

**CITY OF SOUTH PADRE ISLAND  
ECONOMIC DEVELOPMENT CORPORATION  
NOTICE OF REGULAR MEETING**

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**Note:** One or more members of the South Padre Island City Council may attend this meeting. If so, this statement satisfies the requirements of the Open Meetings Act

Notice is hereby given that the Economic Development Corporation Board of Directors of the City of South Padre Island, Texas, will hold its **Regular Meeting Thursday, September 24th, 2015 at 8:30 a.m. at the Municipal Complex Joyce Adams Conference Room, 2<sup>nd</sup> floor, 4601 Padre Blvd.,** South Padre Island, Texas. Following is the agenda on which action may be taken:

1. **Call to order**
2. **Pledge of Allegiance**
3. **Public Comments and Announcements**  
*This is an opportunity for citizens to speak to the Board relating to agenda or non-agenda items. Speakers are required to give their name before addressing their concerns. (Note: State law will not permit the Board to discuss, debate, or consider items that are not on the agenda. Citizen comments may be referred to staff or may be placed on the agenda of a future Board meeting.)*
4. **Presentation by Lisa Hill-McCay, Vice-President with the Buxton Company regarding a Retail Recruitment Strategy for South Padre Island**
5. **Discussion and action to approve the consent agenda:**
  - a. **Approve the Minutes from the Regular Meeting of August 18th, 2015**
  - b. **Financial Report-August 2015**
  - c. **Birding and Nature Center Monthly Financials-August 2015**
  - d. **Birding and Nature Center Manager Report-August 2015**
6. **Update regarding the South Padre Island Birding and Nature Center from President Lynne Tate**
7. **Update regarding the status of the Texas Parks and Wildlife Grant for Boater Access (DiLibero)**
8. **Update regarding the progress of the Aquarium Feasibility Study (Pitcock)**
9. **Discussion and possible action regarding the proposals for a Marina Feasibility Study (Pitcock)**
10. **Discussion and possible action regarding the proposal from Buxton for Retail Recruitment and Visitor Insights Solution**
11. **Executive Director Activity Report**
12. **Adjournment**

We reserve the right to go into Executive Session regarding any of the items posted on this agenda, pursuant to Sections 551-071, Consultation with Attorney; 551.072, Deliberations about Real Property; 551.073, Deliberations about Gifts & Donations; 551-074, Personnel Matters; 551-076, Deliberations about Security Devices; and/or 551.086, Discuss (A) Commercial or Financial Information Received from a Business Prospect with which the Economic Development Corporation is Conducting Negotiations, or (B) Financial or Other Incentives to the Business Project.

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Directors of the City of South Padre Island Economic Development Corporation is a true and correct copy of said Notice and that I posted a true and correct copy of said notice on the bulletin board at City Hall which will remain so posted continuously for at least 72 hours preceding the scheduled time of said meeting.

***Dated this the 21<sup>st</sup> day of September, 2015***

S E A L

  
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Darla Lapeyre, Executive Director

*This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact Jay Mitchim, ADA-designated responsible party, at (956)761-1025.*



**5.**

**DRAFT**

**CITY OF SOUTH PADRE ISLAND  
ECONOMIC DEVELOPMENT CORPORATION  
BOARD OF DIRECTORS**

**MINUTES**

Regular Meeting  
August 18<sup>th</sup>, 2015

**1. CALL TO ORDER**

A regular meeting of the Board of Directors of the City of South Padre Island Economic Development Corporation was held on Tuesday, August 18<sup>th</sup>, 2015, at the Municipal Complex 2<sup>nd</sup> floor Joyce Adams Conference Room, 4601 Padre Blvd., South Padre Island, Texas. President Joanne Williams called the meeting to order at 8:30 a.m. Other Board members present were Vice-President Dan Stanton and Directors Beth Vance, Bill DiLibero, Ron Pitcock, and Bob Friedman. Also present were Executive Director Darla Lapeyre, SPI Birding and Nature Center Board Members Richard Franke, Sr. and Patti Pitcock, City Council members Dennis Stahl and Alex Avalos, UTRGV Associate Vice-President for Economic Development- Irv Downing, Kerry Schwartz from The Business Owners Association, Ron Whitlock from the Rio Grande Guardian, and Business Owner, Joni Montover from Paragraphs on Padre Blvd.

**2. PLEDGE OF ALLEGIANCE**

**3. PUBLIC COMMENTS AND ANNOUNCEMENTS**

Business Owner, Joni Montover addressed the Board regarding comments made by members of the City Council during their meeting on July 1<sup>st</sup> regarding the EDC Executive Director. Ms. Montover found the comments to be inappropriate and stated when she was making the decision to locate her business on South Padre Island, Ms. Lapeyre was encouraging and provided information that was very helpful.

**4. PRESENTATION BY IRV DOWNING FROM UTRGV REGARDING THE KAUFFMAN FASTTRAC ENTREPRENEURSHIP PROGRAM**

Irv Downing made a presentation to the Board regarding the Kauffman Fasttrac Entrepreneurship Program. This would be the third class the EDC has sponsored for entrepreneurs. He stated five scholarships would also be provided by the Port Isabel EDC to have a total class of 10 students. The Class is a 10 week course and will be held once a week in the evenings from 6-9 p.m. beginning September 15<sup>th</sup>.

**5. DISCUSSION AND POSSIBLE ACTION TO APPROVE FIVE SCHOLARSHIPS FOR THE KAUFFMAN FASTTRAC ENTREPRENEURSHIP PROGRAM AT A COST OF \$700 PER STUDENT FOR A TOTAL OF \$3500**

Upon a motion from Ron Pitcock and a second by Bill DiLibero, the Board unanimously approved to fund the program in the amount of \$3500 for five students (\$700 per student).

**6. APPROVE THE CONSENT AGENDA**

**6a. Approve the Minutes from the Regular Meeting on June 16, 2015**

**6b. Financial Report for EDC-June 2015 and July 2015**

**6c. Activity Report from the Birding and Nature Center-July 2015**

**6d. Financial Reports for the Birding and Nature Center-July 2015**

Upon a motion from Bill DiLibero and a second by Ron Pitcock, the consent agenda was unanimously approved as presented.

**7. DESIGNATED PROJECTS COMMITTEE REPORT (STANTON)**

**7a. DISCUSSION AND POSSIBLE ACTION REGARDING THE TEXAS PARKS AND WILDLIFE DEPARTMENT'S STATE BOATING ACCESS PROGRAM GRANT APPLICATION**

The Board reviewed maps and information regarding three possible locations for additional boat ramps and parking for boat trailers. Mr. DiLibero stated the City is applying for a Texas Parks and Wildlife Grant to assist with funding of the project. He suggested a joint meeting between the EDC and the Shoreline Task Force to discuss the best way to proceed and the grant application is due on October 1<sup>st</sup>

**8. BUSINESS DEVELOPMENT AND RETENTION COMMITTEE REPORT (DILIBERO)**

Mr. DiLibero reported to the Board that he and Ms. Lapeyre met with the Vice-President of the Buxton Company regarding retail recruitment. They will be providing a proposal to assist the EDC in these efforts and a representative from Buxton will attend the Board meeting in September to make a presentation.

**9. DISCUSSION AND POSSIBLE ACTION TO APPROVE JOE TOWNSEND'S RESIGNATION AND TO APPOINT A NEW SECRETARY/TREASURER**

Upon a motion from Ron Pitcock and a second by Bob Friedman, the Board unanimously approved the resignation of Joe Townsend. Upon a motion from Bob Friedman and a second by Beth Vance, the Board unanimously approved to appoint Ron Pitcock as the EDC Secretary/Treasurer.

**10. DISCUSSION AND POSSIBLE ACTION TO APPROVE A PROPOSAL FROM MORAN, STAHL, AND BOYER FOR A FEASIBILITY STUDY FOR A COMMUNITY AQUARIUM (PITCOCK)**

The Board reviewed a proposal for a feasibility study for a Community Aquarium in the amount of \$14,000 (\$12,500 for the study and \$1,500 in travel expenses). Upon a motion from Bob Friedman and a second by Ron Pitcock the Board approved the study with a vote of 3-2 (Stanton, Friedman, and Pitcock voting "For" and Vance and DiLibero voting "Against").

**11. DISCUSSION AND POSSIBLE ACTION TO APPROVE A PROPOSAL FROM INTERNATIONAL WATERFRONT CONSULTANTS LLC FOR A FEASIBILITY STUDY FOR MARINA DEVELOPMENT (PITCOCK)**

The Board reviewed the proposal for a Feasibility Study for a Marina Development in the amount of \$27,500 plus Travel Expenses. Mr. Pitcock would like the Board to approve and if the Marina Development is feasible, the study can be used to solicit a private entity to develop and operate the facility. The Board members asked to receive additional bids and to place this item on the next agenda for consideration. No formal action was taken.

**12. DISCUSSION AND POSSIBLE ACTION REGARDING THE REQUEST FOR A LETTER OF SUPPORT FOM TEXAS LNG FOR THEIR BROWNSVILLE PROJECT**

Kerry Schwartz, President of the Business Owners Association, and Joni Montover from Paragraphs on Padre Blvd. made comments opposing support for Texas LNG. The item died due to lack of a motion. No formal action was taken.

**13. EXECUTIVE DIRECTOR'S ACTIVITY REPORT**

Ms. Lapeyre presented the most recent economic indicators to the Board and provided an analysis of the Sales Tax and Occupancy Tax. She provided a written report of her office activity from June 17<sup>th</sup>, 2015 through August 15<sup>th</sup>, 2015. Other items included in the report were handouts from Dr. Malki for a conference being held on the Island in late October and the latest Lone Star Bank statement with activity regarding the revolving low interest loan program.

**14. DISCUSSION AND POSSIBLE ACTION TO RESCHEDULE THE SEPTEMBER MEETING DATE FROM THE 15<sup>TH</sup> TO THE 24<sup>TH</sup> OF SEPTEMBER**

Upon a motion from Bob Friedman, and a second by Ron Pitcock the Board unanimously approved to change the September meeting date to the 24<sup>th</sup>.

**15. ADJOURNMENT**

There being no further business, the meeting was adjourned at 9:56 a.m.

S E A L

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Darla Lapeyre  
Executive Director

APPROVED:

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Joanne Williams  
President



# Memo

**To:** South Padre Island Economic Development Corporation Board of Directors  
**From:** Rodrigo Gimenez, Finance Director  
City of South Padre Island  
**CC:** Darla Lapeyre  
**Date:** September 10, 2015  
**Re:** August 31, 2015 Operating Statement

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The August 31, 2015 Operating Statement for the South Padre Island Economic Development Corporation as well as the Balance Sheet as of August 31, 2015 are attached for your review. **Transactions summarized in the statements are those processed through the Finance Department of the City.**

The Birding and Nature Center sales are not reflected in these financial statements, since they took their bookkeeping in house in October 2011.

Sales Tax amounts include the July tax collections sent to the State of Texas in August and distributed to local governments in September. This September allocation payment is accrued for financial statement presentation purposes in the August operating statement.

Please contact me at [rgimenez@MYSPI.org](mailto:rgimenez@MYSPI.org) at your earliest convenience should you have any questions.

*"A Certified Retirement Community"*



**City of South Padre Island**  
**Economic Development Corporation**  
**Balance Sheet**  
**August 31, 2015/2014**

<b>Assets</b>	<b>2015</b>	<b>2014</b>
Cash and cash equivalents	\$588,022	\$402,610
Receivables - Sales Tax	\$117,799	\$120,789
Revolving Loan Receivable	\$68,881	\$78,687
Due From General Fund	\$0	\$0
Due from EDC Debt Service	\$0	\$0
Due from BNC-Bank fees	\$0	\$0
Prepaid Expenses	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$774,702</b>	<b>\$602,086</b>

<b>Liabilities and Fund Balances</b>		
Deferred Revenue	\$68,881	\$78,687
Accounts Payable	\$0	\$0
Sales Tax Payable	\$0	\$0
Payroll Taxes Payable	\$317	\$308
Wages Payable	\$0	\$0
Due to General Fund	\$0	\$0
Reserved for Encumbrances	\$0	\$0
Other liabilities	\$0	\$0
Deferred Revenue	\$0	\$0
<b>Total Liabilities</b>	<b>\$69,198</b>	<b>\$78,995</b>
<b>Fund Balance</b>	<b>\$705,504</b>	<b>\$523,091</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$774,702</b>	<b>\$602,086</b>

**City of South Padre Island**  
**Economic Development Corporation**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**August 31, 2015/2014**

	2015		2014
	Budget	Actual	Actual
<b><u>REVENUES</u></b>			
Sales Tax	\$725,000	\$691,519	\$672,208
Revolving Loan Revenue	\$9,000	\$8,199	\$11,301
Grant Revenue	\$0	\$0	\$126,544
Interest Revenue	\$3,500	\$2,998	\$3,824
BNC Expense Reimbursement	\$0	\$0	\$0
Miscellaneous Revenues	\$100	\$253	\$106
<b>Total Revenue</b>	<b>\$737,600</b>	<b>\$702,969</b>	<b>\$813,983</b>
<b><u>EXPENDITURES</u></b>			
General Administrative Expenses	\$617,600	\$497,614	\$623,070
BNC Cash Advances	\$40,096	\$12,412	\$58,010
Birding Center Expenses	\$79,904	\$55,836	\$18,865
<b>Total Expenditures</b>	<b>\$737,600</b>	<b>\$565,862</b>	<b>\$699,945</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$0	\$137,107	\$114,038
Fund balance - beginning	\$563,397	\$568,397	\$409,053
Fund balance - ending	<b>\$563,397</b>	<b>\$705,504</b>	<b>\$523,091</b>

## MEMORANDUM

DATE: September 10, 2015  
 TO: EDC Board of Directors  
 FROM: Rodrigo Gimenez  
 SUBJECT: Financial Report for the Eleven Months Ended August 31, 2015

	Current	YEAR TO DATE			BUDGET
	Month	Actual	Budget	Variance	PERCENT REMAINING
	Actual	Actual	Budget	Variance	
<b>REVENUES</b>					
SALES TAX	117,799	691,519	725,000	(33,481)	-4.62%
BNC EXPENSE REIMBURSEMENT	0	0	0	0	0.00%
REVOLVING LOAN REVENUE	1,656	8,199	9,000	(801)	-8.90%
MISCELLANEOUS REVENUE	0	253	100	153	0.00%
PROGRAMS/EVENTS REVENUE	0	0	0	0	0.00%
INTEREST REVENUE	864	2,998	3,500	(502)	-14.34%
TOTAL REVENUES	120,319	702,969	737,600	(34,631)	-4.70%
<b>GENERAL ADMINISTRATIVE EXPENSES</b>					
PERSONNEL SERVICES	5,943	65,080	73,452	8,372	11.40%
OFFICE SUPPLIES	71	669	1,350	681	50.41%
LOCAL MEETINGS	49	206	300	94	31.19%
BOOKS & PUBLICATIONS	94	389	600	211	35.13%
POSTAGE	0	114	200	86	43.10%
MINOR TOOLS & EQUIP.	0	1,081	1,000	(81)	-8.09%
TELEPHONE	60	657	1,200	543	45.25%
TRAINING EXPENSE	158	237	1,200	963	80.25%
PROFESSIONAL SVCS	2	8,677	11,500	2,823	24.55%
ADVERTISING	0	3,313	3,500	187	5.34%
TRAVEL	0	361	2,000	1,639	81.94%
PROMOTIONS	0	1,425	3,000	1,575	52.50%
DUES & MEMBERSHIPS	0	1,115	1,000	(115)	-11.50%
RENTAL	0	0	0	0	0.00%
INSURANCE	0	0	0	0	0.00%
BIRDING PLAN & IMPROVEMENTS	0	0	0	0	0.00%
LOBBYIST	2,083	22,917	25,000	2,083	8.33%
ECONOMIC ACTIVITY INDEX	0	0	5,000	5,000	100.00%
BUSINESS RECRUITMENT/DEVELOPMENT	0	10,895	35,000	24,105	68.87%
BEACH NOURISHMENT	0	0	0	0	0.00%
TRANSFER FOR BOND PAYMENT	34,407	378,478	412,885	34,407	8.33%
GULF OF MEXICO NATURE PROJECT	0	0	5,000	5,000	100.00%
DESIGNATED PROJECTS	0	2,000	34,413	32,413	94.19%
TOTAL GENERAL ADMINISTRATIVE EXPENSES	42,867	497,614	617,600	119,986	19.43%
ADMINISTRATIVE OPERATING RESULTS	77,452	205,355	120,000	85,355	
BNC CASH ADVANCE	0	12,412	40,096	27,684	69.04%

MEMORANDUM

DATE: September 10, 2015  
TO: EDC Board of Directors  
FROM: Rodrigo Gimenez  
SUBJECT: Financial Report for the Eleven Months Ended August 31, 2015

	Current Month Actual	Actual	YEAR TO DATE Budget	Variance	BUDGET PERCENT REMAINING
<b>BIRDING CENTER GENERAL ADMINISTRATIVE EXPENSES:</b>					
INSURANCE	0	49,904	49,904	0	
ELECTRICITY	0	5,933	30,000	24,067	
<b>TOTAL BIRDING CENTER GENERAL ADMINISTRATIVE EXPENSES</b>	<b>0</b>	<b>55,836</b>	<b>79,904</b>	<b>24,067</b>	
<b>BIRDING CENTER INCOME (LOSS)</b>	<b>0</b>	<b>(55,836)</b>	<b>(79,904)</b>	<b>(24,067)</b>	
<b>TOTAL EDC REVENUES OVER (UNDER) EXPENSES</b>	<b>77,452</b>	<b>137,107</b>	<b>0</b>	<b>88,972</b>	

This report reflects transactions recorded for the month of August 2015, with the exception of Sales Tax Revenue. Sales Tax Revenue received in September 2015 for July 2015 sales by merchants in the amount of \$117,798.94 is included in revenue for the August 2015 report.

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09/16/15

Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Balance Sheet**  
As of August 31, 2015

	<u>Aug 31, 15</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
\$BNC Operating 38458	20,501.15
Cash on Hand	
Clearing, Cash Over/Short	14.31
Kiosk Cash	1,600.00
Petty Cash	250.00
Register Drawer	500.00
<b>Total Cash on Hand</b>	<u>2,364.31</u>
SPI BNC Donation 38545	17,122.42
SPI BNC Loan 38415	4,417.08
<b>Total Checking/Savings</b>	<u>44,404.96</u>
<b>Other Current Assets</b>	
Inventory Asset	38,366.50
<b>Total Other Current Assets</b>	<u>38,366.50</u>
<b>Total Current Assets</b>	82,771.46
<b>Fixed Assets</b>	
Boardwalk	40,750.00
Building Improvement	19,562.01
Furniture and Equipment	10,600.00
Landscape and Grounds	9,000.00
<b>Total Fixed Assets</b>	<u>79,912.01</u>
<b>TOTAL ASSETS</b>	<u><u>162,683.47</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
Accounts Payable	5,995.20
<b>Total Accounts Payable</b>	<u>5,995.20</u>
<b>Other Current Liabilities</b>	
Payroll Liabilities	
FIT and FICA-Medicare	3,332.22
<b>Total Payroll Liabilities</b>	<u>3,332.22</u>
Sales Tax Payable	718.16
<b>Total Other Current Liabilities</b>	<u>4,050.38</u>
<b>Total Current Liabilities</b>	10,045.58
<b>Long Term Liabilities</b>	
EDC Loan 270101	66,470.08
<b>Total Long Term Liabilities</b>	<u>66,470.08</u>
<b>Total Liabilities</b>	76,515.66
<b>Equity</b>	
Fund Balances	
Board Designated	4,412.69
<b>Total Fund Balances</b>	<u>4,412.69</u>
Unrestricted	57,983.15
Net Income	23,771.97
<b>Total Equity</b>	<u>86,167.81</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>162,683.47</u></u>

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09/16/15

Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Profit & Loss Budget vs. Actual**  
 October 2014 through September 2015

	Oct '14 - ...	Budget	\$ Over B...	% of Bud...
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>ADMISSIONS INCOME</b>				
DISCOUNT ADMISSIONS	2,938.00			
EXTENDED PASS ADMISSIONS	7,744.00	7,000.00	744.00	110.6%
GENERAL ADMISSIONS	161,702.04	132,000.00	29,702.04	122.5%
GROUP ADMISSIONS	8,966.80	18,000.00	-9,033.20	49.8%
<b>Total ADMISSIONS INCOME</b>	181,350.84	157,000.00	24,350.84	115.5%
<b>BUILDING RENTAL INCOME</b>	13,578.00	15,000.00	-1,422.00	90.5%
<b>CONTRIBUTIONS</b>				
<b>DESIGNATED</b>				
JOJO	1,000.00			
<b>Total DESIGNATED</b>	1,000.00			
<b>DONATIONS</b>				
HALLOWEEN	3,923.34			
SPOONBILL MINI GOLF TOURNAMENT	4,865.00			
DONATIONS - Other	19,883.26	25,000.00	-5,116.74	79.5%
<b>Total DONATIONS</b>	28,671.60	25,000.00	3,671.60	114.7%
<b>EVENT PARKING</b>	7,838.00			
<b>Total CONTRIBUTIONS</b>	37,509.60	25,000.00	12,509.60	150.0%
<b>GIFT SHOP INCOME</b>				
CONSIGNMENT SALES	6,083.70	13,000.00	-6,916.30	46.8%
GIFT SHOP SALES	115,599.13	97,500.00	18,099.13	118.6%
VENDING INCOME	256.36	600.00	-343.64	42.7%
<b>Total GIFT SHOP INCOME</b>	121,939.19	111,100.00	10,839.19	109.8%
<b>Gift Shop Sales</b>				
40201 - Gift Shop Sales	0.00			
Gift Shop Sales - Other	0.00			
<b>Total Gift Shop Sales</b>	0.00			
<b>Total Income</b>	354,377.63	308,100.00	46,277.63	115.0%
<b>Cost of Goods Sold</b>				
<b>COST OF GOODS SOLD</b>				
COST OF GOODS CONSIGNMENT	4,700.35	6,000.00	-1,299.65	78.3%
COST OF GOODS GIFT SHOP	51,483.96	47,500.00	3,983.96	108.4%
COST OF GOODS SOLD - Other	0.00			
<b>Total COST OF GOODS SOLD</b>	56,184.31	53,500.00	2,684.31	105.0%
<b>RETURNS, ALLOWANCES, BAD DEBTS</b>	0.00			
<b>Total COGS</b>	56,184.31	53,500.00	2,684.31	105.0%
<b>Gross Profit</b>	298,193.32	254,600.00	43,593.32	117.1%
<b>Expense</b>				
<b>OPERATIONS EXPENSES</b>				
<b>ADVERTISING &amp; PROMOTION</b>				
GUIDES & DIRECTORIES	4,135.00			
PRINT	2,671.49			
VIDEO	2,500.00			
ADVERTISING & PROMOTION - Other	0.00	2,500.00	-2,500.00	0.0%
<b>Total ADVERTISING &amp; PROMOTION</b>	9,306.49	2,500.00	6,806.49	372.3%
<b>CREDIT CARD FEES</b>	10,767.03	6,500.00	4,267.03	165.6%
<b>DUES &amp; SUBSCRIPTIONS</b>	420.00	185.00	235.00	227.0%

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09/16/15

Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Profit & Loss Budget vs. Actual**  
 October 2014 through September 2015

	Oct '14 - ...	Budget	\$ Over B...	% of Bud...
<b>FUNDRAISING &amp; EVENTS</b>				
DESIGNATED REIMBURSEMENTS	2,036.21			
HALLOWEEN	769.63			
LETTERS & BROCHURES	1,221.54			
LUNCH TICKET PROMOTION	140.00			
PHOTOGRAPHY WORKSHOP	237.00			
PLAQUES & BRICKS	1,231.50			
SPECIAL EVENTS	342.12			
SPOONBILL MINI GOLF TOURNAMENT	413.86			
SUMMER CAMP	250.00			
FUNDRAISING & EVENTS - Other	0.00	5,000.00	-5,000.00	0.0%
<b>Total FUNDRAISING &amp; EVENTS</b>	6,641.86	5,000.00	1,641.86	132.8%
GIFT SHOP SUPPLIES	842.26	250.00	592.26	336.9%
INSURANCE	17,092.82	18,000.00	-907.18	95.0%
LEGAL & PROFESSIONAL	8,323.75	7,110.00	1,213.75	117.1%
LOAN EXPENSE	4,317.49	13,200.00	-8,882.51	32.7%
<b>LOCAL MEETINGS</b>				
MEALS & ENTERTAINMENT	275.56			
VOLUNTEER APPRECIATION	442.50			
LOCAL MEETINGS - Other	0.00	250.00	-250.00	0.0%
<b>Total LOCAL MEETINGS</b>	718.06	250.00	468.06	287.2%
<b>MAINTENANCE &amp; REPAIRS</b>				
OFFICE & PRINTING	4,127.02	3,000.00	1,127.02	137.6%
OFFICE & PRINTING	2,600.76	2,500.00	100.76	104.0%
PAYROLL SERVICE	644.93	700.00	-55.07	92.1%
POSTAGE & FREIGHT	368.33	300.00	68.33	122.8%
SOFTWARE	550.99	1,400.00	-849.01	39.4%
SUPPLIES	5,675.36	3,000.00	2,675.36	189.2%
TOOLS & EQUIPMENT	2,027.96	2,000.00	27.96	101.4%
TRAINING	0.00	250.00	-250.00	0.0%
TRAVEL	621.88	2,000.00	-1,378.12	31.1%
<b>Total OPERATIONS EXPENSES</b>	75,046.99	68,145.00	6,901.99	110.1%
POS Inventory Adjustments	0.00			
<b>SALARIES AND BENEFITS</b>				
GIFT SHOP ATTENDANTS	25,072.93	31,000.00	-5,927.07	80.9%
JANITOR	18,901.96	19,600.00	-698.04	96.4%
MAINTENANCE	15,061.45	14,100.00	961.45	106.8%
MANAGER	39,999.96	40,000.00	-0.04	100.0%
PAYROLL TAXES	7,573.76	8,710.00	-1,136.24	87.0%
<b>Total SALARIES AND BENEFITS</b>	106,610.06	113,410.00	-6,799.94	94.0%
<b>SERVICE CONTRACTS</b>				
AIR CONDITIONING	3,410.00	3,900.00	-490.00	87.4%
BACKGROUND CHECKS	0.00	200.00	-200.00	0.0%
CLEANING SUPPLIES	2,754.43	3,000.00	-245.57	91.8%
COMPUTER COPIER I.T.	26,211.30	20,400.00	5,811.30	128.5%
DRINKING WATER	580.30	400.00	180.30	145.1%
EBIRD TRAIL TRACKER	650.00	650.00	0.00	100.0%
ELEVATOR	13,537.50	4,200.00	9,337.50	322.3%
KIOSK LEASE	8,507.07	7,000.00	1,507.07	121.5%
LAWN & GROUNDS	11,866.48	12,800.00	-933.52	92.7%
LINENS MOPS MATS	0.00	500.00	-500.00	0.0%
PEST CONTROL	936.00	940.00	-4.00	99.6%
SECURITY	3,192.90	1,800.00	1,392.90	177.4%
<b>TELEPHONE &amp; INTERNET</b>				
ATT EMERGENCY LINES	2,004.03	2,520.00	-515.97	79.5%
ATT INTERNET	7,278.60	4,600.00	2,678.60	158.2%
TELEPHONE SYSTEM	4,728.49	5,520.00	-791.51	85.7%
<b>Total TELEPHONE &amp; INTERNET</b>	14,011.12	12,640.00	1,371.12	110.8%
WEBMASTER	893.00	1,000.00	-107.00	89.3%
<b>Total SERVICE CONTRACTS</b>	86,550.10	69,430.00	17,120.10	124.7%

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 Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Profit & Loss Budget vs. Actual**  
 October 2014 through September 2015

	Oct '14 - ...	Budget	\$ Over B...	% of Bud...
<b>UTILITIES</b>				
ELECTRICITY	14,429.45	24,000.00	-9,570.55	60.1%
TRASH	877.21	1,000.00	-122.79	87.7%
WATER / SEWER	15,837.20	14,000.00	1,837.20	113.1%
<b>Total UTILITIES</b>	<u>31,143.86</u>	<u>39,000.00</u>	<u>-7,856.14</u>	<u>79.9%</u>
<b>Total Expense</b>	<u>299,351.01</u>	<u>289,985.00</u>	<u>9,366.01</u>	<u>103.2%</u>
<b>Net Ordinary Income</b>	-1,157.69	-35,385.00	34,227.31	3.3%
<b>Other Income/Expense</b>				
Other Income				
EDC ADVANCE	12,411.97	54,385.00	-41,973.03	22.8%
INTEREST INCOME	6.06			
<b>Total Other Income</b>	<u>12,418.03</u>	<u>54,385.00</u>	<u>-41,966.97</u>	<u>22.8%</u>
Other Expense				
Balancing Adjustments	0.00			
HABITAT/CATTAIL MAINTENANCE	630.00	19,000.00	-18,370.00	3.3%
<b>Total Other Expense</b>	<u>630.00</u>	<u>19,000.00</u>	<u>-18,370.00</u>	<u>3.3%</u>
<b>Net Other Income</b>	<u>11,788.03</u>	<u>35,385.00</u>	<u>-23,596.97</u>	<u>33.3%</u>
<b>Net Income</b>	<u><u>10,630.34</u></u>	<u><u>0.00</u></u>	<u><u>10,630.34</u></u>	<u><u>100.0%</u></u>



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Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Profit & Loss Prev Year Comparison**  
 October 2014 through August 2015

	Oct '14 - ...	Oct '13 - ...	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>ADMISSIONS INCOME</b>				
DISCOUNT ADMISSIONS	2,938.00	1,000.00	1,938.00	193.8%
EXTENDED PASS ADMISSIONS	7,744.00	3,850.00	3,894.00	101.1%
GENERAL ADMISSIONS	158,219.04	130,853.23	27,365.81	20.9%
GROUP ADMISSIONS	8,942.80	21,140.74	-12,197.94	-57.7%
ADMISSIONS INCOME - Other	0.00	0.00	0.00	0.0%
<b>Total ADMISSIONS INCOME</b>	177,843.84	156,843.97	20,999.87	13.4%
<b>BUILDING RENTAL INCOME</b>	13,450.00	16,889.70	-3,439.70	-20.4%
<b>CONTRIBUTIONS</b>				
<b>DESIGNATED</b>				
JOJO	1,000.00	0.00	1,000.00	100.0%
DESIGNATED - Other	0.00	500.00	-500.00	-100.0%
<b>Total DESIGNATED</b>	1,000.00	500.00	500.00	100.0%
<b>DONATIONS</b>				
HALLOWEEN	3,923.34	0.00	3,923.34	100.0%
SPOONBILL MINI GOLF TOURNAMENT	4,865.00	0.00	4,865.00	100.0%
DONATIONS - Other	19,883.26	27,950.39	-8,067.13	-28.9%
<b>Total DONATIONS</b>	28,671.60	27,950.39	721.21	2.6%
<b>EVENT PARKING</b>	7,838.00	9,782.00	-1,944.00	-19.9%
<b>Total CONTRIBUTIONS</b>	37,509.60	38,232.39	-722.79	-1.9%
<b>GIFT SHOP INCOME</b>				
CONSIGNMENT SALES	5,842.70	10,775.71	-4,933.01	-45.8%
GIFT SHOP SALES	112,693.80	99,136.43	13,557.37	13.7%
VENDING INCOME	256.36	521.13	-264.77	-50.8%
<b>Total GIFT SHOP INCOME</b>	118,792.86	110,433.27	8,359.59	7.6%
<b>Gift Shop Sales</b>				
40201 - Gift Shop Sales	0.00	0.00	0.00	0.0%
Gift Shop Sales - Other	0.00	32.05	-32.05	-100.0%
<b>Total Gift Shop Sales</b>	0.00	32.05	-32.05	-100.0%
<b>Merchandise Sales</b>	0.00	0.00	0.00	0.0%
<b>Service Sales</b>	0.00	0.00	0.00	0.0%
<b>Total Income</b>	347,596.30	322,431.38	25,164.92	7.8%
<b>Cost of Goods Sold</b>				
<b>COST OF GOODS SOLD</b>				
COST OF GOODS CONSIGNMENT	4,188.77	1,468.72	2,720.05	185.2%
COST OF GOODS GIFT SHOP	50,222.23	61,194.40	-10,972.17	-17.9%
COST OF GOODS SOLD - Other	0.00	125.80	-125.80	-100.0%
<b>Total COST OF GOODS SOLD</b>	54,411.00	62,788.92	-8,377.92	-13.3%
<b>RETURNS, ALLOWANCES, BAD DEBTS</b>	0.00	285.00	-285.00	-100.0%
<b>Total COGS</b>	54,411.00	63,073.92	-8,662.92	-13.7%
<b>Gross Profit</b>	293,185.30	259,357.46	33,827.84	13.0%
<b>Expense</b>				
<b>OPERATIONS EXPENSES</b>				
<b>ADVERTISING &amp; PROMOTION</b>				
GUIDES & DIRECTORIES	4,135.00	1,053.00	3,082.00	292.7%
PRINT	2,671.49	315.98	2,355.51	745.5%
VIDEO	2,500.00	34.95	2,465.05	7,053.1%
<b>Total ADVERTISING &amp; PROMOTION</b>	9,306.49	1,403.93	7,902.56	562.9%
<b>CREDIT CARD FEES</b>	10,767.03	5,893.42	4,873.61	82.7%
<b>DUES &amp; SUBSCRIPTIONS</b>	420.00	530.00	-110.00	-20.8%

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 Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Profit & Loss Prev Year Comparison**  
 October 2014 through August 2015

	Oct '14 - ...	Oct '13 - ...	\$ Change	% Change
<b>FUNDRAISING &amp; EVENTS</b>				
DESIGNATED REIMBURSEMENTS	2,036.21	0.00	2,036.21	100.0%
HALLOWEEN	769.63	0.00	769.63	100.0%
LETTERS & BROCHURES	1,086.42	0.00	1,086.42	100.0%
LUNCH TICKET PROMOTION	140.00	282.05	-142.05	-50.4%
PHOTOGRAPHY WORKSHOP	237.00	948.00	-711.00	-75.0%
PLAQUES & BRICKS	1,231.50	2,388.50	-1,157.00	-48.4%
SPECIAL EVENTS	342.12	971.10	-628.98	-64.8%
SPOONBILL MINI GOLF TOURNAMENT	413.86	2,504.42	-2,090.56	-83.5%
SUMMER CAMP	250.00	0.00	250.00	100.0%
<b>Total FUNDRAISING &amp; EVENTS</b>	<b>6,506.74</b>	<b>7,094.07</b>	<b>-587.33</b>	<b>-8.3%</b>
<b>GIFT SHOP SUPPLIES</b>	<b>842.26</b>	<b>943.92</b>	<b>-101.66</b>	<b>-10.8%</b>
<b>INSURANCE</b>	<b>16,983.82</b>	<b>52,459.74</b>	<b>-35,475.92</b>	<b>-67.6%</b>
<b>LEGAL &amp; PROFESSIONAL</b>	<b>8,323.75</b>	<b>8,461.25</b>	<b>-137.50</b>	<b>-1.6%</b>
<b>LOAN EXPENSE</b>	<b>4,090.67</b>	<b>4,590.55</b>	<b>-499.88</b>	<b>-10.9%</b>
<b>LOCAL MEETINGS</b>				
MEALS & ENTERTAINMENT	275.56	140.34	135.22	96.4%
VOLUNTEER APPRECIATION	442.50	0.00	442.50	100.0%
LOCAL MEETINGS - Other	0.00	36.37	-36.37	-100.0%
<b>Total LOCAL MEETINGS</b>	<b>718.06</b>	<b>176.71</b>	<b>541.35</b>	<b>306.4%</b>
<b>MAINTENANCE &amp; REPAIRS</b>	<b>4,127.02</b>	<b>5,255.69</b>	<b>-1,128.67</b>	<b>-21.5%</b>
<b>OFFICE &amp; PRINTING</b>	<b>2,600.76</b>	<b>1,602.96</b>	<b>997.80</b>	<b>62.3%</b>
<b>PAYROLL SERVICE</b>	<b>644.93</b>	<b>619.33</b>	<b>25.60</b>	<b>4.1%</b>
<b>POSTAGE &amp; FREIGHT</b>	<b>368.33</b>	<b>415.54</b>	<b>-47.21</b>	<b>-11.4%</b>
<b>SOFTWARE</b>	<b>550.99</b>	<b>1,575.81</b>	<b>-1,024.82</b>	<b>-65.0%</b>
<b>SUPPLIES</b>	<b>5,675.36</b>	<b>3,599.32</b>	<b>2,076.04</b>	<b>57.7%</b>
<b>TOOLS &amp; EQUIPMENT</b>	<b>2,027.96</b>	<b>2,324.67</b>	<b>-296.71</b>	<b>-12.8%</b>
<b>TRAVEL</b>	<b>621.88</b>	<b>2,414.29</b>	<b>-1,792.41</b>	<b>-74.2%</b>
<b>Total OPERATIONS EXPENSES</b>	<b>74,576.05</b>	<b>99,361.20</b>	<b>-24,785.15</b>	<b>-24.9%</b>
<b>POS Inventory Adjustments</b>	<b>-3,914.97</b>	<b>450.89</b>	<b>-4,365.86</b>	<b>-968.3%</b>
<b>SALARIES AND BENEFITS</b>				
GIFT SHOP ATTENDANTS	22,990.36	28,158.03	-5,167.67	-18.4%
JANITOR	17,436.36	14,482.30	2,954.06	20.4%
MAINTENANCE	13,889.15	10,640.13	3,249.02	30.5%
MANAGER	36,923.04	29,692.26	7,230.78	24.4%
PAYROLL TAXES	6,977.24	6,569.78	407.46	6.2%
<b>Total SALARIES AND BENEFITS</b>	<b>98,216.15</b>	<b>89,542.50</b>	<b>8,673.65</b>	<b>9.7%</b>
<b>SERVICE CONTRACTS</b>				
AIR CONDITIONING	3,410.00	3,508.81	-98.81	-2.8%
BACKGROUND CHECKS	0.00	56.25	-56.25	-100.0%
CLEANING SUPPLIES	2,754.43	2,879.95	-125.52	-4.4%
COMPUTER COPIER I.T.	24,643.30	23,782.87	860.43	3.6%
DRINKING WATER	580.30	393.75	186.55	47.4%
EBIRD TRAIL TRACKER	650.00	650.00	0.00	0.0%
ELEVATOR	13,537.50	4,150.76	9,386.74	226.2%
KIOSK LEASE	7,851.94	6,918.40	933.54	13.5%
LAWN & GROUNDS	11,866.48	11,591.80	274.68	2.4%
LINENS MOPS MATS	0.00	374.90	-374.90	-100.0%
PEST CONTROL	858.00	780.00	78.00	10.0%
SECURITY	3,192.90	2,373.57	819.33	34.5%
TELEPHONE & INTERNET				
ATT EMERGENCY LINES	1,933.35	2,527.71	-594.36	-23.5%
ATT INTERNET	7,007.33	7,596.48	-589.15	-7.8%
TELEPHONE SYSTEM	4,728.49	4,658.44	70.05	1.5%
<b>Total TELEPHONE &amp; INTERNET</b>	<b>13,669.17</b>	<b>14,782.63</b>	<b>-1,113.46</b>	<b>-7.5%</b>
<b>WEBMASTER</b>	<b>893.00</b>	<b>1,063.17</b>	<b>-170.17</b>	<b>-16.0%</b>
<b>Total SERVICE CONTRACTS</b>	<b>83,907.02</b>	<b>73,306.86</b>	<b>10,600.16</b>	<b>14.5%</b>

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Accrual Basis

**SOUTH PADRE ISLAND BIRDING & NATURE CENTER**  
**Profit & Loss Prev Year Comparison**  
**October 2014 through August 2015**

	<u>Oct '14 - ...</u>	<u>Oct '13 - ...</u>	<u>\$ Change</u>	<u>% Change</u>
<b>UTILITIES</b>				
ELECTRICITY	14,429.45	0.00	14,429.45	100.0%
TRASH	877.21	1,007.21	-130.00	-12.9%
WATER / SEWER	13,110.45	12,715.32	395.13	3.1%
<b>Total UTILITIES</b>	<u>28,417.11</u>	<u>13,722.53</u>	<u>14,694.58</u>	<u>107.1%</u>
<b>Total Expense</b>	<u>281,201.36</u>	<u>276,383.98</u>	<u>4,817.38</u>	<u>1.7%</u>
<b>Net Ordinary Income</b>	<u>11,983.94</u>	<u>-17,026.52</u>	<u>29,010.46</u>	<u>170.4%</u>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
EDC ADVANCE	12,411.97	58,010.08	-45,598.11	-78.6%
INTEREST INCOME	6.06	8.50	-2.44	-28.7%
<b>Total Other Income</b>	<u>12,418.03</u>	<u>58,018.58</u>	<u>-45,600.55</u>	<u>-78.6%</u>
<b>Other Expense</b>				
Balancing Adjustments	0.00	0.00	0.00	0.0%
HABITAT/CATTAIL MAINTENANCE	630.00	0.00	630.00	100.0%
<b>Total Other Expense</b>	<u>630.00</u>	<u>0.00</u>	<u>630.00</u>	<u>100.0%</u>
<b>Net Other Income</b>	<u>11,788.03</u>	<u>58,018.58</u>	<u>-46,230.55</u>	<u>-79.7%</u>
<b>Net Income</b>	<u><u>23,771.97</u></u>	<u><u>40,992.06</u></u>	<u><u>-17,220.09</u></u>	<u><u>-42.0%</u></u>

9.

## PROPOSALS FOR A MARINA FEASIBILITY STUDY

COMPANY	BASE PRICE	TRAVEL/DIRECT EXPENSES
1. International Waterfront Consultants LLC P. O. Box 51122, Jacksonville Beach, FL 33240	\$24,850	COST +15% \$1,350 in cost for 2 day visit listed
2. Danter Company 2760 Airport Drive, Suite 135 Columbus, OH 43219	\$24,000	kickoff meeting & 2 post study presentations listed INCLUDED
3. Marina Management Services, Inc. 102 NE 2nd St #268 Boca Raton, FL 33432	\$24,000	estimated \$1,800

FUNDS TO PAY FOR THE STUDY COULD COME FROM THE 2015-16 ANNUAL BUDGET LINE ITEM "DESIGNATED PROJECTS' WHICH CURRENTLY HAS \$98,787

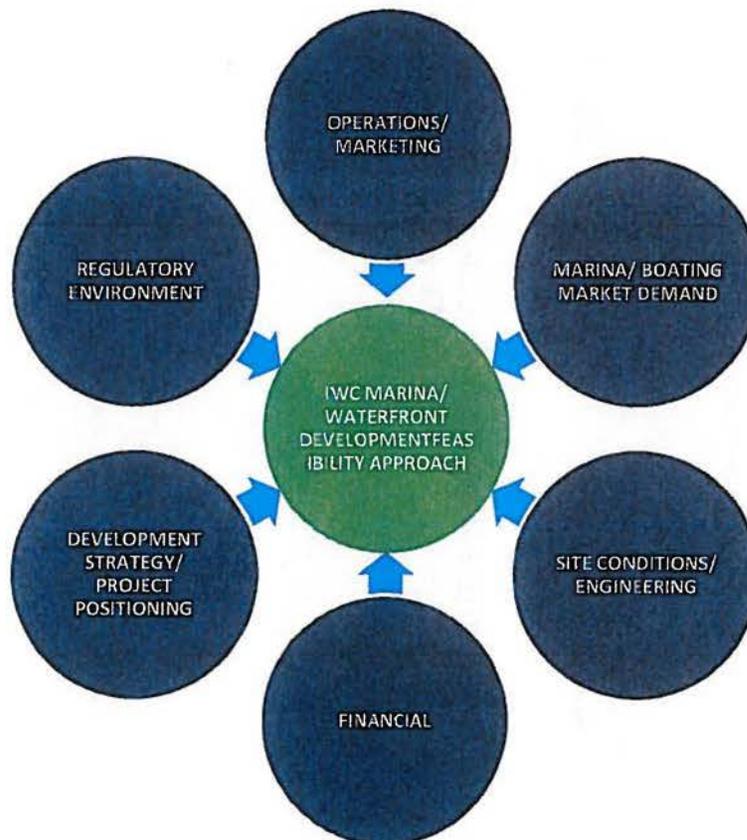
## **1 IWC APPROACH TO MARINA DEVELOPMENTS**

If properly planned and developed, marinas not only provide the functional safe harborage of vessels, but can also provide excellent financial returns, increase the surrounding real estate value and indirectly grow the boating industry and local economy.

A well-defined marina plan is best prepared by:

- identifying the marina/boating market demand, demand drivers, market segments and berth slip mix (number of boats and size of boats), facility requirements, upland area programme, support service requirements, etc
- evaluating the marina/coastal site engineering issues that can affect the evolution of the marina concept plan (wave exposure, currents, coastal flooding, sedimentation, air draft limitations, navigation risks, etc)
- preparing a concept plan which reflects above and seamlessly integrates with the upland site plans
- evaluating the financial performance and providing the key financial indicators and phasing schemes to ensure the investment is financially feasible

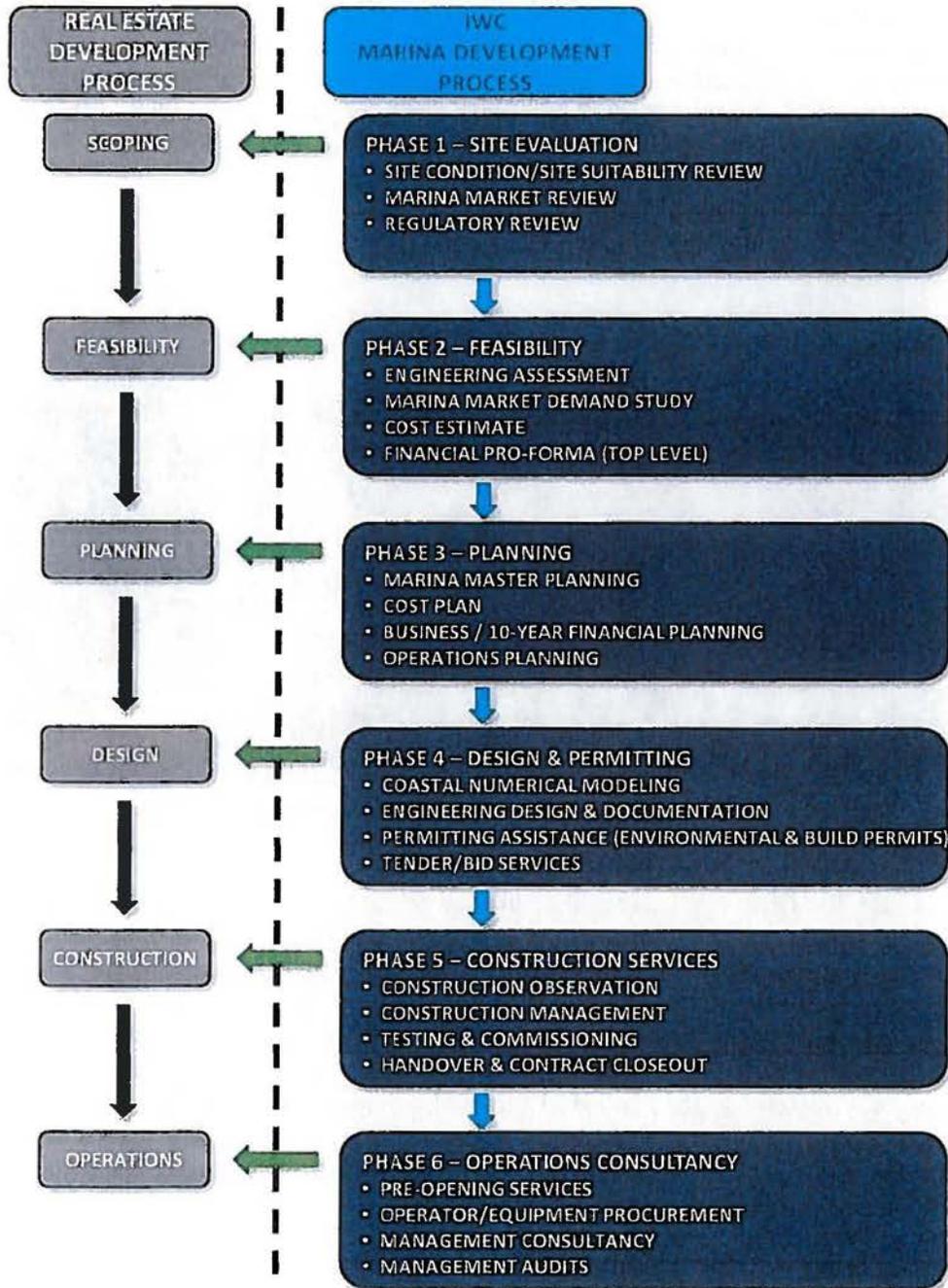
IWC offers a unique approach to assessing the financial and technical feasibility of marina developments, which addresses these points through consideration of a variety of critical factors highlighted in the graphic below.





## MARINA FEASIBILITY – SOUTH PADRE ISLAND, TX IWC CONSULTANCY PROPOSAL Rv0

We have developed our marina/waterfront consultancy services in a unique, comprehensive approach that seamlessly integrates into the traditional (upland) real estate development process as shown in the figure below. At the appropriate time, IWC will gladly provide a proposal for the continuation of services through subsequent phases.



## **2 PROJECT UNDERSTANDING**

South Padre Island is a barrier island along the Gulf of Mexico in the southern tip of Texas. The city boasts year-round tropical weather, sunny beaches, internationally renowned birding, and an abundance of activities such as windsurfing, sailing, dolphin watching, parasailing, jet skiing, among many others. In fact, the Island has consistently been rated one of America's best beaches by The Travel Channel. Moreover, South Padre Island is also one of the best kept secrets for year round salt water fishing, both inshore and offshore. The Laguna Madre Bay is one of the hottest spots for tropical saltwater fishing, and has waters filled with snook, redfish, and tarpon among other prized tropical game fish, while offshore marlin, tuna, dorado, whahoo and many more species can be found. Given its natural resources and accessibility to the bay and gulf waters, South Padre Island is well positioned to cater to the marina and boating industry.



**View of South Padre Island Looking North (Source: SPI EDC Website)**

With that said, the Client has expressed an interest to explore the marina/boating market demand (residential, transient and commercial segments) and initial site reconnaissance as the first steps in evaluating the overall potential and feasibility for expanding the marina offering within South Padre Island, Texas. With a perceived shortfall in yachts between 40ft – 80ft+ length, the Client is particularly interested in the market demand for yachts of this size, recognizing the higher spend/revenue from larger yachts and overall economic impact from these size vessels. In the context of the market findings, the Client would then like assistance with an initial reconnaissance of probable locations for such a marina within South Padre Island city limits. Based on this understanding, IWC has prepared the following technical scope of services and financial remuneration.





**South Padre Island City Limits (Source: Google Maps)**



### **3 SCOPE OF WORK**

#### **TASK 1 – DATA COLLECTION & SITE VISIT**

IWC will begin its study with a summary review of selected available economic/demographic information and provided by the Client supplemented by other freely available 3<sup>rd</sup> party sources and IWC's in-house boating/market information.

More specifically, IWC will:

- Collect and perform a summary review of freely available information, including (among others):
  - Economic/Demographic/Census Data
  - Boat Registration Data
  - South Padre Island Master Plan
  - Base Map Information (Preferably in AutoCAD)
- Perform site visit to perform additional marina market data collection, meet with Client, etc (budgeted as 3 days professional time).
- Establish and prioritize the Client's objectives, vision and positioning, expectations, etc.
- Review the extent and usefulness of the data and identify any gaps in the information and develop a list of other data needs to properly execute all future scope of services in a timely manner.

**Deliverable:** NA

#### **TASK 2 – BOATING/MARINA MARKET STUDY**

In this task, IWC will perform a market assessment of the marina and boating demand as it relates to South Padre Island's positioning and the Client's proposed vision and expectations. IWC will perform on-the-ground interviews and review of marina offerings during the site visit held in Task 1 above.

More specifically, IWC will:

- Interview selected marina managers within South Padre Island to understand the trends and details regarding the local boating population/user profiles, transient activity, residential demand, commercial activity, seasonality, demand drivers, expectations of boaters, etc.
- Catalogue and assess marina facilities (within South Padre Island) in a matrix and photographic cut sheets including reported and observed occupancies, berth rates and tariffs, amenities and facility offerings, infrastructure capacities, dock types, mooring preferences, etc.
- Perform a competitive analysis and establish benchmarks against the Client's proposed vision.
- Interview boat dealers and brokers to ascertain general boat sales figures and existing boat ownership and projected growth by vessel size, etc.
- Attempt to obtain and analyze boat registration data to ascertain existing boat



ownership and projected growth by vessel size and to identify South Padre Island residential catchment, etc.

- Attempt to obtain and analyze boat loan/financing data to cross-reference against demographic details in order to estimate future demand for boat ownership by vessel size, etc.
- Attempt to obtain and analyze ports/customs data for incoming and outgoing international transient activity between USA/Mexico and activity along the US coastline to assess transient demand.
- Provide summary of South Padre Island leisure marine service and repair facilities and their locations.
- Provide summary of location and availability of marine fuel stations within the South Padre Island, including capacity and split of petrol and diesel.
- Provide a summary of existing berth supply and occupancy levels including seasonality variations.
- Provide a summary of publically available information for future marina developments, where available, noting location and any available information on number of berths, range of berth sizes, rates, and services to be available.
- Assess dockage demand within the residential, transient and commercial marina market segments current and future long term growth projections.
- Propose vessel slip mix distribution for the proposed facility, ranges of berthing rates and additional tariffs (if applicable) and absorption for various vessel size categories.
- Provide recommendations for additional landside marina support services to complement and drive demand for a future marina, including service and repair, dry storage, launch and recovery, and fuelling services, etc.
- Perform a SWOT analysis.
- Summarize analysis and results in succinct presentation format deliverable.

**Deliverable:** Marina Market Presentation (electronic PDF copy).

### **TASK 3 – SITE SCOPING STUDY**

The physical site and related coastal engineering conditions play an integral part in developing a marina, constraints on boating demand capture and overall feasibility for a marina. During this task, IWC will perform an initial, brief evaluation of the Client's available sites for marina development in the context of the market findings and general technical issues, such as:

- Wave & Wind Exposure
- Tides, Storm Surge & Coastal Flooding Concerns
- Water Depths & Navigation Accessibility (Seabed & Bridge Soffit Levels)
- Landside Accessibility
- Environmental/Permitting Concerns



- Among Others

Note that IWC was advised that only a limited number of sites are currently available within South Padre Island.

The scoping assessment will be based on IWC's professional experience and will exclude detailed engineering and site analysis. The primary goal will be to develop an initial, top level understanding of the most suitable sites (technically speaking) and a recommended short-list through a cursory alternative evaluation. The scoping study will also include a list of additional items of concern requiring further in-depth engineering analysis and evaluation. IWC will prepare a powerpoint presentation summarizing the key initial findings and conclusions gained from the site scoping assessment.

**Deliverable:** Site Scoping Presentation (electronic PDF format)

**FUTURE MARINA FEASIBILITY SERVICES**

- CONCEPT MARINA PLANS
- MARINA FINANCIAL PRO FORMA



#### 4 REMUNERATION, DURATION & PARTICULAR CONDITIONS

##### REMUNERATION & DURATION:

The table below outlines our lump sum professional labour fee and duration for the proposed scope of work:

TASK	DURATION	FEE (USD) <sup>1</sup>
TASK 1 – DATA COLLECTION & SITE VISIT	2 weeks	5,600
TASK 2 – MARINA/BOATING MARKET STUDY	8 weeks	14,450
TASK 3 – SITE SCOPING STUDY	2 weeks	4,800
TOTAL	12 weeks	24,850

<sup>1</sup> Fee covers professional labour quoted in US Dollar, net of any taxes, withholdings or transfer fees, received in the IWC's Business Bank Account. Any reimbursable expense incurred by the IWC (including travel to and from airports, visas, land transportation, mileage, travel expenses, accommodations, reproductions, supplies, etc.) will be billed separately at cost + 15%.

##### ESTIMATED EXPENSES:

Travel expenses to be incurred are estimated as follows:

- Airfare: \$600
- Lodging: \$150/night
- Daily Per Diem: \$100/day
- Airport Transfers: \$50
- Car Hire: \$100/day

The Client shall reimburse IWC at cost + 15%, upon proof of receipts, unless provisional payment arrangements for travel expenses are provided to IWC in advance.

##### PAYMENT TERMS:

Advance payment equal to 20% of the total professional fees is required to commence work. Invoicing shall be monthly as percentage of work completed.

##### PARTICULAR CONDITIONS:

The following particular conditions apply to this offer:

- General terms and conditions to be mutually agreed;
- This proposal will remain valid for a period of 30 days from the date of the proposal;
- Fees stated cover professional time only and excludes travel expenses;
- This proposal assumes all available information is provided to the Consultant free of charge and in a timely manner;

**A Proposal for a  
Marina Analysis  
in South Padre Island, Texas  
September 15, 2015**



Ms. Darla Lapeyre  
South Padre Island Economic Development Corporation  
6801 Padre Boulevard  
South Padre Island, Texas 78597



Danter Company, LLC  
National Leaders in Real Estate Research  
Contact: Terry Hall, Marketing Director, [thall@danter.com](mailto:thall@danter.com)  
2760 Airport Drive | Suite 135  
Columbus, OH 43219  
614.221.9096



2760 Airport Drive,

Suite 135

Columbus, Ohio

43219

614.221.9096

Fax 614.221.4271

[www.danter.com](http://www.danter.com)

September 15, 2015

Ms. Darla Lapeyre  
South Padre Island  
Economic Development Corporation  
6801 Padre Boulevard  
South Padre Island, Texas 78597

Dear Ms. Lapeyre:

The Danter Company is pleased to submit this proposal to identify large boat marina development potential on South Padre Island, Texas. We have reviewed your objectives for this project as outlined in the request for proposal, as well as the South Padre Island marina market with respect to the scope of this assignment. Based on this review, I have enclosed a proposal outlining our market feasibility services as they relate to your project.

Since 1970, we have completed over 19,000 market feasibility studies for projects in all 50 states. We continue to develop numerous ongoing internal studies in support of our methodologies. Concepts such as step-up support, price sensitivity, mobility/market area relationship and price/value relationship are but a few applications emerging from our proprietary research.

We understand the critical nature of our work to your objectives, and from the moment our proposal is accepted we become a part of your team. We believe this is more than just good customer service – it's the best way to maximize your return on investment.

We have completed dozens of marina studies nationwide from free standing marinas up to full-service marinas with residential and/or commercial components. We have completed studies in the Great Lakes and Finger Lakes regions of the Midwest, the Gulf of Mexico and a number of inland marinas.

Thank you for considering The Danter Company for this project. We look forward to working with you on this project.

Should you have any questions or need additional information, please don't hesitate to contact me.

Sincerely,

Terry Hall

TH/jv



I. PROJECT APPROACH AND METHODOLOGY

This proposal is a direct response to the specific requirements of this project as outlined in the request for proposal and previous discussions with Mr. Richard Franke.

Our approach and methodology for this project will include an analysis of the marina market in the South Padre Island region and will identify the demand for a large boat marina. It will be especially important to establish the demand for permanent slips versus transient slips, and to understand the interrelationship of marina support services and boater services and their combined impact on the success of the marina.

There are several objectives of this study. The main objective will be to determine the level of support for a large boat marina on South Padre Island. Our analysis will establish the optimum number and mix of slips, rental rates, amenities, marina support services and boater services. Based on these recommendations and industry averages a financial proforma will be provided.

We will establish financial projections, annual operating expenses and revenues for 5 years of operation of the proposed marina including net operating income and internal rate of return. Our study will also include a detailed financial implementation plan for the development that will include but not limited to identifying public finance tools, public/private partnerships or any combination of both. We have also included an economic impact component that could possibly leverage into potential sources for financing.

Further, our study will identify potential sites/areas for the proposed marina.



## II. MARINA CONCLUSIONS

- A. Anticipated total slips supportable at the proposed site
- B. Recommendations concerning boat slip types, locations, and fees. Analysis will include both permanent and transient support.
- C. Recommendation of other boater services, marina support services and amenities competitive with marinas in the EMA
- D. Identify the local and out-of-town support for boat slips at the site. This will include an analysis of the supportive Effective Market Areas of both the site along with the Marina EMA "overlays" along South Padre Island
- E. Total Gross Revenues Projection
- F. Provide financial proforma based on industry averages
- G. The proposed site will be placed within the context of the entire South Padre Island Tourist Market including overall visitor and recreation trends

## III. MARINA 100% FIELD SURVEY

Marina facilities in the Marina EMA will be surveyed to identify:

- A. Age and condition
- B. Number of slips by slip length
- C. Amenities and features
- D. Effective Market Area rates and charges
- E. Winter storage and related services and charges
- F. Additional boater and marina services
- G. Utilization
- H. Waiting list

It will be especially important to understand marina-to-marina mobility and to understand factors influencing that mobility. Often there are significant waiting lists at some marinas; however, this may not be an indication of unmet need, since many of the boaters on waiting lists already occupy a boat slip elsewhere.



#### IV. AREA ANALYSIS

##### A. SITE INSPECTION

The proposed sites are personally inspected by a Danter Company field analyst. The sites are inspected for the suitability for development as it relates to the market. A full area description is included identifying surrounding land uses, as well as proximity to area resident services. The Effective Market Area component will include an analysis of boater registration.

##### B. EFFECTIVE MARKET AREA<sup>SM</sup> (EMA)

The EMA, the smallest area from which the project will draw 60% to 70% of its support, is identified for the proposed sites. Factors affecting development at the subject sites include natural and manmade boundaries, area perceptions affecting each site, and proximity to both residential and boating destinations.

Mobility patterns affecting the proposed sites will be identified, and their impact on the proposed development will be discussed.

##### C. NEW AND PROPOSED DEVELOPMENTS

1. Additional proposed or planned development and an analysis of its competitive impact on the proposed development
2. Other collateral development, including roads, shopping centers, buildings, or other economic development that could impact the proposed development

##### D. SOCIAL, DEMOGRAPHIC, AND ECONOMIC CHARACTERISTICS

1. Population trends and projections
2. Household trends and projections
3. Distribution of households by age and income
4. Household wealth
5. Employment and unemployment trends
6. General information, including schools, major employers, and media
7. Existing housing characteristics, including occupancy rates



V. FINANCING OPTIONS AND STRATEGIES

Public and private funding sources including local, state and federal programs available for marina development will be identified and included as an addendum to our study. Potential developers and joint venture partners will also be identified and included in the addendum.

VI. STATEMENT OF ESTIMATED ANNUAL OPERATING EXPENSES

A Statement of Estimated Annual Operating Results for 5 years and a representative year will be provided. The estimated annual operating results will establish income before fixed charges that include interest amortization, depreciation, and taxes. The numbers we use will be derived from the study, as well as from industry ratios and case studies of similar facilities.

VII. ECONOMIC IMPACT ANALYSIS

Upon completion of the marina market feasibility study and the approval of the project concept, we will prepare an economic impact analysis of the project as designed. The study will provide the economic impact of the proposed new development and the post-development residual long-term impact. The economic impact of the proposed development will focus on three major components.

- A. Development – This is the short term impact which includes all components influenced by the development, including material and labor. The secondary impact of local expenditures and labor will be considered.
- B. Established project – This includes the ongoing economic impact including:
  - 1. Overall project employment including wages, salaries and benefits
  - 2. Purchase of services, goods and materials
  - 3. Tax base impact of property, income taxes, and other appropriate tax implications
- C. Secondary – The “ripple effect” on the economy is also considered. For example, wages are magnified by their purchasing power impact on “downstream” retail, local services, etc.



## VIII. PROJECT SCHEDULE

We propose two phases. The first phase will include data collection and consulting with your development team to identify the optimum product mix to achieve your ultimate goals. Phase II will be the preparation of the final report.

Phase I will require 8 weeks for data collection. Timing of subsequent consulting will be determined by the client.

Phase II, report preparation, will require 4 weeks.

Following is our proposal schedule for completion of this project.

### Week One:

- Organizational meeting with The Danter Company staff for scheduling and orientation
- Discussion with client and Project Director

### Weeks Two through Six:

- Secondary data collection
- Field survey
- Compile data and analysis
- A critical component of this assignment will be a full discussion with the client to review all data, identify and discuss alternatives, and identify final development plan

### Weeks Seven and Eight:

- Report preparation and delivery



IX. TERMS AND CONDITIONS

The fee for this assignment will be \$24,000. The fee includes all travel and associated expenses with continued project consulting regarding market feasibility issues through completion of the report.

Our fee includes a “kickoff meeting” and two (2) post study presentations of our findings. We will provide an electronic copy of our report. Following is a breakdown of our fees by task, job title, hours and billable rate:

JOB TITLE	TASK	NUMBER OF HOURS	LOADED BILLABLE RATE	TOTALS
Field Analyst	Field Data Collection	80	\$75	\$6,000
Research Assistant	In-house Research/Data Entry	124	\$50	\$6,200
Project Director	Data Analysis and Preliminary Conclusion	64	\$100	\$6,400
President/CEO	Data Analysis and Final Conclusion	36	\$150	\$5,400
<b>TOTAL</b>		<b>304</b>		<b>\$24,000</b>

The Danter Company will accept the following forms of payment:

- Check or money order
- All major credit cards
- Pay Pal
- Wire transfer information as follows, if needed. (Danter Company, LLC; WesBanco Bank; Routing #043400036; Account #1712003133.)

This proposal is valid for 30 days.



X. EXECUTION

This proposal, when signed and returned to the Danter Company, LLC will serve as a contract. Upon receipt of this dated and signed proposal we will initiate work on this project.

This agreement shall be governed and construed in accordance with the laws of the State of Ohio. By accepting this agreement you further agree to submit to the jurisdiction of any state or federal court sitting in Ohio in any action or proceeding arising out of or relating to the enforcement of this agreement.

By signing this agreement, you acknowledge that payment is not contingent upon successful closing or financing of the proposed project. This policy assures the independence of the Danter Company's analysis and conclusions.

You further acknowledge that the Danter Company's study requires it to rely upon data gathered during interviews with major area employers, local officials and civic organizations. Danter Company, LLC also obtains data through surveys of area residents and statistical research from demographic materials. Although Danter Company, LLC considers these sources reliable, it cannot verify the data provided. Therefore, you further acknowledge and agree that Danter Company, LLC does not guaranty or warrant the data obtained or the projections and conclusions drawn from that data as stated in the project report.

A handwritten signature in blue ink that reads "Terry Hall".

\_\_\_\_\_  
Terry Hall  
Danter Company, LLC  
September 15, 2015

\_\_\_\_\_  
Darla Lapeyre  
SPIEDC  
Date: \_\_\_\_\_

TH/jv



## About The Danter Company

The Danter Company is a national real estate research firm providing market and demographic information for builders, lenders, and developers in a variety of commercial markets. The Danter Company has completed over 19,000 studies in all 50 states, Canada, the Virgin Islands, and Mexico, and has a database of over 8 million apartment units across the country.

The Danter Company was founded in 1970 by Kenneth Danter and was one of the first firms in the country to specialize in real estate research. The Danter Company differs from most firms providing real estate research services in two key ways: real estate research is our only area of specialization, and we hold no financial interest in any of the properties for which we do our research. These principles guarantee that our recommendations are based on the existing and expected market conditions, not on any underlying interests or an effort to sell any of our other services.

Housing-related studies (multifamily, single-family, and condominium) account for about two-thirds of our assignments. We also conduct evaluations for site-specific developments (hotels, office buildings, historic reuse, resorts, commercial, and recreational projects) and major market overviews (downtown revitalization, high-rise housing, and industrial/economic development).

All our site-specific research is informed by extensive proprietary research that we have been conducting for over 25 years on housing trends and buyer/renter profiles. Results of this research have been widely quoted in *The Washington Post*, *The Boston Globe*, *USA Today*, *Builder Magazine*, *Multi-Housing News*, *Professional Builder*, and publications produced by The Urban Land Institute and *American Demographics*. Based on this research, The Danter Company was named 6 consecutive years to *American Demographics*' "Best 100 Sources for Marketing Information."

The Danter Company's combination of primary site-specific research with our proprietary research into market trends has led us to pioneer significant market evaluation methodologies, particularly the use of the 100% Data Base for all market analyses. This Danter concept is of primary importance to real estate analyses because new developments interact with similar market-area projects throughout the rent/price continuum—not just with those normally considered "comparable." Other pioneer methodologies include **Effective Market Area (EMA)<sup>SM</sup>** analysis, the **Housing Demand Analysis (HDA)<sup>SM</sup>**, and the **Comparable Rent Analysis**.

Danter Company analyses are affordable. We seek to fully understand our clients' objectives and the scope of study necessary to complete the task before quoting a price. Whenever possible, we quote fixed fees, which include all expenses. In addition, we remain available for consultation at no additional fee on issues related to the market study.



## Resumes

**Kenneth Danter, President and CEO, *kend@danter.com***

Kenneth Danter has been president of The Danter Company since its inception in 1970. Should The Danter Company be selected for the Feasibility Study, Mr. Danter will be the principal in charge of the project.

At The Danter Company, Mr. Danter has pioneered methodologies unique to the real estate research industry, particularly the Effective Market Area<sup>SM</sup> and the 100% Data Base, on which all Danter Company studies are based. These methodologies, developed specifically to determine market feasibility, provide a more solid foundation upon which to base market decisions than methodologies based on analyses of selected comparables.

Mr. Danter has also pioneered combining consumer research data with real estate market research. The Danter Company was one of the first to recognize the importance of merging consumer surveys and buyer profiles with the real estate planning and development process in order to create real estate product that meets the needs and preferences of renters and homebuyers.

Mr. Danter has directed the completion of over 19,000 projects in every state and several foreign countries. Housing-related projects, including senior housing and services, have accounted for 70% of all assignments, with motel, office building, historic re-use, resort, commercial, and recreational projects accounting for the remaining 30%.

Prior to forming the Danter Company, Mr. Danter was Director of Economic Development at the Columbus Area Chamber of Commerce. Between 1959 and 1965, Mr. Danter was Director of Broadcast and Consumer Research at Air Trail Network--WCOL Radio in Columbus, Ohio.

Mr. Danter's 40+ years of experience and his unique perspective due to his pioneering methodologies make him a sought-after speaker on real estate markets and development, particularly multifamily issues. He has written several articles for Mortgage Banking magazine and a regular column for the BIA of Central Ohio and for the Ohio Home Builders Association.





**Patrick Scales, Project Director, [pscales@danter.com](mailto:pscales@danter.com)**

Patrick Scales has been with The Danter Company for over 20 years. During that time, Mr. Scales has directed over 600 feasibility studies and completed field work for over 300 feasibility studies for The Danter Company.

Responsibilities include directing fieldwork, data analysis, and preparing conclusions and recommendations. Additionally, Mr. Scales directs studies for a variety of real estate development alternatives, including market-rate and Tax Credit apartments, condominium development, and nursing home facilities. Mr. Scales has completed studies in 17 different states that complied with each state's housing and finance agency guidelines.

#### **Education**

B.S. in Accounting: Franklin University, Columbus, Ohio.

#### **Professional Experience**

**GROVEPORT, OHIO** - Coordinated downtown revitalization project. Analysis included field survey of apartments and retail establishments in Groveport and surrounding area. Also coordinated interviews with Groveport area retailers and business owners.

**DANVILLE, VIRGINIA** - Coordinated and conducted field work that included apartments, condominiums, student housing, and interviews of area business owners and realtors. Analyzed data and provided conclusions with recommendations on redevelopment potential of downtown Danville.

**GRANVILLE, OHIO** - Analysis of development alternatives, including single-family, multifamily, condominium, congregate care, retail, and office development.

**ATLANTA, GEORGIA** - Participated in field research of all modern apartment developments of 50 or more units.

**TOLEDO, OHIO** - Coordinated and conducted preliminary development analysis in the uptown area of Toledo. Following completion of field survey and business interviews, future development alternatives were evaluated.



**Greg Grant, Project Director, [gregg@danter.com](mailto:gregg@danter.com)**

Greg Grant has been with The Danter Company in a variety of capacities since 1989 and is currently a project director/communications specialist for The Danter Company. Mr. Grant has directed nearly 300 studies and is The Danter Company's senior housing specialist. Mr. Grant also directs The Danter Company's e-survey/special projects data collection.

In addition to writing market analysis conclusions and research, he conducts a variety of communications related tasks. He has edited The Danter Report, The Danter Company's newsletter for real estate professionals (formerly Apartment Resources) since 1991. In addition, he writes articles on The Danter Company's research for a variety of periodicals.

#### Education

M.A., English Literature, University of Cincinnati, 1989

B.A., English (Writing concentration) and Speech Communication, Otterbein College (Westerville, Ohio), 1987

#### Professional Experience

CAZENOVIA, NEW YORK - Analysis of market potential for a neotraditional Arts and Crafts-style patio home development.

COLUMBUS, OHIO - Primary production responsibility for Greater Columbus Apartment Report. Responsibilities included editing primary data, publication design and final report production.

COLUMBUS, OHIO - Online survey development and tabulation for study of Downtown Columbus housing options. Surveys deployed include those of Downtown residents, Downtown students, and Downtown employees.

COLUMBUS, OHIO - Directed project to develop a custom Internet database application to identify comparable market rents for single-family homes and multifamily units for use by the Columbus Metropolitan Housing Authority in their Section 8 Certificate and Voucher programs.

GREATER CLEVELAND AND COLUMBUS, OHIO - Mapped property closings by real estate agents at several metro Cleveland and Columbus area real estate offices to help a real estate agency determine the best strategy for office consolidation and site selection.



## Waterfront Development Experience

### A marina market assessment/repositioning analysis in the town of **Romulus, New York** (2014)

This study analyzed the feasibility of developing/repositioning the 103-slip Sampson State Park Marina in Romulus, New York. This study was conducted for Mr. Fred Bonn, Regional Director of the Finger Lakes, New York State Office of Parks, Recreation and Historic Preservation, (607) 387-7041

### A mixed-use development of the waterfront district on **Ithaca, New York** (2011)

This assignment involved residential, retail, and lodging as a component of an existing marina development. The site is adjacent to the Central Business District. The project is currently in the design phase and The Danter Company is now involved in assembling material to package the site for potential hotel developers.  
John Snyder, John Snyder Associates, (607) 273-3565

### A mixed-use development in **Hot Springs, Arkansas** (2009)

This project involved the development of a 50,000 acre tract of existing timber land for recreational purposes. Uses included the development of several recreational lakes and marinas, residential, golf and lodging uses. The economic analysis included an evaluation of the comparative value as development/timber versus 100% timber management. The project is currently on hold pending improvement in economic conditions.

John Wainscott, Weyerhaeuser Corporation, (501) 984-6222

### A mixed-use development potential analysis in the Marina District area of the City of **Toledo, Ohio** (2005)

This assignment included an analysis and recommendations for the development of residential, office, retail, lodging and marina facilities. The developer has opted not to pursue the development.

Larry Dillan, Dillan Corporation, (419) 875-8722

### Waterfront/condominium development in **Port Clinton, Ohio** (1995), **Benton Harbor, Michigan** (1990), **St. Joseph, Michigan** (1990), **Port Aransas, Texas** (2009) and **Cleveland, Ohio** (1992)

These studies evaluated the development potential for marina and residential development. All except the Cleveland project were developed.



## Mixed-Use Experience

### Bridge Park – Dublin, Ohio

Mr. Nelson Yoder  
Crawford Hoying  
555 Metro Place North  
Dublin, Ohio 43017  
(614) 335-2020

This study analyzed the feasibility of developing a multi-phase, market rate apartment property as part of a mixed-use community containing apartments, condominiums, a hotel with convention space, a restaurant component, retail space, a boutique grocery and office space.

### Upper Allen Farm – Abilene, Texas

Mr. Kelly Young  
ACIMCO Real Estate Development  
1600 Campus Court  
ACU Box 29139  
Abilene, Texas 79699  
(325) 674-2809

This study involved five separate analyses of various land uses for a 33-acre mixed-use site adjacent to Abilene Christian University. The components of the project included retail, upscale, senior-oriented market rate apartments, purpose-built student housing, office, and lodging. An analysis of the condominium market was also conducted. A primary concern for this study was to evaluate each land use in terms of how it could generate revenue, enhance Abilene's image, and improve the experience of ACU students.

### Mixed-Use Development – Fort Worth, Texas

Mr. Michael Royal  
Blue Maple Group, LLC  
59 King St., Apt. A  
Charleston, South Carolina 29401  
(843) 202-0604

This study was an analysis of a wide range of development alternatives for a mixed-use site in Fort Worth, Texas. The analysis included retail, hotel/conference center, office, single family, condominium, market rate apartment, senior apartment, assisted living and independent living components.



### **Mixed-Use Development – Lexington, Kentucky**

Mr. Norwood Cowgill, Jr.  
Cowgill Partners, L.P.  
1999 Richmond Road, Suite 2A  
Lexington, Kentucky 40502  
(859) 514-2102

This report identified the level of market support and development potential for a mixed-use development in Lexington, Kentucky. Uses considered include retail, market rate apartments, office space, lodging and meeting facilities, for-sale condominiums, and senior housing alternatives (independent and assisted-living).

### **Easton Town Center – Columbus, Ohio**

Mr. Jack Kessler  
New Albany Realty  
220 Market Street, Suite 200  
New Albany, Ohio 43054  
(614) 939-8100

This study evaluated commercial and residential development potential for the nationally-recognized Easton Town Center in Columbus, Ohio. Uses evaluated included retail, office, residential, recreational center, and the Hilton Hotel lodging and conference/convention space. The Easton Town Center is one of the top 30 performing malls in the country today.

### **Glory Park Town Center – Arlington, Texas**

Mr. Ralph Ireland  
Steiner & Associates  
4016 Townsfair, Suite 201  
Columbus, Ohio 43219  
(614) 416-8250

This study analyzed the feasibility of developing rental apartment and for-sale condominium product as part of a mixed-use Glory Park Town Center in Arlington, Texas. The Glory Park Town Center is adjacent to the Texas Rangers' Ameritrust Field, less than 0.5 mile from both the Dallas Cowboys stadium and Six Flags Over Texas, and within 2.5 miles of the University of Texas at Arlington.



## References

### **City of Dublin, Ohio**

Terry Foegler  
Director of Strategic Initiatives/Special Projects  
5200 Emerald Parkway  
Dublin, Ohio 43017  
(614) 410-4400

Analysis: Convention Center/City Recreational Center, including revenue analysis

### **City of Farmington, Michigan**

City Manager  
Vincent Pastue  
23600 Liberty Street  
Farmington, Michigan 48335  
(248) 474-5500

Analysis: Downtown residential analysis

### **Franklin County, Ohio**

Columbus Public Facilities Management  
373 South High Street, Lobby Level  
Columbus, Ohio 43215  
(614) 462-3800

Analysis: Commercial and Residential Redevelopment Alternatives, Cooper Stadium-Minor League Baseball Park - Children Services Site

### **City of Grove City**

4035 Broadway  
Grove City, Ohio 43123  
(614) 277-3000

Analysis: Economic Redevelopment Market Opportunities

### **City of Cincinnati**

City Trade and Development  
805 Central Avenue, Suite 700  
Cincinnati, Ohio 45202  
(513) 352-6146

Analysis: Commercial and Residential Redevelopment Alternatives of Madison & Whetsel Intersection in Madisonville, Ohio



**Toledo, Ohio**  
James Russell  
Executive Vice President  
Pizzuti Companies  
Two Miranova Place, Suite 220  
Columbus, Ohio 43215  
(614) 280-4038

Analysis: Redevelopment Alternatives for a 120-Acre Marina Site

**New Albany/Columbus, Ohio**  
New Albany Realty  
Jack Kessler  
220 Market Street, Suite 200  
New Albany, Ohio 43054  
(614) 939-8100

Analysis: Commercial and Residential for Easton Town Center/Hilton Hotel and conference/convention center.

**Columbus, Ohio**  
Columbus Hospitality Management  
Charles LaGarce  
33 East Nationwide Boulevard  
Columbus, Ohio 43215  
(614) 461-2635

Analysis: Provide market research for expansion of Crown Plaza Hotel to include additional rooms, conference and meeting space.

**City of Arlington, Texas**  
Steiner & Associates  
4016 Townsfair Way, Suite 201  
Columbus, Ohio 43219  
(614) 416-8250

Analysis: Residential Development Potential within Glory Park Town Center Site

**City of Columbus, Ohio**  
Columbus Downtown Development Corporation  
150 South Front Street, Suite 210  
Columbus, Ohio 43215  
(614) 545-4700

Analysis: Streetcar Economic Impact study, resulting in additional commercial and residential development



102 NE Second St. #268  
Boca Raton, Florida 33432 USA  
Telephone (561) 338-5800, Fax (561) 338-5280  
E-mail [dennis@marinamanagement.com](mailto:dennis@marinamanagement.com)  
Website [www.marinamanagement.com](http://www.marinamanagement.com)

September 8, 2015

Ms. Darla Lapeyre  
South Padre Island Economic Development Corporation  
6801 Padre Blvd.  
South Padre Island, TX 78597

Ref: RFP - Feasibility Study - Large Boat Marina for South Padre Island

Dear Ms. Lapeyre:

Marina Management Services, Inc. (MMS) is pleased to provide the following proposal in reply to the South Padre Island Economic Development Corporation's (EDC) "Request for Proposal" to determine the feasibility of a large boat marina for South Padre Island, Texas.

Marina Management Services has extensive experience in conducting feasibility studies for marina developments as a result we have taken your six tasks requested and addressed them in the manner we are familiar with and we believe accomplishes the results you requested. Our approach is broken down into two major components. First, is the Market Feasibility Study and second, is the Financial Feasibility Study. We have found through the 27 years of preparing such studies for marina developments that by splitting the studies in this manner it gives the client a decision point to be able to either modify or stop going forward with the financial portion of the study. If the decision is not to go forward with the financial portion of the study this equates to a cost savings for the client.

The following is a consulting proposal for the retention of MMS to conduct Market and Financial Feasibility Studies for the tasks outlined in your RFP. Tasks 1, 2, and 6 would be addressed in the Market Feasibility Study. Tasks 3, 4, 5 would be addressed in the Financial Feasibility Study. Note; I assume that task 3 refers to the construction cost of the proposed marina facility. MMS is not an engineering firm and the client must separately engage a qualified engineering firm to provide construction cost estimates. Those estimates can then be given to MMS and factored into our financial modeling process.



Our work product will consist of two reports a Market Feasibility Study and a Financial Feasibility Study. The Market Feasibility Study will require approximately eight weeks to complete from the date of signing this agreement and the Financial Feasibility Study will take approximately three weeks after all input is received. The reports will include all assumptions, methodology used in our research to arrive at our conclusions. The reports will provide the information necessary to make informed decisions regarding the existing market the financial feasibility of the proposed marina project.

The cost to perform the above scope of work as outlined is as follows: Market Feasibility Study \$16,000 USD, Financial Feasibility Study \$8,000 USD. Both studies are plus direct expenses which we estimate to be \$1,800 USD for the Market Feasibility Study. We do not anticipate any direct expenses associated with the Financial Feasibility Study. Our terms require a 50% deposit of the Market Feasibility Study plus the total estimated expenses. The total deposit required before travel arrangements can be made is \$9,800. A 50% deposit for the Financial Feasibility Study will be required when the client gives the okay to proceed. NOTE: The Financial Feasibility Study is not a standalone study and must be completed in conjunction with the findings in our Market Feasibility Study. The balance of the fee is due when each report is finalized and any upward or downward adjustment to expenses will be billed at that time.

If these terms are acceptable, please acknowledge below, and return to our offices via fax at (561) 338-5280 or email. Scheduling and travel arrangements cannot be confirmed until MMS has received the required deposit. If you have any questions please do not hesitate to contact me. I have enclosed for your review background information on our firm, which highlights our consulting experience in the marina industry.

Thank you for your inquiry, and we look forward to working with you in the near future.

Sincerely,



Dennis P. Kissman  
President

---

Acknowledged and Accepted – Sign/Title/Date

---

Print Name



Management Services, Inc.

*Serving the Marina Industry Since 1988*

# Company Profile & Experience

102 N.E. Second Street #268  
Boca Raton, Florida 33432  
(561) 338-5800 Fax (561) 338-5280  
[www.marinamanagement.com](http://www.marinamanagement.com)

LET THE PEOPLE AT MARINA  
MANAGEMENT SERVICES THAT KNOW  
MARINAS BEST, HELP YOU IMPROVE  
YOUR MARINA'S BUSINESS.

## Company Profile

Marina Management Services Inc. (MMS) is an international management and consulting firm located in Boca Raton, FL. We are focused on creating professionalism and accountability in the marina industry through our management contracts, consulting assignments, and industry involvement.



MMS has earned a well-deserved reputation in the marina industry through our services provided to both national and international clients over the last 27 years.

Our goal is to improve marina performance in order to facilitate growth across all levels of the entire marine industry. We do this by improving and documenting an existing marina's performance and by assisting in the proper development of new marinas. By improving existing marinas, we foster education about the importance of water access while providing owners with increased cash flow and return on investment. By assisting in the planning of new facilities, we ensure that marinas are built to perform operationally and financially for future use, avoiding short-term obsolescence.

MMS combines the accumulated experience, expertise, and creativity to solve existing problems and create new opportunities across all sectors of the marina industry. This increases the professionalism and accountability of not only the individual marina but of the entire marine industry.

Times are changing for marina owners and it is a fact most marinas need re-evaluation of their operations or require urgent solutions for unexpected problems that arise. MMS responds to the needs of our clients promptly with sound advice, strategic plans and complete access to information for an ever changing industry.

There is a saying in the industry that no two marinas are alike. This is true and MMS has hands on experience with all types of marinas ranging from marinas on fresh water lakes catering small outboard boats to those catering to ocean going mega yachts as well as state of the art dry stack storage marinas.

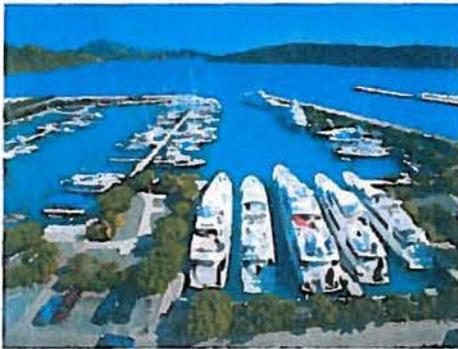
Dennis P. Kissman  
President

## Management Experience



Specializing in underperforming and difficult management situations MMS has been operating marinas for the past 26 years. MMS is comprised of a small group of highly skilled professionals with varied disciplines from both inside and outside the marina industry. These varied backgrounds enable the MMS team to focus on managing the various aspects of any marina oriented business.

MMS recognizes that no two marinas are alike and therefore their needs are as varied as the marinas themselves. MMS works closely with our clients to customize program objectives that fit their particular needs. Depending upon the particular situation a



program strategy

may require an immediate short-term solution to alleviate a crisis situation and followed up with a long-term solution.

There are two basic types of management programs MMS offers its clients. The first is a management oversight program and the second is a full management contract.

The Oversight Management Program provides an independent perspective on the marina and insures owners and lenders that their interests are being protected and improved. We provide the owner with ongoing physical, financial, and marketing recommendations, and continually strive to improve the value of the property. We achieve these objectives through monthly visits to the property and consultations with the owner and staff to review the implementation of prior recommendations. We provide advice on maintenance and capital expenditure issues to assure that the property will sustain and improve its income potential. By creating specific financial benchmarks for the property our progress is measured as well as the properties progress.

With MMS's full management service we take control of the marina's day to day operations while providing the same consultation as the Oversight Program. This service is geared toward absentee ownership and owners not familiar with the intricacies of the marina asset class. With the full management program, we are able to offer our client's our marina management system and financial controls with flexible reporting formats to allow the client to design a reporting package that fits their needs.

Marina Management Services, Inc. is pleased to provide the following list of clients that MMS have or has had a management relationship with:

American Yacht Harbor – St. Thomas, USVI  
Banyan Bay Marina - Fort Lauderdale, FL  
Bridge Harbor Yacht Club – Freeport, TX  
Caribbean Jacks Marina & Restaurant – Daytona Beach, FL  
Chester Cove Marina - Baltimore, MD  
Crown Bay Marina - St Thomas, USVI  
Fiddlers Cove Marina - North Falmouth, MA  
Gangplank Marina - WA, DC  
Grove Harbour – Miami, FL  
Hidden Harbor Marina – Pompano Beach, FL  
Hurricane Hole Marina – Paradise Island, Bahamas  
James Creek Marina - WA, DC  
Jockey Club Marina – Miami, FL  
Marina Village- Boynton Beach, FL  
Miami International Centre Marina – Miami, FL  
Port de Pleasance Marina, St. Maarten, NA

Schilling Boathouse - Hilton Head Island, SC  
Seminole Boatyard - Palm Beach Gardens, FL  
Shadyside Marina - Shadyside, MD  
Simpson Bay Yacht Club Marina, Sint Maarten, Netherlands Antilles  
Snug Harbour Marina – Plattsburgh, NY  
Soverel Harbour Marina, Palm Beach Gardens, FL  
Tantallon Marina - Fort Washington, MD  
The Moorings at Lantana – Lantana, FL  
The Yacht Club at Palmas Del Mar – Palmas Del Mar – PR  
Thunderboat Marina - Fort Lauderdale, FL  
Villa Marina and Yacht Harbour - Fajardo, PR  
Virgin Gorda Yacht Harbour – Virgin Gorda, British Virgin Islands  
Wexford Plantation Harbor - Hilton Head Island, SC

## Consulting Experience

At MMS our business is to improve your business through imparting our knowledge and expertise in the marina industry to achieve your objectives. The MMS team of specialists is capable of taking a marina project from conceptualization or acquisition onto successful operations. MMS has developed a consulting approach called "Decision Point Consulting"



which addresses the peculiarities associated with the marina industry. This approach allows MMS to provide specific information in a timely manner allowing the client to make intelligent business decisions, while keeping consulting costs to a minimum.



All MMS consulting assignments are site-specific and tailored to meet a client's specific stated objectives. Titles on consulting reports such as feasibility studies, appraisals, and valuations are generic terms that often include information that is not relevant to the client's desired objective. MMS works with a client first to understand what is to be included in the end work

product before taking on a consulting assignment thus reducing the overall consulting time required to provide the information. It is through our consultation that we can provide professional strategies for the day to day operations as well as create financial accountability for marinas both nationally and internationally.

MMS participates on marina development teams bringing a boaters and marina operator's perspective to the engineers and architects design. This improves design and operating efficiencies to sustain long term financial stability to the marina project.

Marina Management Services, Inc is pleased to provide the following list of Clients that we have consulted with on the acquisition, design, feasibility, market analysis, operations management or valuation of their marina:

#### U.S. Clients

360° Yacht Club, North Bay Village, FL  
 Almont Shipping, Wilmington, NC  
 Associated Marine Technologies, Ft Lauderdale, FL  
 Barefoot Cay Marina, Cross Cay, FL  
 Bertram Yachts Marina, Miami, FL  
 Bay Point Marina, Norfolk, VA  
 Bayside Marina, Newport Beach, CA  
 Boat House Marina, Jensen Beach, FL  
 Bohemia Vista Marina, Elkton, MD  
 Bohicket Marina, John's Island, SC  
 Bouchard Marina, Plattsburgh, NY  
 Buzzards Roost Marina, Johns Island, SC  
 Canaveral Port Authority, Cape Canaveral, FL  
 Captain's Point Marina, West Ocean City, MD  
 Caribbean Jacks Restaurant & Marina, Daytona Beach, FL  
 Carolina Marina, Greensboro, NC  
 City of Clarksville, Clarksville, TN  
 City of Dubuque, Dubuque, IA  
 City of Key West, Key West, FL  
 City of Port Orange, Port Orange, FL  
 City of Oceanside, Oceanside, CA  
 City of Sarasota, Sarasota, FL  
 City of St. Petersburg, FL  
 Compass Rose Marina, Fort Myers Beach, FL

Corpus Christie Municipal Marina, Corpus Christie, TX  
 Cove Inn Marina, Naples, FL  
 Crystal Bay Yacht Club, Ft. Lauderdale, FL  
 Crystal Shores Resort, Moneta, VA  
 Dauphin Island Marina, Dauphin Island, AL  
 Days Inn Marina Site, Fort Lauderdale, FL  
 Delegal Creek, Skidaway Island, GA  
 Dock Holidays Marina, North Myrtle Beach, SC  
 Dry Dock Marina and Boatyard, Ft. Lauderdale, FL  
 Deer Creek Lake, Deer Creek Lake, MD  
 Deltaville Boatyard & Marina, Deltaville, VA  
 Drifters Reef Marina, Tulloch Lake, Copperopolis, CA  
 Dry Marina, Fort Lauderdale, FL  
 Durafame Corporation, Stockton, CA  
 E. I. DuPont, Oakley, CA  
 E & H Boatworks, Palm Beach Gardens, FL  
 Evergreen Development, Nashville, TN  
 Fernandina Harbor Marina, Fernandina Beach, FL  
 First Key West Marina, Stock Island, Key West, FL  
 Galleon Marina, Key West, FL  
 Gordon Pass Marina, Collier Enterprises, Naples, FL  
 Grove Harbour Marina, Miami, FL  
 Gulf Harbour Marina, Fort Myers, FL  
 (Continued)

Hacks Point Marina, Elkton, MD  
 Harborage Club, Ft Lauderdale, FL  
 Harborside Storage, Bowlers Wharf, VA  
 Harbourside Moorings, Longboat Key, FL  
 Henderson's Wharf, Baltimore, MD  
 Hidden Harbor Marina, Pompano Beach FL  
 Hidden Harbour Marina, Sanford, FL  
 Holiday Point Marina, Franklin Furnace, OH  
 Hollywood Harbor Marina, Port Everglades, Ft. Lauderdale, FL  
 Home Port Marina, Palm Harbor, FL  
 Hugh Taylor Birch State Park, Ft Lauderdale, FL  
 Island Moorings, Port Aransas, TX  
 Indian Harbour Marina, Indian Harbour, FL  
 Indian Harbour Marina, Indian Harbour Beach, FL  
 Jockey Club Marina, Miami FL  
 Kent's Harbor Marina, Liberty, IN  
 Kings Cove Marina, Hastings, MN  
 Kings Point Marina, Stock Island, FL  
 La Siesta Bayside Marina, Islamorada, FL  
 La Siesta Oceanside Marina, Islamorada, FL  
 Lakeview Marina, Lake Conroe, TX  
 Lauderdale Marina, Fort Lauderdale, FL  
 Liberty Landing Marina, Jersey City, NJ  
 Lighthouse Point Marina, Wildwood, NJ  
 Little Creek Marina, Norfolk, VA  
 Lost Peninsula Marina, Monroe County, MI  
 Lost River Marina, Martin County, FL  
 Mar Marine, Cooper City, FL  
 Marina Del Sol, League City, TX  
 Marina Grande, Miami Lakes, FL  
 Marina Mile Shipyard, Fort Lauderdale, FL  
 Marina Shores, Virginia Beach, VA  
 Martin Downs Marina, Palm City, FL  
 Marker 37 Marina, Corpus Christie, TX  
 Matecumbe Marina, Upper Matecumbe Key, FL  
 Miami Beach Marina, Miami Beach, FL  
 Muskingum Watershed Conservancy District, New Philadelphia, OH  
 Nautical Inn, Lake Havasu, AZ  
 Nestegg Marine, Marinette, WI  
 New River Boat Storage, Cabi Development, Fort Lauderdale, FL  
 Newport Yacht Club and Marina, Jersey City, NJ  
 Norowal Marina, Bolton Landing, NY  
 Northshore Marina, Largo Vista, TX  
 Oceanside Marina, Stock Island, FL  
 Palm Harbor Marina, West Palm Beach, FL  
 Parkside Marina, Seabrook, TX  
 Patriots Point Marina, Charleston, SC  
 Piedmont Marina, Freeport, OH  
 Pier 17, Fort Lauderdale, FL  
 Pine Flat Marina, Sanger, CA  
 Pleasant Harbor Marina, Peoria, AZ  
 Point San Pablo Yacht Harbor, Richmond, CA  
 Port City Marina, Wilmington, NC  
 Port La Conner Marina, La Conner, WA  
 Port of Edmonds, WA  
 Postcard Inn Marina, Islamorada, FL  
 Riverbend Boat Yard, Ft. Lauderdale, FL

Riverplace Marina, Morris, IL  
 Riverwatch Marina, Stuart, FL  
 Roserio Resort, Eastsound, WA  
 Ross Marine, St. Johns, SC  
 Shipyards Marina, Jacksonville, FL  
 Snug Harbor Marina, Plattsburgh, NY  
 Somers Cove Marina, Crisfield, MD  
 Southeast Federal Center, Washington, DC  
 Sovereil Harbour Marina, Palm Beach Gardens, FL  
 St Lucie Marina, Stuart, FL  
 Steele Creek Marina, Townesville, NC  
 Stone Harbor Marina, Stone Harbor, NJ  
 Stonehouse Marina, Toana, VA  
 Stono Marina, Johns Island, SC  
 Stuart Yacht Club & Marina, Stuart, FL  
 Sunrise Harbor Marina, Fort Lauderdale, FL  
 Sunrise Marine, Grant, AL  
 Sunset Bay, Chicago, IL  
 Sweetwater Landing Marina, Ft. Myers, FL  
 Swoope Marina Site, Smyrna Beach, FL  
 Tahoe Keys Marina, South Lake Tahoe, CA  
 Tellico Harbor Marina, TN  
 The Landings, Skidaway Island, GA  
 The Moorings at Lantana, Lantana, FL  
 Tierra Verde Marina, St. Petersburg, FL  
 Tingley's Marina and RV Park, Merritt Island, FL  
 Tome's Landing, Port Deposit, MD  
 Two George's Marina, Boynton Beach, FL  
 Venice Village Marina, Curtice, OH  
 Vinoy Marina, St. Petersburg, FL  
 Westrec Marinas, Sherman Oaks, CA  
 Witch Cove Marina, Portsmouth, NH  
 Wood Development Marina, Orange Beach, FL  
 Zeke's Landing Marina, Orange Beach, AL

#### International Clients

Abra-Getxo Marina, Bilbao, Spain  
 American Yacht Harbor, St. Thomas, USVI  
 Ayia Napa Marina, Ayia Theckla, Cyprus  
 Bay Moorings Marina, Penetanguishene, Ont. CA  
 Bay Port Yachting Centre, Midland, Ont. CA  
 Beacon Bay Marina, Penetanguishene, Ont. CA  
 Bridge Port Marina, Orillia, Ont. CA  
 Cabrits Resort, Plymouth, Dominica  
 Carlingford Marina Club, Carlingford, Co, Louth, Ireland  
 Crews Inn Yachting Center, Chaguaramas, Trinidad, WI  
 Emerald Bay, Great Exuma, Bahamas  
 Escalera Nautico-Turistica, Fonatur, Mexico City, Mexico  
 Flisvous Marina, Athens, Greece  
 Great Guana Cay, Exuma, Bahamas  
 Guvia Marina, Corfu, Greece  
 Hatchet Bay Marina Project, Eleuthera, Bahamas  
 Hurricane Hole Marina, Paradise Island, Nassau, Bahamas  
 Independent Boatyard, St Thomas, USVI

(Continued)



Isla Mejures Resort & Yacht Club, Isla Mejures, Mexico  
 La Playita de Amador Resort & Marina, Panama City, Panama  
 Leeward Marina, Providenciales, Turks & Caicos Is  
 Mainsail Resort, Scrub Island, BVI  
 Marina Ixtapa, Ixtapa, Guerrero, México  
 Marina Mazatlan, Mazatlan, Sinaloa, México  
 Marina San Carlos, San Carlos, Sonora, México  
 Marina Vallarta, Puerto Vallarta, Jalisco, México  
 Monte Christi Marina, Monte Christi, Dominican Republic  
 Old Bahama Bay, Grand Bahama, Bahamas  
 Olympic Marine, Lavrion, Greece  
 Outer Cove Marina, Saipan, Northern Marianas  
 Ocean Reefs Island Marina, Panamá City, Panamá  
 Palmas Del Mar Yacht Club, Humacao, Puerto Rico  
 Pierhead Mega Yacht Marina, Barbados  
 Port Antonio Marina, Port Antonio, Jamaica  
 Port de Plaisance Marina, St. Maarten, NA  
 Port Dover Marina, Port Dover, Ontario, Canada  
 Port Roda De Bara, Roda De Bara, Spain  
 Port Rowan Marina, Port Rowan, Ontario, Canada

Port Zelande Marina at Gran Dorado Resort, Rotterdam, Holland  
 Puerto Calero, Lanzarote, Canary Islands  
 Puerto Del Ray. Fajardo, Puerto Rico  
 Puerto Isla Mujeres Resort and Yacht Club, Cancun, Q.R. Mexico  
 Puerto Sherry, El Puerto de Santa María. Spain  
 Real Club Nautico De Valencia, Valencia, Spain  
 Redevelopment of Pier 6, Old San Juan, Puerto Rico  
 Ritz-Carlton Hotels & Resorts, St Thomas, USVI  
 Saint-Quay Nouveau Port, St. Quay-Portrieux, France  
 San Juan Bay Marina, San Juan, Puerto Rico  
 Simpson Bay Yacht Club Marina, Sint Maarten, Netherlands Antilles  
 Southern Marina, Lusail Qatar  
 Sugarloaf Harbour Marina, Port Colborne, Ontario, Canada  
 Tender Dock, Road Town, BVI  
 The Moorings, Road Town, BVI  
 Tinian Ferry Terminal, Tinian, Northern Marianas  
 Turtle Cay Marina, Colon, Panama  
 Virgin Gorda Yacht Harbour, British Virgin Islands  
 Westrec International, London, England  
 Wye Heritage Marina, Midland. Ontario. Canada

## **Industry Involvement**

At MMS we believe the growth of an industry is dependent on the leaders and those with experience participating actively in promoting growth and professionalism. The principles of MMS promote growth and professionalism through memberships in industry specific organizations, speaking engagements at industry functions, and writing articles in industry publications. Dennis Kissman writes a column on marina finances and operations for two trade publications; Marina Dockage since 1995 and Inside Self Storage since 1998 and has been quoted numerous times in articles relating to the marina industry both in national and international publications. He has also authored the book "Standardized System of Accounts for Marinas and Boatyards" published by the International Marina Institute a department within the Association of Marina Industries. MMS is please to provide the following lists of our professional affiliations and speaking engagements.

### **Professional Affiliations**

- National Marine Manufacturers Association (NMMA)  
 Facilities Development Committee

- Association of Marina Industries (AMI) formerly the Marina Operators Association of America (MOAA)
  - Board of Directors Member (MOAA)
  - Chairman of the Marina Financing Committee (MOAA)
- International Council of Marine Industry Associations (ICOMIA)
  - International Marinas Group (IMG)
  - Policy Committee IMG Member
  - Public Relations IMG Sub Committee Member
  - Natural Disasters IMG Sub Committee Chairman
- International Marina Institute (IMI) now part of the AMI
  - Board of Directors Member
  - Instructor for Marina Financing and Appraisal Course
  - Instructor for Advanced Marina Management Course
- International Navigation Association (PIANC)
  - US Army Corps of Engineers US Representative, Environmental Commission Working Group #17, "Guidelines for Marina Design"
- Marine Industries Association of South FL (MIASF)
  - Marinas Committee
  - Member Services Committee
- Marine Industries Association of Palm Beach County
- Marine Industry Association of Florida
- US Superyacht Association
- Marina Association of the Caribbean (MAC) (Disbanded in 2000)
  - Founding Board Member and Treasurer
- Broward County Alliance
  - Sites for Industry Expansion Committee

### **Speaking Engagements**

- 1996 International Marina Conference, Genoa, Italy
- 1999 International Marina Conference, Fort Lauderdale, FL
- 2002 International Marina Conference, Sydney, Australia
- 2003 National Docks and Marina Conference - University of Wisconsin
- 2004 Michigan Marine Industries Association Annual Meeting
- 2005 International Marina Conference, San Diego, CA
- 2005 Pacific Coast Congress of Port Managers and Harbor Masters
- 2005 Kentucky & Tennessee Marina Association Annual Meeting
- 2006 CA Marina Recreation Association Annual Conference
- 2006 Texas Marine Industries Association Annual Meeting
- 2007 Kentucky & Tennessee Marina Association's Joint Annual Meeting
- 2008 International Marina Conference, Oostende, Belgium
- 2008 International Marina and Boatyard Conference, Atlanta, GA
- 2008 Nautical Tourism Forum, Florianopolis, Brazil
- 2008 Dry Stack Conference, West Palm Beach, FL
- 2011 International Marina Conference, Singapore
- 2011 International Boat Builders Conference, Louisville, KY
- 2011 Docks & Marinas II, University of Wisconsin
- 2011 CA Marina Recreation Association Annual Conference
- 2012 Kentucky & Tennessee Marina Association's Joint Annual Meeting

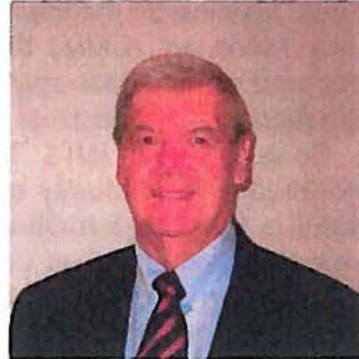
- 2012 Docks & Marinas Conference, University of Wisconsin
- 2013 Dry Stack Conference, Fort Lauderdale, FL
- 2013 Docks & Marinas Conference, University of Wisconsin
- 2014 International Marina Conference, Istanbul, Turkey
- 2014 Docks & Marinas Conference, University of Wisconsin
- 2015 International Marinas & Boatyard Conference, Tampa, FL
- 2015 IMG Conference, Puerto Calero Marina, Lanzarote, Canary Islands

## Biography

### **Dennis P. Kissman** - President and Chief Executive Officer

Kissman has been in the recreation industry for over thirty-eight years and in 1988 began Marina Management Services Inc. (MMS) an internationally recognized management and consulting firm specializing in marinas.

Kissman is a member of the National Marine Manufacturers Association (NMMA) and represents the Association on the International Council of Marine Industry Associations (ICOMIA) International Marinas Group. He has also served on the Board of Directors of the Marina Operators Association of America (MOAA) now called the Association of Marina Industries (AMI) from 2002 – 2004 and was the Chairman of MOAA's Marina Financing Committee. Kissman is an active member of the Marine Industry Association of South Florida and has served on several sub-committees of the Association.



Speaking engagements include several Docks and Marina Conferences sponsored by the University of Wisconsin School of Engineering as well as Association of Marina Industries conferences and several state and regional Marina Trade Associations. The 1996, 1999, 2002, 2005, 2008, 2011 and 2014 International Marina Conferences held in Genoa, Italy, Fort Lauderdale, Florida, Sydney, Australia, San Diego, California, Oostende, Belgium, Singapore and Istanbul, Turkey respectively as well as several International Marina Institute's educational conferences. He also participated in an advisory capacity at conferences sponsored by the Florida Sea Grant program on "Blue Belting". Kissman served as a member of the International Marina Institute (IMI) where he served as committee chair, authored the "Standardized System of Accounts for Marinas and Boatyards".

Since 1995, Kissman has published over one hundred marketing, financial and management columns in MARINA DOCKAGE a marina trade publication. He has also published numerous articles in related recreational trade publications on the industry and has been quoted in

many marina industry related articles published throughout the United States, Europe and Oceanica.

**Carl F. Wolf, CMM** – Director of Business Development

Carl has been actively involved in the marine industry since 1976. Before joining MMS, Carl was employed by Sandusky Bay Development Company, Sandusky, Ohio (SBDC) for the past 29 years. While at SBDC, Carl served as the Vice President/General Manager of Battery Park Marina, a 684 slip marina on Lake Erie. He also held the position of Vice President of Battery Park Marine Services, a 23 acre boatyard with 140,000 square feet of heated inside storage and a boat brokerage department. Other significant facilities that Carl operated while at SBDC include "Dock of the Bay Marina" and "Cedar Point Yacht Services".



In 1992, was the 3<sup>rd</sup> marina manager to receive the industry recognized "Certified Marina Manager" (CMM) title. He then became a primary instructor for the "Advanced Marina Management" course. Carl was actively involved with the International Marina Institute (IMI) as a speaker at numerous conferences and as the Co-author the IMI's first edition of the "Marina Operations Manual", considered as an industry standard. During the early 1990's, Carl participated actively in the transformation of the IMI from a private company to a member driven organization. Carl became the first Chairman of the Board for the new membership driven IMI. Carl remains an active member of the Association of Marina Industries, the successor to the IMI. He has also spoken at the University of Wisconsin's "Docks and Marinas" annual conference a number of times on Marina Operations.

**Pam Lenzion** - Associate

Pam has 15 years experience in the Marine Industry as well as a 100 ton USCG Masters License. She has provided management and training services to marine businesses and has been a consultant to marinas and boatyards including site assessments, feasibility and market studies, construction project management, business start-ups, and operations management. Pam has worked on Special Projects for Marinas International and was the COO of Vinings Marine Group. Prior to her experience in the Marine industry, Ms. Lenzion had a long and varied history in the hospitality industry including owning two restaurants and an executive hotel that she designed, built, and operated, employing 100+



people. She also owned and operated a professional development training business with 42 licensed trainers.

Currently Pam serves as the President of the American Boat Builders and Repairers Association (ABBRA), the Vice Chair of the Marine Industry Training and Education Council (MITEC) and is an International Marina Institute (IMI) faculty member, teaching Leadership Skills to marina and boatyard managers. She is a member of the International Marina and Boatyard Conference (IMBC) Steering Committee and Editorial Board and a Past President of the Marine Industries Association of Northeast Florida.

11.



## **INVITATION TO PARTICIPATE**

September 18 2015

### **Visioning and Brand Development Session for the South Padre Island Visitor Industry Trader News**

In an effort to look forward, focus our marketing efforts and outline the strategic roadmap we will take to promote our destination, The Atkins Group will be leading a brand development session to explore our brand position as it currently exists and identify an approach for how the brand should evolve.

This session will be used to gather insights and perspectives from key community stakeholders in the hospitality industry, those of you who live it every day. Using a variety of techniques, we will identify, record and understand the expectations of visitors, the destination's current position in the competitive marketplace and the desired outcomes that would reflect business success. Consensus will be reached regarding strengths, weaknesses, opportunities and threats, as well as seasonal prioritization of target audiences and the perceived value of the South Padre Island brand to those potential audiences.

All insights will be brought together to finalize the brand position/brand promise and then will be summarized for presentation back to the group, as well as, to City Council and other Community leadership.

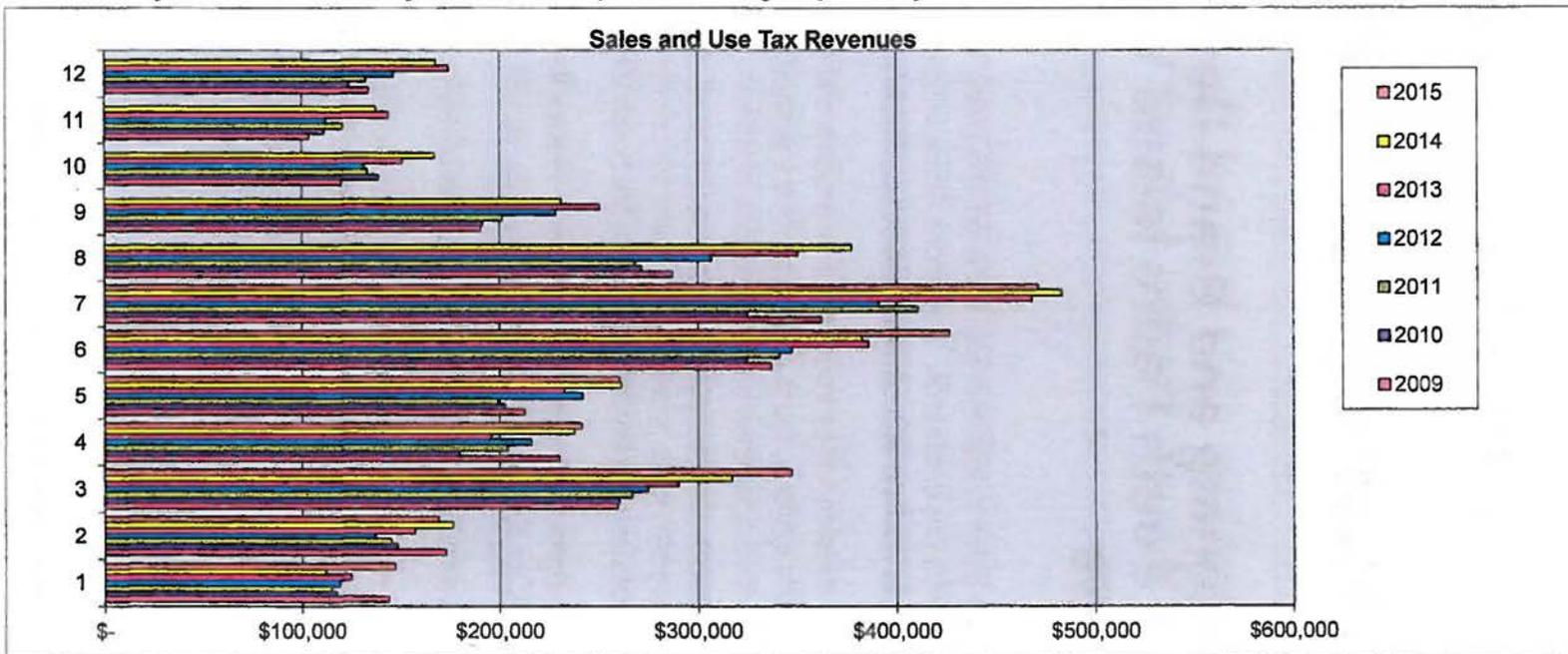
This session will be moderated by Steve Atkins, and will involve interactive group discussions.

We invite you to participate in the session scheduled on Thursday, October 1 from 4:00 PM to 6:00 PM in Room 202 located at the South Padre Island Convention Centre, 7355 Padre Blvd.

Please accept this invitation by responding to Keith Arnold at [Keith@sopadre.com](mailto:Keith@sopadre.com) no later than Thursday, September 27, 2015. If you are unable to attend, please let us know as soon as possible.

South Padre Island Sales and Use Tax Revenues								
	2009	2010	2011	2012	2013	2014	2015	
							%	
January	\$ 143,886	\$ 117,419	\$ 114,865	\$ 119,092	\$ 124,955	\$ 111,837	\$ 147,033	31.47
February	172,740	148,170	145,004	137,090	156,927	176,331	168,939	(4.19)
March	259,180	260,182	266,620	274,677	289,849	316,834	346,948	9.50
April	230,029	179,469	203,962	215,913	195,868	237,624	241,179	1.50
May	212,544	202,552	199,176	241,670	232,586	261,170	260,265	(0.35)
June	336,693	324,527	340,811	347,206	385,570	382,481	426,572	11.53
July	361,970	324,886	410,556	390,920	467,989	483,156	471,196	(2.48)
August	287,118	271,602	268,233	306,588	350,038	377,267		
September	190,439	191,347	201,328	228,185	250,437	231,042		
October	120,202	138,942	133,115	131,407	150,816	167,179		
November	103,605	111,285	120,696	112,229	143,930	137,595		
December	133,951	124,089	132,467	146,595	174,214	167,830		
<b>Total</b>	<b>2,552,357</b>	<b>\$ 2,394,470</b>	<b>\$ 2,536,833</b>	<b>\$ 2,651,572</b>	<b>\$ 2,923,179</b>	<b>\$ 3,050,346</b>		

NOTE: Percentages of change March vs. April each year are principally the result of the month in which Easter falls. Amounts reported in January are based on January sales, for example, even though reported by the State and received by South Padre Island in March.

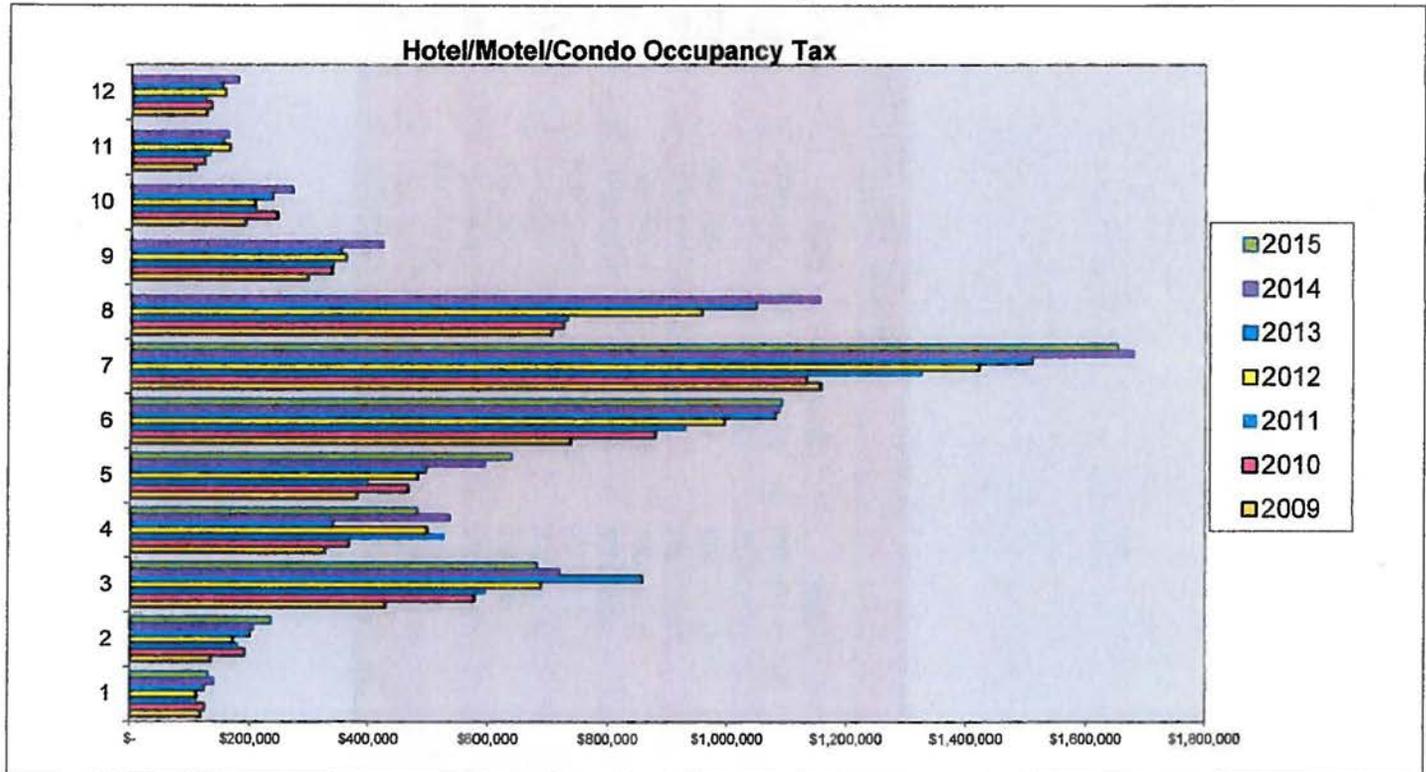




### South Padre Island Hotel/Motel/Condo Occupancy Tax

	2009	2010	2011	2012	2013	2014	2015	% change
January	\$ 116,614	\$ 123,680	\$ 109,440	\$ 109,774	\$ 123,289	\$ 140,192	\$ 130,054	(7.23)
February	134,788	190,487	180,476	171,451	199,626	204,078	234,729	15.02
March	428,533	577,675	595,805	687,275	855,873	718,514	680,389	(5.31)
April	324,596	364,810	528,026	497,202	338,337	535,518	482,346	(9.93)
May	380,047	465,445	399,279	482,275	494,883	593,135	637,343	7.45
June	735,283	876,624	929,372	994,101	1,078,509	1,086,514	1,090,245	0.34
July	1,155,188	1,131,300	1,325,927	1,420,513	1,507,657	1,679,092	1,652,406	(1.59)
August	704,214	723,141	731,489	955,899	1,046,929	1,153,488		
September	294,425	335,734	340,030	359,467	350,530	422,559		
October	189,390	242,670	208,442	205,150	234,719	268,955		
November	104,782	120,144	131,812	163,655	152,042	161,516		
December	123,877	131,991	123,799	155,338	149,820	177,192		
<b>Total</b>	<b>\$ 4,691,737</b>	<b>\$ 5,283,701</b>	<b>\$ 5,603,897</b>	<b>\$ 6,202,100</b>	<b>\$ 6,532,214</b>	<b>\$ 7,135,926</b>		<b>9.24</b>

Occupancy tax is 14.5% as of July 2009. 8.5% is collected by the City of South Padre Island monthly, and 6% by the state of Texas quarterly. Any hotel or condo visit longer than 30 days is tax exempt. Percentages of change March vs. April are partially the result of the month in which Easter falls. The monthly occupancy tax reports from the finance office include any late payments received from properties behind in their taxes. The City reports them in the month they are paid.



### South Padre Island Building Permit Valuations

	2009	2010	2011	2012	2013	2014	Commercial	Residential	2015
<b>January</b>	\$ 4,106,664	\$ 6,275,239	\$ 243,630	\$ 552,718	\$ 703,791	\$ 434,335	\$ 3,765,670	\$ 725,147	\$ 4,490,817
<b>February</b>	546,134	5,473,877	423,259	1,968,904	330,425	2,117,014	95,488	1,792,251	1,887,739
<b>March</b>	4,217,221	456,675	627,539	449,800	1,016,164	271,651	2,111,506	207,629	2,319,135
<b>April</b>	2,007,649	444,700	12,105,395	268,337	554,688	412,515	72,753	8,603,387	8,676,090
<b>May</b>	5,725,591	3,977,138	1,009,344	915,996	295,625	1,052,261	387,671	755,351	1,143,022
<b>June</b>	1,685,895	1,504,846	1,821,047	1,243,528	177,150	1,717,942	39,150	803,253	842,403
<b>July</b>	618,759	52,590,819	5,411,225	412,100	145,069	160,664	475,500	964,206	1,439,706
<b>August</b>	4,281,975	975,263	899,292	459,314	2,525,727	500,475	-	1,799,928	1,799,928
<b>September</b>	657,960	2,436,837	192,228	373,975	692,401	894,061			
<b>October</b>	1,662,974	1,295,900	280,511	950,100	885,901	2,322,681			
<b>November</b>	178,888	414,111	8,549,789	2,022,260	1,103,873	1,975,292			
<b>December</b>	1,152,984	1,408,183	1,093,434	773,540	162,116	1,894,849			
<b>Total</b>	<b>\$ 26,842,694</b>	<b>\$ 77,253,588</b>	<b>\$ 32,656,693</b>	<b>\$ 10,390,572</b>	<b>\$ 8,592,930</b>	<b>\$ 13,753,740</b>			

**South Padre Island Property Tax Revenue**

	2009	2010	2011	2012	2013	2014	2015
<b>January</b>	\$ 881,608	\$ 633,716	\$ 955,624	\$ 925,441	\$ 768,980	\$ 774,747	\$ 775,106
<b>February</b>	826,923	766,443	376,594	498,598	587,833	697,644	643,376
<b>March</b>	113,491	128,325	211,177	488,209	154,633	129,345	126,429
<b>April</b>	139,655	168,093	134,539	125,963	85,060	97,865	108,299
<b>May</b>	124,088	70,190	104,032	117,171	100,790	74,555	68,063
<b>June</b>	70,721	100,376	97,986	93,955	77,075	98,131	84,304
<b>July</b>	124,127	68,581	164,458	222,631	135,249	125,279	111,522
<b>August</b>	48,719	40,920	37,832	63,604	58,877	35,643	30,635
<b>September</b>	8,678	38,286	56,310	33,535	44,457	41,480	
<b>October</b>	1,278,200	1,062,890	552,062	1,716,909	1,953,119	2,035,083	
<b>November</b>	2,145,275	2,598,999	1,558,168	2,287,424	1,925,829	1,828,594	
<b>December</b>	483,388	476,031	1,672,881	493,478	462,976	645,800	
<b>TOTAL</b>	\$ 6,244,873	\$ 6,152,850	\$ 5,921,663	\$ 7,066,918	\$ 6,354,878	\$ 6,584,166	
As of October 1:							
Tax rate per \$100	0.24561	0.24561	0.2504	0.252071	0.254384	0.262754	0.262754
Taxable value	\$ 2,434,546,327	\$ 2,421,696,820	\$ 2,608,645,628	\$ 2,606,119,273	\$ 2,583,563,287	\$2,516,386,826	





