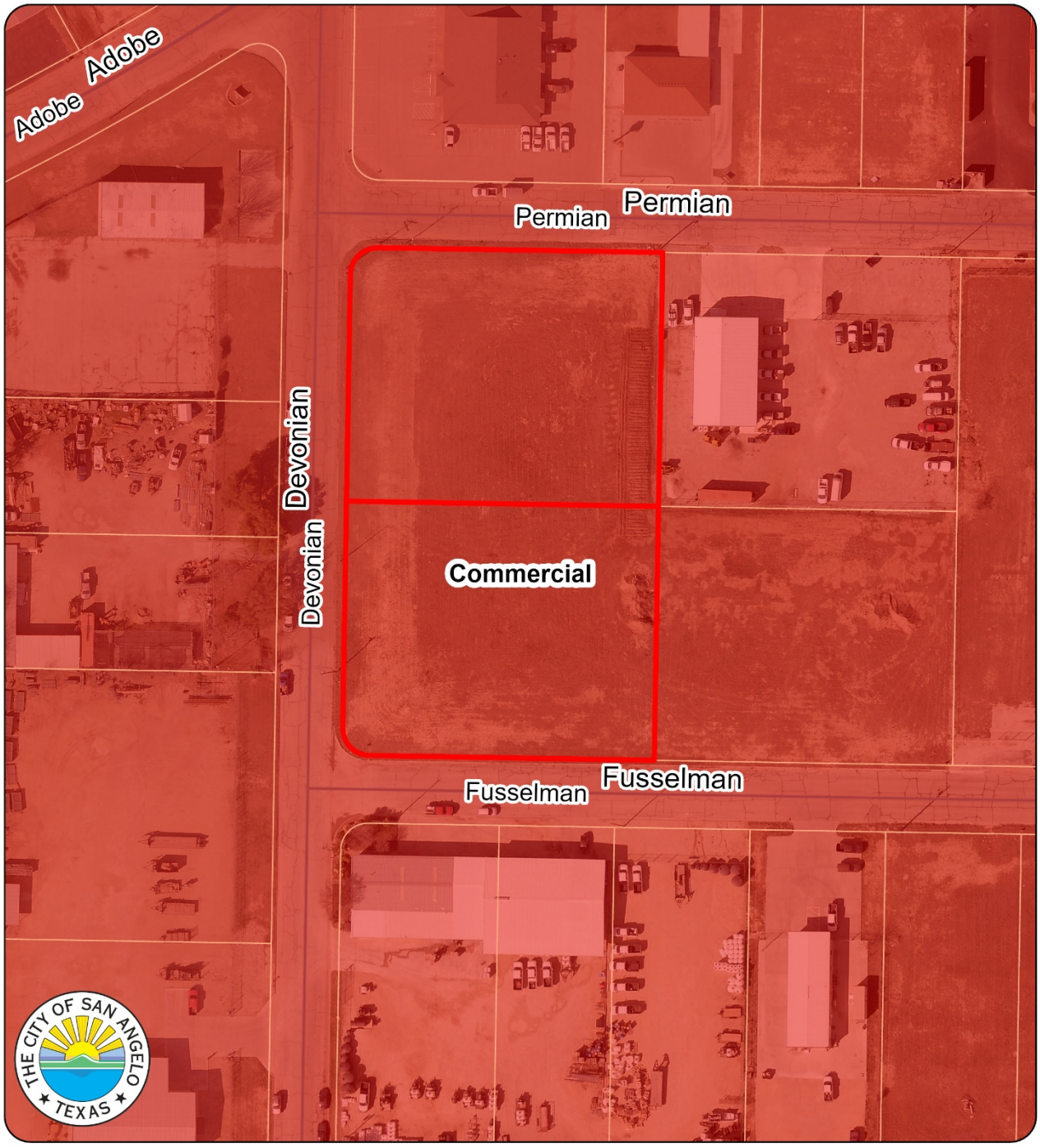
Zone Map
Case Z26-12: 3602 & 3618 Devonian Dr
Council District: #1 - Tommy Hiebert
Neighborhood: Rio Vista

Scale: 0 0.01 0.01 0.02 0.03 0.04 Miles

200' Range:
Subject Property:
Notified Properties:

N

Vision Plan



Vision Map
Case Z26-12: 3602 & 3618 Devonian Dr
Council District: #1 - Tommy Hiebert
Neighborhood: Rio Vista

Scale: 0 0.01 0.01 0.02 0.03 0.04 Miles

200' Range:
Subject Property:
Notified Properties:

N

AN ORDINANCE AMENDING CHAPTER 12, EXHIBIT "A" OF THE CODE OF ORDINANCES, CITY OF SAN ANGELO, TEXAS, WHICH ADOPTS ZONING REGULATIONS, USE DISTRICTS AND A ZONING MAP, IN ACCORDANCE WITH A COMPREHENSIVE PLAN, BY AUTHORIZING A SPECIAL USE AT THE FOLLOWING PROPERTY: **APPROXIMATELY 1.976 ACRES LOCATED AT 3602 & 3618 DEVONIAN DRIVE;** TO ALLOW A CREMATORIUM AND FUNERAL HOME WITHIN A HEAVY COMMERCIAL (CH) ZONING DISTRICT SUBJECT TO CONDITIONS STATED; PROVIDING FOR SEVERABILITY; AND, PROVIDING FOR AN EFFECTIVE DATE

RE: SU26-01: 3602 & 3618 Devonian Drive

WHEREAS, an application was submitted requesting special use authorization to operate a crematorium and funeral home within a Heavy Commercial (CH) district for the property commonly known as 3602 & 3618 Devonian Drive (the "Property"); and,

WHEREAS, the proposed use is being considered under the "Any Use(s) Deemed Appropriate" use category pursuant to Sections 313 and 320.I, Chapter 12, Exhibit "A" – Zoning Ordinance, which allows consideration of uses not ordinarily allowed by right within a CH zoning district where proposed, but may be authorized by Special Use approval pursuant to Section 209, Chapter 12, Exhibit "A" – Zoning Ordinance; and,

WHEREAS, a crematorium and funeral home are not otherwise permitted as a Special Use in any Zoning District; however, Section 313, Use Table, and Section 320.I, Chapter 12, Exhibit "A" – Zoning Ordinance, allow consideration by Special Use of "any use(s) deemed appropriate" where such uses(s) can provide an effective transition between less restrictive and more restrictive zoning districts; and,

WHEREAS, on the 20th day of July 2026, the Planning Commission for the City of San Angelo in compliance with the City Charter, City ordinance and state law, and after holding a public hearing thereon, caused to be prepared and delivered a report and recommendation to City Council to approve the proposed Special Use subject to conditions stated; and,

WHEREAS, on the 18th day of August 2026, City Council held a public hearing on SU26-01, pursuant to published notice, and has considered the application, comments, reports and recommendations of the Planning Commission and staff, public testimony, and other relevant support materials; and,

WHEREAS, the City Council has determined that approval of the Special Use, subject to conditions stated herein, is in the best interest of the health, safety and general welfare of the citizens of the City of San Angelo.

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

SECTION 1: The basic zoning ordinance for the City of San Angelo, as enacted by the governing body for the City of San Angelo effective January 4, 2000, and included within Exhibit "A" of Chapter 12 of the Code of Ordinances of the City of San Angelo, and zoning map be and the same are hereby amended to authorize a Special Use allowing a crematorium and funeral home subject to conditions listed in Section 4, on the following described property below:

The real property located at 3602 & 3618 Devonian Drive, described as 1.976 acres, Lots 1A and 1D, Block 3, Section 1, Arroyo Vista Addition's Replat of Lot 1, Block 3, within the City of San Angelo, Tom Green County, Texas as more particularly described and depicted on Exhibit "A" of this Ordinance.

SECTION 2: The Director of the Planning & Development Department, or his/her designee, is hereby directed to correct zoning district maps in the office of the Planning & Development Department, to implement the zoning provision adopted herein, as further depicted on **Exhibit "A"** subject to the conditions listed in this Ordinance.

SECTION 3: In all other respects, the use of the hereinabove described property shall be subject to all applicable regulations contained in Chapter 12 of the Code of Ordinances for the City of San Angelo, as amended. The Special Use, as hereby authorized, shall have no fundamental effect upon the subject property's underlying or base zoning classification.

SECTION 4. The Special Use, as hereby authorized, shall be subject to the following Conditions:

1. Applicant must apply for and receive approval of all necessary building permits through the Building Permits and Inspections departments.

SECTION 5. The remaining provisions of Chapter 12 of the Code of Ordinances of the City of San Angelo, Texas, not amended herein shall remain in full force and effect.

SECTION 6: The terms and provisions of this Ordinance shall be deemed to be severable in that, if any portion of this Ordinance shall be declared to be invalid, the same shall not affect the validity of the other provisions of this Ordinance.

SECTION 7: This Ordinance shall be effective on, from and after the date of adoption.

INTRODUCED on the **18th day of August 2026,** and finally PASSED, APPROVED AND ADOPTED on this the **1st day of September 2026.**

THE CITY OF SAN ANGELO

_____
Tom Thompson, Mayor

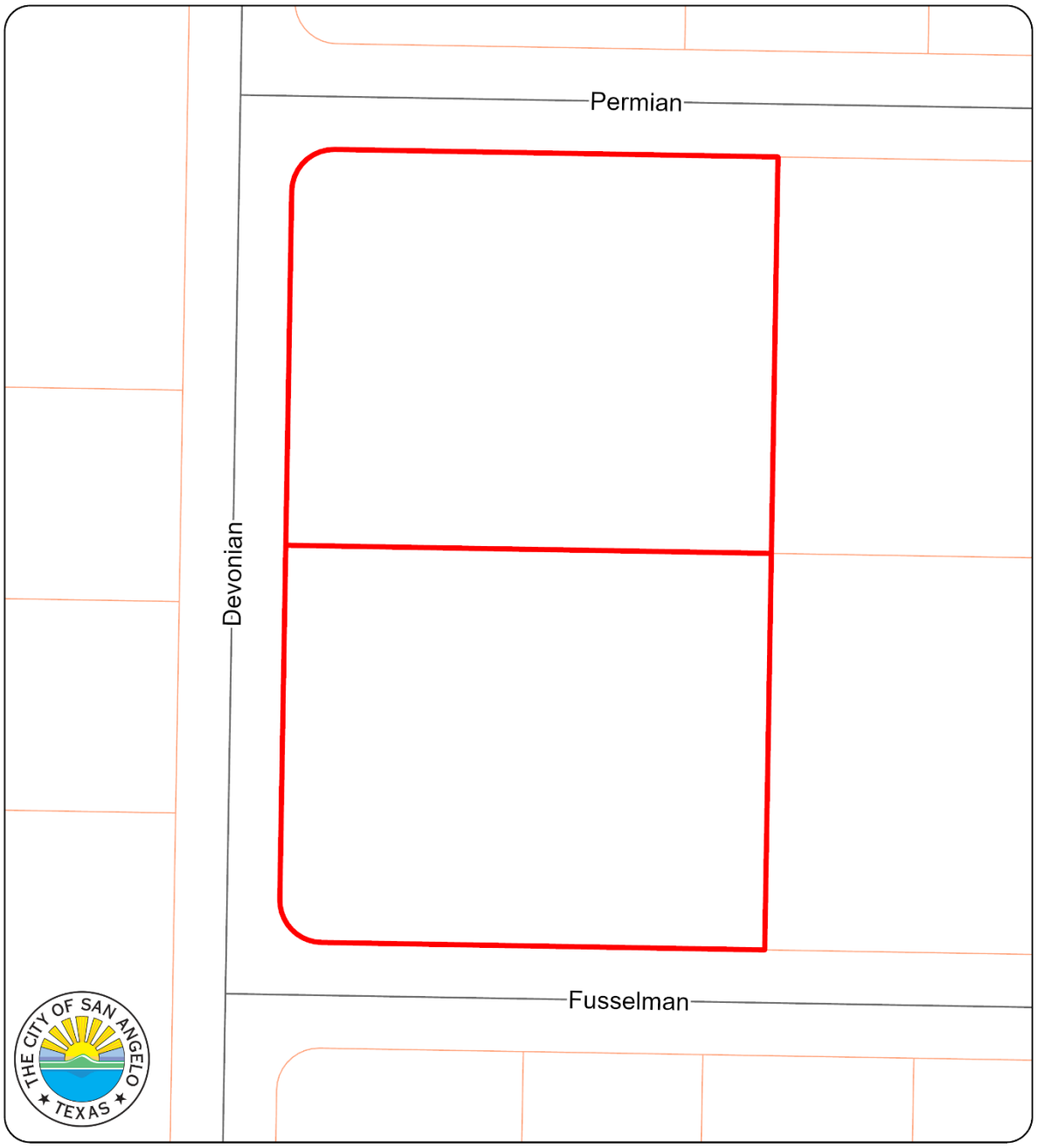
ATTEST:

_____
Heather Stastny, City Clerk

APPROVED AS TO FORM:

_____
Brandon Dyson, City Attorney

Exhibit "A"



Ordinance Map
Case Z26-12: 3602 & 3618 Devonian Dr
Council District: #1 - Tommy Hiebert
Neighborhood: Rio Vista

Scale: 0 0 0.01 0.02 0.02 0.03 Miles

Zone Change: CH to CG

Subject Property:

N

REPORT TO MAYOR & MEMBERS OF CITY COUNCIL

Requestor: Jonathan Flores, Budget Manager, Finance

Meeting Date: August 18, 2026

Item type: Regular Item

Caption:

Consider an ordinance authorizing the issuance and sale of City of San Angelo, Texas Tax Note, Series 2026 in the approximate amount of $4,500,000; levying an annual ad valorem tax and providing for the payment of said note, providing an effective date, and enacting other provisions relating to the subject (Presentation made by Finance Director Jonathan Flores)

Staff Recommendation:

Adopt

Summary/History:

On June 16, 2026 City Council directed Specialized Public Finance, Inc. to proceed with issuing a short-term note to fund equipment replacement and Firetruck replacement. The total amount of the short-term note is not expected to exceed $4.055 million, and the note would be paid off partially with the use of the Debt Service Fund's fund balance and taxes levied by the current property tax rate of .1637 per $100 dollar valuation.

Equipment Replacement and Firetruck Replacement - $4,055,000:

In recent years, the Equipment Replacement Fund for General Fund-supported functions has been funded annually via a transfer from the General Fund in the amount of approx. $1.8M, and funding for the replacement of fire trucks has been transferred from the General Fund at $400K per year. This rolling tax note program funds both the Equipment Replacement Fund and fire truck replacement at consistent levels for fiscal years 2027 and 2028.

Funding Source(s):

Financial Impact:

The City will issue a short-term note at a competitive interest rate in the amount of approx. $4.055 million that would be paid off before the fiscal year's end.

Other Information/Recommendation:

Attachments:

1.	San Angelo - 2026 Tax Note Time Line	San Angelo - 2026 Tax Note Time Line.pdf
2.	Ordinance - Tax Note 2026 - 1 (7.31.2026)	Ordinance - Tax Note 2026 - 1 (7.31.2026).pdf

Presentation:

Jonathan Flores

Approvals/Reviews:

Jonathan Flores	Created/Initiated
Brandon Dyson	Approved
Tina Dierschke	Approved
Brandon Dyson	Approved
Heather Stastny	Final Approval

Timing of the 2026 Tax Notes

Subject to Change.

June						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	**16**	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	**18**	19	20	21	22
23	24	25	26	27	28	29
30	31					

September						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	**17**	18	19
20	21	22	23	24	25	26
27	28	29	30			

Denotes City Council Meeting Date

Denotes Closing Date

Date	Task
Tuesday, June 16, 2026	**Council Meeting** – Specialized Public Finance Inc. ("SPFI") will present the financing plan for the issuance of the Notes.
Friday, July 24, 2026	Taxable Assessed Value received.
Monday, August 3, 2026	Bank Placement Agent to distribute a term sheet and the City's financial information to local, regional, and national banks for the Notes.
Thursday, August 13, 2026	The Bank Placement Agent to receive bids from Banks for the Notes. (2:00 pm)
Tuesday, August 18, 2026	**Council Meeting - Award** – Bid results provided to the Council by SPFI. The Council awards the Notes to the winning bidder. The Council sets the tax rate. (8:30 am)
Thursday, September 17, 2026	**Delivery Date** – The City receives the Notes proceeds.

AN ORDINANCE AUTHORIZING THE ISSUANCE AND SALE OF CITY OF SAN ANGELO, TEXAS TAX NOTE, SERIES 2026 IN THE APPROXIMATE AMOUNT OF $4,500,000; LEVYING AN ANNUAL AD VALOREM TAX AND PROVIDING FOR THE PAYMENT OF SAID NOTE; PROVIDING AN EFFECTIVE DATE; AND ENACTING OTHER PROVISIONS RELATING TO THE SUBJECT

THE STATE OF TEXAS §
COUNTY OF TOM GREEN §
CITY OF SAN ANGELO §

WHEREAS, pursuant to its home rule charter and Chapter 1431, Texas Government Code (hereinafter called the "Act"), the City Council (the "City Council") of the City of San Angelo, Texas (the "City") is authorized and empowered to issue tax notes to pay contractual obligations incurred or to be incurred (i) for the construction of any public work, (ii) for the purchase of materials, supplies, equipment, machinery, buildings, lands and rights-of-way for the City's authorized needs and purposes and (iii) to pay costs of professional services, including a service by a tax appraisal engineer, engineer, architect, attorney, mapmaker, auditor, financial advisor, or fiscal agent; and

WHEREAS, in accordance with the provisions of the Act and its home rule charter, the City Council hereby finds and determines that tax notes should be issued and sold at this time to finance the costs incurred by the City in connection with (i) acquiring vehicles and equipment for the City's public safety facilities, including the police department, fire department, and parks and recreation departments, (ii) constructing, improving, and equipping streets, roads, highways, bridges, and sidewalks, including the acquisition of vehicles and equipment related thereto, and (iii) the payment of professional services and costs of issuance related to the Note (collectively, the "Projects"); and

WHEREAS, the City Council deems it appropriate to adopt this Ordinance and issue the City of San Angelo, Texas Tax Note, Series 2026 herein authorized as permitted by the Act and by its home rule charter; and

WHEREAS, it is officially found, determined, and declared that the meeting at which this Ordinance has been adopted was open to the public and public notice of the time, place and subject matter of the public business to be considered and acted upon at said meeting, including this Ordinance, was given, all as required by the applicable provisions of Tex. Gov't Code Ann. Ch. 551; Now, Therefore

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

Section 1. RECITALS, AMOUNT AND PURPOSE OF THE NOTE. The recitals set forth in the preamble hereof are incorporated herein and shall have the same force and effect as if set forth in this Section. The note of the City of San Angelo, Texas (the "Issuer") is hereby authorized to be issued and delivered in the aggregate principal amount of $[4,055,000] for the public purpose of (i) acquiring vehicles and equipment for the City's public safety facilities, including the police department, fire department, and parks and recreation departments, (ii) constructing, improving, and equipping streets, roads, highways, bridges, and sidewalks, including the acquisition of vehicles and equipment related thereto, and (iii) paying professional services and costs of issuance related to the Note (collectively, the "Projects").

Section 2. DESIGNATION, DATE, DENOMINATION, NUMBER, MATURITY AND INTEREST RATE OF NOTE. Each note issued pursuant to this Ordinance shall be designated: "CITY OF SAN ANGELO, TEXAS, TAX NOTE SERIES 2026," and there shall be issued, sold, and delivered

hereunder one fully registered note, without interest coupons, dated August 15, 2026, in the denomination and principal amount of $[4,055,000], numbered R-1, with any note issued in replacement thereof being in the denomination of the full principal amount of the series of which the note is issued and numbered consecutively from R-2 upward, payable in installments to the registered owner thereof, or to the registered assignee of said note (in each case, the "Registered Owner"). Principal of said Note shall mature and be payable in installments on the dates and in the amounts stated in the FORM OF NOTE set forth in this Ordinance. The Note shall bear interest on the unpaid balance of the principal amount thereof, from the date of delivery to the scheduled due date of the principal installments of the Note, at the rate of interest stated in the FORM OF NOTE set forth in this Ordinance. Said interest shall be payable in the manner provided and on the dates stated in the FORM OF NOTE set forth in this Ordinance.

The term "Note" as used in this Ordinance shall mean and include collectively the note initially issued and delivered pursuant to this Ordinance and any substitute note exchanged therefor, as well as any other substitute or replacement note issued pursuant hereto, and the term "Note" shall mean any such note.

Section 3. CHARACTERISTICS OF THE NOTE.

(a) Registration. The Issuer hereby appoints [NAME OF PAYING AGENT/REGISTRAR] in [CITY], Texas, to serve as paying agent and registrar for the Note (the "Paying Agent/Registrar"). The Mayor or City Manager is authorized and directed to execute and deliver in the name and on behalf of the Issuer a Paying Agent/Registrar Agreement with the Paying Agent/Registrar in substantially the form presented at this meeting. The Issuer shall keep or cause to be kept at the corporate trust office of the Paying Agent/Registrar books or records for the registration of the transfer and exchange of the Note (the "Registration Books"), and the Issuer hereby appoints the Paying Agent/Registrar as its registrar and transfer agent to keep such books or records and make such registrations of transfers and exchanges under such reasonable regulations as the Issuer and Paying Agent/Registrar may prescribe; and the Paying Agent/Registrar shall make such registrations, transfers and exchanges as herein provided. The Paying Agent/Registrar shall obtain and record in the Registration Books the address of the Registered Owner of each Note to which payments with respect to the Note shall be mailed, as herein provided; but it shall be the duty of each Registered Owner to notify the Paying Agent/Registrar in writing of the address to which payments shall be mailed, and such interest payments shall not be mailed unless such notice has been given. The Issuer shall have the right to inspect the Registration Books during regular business hours of the Paying Agent/Registrar, but otherwise the Paying Agent/Registrar shall keep the Registration Books confidential and, unless otherwise required by law, shall not permit their inspection by any other entity. The Issuer shall pay the Paying Agent/Registrar's standard or customary fees and charges for making such registration, transfer, exchange and delivery of a substitute Note. Registration of assignments, transfers and exchanges of a Note shall be made in the manner provided and with the effect stated in the FORM OF NOTE set forth in this Ordinance. Each substitute Note shall bear a letter and/or number to distinguish it from each other Note.

(b) Transfer and Exchange. Except as provided in Section 3(f) of this Ordinance, an authorized representative of the Paying Agent/Registrar shall, before the delivery of any such Note, date and manually sign said Note, and no such Note shall be deemed to be issued or outstanding unless such Note is so executed. The Paying Agent/Registrar promptly shall cancel any Note surrendered for exchange. No additional ordinances, orders, or resolutions need be passed or adopted by the governing body of the Issuer or any other body or person so as to accomplish the foregoing transfer and exchange of any Note, and the Paying Agent/Registrar shall provide for the printing, execution, and delivery of a substitute Note in the manner prescribed herein. Pursuant to Chapter 1201, Government Code, as amended, the duty of transfer of a Note as aforesaid is hereby imposed upon the Paying Agent/Registrar, and, upon the execution of said Note, the exchanged Note shall be valid, incontestable, and enforceable in the same manner and with the same effect as the Note that initially was issued and delivered pursuant to this Ordinance. The Note may

be transferred and registered in the name of the new registered owner in whole but not in part. The Note may only be transferred to: (i) an affiliate of the Purchaser (defined herein); (ii) a "Bank" as defined in Section 3(a)(2) of the Securities Act of 1933 as amended (the "Securities Act"); (iii) an "Accredited Investor" as defined in Regulation D under the Securities Act; or (iv) a "Qualified Institutional Buyer" as defined in Rule 144A under the Securities Act.

(c) Payment of Note and Interest. The Issuer hereby further appoints the Paying Agent/Registrar to act as the paying agent for paying the principal of and interest on the Note, all as provided in this Ordinance. The Paying Agent/Registrar shall keep proper records of all payments made by the Issuer and the Paying Agent/Registrar with respect to the Note, shall properly and accurately record all payments on the Note on the Registration Books, and shall keep proper records of all exchanges of Notes, and all replacements of Notes, as provided in this Ordinance. However, in the event of a nonpayment of interest on a scheduled payment date, and for 30 days thereafter, a new record date for such interest payment (a "Special Record Date") will be established by the Paying Agent/Registrar, if and when funds for the payment of such interest have been received from the Issuer. Notice of the past due interest shall be sent at least 5 business days prior to the Special Record Date by United States mail, first-class postage prepaid, to the address of the Registered Owner appearing on the Registration Books at the close of business on the last business day next preceding the date of mailing of such notice.

(d) In General. The Note (i) shall be issued in fully registered form, without interest coupons, with the principal of and interest on such Note to be payable only to the Registered Owner thereof, (ii) may and shall be prepaid or redeemed prior to its scheduled maturity (iii) may be exchanged for another Note, (iv) may be transferred and assigned, (v) shall have the characteristics, (vi) shall be signed, sealed, executed and authenticated, (vii) the principal of and interest on the Note shall be payable, and (viii) shall be administered and the Paying Agent/Registrar and the Issuer shall have certain duties and responsibilities with respect to the Note, all as provided, and in the manner and to the effect as required or indicated, in the FORM OF NOTE set forth in this Ordinance. The Note initially issued and delivered pursuant to this Ordinance is not required to be, and shall not be, authenticated by the Paying Agent/Registrar, but on each substitute Note issued in exchange for any Note issued under this Ordinance the Paying Agent/Registrar shall execute the PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE, in the form set forth in the FORM OF NOTE.

(e) Paying Agent/Registrar. The Issuer covenants with the Registered Owner of the Note that at all times while the Note is outstanding the Issuer will provide a competent and legally qualified bank, trust company, financial institution, or other entity to act as and perform the services of Paying Agent/Registrar for the Note under this Ordinance, and that the Paying Agent/Registrar will be one entity. The Issuer reserves the right to, and may, at its option, change the Paying Agent/Registrar upon not less than 20 days written notice to the Paying Agent/Registrar, to be effective not later than 15 days prior to the next principal or interest payment date after such notice. In the event that the entity at any time acting as Paying Agent/Registrar (or its successor by merger, acquisition, or other method) should resign or otherwise cease to act as such, the Issuer covenants that promptly it will appoint a competent and legally qualified bank, trust company, financial institution, or other agency to act as Paying Agent/Registrar under this Ordinance. Upon any change in the Paying Agent/Registrar, the previous Paying Agent/Registrar promptly shall transfer and deliver the Registration Books (or a copy thereof), along with all other pertinent books and records relating to the Note, to the new Paying Agent/Registrar designated and appointed by the Issuer. Upon any change in the Paying Agent/Registrar, the Issuer promptly will cause a written notice thereof to be sent by the new Paying Agent/Registrar to the Registered Owner of the Note, by United States mail, first-class postage prepaid, which notice also shall give the address of the new Paying Agent/Registrar. By accepting the position and performing as such, each Paying Agent/Registrar shall be deemed to have agreed to the provisions of this Ordinance, and a certified copy of this Ordinance shall be delivered to each Paying Agent/Registrar.

(f) Authentication. Except as provided below, no Note shall be valid or obligatory for any purpose or be entitled to any security or benefit of this Ordinance unless and until there appears thereon the Certificate of Paying Agent/Registrar substantially in the form provided in this Ordinance, duly authenticated by manual execution of the Paying Agent/Registrar. It shall not be required that the same authorized representative of the Paying Agent/Registrar sign the Certificate of Paying Agent/Registrar on the Note.

(g) Delivery of Initial Note. On the closing date, one initial Note representing the entire principal amount of the Note, payable in stated installments to the Purchaser designated in Section 10 or its designee, executed by manual or facsimile signature of the Mayor and City Clerk of the Issuer, and with the date of delivery inserted thereon by the Paying Agent/Registrar, will be delivered to such Purchaser or its designee.

Section 4. FORM OF NOTE. The form of the Note, including the form of Paying Agent/Registrar's Authentication Certificate and the form of Assignment, shall be, respectively, substantially as follows, with such appropriate variations, omissions or insertions as are permitted or required by this Ordinance.

(a) Form of Note.

NO. R-1

UNITED STATES OF AMERICA
STATE OF TEXAS

PRINCIPAL AMOUNT
$[4,055,000]

CITY OF SAN ANGELO, TEXAS
TAX NOTE
SERIES 2026

Interest Rate	Delivery Date
__%	September 17, 2026

REGISTERED OWNER: [NAME OF PURCHASER]

PRINCIPAL AMOUNT: _____ DOLLARS

The City of San Angelo, in Tom Green County, Texas (the "Issuer"), being a political subdivision of the State of Texas, for value received, promises to pay, from the sources described herein, to the registered owner specified above, or registered assigns (the "Registered Owner"), the principal amount specified above, and to pay interest thereon, from the Delivery Date set forth above, on the balance of said principal amount from time to time remaining unpaid, at the rates per annum for each principal installment as set forth in the table below, calculated on the basis of a 360-day year of twelve 30-day months. This Note shall finally mature on August 15, 2028, but shall be payable in installments on the dates and in the principal installment amounts, and shall bear interest at the rates, as set forth in the following schedule:

Payment Date	Principal Installment ($)	Interest Rate (%)
8/15/2027		
8/15/2028		

THE PRINCIPAL OF AND INTEREST ON THIS NOTE are payable in lawful money of the United States of America, without exchange or collection charges. The Issuer shall pay interest on this Note on February 15, 2027 and on August 15 and February 15 thereafter to the date of the final maturity

hereof. The principal installments of this Note shall be paid to the registered owner hereof upon presentation and surrender of this Note at maturity, or upon the date for its redemption prior to maturity, at the principal trust office of [NAME OF PAYING AGENT/REGISTRAR] in [CITY], Texas, which is the "Paying Agent/Registrar" for this Note. The payment of all other principal installments of and interest on this Note shall be made by the Paying Agent/Registrar to the registered owner hereof on each principal and interest payment date by check or draft, dated as of such principal and interest payment date, drawn by the Paying Agent/Registrar on, and payable solely from, funds of the Issuer required by the ordinance authorizing the issuance of this Note (the "Note Ordinance") to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided; and such check or draft shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, on each such interest payment date, to the registered owner hereof, at its address as it appeared at the close of business on the last business day of the month next preceding each such date (the "Record Date") on the Registration Books kept by the Paying Agent/Registrar, as hereinafter described. If any Record Date shall be a Saturday, Sunday, a legal holiday or a day on which banking institutions in the city where the principal corporate trust office of the Paying Agent/Registrar is located are authorized by law or executive order to close, then the date for such Record Date shall be the next succeeding day that is not such a Saturday, Sunday, legal holiday or day on which banking institutions are authorized to close. In addition, principal and interest may be paid by such other method, acceptable to the Paying Agent/Registrar, requested by, and at the risk and expense of, the registered owner.

ANY ACCRUED INTEREST due in connection with the final installment of principal of this Note shall be paid to the registered owner upon presentation and surrender of this Note for payment at the principal corporate trust office of the Paying Agent/Registrar. The Issuer covenants with the registered owner of this Note that on or before each principal payment date and interest payment date for this Note it will make available to the Paying Agent/Registrar, from the "Interest and Sinking Fund" created by the Note Ordinance, the amounts required to provide for the payment, in immediately available funds, of all principal of and interest on the Note, when due.

[THIS NOTE IS NOT SUBJECT TO REDEMPTION prior to maturity at the option of the Issuer.]

IF THE DATE for the payment of the principal of or interest on this Note shall be a Saturday, Sunday, a legal holiday or a day on which banking institutions in the city where the principal corporate trust office of the Paying Agent/Registrar is located are authorized by law or executive order to close, then the date for such payment shall be the next succeeding day that is not such a Saturday, Sunday, legal holiday or day on which banking institutions are authorized to close; and payment on such date shall have the same force and effect as if made on the original date payment was due.

THIS NOTE is dated August 15, 2026, authorized in accordance with the Constitution and laws of the State of Texas in the principal amount of $[4,055,000] for the public purpose of (i) acquiring vehicles and equipment for the City's public safety facilities, including the police department, fire department, and parks and recreation departments, (ii) constructing, improving, and equipping streets, roads, highways, bridges, and sidewalks, including the acquisition of vehicles and equipment related thereto, and (iii) paying professional services and costs of issuance related to the Note.

THIS NOTE is issuable in the form of one fully-registered Note without coupons in the denomination of $[4,055,000]. This Note may be transferred or exchanged as provided in the Note Ordinance, only upon the registration books kept for that purpose at the above-mentioned office of the Paying Agent/Registrar upon surrender of this Note together with a written instrument of transfer or authorization for exchange satisfactory to the Paying Agent/Registrar and duly executed by the registered owner or his duly authorized attorney, and thereupon a new Note of the same maturity and in the same aggregate principal amount shall be issued by the Paying Agent/Registrar to the transferee in exchange

therefor as provided in the Note Ordinance, and upon payment of the charges therein prescribed. The Issuer and the Paying Agent/Registrar may deem and treat the person in whose name this Note is registered as the absolute owner hereof for the purpose of receiving payment of, or on account of, the principal and interest due hereon and for all other purposes. The Paying Agent/Registrar shall not be required to make any such transfer or exchange during the period commencing with the close of business on any Record Date and ending with the opening of business on the next following principal or interest payment date.

IN THE EVENT any Paying Agent/Registrar for this Note is changed by the Issuer, resigns, or otherwise ceases to act as such, the Issuer has covenanted in the Note Ordinance that it promptly will appoint a competent and legally qualified substitute therefor, and cause written notice thereof to be mailed to the registered owner of the Note.

THIS NOTE shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Note Ordinance until the Certificate of Authentication shall have been executed by the Paying Agent/Registrar or the Comptroller's Registration Certificate hereon shall have been executed by the Texas Comptroller of Public Accounts.

IT IS HEREBY certified, recited and covenanted that this Note has been duly and validly authorized, issued and delivered; that all acts, conditions and things required or proper to be performed, exist and be done precedent to or in the authorization, issuance and delivery of this Note have been performed, existed and been done in accordance with law; that annual ad valorem taxes sufficient to provide for the payment of the interest on and principal of this Note, as such interest comes due and such principal matures, have been levied and ordered to be levied against all taxable property in said Issuer, and have been pledged for such payment, within the limit prescribed by law.

THE ISSUER HAS RESERVED THE RIGHT to amend the Note Ordinance as provided therein, and under some (but not all) circumstances amendments thereto must be approved by the registered owner of the Note.

BY BECOMING the registered owner of this Note, the registered owner thereby acknowledges all of the terms and provisions of the Note Ordinance, agrees to be bound by such terms and provisions, acknowledges that the Note Ordinance is duly recorded and available for inspection in the official minutes and records of the governing body of the Issuer, and agrees that the terms and provisions of this Note and the Note Ordinance constitute a contract between each registered owner hereof and the Issuer.

IN WITNESS WHEREOF, the Issuer has caused this Note to be signed with the manual or facsimile signature of the Mayor of the Issuer (or in the Mayor's absence, the Mayor Pro Tem) and countersigned with the manual or facsimile signature of the City Clerk of said Issuer, and has caused the official seal of the Issuer to be duly impressed, or placed in facsimile, on this Note.

(signature)	(signature)
City Clerk	Mayor

(SEAL)

(b) Form of Paying Agent/Registrar's Authentication Certificate.

PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE
(To be executed if this Note is not accompanied by an executed Registration Certificate of the Comptroller of Public Accounts of the State of Texas)

It is hereby certified that this Note has been issued under the provisions of the Note Ordinance described in the text of this Note; and that this Note has been issued in replacement of, or in exchange for, a Note that originally was issued by the City of San Angelo, Texas.

Dated: _____.

[NAME OF PAYING AGENT/REGISTRAR],
[CITY], Texas
Paying Agent/Registrar

By: _____
Authorized Representative

(c) Form of Assignment.

ASSIGNMENT
(Please type or print clearly)

For value received, the undersigned hereby sells, assigns and transfers unto: _____

_____

Transferee's Social Security or Taxpayer Identification Number: _____

Transferee's name and address, including zip code: _____

_____

the within Note and all rights thereunder, and hereby irrevocably constitutes and appoints _____

_____, attorney, to register the transfer of the within Note on the books kept for registration thereof, with full power of substitution in the premises.

Dated: _____.

Signature Guaranteed:

_____
NOTICE: Signature(s) must be guaranteed by an eligible guarantor institution participating in a securities transfer association recognized signature guarantee program.

_____
NOTICE: The signature above must correspond with the name of the registered owner as it appears upon the front of this Note in every particular, without alteration or enlargement or any change whatsoever.

Section 5. INTEREST AND SINKING FUND.

(a) A special "Interest and Sinking Fund" is hereby created and shall be established and maintained by the Issuer as a separate fund or account and the funds therein shall be deposited into and held in an account at an official depository bank of said Issuer. Said Interest and Sinking Fund shall be kept separate and apart from all other funds and accounts of said Issuer, and shall be used only for paying the interest on and principal of said Note. All ad valorem taxes levied and collected for and on account of said Note shall be deposited, as collected, to the credit of said Interest and Sinking Fund. During each year while any of said Note is outstanding and unpaid, the governing body of said Issuer shall compute and ascertain a rate and amount of ad valorem tax that will be sufficient to raise and produce the money required to pay the interest on said Note as such interest comes due, and to provide and maintain a sinking fund adequate to pay the principal of said Note as such principal matures (but never less than 2% of the original amount of

said Note as a sinking fund each year); and said tax shall be based on the latest approved tax rolls of said Issuer, with full allowances being made for tax delinquencies and the cost of tax collection. Said rate and amount of ad valorem tax is hereby levied, and is hereby ordered to be levied, against all taxable property in said Issuer, for each year while said Note is outstanding and unpaid, and said tax shall be assessed and collected each such year and deposited to the credit of the aforesaid Interest and Sinking Fund. Said ad valorem taxes sufficient to provide for the payment of the interest on and principal of said Note, as such interest comes due and such principal matures, are hereby pledged for such payment, within the limit prescribed by law. If lawfully available moneys of the Issuer are on deposit in the Interest and Sinking Fund in advance of the time when ad valorem taxes are scheduled to be levied for any year, then the amount of taxes that otherwise would have been required to be levied pursuant to this Section may be reduced to the extent and by the amount of the lawfully available funds then on deposit in the Interest and Sinking Fund. At least one business day prior to February 15 and August 15, the Issuer shall transfer from the Interest and Sinking Fund to the Paying Agent the amount due for such succeeding payment.

(b) Article 1208, Government Code, applies to the issuance of the Note and the pledge of the taxes granted by the Issuer under this Section, and is therefore valid, effective, and perfected. Should Texas law be amended at any time while the Note is outstanding and unpaid, the result of such amendment being that the pledge of the taxes granted by the Issuer under this Section is to be subject to the filing requirements of Chapter 9, Business & Commerce Code, in order to preserve to the Registered Owner of the Note a security interest in said pledge, the Issuer agrees to take such measures as it determines are reasonable and necessary under Texas law to comply with the applicable provisions of Chapter 9, Business & Commerce Code and enable a filing of a security interest in said pledge to occur.

Section 6. DEFEASANCE OF NOTE.

(a) Any Note and the interest thereon shall be deemed to be paid, retired and no longer outstanding (a "Defeased Note") within the meaning of this Ordinance, except to the extent provided in subsection (d) of this Section, when payment of the principal of such Note, plus interest thereon to the due date (whether such due date be by reason of maturity or otherwise) either (i) shall have been made or caused to be made in accordance with the terms thereof, or (ii) shall have been provided for on or before such due date by irrevocably depositing with or making available to the Paying Agent/Registrar in accordance with an escrow agreement or other instrument (the "Future Escrow Agreement") for such payment (1) lawful money of the United States of America sufficient to make such payment or (2) Defeasance Securities that mature as to principal and interest in such amounts and at such times as will ensure the availability, without reinvestment, of sufficient money to provide for such payment, and when proper arrangements have been made by the Issuer with the Paying Agent/Registrar for the payment of its services until the Defeased Note shall have become due and payable. At such time as a Note shall be deemed to be a Defeased Note hereunder, as aforesaid, such Note and the interest thereon shall no longer be secured by, payable from, or entitled to the benefits of, the ad valorem taxes herein levied and pledged as provided in this Ordinance, and such principal and interest shall be payable solely from such money or Defeasance Securities. Notwithstanding any other provision of this Ordinance to the contrary, it is hereby provided that any determination not to redeem a Defeased Note that is made in conjunction with the payment arrangements specified in subsection (a)(i) or (ii) of this Section shall not be irrevocable, provided that: (1) in the proceedings providing for such payment arrangements, the Issuer expressly reserves the right to call the Defeased Note for redemption; (2) gives notice of the reservation of that right to the Registered Owner of the Defeased Note immediately following the making of the payment arrangements; and (3) directs that notice of the reservation be included in any redemption notices that it authorizes.

(b) Any moneys so deposited with the Paying Agent/Registrar may at the written direction of the Issuer be invested in Defeasance Securities, maturing in the amounts and times as hereinbefore set forth, and all income from such Defeasance Securities received by the Paying Agent/Registrar that is not required

for the payment of the Note and interest thereon, with respect to which such money has been so deposited, shall be turned over to the Issuer, or deposited as directed in writing by the Issuer. Any Future Escrow Agreement pursuant to which the money and/or Defeasance Securities are held for the payment of a Defeased Note may contain provisions permitting the investment or reinvestment of such moneys in Defeasance Securities or the substitution of other Defeasance Securities upon the satisfaction of the requirements specified in this Section. All income from such Defeasance Securities received by the Paying Agent/Registrar which is not required for the payment of the Defeased Note, with respect to which such money has been so deposited, shall be remitted to the Issuer or deposited as directed in writing by the Issuer.

(c) The term "Defeasance Securities" means any securities and obligations now or hereafter authorized by Texas law that are eligible to refund, retire or otherwise discharge obligations such as the Note.

(d) Until the Defeased Note shall have become due and payable, the Paying Agent/Registrar shall perform the services of Paying Agent/Registrar for such Defeased Note the same as if they had not been defeased, and the Issuer shall make proper arrangements to provide and pay for such services as required by this Ordinance.

Section 7. DAMAGED, MUTILATED, LOST, STOLEN, OR DESTROYED NOTE.

(a) Replacement Note. In the event any outstanding Note is damaged, mutilated, lost, stolen or destroyed, the Paying Agent/Registrar shall cause to be printed, executed and delivered, a new Note of the same principal amount, maturity and interest rate, as the damaged, mutilated, lost, stolen or destroyed Note, in replacement for such Note in the manner hereinafter provided.

(b) Application for Replacement Note. Application for replacement of a damaged, mutilated, lost, stolen or destroyed Note shall be made by the Registered Owner thereof to the Paying Agent/Registrar. In every case of loss, theft or destruction of a Note, the Registered Owner applying for a replacement Note shall furnish to the Issuer and to the Paying Agent/Registrar such security or indemnity as may be required by them to save each of them harmless from any loss or damage with respect thereto. Also, in every case of loss, theft or destruction of a Note, the Registered Owner shall furnish to the Issuer and to the Paying Agent/Registrar evidence to their satisfaction of the loss, theft or destruction of such Note, as the case may be. In every case of damage or mutilation of a Note, the Registered Owner shall surrender to the Paying Agent/Registrar for cancellation the Note so damaged or mutilated.

(c) No Default Occurred. Notwithstanding the foregoing provisions of this Section, in the event any such Note shall have matured, and no default has occurred that is then continuing in the payment of the principal of, redemption premium, if any, or interest on the Note, the Issuer may authorize the payment of the same (without surrender thereof except in the case of a damaged or mutilated Note) instead of issuing a replacement Note, provided security or indemnity is furnished as above provided in this Section.

(d) Charge for Issuing Replacement Note. Prior to the issuance of any replacement Note, the Paying Agent/Registrar shall charge the Registered Owner of such Note with all legal, printing, and other expenses in connection therewith. Every replacement Note issued pursuant to the provisions of this Section by virtue of the fact that any Note is lost, stolen or destroyed shall constitute a contractual obligation of the Issuer whether or not the lost, stolen or destroyed Note shall be found at any time, or be enforceable by anyone, and shall be entitled to all the benefits of this Ordinance.

(e) Authority for Issuing Replacement Note. In accordance with Section 1206.022, Government Code, this Section of this Ordinance shall constitute authority for the issuance of any such replacement Note without necessity of further action by the governing body of the Issuer or any other body or person, and the duty of the replacement of such Note is hereby authorized and imposed upon the Paying

Agent/Registrar, and the Paying Agent/Registrar shall authenticate and deliver such Note in the form and manner and with the effect, as provided in Section 3(a) of this Ordinance for a Note issued in exchange for another Note.

Section 8. CUSTODY, APPROVAL, AND REGISTRATION OF NOTE; BOND COUNSEL'S OPINION AND ENGAGEMENT OF BOND COUNSEL.

(a) The Mayor of the Issuer is hereby authorized to have control of the Note initially issued and delivered hereunder and all necessary records and proceedings pertaining to the Note pending its delivery to the Purchaser. The approving legal opinion of the Issuer's Bond Counsel may, at the option of the Issuer, be printed on the Note issued and delivered under this Ordinance, but shall not have any legal effect, and shall be solely for the convenience and information of the Registered Owner of the Note.

(b) The obligation of the Purchaser to accept delivery of the Note is subject to the Purchaser being furnished with the final, approving opinion of McCall, Parkhurst & Horton L.L.P., bond counsel to the Issuer, which opinion shall be dated as of and delivered on the date of initial delivery of the Note to the Purchaser. The engagement of such firm as bond counsel to the Issuer in connection with issuance, sale and delivery of the Note is hereby approved and confirmed. The engagement of such firm, with respect to such services as bond counsel, is hereby authorized and approved.

Section 9. COVENANTS REGARDING TAX EXEMPTION OF INTEREST ON THE NOTE.

(a) Covenants. The Issuer covenants to take any action necessary to assure, or refrain from any action that would adversely affect, the treatment of the Note as an obligation described in section 103 of the Internal Revenue Code of 1986, as amended (the "Code"), the interest on which is not includable in the "gross income" of the holder for purposes of federal income taxation. In furtherance thereof, the Issuer covenants as follows:

(1) to take any action to assure that no more than 10 percent of the proceeds of the Note (less amounts deposited to a reserve fund, if any) are used for any "private business use," as defined in section 141(b)(6) of the Code or, if more than 10 percent of the proceeds or the Projects financed therewith are so used, such amounts, whether or not received by the Issuer, with respect to such private business use, do not, under the terms of this Ordinance or any underlying arrangement, directly or indirectly, secure or provide for the payment of more than 10 percent of the debt service on the Note, in contravention of section 141(b)(2) of the Code;

(2) to take any action to assure that in the event that the "private business use" described in subsection (1) hereof exceeds 5 percent of the proceeds of the Note or the Projects financed therewith (less amounts deposited into a reserve fund, if any) then the amount in excess of 5 percent is used for a "private business use" that is "related" and not "disproportionate," within the meaning of section 141(b)(3) of the Code, to the governmental use;

(3) to take any action to assure that no amount that is greater than the lesser of $5,000,000, or 5 percent of the proceeds of the Note (less amounts deposited into a reserve fund, if any) is directly or indirectly used to finance loans to persons, other than state or local governmental units, in contravention of section 141(c) of the Code;

(4) to refrain from taking any action that would otherwise result in the Note being treated as a "private activity bond" within the meaning of section 141(b) of the Code;

(5) to refrain from taking any action that would result in the Note being "federally guaranteed" within the meaning of section 149(b) of the Code;

(6) to refrain from using any portion of the proceeds of the Note, directly or indirectly, to acquire or to replace funds that were used, directly or indirectly, to acquire investment property (as defined in section 148(b)(2) of the Code) that produces a materially higher yield over the term of the Note, other than investment property acquired with –

(A) proceeds of the Note invested for a reasonable temporary period of 3 years or less or, in the case of an current refunding bond, for a period of 90 days or less until such proceeds are needed for the purpose for which the Note is issued,

(B) amounts invested in a bona fide debt service fund, within the meaning of section 1.148-1(b) of the Treasury Regulations, and

(C) amounts deposited in any reasonably required reserve or replacement fund to the extent such amounts do not exceed 10 percent of the proceeds of the Note;

(7) to otherwise restrict the use of the proceeds of the Note or amounts treated as proceeds of the Note, as may be necessary, so that the Note does not otherwise contravene the requirements of section 148 of the Code (relating to arbitrage);

(8) to refrain from using the proceeds of the Certificates or the proceeds of any prior bonds to pay debt services on another issue more than ninety (90) days after the issuance of the Certificates in contravention of section 149(d) of the Code (relating to advance refundings);

(9) to pay to the United States of America at least once during each five-year period (beginning on the date of delivery of the Note) an amount that is at least equal to 90 percent of the "Excess Earnings," within the meaning of section 148(f) of the Code and to pay to the United States of America, not later than 60 days after the Note has been paid in full, 100 percent of the amount then required to be paid as a result of Excess Earnings under section 148(f) of the Code;

(10) to file or cause to be filed with the Secretary of the Treasury, not later than the fifteenth (15th) day of the second calendar month after the close of the calendar quarter in which the Note is issued, an information statement concerning the Note, all under and in accordance with section 149(e) of the Code and the applicable Treasury Regulations promulgated thereunder;

(11) to assure that the proceeds of the Note will be used solely for new money projects; and

(12) to establish reasonable expectations to prevent using the proceeds of the Note in contravention of the requirements of section 149(g) of the Code (relating to hedge bonds).

(b) Rebate Fund. In order to facilitate compliance with the above covenant (a)(9), a "Rebate Fund" is hereby established by the Issuer for the sole benefit of the United States of America, and such Fund shall not be subject to the claim of any other person, including without limitation the Registered Owner. The Rebate Fund is established for the additional purpose of compliance with section 148 of the Code.

(c) Use of Proceeds. The Issuer understands that the term "proceeds" includes "disposition proceeds" as defined in the Treasury Regulations (hereinafter defined). It is the understanding of the Issuer that the covenants contained herein are intended to assure compliance with the Code and any regulations or rulings promulgated by the U.S. Department of the Treasury pursuant thereto (the "Treasury Regulations"). In the event that regulations or rulings are hereafter promulgated that modify or expand provisions of the Code, as applicable to the Note, the Issuer will not be required to comply with any covenant contained herein to the extent that such failure to comply, in the opinion of nationally recognized

bond counsel, will not adversely affect the exemption from federal income taxation of interest on the Note under section 103 of the Code. In the event that regulations or rulings are hereafter promulgated that impose additional requirements applicable to the Note, the Issuer agrees to comply with the additional requirements to the extent necessary, in the opinion of nationally recognized bond counsel, to preserve the exemption from federal income taxation of interest on the Note under section 103 of the Code. In furtherance of such intention, the Issuer hereby authorizes and directs the Mayor, the City Manager and the Finance Director of the City to execute any documents, certificates or reports required by the Code and to make such elections, on behalf of the Issuer, that may be permitted by the Code as are consistent with the purpose for the issuance of the Note.

(d) Allocation of, and Limitation on, Expenditures for the Projects. The Issuer covenants to account for the expenditure of sale proceeds and investment earnings to be used for the construction and acquisition of the Projects financed with the proceeds of the Note on its books and records by allocating proceeds to expenditures within 18 months of the later of the date that (1) the expenditure is made, or (2) the Projects are completed. The foregoing notwithstanding, the Issuer shall not expend proceeds of the sale of the Note or investment earnings thereon more than 60 days after the earlier of (1) the fifth anniversary of the delivery of the Note, or (2) the date the Note is retired, unless the Issuer obtains an opinion of nationally-recognized bond counsel that such expenditure will not adversely affect the status, for federal income tax purposes, of the Note or the interest thereon. For purposes hereof, the Issuer shall not be obligated to comply with this covenant if it obtains an opinion that such failure to comply will not adversely affect the excludability for federal income tax purposes from gross income of the interest.

(e) Disposition of Projects. The Issuer covenants that the Projects will not be sold or otherwise disposed in a transaction resulting in the receipt by the Issuer of cash or other compensation, unless the Issuer obtains an opinion of nationally-recognized bond counsel that such sale or other disposition will not adversely affect the tax-exempt status of the Note. For purposes of the foregoing, the portion of the property comprising personal property and disposed in the ordinary course shall not be treated as a transaction resulting in the receipt of cash or other compensation. For purposes hereof, the Issuer shall not be obligated to comply with this covenant if it obtains a legal opinion that such failure to comply will not adversely affect the excludability for federal income tax proposes from gross income of the interest.

Section 10. SALE OF NOTE. The Note is hereby initially sold and shall be delivered to [PURCHASER] (the "Purchaser") for cash for the par value thereof, pursuant to the purchase agreement dated the date of the final passage of this Ordinance which the Mayor is hereby authorized to execute and deliver. The Note shall initially be registered in the name of the Purchaser. It is hereby officially found, determined, and declared that the terms of this sale are the most advantageous reasonably obtainable.

Section 11. FURTHER PROCEDURES. The Mayor, Mayor Pro Tem, City Clerk, City Manager and Finance Director of the City shall be and they are hereby expressly authorized, empowered and directed from time to time and at any time to do and perform all such acts and things and to execute, acknowledge and deliver in the name and under the corporate seal and on behalf of the Issuer a Paying Agent/Registrar Agreement with the Paying Agent/Registrar (the form and substance of which are hereby approved) and all other instruments, whether or not herein mentioned, as may be necessary or desirable in order to carry out the terms and provisions of this Ordinance, the Note and the sale of the Note. In case any officer whose signature shall appear on any Note shall cease to be such officer before the delivery of such Note, such signature shall nevertheless be valid and sufficient for all purposes the same as if such officer had remained in office until such delivery. In addition, prior to the initial delivery of the Note, the City Manager (including any Assistant or Interim City Manager), City Clerk, and Bond Counsel are hereby authorized and directed to approve any technical changes or corrections to this Ordinance or to any of the instruments authorized and approved by this Ordinance necessary in order to (i) correct any ambiguity or mistake or

properly or more completely document the transactions contemplated and approved by this Ordinance, or (ii) obtain the approval of the Note by the Texas Attorney General's office.

Section 12. NO RULE 15c2-12 UNDERTAKING. The Issuer has not made an undertaking in accordance with Rule 15c2-12 of the United States Securities and Exchange Commission (the "Rule"). The Issuer is not, therefore, obligated pursuant to the Rule to provide any on-going disclosure relating to the Issuer or the Note.

Section 13. DEFAULT AND REMEDIES.

(a) Events of Default. Each of the following occurrences or events for the purpose of this Ordinance is hereby declared to be an Event of Default:

(i) the failure to make payment of the principal of or interest on the Note when the same becomes due and payable; or

(ii) default in the performance or observance of any other covenant, agreement or obligation of the Issuer, the failure to perform which materially, adversely affects the rights of the registered owners of the Note, including, but not limited to its prospect or ability to be repaid in accordance with this Ordinance, and the continuation thereof for a period of 60 days after notice of such default is given by the registered owner to the Issuer.

(b) Remedies for Default. Upon the happening of any Event of Default, then and in every case, any registered owner or an authorized representative thereof, including, but not limited to, a trustee or trustees therefor, may proceed against the Issuer for the purpose of protecting and enforcing the rights of the registered owner under this Ordinance, by mandamus or other suit, action or special proceeding in equity or at law, in any court of competent jurisdiction, for any relief permitted by law, including the specific performance of any covenant or agreement contained herein, or thereby to enjoin any act or thing that may be unlawful or in violation of any right of the registered owner hereunder or any combination of such remedies.

(c) Remedies Not Exclusive.

(i) No remedy herein conferred or reserved is intended to be exclusive of any other available remedy or remedies, but each and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder or under the Note or now or hereafter existing at law or in equity; provided, however, that notwithstanding any other provision of this Ordinance, the right to accelerate the debt evidenced by the Note shall not be available as a remedy under this Ordinance.

(ii) The exercise of any remedy herein conferred or reserved shall not be deemed a waiver of any other available remedy.

(iii) By accepting the delivery of a Note authorized under this Ordinance, such registered owner agrees that the certifications required to effectuate any covenants or representations contained in this Ordinance do not and shall never constitute or give rise to a personal or pecuniary liability or charge against the officers, employees or trustees of the Issuer or the City Council.

Section 14. METHOD OF AMENDMENT. The Issuer hereby reserves the right to amend this Ordinance subject to the following terms and conditions, to-wit:

(a) The Issuer may from time to time, without the consent of the Registered Owner, except as otherwise required by paragraph (b) below, amend or supplement this Ordinance in order to (i) cure any ambiguity, defect or omission in this Ordinance that does not materially adversely affect the interests of the holders, (ii) grant additional rights or security for the benefit of the holders, (iii) add events of default as shall not be inconsistent with the provisions of this Ordinance and that shall not materially adversely affect the interests of the holders, (iv) qualify this Ordinance under the Trust Indenture Act of 1939, as amended, or corresponding provisions of federal laws from time to time in effect, or (v) make such other provisions in regard to matters or questions arising under this Ordinance as shall not be inconsistent with the provisions of this Ordinance and that shall not in the opinion of the Issuer's Bond Counsel materially adversely affect the interests of the holders.

(b) Except as provided in paragraph (a) above, the Registered Owner shall have the right from time to time to approve any amendment hereto that may be deemed necessary or desirable by the Issuer; provided, however, that without the consent of the Registered Owner, nothing herein contained shall permit or be construed to permit amendment of the terms and conditions of this Ordinance or in the Note so as to:

(1) Make any change in the maturity of the Note;

(2) Reduce the rate of interest borne by the Note;

(3) Reduce the amount of the principal of, or redemption premium, if any, payable on the Note;

(4) Modify the terms of payment of principal or of interest or redemption premium, if any, on the Note or impose any condition with respect to such payment; or

(5) Change the requirement with respect to Registered Owner consent to such amendment.

(c) If at any time the Issuer shall desire to amend this Ordinance under this Section, the Issuer shall send by U.S. mail to the Registered Owner of the Note a copy of the proposed amendment.

(d) Whenever at any time within one year from the date of mailing of such notice the Issuer shall receive an instrument or instruments executed by the Registered Owner of the Note, which instrument or instruments shall refer to the proposed amendment and that shall specifically consent to and approve such amendment, the Issuer may adopt the amendment in substantially the same form.

(e) Upon the adoption of any amendatory Ordinance pursuant to the provisions of this Section, this Ordinance shall be deemed to be modified and amended in accordance with such amendatory Ordinance, and the respective rights, duties, and obligations of the Issuer and the Registered Owner of the Note shall thereafter be determined, exercised, and enforced, subject in all respects to such amendment.

(f) Any consent given by the Registered Owner of the Note pursuant to the provisions of this Section shall be irrevocable for a period of 6 months from the date of the mailing of the notice provided for in this Section, and shall be conclusive and binding upon all future holders of the same Note during such period. Such consent may be revoked at any time after 6 months from the date of the mailing of said notice by the Registered Owner, or by a successor in title, by filing notice with the Issuer.

For the purposes of establishing ownership of the Note, the Issuer shall rely solely upon the registration of the ownership of such Note on the registration books kept by the Paying Agent/Registrar.

Section 15. PROJECT FUND.

(a) The Issuer hereby creates and establishes and shall maintain on the books of the Issuer a separate fund or account to be entitled the "Series 2026 Note Project Fund" for use by the Issuer for payment of all lawful costs associated with the Projects as hereinbefore provided, and to pay the costs of issuance of the Note. Upon payment of all such costs, any moneys remaining on deposit in said fund shall be transferred to the Interest and Sinking Fund. Amounts so deposited to the Interest and Sinking Fund shall be used in the manner described in Section 5 of this Ordinance.

(b) The Issuer may place proceeds of the Note (including investment earnings thereon) and amounts deposited into the Interest and Sinking Fund in investments authorized by the Public Funds Investment Act, Chapter 2256, Texas Government Code, as amended; provided, however, that the Issuer hereby covenants that the proceeds of the sale of the Note will be used as soon as practicable for the purposes for which the Note is issued.

(c) All deposits authorized or required by this Ordinance shall be secured to the fullest extent required by law for the security of public funds.

Section 16. SEVERABILITY. If any section, article, paragraph, sentence, clause, phrase or word in this Ordinance, or application thereof to any persons or circumstances is held invalid or unconstitutional by a court of competent jurisdiction, such holding shall not affect the validity of the remaining portion of this Ordinance, despite such invalidity, which remaining portions shall remain in full force and effect.

Section 17. APPROPRIATION. To pay the debt service coming due on the Note, if any prior to receipt of the taxes levied to pay such debt service, there is hereby appropriated from current funds on hand, which are hereby certified to be on hand and available for such purpose, an amount sufficient to pay such debt service, and such amount shall be used for no other purpose.

Section 18. EFFECTIVE DATE. In accordance with the provisions of Texas Government Code Section 1201.028, this Ordinance shall be effective immediately upon its adoption by the City Council.

Section 19. DESIGNATION AS QUALIFIED TAX-EXEMPT OBLIGATION. The Issuer hereby designates the Note as a "qualified tax-exempt obligation" as defined in section 265(b)(3) of the Code, conditioned upon the Purchaser identified in Section 10 hereof certifying that the aggregate initial offering price of the Note (excluding any accrued interest) is no greater than $10 million (or such other amount permitted by such section 265 of the Code). Assuming such condition is met, in furtherance of such designation, the Issuer represents, covenants and warrants the following: (a) that during the calendar year in which the Note is issued, the Issuer (including any subordinate entities) has not designated nor will designate obligations that when aggregated with the Note, will result in more than $10,000,000 (or such other amount permitted by such section 265 of the Code) of "qualified tax-exempt obligations" being issued; (b) that the Issuer reasonably anticipates that the amount of tax-exempt obligations issued, during the calendar year in which the Note is issued, by the Issuer (or any subordinate entities) will not exceed $10,000,000 (or such other amount permitted by such section 265 of the Code); and, (c) that the Issuer will take such action or refrain from such action as necessary, and as more particularly set forth in Section 9, hereof, in order that the Note will not be considered a "private activity bond" within the meaning of section 141 of the Code.

(Execution Page Follows)

APPROVED AND ADOPTED ON THE 18TH DAY OF AUGUST, 2026.

THE CITY OF SAN ANGELO, TEXAS

Tom Thompson, Mayor

Attest:

Heather Stastny, City Clerk

Approved As to Form:

Rodolfo Segura Jr
McCall, Parkhurst & Horton L.L.P.

Approved As to Content:

Jonathan Flores, Finance Director
City of San Angelo, Texas

[CITY SEAL]

AN ORDINANCE AUTHORIZING THE ISSUANCE AND SALE OF CITY OF SAN ANGELO, TEXAS TAX NOTE, SERIES 2026 IN THE APPROXIMATE AMOUNT OF $4,055,000; LEVYING AN ANNUAL AD VALOREM TAX AND PROVIDING FOR THE PAYMENT OF SAID NOTE; PROVIDING AN EFFECTIVE DATE; AND ENACTING OTHER PROVISIONS RELATING TO THE SUBJECT