



2016-2017 ADOPTED BUDGET





*City of South Padre Island Annual Budget for All Appropriated Funds
Year Beginning October 1, 2016 and Ending September 30, 2017*

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DISTINGUISHED BUDGET PRESENTATION AWARD

The City of South Padre Island was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association for its 2015-2016 budget. This is the fifth consecutive year the City has received this award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of South Padre Island
Texas**

For the Fiscal Year Beginning

October 1, 2015

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

MAYOR, CITY COUNCIL AND STAFF

Barry Patel, Mayor

Dennis Stahl, City Council Member, Place 1

Alex Avalos, City Council Member, Place 2

Theresa Metty, City Council Member, Place 3

Alita Bagley, Mayor Pro-Tem, Place 4

Paul Munarriz, City Council Member, Place 5

Paul Cunningham, Jr., City Attorney

**Vacant
City Manager**

**Darla Jones
Interim City Manager**

**Randy Smith
Police Chief**

**Keith Arnold
Convention and Visitors
Bureau Director**

**Armando Gutierrez Jr.
Public Works Director**

**Wendi Delgado
Administrative Services
Director**

**Dr. Sungman Kim
Development Services
Director**

**Victor Baldovinos
Environmental Health
Services Director**

**Susan Hill
City Secretary**

**Juan Infante
Information Technology
Director**

**Rodrigo Gimenez
Chief Financial Officer**

**Jesse Arriaga
Transit Director**

**Genaro A. Perez
Interim Fire Chief**

**Patrick Barrineau
Shoreline Director**



CITY COUNCIL MEMBERS

Barry Patel –Mayor



Alita Bagley –Mayor Pro Tem



Dennis Stahl–Council Member



Alex Avalos–Council Member



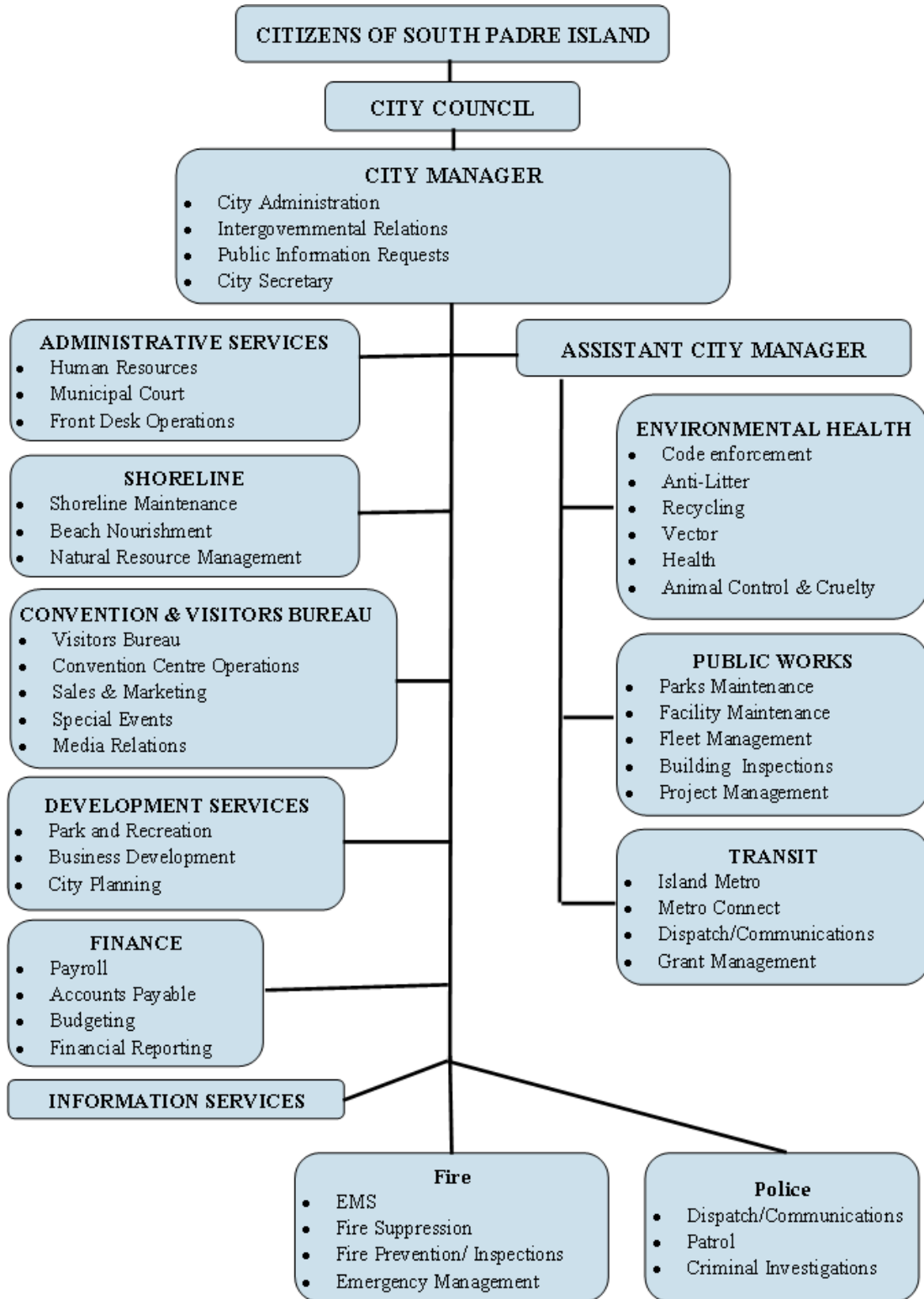
Paul Munarriz–Council Member



Theresa Metty- Council Member



ORGANIZATIONAL CHART



BUDGET MESSAGE



October 1, 2016

City of South Padre Island

Fiscal Year 2016-2017 Budget Message

It is our pleasure to present to you the 2016-2017 Annual Budget. The Annual Budget outlines the programs and services provided by the City to the citizens of South Padre Island. As such, the budget is one of the most important decisions that the City Council makes every year as it determines projects to be funded or unfunded, service levels provided to the citizens and the costs associated with providing those services.

Economic Environment

Unlike most oil states, the Texas economy is still growing. State gross domestic product rose 3.8% in 2015, with gains in construction and information offsetting deep declines in mining and oil drilling. In fact, the U.S. Bureau of Economic Analysis says Texas matched the growth rate in 2014. Annual employment grew primarily due to the services sector, educational and health services, and leisure and hospitality. Manufacturing and mining and logging employment in Texas declined while services continued a positive trend. Texas housing demand also improved moderately.

Many economists worried that the state was in for a recession along the lines of the oil shock of the 1980s, when real estate prices plunged and unemployment soared. That oil crisis was longer and deeper than the current one—at least as of now. Efforts after the oil shock to insulate the economy from future crises may have paid off. The Texas economy is much more diverse than in the past.

In terms of the city's economy, South Padre Island strongly relies on the Texas as well as the Mexican economy. This last one suffered a devaluation of its currency that had a direct impact on the lower number of Mexican visitors to the island.

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All business and economic activity on the Island centers on tourism. With 50% of our lodging sales coming in June, July and August, our biggest challenge is to increase the activity in other times of the year. With its unique setting, pristine beach environment, and abundant water and outdoor activities, South Padre Island continues to establish itself as a premier visitor destination. As the area gains more recognition as a year-round vacation retreat, there will be a growing need to preserve, improve, and add to the amenities and attractions sought by the rising tide of tourists.

The Fiscal Year in Review

Before discussing the 2016-2017 Budget, let us first look at the major accomplishments of the City during the past year. While many great things went on in every department of the City, the Public Works department has undertaken many projects this past year to improve infrastructure and beautify the City of South Padre Island.

Phase III of the Gulf Boulevard project was completed and continues enhancements to maximize the parking space available while providing better safety measures for the public. The budgeted amount included \$150,000 from GLO grants. The improvements were accomplished by realigning the north and south bound lanes to the east, reclaiming the unutilized area along the west side of the right-of-way and installing a sidewalk, landscape area and angled parking where possible.

The Convention Centre has received much needed renovations and upgrades. The Convention Centre was built in 1992, and in 2008, Hurricane Dolly damaged the roof and walls significantly. Although the roof was completely replaced, the exterior walls and windows were not. The \$3 million project's exterior phase, completed last fiscal year, upgraded the Convention Centre infrastructure. This first phase included replacing the skylights in the lobby with windstorm-rated roofing material, replacing exterior doors, replacing a portion of the parking lot with concrete, improving site drainage, improving parking lot lighting for safety, adding landscaping, and increasing structural integrity with stronger exterior walls. The renovation of the Convention Center exterior was followed by internal improvements. The Convention Centre Interior Renovation for approximately \$1.3 million was concluded in the current fiscal year for interior renovations including carpeting, interior painting, room partitions, lighting, A/C repairs, kitchen remodeling and other improvements.

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The desire for a local community center has been debated and discussed for many years. We can proudly say we made that dream a reality in the current fiscal year with the renovation of the old City Hall. The community center project was completed and provides the South Padre Island community with a facility to use for public programs and events.

The City reorganized the Coastal Resources department to include bayside management in addition to beach management. The new Shoreline department completed the Pearl Beach Access at Beach Circle. The grant was submitted to the General Land Office in the fall of 2013 and awarded in 2014. The project included design and construction for walkover which increased beach access, public safety, and protects the dune habitat in that area by isolating the foot and vehicle traffic to a designated path.

These are a few of the highlighted accomplishments of last fiscal year. We anticipate many improvements in the coming year for the Island's infrastructure that will boost growth potential for the City.

The Fiscal Year 2016-2017 Budget

There are numerous projects underway throughout all of our departments that contribute to the advancement of our City as an organization and as a community. We continue to find ways to improve transportation throughout the island, whether it be by car, bicycle or on foot; we continue to invest in beautification projects that benefit residents, as well as tourists; and we continue maintaining and developing the infrastructure to support future growth.

Infrastructure planning and growth is demonstrated with the Gulf Boulevard Phase IV reconstruction, as well as street drainage improvements. The Gulf Blvd project, which has progressed slowly in past fiscal years due to funding constraints, will be accelerated by proceeds from the Tax Anticipation Notes issued last fiscal year in the amount of almost \$3 million. The project encompasses new paving, and improvements to pedestrian safety by relocating street parking to the west side of the street and providing wider walking areas as well as bicycle pathways. The relocation of parking to the opposite side of the street removes the potential of a pedestrian or cyclist not being seen by a driver maneuvering a vehicle into the previously positioned parking spaces. Secondly, Phase IV of the renovation project also addresses a few side streets including adding curb and gutters to improve drainage, a sidewalk and new paving.

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Improvements to Padre Boulevard, the City's main thoroughfare, will be funded with a combination of awarded TAP grant funds of \$3,490,000, as well as the proceeds from the Tax Notes Series 2016 of \$4,000,000. These funds will be used to construct certain street, sidewalk, median and related drainage improvements in the City including on, but not limited to, Padre Boulevard. The intent is to revitalize Padre Boulevard to be an attractive, vibrant commercial corridor in the community, and to develop the Entertainment District into a walkable, mixed use regional destination.

Phase I of the Multi-Modal Transportation project has been completed, leaving the construction of the facility (Phase II) remaining. This facility will serve as a one-stop transportation hub for eastern Cameron County. The total amount budgeted of \$894,000 in this fiscal period was allocated to construct the bus berths and circulation, and park-&-ride as part of Phase I. The City of South Padre Island was awarded a \$3,500,000 TIGER grant for this project, which will be used to fund Phase II of the project. The hub will include a transfer station to be used by Island Metro, regional transit system Metro Connect, rural transit system Valley Metro, future intercity bus providers, charter buses, and taxis. The terminal will also connect to two international airports and two international bus terminals through its coordination with regional transit systems. Also included in the project are passenger amenities, driver amenities, administrative offices, and park-&-ride site.

South Padre Island and its partners have been awarded a highly competitive, \$10 million TIGER grant from the U.S. Department of Transportation that will go toward a \$23.8 million "Connecting Communities" project to improve public transit and create a pedestrian/bicycle path along the Queen Isabella Memorial Bridge. TIGER, which stands for "Transportation Investment Generating Economic Recovery," is a DOT program that awards federal money to improve roads, transit, cargo rail, hike-and-bike and maritime infrastructure. The grant requires that engineering and design be complete by December 2017, while construction on the causeway must begin by September 2019 and be complete by 2024. The Connecting Communities TIGER application was written by Brownsville Metro and the Texas A&M Transportation Institute, in collaboration with application partners the city of McAllen, the city of Port Isabel, the city of South Padre Island, Cameron County Regional Mobility Authority, Cameron County and the University of Texas Rio Grande Valley. A major component of Connecting Communities involves widening the 2.4-mile-long Queen Isabella causeway to allow for a 14-foot dedicated, barrier-protected bike and

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pedestrian lane. It will be one of the longest bridge hike-and-bike facilities in the United States and the first of its kind in Texas, according to the DOT.

The City's newest park is expected to open in October 2016. Funded in part by the Texas Local Park Grant Project, the plan for John L. Tompkins Park is to develop a 1.9-acre community park that will become a core of the citywide system of parks and open space. Its facilities include a skate park, playgrounds for tots and kids, a civic plaza and cultural exhibit area, basketball courts, trails with exercise stations, public bathroom, parking area, seating and picnic tables, access to beaches and areas for soccer fields and others. Access will be provided from both Padre Boulevard and the beach to create a systemic connection between the inland and shore. A new Parks & Recreation Manager position was created to manage the new Community Center and focus on tasks related to parks and recreational activities.

Public Works requested the development of a three person parks maintenance crew for the proper care of parks equipment and facilities. Landscaping is a skilled trade that requires knowledge of plant care requirements, pruning techniques, seasonal variations of plants and watering requirements. This crew will provide landscaping and maintenance along Gulf Blvd as well as the new John L. Tompkins park.

South Padre Island is a community with a challenging task of balancing the needs and desires of our permanent residents, in addition to the required elements needed to attract the millions of visitors we receive each year. I feel that with the advent of exceptional staff and dedicated elected officials, we have achieved our goals of delicately balancing the daily operations to create an environment suitable for all stakeholders.

Respectfully,

Darla Jones

Interim City Manager

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FINANCIAL SUMMARY



City of South Padre Island, Texas

	2015/16 Final Budget	2016/17 Adopted Budget
REVENUES AND OTHER SOURCES		
Property Taxes - Incl. Penalty & Interest	\$ 7,208,533	\$ 7,697,969
Nonproperty Taxes	13,413,197	14,002,938
Fees and Services	819,569	963,563
Fines and Forfeitures	432,687	474,687
Licenses and Permits	161,000	198,700
Intergovernmental	3,563,762	5,590,482
Miscellaneous and Program Revenues	179,120	176,256
Other Financing Sources	5,877,036	754,563
Total Revenues	31,654,904	29,859,158
EXPENDITURES		
General Government	\$ 3,610,041	\$ 3,543,610
Public Safety	5,413,307	5,545,460
Public Works	2,969,807	2,842,242
Convention & Visitors Bureau	6,591,484	6,732,947
Community Service	1,739,941	463,725
Transportation	1,746,692	1,816,021
Debt Service	1,866,754	2,467,572
Capital Outlay	6,157,848	4,008,000
Other Financing Uses	1,922,453	754,563
Total Expenditures	32,018,327	28,174,140
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	(363,424)	1,685,018

EXECUTIVE SUMMARY

The Annual Budget outlines the programs and services provided by the City to the citizens of South Padre Island. As such, the budget is one of the most important decisions that the City Council makes every year as it determines projects to be funded, services to be provided to the citizens and visitors and the related cost.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$489,436, which is a 6.79% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$22,573. Provided below are some highlights and major projects of the City included in the 2016-2017 Budget:

Revenues

- According to the 2016 appraisal rolls provided by the Cameron County Appraisal District, property values increased by 0.10% or \$2.3 million. The 2016 proposed tax rate is \$.305640/\$100 which represents an increase of \$.02/\$100 compared to the current tax rate. This increase is due to the additional debt service needed to pay for Padre Boulevard improvements.
- Council passed a resolution in January 2015 amending a 2011 ordinance that designated an area to be known as a tax increment reinvestment zone (TIRZ). The Cameron County contribution for the year 2016 is estimated to be \$38,825 while the City's own contribution is estimated to be \$41,620.
- Sales taxes are projected to increase by \$46,313 for next fiscal year resulting in a total budgetary amount of \$2,377,511 in the General Fund.
- Mixed Beverage taxes are expected to remain stable. Total revenue projected for fiscal year 2016-17 is \$328,934.
- A decrease of \$10,996 in EMS revenue is projected based on the current level of collections for a total proposed budget of \$360,000.
- The City's Hotel Occupancy tax collections allocated to the Hotel Motel and Convention Centre funds are expected to produce revenues in the amount of \$7,437,385. Total Convention Centre revenue is anticipated to be \$7,734,385.
- Beach Nourishment is funded with one-half percent of the local hotel motel tax collected by the city for beach nourishment projects. Projected revenue is \$460,325.
- State Occupancy Tax, which is allocated to the Beach Maintenance Fund, is projected to increase by approximately \$62,934 for next fiscal year resulting in a total budgetary amount of \$1,762,934.

Expenditures

- The renovation of the new Community Center was completed during the current fiscal year with total construction costs to date of \$301,197. Space available includes a 2,500 sq. foot event hall with limited kitchen facilities. Some operating costs for the new community center are being budgeted under the Development Services department which includes office supplies as well as other miscellaneous costs. Utility and maintenance costs associated with the community center are reflected in the General Services and Facilities and Ground Maintenance Departments. The total operating cost without payroll cost is approximately \$22,000.
- The proposed budget includes the reinstatement of the Fire Chief position, the addition of a Parks & Recreation Manager position as well as a three person park maintenance crew in the Public Works department to provide landscaping and maintenance to parks and other city facilities.
- Phase IV of the compensation plan is included in the proposed 2016-2017 budget as well as a 1 % COLA for those employees not eligible for a phase IV increase. The total cost to the General Fund is \$146,267 of which \$86,420 is allocated to public safety employees (Police and Fire).
- An overall decrease of \$45,296 in the Fleet Department is primarily due to a lack of vehicle purchases budgeted for next year. It is important to mention that the city purchased three new vehicles for the Police department as well as two vehicles for Environmental Health Services during the current fiscal year, which will cover the need for new vehicles until fiscal year 2017-18.
- The budget for vehicle lease payments includes the refinancing of the balloon payment of the fire ladder truck in the amount of \$242,788 which is due in November 2016. The refinancing would be for five years at a rate of 2.85% with annual payments of approximately \$53,000.
- The proposed budget for the Convention Centre fund has a reduction of \$1,080,000 in building and structures as well as \$117,840 in machinery and equipment due to the completion of the interior renovation of the Convention Centre. However, the proposed budget includes \$200,000 planned for the kitchen, temporary platforms, as well as other miscellaneous improvements.
- Approximately \$3.6 million has been budgeted in the Transportation Fund for Phase II of the Multimodal Complex to be paid with federal grants which includes architectural and engineering services, construction cost and purchase of machinery and equipment.
- Three additional SPI Metro vehicles will be purchased in the upcoming year for a total cost of \$240,000. A total increase in the Metro Connect program of approximately \$44,000 is budgeted for next fiscal year.

- Debt Service payments are budgeted in the amount of \$1,732,350 in fiscal year 2016-17 including the payment for the Tax Anticipation Note for Padre Blvd improvements.

Debt Service Payments 2016-17	Principal	Interest	Total
Fire Station	\$ 170,000	\$ 123,225	\$ 293,225
Municipal Complex	280,000	74,200	354,200
Gulf Blvd.	395,000	79,825	474,825
Padre Blvd.	520,000	90,100	610,100
Total	\$1,365,000	\$ 367,350	\$1,732,350

- The Bay Access fund includes costs for the Shoreline department associated with the bay endings. The proposed budget in this fund includes payroll for \$49,479, bay maintenance supplies \$5,300, minor tools and equipment \$2,900 as well as miscellaneous operating costs of \$2,140.
- Due to recent changes in management of the Beach Access Fund, no projects have been identified at this time. Staff will request funding for new projects during the next fiscal year.
- The Beach Nourishment Fund has no BUDM project budgeted fiscal year 2016-2017. The City realized savings for the dredge project during the current fiscal period which will be applied to future dredge projects.

Staff continued a conservative approach to forecasting revenues for the FY 2016-2017 budget. Due to conservative budgeting practices in the past three years there has been a stable General Fund balance. In addition, the City Charter requires that the City maintain a fund balance equal to six months of operating expenses. These two practices have kept the City healthy financially and at the end of 2015-2016 the unaudited fund balance in the General fund is estimated to be \$5,744,029.

COMMUNITY STATISTICAL INFORMATION

The Citizens adopted the Home Rule Charter for the City of South Padre Island at an election held on November 3, 2009. The benefits of local government outlined in the Home Rule Charter affirm the values of representative democracy, professional management, strong political leadership, citizen participation and regional cooperation through the Council-Manager form of government.

The City Council consisting of the Mayor and Five Council Members and the City Manager's Office comprised of the City Manager, Assistant City Manager, City Secretary and Executive Assistant form the City's strategic team. These two bodies are responsible for the formulation and communication of public policy to meet community needs, assure orderly development in the City, and provide for the general administration of the City.

The City Council appoints the City Manager, City Attorney, Municipal Court Judge and various citizen boards and commissions. The City Council's public policy activities include:

- 1- Financial management of the City by adopting the City's annual budget, establishing general objectives and provide for an annual independent audit of the City's financial records
- 2- Reviewing and adopting all ordinances and resolutions
- 3- Establish programmatic goals and strategic direction for the City.

The strategic team has identified two major economic drivers for the local economy which includes the beach and the Convention Centre. The City's efforts to manage the beach is highlighted by the staffing of a Coastal Resource Manager who oversees the delicate balance of maintaining a pristine beach to attract tourists while implementing ecologically sound best practices regarding beach maintenance. The unique organizational structure empowers the Executive Director of the Convention and Visitors Bureau to implement a progressive marketing plan for the community and to maintain a space to attract conventions to the Island.



South Padre Island lies on the southernmost tip of Texas and is situated on the south end of Padre Island, the longest Barrier Island in the world and the largest stretch of undeveloped ocean beach in North America. It sits just 30 miles north of Mexico and is linked to the mainland by a two and a half mile long bridge, the Queen Isabella Memorial Causeway.

COMMUNITY PROFILE

Nestled between the Lower Laguna Madre and Gulf of Mexico, South Padre Island sits at the southern tip of Texas. Once you're here, you'll instantly fall into the tropical Island experience. And with the widest point of the Island just a half-mile, you're never too far from the white, sandy beach and crystal clear ocean.

Known for its clean, wide, white beaches, South Padre Island holds the title of Sand Castle Capital of the World, Fireworks Capital of Texas, and the kiteboarding and windsurfing capital of Texas. The Island also hosts the Texas International Fishing Tournament (TIFT), the largest fishing tournament in the state, attracting fishing enthusiasts and visitors from all over the world.



South Padre Island boasts nightly firework shows during all summer weekends. Hundreds of hours of brilliant nighttime entertainment rack up thousands of annual visitors.

According to the last census, the City of South Padre Island is home to an estimated 2,900 people, and based on statistics provided by the Convention and Visitors Bureau, over 1.4 million people visit the Island every year. It is a hotspot for retirees from northern regions to stay throughout the winter months. These residents are known throughout the Rio Grande Valley as "Winter Texans."

At South Padre Island, it's never business as usual. With a variety of meeting and convention space available to fit large and small groups, first-class accommodations and dining, shopping, and of course, the cleanest, widest beach in Texas, South Padre Island is the perfect place to host your next conference or meeting.



With 45,000 square feet of meeting and conference space and plentiful parking, the South Padre Island Convention Centre includes 22,500 square feet of exhibit hall space with a clear ceiling height of 36 feet for concerts, large meetings and sporting events, as well as a large, media-ready conference auditorium that seats 250 people.

The South Padre Island Birding & Nature Center is a five (5) story tower with spectacular views of Laguna Madre, Beaches & dunes of South Padre Island, the Gulf of Mexico, & the South Padre Island Skyline.



The Island Metro is a fare-free system and runs 365 days a year on South Padre Island with connection to the Laguna Madre and surrounding areas. Unlimited hop-on-hop off access, free Wi-Fi and the best 'Island Friendly' service in Texas.



SPI Bikefest attract over 5,000 bikers and their families to our sunny and sandy shores with multiple events throughout the calendar year.

Sand Castle Days brings world wide recognition from a truly international sculpture competition every fall.



CLIMATE

South Padre Island is a year-round vacation destination located at practically the same latitude as Miami, Florida. The Island enjoys a sub-tropical environment with mild, dry winters and warm, breezy summers.

Weather is one of the major attractions for people visiting and living on South Padre Island. Enjoying a nice walk on the beach in the middle of winter in a short sleeve shirt and shorts is a common indulgence. And during the summer, a constant ocean breeze makes even the hottest of days enjoyable.

Climatic Profile	
Winter Average Temp.	65 degrees
Summer Average Temp.	82 degrees
Average Daily Temp.	74 degrees
Average Sunshine Days	253 days
Average Growing Season	336 days
Average Annual Rainfall	27.6 inches

DEMOGRAPHICS

The current median age for the City of South Padre Island is 59.7, while the average age is 54. Five years from now, the median age is projected to be 61.4.

The average household income is estimated to be \$70,254 for the current year, while the average household income for the base area is estimated to be \$77,652.

It is estimated that 17.3% of the population age 25 and over had earned a Master's Degree, 2.2% had earned a Professional School Degree, 3.6% had earned a Doctorate and 25.5% had earned a Bachelor's Degree.

For the area, 94.6% of the labor force is estimated to be employed for the current year.



Source of Demographics Statistics: South Padre Island Economic Development Corporation

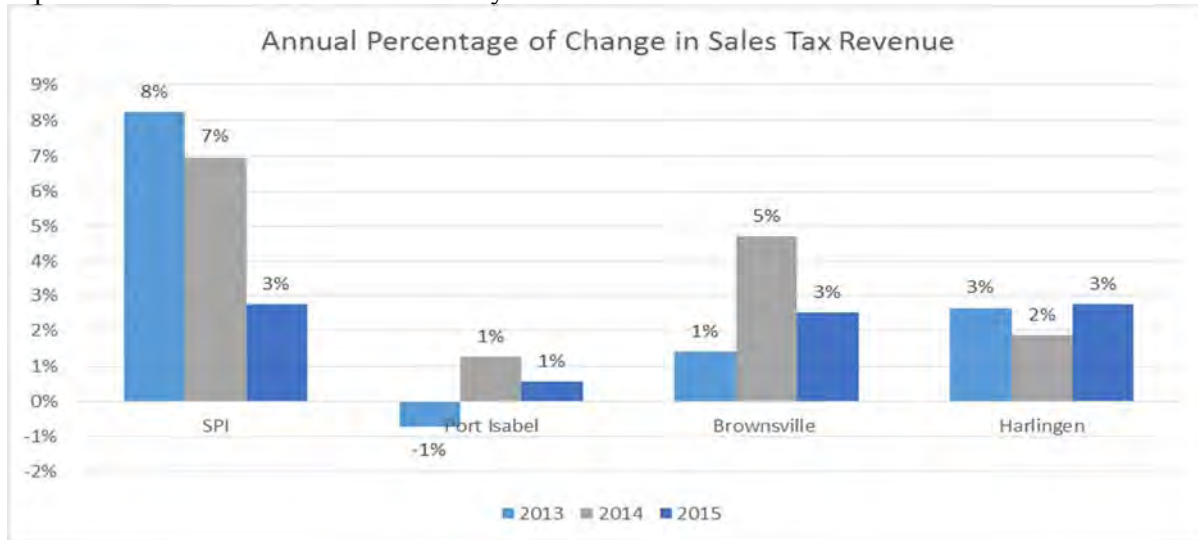
ECONOMIC FACTORS

Assessed Value and Actual Value of Taxable Property: The City of South Padre Island has experienced stable assessed property values for the past five years.

Fiscal Year Ended September 30,	Net Taxable Assessed Value		Less:	Total Taxable Assessed Value	Total Direct Tax Rate
	Real Property	Personal Property	Exempt Property		
2006	1,712,735,440	31,000,283	83,532,833	1,660,202,890	0.25311
2007	1,941,204,388	32,472,880	61,850,862	1,911,826,406	0.25311
2008	2,305,658,543	34,289,547	71,535,213	2,268,412,877	0.24561
2009	2,545,047,287	33,419,535	78,289,018	2,500,177,804	0.24561
2010	2,539,540,899	29,230,095	76,526,864	2,492,244,130	0.24561
2011	2,635,413,859	30,316,814	84,535,004	2,581,195,669	0.24561
2012	2,656,625,431	29,055,461	77,035,264	2,608,645,628	0.25040
2013	2,653,041,784	28,324,135	75,246,646	2,606,119,273	0.25270
2014	2,629,536,569	31,256,298	77,229,580	2,583,563,287	0.25438
2015	2,574,041,045	32,621,783	90,276,002	2,516,386,826	0.26275

Source: Cameron County Appraisal District

The City of South Padre Island has experienced a substantial increase in sales tax revenue recently compared to other cities in Cameron County.



Source: Texas Comptroller of Public Accounts

PRINCIPAL PROPERTY TAXPAYERS

Taxpayer	Taxable Assessed Valuation
SPI Beach Water Resort Waterpark LLC	\$10,882,174
Agora USA LP	10,312,156
Sapphire VP LP	9,000,000
Peninsula Island Resort & Spa LLC	8,797,934
Bahia Mar Tower LLC	8,156,073
ICS Management Co.	7,500,570
Skipjack Properties LLC	7,376,575
Affiliated Hospitality LLC	6,689,867
SPI Management CO	6,677,242
SPI La Copa LTD	6,294,711

Source: Cameron Appraisal District



Schlitterbahn Beach
Resort and Waterpark

PRINCIPAL EMPLOYERS

Employer	Number of Employees (Peak)
Schlitterbahn Beach Water Park	1,022
City of South Padre Island	288
The Pearl Beach Resort	208
Isla Grand Resort	181
Louie's Backyard	180
Sea Ranch Enterprises *	168
Blackbeard's Restaurant	152
Hilton Garden Inn	150
Origins Recovery Center	125
La Quinta Inn & Suites	120
Total	2,594

Source: Consolidated Annual Financial Report FYE 09/30/2015

PERCENTAGE OF EMPLOYEES BY DIVISION



BASIS OF BUDGETING

The operating budget is an estimate of revenues and expenditures for one fiscal year. Funds are budgeted using the modified accrual basis of accounting. Only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates, as well as any fund balance that will be used for one time expenditures during the coming year. Only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures.

Annual financial reports are prepared under the modified accrual basis for governmental and special revenue funds, while the accrual basis of accounting is used for proprietary funds, as required by Generally Accepted Accounting Principles (GAAP). Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting. The Comprehensive Annual Financial Report compares actual revenues and expenditures to the budget so that performance can be measured. The City of South Padre Island does not have any proprietary funds, which allows modified accrual basis of accounting to be used for both budgetary and financial accounting purposes.

STRATEGIC GOALS AND VISION STATEMENT

Beginning in 2002 the Town of South Padre Island convened a series of community forums. The goal of these Town Hall meetings was to find out from the citizens the concerns and priorities for the Island. In 2005, a 12 person Comprehensive Plan Advisory Committee (CPAC) was assembled to re-start the community outreach and planning process. The resulting plan was the product of the original community forums and extensive deliberation by the CPAC. The resulting plan consists of the following elements:

- Town Profile
- Land Use
- Mobility (transportation)
- Parks and Resources
- Growth and Infrastructure
- Economic Development
- Implementation

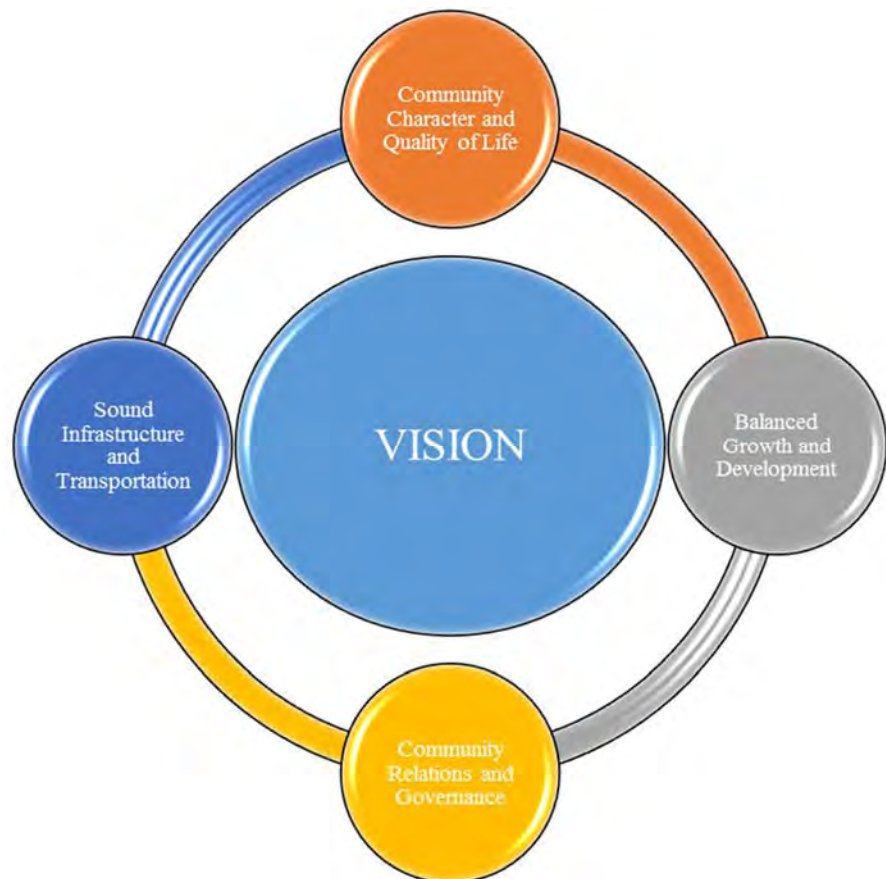
The purpose of developing the Comprehensive Plan was to “set forth the Town of South Padre Islands vision for its future physical and economic development. It is designed to give form to the general statement of vision by specifying the necessary steps to accomplish the vision and realize tangible outcomes.”

¹ During these meetings and in subsequent meetings with the CPAC a vision statement was developed for the Town of South Padre Island. The original 2008 Comprehensive Plan can be found online at: <http://www.myspi.org/egov/docs/12928151489267.pdf>. In 2009 the Town of South Padre Island developed their own City Charter securing the benefits of home rule and changed from the Town of South Padre Island to the City of South Padre Island. In 2014, the City of South Padre Island updated their comprehensive plan. The entire 2014 Comprehensive Plan can be found online at: http://www.myspi.org/egov/documents/1410380968_9678.pdf

VISION STATEMENT

The City of South Padre Island Vision Statement represents the community's vision of South Padre Island in 2020. The Vision Statement is structured under a number of themes that are closely related which reflected a broad spectrum of community concerns. Those themes are as follows:

The vision statement represents the City's desire to maintain a high quality living environment for the City's permanent residents; protect and enhance neighborhoods, invest in infrastructure, provide public transportation and safe roads, protect and conserve the environment and natural resources and provide appropriate public facilities and services



MISSION STATEMENT

Developed by the CPAC the City's mission statement is:

South Padre Island is a unique, friendly seaside resort community that values its residents and tourists, preserves and protects the natural environment, and provides for quality sustainable growth and development that is highly diverse and responsive to changing economic conditions.¹

¹ Town of South Padre Island 2008 Comprehensive Plan, pg. 1-1

¹ From the City of South Padre Island 2014 Comprehensive Plan, Cover pg.

BUDGET

The annual budget is a fiscal plan which presents the programs and services to be provided to the community and describes the resources needed to perform those activities. The overall goal of the budget is to establish and maintain effective management of the City's financial resources. Revenues that support municipal services are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources; and unallocated reserves carried forward from prior years. Various policies and processes are used to guide management of the City's financial resources. Under the City's organizational plan, policy making for responding to the needs of the community is entrusted to the Mayor and Council Members. Administrative or executive authority is vested in the City Manager to develop, implement, and execute programs and policies established by the Council. Under his/her direction and guidance, the annual budget is prepared. State law, City Home Rule Charter and local ordinances also impact the development of the annual budget.

BUDGET PROCESS

The City's budget process is driven by the Home Rule Charter that was adopted in 2009. The Home Rule Charter specifies the following guidelines:

On or before sixty (60) days prior to the beginning of each fiscal year, the City Manager shall submit to the City Council a budget for the ensuing fiscal year.

The budget shall provide a complete financial plan of all City funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the City Council may require for effective management and an understanding of the relationship between the budget and the City's strategic goals. The budget shall begin with a clear general summary of its contents; shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged as to show comparative figures for actual and estimated income and expenditures of the current fiscal year and actual income and expenditures of the preceding fiscal year. The plan shall provide a complete program of action for the fiscal year. It shall contain the following:

- a. Objectives, established by the City Council.
- b. Goals, City Manager's program to meet the objectives of the Council.
- c. Budget, financial plan to meet the administrative needs of the City for the fiscal year consistent with the Objectives and Goals set by the City Council and City Manager.
- d. Staff Plan, a summary of the personnel requirements required to provide the services of the City. Additions or deletions of personnel must be specifically identified and justified.
- e. Measurement, methods to measure outcomes and performance of the fiscal year budget.²

The Board adopts an "appropriated budget" on a basis consistent with GAAP for the general fund, certain special revenue funds and the debt service fund. The City is required to present the original and the final amended budgets for revenues and expenditures compared to actual revenues and expenditures for the general fund and major special revenue funds at the functional level of detail, as included herein.

In establishing budgetary data reflected in the financial statements, the City follows these procedures:

1. The City Manager establishes the amount of estimated revenues and other resources available for appropriation for the succeeding budget year.

² From the Home Rule Charter, 2009

2. The City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following October 1.
3. The operating budget includes proposed expenditures by fund, function and activity and the means of financing them.
4. Public hearings and workshops are conducted at the City Hall to obtain taxpayer and elected officials' comments. Revisions that alter budgets at the department level within a fund must be approved by the City Council. Actual expenditures and operating transfers may not legally exceed budget appropriations at the individual fund level.
5. Formal budgetary integration is employed as a management control device during the year for the General, certain Special Revenue and Debt Service Funds.
6. Annual appropriated budgets are adopted for the General, certain Special Revenue and Debt Service Funds. All annual appropriations lapse at year-end to the extent they have not been expended or encumbered.
7. Before October 1, the proposed budget is presented to the City Council for review. The City Council holds public hearings and may add to, subtract from or change appropriations.
8. Budget adjustments between funds must be authorized by City Council. The City Manager may transfer funds among programs in a department, fund or service and shall report such transfers to the City council in writing.

BUDGET PROCESS SCHEDULE

A budget process schedule is established each year that identifies actions to be completed with associated target dates. This schedule is used to keep the budget preparation process on schedule in order to provide the City Manager's proposed budget to Council for consideration and final adoption within the legal time frame. The detail schedule is provided on the following pages.

*Dates in **Red** represent City Council Workshops and Meetings

Dates	Topics
April 14	Kick-Off Meeting for Staff: FY 2015/2016 Budget and Five Year Operational Plan forms and instructions distributed to City Departments.
April 18	Capital Improvement Plan (CIP) forms and instructions posted on the City's website and distributed to City departments and public
	Outside Agency Funding Applications provided to agencies and posted on website
April 18	Staffing and Technology requests are due to HR and IS for review
April 21	Review Staffing Requests (HR, Finance, CM)
	Review Technology Requests (HR, Finance, CM)
May 6	Departmental Five Year Operational plan reviews with City Manager and Finance Director
	Due date for Revenue Projections from Departments
May 9-11	Departmental Budget reviews with City Manager and Finance Dept.

May 18	City Council to appoint CIP Advisory Committee
May 20	CIP project request forms due
	Outside Agency Applications for Funding due to City Secretary
June 1	Budget workshops: All funds except Hotel/ Motel Tax (Fund 02) and Convention Center (Fund 06)
June 3	Preliminary list of projects, scoring criteria and score sheets distributed to CIP Advisory Committee
June 13	CIP Advisory Committee meetings to review projects and develop consensus scores
June 17	CIP Advisory Committee consensus project score sheet finalized
June 21	Budget workshop: Hotel/ Motel Tax (Fund 02) and Convention Center (Fund 06)
	Review fee schedule
	Review projects for CIP
July 6	Review EDC Budget
July 15	Publish the general summary of the CIP and note where copies of the CIP are available for inspection
July 18	Cameron County Appraisal District certifies tax roll
July 27 **Special Meeting	Proposed Budget and Proposed 5 year CIP submitted to City Council on or before 60 days from beginning of fiscal year (Home Rule Charter Section 5.02)
August 3	Conduct 1 st Public Hearing for discussion of Tax Rate <i>(only necessary if proposed tax rate is above the effective tax rate)</i>
	Conduct Public Hearing for discussion of 5 year CIP
August 17	Conduct 2 nd Public Hearing for discussion of Tax Rate <i>(only necessary if proposed tax rate is above the effective tax rate)</i>
	Conduct Public Hearing regarding FY 2016/2017 Budget
	.
August 31 **Special Meeting	Consideration and action on FIRST reading of Ordinance No._____ approving and adopting a fiscal year 2015/2016 Fee Schedule for the City of South Padre Island
	Consideration and action on FIRST reading of Ordinance No._____ establishing the ad valorem and personal tax rate for 2015 and setting the assessed valuation, providing for discounts, penalty, interest and severability

	Consideration and action on FIRST reading of Ordinance No._____ approving and adopting a fiscal year 2015/2016 budget for the City of South Padre Island
September 7	Consideration and action on approval of Resolution No._____ adopting the CIP.
	Consideration and action on SECOND and FINAL reading of Ordinance No._____ approving and adopting a fiscal year 2015/2016 Fee Schedule for the City of South Padre Island
	Consideration and action on SECOND and FINAL reading of Ordinance No. _____ establishing the ad valorem and personal tax rate for 2015/2016 and setting the assessed valuation, providing for discounts, penalty, interest, and severability
	Consideration and action on SECOND and FINAL reading of Ordinance No._____ approving and adopting a fiscal year 2015/2016 budget for the City of South Padre Island
September 8	Publish notice of the final rate on the home page of any internet web site operated by the taxing unit, before imposing the property tax rate for the year. The wording for this notice is set out in Tax Code 26.05(b)(2) (same as ordinance wording). There is not a time frame specified, so a few weeks should be sufficient.

BUDGET REVIEW

In Section 5.08 of the Home Rule Charter, it calls for the City Council to review at midterm (by the end of April each year), the performance of the City of South Padre Island's budget. Accordingly, workshops are scheduled to occur during April of each fiscal year.

Because of the requirement for the City Council to provide fiduciary oversight of the budget, the Finance Department prepares and provides monthly financial reports detailing both expenses and revenues for each fund for our elected officials. Furthermore, to create transparency, these detailed financial reports are posted on the City's website so that all citizens have easy access to the financial information.

EFFECTIVE TAX RATE

The effective tax rate for 2016/17 is \$0.280893. The City Council has adopted a property tax rate of \$0.305640 cents per \$100 valuation, which represents an increase of approximately \$0.02 compared to the tax rate adopted last year. This increase is intended to cover the additional debt service issued in the current fiscal year to improve Padre Blvd.

FUND DESCRIPTIONS AND FUND STRUCTURE

Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which primarily rely on fees and charges. The City of South Padre Island does not include any business-type activities; therefore, all funds are governmental funds.

MAJOR GOVERNMENTAL FUNDS

Major funds represent significant activities of the City. By definition, the general fund is always considered a major fund. Other governmental funds are reported as major funds if the fund reports at least 10 percent of any of the following: a) total governmental fund assets, b) total governmental fund liabilities, c) total governmental fund revenues, or d) total governmental fund expenditures, excluding other financing sources and uses. The City reports the following fund types and related major governmental funds:

The **General Fund** is the primary operating fund for the City. It accounts for all of the financial resources of the general government, except those required to be accounted for in another fund. It includes most tax revenues and such services as public safety, inspections, planning, and administration.

MAJOR SPECIAL REVENUE FUNDS

The **Special Revenue Funds** are used to account for the proceeds of specific revenue sources, other than for major capital projects, that are legally restricted to expenditure for specified purposes. The special revenue funds reported as a major fund are:

Hotel/Motel Fund is used to account for occupancy tax collections. This fund is used to account for that portion of collections used for tourism, advertising, and promotion.

Convention Centre Fund is used to account for the portion of occupancy tax collections used for Convention Centre operations.

Beach Nourishment Fund (Coastal Resources Division) is used to account for the portion of occupancy tax collections used for beneficial use of dredge material (BUDM), beach nourishment and dune restoration projects.

Transportation Fund is used to account for the State and Federal grants proceeds and expenditures that pertain the South Padre Island Metro and Metro Connect transportation system.

MAJOR CAPITAL PROJECT FUNDS

Gulf Blvd Rebuild Fund is used to account for bond proceeds received and expenditures associated with rebuilding and expansion of Gulf Boulevard.

Construction in Progress Fund is used to account for the expenditures associated with the construction of the rehabilitation and improvement of the Convention Centre.

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

NON-MAJOR SPECIAL REVENUE FUNDS

- Parks and Recreation Fund was established to account for funds set aside for upgrades to City parks.
- Municipal Court Technology Fund was established to account for monies collected on traffic fines, \$4.00 is collected on each ticket and used specifically for technology improvements in the Municipal Court.
- Municipal Court Security Fund was established to account for monies collected on traffic fines, \$3.00 is collected on each ticket and used specifically for security needs in the Municipal Court.
- Street Improvement Fund is used to account for improvements on the streets of the City.
- Capital Replacement Fund was established to account for capital acquisitions which include but are not limited to fleet for police, fire, and public works.
- Hurricane Recovery Fund was established to account for insurance, grant and local funds that will be used for future hurricane related expenditures.

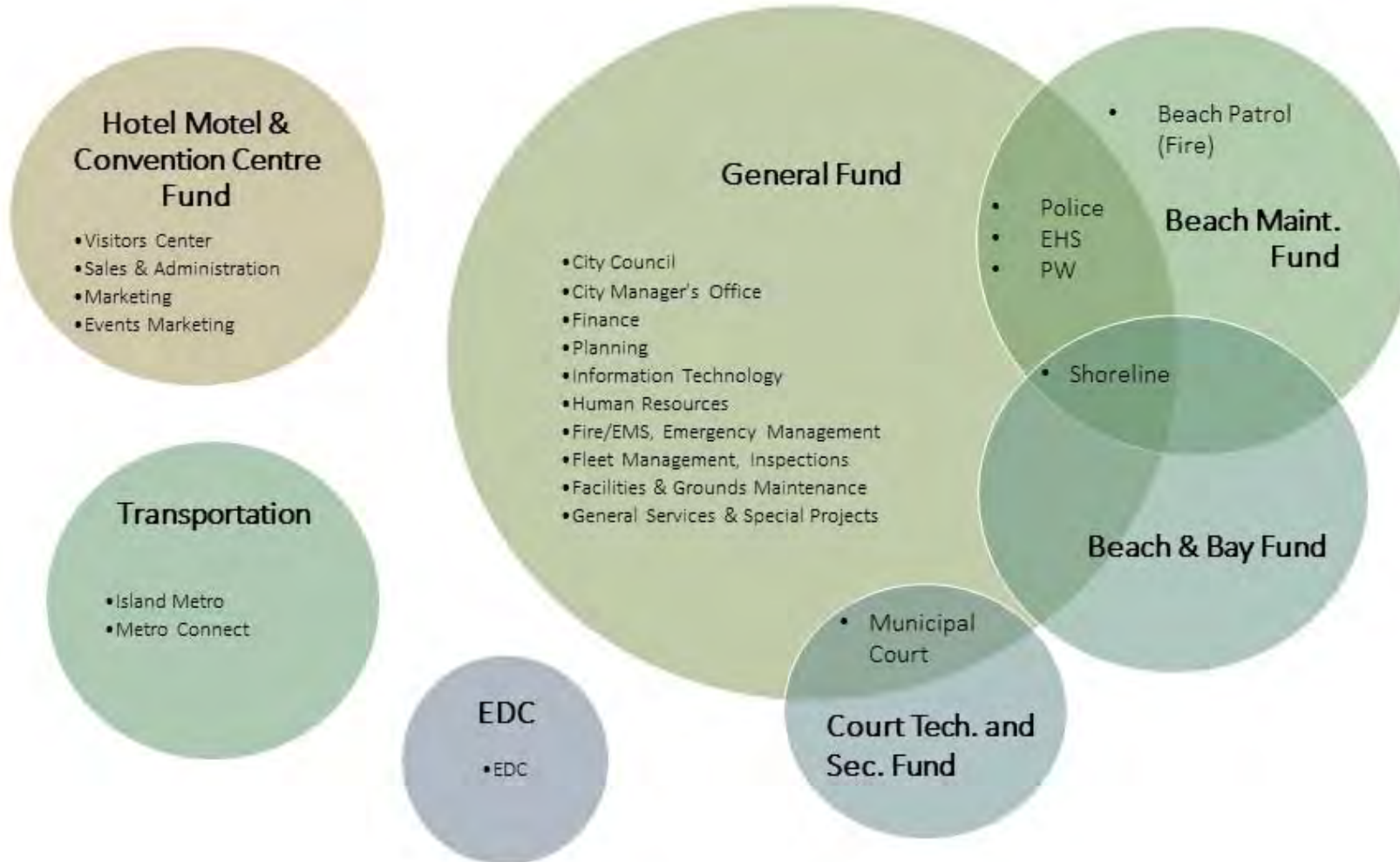
NON-MAJOR CAPITAL PROJECT FUNDS

- Construction in Progress Fund is used to account for expenses relating to the construction of the renovation of the Convention Centre project.
- Beach Maintenance Fund is used to clean and maintain the beach. The State of Texas remits to the City 2% of the hotel motel tax collected by the State for these efforts.
- Bay Access Fund was established to account for projects to improve access to the Laguna Madre Bay.
- Beach Access Fund is used to account for projects to improve access to the beaches of the City.
- The non-major Debt Service Fund is used to account for the accumulation of resources for the payment of long-term debt principal, interest, and related costs. An ad valorem tax rate and tax levy is required to be computed and levied, which will be sufficient to produce the dollars required to pay principal and interest as it comes due.

USE OF FUNDS BY DEPARTMENTS

DEPARTMENT	GOVERNMENTAL FUNDS												
	GENERAL FUND	SPECIAL REVENUE FUNDS										CAPITAL PROJECTS	
		HOTEL MOTEL	CONV CENTER	COURT TECH	COURT SECURITY	TRANSPOR- TATION	BEACH MAINT	BEACH ACCESS	BAY ACCESS	BEACH NOURISH	EDC	GULF BLVD	PADRE BLVD
City Council	X												
City Manager's Office	X												
Finance	X												
Development Services	X												
Information Technology	X												
Human Resources	X												
Municipal Court	X			X	X								
Police	X												
Fire/EMS	X						X						
Environmental Health Services	X												
Fleet Management	X												
Facilities & Grounds Maintenance	X												
Inspections	X												
Public Works	X						X	X	X			X	X
Emergency Management	X												
General Service	X												
Special Projects	X												
Shoreline							X	X	X	X			
Visitors Center		X											
Sales & Administration		X											
Marketing		X											
Events Marketing		X											
Convention Centre			X										
Transportation						X							
EDC											X		

DEPARTMENT/FUND RELATIONSHIP



ALL FUNDS SUMMARY: REVENUES

Revenue projections are in accordance to the guidance established by the financial policy. General Fund revenues are budgeted to total \$11,361,656, including other financing sources. This represents a 0.8% decrease over the FY 2015/16 budgeted revenues. The Hotel/Motel Fund and Convention Centre Fund have total projected revenue of \$7,734,385 which is a 6.4% increase from the previous year.

Property tax including penalty and interest represents 26% of total revenue. A property tax rate of \$0.305640 was adopted by the City Council, and represents an increase of approximately \$0.02. The adopted tax rate is separated into a maintenance and operations (M&O) rate and an interest and sinking (I&S) rate. An annual tax of 0.239110 for each \$100 assessed value is levied for current

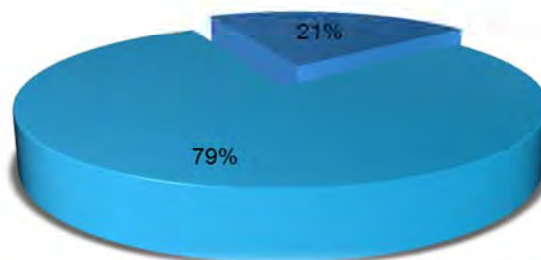
City expenditures, general improvements of the City and its property, called the M&O rate. A tax of 0.066530 for each \$100 worth of property was levied for purposes of creating an interest and sinking fund for the retirement of general obligation bonds, called the I&S rate. By adopting this new property tax rate, the City is expecting to collect an estimated \$489,000 in current property tax more than fiscal year 2015/16. The property taxes are billed and collected by the Cameron County Tax Assessor based on the Cameron County Appraisal District adjusted taxable property values. Discounts for early payment of current year taxes apply from October through December of the current calendar year. Any payment not timely made shall bear penalty and interest as is provided by state law.

Council passed a resolution in January 2015 amending a 2011 ordinance that designated an area to be known as a tax increment reinvestment zone (TIRZ). The Cameron County contribution for the year 2016 is estimated to be \$38,825 while the City's own contribution is estimated to be \$41,620.

*General Fund
revenues are
budgeted to total
\$11,361,656.*

Property Taxes 2016-17 Budget

■ Maintenance & Operations (M & O) ■ Interest & Sinking (I & S)



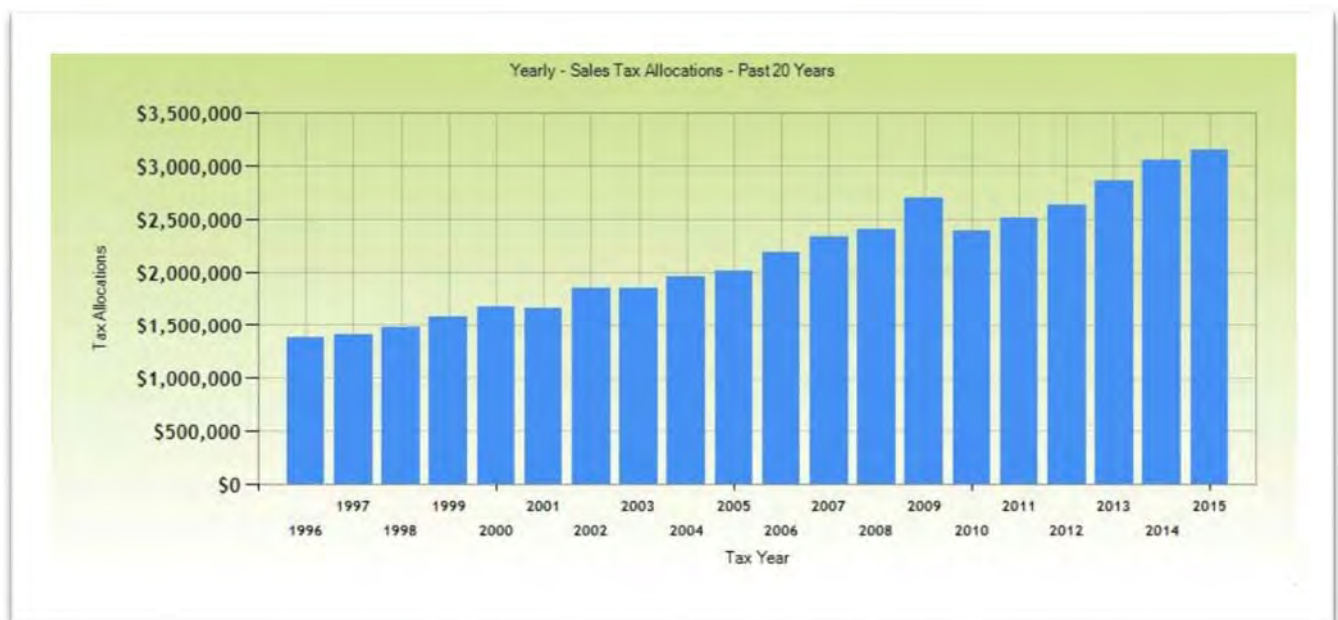
*Local Hotel/Motel tax
rate: 8.5%*

*State of Texas
Hotel/Motel tax rate:
6% (2% is remitted
back to the City)*

Non-property taxes include hotel/motel occupancy, sales tax, mixed beverage tax, and utility franchise taxes. The projections are based on historical trends analysis and any other relevant information available during the budgeting process.

Hotel/motel taxes are estimated to be \$9,660,644 and are deposited into Hotel/Motel Fund, Convention Centre Fund, Beach Nourishment Fund, and Beach Maintenance Fund. This revenue represents 96% of the estimated revenue for these funds. The City has a 14.5% Hotel/Motel tax (6% to State of Texas of which 2% is remitted back to the City to finance the Beach Maintenance Fund, 8% for use by the Convention and Visitors Center, and 0.5% for beach nourishment).

Sales tax revenues are anticipated to reach \$3,147,511, constituting 11% of total revenue, and are deposited into General Fund and EDC Fund. The City has a total sales tax rate of 8.25% allocated as follows: 1.5% to City of SPI, 0.5% to EDC, and 6.25% to State of Texas. Sales tax revenue for the General Fund is forecasted to be approximately \$46,313 more compared to the budgeted revenues for fiscal year 2015-2016.



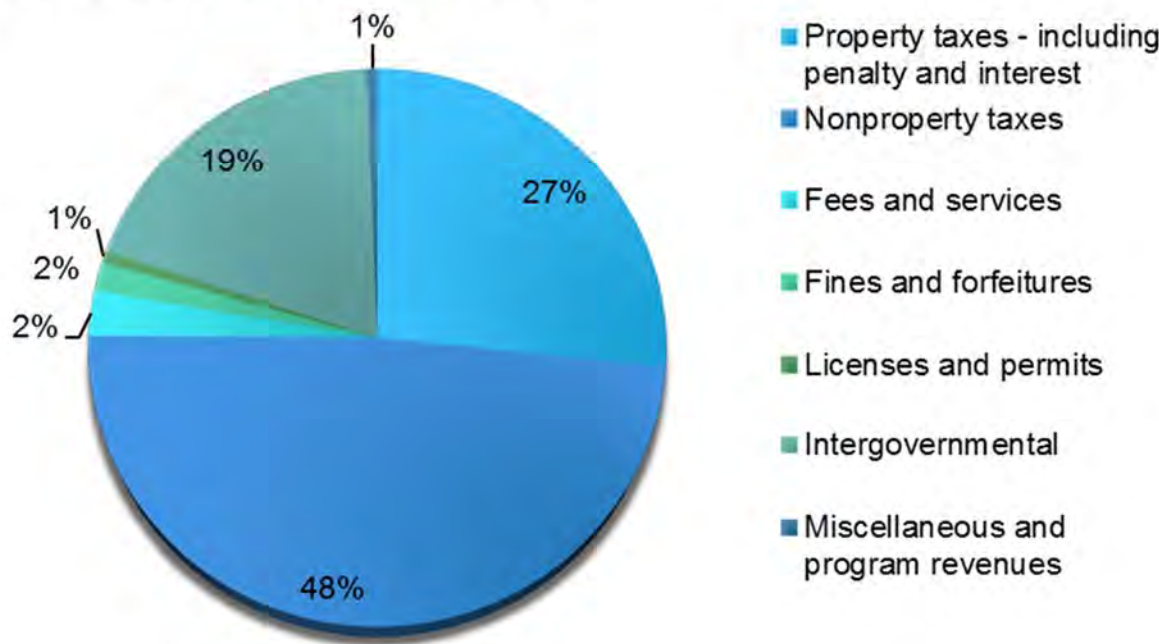
Franchise taxes are received from four utility providers. The estimated fees to be received are \$865,849 from electricity, telephone, cable television, and sold waste services. \$328,934 is expected to be received from mixed beverage taxes collected on the sale of alcohol. These two revenue items represent 4.1% of the total budgeted revenue.

Fees and services are generated from emergency medical services, fire department inspection fees, rental of the Convention Centre, ticket sales, lot mows and lien fees. Fees and services revenue is forecasted to be \$963,563, which is 3% of total revenue.

Fines and forfeitures resulting from municipal court activity are \$474,690. This projected revenue includes \$13,090 from Municipal Court fees collected in accordance with state law to enhance Court security, technology, and training.

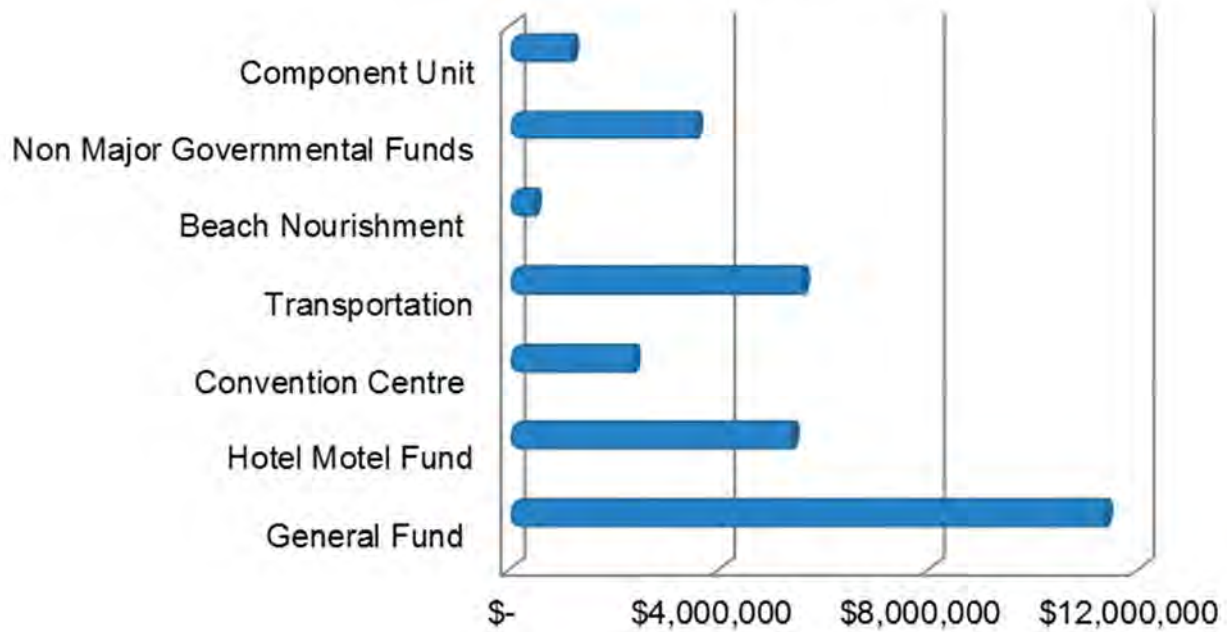
Federal and state grants represents 19% or \$5,590,482 million of total revenue. Transportation grants to finance the island’s free public transportation, known as South Padre Island Metro, are expected to reach over \$5.4 million.

Revenues by Source



Non-property taxes is the major source of revenue (48 %)

Revenues by Fund

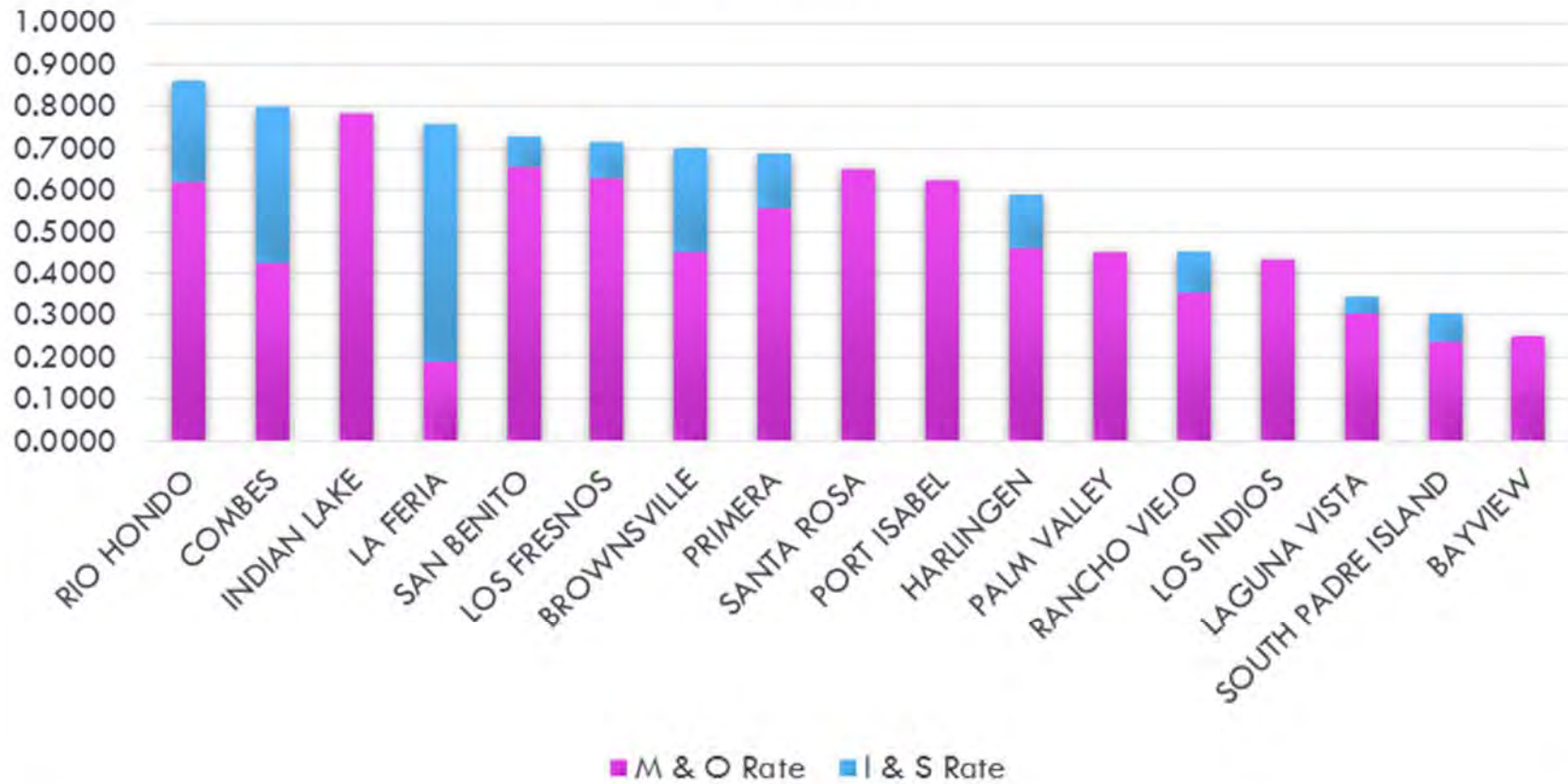


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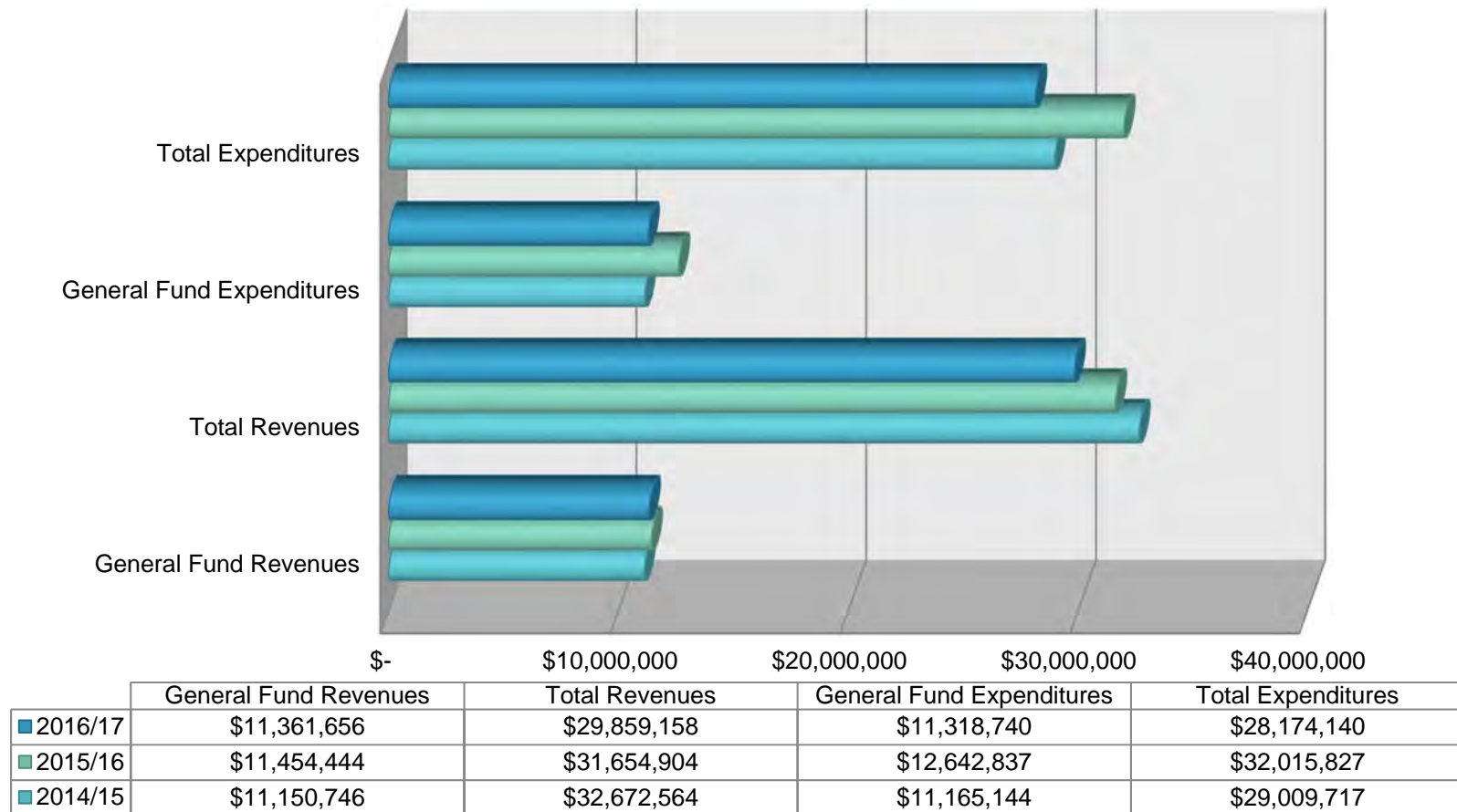
*General Fund revenues
represent 39% of total
revenues*

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2016 MUNICIPAL TAX RATES IN CAMERON COUNTY



FINANCIALS OF THE LAST THREE FISCAL YEARS



2016/2017 Adopted Budget

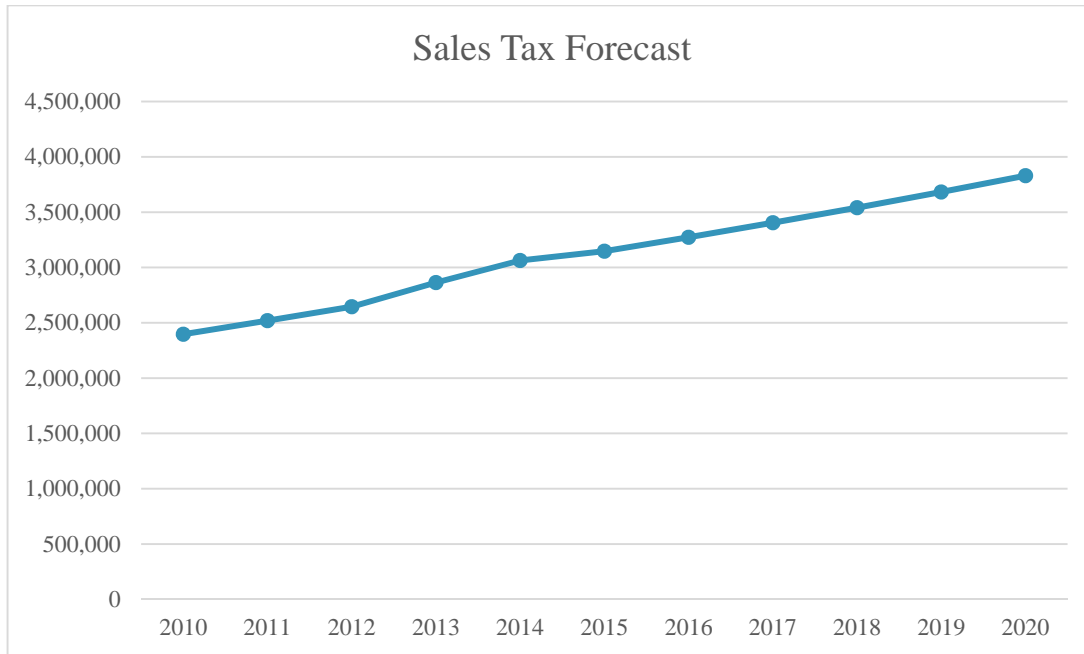
2014/2015 Final Budget

2014/2015 Actuals

*Revenues include other funding sources

LONG-RANGE REVENUE FORECAST

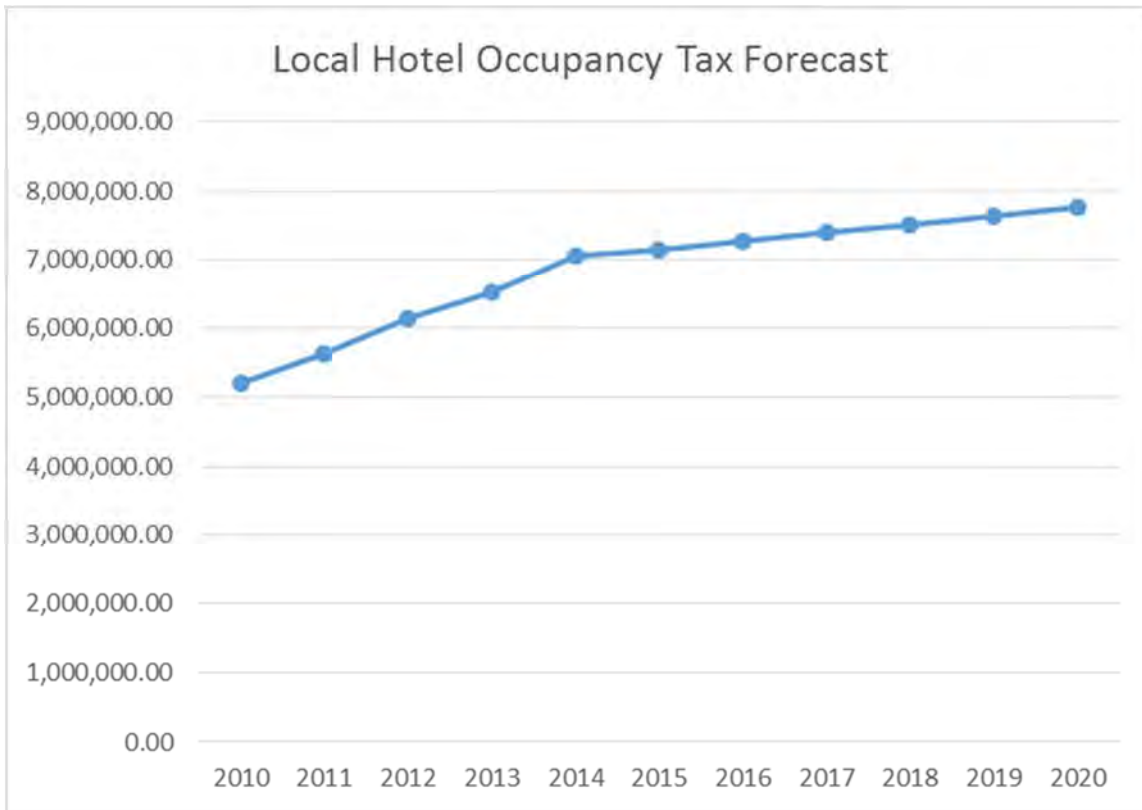
The annual budget is a dynamic document that will be adjusted as the City proceeds through FY 2016-2017. This budget document continues our efforts to establish a strategic approach to align our resources and programs to the priorities of our citizens. The purpose of the five-year plan is to project the financial impact of current budgetary decisions on future fiscal years.



Sales Tax	
Calendar Year	Amount
2010	2,396,652
2011	2,519,045
2012	2,645,912
2013	2,863,860
2014	3,063,067
2015	3,147,727
2016	3,236,391
2017	3,365,846
2018	3,500,480
2019	3,640,499
2020	3,786,119
	Actual
	Forecast

Forecasting Method:
Average percentage of
increase over past 5 years

The greatest contributor of sales tax revenue is our full-service restaurant industry. This highly competitive industry is mostly dependent on tourism as is most of the local economy. We are projecting a steady rise in sales tax revenue using linear regression.



Local Hotel Occupancy Tax	
Calendar Year	Amount
2010	5,206,944
2011	5,634,651
2012	6,144,014
2013	6,519,775
2014	7,069,671
2015	7,148,061
2016	7,269,578
2017	7,393,160
2018	7,518,844
2019	7,646,665
2020	7,776,658
	Actual
	Forecast

Forecasting Method: Annual increase of 1.7% based on FY 2015-16 collections

A new hotel development has been included in these projections. A preliminary development permit has been issued for a 170 room 5 story hotel.

Property Tax

Although the city has experienced slight decreases in property tax values, it has been the practice of City Council to adopt at least the effective tax rate in order to offset the loss of assessed values.

Budget Highlights

- ❖ *Decrease of nearly \$1.8 million in revenue compared to fiscal year 2015/16 due to bond proceeds in that fiscal year*
- ❖ *New property tax rate: 0.305640 (M&O 0.239110, I&S 0.066530)*
- ❖ *Sales taxes are projected to increase by \$46,313*
- ❖ *State Occupancy Tax, which is allocated to the Beach Maintenance Fund, is projected to increase by \$62,934*
- ❖ *Approximately \$3.6 million has been budgeted in the Transportation Fund for construction Phase II of the Multimodal Complex to be paid with federal grants*
- ❖ *Debt Service payments are budgeted in the amount of \$1,732,350 including the first payment of the Tax Anticipation Note for Padre Blvd improvements.*

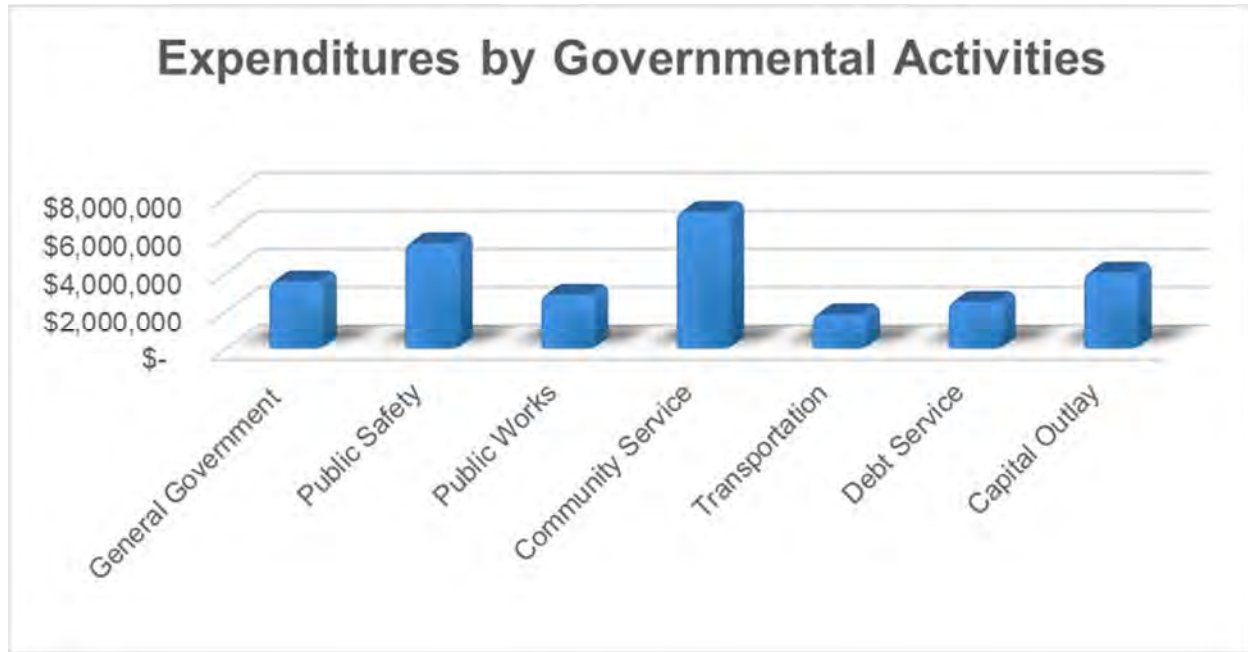
DEPARTMENTAL STRUCTURE

- Fund 01 – General Fund
 - 511 City Council
 - 512 City Manager’s Office
 - 513 Finance
 - 514 Development Services
 - 515 Technology
 - 516 Human Resources
 - 520 Municipal Court
 - 521 Police
 - 522 Fire
 - 532 Environmental Health Services
 - 540 Fleet
 - 541 Facilities and Grounds Maintenance
 - 542 Inspections
 - 543 Public Works
 - 544 Emergency Management
 - 570 General Services
 - 572 Special Projects
- Fund 02 – Hotel Motel Tax
 - 590 Visitors Center
 - 592 Sales & Administration
 - 593 Events Marketing
 - 594 Marketing
- Fund 06 - Convention Centre
- Fund 09 - Parks & Beautification
- Fund 21 - Municipal Court Technology
- Fund 22 – Municipal Court Security
- Fund 30 – Transportation
 - 590 Visitors Center
 - 592 Sales & Administration
- Fund 45 – Construction in Process
- Fund 50 – General Debt Service
- Fund 52 – EDC Debt Service
- Fund 60 – Shoreline Maintenance
- Fund 61 - Beach Access
- Fund 62 – Bay Access
- Fund 80 – Economic Development Corp.
- Fund 81 – Beach Nourishment

EXPENDITURES BY FUND

EXPENDITURES BY GOVERNMENTAL ACTIVITIES

Community Service includes Convention Centre and Marketing activities and is the City of South Padre Island's greatest expenditure. The reason for this is all business and economic activity on the Island centers on tourism. As the area gains more recognition as a year-round vacation retreat, there will be a growing need to preserve, improve, and add to the amenities and attractions sought by the rising tide of tourists.



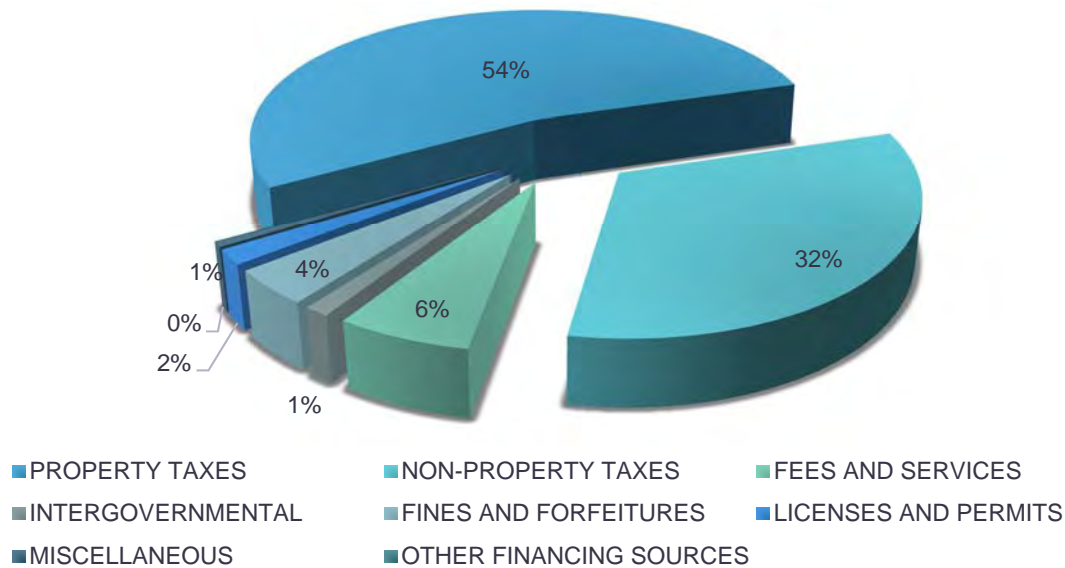
EXPENDITURES BY GOV. ACTIVITY	BUDGET
GENERAL GOVERNMENT	\$3,543,610
PUBLIC SAFETY	\$5,545,460
PUBLIC WORKS	\$2,842,242
COMMUNITY SERVICE	\$7,196,672
TRANSPORTATION	\$1,816,021
DEBT SERVICE	\$2,467,572
CAPITAL OUTLAY	\$4,008,000
TOTAL EXPENDITURES	\$27,419,577

*Excluding Other Financing Uses

GENERAL FUND SUMMARY

GENERAL FUND REVENUES

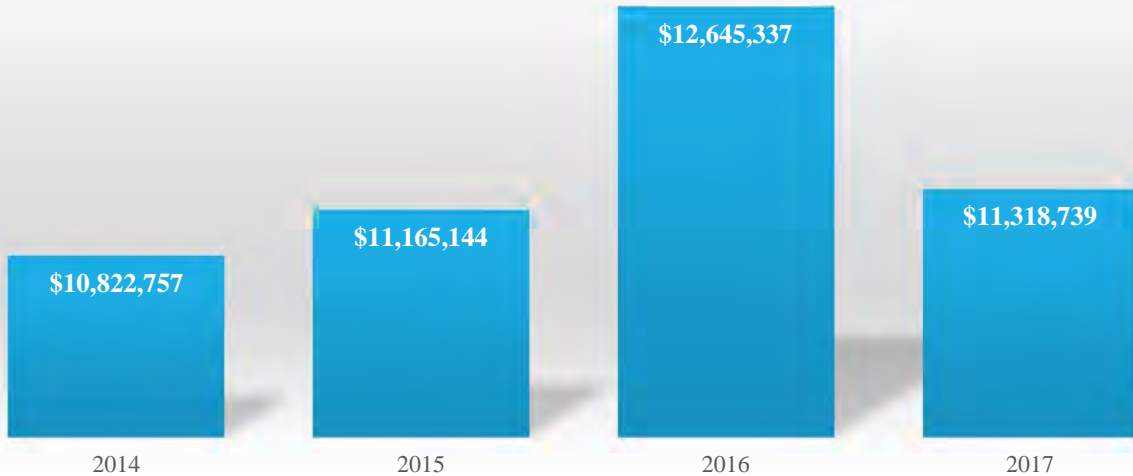
2017 GENERAL FUND BUDGETED REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	2014	2015	2016	2017
PROPERTY TAXES	\$5,869,686	\$5,920,039	\$5,970,866	\$6,093,999
NON-PROPERTY TAXES	\$3,760,262	\$3,621,863	\$3,701,757	\$3,692,294
FEES AND SERVICES	\$463,907	\$561,948	\$603,569	\$716,563
INTERGOVERNMENTAL	\$368,087	\$144,867	\$549,852	\$135,000
FINES AND FORFEITURES	\$567,689	\$451,275	\$419,600	\$461,600
LICENSES AND PERMITS	\$137,467	\$258,150	\$161,000	\$198,700
MISCELLANEOUS	\$78,715	\$191,404	\$47,800	\$63,500
OTHER FINANCING SOURCES	\$269,527	\$1,200	\$0	\$0
TOTAL REVENUES	\$11,515,340	\$11,150,746	\$11,454,444	\$11,361,656

GENERAL FUND EXPENDITURES

GENERAL FUND EXPENDITURE COMPARISON



EXPENDITURES BY DEPARTMENT	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	2014	2015	2016	2017
CITY COUNCIL	\$13,846	\$11,406	\$20,000	\$20,000
CITY MANAGER'S OFFICE	\$365,159	\$427,048	\$527,232	\$542,501
FINANCE	\$313,756	\$332,608	\$345,118	\$353,097
PLANNING	\$158,666	\$162,177	\$172,375	\$238,583
TECHNOLOGY	\$463,431	\$430,025	\$465,382	\$520,350
HUMAN RESOURCES	\$239,719	\$222,754	\$273,547	\$250,512
MUNICIPAL COURT	\$164,603	\$185,795	\$198,952	\$206,438
POLICE	\$2,618,504	\$2,651,712	\$2,851,580	\$2,826,981
FIRE	\$2,150,513	\$2,073,259	\$2,120,319	\$2,247,997
HEALTH/CODE ENFORCEMEN	\$392,918	\$401,425	\$419,863	\$432,759
FLEET MANAGEMENT	\$695,261	\$683,036	\$938,036	\$785,500
FACILITIES & GROUNDS MTN	\$183,590	\$190,169	\$203,357	\$211,041
INSPECTIONS	\$161,953	\$189,741	\$193,506	\$197,309
PUBLIC WORKS	\$1,056,628	\$1,097,501	\$1,179,152	\$1,158,733
EMERGENCY MANAGEMENT	\$61,629	\$10,086	\$16,280	\$18,530
GENERAL SERVICE	\$816,788	\$793,800	\$858,801	\$905,764
SPECIAL PROJECTS	\$965,792	\$1,302,601	\$1,861,837	\$402,645
TOTAL EXPENDITURES	\$10,822,757	\$11,165,144	\$12,645,337	\$11,318,739

CONSOLIDATED FINANCIAL STATEMENT

City of South Padre Island, Texas
CONSOLIDATED FINANCIAL SCHEDULE
For the Year Ended September 30, 2017

	General Fund	Hotel/Motel Fund	Convention Centre Fund	Transportation Grant Fund	Beach Nourishment Fund	Non Major Governmental Funds	Component Unit	2016-2017 Totals
REVENUES AND OTHER SOURCES								
Property Taxes - Incl. Penalty & Interest	\$ 6,093,999	\$ -	\$ -	\$ -	\$ -	\$ 1,603,970	\$ -	\$ 7,697,969
Nonproperty Taxes	3,572,294	5,324,623	2,112,762	-	460,325	1,762,934	770,000	14,002,938
Fees and Services	716,563	7,000	240,000	-	-	-	-	963,563
Fines and Forfeitures	461,600	-	-	-	-	13,087	-	474,687
Licenses and Permits	198,700	-	-	-	-	-	-	198,700
Intergovernmental	135,000	-	-	5,416,657	-	38,825	-	5,590,482
Miscellaneous and Program Revenues	63,500	50,000	-	50,000	-	-	12,756	176,256
Other Financing Sources	120,000	-	-	115,713	-	124,819	394,031	754,563
Total Revenues	11,361,656	5,381,623	2,352,762	5,582,370	460,325	3,543,635	1,176,787	29,859,158
EXPENDITURES								
General Government								
City Council	20,000	-	-	-	-	7,000	-	27,000
City Administration	542,501	-	-	-	-	7,000	-	549,501
Finance	353,097	-	-	-	-	-	-	353,097
Planning	238,583	-	-	-	-	-	-	238,583
Information Services	500,350	-	-	-	-	-	-	500,350
Human Resources	250,512	-	-	-	-	-	-	250,512
Environmental Health Services	432,759	-	-	-	-	44,044	-	476,803
General Services	905,764	-	-	-	-	-	-	905,764
Special Projects	242,000	-	-	-	-	-	-	242,000
Total General Government	3,485,566	-	-	-	-	58,044	-	3,543,610
Public Safety								
Municipal Court	206,438	-	-	-	-	8,144	-	214,582
Police	2,763,919	-	-	-	-	54,121	-	2,818,040
Fire	2,247,997	-	-	-	-	246,311	-	2,494,308
Emergency Management	18,530	-	-	-	-	-	-	18,530
Total Public Safety	5,236,884	-	-	-	-	308,576	-	5,545,460
Public Works								
Building Maintenance	211,041	-	-	-	-	-	-	211,041
Inspections	197,309	-	-	-	-	-	-	197,309
Fleet Management	515,123	-	-	-	-	-	-	515,123
Public Works	1,158,733	-	-	-	-	-	-	1,158,733
Shoreline	-	-	-	-	-	760,036	-	760,036
Total Public Works	2,082,206	-	-	-	-	760,036	-	2,842,242
Community Service								
Visitors Center	-	216,883	-	-	-	-	-	216,883
Sales and Marketing	-	1,561,322	-	-	-	-	-	1,561,322
Events Marketing	-	803,418	-	-	-	-	-	803,418
Marketing	-	2,800,000	-	-	-	-	-	2,800,000
Convention Centre	-	-	1,351,324	-	-	-	-	1,351,324
Component Unit	-	-	-	-	-	-	388,725	388,725
Parks & Recreation	-	-	-	-	-	15,000	-	15,000
Beach Nourishment	-	-	-	-	60,000	-	-	60,000
Total Community Service	-	5,381,623	1,351,324	-	60,000	15,000	388,725	7,196,672
Transportation								
Island Metro	-	-	-	1,370,379	-	-	-	1,370,379
Metro Connect	-	-	-	445,642	-	-	-	445,642
Total Transportation	-	-	-	1,816,021	-	-	-	1,816,021
Debt Service								
	333,439	-	5,913	-	-	1,741,773	386,447	2,467,572
Capital Outlay								
	35,000	-	200,000	3,755,000	-	18,000	-	4,008,000
Other Financing Uses								
	145,645	-	-	-	-	214,887	394,031	754,563
Total Expenditures	11,318,740	5,381,623	1,557,237	5,571,021	60,000	3,116,316	1,169,203	28,174,140
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES								
	42,916	-	795,525	11,349	400,325	427,319	7,584	1,685,018
Fund Balance -- Beginning	5,701,113	3,548,064	1,775,132	323,786	1,910,569	8,624,227	1,560,876	23,443,767
Fund Balance -- Ending	5,744,029	3,548,064	2,570,657	335,135	2,310,894	9,051,546	1,568,460	25,128,785

THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE

	2014/15 Actual	General Fund 2015/16 Final Budget	2016/17 Adopted Budget	Hotel/Motel & Convention Centre 2014/15 Actual	2015/16 Final Budget	2016/17 Adopted Budget	Other Funds & Component Unit 2014/15 Actual	2015/16 Final Budget	2016/17 Adopted Budget	2014/15 Actual	Total Funds 2015/16 Final Budget	2016/17 Adopted Budget
REVENUES AND OTHER SOURCES												
Property Taxes - Incl. Penalty & Interest	\$ 5,920,039	\$ 5,970,866	\$ 6,093,999	\$ -	-	\$ -	\$ 686,247	\$ 1,237,667	\$ 1,603,970	\$ 6,606,286	\$ 7,208,533	\$ 7,697,969
Nonproperty Taxes	3,525,342	3,503,197	3,572,294	7,160,795	7,000,000	7,437,385	2,952,596	2,910,000	2,993,259	13,638,733	13,413,197	14,002,938
Fees and Services	720,754	603,569	716,563	249,927	216,000	247,000	-	-	-	970,681	819,569	963,563
Fines and Forfeitures	429,905	419,600	461,600	-	-	-	17,761	13,087	13,087	447,666	432,687	474,687
Licenses and Permits	257,990	161,000	198,700	-	-	-	-	-	-	257,990	161,000	198,700
Intergovernmental	7,591	549,852	135,000	-	-	-	2,764,974	3,013,910	5,455,482	2,772,565	3,563,762	5,590,482
Miscellaneous and Program Revenues	191,404	47,800	63,500	80,674	53,500	50,000	73,183	77,820	62,756	345,261	179,120	176,256
Other Financing Sources	97,721	198,560	120,000	4,978	-	-	7,530,683	5,678,476	634,563	7,633,382	5,877,036	754,563
Total Revenues	11,150,746	11,454,444	11,361,656	7,496,374	7,269,500	7,734,385	14,025,444	12,930,960	10,763,117	32,672,564	31,654,904	29,859,158
EXPENDITURES												
General Government												
City Council	11,406	20,000	20,000	-	-	-	6,795	7,000	7,000	18,201	27,000	27,000
City Administration	427,048	527,232	542,501	-	-	-	3,356	7,500	7,000	430,404	534,732	549,501
Finance	332,008	345,118	353,097	-	-	-	-	-	-	332,008	345,118	353,097
Planning	162,177	172,375	238,583	-	-	-	-	-	-	162,177	172,375	238,583
Information Services	430,025	448,382	500,350	-	-	-	-	-	-	430,025	448,382	500,350
Human Resources	222,754	273,547	250,512	-	-	-	-	-	-	222,754	273,547	250,512
Environmental Health Services	401,425	419,863	432,759	-	-	-	31,197	86,520	44,044	432,622	506,383	476,803
General Services	793,800	858,801	905,764	-	-	-	-	-	-	793,800	858,801	905,764
Special Projects	562,001	443,704	242,000	-	-	-	-	-	-	562,001	443,704	242,000
Total General Government	3,143,244	3,509,021	3,485,566	-	-	-	41,348	101,020	58,044	3,184,592	3,610,041	3,543,610
Public Safety												
Municipal Court	185,795	198,952	206,438	-	-	-	6,944	10,887	8,144	192,739	209,839	214,582
Police	2,573,120	2,788,518	2,763,919	-	-	-	15,753	63,923	54,121	2,588,873	2,852,441	2,818,040
Fire	2,073,259	2,120,319	2,247,997	-	-	-	1,77,469	214,428	246,311	2,250,728	2,334,747	2,494,308
Emergency Management	10,086	16,280	18,530	-	-	-	-	-	-	10,086	16,280	18,530
Total Public Safety	4,842,260	5,124,069	5,236,884	-	-	-	200,166	289,238	308,576	5,042,426	5,413,307	5,545,460
Public Works												
Building Maintenance	190,169	203,357	211,041	-	-	-	-	-	-	190,169	203,357	211,041
Inspections	189,741	193,506	197,309	-	-	-	-	-	-	189,741	193,506	197,309
Fleet Management	382,855	673,655	515,123	-	-	-	-	-	-	382,855	673,655	515,123
Public Works	1,043,760	1,179,152	1,158,733	-	-	-	554,352	-	-	1,598,112	1,179,152	1,158,733
Shoreline	-	-	-	-	-	-	-	720,137	760,036	-	720,137	760,036
Total Public Works	1,806,525	2,249,670	2,082,206	-	-	-	554,352	720,137	760,036	2,360,877	2,969,807	2,842,242
Convention & Visitors Bureau												
Visitors Bureau	-	-	-	196,645	215,273	216,883	-	-	-	196,645	215,273	216,883
Sales and Administration	-	-	-	1,004,337	1,442,446	1,561,322	-	-	-	1,004,337	1,442,446	1,561,322
Events Marketing	-	-	-	470,176	835,000	803,418	-	-	-	470,176	835,000	803,418
Marketing	-	-	-	2,203,929	2,800,000	2,800,000	-	-	-	2,203,929	2,800,000	2,800,000
Convention Centre	-	-	-	1,100,763	1,298,765	1,351,324	-	-	-	1,100,763	1,298,765	1,351,324
Total Convention & Visitors B	-	-	-	4,975,850	6,291,484	6,732,947	-	-	-	4,975,850	6,291,484	6,732,947
Community Service												
Component Unit	-	-	-	-	-	-	194,342	359,941	388,725	194,342	359,941	388,725
Parks & Recreation	-	-	-	-	-	-	-	-	15,000	-	-	15,000
Beach Nourishment	-	-	-	-	-	-	50,810	1,380,000	60,000	50,810	1,380,000	60,000
Total Community Service	-	-	-	-	-	-	245,152	1,739,941	463,725	245,152	1,739,941	463,725
Transportation												
Island Metro	-	-	-	-	-	-	1,491,095	1,345,017	1,370,379	1,491,095	1,345,017	1,370,379
Metro Connect	-	-	-	-	-	-	-	401,675	445,642	-	401,675	445,642
Total Transportation	-	-	-	-	-	-	1,491,095	1,746,692	1,816,021	1,491,095	1,746,692	1,816,021
Debt Service												
	363,243	327,443	333,439	5,913	5,912	5,913	1,161,747	1,533,399	2,128,220	1,530,903	1,866,754	2,467,572
Capital Outlay												
	284,412	1,030,842	35,000	150,342	1,397,840	200,000	5,256,017	3,729,166	3,773,000	5,690,771	6,157,848	4,008,000
Other Financing Uses												
	725,460	404,292	145,645	2,946,143	-	-	816,448	1,518,161	608,918	4,488,051	1,922,453	754,563
Total Expenditures	11,165,144	12,645,337	11,318,740	8,078,248	7,995,236	6,938,860	9,766,325	11,377,754	9,916,540	29,009,717	32,018,327	28,174,140
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES												
	(14,398)	(1,190,894)	42,916	(581,874)	(725,736)	795,525	4,259,119	1,553,206	846,577	3,662,847	(363,424)	1,685,018
Fund Balance -- Beginning												
	6,906,405	6,892,007	5,701,113	6,630,806	6,048,932	5,323,196	6,607,133	10,866,252	12,419,458	20,144,344	23,807,191	23,443,767
Fund Balance -- Ending												
	6,892,007	5,701,113	5,744,029	6,048,932	5,323,196	6,118,721	10,866,252	12,419,458	13,266,035	23,807,191	23,443,767	25,128,785

SUMMARY POSITION BY DEPARTMENT

Function	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Fund										
City Administration	5	6	6	4	4	4	4.4	4.25	4.25	5
Finance	5	4	5	5	5	5	5	4.9	4.9	5
Development Services *	2	2	2	1.75	1.75	2	2	2	2	3
Technology	2	2	2	3	3	3.25	3	2.95	2.8	3
Human Resources	0	1	2	3	3	3	3	3	3	3
Municipal Court	2	2	3	2	2	2	2	2	3	3
Police	34	39	39	39	38	38	38	37.95	37.75	36.75
Fire	18	21	21	21	27	27	27	26.75	26	26.75
Environmental Health Ser	4	6	6	5	5	6	6	5.85	5.85	5.85
Fleet Management	0	2	2	2	2	2	2	2	2	2
Building Maintenance	0	3	3	3	3	3	3	3	3	3
Inspections	4	4	4	3	3	3	3	3	3	3
Public Works	22	18	18	19	19	18	19	18.85	17.85	19.85
Hotel Motel Fund										
Visitor's Center	2	2	2	2	2	2	3	3	3	3
Hotel Motel	13	13	9.5	9.5	9.5	8.75	9.5	9.5	9.5	10
Events Marketing	2	2	1	1	1	2	1	1	0.5	0
Convention Centre										
Convention Centre	13	13	13.5	11.5	10.5	12	10	11.2	10.35	11
Transportation										
Transportation	7	7	9	9.25	15.25	15	16.1	16.2	14.2	14
Metro Connect	0	0	0	0	0	0	0	3	4	7
Shoreline **										
Beach Maintenance	0	0	4	4	4	4	4	6.6	7.05	7.6
Bay Access	0	0	0	0	0	0	0	0		1.2
Total Operating Budget	135	147	152	148	158	160	161	167	164	173

Source: City of South Padre Island Annual Budget

Note: Full-time budgeted positions are shown

*Formerly Planning

**Formerly Beach Maintenance

VARIANCES IN POSITIONS BY DEPARTMENT

Fund/Department	FY 15	FY 16	Vacant Positions Eliminated	Positions Added for FY 17	FY 17	Variance FY 17 vs FY 16	See Notes Below:
General Fund							
City Administration	4.25	4.25	0	0.75	5	0.75	1
Finance	4.9	4.9	0	0.1	5	0.1	2
Development Services *	2	2	0	1	3	1	3
Technology	2.95	2.8	0	0.2	3	0.2	4
Human Resources	3	3	0	0	3	0	
Municipal Court	2	3	0	0	3	0	
Police	37.95	37.75	-1	0	36.75	-1	5
Fire	26.75	26	0	0.75	26.75	0.75	6
Environmental Health Ser	5.85	5.85	0	0	5.85	0	
Fleet Management	2	2	0	0	2	0	
Building Maintenance	3	3	0	0	3	0	
Inspections	3	3	0	0	3	0	
Public Works	18.85	17.85	0	2	19.85	2	7
Hotel Motel Fund							
Visitor's Center	3	3	0	0	3	0	
Hotel Motel	9.5	9.5	0	0.5	10	0.5	8
Events Marketing	1	0.5	-0.5	0	0	-0.5	9
Convention Centre							
Convention Centre	11.2	10.35	0	0.65	11	0.65	10
Transportation							
South Padre Island Metro	16.2	14.2	-0.2	0	14	-0.2	11
Metro Connect	3	4	0	3	7	3	12
Shoreline **							
Beach Maintenance	6.6	7.05	0	0.55	7.6	0.55	13
Bay Access	0	0	0	1.2	1.2	1.2	14
Total Operating Budget FTE's	167	164	-1.7	10.7	173	9	

Notes: Variance FY 17 vs FY 16

- 1) Change in department allocation only, no change to number of employees.
- 2) Change in department allocation only, no change to number of employees.
- 3) Addition of a Permit/Parks & Recreation Manager.
- 4) Change in department allocation only, no change to number of employees.
- 5) Elimination of Assistant Chief of Police position.
- 6) Addition of Fire Chief position, 75% allocation paid from General Fund, and addition of Fire Inspector position as well as the elimination of the Asst. Fire Chief position.
- 7) Additional personnel for landscaping & maintenance (2).
- 8) Reduction in department allocation of 50% for PIO Position. Addition of Business Development Director position.
- 9) Reallocation of Permits/Parks & Recreation Manager.
- 10) Change in department allocation and addition of IT Manager position.
- 11) Change in department allocation only, no change to number of employees.
- 12) Addition of three Communications Specialist positions.
- 13 & 14) Reallocation of funding. Elimination of the Coastal Resources Manager position. Addition of Bay Maintenance Manager, Shoreline Program & Project Manager positions.

* Formerly Planning

** Formerly Beach Maintenance

DEPARTMENTAL DESCRIPTIONS, GOALS & PROGRAMS

The City's long range operations and capital plans are included in this section. The plan includes all of the operating departments of the General Fund as well as the capital improvement funds of the City. It is anticipated that long range operations will be financed with current resources while the projects included in the Capital Improvement Plan will require bond issuance or additional funds from state and federal grants.

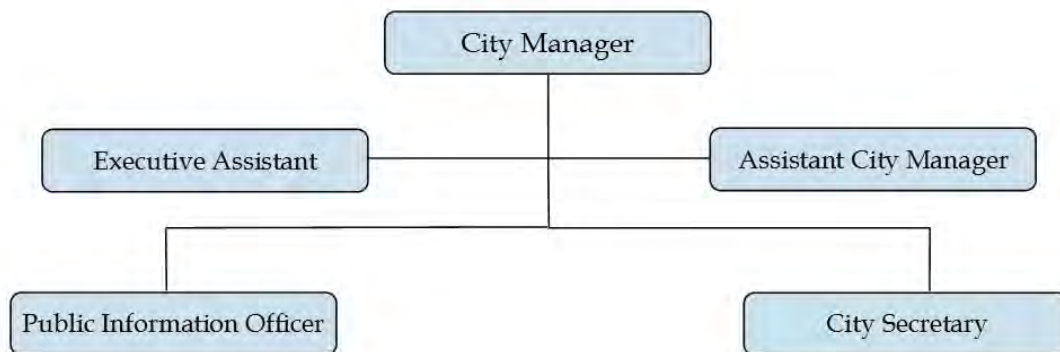
Of the projects included in the CIP, the City has started the engineering and design phases of the Convention Centre Renovation and Multi-Modal Parking facility.

CITY COUNCIL

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - CITY COUNCIL	2014	2015	2016	2017
GOODS AND SUPPLIES	\$127	\$0	\$0	\$0
MISCELLANEOUS SERVICES	\$13,719	\$11,406	\$20,000	\$20,000
OTHER	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$13,846	\$11,406	\$20,000	\$20,000

CITY MANAGER'S OFFICE

CITY MANAGERS ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The City Manager's Office is responsible for the implementation of the South Padre Island City Council's policies. By embracing the use of best practices, the CMO develops administrative guidelines to ensure the efficient and effective operations of the City. The City Manager's Office has oversight over the following Departments:

- Administrative Services
- Convention & Visitors Bureau
- Shoreline
- Development
- Environmental Health Services
- Finance
- Information Services
- Public Safety
- Public Works
- Transit

The vitality of the organizational development activity is a focal point of the City Manager's Office as well as ensuring fruitful intergovernmental relationships and participation in the federal and state legislative process. The City Manager's Office, through the City Secretary, supports facilitates and strengthens the City of South Padre Island governmental process, safeguards and conducts the municipal election process, and protects and preserves official City records. It is also the responsibility of this Department to assure that official city activities are in compliance with federal, state, and city policies and practices. Through the Public Information Officer, access to public information is improved.

Major Goals:

1. Focus on major initiatives that enhance the economic environment, improve the quality of life for citizens, protect the environment and provide essential services:
 - a. Maintain and enhance a safe and diverse residential community
 - b. Implement the Form Based Code
 - c. Redesign Padre Boulevard
 - d. Strive to have vibrant economy that is diverse and sustainable
 - e. Enhance the aesthetic appeal of the community
 - f. Sustain our beautiful beach and bay and improve access for our recreational visitors
 - g. Revitalize the entertainment district
 - h. Embrace the unique characteristics of our city
2. Continual evaluation of programs for enhancements and benefits to the City.
3. Create a good organizational foundation through policy development and implementation.
4. Develop and sustain a productive relationship with the City Council to encourage policy development and effective communication.
5. Continued enhancement of public relations program to improve communication with the public and ensure a constructive relationship with the media.
6. Strive to encourage and facilitate the strategic planning (e.g., capital improvement plan, five year operational plan, core values for organization, etc.)

7. Encourage effective use of resources by eliminating duplication and streamlining operations.
8. Improve and expand our involvement with development and quality of life within the Lower Rio Grande Valley region.
9. Create an enjoyable work experience where all people feel appreciated and valued and instill the support of core values for the organization to encourage individual accountability.
10. Use technology effectively to operate effectively.

Our Planning Indicators and Focus:

Monitoring of causeway traffic counts that may indicate the number of tourists coming to South Padre Island. Monitoring of media coverage and media contact to ensure effective dissemination of information to the public.

CITY MANAGER STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Support initiatives that enhance the quality of life for the citizens (Music, Art in Public Places, Community Events, Theatre Productions, etc.)	Ongoing	\$10,000
Embrace the use of technology to enhance operations and communication.	Ongoing	\$-0- Resources with Info Svcs
Continue to evaluate mobility & parking strategies and multi-modal means of enjoying the city. Continue to expand the city's complete street efforts through work, state, and regional organizations.	Ongoing	\$-0- Resources with Public Works and Transit
Enhance financial management and the budget process	Ongoing	\$ -0- Resources with Finance
Formulate effective economic development strategies.	Ongoing	\$-0- Resources with EDC
Create a Park and Recreation Division or Department (Two Positions: Recreation Coordinator and Park Maintenance Specialist)	2016/17	\$76,000
Create a comprehensive, updated Parks Master Plan with Development Director	2016/17	\$ -0-
Identify funding sources and strategies for priority Capital Improvement Projects	Ongoing	Varies

Programs Implemented:

Program	Fiscal Year	Budget Impact
The evaluation of City Committees to encourage participatory leadership and encourage citizen participation and effective use of resources.	2011/12	0
The Capital Improvement Plan was completed and is updated annually prior to submission to Council for adoption concurrently with the budget.	Ongoing	0

CITY MANAGER POSITION CONTROL

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
City Manager	1	1	1	1	1	1
Assistant City Manager	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
City Secretary	1	1	1	1	1	1
Public Information Officer/Grant Manager	1	1	1	1	1	1
Total Positions	5	5	5	5	5	5

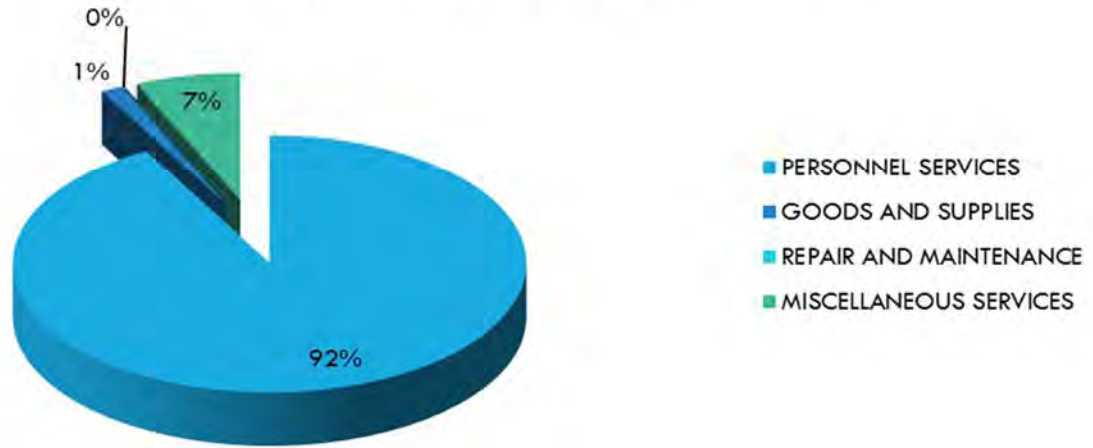
WORK PLANS FOR CITY MANAGER'S OFFICE

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
"Snapshot"	Create a reflective document of successes by fiscal year to tell our story	Chapter VI. Goal 4 Objective 4.2 The City's rich history can and should be presented as an enriching and educational tourist experience.	November 2016	Pending
Budget Document Enhancement	Create a budget document eligible for the GFOA Distinguished Budget Award	Chapter VII. Goal 1 Objective 1.1 The City should have great control over fiscal matters and public expenditures.	October - December 2016	Finance
Annexation	Expand City limit boundary through voluntary annexation.	Chapter VI. Goal 1 Objective 1.2 The City may develop an annexation plan to strategically annex land in advance of development. Policies 1.2.1 & 1.2.2	Ongoing	Darla Jones
Park Master Plan	Update current Parks Master Plan	Chapter III. Goal 2 Objective 2.1 The City should identify, and serve, current and future park and recreational needs through an integrated park system that provides adequate park and land concurrent with new developments, and a system of trails and pathways connecting key destinations across the island.	December 2015	Dr. Sungman Kim
Comprehensive Citizen Survey	Create a benchmark for performance measures	Chapter VI. Goal 1 Objective 1.2 The City should encourage more permanent residents. Policy 1.2.1	January 2016	Pending

Employee Appreciation Program	Implement an employee appreciation program to boost morale and productivity		Ongoing	Darla Jones
Records Management Program	Update and enhance the City's Records Management Program		February 2013, then annually	Susan Hill
Five Year Plan	Update the City's five-year plan by department establishing major goals and programs	Chapter VI. Goal 1 Objective 1.1 The City should identify the requisite future growth area by utilizing the land use plan and zoning map. Policy 1.1.1	April 2017	Darla Jones
Municipal Complex Master Plan	Arrangement for effective use of Municipal Building and Facilities	Chapter VI. Goal 2 Objective 2.1 The City should support a sensible development pattern that minimizes impacts and costs to public facilities and infrastructure.	Ongoing	Darla Jones
Technology	Embrace the use of technology to enhance operations and communication.		Ongoing	City Manager's Office
Capital Improvement Plan	Update the City's five-year plan with prioritization of capital projects.	Chapter VI. Goal 1 Objective 1.1 The City should identify the requisite future growth area by utilizing the land use plan and zoning map. Policy 1.1.2.	Updated Annually	Darla Jones
Tax Increment Reinvestment Zone (TIRZ)	Implement and manage TIRZ, TIRZ Board and TIRZ Project	Chapter VI. Goal 1 Objective 1.1 The City should identify the requisite future growth area by utilizing the land use plan and zoning map. Policy 1.1.2.	Ongoing	Darla Jones

Implement Core Values	Implement the City's Core Values		Ongoing	Darla Jones
Citizens Outreach and Special Events	Support initiatives that enhance the quality of life for citizens (Music, Art in Public Places, Community Events, Theater Productions, etc.)	Chapter VI. Goal 1 Objective 1.1 Strategy 1.1.1.2 The City should establish the island as a premier destination for entertainment, culture, and fine dining. To do so, the Island will need to offset and/or leverage our location disadvantage by providing unique and high-quality products and/or entertainment.	Ongoing	Pending
Increase Revenues	Create program that will add revenue to the City Budget i.e. Hotel/Motel Taxes/ Fees		Ongoing	Darla Jones, Keith Arnold, & Rodrigo Gimenez

2017 CITY MANAGER'S OFFICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - CITY MANAGER'S OFFICE	2014	2015	2016	2017
PERSONNEL SERVICES	\$330,266	\$379,756	\$487,164	\$499,192
GOODS AND SUPPLIES	\$6,035	\$10,222	\$7,800	\$7,400
REPAIR AND MAINTENANCE	\$312	\$0	\$0	\$0
MISCELLANEOUS SERVICES	\$28,547	\$37,069	\$32,268	\$35,909
TOTAL EXPENDITURES	\$365,159	\$427,048	\$527,232	\$542,501

FINANCE DEPARTMENT

FINANCE ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

Finance Department plans and directs the City's financial activities, including accounting, budgeting, internal and external financial reporting, and debt and investment management. The department directs the citywide budgeting process, as well as the preparation of the Comprehensive Annual Financial Report.

Major Goals:

1. Manage resources as efficiently and effectively as possible and communicate the results of these efforts to the public.
2. Evaluate and make recommendations on City operations and procedures to ensure fiscal accountability.
3. Provide financial information in the form, frequency and timeliness needed for management decisions.
4. Monitor and ensure compliance with established policies, procedures and external reporting requirements.
5. Provide the highest quality of service to the community and City personnel.
6. Support the City departments through purchasing policies and procedures that provide the best value, as well as compliance with state laws.

Our Planning Indicators and Focus:

The Finance Department is a support department; therefore much of the planning is based upon the growth in other departments. Finance will provide overall fiscal leadership for the City's long range financial planning, and enhanced collection of data, reporting and audits of financial records. Audit results have shown no material weaknesses as well as no significant deficiencies over the past several years due to compliance with fiscal, purchasing, fixed assets and investment policies. The department is also responsible for monitoring the City's budget which totals approximately \$20 million citywide.

FINANCE DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Continue to promote a paperless Finance environment by reducing the number of printed reports with electronic copies.	Ongoing	\$ 0.-
Continue to strive to receive the Government Finance Officers Association Distinguished Budget Presentation Award.	Ongoing	\$ 280.-
Promote Automated Clearing House (ACH) which is an electronic network for financial transactions for payments to vendors.	Ongoing	\$ 0.-
Continue to receive a Certificate of Achievement for Excellence in Financial Reporting presented by the GFOA to government units whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.	Ongoing	\$ 435.-
Implement performance measures to assist government officials and citizens in identifying financial and program results, evaluating past resource decisions, and facilitating qualitative improvements in future decisions regarding resource allocation and service delivery.	Ongoing	\$ 0.-
Develop procedures to be in compliance with new IRS filings related to health coverage offered to all full-time employees.	2015/2016	\$ 0.-

Programs Implemented:

Program	Fiscal Year	Budget Impact
Implement Positive Pay cash management service to detect and prevent check fraud.	2014/2015	\$ 2,688.-
Implement Tyler Output Processor in conjunction with Information Services in order to email payment notifications to employees and vendors.	2013/2014	\$ 4,781.-
Implement an automated payroll system to streamline the payroll process and enhance the efficiency of payroll record keeping.	2012/2013	\$ 13,000.-
Develop accounting procedures manual describing day to day operations in order to facilitate staff cross training.	2012/2013	\$ 0.-

Promote Automated Clearing House (ACH) which is an electronic network for financial transactions for payments to vendors.	2012/2013	\$ 0.-
Developed a user friendly monthly report to assist the public in understanding the City's finances.	2011/2012	\$ 0.-
Continue with implementation of Incode Project Tracking module to track and ascertain expenditures associated with new/specific projects.	2012/2013	\$ 5,813.-

Staffing Plan:

FINANCE DEPARTMENT POSITION CONTROL

	Current Year	2016/17	2017/18	2018/19	2019/20	2020/2021
Finance Director	1	1	1	1	1	1
Senior Accountant	1	1	1	1	1	1
Senior Accountant	1	1	1	1	1	1
Accountant	1	1	1	1	1	1
Accounting Coordinator	1	1	1	1	1	1
Total Positions	5	5	5	5	5	5

FINANCE PERFORMANCE MEASURES

Comprehensive Plan Goal 7-1. The City shall maintain a "Home Rule" type of government and allow for a more stable environment for effective decision-making.

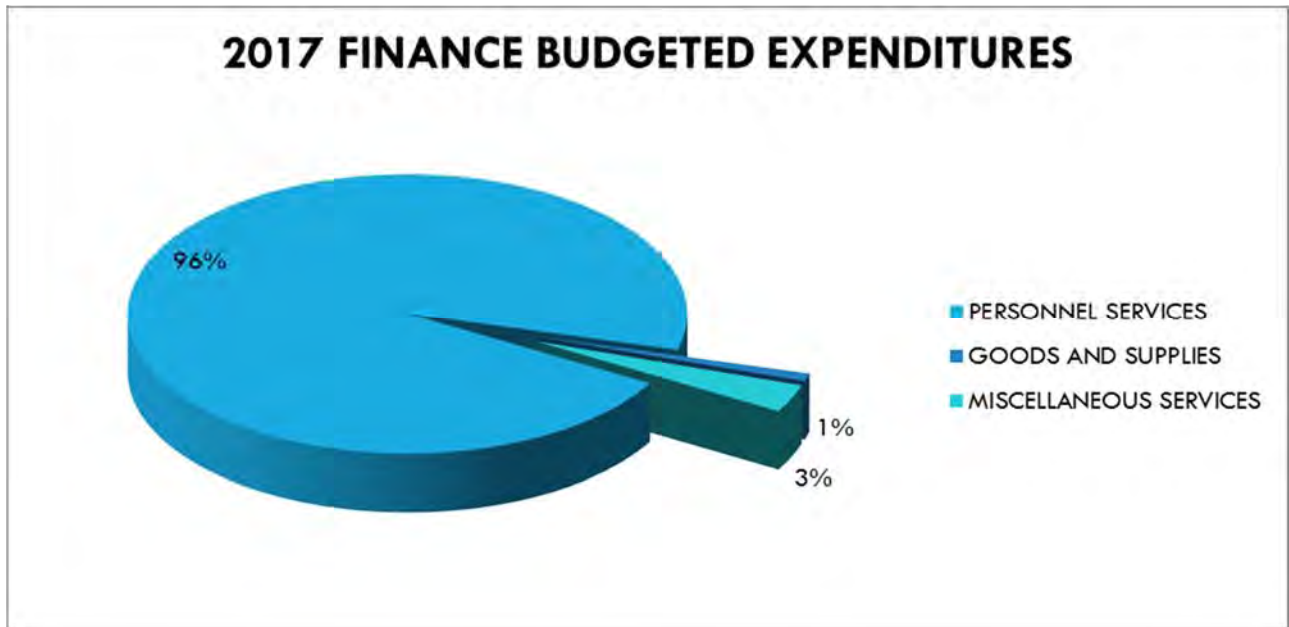
Bond Ratings	Actual FY 2015	Actual FY 2016	Estimated FY 2017
Moody's	Aa2	Aa2	Aa2
Standard & Poor's	AA	AA+	AA+

Average Cost Per Check Issued	Actual FY 2013	Actual FY 2014	Actual FY 2015
Payroll Checks	\$7.73	\$7.29	\$7.44
AP Checks	\$10.10	\$10.86	\$10.77

WORK PLAN FOR FINANCE DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
GFOA Distinguished Budget Presentation Award	Continue to receive the award through application of the highest principles of governmental budgeting and satisfying nationally recognized guidelines for effective budget presentation.	Chapter VII. Goal 1 Objective 1.1 The City should have great control over fiscal matters and public expenditures.	Continuously ongoing	Finance Director
Email Notifications of payments	Reduce printing of check stubs for payroll and accounts payable disbursements.	Chapter VII. Goal 2 Objective 1.1 The City should ensure that communication is effective	Continuously ongoing	DC, R Guzman
Payments to vendors using ACH	Continue to implement Automated Clearing House (ACH) electronic network for payments to vendors.	Not Applicable	Continuously ongoing	R Guzman
Positive Pay	Implement this cash management service to reduce the probability of check fraud.	Chapter VII. Goal 1 Objective 1.1 The City should have great control over fiscal matters and public expenditures	Continuously ongoing	ES
GFOA Certificate of Achievement for Excellence in Financial Reporting	Continue to receive the award through preparation of comprehensive annual financial reports that evidence the spirit of transparency and full disclosure.	Chapter VII. Goal 1 Objective 1.1 The City should have great control over fiscal matters and public expenditures.	2016/2017	Finance Director
Cross Training	Implement cross training to have one backup for each position.	Chapter VII. Goal 1 Objective 1.1 The City should have great control over fiscal matters and public expenditures.	Ongoing	Finance Director

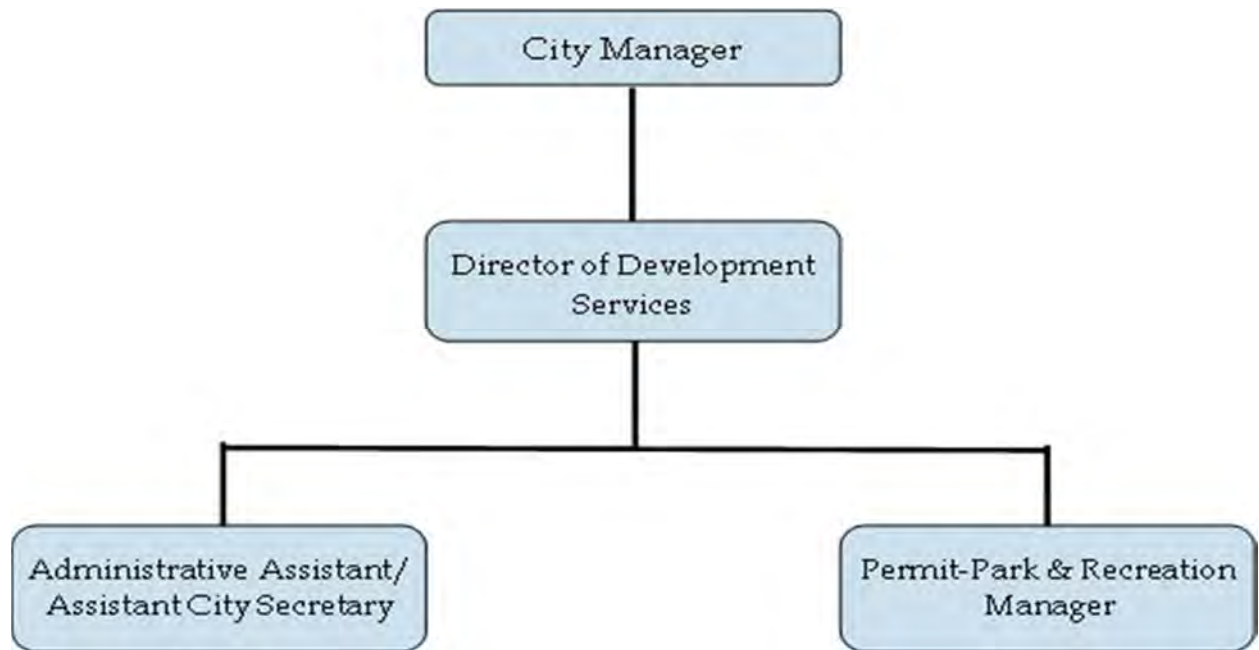
FINANCE DEPARTMENT BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FINANCE	2014	2015	2016	2017
PERSONNEL SERVICES	\$305,260	\$324,190	\$330,557	\$338,536
GOODS AND SUPPLIES	\$1,451	\$1,187	\$2,794	\$3,200
MISCELLANEOUS SERVICES	\$7,046	\$7,232	\$11,767	\$11,361
TOTAL EXPENDITURES	\$313,756	\$332,608	\$345,118	\$353,097

DEVELOPMENT SERVICES DEPARTMENT

DEVELOPMENT SERVICES DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Development Department provides leadership and management of the City's Land Development programs.

The Development Division administers the City's Subdivision, Zoning Ordinance and Form-Based Codes. The division provides administrative & policy research services to the City Council, Planning and Zoning Commission, Zoning Board of Adjustments, the Development Standards Review Task Force, the City Manager, the Development Industry, and other inter/intra agencies.

Major Goals:

Modernize, streamline and realign the land development regulatory framework to meet today's economic realities.

- To create a predictable, fair & ethical land development regulatory framework.
- To create a sustainable and environmentally sensitive development code.
- To foster an innovative, diverse, and creative urban development environment.
- Implement the form-based code for Padre Boulevard and the Entertainment District.
- To develop and administer an annexation plan.
- Update the City's Zoning and Subdivision Regulations
- Develop and administer a Thoroughfare Plan
- Implement the City's adopted Comprehensive Plan
- To manage the City's Parks & Recreation programs in a sustainable manner.

Our Planning Indicators and Focus:

The Development Department coordinates approximately 48 city committee meetings annually. Meeting coordination includes: drafting and posting agendas, preparing meeting minutes, preparing mail out notices, preparing Local Government Code required notices, responding to meeting agenda content questions and processing development applications from the development community. The Development Department prepares a number of Zoning & Subdivision Code amendments and is required to prepare the amendments in accordance with the Texas Local Government Code.

The land development process provides a good indicator of local economic development conditions. Subdivision development is typically the first step in the land development process and platting activity can provide insight into six month demand for housing & commercial land development. Although demand for housing development in the City appears to mirror the national trends, the cushion provided by the housing demand fueled by the Mexican investor, Canadian investor, and to a lesser degree the out of state investor, appears to have provided some relief to the impact of the national recession on the local real estate market. Planning Department Strategies and Programs for the Next Five Years:

Strategy/Program	Fiscal Year	Budget Impact
Implement Annexation Plan	2016/2017	\$ 0.-
Implement & Update Form-Based Code	Ongoing	\$ 0.-
Implement & Update Ordinances	Ongoing	\$ 0.-
Regional Initiatives/Intergovernmental.	Ongoing	\$ 0.-
TXDOT/Rural Transportation	Ongoing	\$ 0.-
Business Liaison	2016/2017	\$ 0.-
Landscaping	2016/2017	\$ 0.-
Assist Park Developments & Maintenance	Ongoing	\$ 0.-
GIS Management	Ongoing	\$ 0.-

DEVELOPMENT SERVICES DEPARTMENT POSITION CONTROL

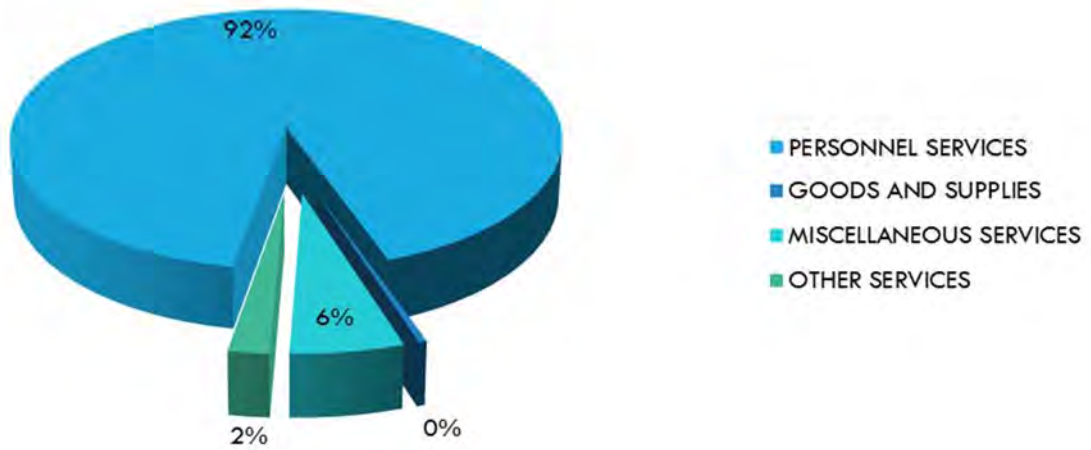
	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Development Services Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Planning Manager			1	1	1	1
Parks & Recreation Manager	1	1	1	1	1	1
Parks Maintenance Crew			1	2	2	2
Landscape Designer/GIS Coordinator			1	1	1	1
Total Positions	3	3	6	7	7	7

WORK PLAN FOR DEVELOPMENT SERVICES DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
General Administration	Administer Subdivision and Zoning Ordinance	Chapter I Policy 1.1.1: The physical appearance of developments should be cohesive and coordinated.	Daily	S. Kim
Variance Administration	Support Board of Adjustments	Chapter I. Policy 1.1.3: While establishing minimum standards, zoning should allow flexibility.	Occasional Event	S. Kim
Form-Based Code	Administer Padre Boulevard and Entertainment District Code	Chapter I. Policy 1.1.6: The City should streamline the review and permit process while collaborating with neighbors and property owners.	Daily	S. Kim
Comprehensive Plan	Review, application, analysis, and update	Chapter I. Policy 2.1.2: The City should establish a process to assess and re-evaluate the plan every five years, or sooner as needed.	Daily	S. Kim
Economic Development	Coordinate with EDC, development of policies, projects, incentives, programs	Chapter IV. Strategy 1.2.2.2: The City should manage the long-term pattern of growth that balances market demands and economic development objectives.	Daily	S. Kim

Intergovernmental Coordination	Monitor TxDOT for Padre Blvd funding opportunities	Chapter III. Strategy 1.3.2.1: The City should identify, inventory, and map primary and secondary conservation areas, in coordination with the General Land Office, Texas Parks and Wildlife and other related agencies.	Daily	S. Kim
Convention Centre	Participate in Redevelopment of Convention Centre	Chapter I. Policy 1.1.5: The City should establish standards to enhance the appearance of properties facing public rights-of-way.	N/A	S. Kim
South Padre Island Metro Park & Ride Facility	Participate in design and development	Chapter I. Policy 1.1.5: The City should establish standards to enhance the appearance of properties facing public rights-of-way.	N/A	N/A
GIS Management	Quality Management	Chapter I. GOAL 2: The City should continue to monitor, protect, and evaluate development and resource conservation.	Occasional Event	S. Kim
Parks & Recreation	Assist parks development	Chapter III. GOAL 2: While utilizing nature-based recreational and tourism opportunities, the City shall also enhance the opportunities by providing trails, parks, plazas, and other recreational facilities and programs.	Occasional Event	S. Kim

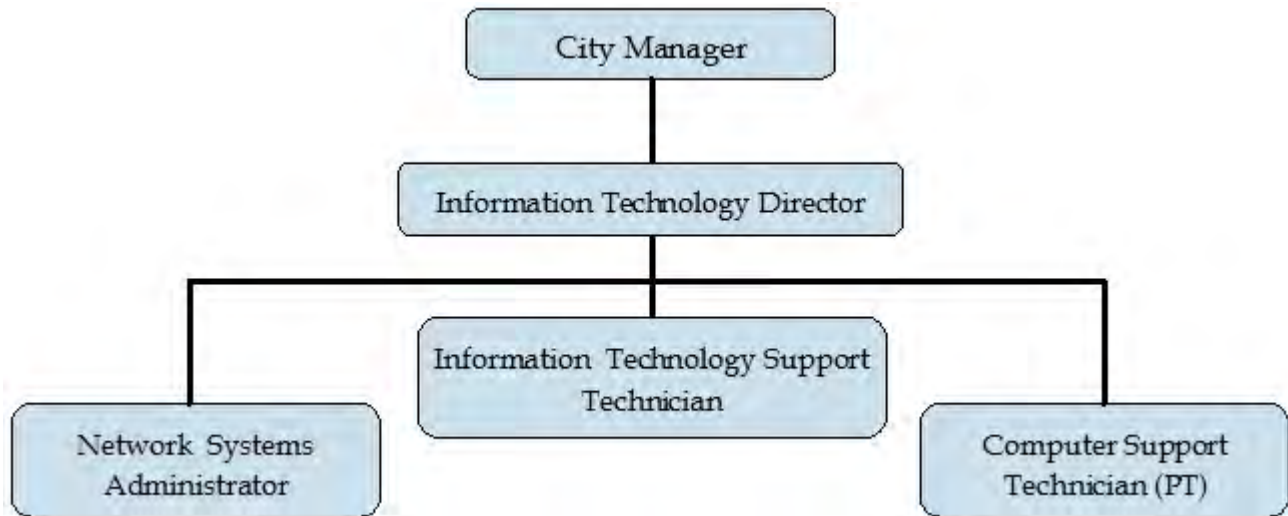
Annexation	Provide professional staff assistance	Chapter IV. GOAL 1: The City shall ensure orderly growth, with the anticipated infrastructure and facility needs, in a fiscally responsible manner.	Occasional Event	S. Kim
Ordinance Revision and Update	Review, application, analysis, and update	Chapter I. Policy 1.1.6: The City should streamline the review and permit process while collaborating with neighbors and property owners.	Daily	S. Kim
Landscaping	Participate in design and development	Chapter I. Policy 1.1.5: The City should establish standards to enhance the appearance of properties facing public rights-of-way.	Occasional Event	S. Kim

2017 PLANNING BUDGETED EXPENDITURES

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - PLANNING	2014	2015	2016	2017
PERSONNEL SERVICES	\$147,729	\$150,570	\$152,801	\$218,830
GOODS AND SUPPLIES	\$1,006	\$1,173	\$1,000	\$1,000
MISCELLANEOUS SERVICES	\$9,930	\$10,434	\$12,553	\$13,753
OTHER SERVICES	\$0	\$0	\$6,021	\$5,000
TOTAL EXPENDITURES	\$158,666	\$162,177	\$172,375	\$238,583

INFORMATION SERVICES

INFORMATION SERVICES ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Information Services Department includes Information Technology, Geographical Information Systems (GIS) and Communications. We are responsible for maintaining and providing the tools necessary to access information and communicate, both internally and externally. See the specific goals, planning indicators and programs/projects for the various areas of focus.

Major Departmental Goals:

1. Build the systems and processes necessary to enable cross departmental collaboration and access to shared information.
2. Research and assess new technologies that will replace outdated technology, reduce long term costs and improve information processes.
3. Set strategic direction for the City in relation to technology, communications and other information-related processes, products or projects.
4. Make information available to both the public and staff, to promote government transparency.
5. Reduce costs and better utilize city resources by implementing tools and processes that save time and/or money.
6. Bring South Padre Island to the forefront of the communication and technology fields.
7. Promote transparency and an abundance of information through the use of on-line resources, such as the City's website, social networking, Eye On SPI and other similar online resources.
8. Make it easy for constituents to be involved and stay informed through the use of on-line and off-line resources.

Information Technology Goals:

1. Manage, maintain and upgrade the City's technology infrastructure to make sure it meets the needs of the staff and city constituents.
2. Evaluate and purchase technology software and products to meet the needs of the City staff and constituents.
3. Evaluate processes and procedures and determine if there are better ways to do things with the use of technology.
4. Provide technology training, support and assistance to make sure the City is getting the best value out of the products it purchases.

Our Planning Indicators and Focus:

Information is the foundation for an organization. Without it, the organization cannot function and staff cannot do its job. With advances in technology, information has grown exponentially; therefore, we must have the means to manage, communicate and analyze information to operate at today's standards.

INFORMATION TECHNOLOGY STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Purchase Updated Aerial Images of the City.	2016-17 2019 -20	\$100,000
Microsoft Office 365, Cloud based Exchange Server	2016-17	\$15,000
Redundant Storage Infrastructure to protect the City's data.	2016-17 / 2017-18	\$40,000
Rewire City Hall with CAT6	2016-17	\$25,000
Rewire Convention Centre and Visitor Center with CAT6.	2016-17	\$8,000
Upgrade City Council Board Room AV equipment to HD	2017-18	\$30,000
Purchase additional virtualization server capacity and expand virtualization software.	2018-19	\$35,000
Expand Storage Capacity to meet the needs of growing amounts of data and build in redundancy.	2019-20	\$80,000
Research available and next generation Internet wireless broadband, fiber and mobile infrastructures. Work with tier providers in implementing viable solutions to improve the infrastructures.	2016-17 2017-18 2018-19	

Multimodal Transit - technology infrastructure	2017-18	
Convention Extension/Space X - technology infrastructure	2018-19	
Surveillance City Hall area, Convention, Fire Station	2016-17	
Server equipment and relocation	2016-17	
IT offices	2016-17	
Point to Point wireless network backbone between facilities, reduce ISP costs for low usage facilities	2015-16 2016-17	\$5,000
Document Management System	2016-17	
Redo Website MySPI.org	2016-17	\$8,000
Research to improve city's fiber data connection infrastructure	2016-17	
Install new network switched, access points and reconfigure VLAN. Install new firewall and establish new security protocols	2016-17 / 2017-18	
Research SaaS Cloud bases Public Sector Software. Begin pilot program, evaluate and begin implementation.	2016-17 / 2017-18	

Programs Implemented:

Program	Fiscal Year
Saved about \$3,000 for not renewing rarely used Time-Clock Plus annual software support. Per incident call \$49	2015-16
Reduced expenses by disconnecting unused mobile devices saving about \$13,000. Annual costs had increased about \$5,000. Transfer funds for Part-Time assistant.	2015-16
Installed an AirFiber Wireless connection at 450/450MB between the Convention and City Hall. No monthly fee. Current connection provided by Time Warner 50/50MB at a cost of \$1,300	2015-16
Installed a Surveillance System at the Fire Station using CAT5e, Bauds and Conduit	2015-16
Reduced expenses from \$6,500 to \$1,900 for a Cloud backup system. Increased storage capacity from 6TB to 12TB.	2015-16
Coordinated installation project and configuration of the Causeway License Plate Reader system	2015-16

Saved costs in tax exemption. Many vendors were charging taxes on monthly services and invoices.	2015-16
Started new inventory system. Previous inventory system was poorly updated. Organized equipment storage areas.	2015-16
Purchased storage and tool cabinets. Purchase networking tools, network tester, telco fluke testers and many more tools needed for department use. IT staff has previously use own tools.	2015-16
Replaced EOC TV with 4K TV. Configured for better resolution during web conferences. Installed a web conference camera.	2015-16
Started revamping IT Room 207 to convert into the City's main server room and IT storage area.	2015-16
Installed new exterior network and RG6 connections from City Hall to Community Center, Costal and Transit shops	2015-16
Installed conduit in the Convention main lobby in preparation of new wireless access point installation	2015-16
Installed wired connection at the Convention Centre for Event Room Digital Signage and new Wireless Access Points. Installed racks in new location for all new network connections.	2015-16
Installed new computers systems at Court (2), Police (3) and Fire (2)	2015-16
Installed network cable connection for Court remodeling and new Community Center. Installed Rack and Access Point at Community Centre. Installed Media Cabinets in Costal Tools Room and Transit Break room.	2015-16
Acquired new Xerox copiers for City Manager area and Convention Director's area.	2015-16
Purchased and configured mobile tablets: iPad Air 2 for City Council (2), iPad Pro for EHSD (3), HR(1), IT (1), CVB (1)	2015-16
Installed LED TV in Room 207 to monitor network connections	2016-16

INFORMATION TECHNOLOGY POSITION CONTROL

Staffing Plan:

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Information Technology Director	1	1	1	1	1	1
Information Technology Support Tech.	1	1	1	1	1	1
Network Systems Admin	1	1	1	1	1	1
Total Positions	3	3	3	3	3	3

WORK PLAN FOR INFORMATION TECHNOLOGY

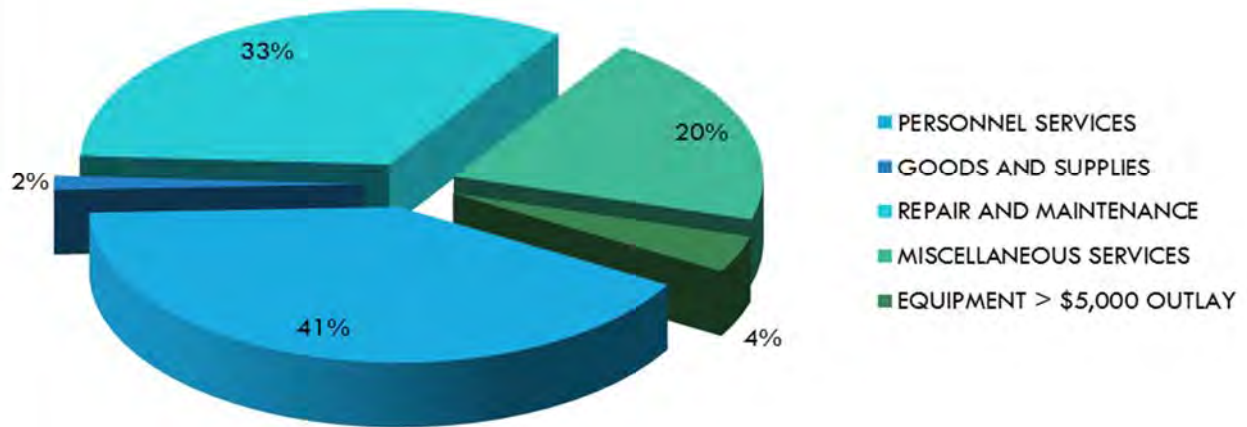
Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Server Room	Convert IT Room 207 in City Hall into the City's primary Server, Network and Communication Room. Apply standards for Server Rooms.	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	12/2016	Juan Infante
Data Backup	Perform routine and scheduled backups of server data for all city departments. Perform local and remote cloud based backups.	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	Ongoing	Juan Infante

Contract Services and Expenditures	Review and take action to reduce contract services costs and equipment expenditures.	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	Ongoing	Juan Infante
Data Communication Services	Audit all communication lines and consolidate or terminate service for zero usage. Take action to manage all wireless in-house and provide building to building network broadband connections.	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	09/2016	Juan Infante
Document Management System	Conversion of City's paper file records into digital format. Acquire a DMS to track, manage and store documents. Reduce paper. Provide web access to public records.	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	Ongoing	Juan Infante

Paid Parking	Design Signage /Configure backend of software	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	Ongoing	Juan Infante
Body Worn Cameras	Review and acquire Body-Worn Camera for Police Officers	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	Ongoing	Juan Infante
SOP's	Create Standard Operating Procedures	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6. The Fire Department should utilize technology to support operational effectiveness. Goal 3 Objective 3.2 Policy 3.2.1 The Police Department should employ training, technology and management strategies to improve data accuracy in criminal activity reporting and record keeping.	Ongoing	Juan Infante

INFORMATION SERVICES BUDGET NUMBERS

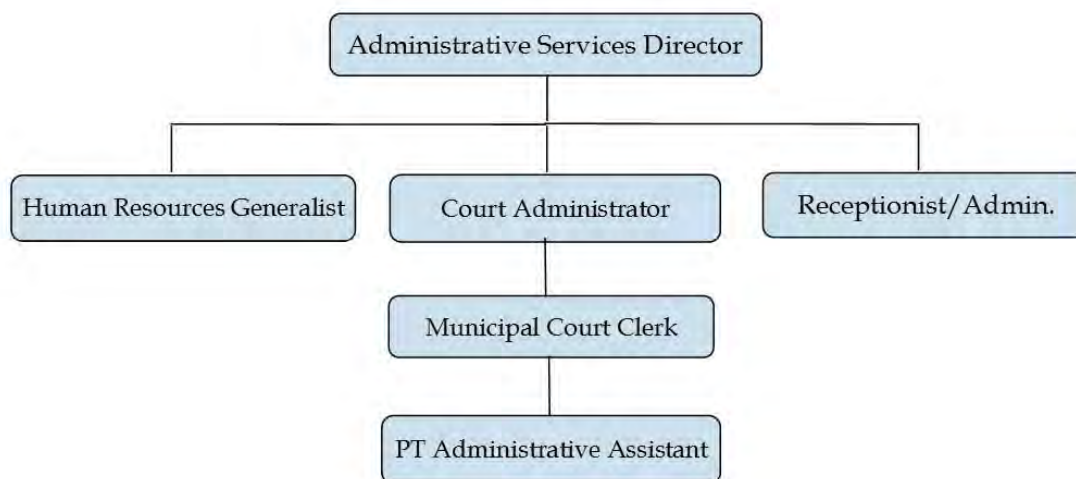
2017 TECHNOLOGY BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - TECHNOLOGY	2014	2015	2016	2017
PERSONNEL SERVICES	\$184,982	\$154,211	\$162,746	\$213,759
GOODS AND SUPPLIES	\$20,967	\$4,228	\$9,245	\$7,645
REPAIR AND MAINTENANCE	\$181,325	\$172,035	\$172,485	\$173,421
MISCELLANEOUS SERVICES	\$76,157	\$99,551	\$97,740	\$105,525
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$17,000	\$20,000
TOTAL EXPENDITURES	\$463,431	\$430,025	\$459,217	\$520,350

ADMINISTRATIVE DEPARTMENT – HUMAN RESOURCES DIVISION

HUMAN RESOURCES ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Human Resources Division for the City of South Padre Island serves as a business partner working with all departments within the City to serve our internal and external customers with integrity, professionalism and the highest level of customer service while providing a variety of services. The Human Resources Division is responsible for:

- Recruitment and Selection
- Compliance with State and Federal Employment Laws
- Employee Benefit Administration
- Risk Management/Safety
- Employee Relations
- Training and Development
- Compensation
- Administrative Services

The Human Resources Division provides services that promote a work environment characterized by fair treatment of staff, open communication, trust and mutual respect. Recognizing that our employees are our most valuable asset, our division strives to provide quality service and support for the employees of the City of South Padre Island, which will enable employees to better serve the citizens of South Padre Island.

Major Goals:

1. Recruitment and Selection
 - Recruit qualified and diverse candidates for employment.
 - Enhance technology to create more streamlined application procedures.
 - Establish, maintain and monitor successful pre-employment testing programs.
2. Compliance with State and Federal Employment Laws

- Measure and maintain best practices in the areas of equal employment.
 - Continue to monitor changing legislation to ensure that policy and practice matches the law.
3. Employee Benefit Administration
- Collaborate and communicate to employees, retirees, and others to assure that selected benefits are responsive to their needs.
 - Ensure timely reporting, enrollment, and processing of employee-benefit related information.
4. Risk Management/Safety
- Ensure that all claims are handled equally and timely.
 - Work with employees, departments, medical providers and claim adjusters to comply with the Americans with Disabilities Act and Workers' Compensation laws to return disabled, injured or ill employees to suitable, gainful employment as soon as possible.
 - Assure the City is in compliance with all State Workers' Compensation laws.
 - Continue to decrease the amount of work injuries by providing increased training and awareness.
5. Employee Relations
- Establish and maintain clear and open lines of communication to resolve discrimination or grievance issues and complaints in a fair and equitable manner.
 - Create a positive work culture where employees can develop their skills and feel comfortable in the workplace.
6. Training and Development
- Create a supervisor training program for all employees hired or promoted to a supervisory position. This training would include city policy awareness along with general supervisory information.
 - Maintain an internal training program to help address work related issues such as the prevention of sexual harassment and ethics regarding municipal government.
7. Compensation
- Maintain a compensation plan that promotes flexible and sound classification principles.
 - Continue to research and recommend equitable, consistent and competitive salaries for City positions.
8. Administrative Services
- Create a comprehensive set of clear and specific policies that are understood by the employee and administered correctly.
 - Increase the use of technology in the area of Human Resources to allow all members of the organization the ability to access their department information quickly and decrease workflow time between employees and departments.
 - Create a digital format of all internal and external forms so that employees and citizens can easily fill out required documentation for any purpose.

Our Planning Indicators and Focus:

As the City of South Padre Island's citizen and visitor population increases, the demand for public service will also increase. The HR Division will use the number of employees hired annually as an indicator for the increased demand for services. The current number of employees serviced by the HR Division is 166 full-time equivalents (FTE's) and an estimated 150 part-time/temporary

employees annually. Currently (fiscal year 2015/2016), the total FTE's authorized is 3 positions. One of the three positions serves as the City Hall Receptionist.

HUMAN RESOURCE STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Embrace the use of technology to enhance operations and communication.	Ongoing	\$0
Create electronic forms for all City documents.	Ongoing	\$0
Create and effectively manage a City-wide training program to include employee development, safety and a supervisor orientation program.	Ongoing	\$4000
Create an organized and effective records management program that encompasses all records related to Human Resource Management.	Ongoing	\$0
Create an online application program enhancement using our current People-Trak software system.	2017/2018	\$6000
Create a paperless HR environment	Ongoing	?

Programs Implemented:

Program	Fiscal Year	Budget Impact
Creation of Employee Benefit Statements: 2011-2015	2011/2012 & Ongoing	\$0
Creation of Employee ID Badges for all full-time and regular part-time staff.	2011/2012 & Ongoing	\$0
Job Descriptions Completed for all full-time and regular part-time positions.	2011/2012	\$0
A 5 year compensation strategy was approved by the City Council in November of 2011 and Phase 1 was implemented in 2012 and Phase 2 was implemented in 2014.	2011/2012 & Ongoing	Amount Changes each year.
Create a new performance evaluation tool and manage an effective performance review system to evaluate and track employee performance.	2011/2012 & Ongoing	\$0
Implementation of an Employee Assistance Program (EAP). A confidential service for employee and their families to assist in resolving work/life issues.	2011/2012	\$3000 Annually

Coordinated City Wide Training. (Conflict Resolution, Ethics, Sexual Harassment, Supervisor, How to Prevent a Hostile Working Environment)	2011- 2016 & Ongoing	\$4000
Create and implement an Employee Handbook with clear and straightforward policies (legal review and printing)	2014	\$4000
Fire Drills were conducted and Safety Evacuation Maps were created and posted by the Safety Committee.	2012/2013	\$0
As of April 2015 a total of 94 electronic forms have been created for both internal and external uses.	2015 & Ongoing	\$0

ADMINISTRATIVE SERVICES POSITION CONTROL

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Administrative Services Director	1	1	1	1	1	1
Receptionist/AA	1	1	1	1	1	1
Human Resources Generalist	1	1	1	1	1	1
Total Positions	3	3	3	3	3	3

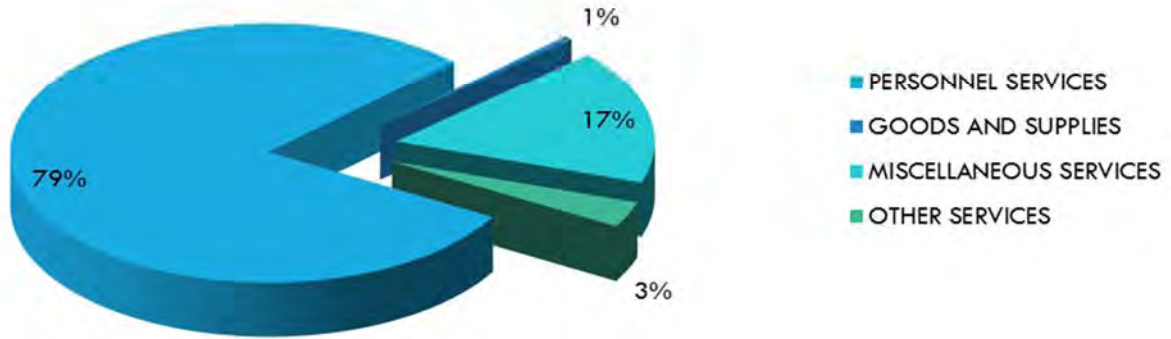
WORK PLAN FOR ADMINISTRATIVE SERVICES

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Form Control	Continue to create new city forms and a control system to ensure the most current form is being used by all.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	Ongoing	Araceli Sanchez
Employee Handbook Update	Review the Handbook annually to determine if there is a need for policy updates and revisions. Update accordingly	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	12/31/16	Wendi Delgado

Claims Management	Create processes and files using People-Trak to track and manage all property, liability and workers compensation claims	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	12/31/16	Wendy Perez
Update all City Organizational Charts	Update all City Organizational Charts to create consistency and ease of formatting during the 2016/2017 budget preparation time.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	12/31/16	Wendi Delgado
Personal File - Electronic Storage	Continue to scan all personnel files into People track and file forms in the appropriate areas of people track. This will increase efficiency of department.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	Ongoing	Araceli Sanchez
Complete HRIS Implementation	Continue to update People-Trak Software. This includes all past data, new data, job descriptions and the creation of workflows.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	(Ongoing)	Araceli Sanchez
Update all HR Procedures	Update all procedures: New Hire Orientation, Exit Interviews, Open Enrollment, and Benefit Meetings. They all need improvement.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	09/30/17	Wendi Delgado

HUMAN RESOURCES BUDGET NUMBERS

2017 HUMAN RESOURCES BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - HUMAN RESOURCES	2014	2015	2016	2017
PERSONNEL SERVICES	\$171,296	\$182,080	\$191,377	\$198,872
GOODS AND SUPPLIES	\$1,394	\$1,199	\$1,400	\$1,400
MISCELLANEOUS SERVICES	\$22,627	\$28,989	\$43,970	\$42,240
OTHER SERVICES	\$44,402	\$10,486	\$36,800	\$8,000
TOTAL EXPENDITURES	\$239,719	\$222,754	\$273,547	\$250,512

ADMINISTRATIVE SERVICE DEPARTMENT – MUNICIPAL COURT DIVISION

WHO ARE WE / WHAT WE DO:

The Municipal Court's primary function is to process all Class C criminal charges filed by the Police and Code Enforcement Officers within the city limits. These include charges filed under the Texas Transportation Code, Penal Code, Alcoholic Beverage Code, Health and Safety Code, Education Code and the City of South Padre Island Code of Ordinances.

Major Goals:

1. Continue public relations programs to enhance communication regarding Municipal Court activities and educational programs for the community.
2. Continue enhancement of technology in the Municipal Court Division to create improved services for our internal and external customers.
3. Decrease the amount of uncollected funds by researching and evaluating new programs and methods.
4. Maintain accurate record management systems.

Our Planning Indicators and Focus:

The planning indicators monitored by the Municipal Court will be the number of cases, collection of new court fees imposed by the Texas Legislature and increases in enforcement activity which impacts the number of citations issued. These factors will be used to evaluate the demand for increased services. Currently (fiscal year 2015/2016), the total full-time equivalents (FTE's) authorized are 2 positions. The Municipal Court also has three part-time employees: Municipal Court Judge, Prosecutor, and Administrative Assistant.

MUNICIPAL COURT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Embrace the use of technology to enhance operations and communication.	Ongoing	\$0
Continue to evaluate collection strategies.	Ongoing	\$0
Review, annually, the opportunities available to increase fines to support court programs.	Ongoing	\$0
Add a portable metal detector for use by the Municipal Court that can be moved to other rooms if necessary.	2016/2017	\$4,000
Add a Panic Button to the Municipal Court Window using the MC Security Fund.	2016/2017	\$4,050
Enhance the court lobby area security using the MC Security Fund by adding more security cameras with sound.	2017/2018	Not Researched

Programs Implemented:

Program	Fiscal Year	Budget Impact
Municipal Court Audio System: 02/01/2011	2010/2011	\$4,629
Implemented Online Payments: 10/21/2011	2011/2012	\$3,000
Amnesty Program: 01/16/2012 - 01/27/2012	2011/2012	\$117
Soft Warrant Roundup: 02/2012 – 04/2012	2011/2012	\$250
Renovated the Municipal Court offices to create a safer more efficient area for court staff to work using the MC Security Fund	2015/2016	\$21,677
Warrant Roundup: 03/2013 (Collected \$38,891.25)	2012/2013	\$2500
Warrant Roundup: 03/2014 (Collected \$16,862.25)	2013/2014	\$1780
Warrant Roundup: 03/2015 (Collected \$31,299.60)	2014/2015	\$3168

MUNICIPAL COURT STAFFING PLAN

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Court Administrator	1	1	1	1	1	1
Municipal Court Clerk	1	1	1	1	1	1
Municipal Judge	.5	.5	.5	.5	.5	.5
Total Positions	2.5	2.5	2.5	2.5	2.5	2.5

The Municipal Court budgets for professional service related to:

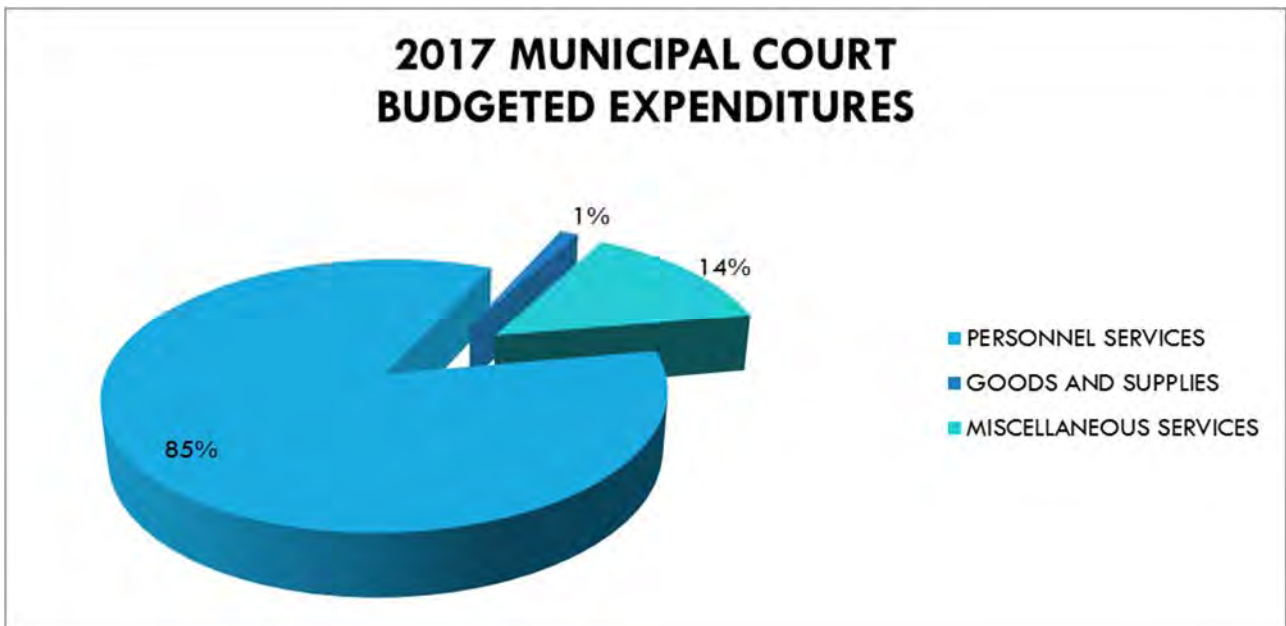
- Prosecutor Services
- Alternate Judge 1
- Alternate Judge 2

WORK PLAN FOR MUNICIPAL COURT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Parking Citations: Records Management and Collection Sources	Create a better records management system for parking and search for additional resources to assist the court in collection of parking fines when names are not available.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	12/31/16	Crystal Martinez
Purge Closed Cases Older Than Ten Years.	Clean-up records that have errors and were not closed years ago in the software system. Once the records are reviewed a formal purge of closed cases can take place.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	12/31/16	Cindy Vasquez
Increase Court Collection Efforts.	Continue to research new collection strategies and improve current collection strategies to increase total collections each fiscal year.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	Ongoing	Cindy Vasquez
Continue participation in the State of Texas Warrant Round-Up.	Use this tool to increase collections.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	Ongoing Annually February & March	Crystal Martinez

Creation of a Municipal Court Procedures Manual.	Create a manual that encompasses all procedures related to the Municipal Court and its processes. This tool will be used to create consistency among the division and will be used as a training tool for new staff.	Chapter VII Goal 2 Objective 2.1 Policy 1.2.6 City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.	09/30/17	Araceli Sanchez
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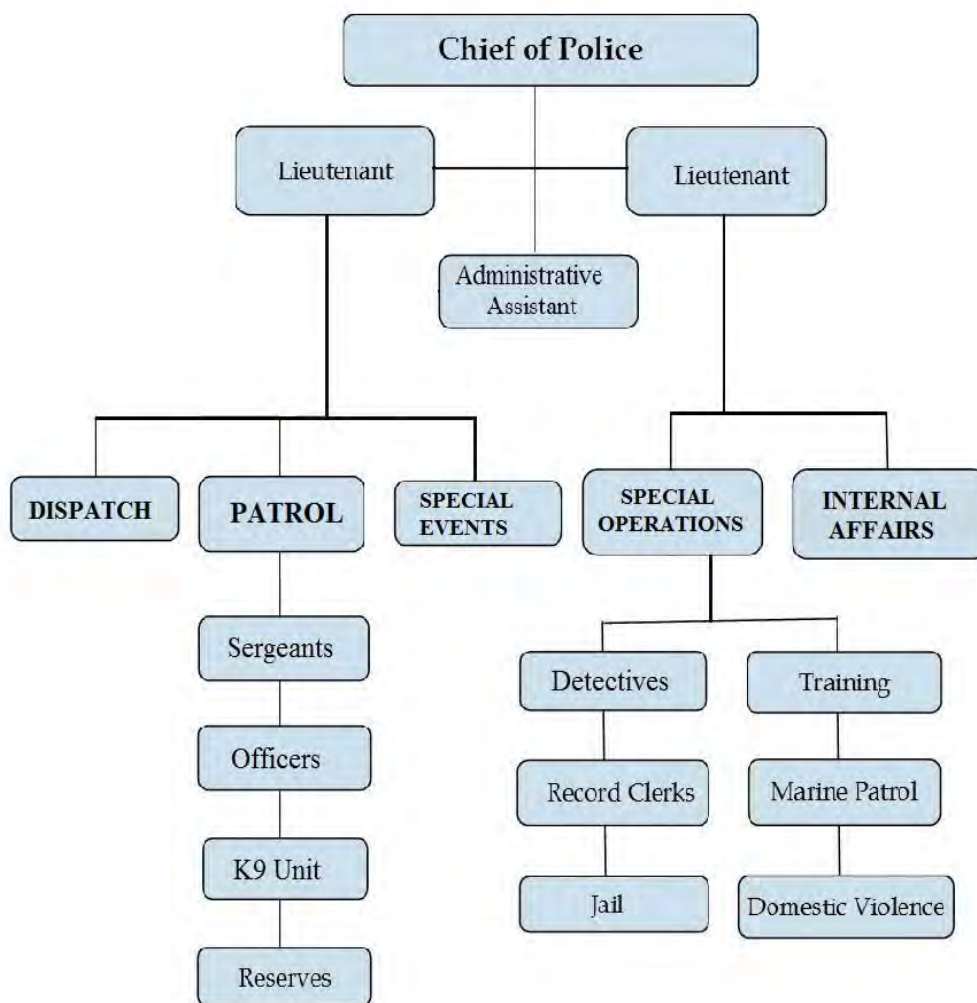
MUNICIPAL COURT BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - MUNICIPAL COURT	2014	2015	2016	2017
PERSONNEL SERVICES	\$147,148	\$143,970	\$166,714	\$174,221
GOODS AND SUPPLIES	\$2,564	\$1,581	\$2,700	\$2,700
MISCELLANEOUS SERVICES	\$14,891	\$40,243	\$29,538	\$29,517
TOTAL EXPENDITURES	\$164,603	\$185,795	\$198,952	\$206,438

POLICE DEPARTMENT

POLICE DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE/ WHAT WE DO:

The mission of the South Padre Island Police Department (SPI-PD) is to protect and serve the citizens and our visitors. All members of SPI-PD are dedicated to providing fair, impartial and ethical police service to the entire community, with the highest degree of integrity, professionalism and respect, all while enhancing the overall quality of life on the island.

- Police Administration: *Plans and Oversees Operations – Budget –Policy and Procedures / SOPs*
- Uniform Patrol: *First Responder – Deter Criminal Behavior, Protect Life and Safeguard Property*
- Special Operations: *Training – Marine Patrol – Domestic Violence*
- Records Division: *Police Reports – Stats – Taxi – Golf Carts – Wreckers*
- CID: *Investigations – Jail – Internal Affairs*
- Dispatch: *Communication – Police – Fire – Code Enforcement – Public Works*
- Jail: *Temporary Holding Facility*

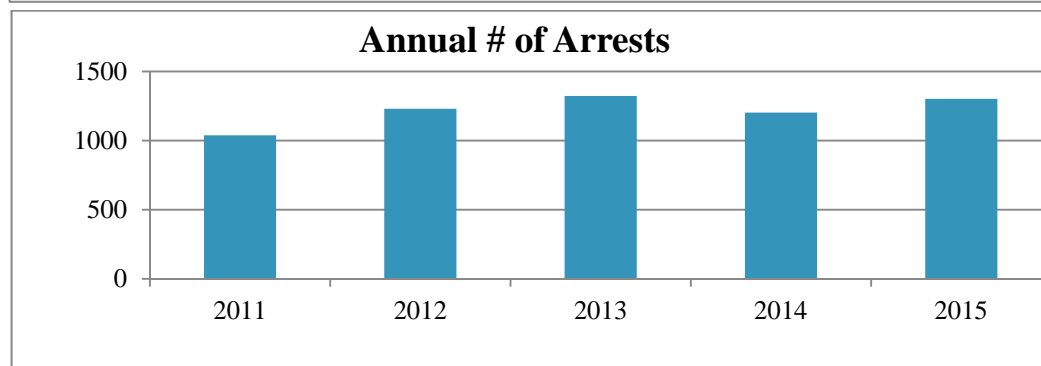
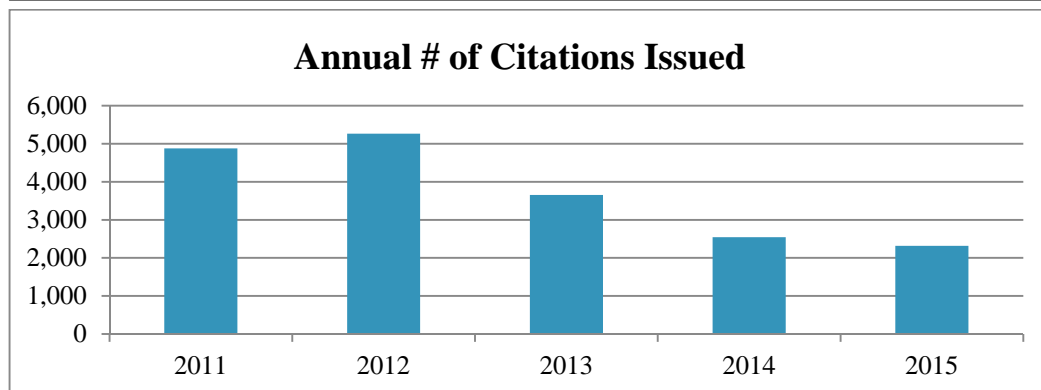
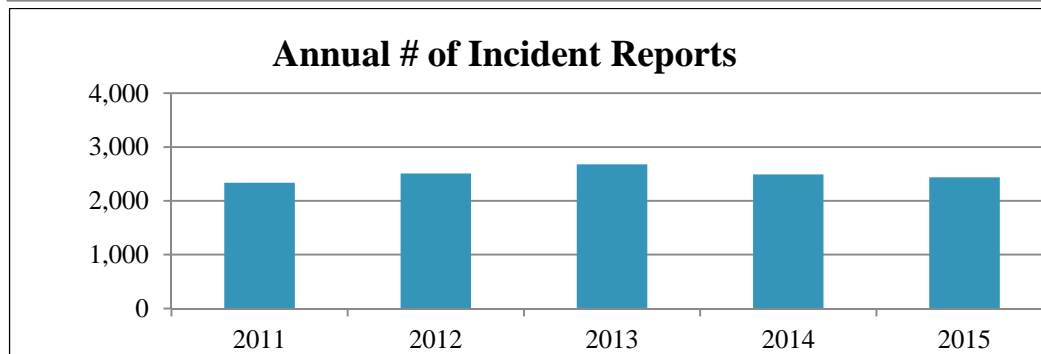
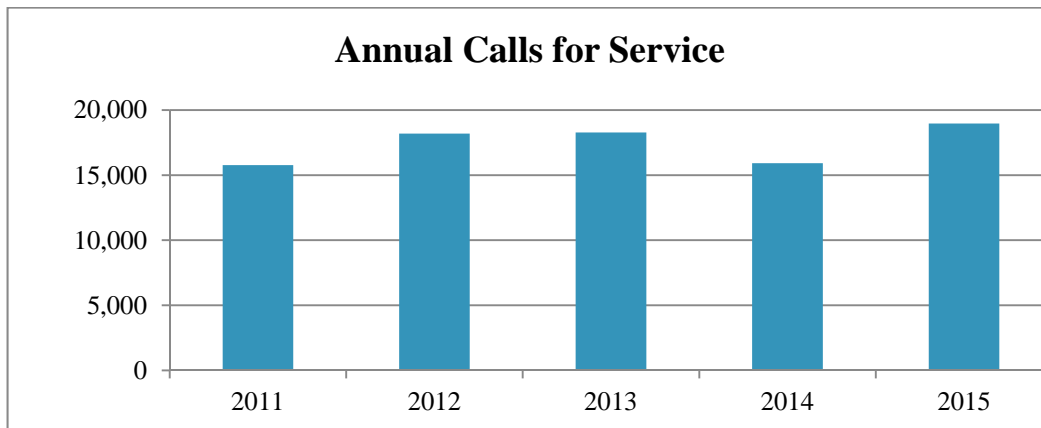
Major Goals:

1. Continually evaluate overall operations for needed enhancements and/or benefits to the City.
2. Complete the revamp of Department's Policies and Procedures, and SOP's, also to acquire TPCA Recognition.
3. Adding proactive policing techniques vs. reactive. (i.e. narcotics buys, etc.).
4. Obtain EMS training for a 4th of the commissioned police officers.
5. Improve dispatch capabilities and functions.
6. Renew the agency's scuba dive search and recovery team.
7. Search and obtain suitable grants for assistance with future identified projects.
8. Continue to locate free and/or low cost quality in-service training for officer enhancement.

Our Planning Indicators and Focus:

The number of "calls for service" is our primary indicator of current use of resources and serves as a benchmark for future needs. As illustrated in the following diagrams, our call volume has doubled in four years. Research indicates our call volume increases approximately 10-15% yearly. Other indicators are; South Padre Island has seven million cars traveling over its causeway annually. We are also impacted with special events, wherein we provide traffic assistance and security. Currently, SPI-PD employs 28 certified police officers, 7 dispatcher, 3 clerical, and 14 part-time officer positions.

POLICE DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:



Strategy/Program	Fiscal Year	Budget Impact
TPCA Recognition program, revamp Policies and Procedures, and SOP's	2016/2017	1,400
Train 2 scuba divers as forensic specialist evidence divers	2016/2017	1,600
Evaluate special events security assistance	2016/2017	N/A
Build-out new detective area and update patrol offices	2016/2018	18,000
Fitness for duty program	2016/2017	2,000
Evaluate impact/ needs due to Space-X and 2 nd causeway	2016/2017	N/A
New Dog and Training for PD's K-9 program	2016/2017	5,000

Programs Implemented:

Program	Fiscal Year	Budget Impact
Crime Victim Coordinator (Claudine O'Carroll)	2010/2011	N/A
Watch Guard in-car digital video, used radio user funds	2010/2011	N/A
Internal Affairs (Jaime Rodriguez)	2010/2011	N/A
Started PD's K-9 program	2011/2012	10,000
Part-time officer program energized with hiring of 12 officers	2011/2012	10,000
Marine Patrol	2012/2013	N/A
Emergency Management under the PD	2013/2014	N/A
TPCA Policies and Procedures	2014/2015	N/A
Body-cams on all fulltime officers, 80% purchased with seized funds	2010/2011	N/A

POLICE DEPARTMENT POSITION CONTROL

Full-Time Personnel

	Current	2016/17	2017/18	2018/19	2019/20	2020/2021
Police Chief	1	1	1	1	1	1
Administrative Assistant / Clerical	3	3	3	3	3	3
Lieutenant	2	2	2	2	2	2
Sergeants	4	4	4	4	4	4
Detectives	4	4	4	4	4	4
Officers	16	16	16	16	16	16
Dispatchers	7	7	7	7	7	7
Total Full-Time Positions	37	37	37	37	37	37

Part-Time Personnel

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Part-time (Reserve) Officers	14	14	14	15	15	15
Part-time Dispatchers	2	3	3	4	5	5
Total Part-Time Positions	16	17	17	19	20	20

POLICE DEPARTMENT PERFORMANCE MEASURES

Comprehensive Plan Chapter VIII Goal 3 Objective 3.3: The Police Department should actively recruit, retain and develop a highly capable and professional workforce

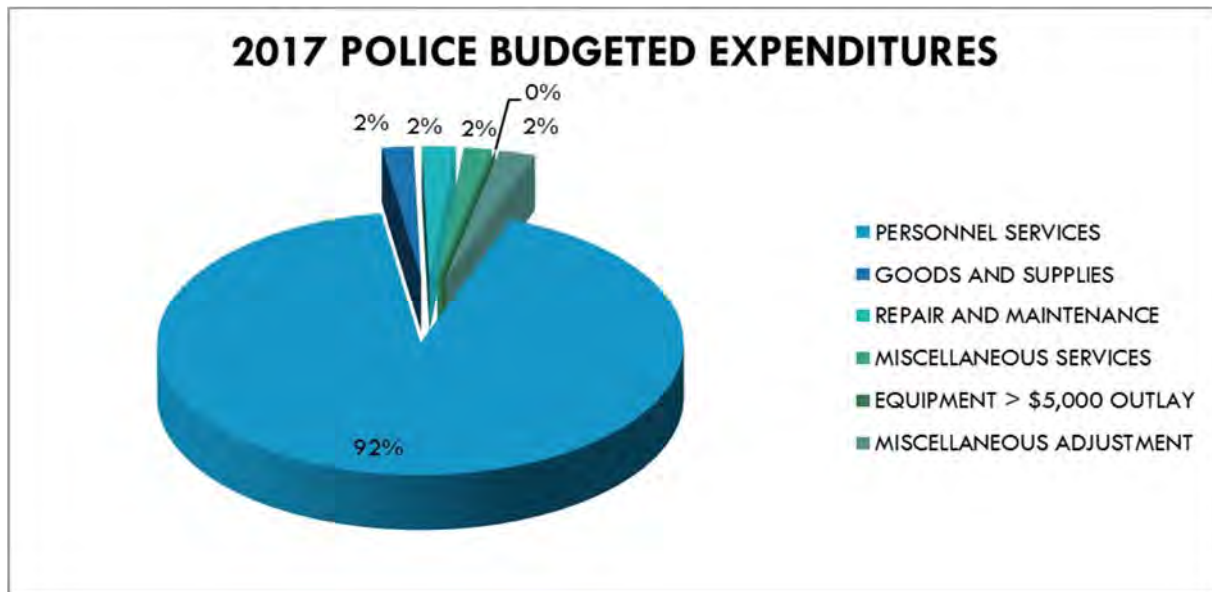
	Actual FY 2015	Actual FY 2016	Estimated FY 2017
Number of commissioned police officers	28	29	29
Total Operating and Maintenance Expenditures	\$2,635,907	\$2,676,198	\$2,826,981
Total number of calls for service	16,543	14,968	16,155
Physical arrests	1,454	1,258	1,290
Parking violations	1,138	724	1,159
Traffic violations	748	481	756
Program costs per call for service	\$159	\$179	\$175
Average call response time	1 min 13 sec	1 min 26 sec	1 min 20 sec

WORK PLAN FOR POLICE DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Training	Have all officers continue to receive quality training that will assist them in their job performance. / Also working on cross-training some PD officers as EMTs to better asst. the City's call vol. needs.	Chapter VIII Goal 3 Objective 3.3: The Police Department should actively recruit, retain and develop a highly capable and professional workforce.	On-going	Lt. O'Carroll
Policy/Procedures	Continue to update, review and improve on our TPCA Best Practices program.	Chapter VIII Goal 3 Objective 3.3: The Police Department should actively recruit, retain and develop a highly capable and professional workforce.	04/01/17	Lt. O'Carroll
Part-time Officers	Utilize part-time officers to fill patrol vacancies.	Chapter VIII Goal 3 Objective 3.3: The Police Department should actively recruit, retain and develop a highly capable and professional workforce.	On-going	Lt. Herrera
Special Event	Work with promoters of special event to best evaluate the overall impact, their security needs and a plan for any emergency response.	Chapter VIII Objective 3.4: The Police Department should enhance external communication	On-going	R. Smith
Retention and organization of our filing system.	To review and organize our filing system. Determine files to be retained and those to be eliminated.	Chapter VIII Goal 3 Objective 3.3: The Police Department should actively recruit, retain and develop a highly capable and professional workforce.	On-going	Rachel Gonzalez

Computerize property inventory	Enter all items in the property room into the Taylor RMS system for inventory reasons	Chapter VIII Goal Objective 3.2: The Police Department should strengthen their services by successfully providing educational sessions, satellite monitoring, and prompt response to citizen complaints. Policy 3.2.1.2	03/01/17	Det. Rodriguez
Train two detectives for forensic cell phone examination	Forensic cell phone examination will assist with proper methods of recovering evidence for investigative reasons.	Chapter VIII Goal 3 Objective 3.3: The Police Department should actively recruit, retain and develop a highly capable and professional workforce	5/1/2017	Lt. O'Carroll

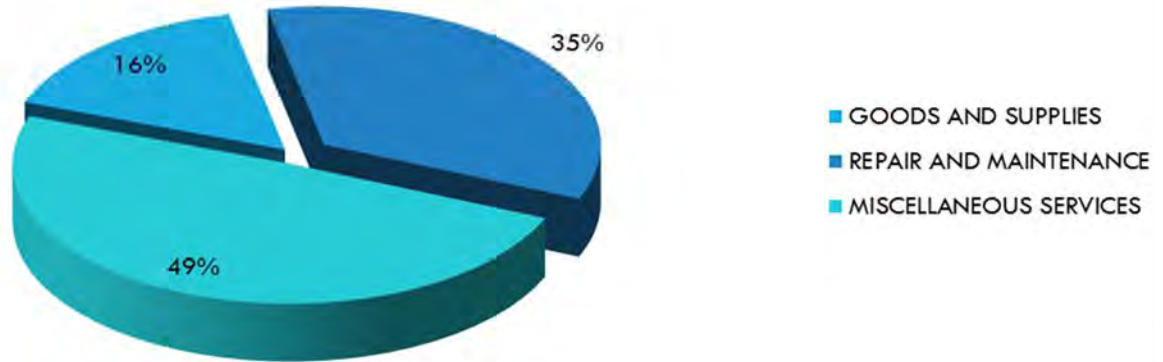
POLICE DEPARTMENT BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - POLICE	2014	2015	2016	2017
PERSONNEL SERVICES	\$2,356,541	\$2,421,168	\$2,624,347	\$2,602,248
GOODS AND SUPPLIES	\$66,641	\$53,922	\$57,240	\$54,740
REPAIR AND MAINTENANCE	\$36,368	\$52,380	\$58,678	\$58,678
MISCELLANEOUS SERVICES	\$51,014	\$45,376	\$48,253	\$48,253
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$0	\$0
MISCELLANEOUS ADJUSTMENT	\$63,062	\$63,062	\$63,062	\$63,062
TOTAL EXPENDITURES	\$2,573,625	\$2,635,907	\$2,851,580	\$2,826,981

EMERGENCY MANAGEMENT BUDGET NUMBERS

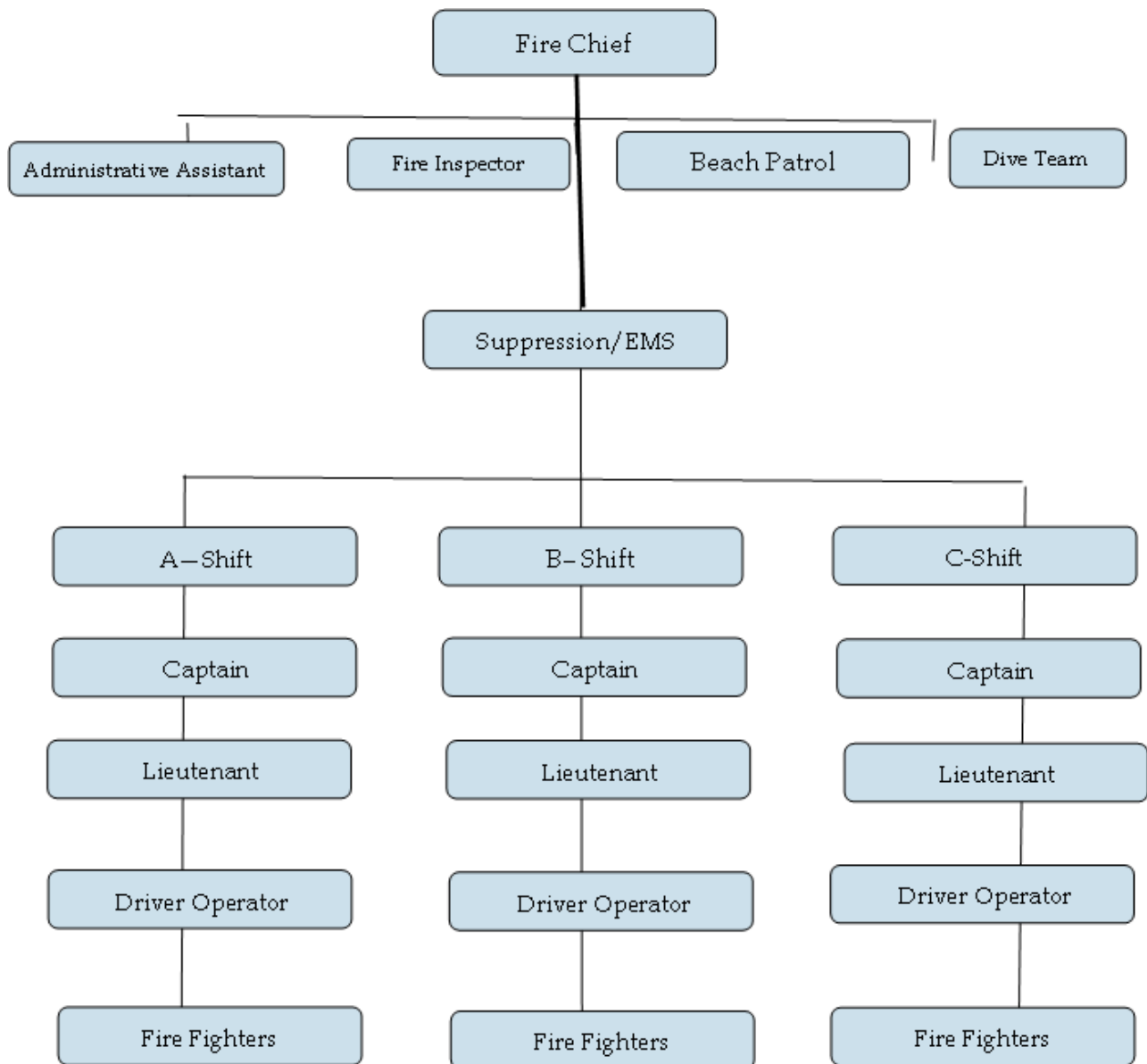
2017 EMERGENCY MANAGEMENT BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - EMERGENCY MANAGEMENT	2014	2015	2016	2017
GOODS AND SUPPLIES	\$3,087	\$2,457	\$3,000	\$3,000
REPAIR AND MAINTENANCE	\$3,818	\$3,675	\$6,920	\$6,420
MISCELLANEOUS SERVICES	\$54,724	\$3,953	\$6,360	\$9,110
TOTAL EXPENDITURES	\$61,629	\$10,086	\$16,280	\$18,530

FIRE DEPARTMENT

FIRE DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Fire Department is responsible for the lives and safety of our Citizens and visitors. The members of the South Padre Island Fire Department are here to serve our community, keep our neighbors safe, and to help make everyone's visit to our home a safe and happy experience. We do that through the following programs/activities.

- Fire Suppression
- Emergency Medical Service
- Hazardous Material Response (oil spills, barrels washing up on beach, etc.)
- Fire/Life Safety Code Review and Enforcement
- Technical Rescue (rope rescue, high angle rescue, confined space, etc.)
- Beach Patrol/Life Guards
- Mobi-Chairs for the disabled
- Public Safety Education Programs
- Emergency Management Activities
- Mutual aid response to neighboring jurisdictions.

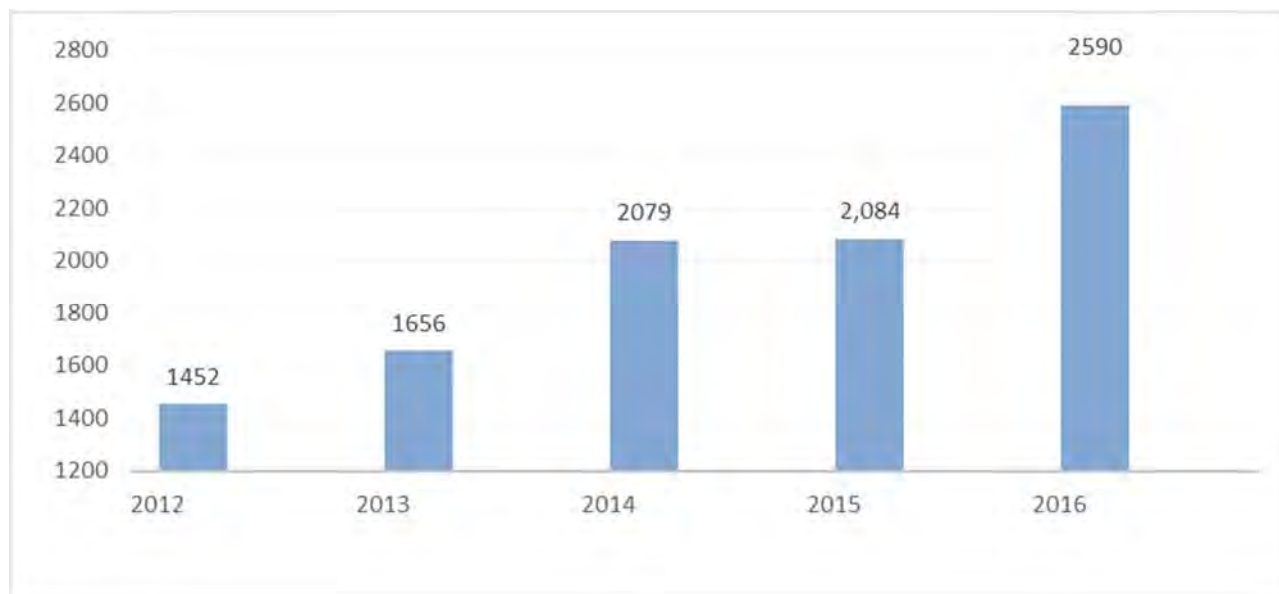
Our responsibility is to be as prepared and competent as possible to be able to help people on both the best and worst days of their lives, no matter what the emergency is that day.

Major Goals:

- **Leadership:** Develop the leadership abilities of South Padre Island Fire Department employees at all levels.
- **Employee Development:** Create an employee development program to give employees and supervisors tools for improvement. Enhance EMS Operations to meet demand for service.
- **Health and Safety:** Provide for the health and safety of all South Padre Island Fire Department employees.
- **Emergency Medical Services:** Continue to research and develop creative response alternatives to enhance EMS Operations to meet the increased demand for service.
- **Community Outreach and Partnerships:** Foster community outreach and agency partnerships to strengthen department services.
- **Resource Management:** Maintain quality equipment, apparatus, facilities and technology to meet the mission of the department.

Our Planning Indicators and Focus:

The number of Emergency responses is our primary indicator of current use of resources and serves as a benchmark for future needs. In 2016, the Department responded to 2,590 calls. As the chart below indicates, that is an increase of over 33% in five years. Trending indicates that the call volume will increase 8 % each year. The total budgeted full-time equivalents (FTEs) authorized is 27 positions.



FIRE DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Enhance Life Safety enforcement (Fire Marshal)	2016/2017	\$0
Increase staffing to meet demand for service (3 FFs).	2016/2017	TBD
Integrate Risk Assessment and analysis into ISO recommendations	2016/2017	\$ 0
Evaluate capital purchase of new fire trucks	2017/2018	\$ 0
Evaluate impact/ needs due to 2 nd causeway	2018/2019	\$ TBD

Programs Implemented:

Program	Fiscal Year	Budget Impact
Increased Beach Patrol staffing and added additional Lifeguard Stands to better assist our beach visitors	2016/2017	\$0

FIRE DEPARTMENT POSITION CONTROL

	Current	2016/17	2017/18	2018/19	2019/20
Fire Chief	1	1	1	1	1
Fire Marshall	1	1	1	1	1
Executive Administrative Assistant	1	1	1	1	1
Captain	3	3	3	3	3
Lieutenant	3	3	3	3	3
Driver	3	3	3	3	3
Firefighters	15	18	18	18	18
Total Positions	27	30	30	30	30

FIRE DEPARTMENT PERFORMANCE MEASURES

Comprehensive Plan Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.

	Actual FY 2014	Estimated FY 2015	Estimated FY 2016
Number of Full-time Equivalents (FTEs)	26	27	27
Total Operating and Maintenance Expenditures	2,146,266	2,149,875	2,153,500
Number of Fire trucks and Ambulances Operating	5	5	5
Total Fire and EMS responses	2,000	2,250	2,500
Fire related calls	700	750	800
EMS calls	1,300	1,500	1,650
EMS transports	900	1,040	1,100
Program Costs per response	\$1,073	\$956	\$925
Average Fire call response time	4 min 2 sec	3 min 54 sec	3 min 49 sec
Average EMS call response time	4 min 26 sec	4 min	4 min

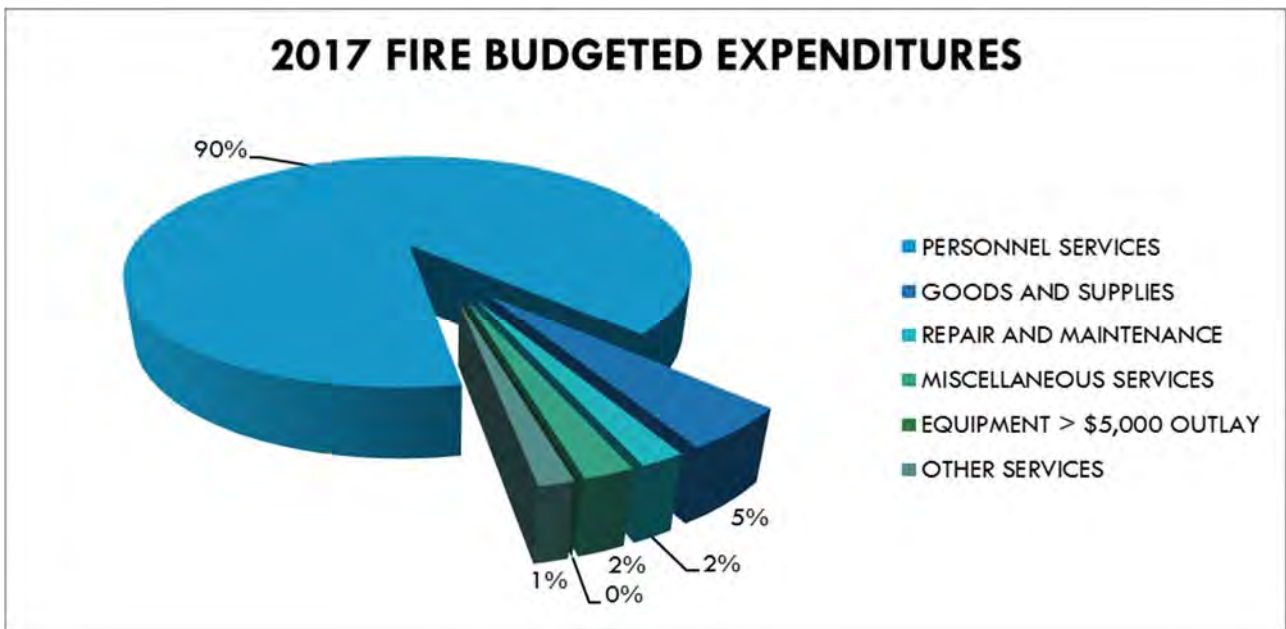
WORK PLAN FOR FIRE DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Maintain standards in all federal and state regulations. Including but not limited to Fire suppression, fire prevention, hazardous materials and EMS operations.	Participate within Federal and state training programs to enhance knowledge of current issues. While regulations change frequently our involvement will enhance our Department compliancy	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Chief
Radio Communication	Evaluate programs to enhance radio communication on the Island	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	EMC Robert Garcia
Dive Team	Continue Dive Team training as required to meet current standards	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Lt. Pigg/ Chief Smith
Further Improve the Fire and EMS electronic record keeping	Utilize RMS and other methods to reduce paper copies and increase electronic storage of required records	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Pending
Beach Patrol	Maintain the already strong. Beach Patrol	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment,	Ongoing	LT Jim Pigg

	protection capabilities	training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.		
Regional Initiatives	Continue to work with regional partners on EMS, Fire Response, EOC, Regional Response Teams	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Chief
Certifications and Classifications	Continue the succession education requirements to increase the leadership ability of all dept. employees	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Chief
Public Education and outreach	Continue outreach to our local communities concerning fire prevention and emergency preparedness	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Capt
EMS Mission	Enhance program to incorporate latest treatments/ techniques	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Chief

Improve Inspections	Re organizing fire prevention structure, analyze inspection fees and collection methods	Chapter VIII. Goal 2 Objective 2.1: The City should improve fire and emergency medical services, facilities, equipment, training, community-wide education, prevention, and preparedness so that the Fire Department can provide region-wide fire response.	Ongoing	Asst. Chief
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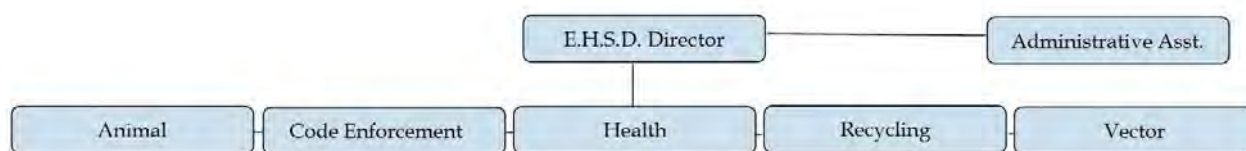
FIRE DEPARTMENT BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FIRE	2014	2015	2016	2017
PERSONNEL SERVICES	\$1,934,881	\$1,867,929	\$1,904,054	\$2,020,852
GOODS AND SUPPLIES	\$86,883	\$105,425	\$92,700	\$107,700
REPAIR AND MAINTENANCE	\$14,940	\$25,349	\$36,750	\$41,250
MISCELLANEOUS SERVICES	\$55,096	\$42,810	\$52,130	\$45,795
EQUIPMENT > \$5,000 OUTLAY	\$31,339	\$0	\$0	\$0
OTHER SERVICES	\$27,375	\$31,746	\$33,390	\$32,400
TOTAL EXPENDITURES	\$2,150,513	\$2,073,259	\$2,119,024	\$2,247,997

ENVIRONMENTAL HEALTH SERVICES DEPARTMENT

ENVIRONMENTAL HEALTH SERVICES ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Environmental Health Services Department (EHSD) prides itself in providing the highest level of service to improve the quality of the health and safety of the residents and visitors of our beautiful South Padre Island. EHSD provides leadership and management for a variety of programs and complex ordinances for the City of South Padre Island. As a “jack of all trades” department, we are faced with diverse challenges, especially during enforcement of new or amended ordinances. In order to have equitable enforcement and ensure compliance, we have developed policies, procedures and guidelines which assist us in educating the public with the utmost consideration.

Major Goals:

1. Code Enforcement – We are a compliance-based department that thrives to improve the aesthetics of our community by reducing the amount of violations through voluntary compliance. We will continue to improve the enforcement of state laws and local ordinances by working closely with local businesses and increasing public outreach and education.
2. Health Division – Through required training, development of standard operating procedures, adoption of the Texas Food Establishment Rules, and updating our food services ordinances to make training mandatory for food handlers. Health inspections have revealed a significant improvement in scores thus reducing the potential for food-borne illnesses. One of our primary goals is to obtain inspector standardization to develop uniformity of inspections through the cooperative work of the Texas Department of State Health Services (TDSHS), the United States Food and Drug Administration (USFDA) and our inspectors, to identify and prevent possible health hazards.
3. Animal Control – Continue to work with the Friends of Animal Rescue to create and maintain a quarantine facility, a centralized location for temporary storage of domestic and wild animals, and continue to share information on lost/found pets in order to efficiently reunite animals with owners.

4. Vector Control – Continue to seek new and improve methods to enhance mosquito minimization practices; thus reducing the threat and spread of viruses such as West Nile virus, St. Louis encephalitis virus, Eastern Equine Encephalitis virus, Dengue virus and the Zika virus threat.
5. Green Initiatives – Continue to enhance our green initiatives through education and public outreach in order to increase awareness and promote a positive impact on our environment.

Our Planning Indicators and Focus:

The Environmental Health Services Department (EHSD) oversees a number of programs to protect the residents and visitors. We oversee a variety of complex programs such as: enforcing animal control regulations, litter violations, signage regulations, garment pricing inspections, beach violations, and commercial activity violations. These programs often have a significant impact on our local businesses.

In addition, the EHSD investigates public health nuisances such as responding to smoking violations, conduct food inspections, mosquito minimization through the vector control program, and provide technical information to the public on a wide array of environmental health topics. Furthermore, as we look to our future with optimism, our focus is to encourage environmentally friendly behaviors in our community.

ENVIRONMENTAL HEALTH SERVICES STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Improve Technology for Code Enforcement, Health Department & Vector Control by implementing new software applications	2016/2019	\$31,000
Enhance Recycling Effectiveness (Replace Recycling Trailers)	2016/2019	\$45,000
Continued Support for Community Events (Recycle Land, Farmers Market, Keep South Padre Island Beautiful Beach Clean-ups)	2015/2019	\$2,000
Standardization for inspectors of food establishments by working cooperatively with Texas Department State Health Services (TDSHS) and United States Food Drug Administration (USFDA)	2016/2018	\$2,500
Improve the retail food safety program through the Professional Development Certified Environmental Health Tech and Certified Professional of Food Safety	2016/2020	\$3,000

Programs Implemented:

Program	Fiscal Year	Budget Impact
FDA grant for program standards	2016/2017	\$3,000 Grant
Conducted recycling presentations to local schools	2016/2017	\$500
Expanded recycling to all public buildings	2016/2017	\$0
Enhance recycling to include Christmas tree, phone book and tire recycling	2016/2017	\$0
Implementation of Natural Habitat Lot(s)	2016/2017	\$0
Enhance animal shelter with Friends of the Animal Rescue	2016/2017	\$0
Continue with Scenic City certification	2016/2017	\$600

ENVIRONMENTAL HEALTH SERVICES POSITION CONTROL

	Current	2016/17	2017/18	2018/19	2019/20	2020/2021
Environmental Health Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Full Time Code Enforcement Officers	4	4	4	4	4	4
Total Positions	6	6	6	6	6	6

WORK PLAN FOR ENVIRONMENTAL HEALTH SERVICES

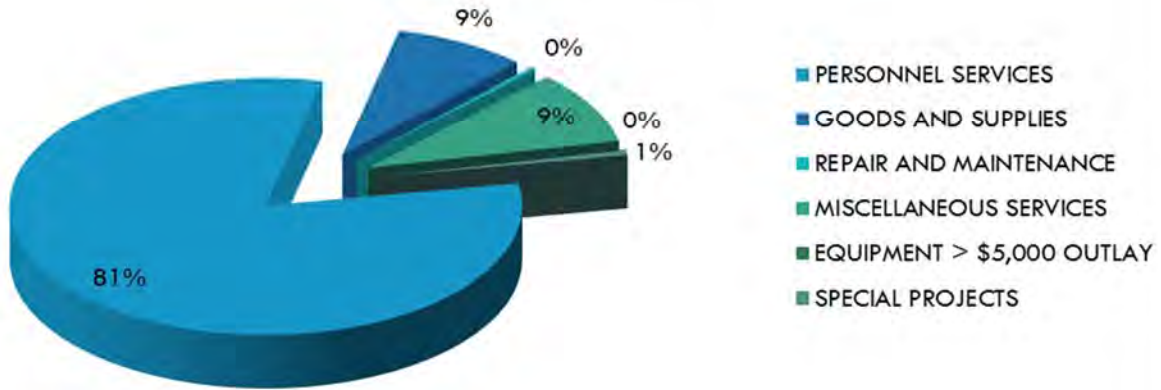
Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Adopt-a-Block Program	Create and implement an Adopt-a-Block campaign	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Keep SPI Beautiful
Vector Control Room	To meet the regulations of the Texas Department of Agriculture	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	01/2017	Alex Moore
Vector Control Program	Mosquito Surveillance & Minimization due to Zika and Chikungunya Viruses	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Alex Moore
Improve animal services with assistance of Friends of Animal Rescue	Building positive relations to ensure compliance with DSHS regulations (Inspected by the State)	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	J Victor Baldovinos

Plastic Bag Reduction Program	Education and enforcement of the Plastic Bag Reduction Ordinance	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Edgar Cruz
Non-Smoking Ordinance Program	Education and enforcement of the Non-Smoking Ordinance	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Karina Dominguez
Retail Food Inspection Program	DSHS Standardization, Certifications, Auditing and FDA Standards 5	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare	Ongoing	Cipriano Torres
Educate public and enhance recycling program	Develop and Implement new techniques for reducing, reusing and recycling.	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Edgar Cruz
Green Initiatives	Have two E-Waste Events per year. Enhance the Recycle Land Event in November. Develop and Implement new recycling techniques.	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Cipriano Torres

Anti-litter Beach Program	Reduction of trash on the beach by educating to the public	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Noe Guerrero
Farmer's Market	Continue to provide staff support, inspection services and budget management.	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Cipriano Torres
Keep South Padre Island Beautiful Committee	Continue to provide staff and budget management.	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	J. Victor Baldovinos
Umbrella Permitting and Enforcement	Education and enforcement of the Umbrella Ordinance	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Daniel Torres
Valley Environmental Summit	Participate in monthly meetings and host 2017 summit in SPI	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	J. Victor Baldovinos

Custom Garment Fabrication Business License	Permitting and Enforcement	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Alex Moore
Promote Natural Habitat Lot(s)	Promote natural ecology for City of South Padre Island	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	Edgar Cruz
Resource Building	Continue to build partnerships with other cities, state associations, and non-profit organizations	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	J. Victor Baldovinos
Texas Environmental Health Association	Promote South Padre Island tourism by bringing conferences and trainings to SPI. Officers often attend for free.	Chapter I. Goal 1 The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.	Ongoing	G. Victor Baldovinos

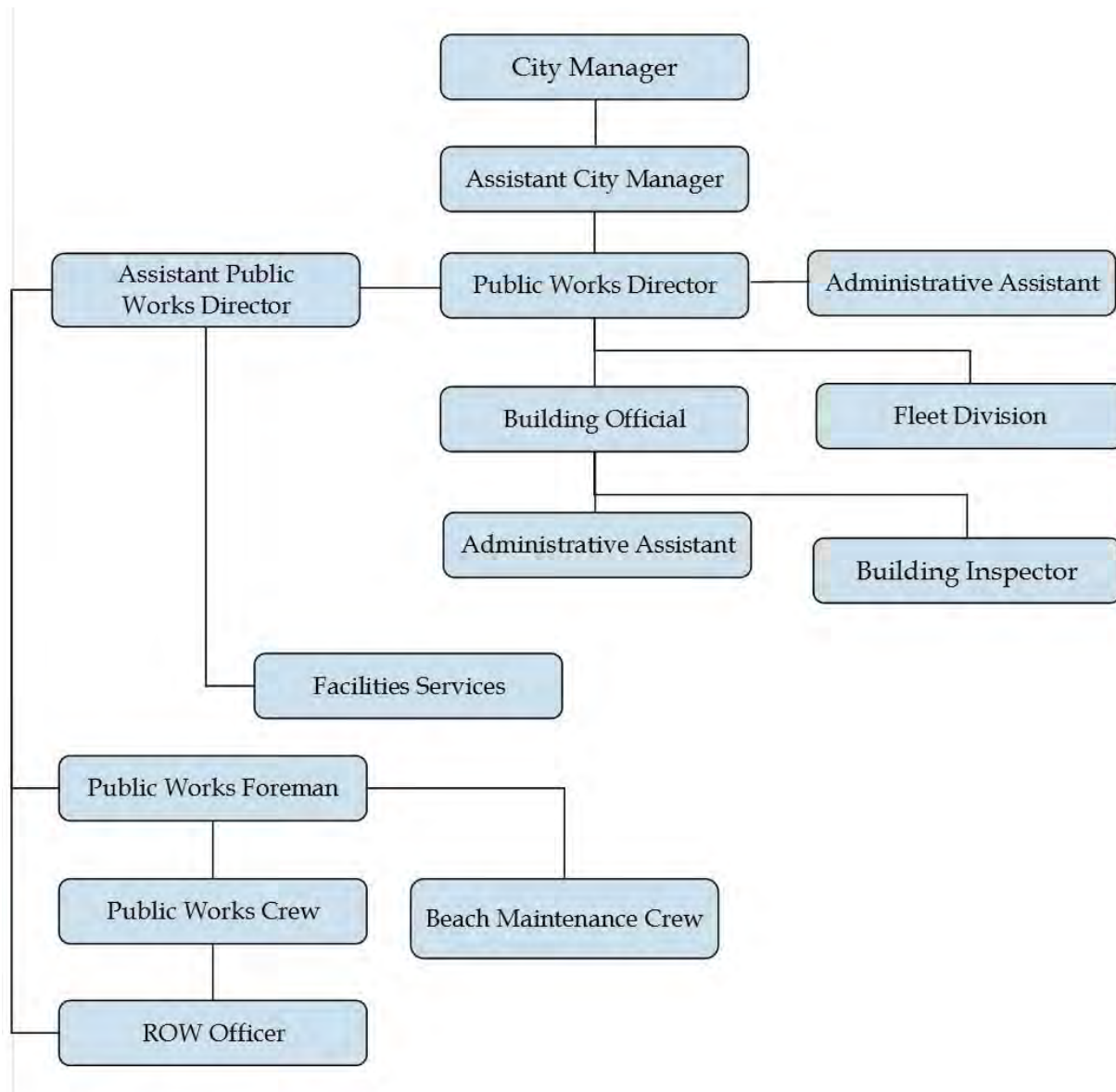
2017 HEALTH/CODE ENFORCEMENT BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - HEALTH/CODE ENF.	2014	2015	2016	2017
PERSONNEL SERVICES	\$330,775	\$325,381	\$336,283	\$352,006
GOODS AND SUPPLIES	\$30,133	\$38,849	\$36,466	\$36,266
REPAIR AND MAINTENANCE	\$2,558	\$2,609	\$1,500	\$1,500
MISCELLANEOUS SERVICES	\$29,452	\$34,586	\$40,397	\$40,397
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$0	\$0
SPECIAL PROJECTS	\$0	\$0	\$2,590	\$2,590
TOTAL EXPENDITURES	\$392,918	\$401,425	\$417,236	\$432,759

PUBLIC WORKS DEPARTMENT

PUBLIC WORKS ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Public Works Department facilitates most of the City's construction projects. Public Works is responsible for the planning and maintenance of the City's infrastructure, such as streets and drainage, and assist as needed with beach access features, and bay access features. Public Works assists with provides traffic controls, street closures and trash pick-up for special events.

The Public Works Department is comprised of the following divisions:

- Public Works Maintenance Division - Responsible for the maintenance of the City's infrastructure, including pavement, drainage, street signs, City- owned street lights, parks, and other green areas. They are responsible for coordinating utility cuts and monitoring for line-of- sight issues. This division also assists the CVB and other City Departments with special event coordination, traffic control, street closures and trash pick-up.
- Building Inspections Division - Responsible for ensuring that all structures, new and improved, are compliant with the latest codes and ordinances.
- Fleet Maintenance Division - Responsible for the maintenance of the City's vehicles and heavy equipment.
- Facilities Maintenance Division - Responsible for the maintenance of the City's buildings.

Major Goals:

The Public Works Department facilitates most of the City's construction projects. Public Works is responsible for the planning and maintenance of the City's infrastructure such as streets, drainage, beach access features, and bay access features.

The Public Works Department goals by Division are:

- Public Works Maintenance Division – Improve and maintain the condition of City infrastructure through periodic maintenance, rehabilitation and reconstruction; enhance the character and appearance of the City through landscaping and maintenance of parks, green areas and buildings.
- Beach Maintenance Division – Improve and maintain the quality and appearance of the beach by removing trash and sargassum management as well as improving the quality of beach accesses.
- Building Inspections Division – Provide guidance and permitting to assure that all structures, new and improved, are compliant with the latest codes and ordinances.
- Fleet Maintenance Division – Extend the life of the fleet through routine and preventive maintenance and development of a system for capturing life-cycle cost of ownership for fleet vehicles.
- Facilities Maintenance Division – Improve and maintain the condition of City facilities.

Our Planning Indicators and Focus:

Our planning strategies are based on the priorities that emerged from the development of the Capital Improvements Plan. An example of this is the reconstruction of city streets. This one item incorporates the highest priorities in the CIP, Side Street Rehabilitation and Reconstruction, Gulf Boulevard Improvements, Parking Enhancements, and Padre Boulevard Enhancement.

PUBLIC WORKS STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Reconstruction of one mile of streets incorporating improved parking, sidewalks, curb & gutter, street lighting and new water lines.	2014/18	\$1,000,000 Per year
Improve and/or install 1,000 feet of storm sewer where needed on city streets as curb & gutter is installed.	2014/18	\$100,000 Per year
Install ½ mile of new sidewalk in existing location along Padre Boulevard in areas where there are no driveway conflicts exist.	2014/18	\$170,000 Per year
Install ½ mile of new sidewalk in new location with angled parking along Padre Boulevard.	2014/18	\$5,500,000
Install twenty-seven blocks of sidewalk with curb & gutter along Gulf Boulevard with improved parking for beach access.	2016/18	\$2,700,000 Per year
Train Facilities Personnel about Chiller Maintenance.	2014	\$22,000
Train the right-of-way officer in construction inspections and GPS. This may cause the need for another officer to be hired.	2014	\$35,000
Train Public Works staff in paving maintenance, drainage pipe maintenance, and landscaping practices.	2014/18	\$10,000 per year

Programs Implemented:

Program	Fiscal Year	Budget Impact
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2014/15	\$200,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard (includes 2012 carryover)	2014/15	\$500,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2015/16	\$700,000
Installation of twenty-seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2016/17	\$2,700,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2017/18	\$700,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2018/19	\$700,000

Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2012/13	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2013/14	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2014/15	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2015/16	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2016/17	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2017/18	\$300,000
Pavement preservation through crack sealing and spot repairs	2012/17	\$100,000 per year

PUBLIC WORKS POSITION CONTROL

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Public Works Director	1	1	1	1	1	1
Assistant Public Works Director	1	1	1	1	1	1
PW Administrative Assistant	1	1	1	1	1	1
Right-of-Way Officer	1	1	1	1	1	1
Public Works Foreman	1	1	1	1	1	1
Equipment Operator II	2	2	2	2	2	2
Equipment Operator I	2	2	2	2	2	2
Public Works Maintenance	13	12	12	12	12	12
Parks & Landscaping	0	3	3	3	3	3
Building Official	1	1	1	1	1	1
Building Admin. Assistant	1	1	1	1	1	1
Building Inspector	1	1	1	1	1	1
Fleet Manager	1	1	1	1	1	1
Fleet Mechanic	1	1	1	1	1	1
Facilities Manager	1	1	1	1	1	1
Facilities Maintenance	2	2	2	2	2	2
Total Positions	30	32	32	32	32	32

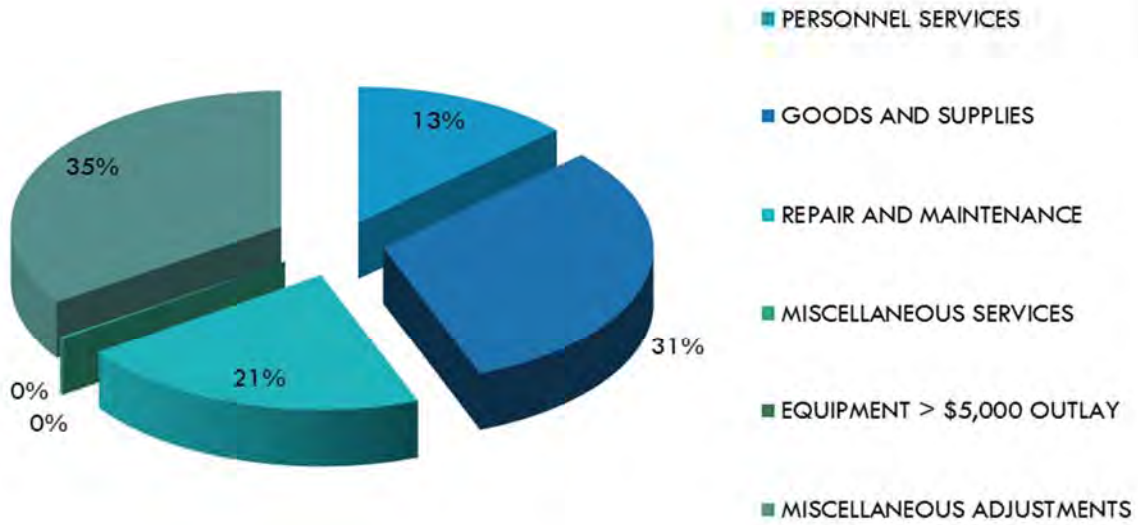
WORK PLAN FOR PUBLIC WORKS DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Fleet Management				
Training	ASE Re-certification for Mechanics. Continue education courses throughout the year.	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Ramirez
Facilities and Ground Maintenance				
Training	Provide safety training to the staff. 12 hours Supervisor training.	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Falcon
Building Permits and Inspections				
Improve Customer Service	Continue to look for ways to improve customer service.	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Mitchim

Training	Continue to provide training for Inspector to obtain certifications and licenses and provide Building Official with the necessary continuing education.	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Mitchim
Improve Office Operations	Look for ways to make the Department more efficient in order to maintain services in the face of budget and manpower constraints.	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Mitchim
Right of Ways Maintenance				
Paving Improvement (as budgeted)	Improve city streets	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Assistant PW Director
Palm Tree Trimming	Trim City owned trees.	N/A	10/30/2016	Assistant PW Director
Medians, Landscape & Maintenance at Bay street ends	Maintain landscape at the bay ends of the local streets	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Assistant PW Director
Storm Sewer Cleaning (As budgeted)	Maintenance on City storm sewers.	Chapter IV Goal 4 Objective 4.1: The City shall incorporate effective storm-water management practices.	10/15/216	Assistant PW Director
Engineering				
City Park	Develop the first phase of the new City Park	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	10/31/2016	Public Works Director
Padre Boulevard Improvements	Identify costs, funding sources, and planning needs for future Padre Boulevard Improvements	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Jones
Parking, Pedestrian and Bicycle Lane Improvements	Improve City safety, pedestrian access, bicycle lanes, streets and beach access parking and ensure adequate parking for beach and City visitors	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	On-going	Public Works Director
Gulf Blvd Ph4 Design	Preparation of Plans, Specification & Estimate		5/1/2017	Public Works Director
Gulf Blvd Ph4 Construction	Construction of Gulf Blvd from Gardenia to Haas	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	5/1/2017	Public Works Director
Street Improvement Plan	Development of an Annual Street Improvement plan	Chapter IV Goal 3 Objective 3.1 The City should continue to provide adequate public services.	1/29/2017	Public Works Director

FLEET MAINTENANCE BUDGET NUMBERS

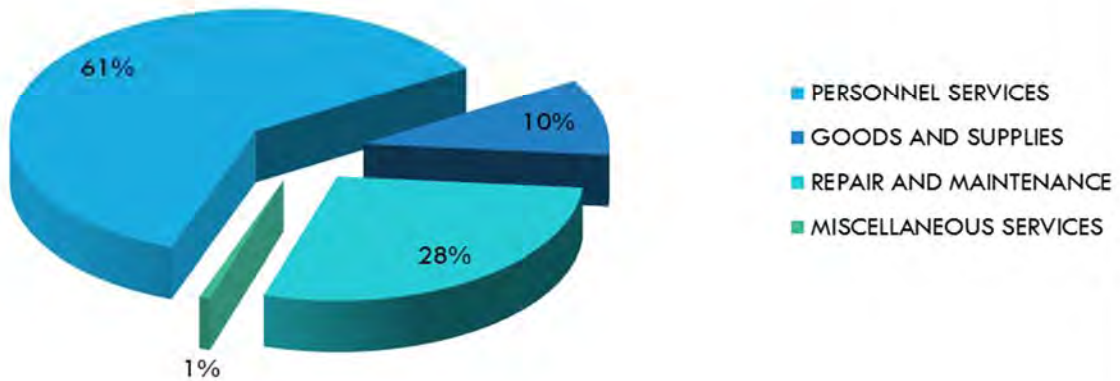
2017 FLEET MANAGEMENT BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FLEET MANAGEMENT	2014	2015	2016	2017
PERSONNEL SERVICES	\$94,383	\$82,801	\$100,225	\$102,985
GOODS AND SUPPLIES	\$207,216	\$160,136	\$245,374	\$244,050
REPAIR AND MAINTENANCE	\$125,885	\$138,938	\$161,000	\$166,000
MISCELLANEOUS SERVICES	\$943	\$980	\$1,380	\$2,088
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$165,676	\$0
MISCELLANEOUS ADJUSTMENTS	\$266,834	\$300,181	\$264,381	\$270,377
TOTAL EXPENDITURES	\$695,261	\$683,036	\$938,036	\$785,500

FACILITIES AND GROUNDS MAINTENANCE BUDGET NUMBERS

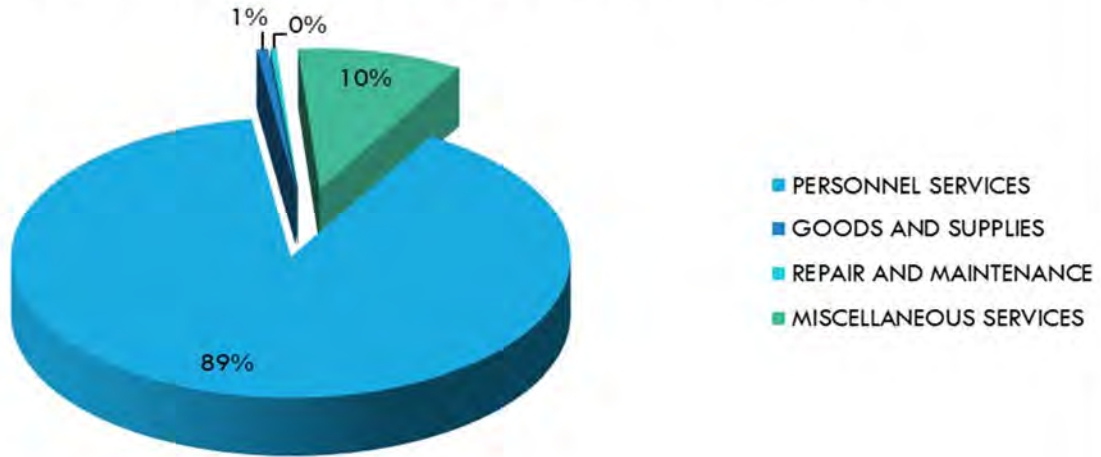
2017 FACILITIES & GROUNDS MAINTENANCE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FACILITIES MAINT.	2014	2015	2016	2017
PERSONNEL SERVICES	\$119,428	\$118,352	\$125,858	\$128,271
GOODS AND SUPPLIES	\$19,189	\$17,923	\$18,900	\$21,350
REPAIR AND MAINTENANCE	\$44,933	\$52,823	\$57,064	\$59,885
MISCELLANEOUS SERVICES	\$40	\$1,071	\$1,535	\$1,535
TOTAL EXPENDITURES	\$183,590	\$190,169	\$203,357	\$211,041

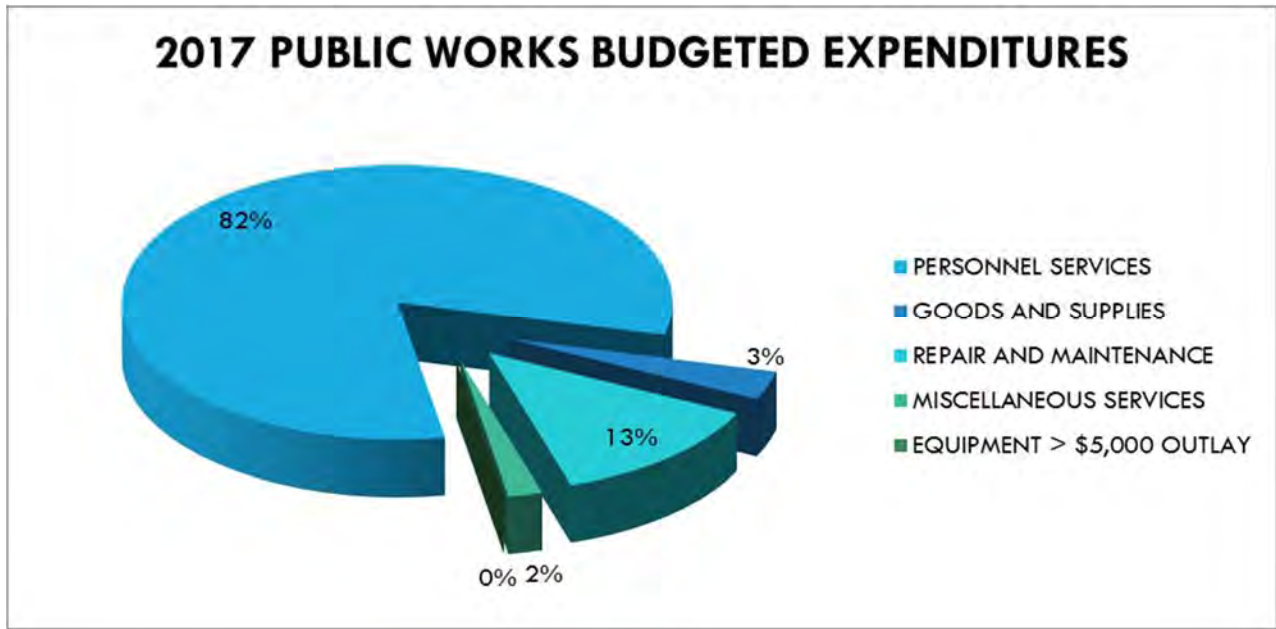
INSPECTIONS BUDGET NUMBERS

2017 INSPECTIONS BUDGETED EXPENDITURES



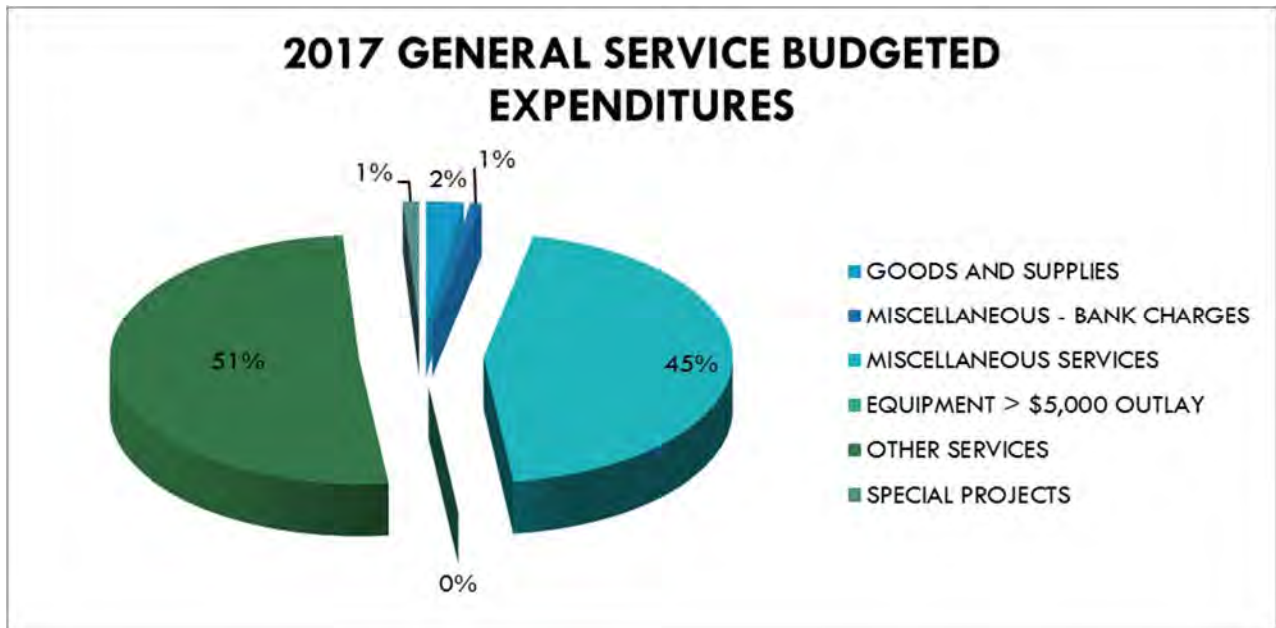
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - INSPECTIONS	2014	2015	2016	2017
PERSONNEL SERVICES	\$147,072	\$170,403	\$172,782	\$176,435
GOODS AND SUPPLIES	\$1,640	\$1,166	\$1,200	\$1,300
REPAIR AND MAINTENANCE	\$516	\$0	\$700	\$700
MISCELLANEOUS SERVICES	\$12,725	\$18,172	\$18,824	\$18,874
TOTAL EXPENDITURES	\$161,953	\$189,741	\$193,506	\$197,309

PUBLIC WORKS BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - PUBLIC WORKS	2014	2015	2016	2017
PERSONNEL SERVICES	\$809,677	\$837,983	\$865,023	\$946,019
GOODS AND SUPPLIES	\$31,126	\$36,267	\$36,390	\$38,990
REPAIR AND MAINTENANCE	\$161,352	\$140,968	\$257,528	\$150,400
MISCELLANEOUS SERVICES	\$25,161	\$28,543	\$20,211	\$23,324
EQUIPMENT > \$5,000 OUTLAY	\$29,312	\$53,741	\$0	\$0
TOTAL EXPENDITURES	\$1,056,628	\$1,097,501	\$1,179,152	\$1,158,733

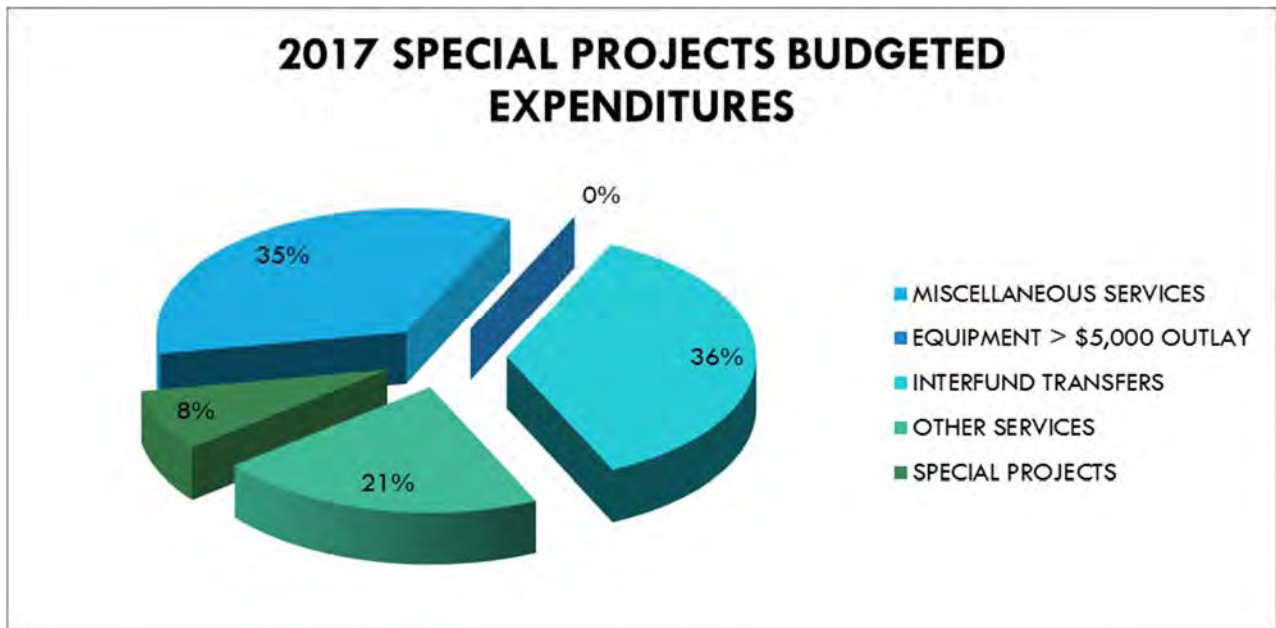
GENERAL SERVICES BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - GENERAL SERVICE	2014	2015	2016	2017
GOODS AND SUPPLIES	\$19,629	\$20,103	\$22,500	\$22,000
MISCELLANEOUS - BANK CHARGES	\$0	\$0	\$0	\$7,000
MISCELLANEOUS SERVICES	\$347,696	\$360,679	\$371,100	\$406,729
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$0	\$0
OTHER SERVICES	\$442,653	\$410,739	\$455,701	\$460,535
SPECIAL PROJECTS	\$6,811	\$2,279	\$9,500	\$9,500
TOTAL EXPENDITURES	\$816,788	\$793,800	\$858,801	\$905,764

The General Services Department is used for budgeting for items that are Citywide in nature, such as insurance, water, electric, professional services, and various other expenses that cannot be directly tied to one department.

SPECIAL PROJECTS BUDGET NUMBERS

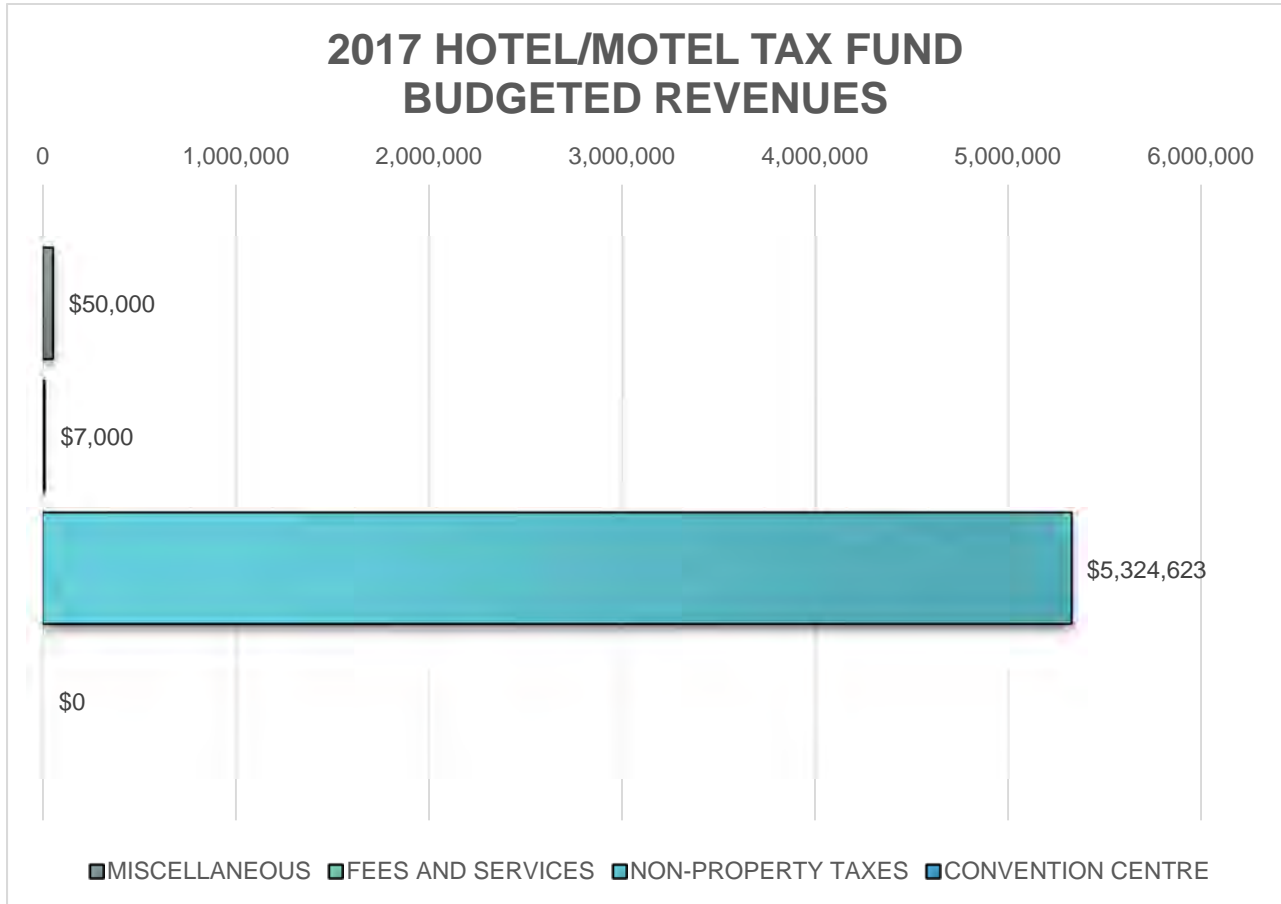


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - SPECIAL PROJECTS	2014	2015	2016	2017
MISCELLANEOUS SERVICES	\$151,502	\$228,378	\$335,314	\$139,500
EQUIPMENT > \$5,000 OUTLAY	\$0	\$202,563	\$224,179	\$0
INTERFUND TRANSFERS	\$666,717	\$725,460	\$404,292	\$145,645
OTHER SERVICES	\$87,500	\$117,381	\$80,500	\$85,500
SPECIAL PROJECTS	\$60,073	\$28,821	\$806,891	\$32,000
TOTAL EXPENDITURES	\$965,792	\$1,302,601	\$1,851,175	\$402,645

The Special Projects Department is used to budget for non-recurring expenses, one-time events and donations to various organizations throughout the Valley.

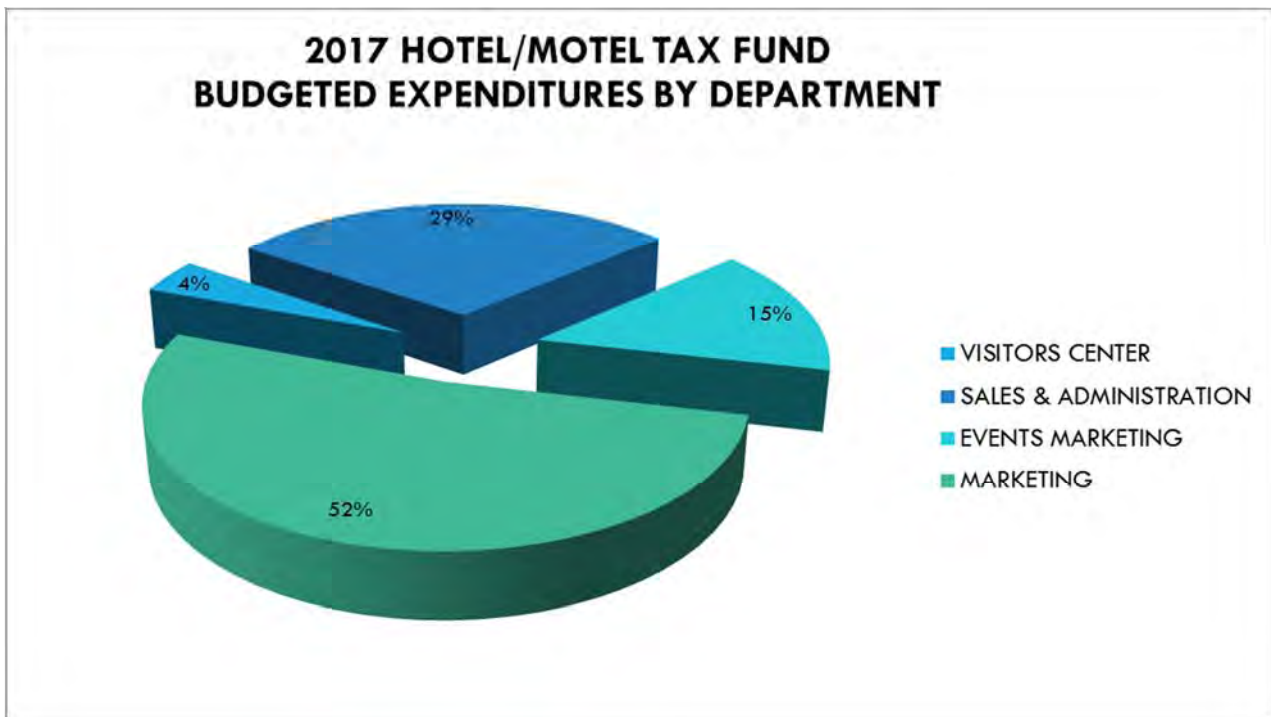
HOTEL MOTEL TAX FUND

HOTEL MOTEL TAX REVENUE BUDGET NUMBERS



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL TAX FUND	2014	2015	2016	2017
CONVENTION CENTRE	\$0	\$0	\$0	\$0
NON-PROPERTY TAXES	\$4,105,553	\$4,493,602	\$5,632,983	\$5,324,623
FEES AND SERVICES	\$9,029	\$8,622	\$7,000	\$7,000
MISCELLANEOUS	\$47,471	\$75,096	\$51,000	\$50,000
TOTAL REVENUES	\$4,162,052	\$4,577,320	\$5,690,983	\$5,381,623

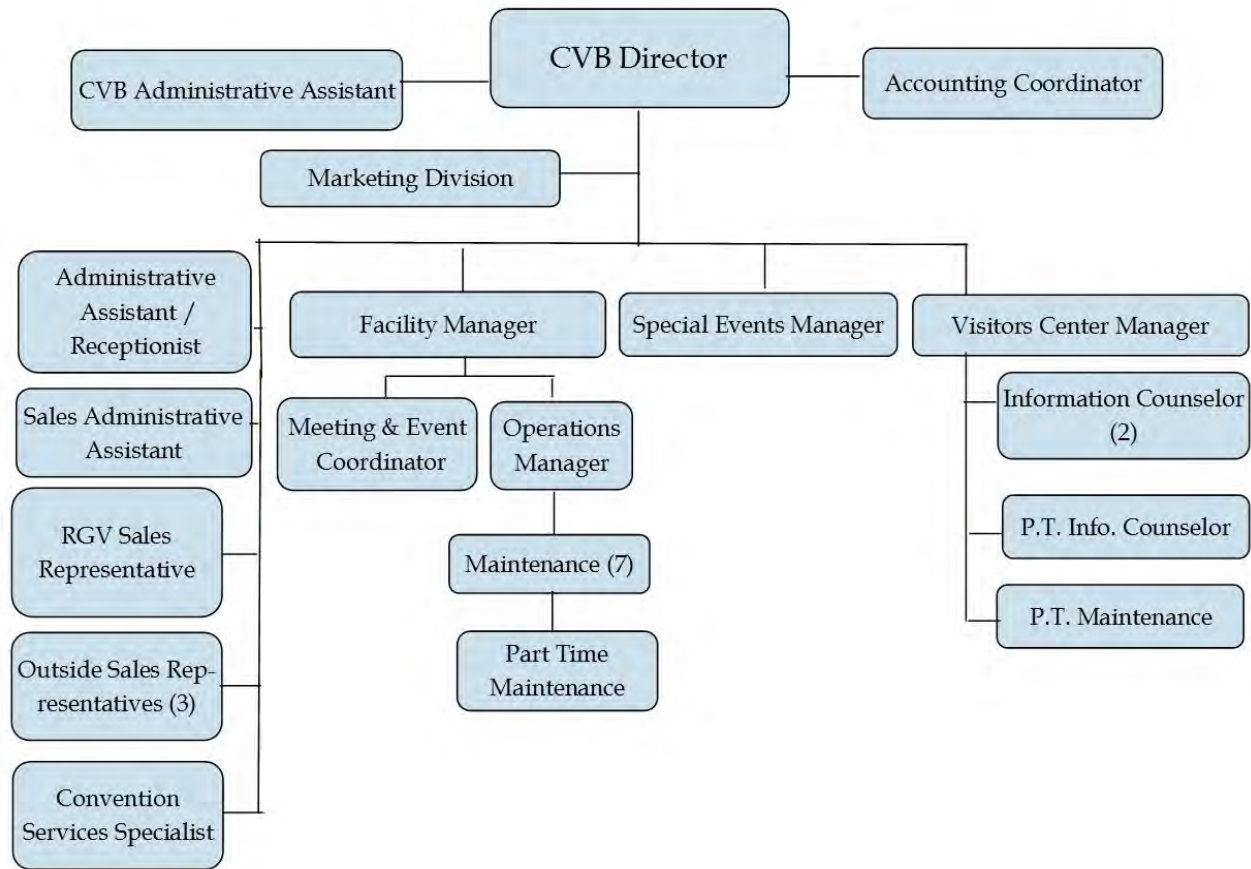
HOTEL MOTEL TAX BUDGETED EXPENDITURES



EXPENDITURES BY DEPARTMENT	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL TAX FUND	2014	2015	2016	2017
VISITORS CENTER	\$199,445	\$210,405	\$215,273	\$216,883
SALES & ADMINISTRATION	\$854,276	\$1,004,336	\$1,442,446	\$1,561,322
EVENTS MARKETING	\$434,473	\$470,176	\$835,000	\$803,418
MARKETING	\$2,193,578	\$2,203,929	\$2,800,000	\$2,800,000
TOTAL EXPENDITURES	\$3,681,773	\$3,888,847	\$5,292,719	\$5,381,623

CVB SALES & ADMINISTRATION DIVISION

CVB SALES & ADMINISTRATION ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The CVB Sales Division & Administration is responsible for the marketing of South Padre Island as a destination for tourists, meeting planners, sporting events, special events and other tourism activities. As defined by the state hotel occupancy tax law, the main emphasis is on the development of activities generating overnighting guests on South Padre Island.

In accomplishing this task, the CVB works with the Convention & Visitors Transition Board, which is appointed by the City Council. The CVTB recommends a marketing plan and gives their input on the operating budget to the City Council for final approval. The CVTB has oversight over the following divisions:

- Visitor Center
- Sales & Administration
- Events Marketing
- Marketing
- Convention Centre

The CVB is the main City agency involved with the economic growth of this community through tourism.

Major Goals:

1. Develop marketing/advertising efforts that achieve economic success for South Padre Island
2. Develop hospitality education for area businesses.
3. Maintain and continue to have positive relationships with local hospitality industry.
4. Continue to maintain strong, positive relationships with all City Departments.

Our Planning Indicators and Focus:

Our CVB Sales Team, along with our CVTB, will work on developing a comprehensive list of tradeshow that directly tie into the strategies of the marketing campaign in specific areas. We will monitor local hotel occupancy tax collections, changes in lodging inventory, occupancy rates and other trends with area businesses, the Rio Grande Valley and the State of Texas.

SALES & ADMINISTRATION STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS

Strategy/Program	Fiscal Year	Budget Impact
Maintain an Innovative, Effective and Measurable advertising campaign.	2015/2016	No less than \$2,500,000
Increase our presence in small to medium size Associations and Meeting Sales	2015/2016	\$120,000
Continue developing innovative opportunities for marketing, considering all niche aspects including all sales markets – SMERF, Government Meetings, Associations, and Corporate	2015/2016	\$60,000
Improve local awareness of tourism in the RGV area through direct sales from sales managers	2015/2016	\$120,000
Improve awareness of tourism in top 4 feeder city markets area through direct sales from sales managers	2015/2016	\$50,000

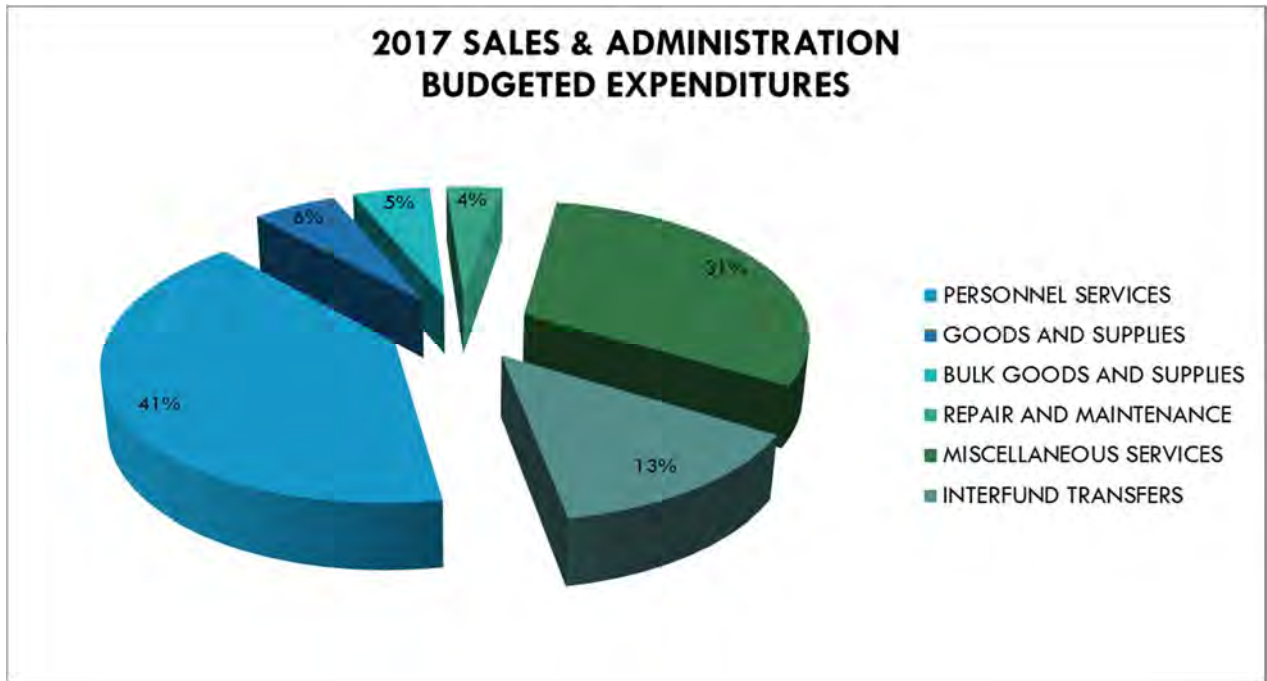
Programs Implemented:

Program	Fiscal Year	Budget Impact
Maintain an innovative, effective, and measurable advertising campaign	2015/2016	2.5 Million
Direct Sales from the Sales Manager and Director of Sales.	2015/2016	50K

SALES & ADMINISTRATION STAFFING PLAN

	Current	2016/17	2017/18	2018/19	2019/20
CVB Director	1	1	1	1	1
Senior Sales Manager- Association Market	1	1	1	1	1
Sales Manager – Tourism	0	1	1	1	1
Sales Manager – SMERF	1	1	1	1	1
Sales Manager – Special Events Manager	0	1	1	1	1
Convention Services Specialist	0	1	1	1	1
CVB Admin Assistant	0	1	1	1	1
Sales Admin Assistant	1	1	1	1	1
CVB Event Specialist	1	1	1	1	1
Receptionist	1	1	1	1	1
Total Positions	6	10	10	10	10

SALES AND ADMINISTRATION BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- SALES & ADMIN.	2014	2015	2016	2017
PERSONNEL SERVICES	\$452,891	\$467,347	\$613,232	\$640,258
GOODS AND SUPPLIES	\$22,705	\$22,970	\$79,300	\$86,800
BULK GOODS AND SUPPLIES	\$0	\$0	\$60,000	\$80,000
REPAIR AND MAINTENANCE	\$23,930	\$58,141	\$35,000	\$57,988
MISCELLANEOUS SERVICES	\$258,346	\$338,330	\$530,971	\$485,426
INTERFUND TRANSFERS	\$96,405	\$117,548	\$122,943	\$210,850
TOTAL EXPENDITURES	\$854,276	\$1,004,336	\$1,441,446	\$1,561,322

VISITORS CENTER

WHO ARE WE / WHAT WE DO:

The South Padre Island Visitors Center is the beginning of our guests' experience on South Padre Island. From the initial request for information, to their arrival and throughout their stay we are to make sure they are welcomed and well informed on all aspects of their South Padre Island vacation. Our visitors are greeted with a warm smile, well informed staff and professional attitude.

Major Goals:

1. Building Upgrade- Because tourism is the economic engine for the city, the Visitors Center must be maintained as the city's hospitality headquarters to ensure information is readily available in an aesthetically pleasing setting.
2. Update the technology to better serve our guest and community; this includes adding two new laptop computers, in the reception area, and one server, for visitor use.
3. The Visitors Center will also serve as an information center for area businesses. To assist city businesses in promotion of their products and services, we will keep updated information concerning their offerings; this will also allow us to give area businesses feedback from our guests.

Our Planning Indicators and Focus:

The mission of the Visitors Center is to provide services that enhance tourism, increase the length of stay of our overnight guests, and increase revenue for all businesses on the Island. This will happen by improving the partnership between businesses and the Visitors Center and implementing activity and performance measures; including tracking of:

- Latest information to our visitors regarding programs, events and venues.
- The number of businesses that display brochures at the Visitors Center.
- Events that are held at the Visitors Center and the CVB
- Number of walk-ins to the Visitors Center.
- Acknowledge the International visitors and keeping track of different countries.
- Number of phone calls requesting information.
- Mailing last minute request information.
- Opening and closing of Island businesses.
- All events, festivities and activities in the Island.
- All the Island restaurants menus, specials and coupons as well as activity venues.
- Reports requested by our Director.
- Keep up to date the partner's information listing.
- Familiarize with all our accommodations venues.

VISITOR CENTER STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Maintain the interior & exterior of the Visitors Center to provide a pleasant atmosphere and to positively represent South Padre Island and make our visitors stay happy and comfortable.	2016/2021	\$10,000
Update technology of computers, programs, and other software, and keeping up with new technology trends as needed.	2016/2021	\$2,500

Programs Implemented:

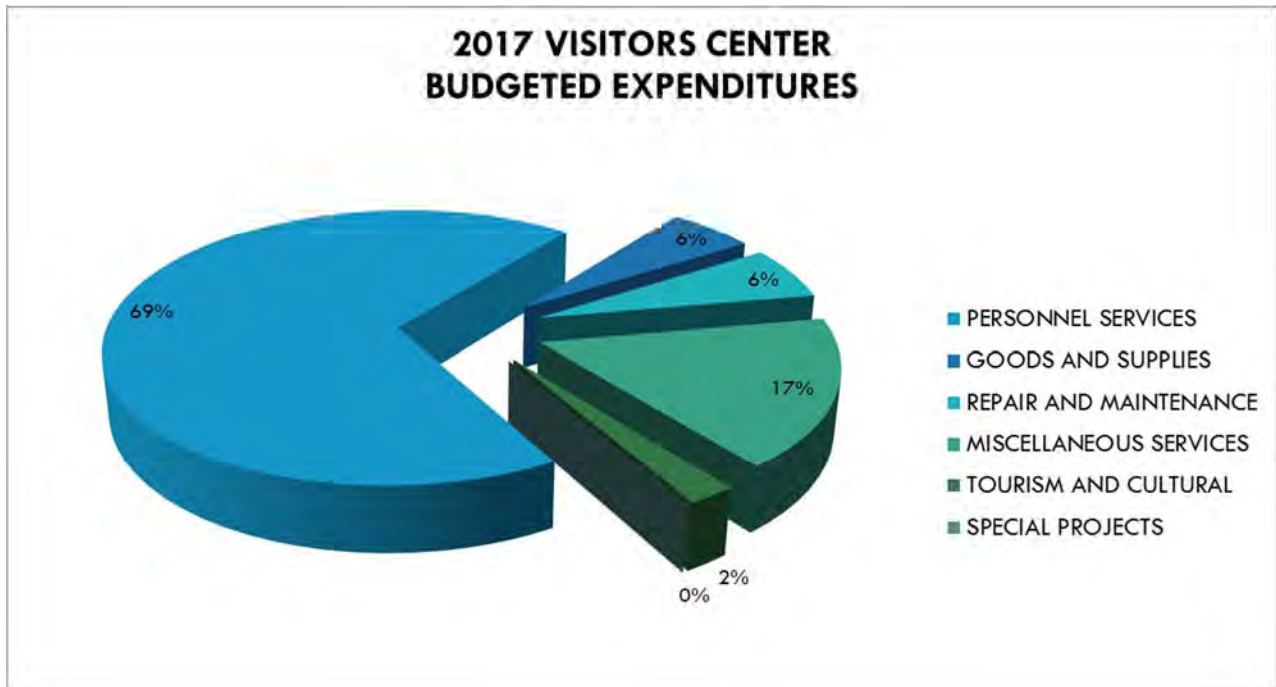
Program	Fiscal Year	Budget Impact
Several minor things were done to the Visitors Center this year such as purchasing sensor switches for the public restrooms, new landscaping, repairs to the sprinkler system, painted the large brochure racks in the back, maintain the parking lot stripes, polished the lobby floor, added lighting to the flags in the front, purchased new plants and new pillows for the lobby area.	2016/17	\$800

VISITORS CENTER STAFFING PLAN

	Current	2016/17	2017/18	2018/19	2019/20	2020/2021
Visitors Center Manager	1	1	1	1	1	1
Full-time Information Counselor	2	2	2	2	2	2
Total Positions	3	3	3	3	3	3

- Staffing hours will fluctuate throughout the year based on seasonal needs.

VISITORS CENTER BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- VISITORS CENTER	2014	2015	2016	2017
PERSONNEL SERVICES	\$135,787	\$136,839	\$145,988	\$149,338
GOODS AND SUPPLIES	\$14,787	\$8,926	\$12,350	\$12,000
REPAIR AND MAINTENANCE	\$12,342	\$15,942	\$15,100	\$13,400
MISCELLANEOUS SERVICES	\$35,575	\$34,403	\$40,835	\$37,145
TOURISM AND CULTURAL	\$954	\$536	\$1,000	\$5,000
SPECIAL PROJECTS	\$0	\$13,760	\$0	\$0
TOTAL EXPENDITURES	\$199,445	\$210,405	\$215,273	\$216,883

SPECIAL EVENTS DIVISION

WHO ARE WE / WHAT WE DO:

- Responsible for the operation and management of the Special Events Division of the Convention and Visitors Bureau
- Responsible for planning, organizing, coordinating and administering a variety of special event programs

•Marketing programs for Special Events including median banners, social media, City websites (sopadre.com, whosyourpadre.com)

•SPI Logo Usage

- Recently appointed as Staff liaison to Parks & Recreation & Beautification Committee

Major Goals:

1. Facilitate in the development of a venue/park on beach or bay front. This will allow the City to accommodate many events without having to run all proposals through private properties adjacent to our beaches. As it stands, no event may happen on SPI beach front without private property permission (by ordinance).
2. Enhance special events that generate HOT and create a quality SPI experience. Currently we host approximately 35 special events. Facilitating their growth and identifying new event opportunities will aid in increasing overnight stays.
3. Aid in identifying and accommodating at least two new special events each year. As we are not in the event production business, we will seek out established organizers that align with our niche markets.

Our Planning Indicators and Focus:

- Better monitor and track the impact a special event has on hotel occupancy. This must include the cooperation of all hotel, motel, & condo management businesses. We do encourage all events to arrange leads and tracking through the housing dept. at the CVB, however the majority chooses to make their own arrangements.

We now have staff who attend special events and survey participants to aid in obtaining data. Even with this, we must balance any overlap in regards to hotel reports and room pickup.

The difficulty here is that the majority of these properties release room blocks 30 days in advance of a special event. Another issue is that the front desk personnel are not adequately trained to monitor this as the employee turnover is frequent.

We do encourage all events to include a short survey in their registration process. Those that have done so have been very successful in obtaining more accurate room night information. We then can combine with hotel pickup for more accurate reports.

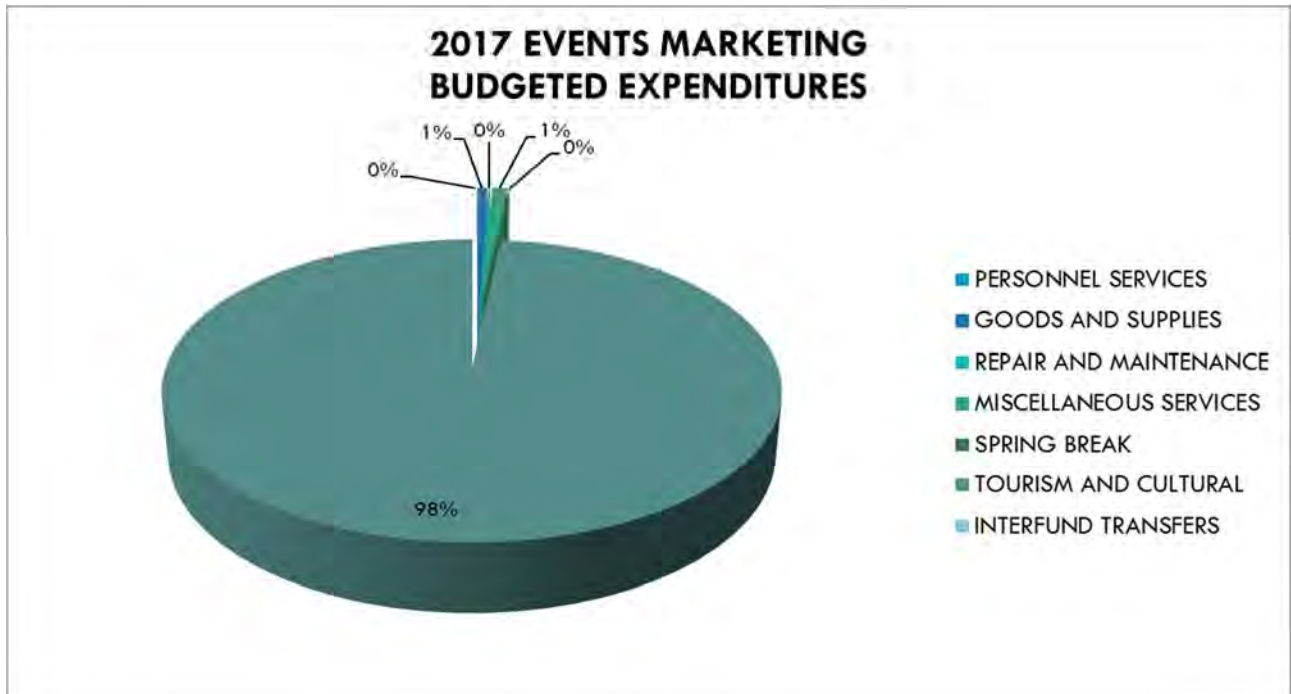
SPECIAL EVENTS STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Currently the CVA Board is tasked with outlining recommendations for the new budget year.	2016/17	0
At this time all beachfront venues are under the control of the adjacent property owners. The sand flats north of the Convention Centre could be improved and developed to accommodate numerous events. This would mean an agreement involving Cameron County. The level should be raised to prevent flooding and venue developed to accommodate activities such as festivals, and water sport events. Fresh water sources and bathrooms would also be needed at this location. Possible expansion of the Convention Centre will enhance our ability to host concerts and special events in the building. Until we obtain an outdoor venue we cannot plan appropriately for establishing and sustaining significant outdoor events.	2016/21	0
This division's goal is to aid in recruiting events that are sustainable, generate overnight stays and enhance the overall Island experience for our visiting public as well as our residents.	2016/21	0

Programs Implemented:

Program	Fiscal Year	Budget Impact
Staff attends selected special events in order to survey participants. We now have more complete info regarding room nights and overnight visitor attendance during these events.	2016/17	

SPECIAL EVENTS MARKETING BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- EVENTS MARKETING	2014	2015	2016	2017
PERSONNEL SERVICES	\$60,545	\$31,410	\$31,382	\$0
GOODS AND SUPPLIES	\$3,975	\$3,853	\$4,900	\$4,900
REPAIR AND MAINTENANCE	\$443	\$1,342	\$1,000	\$1,000
MISCELLANEOUS SERVICES	\$6,056	\$2,539	\$13,350	\$7,700
SPRING BREAK	\$26,215	\$0	\$0	\$0
TOURISM AND CULTURAL	\$337,239	\$431,033	\$784,368	\$789,818
INTERFUND TRANSFERS	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$434,473	\$470,176	\$835,000	\$803,418

MARKETING BUDGET NUMBERS

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- MARKETING	2014	2015	2016	2017
GOODS AND SUPPLIES	\$53,102	\$48,552	\$0	\$0
MISCELLANEOUS SERVICES	\$2,140,476	\$2,155,377	\$2,800,000	\$2,800,000
TOTAL EXPENDITURES	2,193,578	\$2,203,929	\$2,800,000	\$2,800,000

This department of the Hotel Motel Tax fund is relatively new. All of the marketing expenditures were previously budgeted in the Sales and Marketing Department, since renamed the Sales and Administration Department. This was a decision that was not considered lightly. On the one hand it helps to clarify how much is being spent on marketing: however, the historical perspective gets lost. Management felt that it was better to isolate the marketing cost and move forward from this point.

CONVENTION CENTRE FUND

WHO ARE WE / WHAT WE DO:

The Convention Centre Division of the South Padre Island Convention and Visitors Bureau is responsible for hosting meetings, conventions, conferences, trade shows, sporting events, social functions and others seeking to lease event space. Our work is concentrated around meeting the needs of planners, attendees, vendors and guests. We work in conjunction with the other divisions of the Convention and Visitors Bureau:

- Visitors Center
- Sales and Marketing
- Events Marketing

Major Goals:

1. Maintain positive relationships with clients, meeting planners, event attendees and guests.
2. Ensure all clients feel welcome and assured their business is appreciated by continuing to provide excellent customer service and hospitality.
3. Continue to provide training opportunities to all personnel and providing new and updated information so they better understand their job assignments.
4. Continue to maintain strong, positive relationships with all City departments.
5. Provide experience input to the designers of the revamped Convention Centre to ensure design is appropriate for our area and usage.

Our Planning Indicators and Focus:

Our planning is based on the current and future needs of the clients and the ability to host larger and well attended events in our facility. Strive to maintain the facility so it is a desired location that groups and events will consider for their organizational or special events.

CONVENTION CENTRE STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Assess and work on improvement of landscaping	2016/2018	\$5000
Chiller Chemical System Replacement	2016/2019	\$15,000
4 Air Handlers Kitchen, Lobby, (2) East & West Ex. Hall	2017/2019	\$320,000
3 Air Handlers Theater, Admin Office, North Corridor & Men's Restroom	2018/2021	\$240,000
Replace 2 CC Vehicles – Gray Truck and White Truck	2017/2018	\$45,000
Schedule refurbishing of Wyland Whaling Wall to maintain integrity of workmanship.	2019/2021	\$12,000
Retractable Bleachers/ purchase would allow for less set-up and tear down time and allow for more available Convention Centre leasable days, possibly resulting in more rental income.	2017/2021	\$160,000
Install a security camera system for building and parking areas	2017/2019	\$8,000
Replace Mule – Grounds Work Vehicle for Operations	2017/2019	\$10,000
Purchase replacements for remaining kitchen equipment: warmers, portable servers, convection ovens, etc. These items to be completed as the budget allows.	2016/2019	\$50,000
Replace counter tops in concession area	2016/2018	\$8,000

Staffing Plan:

	Current	2016/17	2017/18	2018/19	2019/20	2020/2021
Facility Manager	0	0	0	0	1	1
Operations Manager	1	1	1	1	1	1
Asst. Convention Centre Mgr.	0	0	0	0	0	1
IT Manager	1	1	1	1	1	1
Meeting Events Coordinator	1	1	1	1	1	1
Accountant	1	1	1	1	1	1
Maintenance personnel	7	7	7	8	8	8
Total Positions	11	11	11	12	13	14

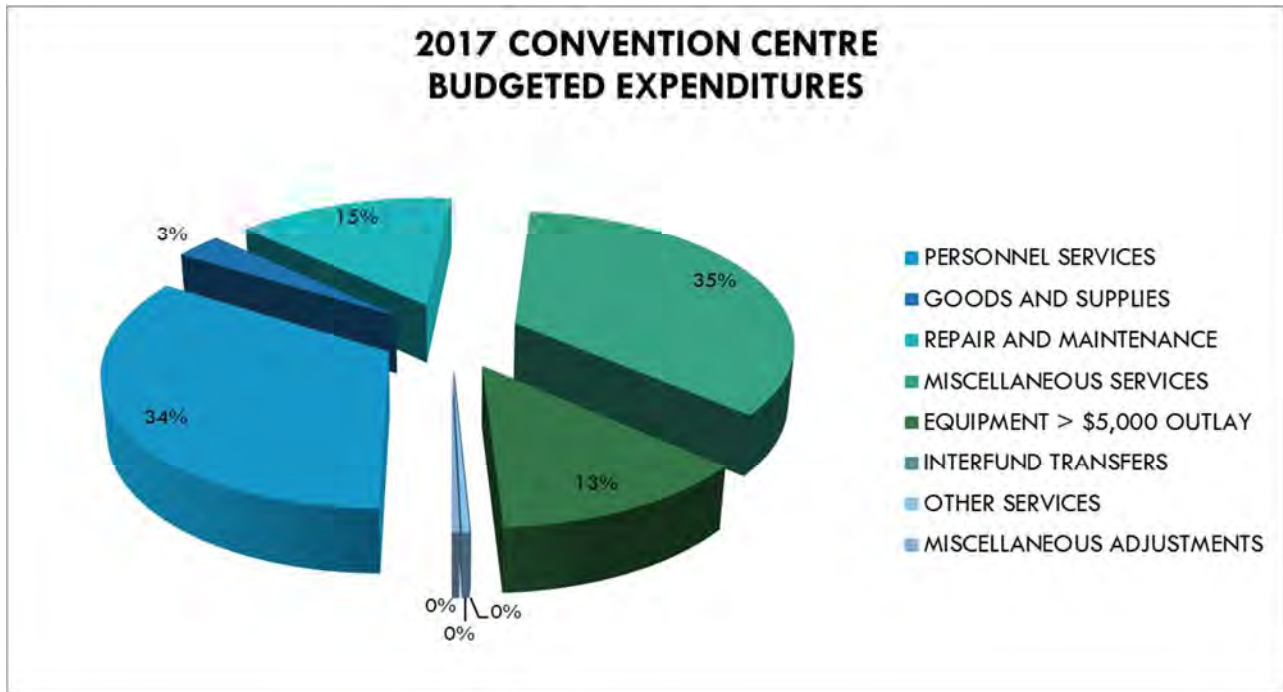
CONVENTION CENTRE BUDGET NUMBERS

CONVENTION CENTRE REVENUE



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
CONVENTION CENTRE FUND	2014	2015	2016	2017
CONVENTION CENTRE	\$217,361	\$242,217	\$209,000	\$240,000
NON-PROPERTY TAXES	\$2,978,412	\$2,665,739	\$1,367,017	\$2,112,762
FEES AND SERVICES	\$0	\$541	\$0	\$0
INTERGOVERNMENTAL	\$0	\$0	\$0	\$0
MISCELLANEOUS	\$8,095	\$5,578	\$2,500	\$0
OTHER FINANCING SOURCES	\$4,888	\$4,978	\$0	\$0
TOTAL REVENUES	\$3,208,757	\$2,919,053	\$1,578,517	\$2,352,762

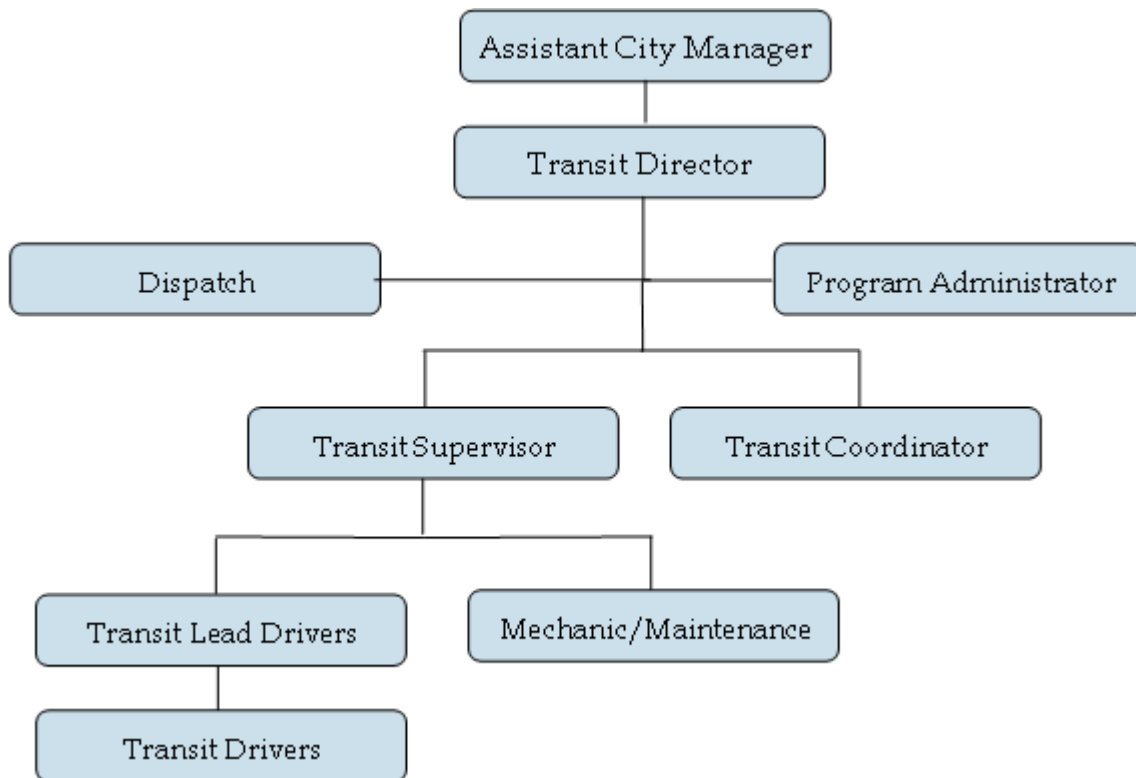
CONVENTION CENTRE BUDGETED EXPENDITURES



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
CONVENTION CENTRE	2014	2015	2016	2017
PERSONNEL SERVICES	\$426,476	\$454,096	\$479,068	\$524,759
GOODS AND SUPPLIES	\$39,136	\$51,742	\$49,000	\$49,000
REPAIR AND MAINTENANCE	\$120,945	\$154,600	\$221,360	\$228,040
MISCELLANEOUS SERVICES	\$1,343,997	\$434,924	\$544,337	\$543,525
EQUIPMENT > \$5,000 OUTLAY	\$235,582	\$136,582	\$1,397,840	\$200,000
INTERFUND TRANSFERS	\$0	\$2,946,143	\$0	\$0
OTHER SERVICES	\$2,860	\$5,400	\$5,000	\$6,000
MISCELLANEOUS ADJUSTMENTS	\$5,912	\$5,912	\$5,912	\$5,913
TOTAL EXPENDITURES	\$2,174,908	\$4,189,400	\$2,702,517	\$1,557,237

TRANSIT AND PLANNING DEPARTMENT

TRANSIT ORGANIZATIONAL CHART



WHO ARE WE, WHAT WE DO

The South Padre Island Metro is the rural transit agency for the City of South Padre Island. Our fixed route and free transportation to all riders has proven to be very successful, with annual ridership exceeding 540,000 for fiscal year 2015. The South Padre Island Metro provides public transportation for South Padre Island, Port Isabel, Laguna Heights, and through the connection with Metro Connect, the Laguna Madre area. The bus routes cover approximately a 23- mile loop from the north end of South Padre Island at the Convention Centre, to a transit shelter near the intersection of State Highway 100 and State Highway 48 in Port Isabel, to Laguna Heights and back again. The South Padre Island Metro operates a minimum of four buses daily from 7 a.m. to 9 p.m., 365 days per year. Services are available to anyone in the general public, regardless of need.

The South Padre Island Metro transit system has been developed with the input of our drivers, passengers, and citizens and business persons on both sides of the Queen Isabella Memorial Bridge. The South Padre Island Metro routes have been designed to provide stops for the greatest number of work, play, and essential needs areas such as post offices, city halls, 23 of the 24 public beach accesses within the City of South Padre Island, Port Isabel's Historical Lighthouse, Museum, and Library/Community Center, grocery stores, pharmacies, medical facilities, retail, restaurant, and hotel establishments. Our mission is to provide safe, reliable, and friendly service to all residents, employees, employers, and tourists in the area in a non-discriminatory manner.

The Transit Department provides leadership and management of the City's Public Transportation program. The Transit Department is responsible for administering and managing local, state and federal transportation grants and programs.

The Transit Department provides comprehensive management of TxDOT and Federal Transit Administration rural transportation grants. Leveraging \$136,000.00 in local resources, the Transit Department annually captures over \$2 million in local match, TxDOT and FTA grant funds.

Major Goals:

1. Lead the development of a transit multi-modal center.
2. The South Padre Island Metro will be the preferred mode of transportation for the City's residents, workforce and vacationers.
3. To reduce transit headway on Padre Boulevard.
4. To continue developing relationships with local, state and federal funders.
5. To secure grants to build out bus shelters on Padre and Gulf Blvd.
6. Sell advertising space on South Padre Island Metro buses to generate local revenue.

TRANSIT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Multi-Modal Facility	2015/2018	\$3,500,000
Park & Ride	2016/2017	\$1,600,000
Padre Blvd. headway reduction (pick-up schedule on Padre Blvd.)	2015/2018	\$440,000
Gulf Blvd. passenger bus stops	2015/2018	\$150,000
Sidewalk/Bike Lane Project	2016/2020	\$5,000,000
Sell advertising space on South Padre Island Metro buses	2015/2017	\$0

Programs Implemented:

Program	Fiscal Year	Budget Impact
Purchased 2 new buses	2015/2016	\$170,000
Metro Connect	2015/2016	\$320,000
Dispatch	2015/2016	\$120,000
Automatic Passenger Counters	2015/2016	\$30,000

TRANSIT POSITION CONTROL

	Current	2016/2017	2017/18	2018/19	2019/20	2020/21
Transit Director	1	1	1	1	1	1
Transit Supervisor	1	1	0	0	0	0
Operations Manager	0	0	1	1	1	1
Transit Coordinator	1	1	1	1	1	1
Program Administrator	1	1	1	1	1	1
Dispatchers	3	3	3	3	3	3
Mechanic	1	1	1	1	1	1
Maintenance	0	0	3	3	3	3
Lead Drivers	2	2	2	2	2	2
Driver	11	11	11	11	14	14
Total Positions	21	21	24	24	27	27

TRANSIT PERFORMANCE MEASURES

Comprehensive Plan Goal 4-1. The City shall provide for the safe, efficient movement of people and goods.

	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Number of Full-time Equivalents (FTEs) - Drivers	10	10	10
Total Operating and Maintenance Expenditures	\$1,490,353	\$1,509,566	\$1,513,346
Number of Buses Operating	8	8	8
Hours driven	20,550	20,644	20,426
Miles driven	360,000	375,000	358,432
Operating and Maintenance Expenditure per mile driven	\$4.14	\$4.03	\$3.41

*Metro Connect not included

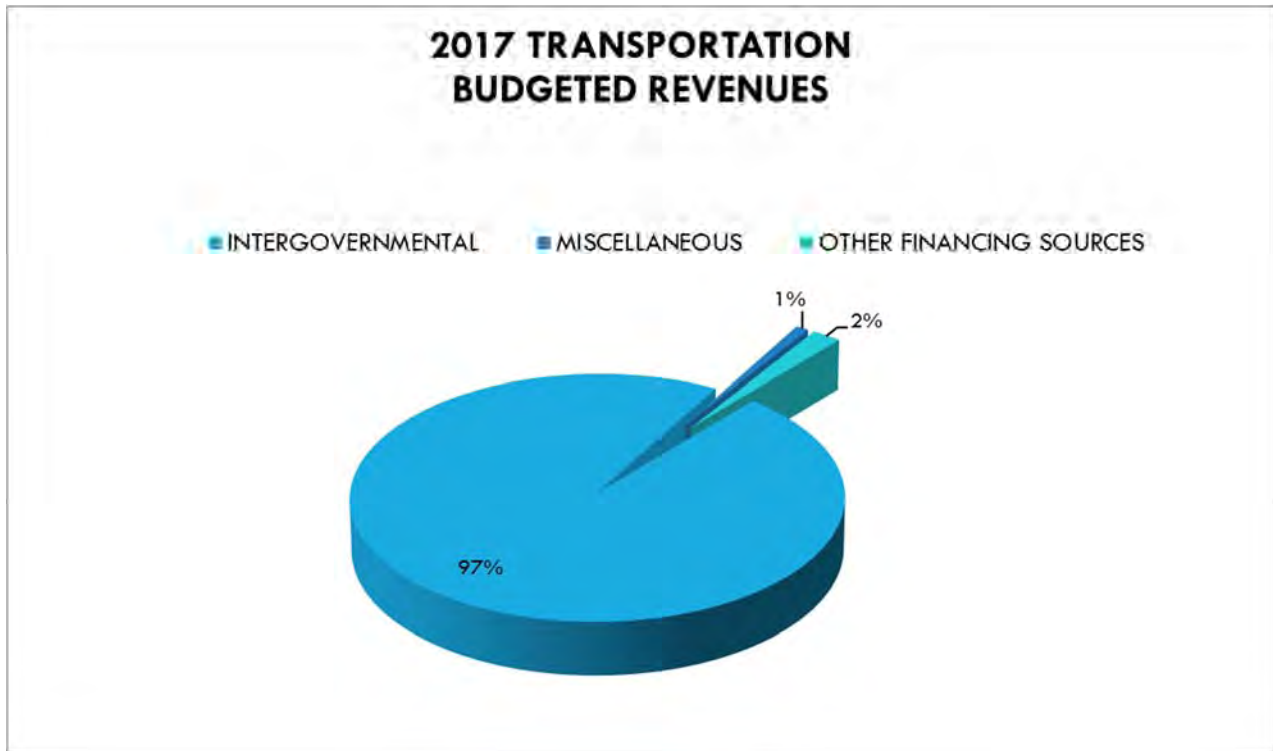
WORK PLAN FOR TRANSPORTATION

Project	Description	Comprehensive Plan Goal	Estimated Completion Date
Multi-Modal Transit Center	Development of Multi-Modal Transit Center	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Dec-17
Advertising	Sell advertising space on South Padre Island Metro buses to generate local revenue	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Dec-16
Driver Training	Driver Training	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
Coordinated Call for RFP's	Application to secure grant funds	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Feb-17
Master Grant Application Part 1	Application to secure grant funds	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Jun-17
Master Grant Application Part 2	Application to secure grant funds	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Jan-17
PIEDC Grant Application	Application to secure grant funds	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Jun-17
Elderly & Disabled Grant Application	Application to secure grant funds	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Jul-17

Bus Procurement	Followed FTA, TxDOT, & local guidelines for grant funded procurement	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	May-17
Bus Shelter Maintenance	Power wash bus shelters and replacing bus schedules and maps as needed	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
TxDOT Audit	Prepare binder with various documents to show compliance with TxDOT requirements	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
Daily Reports	Enter daily operations onto a spreadsheet including; ridership, mileage, hours, fuel usage, bike riders, etc.	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
Work Orders	Enter daily maintenance information onto a spreadsheet including; description of job performed, mileage, and materials used	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
Notifications	Prepare and place ads for various public notices regarding changes in routes, hours, etc.	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
TxDOT Monthly Billings	Assist with preparing invoices for TxDOT billing information	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing
TxDOT Scholarships	Apply for training scholarships when applicable	Chapter II. Goal 1 Objective 1.1 Develop an effective, high quality, multimodal system that balances all transportation needs.	Ongoing

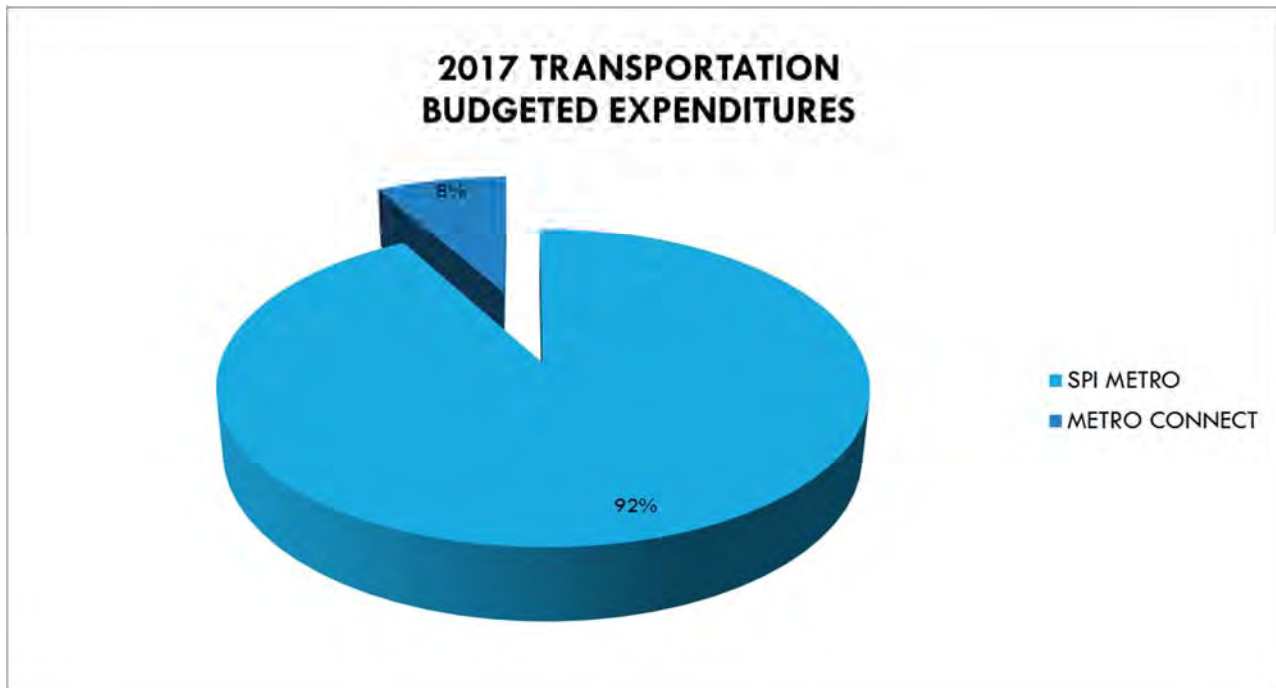
TRANSIT BUDGET NUMBERS

TRANSIT FUND REVENUES



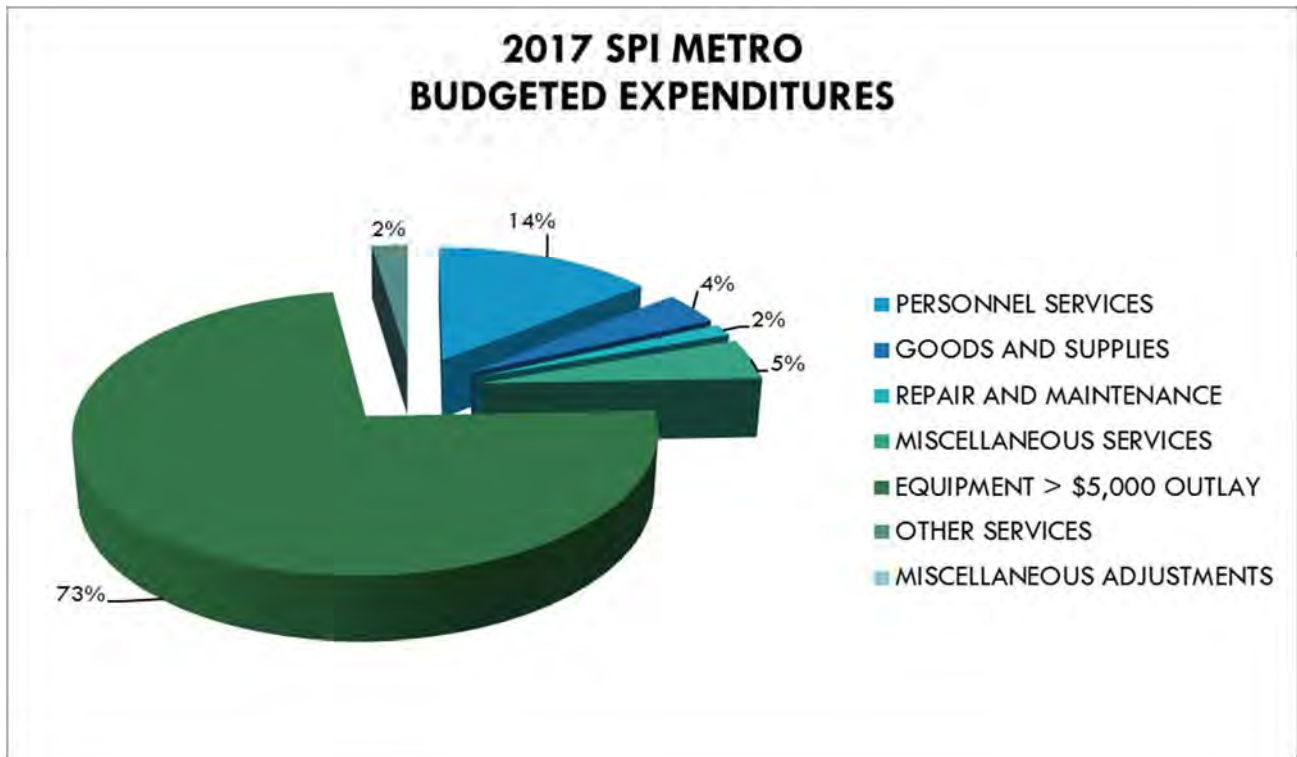
REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION	2014	2015	2016	2017
INTERGOVERNMENTAL	\$1,469,682	\$2,445,699	\$2,480,063	\$5,416,657
MISCELLANEOUS	\$51,813	\$50,000	\$50,000	\$50,000
OTHER FINANCING SOURCES	\$56,054	\$86,630	\$86,630	\$115,713
TOTAL REVENUES	\$1,577,549	\$2,582,329	\$2,616,693	\$5,582,370

TRANSIT BUDGETED EXPENSES



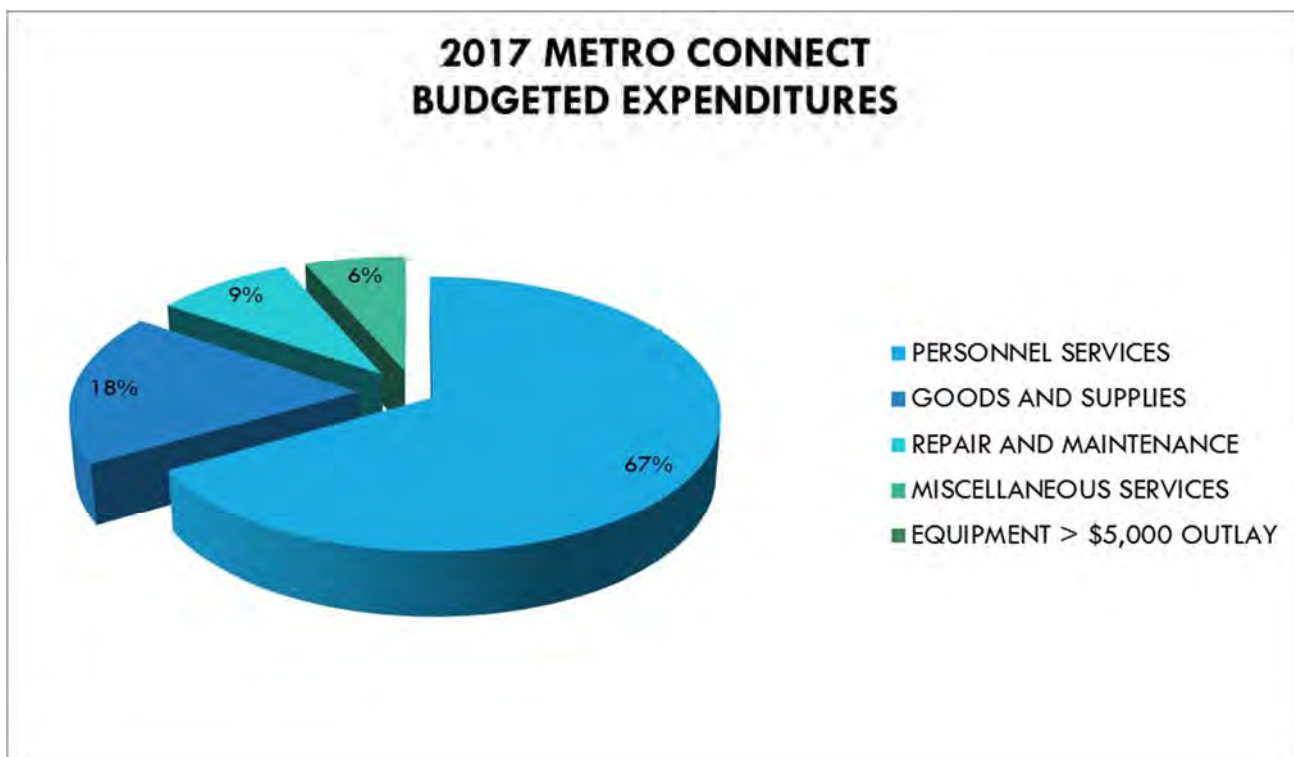
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION	2014	2015	2016	2017
SPI METRO	\$1,362,783	\$2,252,920	\$2,215,017	\$5,125,379
METRO CONNECT	\$202,911	\$309,698	\$401,675	\$445,642

SOUTH PADRE ISLAND METRO BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION- THE WAVE	2014	2015	2016	2017
PERSONNEL SERVICES	\$720,605	\$743,612	\$745,537	\$731,721
GOODS AND SUPPLIES	\$193,309	\$157,303	\$192,584	\$198,584
REPAIR AND MAINTENANCE	\$69,612	\$81,577	\$89,978	\$72,000
MISCELLANEOUS SERVICES	\$340,719	\$215,584	\$226,788	\$247,861
EQUIPMENT > \$5,000 OUTLAY	\$0	\$974,277	\$890,000	\$3,755,000
OTHER SERVICES	\$30,000	\$72,030	\$70,130	\$120,213
MISCELLANEOUS ADJUSTMENTS	\$8,538	\$8,538	\$0	\$0
TOTAL EXPENDITURES	\$1,362,783	\$2,252,920	\$2,215,017	\$5,125,379

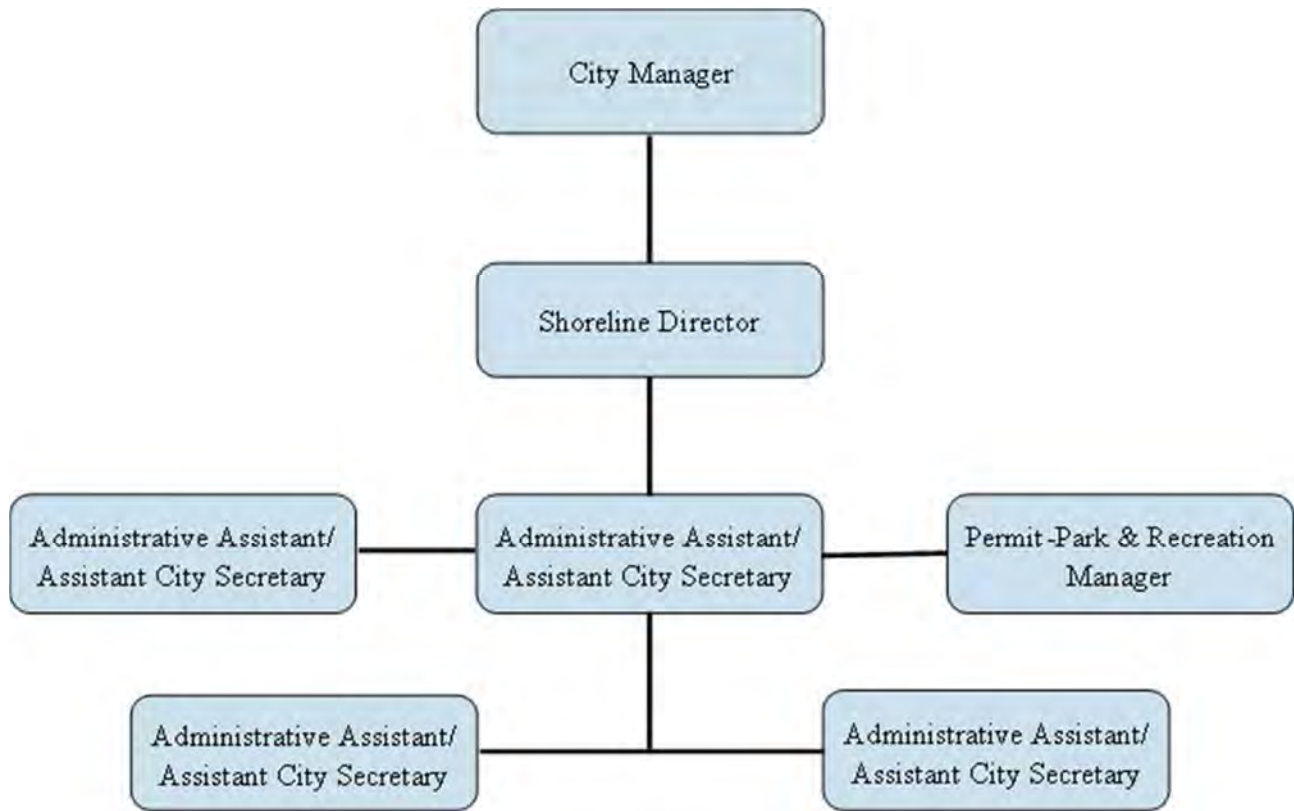
METRO CONNECT BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION- METRO CONNECT	2014	2015	2016	2017
PERSONNEL SERVICES	\$116,949	\$216,072	\$284,902	\$296,930
GOODS AND SUPPLIES	\$65,102	\$59,172	\$51,967	\$80,000
REPAIR AND MAINTENANCE	\$15,372	\$25,426	\$46,706	\$39,712
MISCELLANEOUS SERVICES	\$5,487	\$9,029	\$18,100	\$29,000
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$202,911	\$309,698	\$401,675	\$445,642

SHORELINE DEPARTMENT

SHORELINE ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Shoreline Management Department is responsible for the implementation of the South Padre Island Beach and Dune Plan and provides support to the Shoreline Task Force in recommending policy to the City Council. The Shoreline Management Department has oversight over beach management and access including beneficial use of dredge material and dune restoration projects, and bay side management and access. This division administers the beach and dune permitting process and serves as the lead in acquiring grant funding for beach- and bay-related projects.

Major Goals:

- Continual evaluation of the City's beach and bay access points and grant programs for enhancing beach and bay access.
- Continue to improve the City's working relationships with the General Land Office, Cameron County, and United States Army Corps of Engineers.
- Continue to educate other departments within the city regarding the City's Beach and Dune Plan.
- Develop and sustain a productive relationship with the Shoreline Task Force to encourage policy development and effective communication.

- Work with the Shoreline Task Force and Information Services Dept. to enhance public relations through educating and informing the public and media.
- Continue with the Dune Restoration Volunteer events.
- Provide an enjoyable and memorable experience for our residents and visitors whenever they visit the City's beach.

Our Planning Indicators and Focus:

The City of South Padre Island in the near future will be responsible for the beaches to the North, in the City's ETJ. Through annexation, the City may significantly impact permit requests, beach maintenance area, and beach access points creating an increase in the demand for coastal management both administratively and environmentally.

The development and implementation of an environmentally friendly shoreline management program that balances the importance of satisfying our visitors while protecting the City's number one asset is the focal point of the Shoreline Management Department.

SHORELINE RESOURCES STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Sustain an annual Dune Restoration Program that establishes a vegetated dune system.	Annually	CMP Funded Vol Hrs. Match
Enhance beach access for public and emergency vehicles access along the City Limits. (ex. Walkovers, Mobi-Mats, and parking improvements)	On going	Seeking Grant Funds- CMP cycle 20
Protection and enhancement of the continuous dune line and to manage erosion-contributing influences.	On going	Varies depending on project
Dune Ridge Mitigation Program to manage sand allocation within the City's beaches.	On going	Varies depending on project
Sustaining the quality and environmental value of Laguna Madre through education and public outreach (Brochures, Public Speaking engagements, etc.)	On going	\$2,500
Create an internship program to keep abreast of best practices for beach management.	Annually	\$25,000

Enhance public access to the Laguna Madre Bay in partnership with the Public Works Department.	On going	undetermined
Develop a robust network of observational points to identify quantitative relationships between important parameters for human activity on the shoreline.	On going	undetermined

Programs Implemented:

Program	Fiscal Year	Budget Impact
Dune Volunteer program funded by CMP cycle 18	2012/2013 2013/2014 2014/2015 2015/2016	Vol Match
Enhance public beach access along CMP cycle 18 funded Gulf Blvd improvements and the installation of an Emergency vehicle access.	2013/2014 2014/2015 2015/2016	\$300,000 Required for match

Staffing Plan:

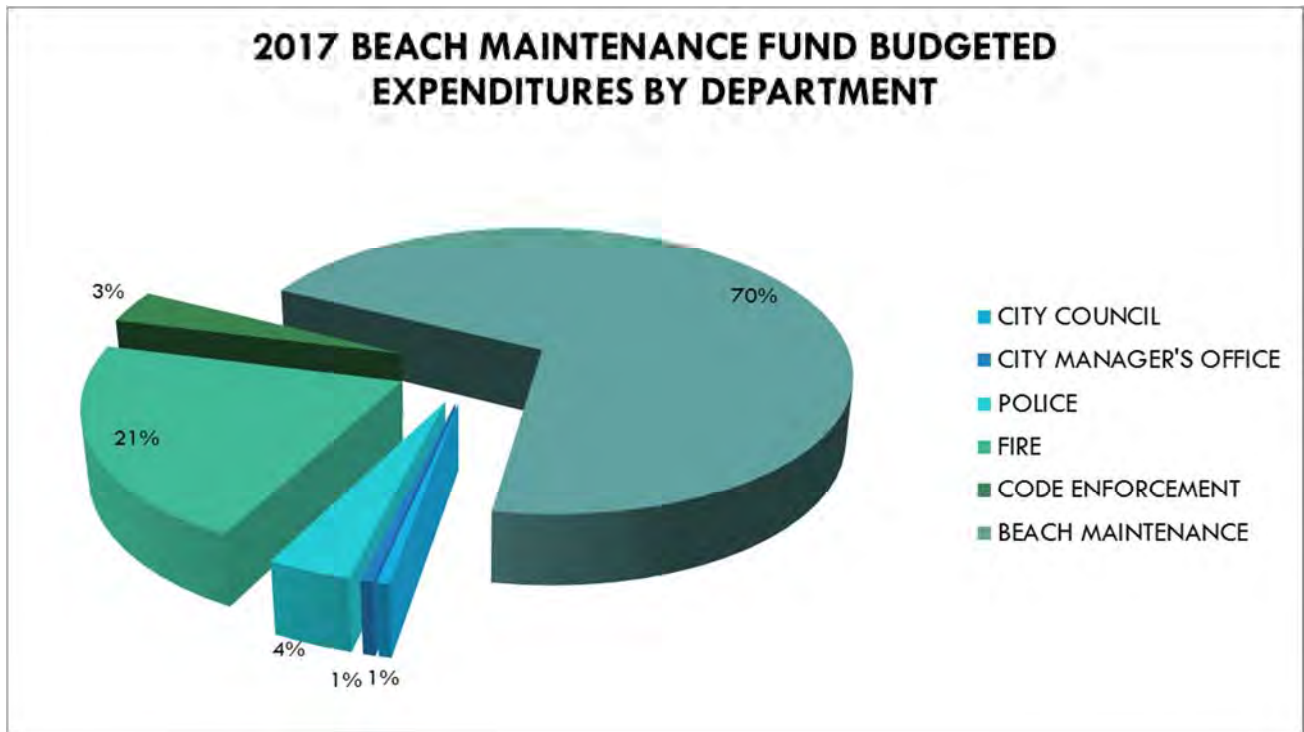
	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Shoreline Management Director	1	1	1	1	1	1
Program and Project Manager	1	1	1	1	1	1
Beach Maintenance Foreman	1	1	1	1	1	1
Beach and Bay Maintenance	4	5	5	5	5	5
Total Positions	7	8	8	8	8	8

BEACH MAINTENANCE FUND BUDGET NUMBERS

BEACH MAINTENANCE REVENUE

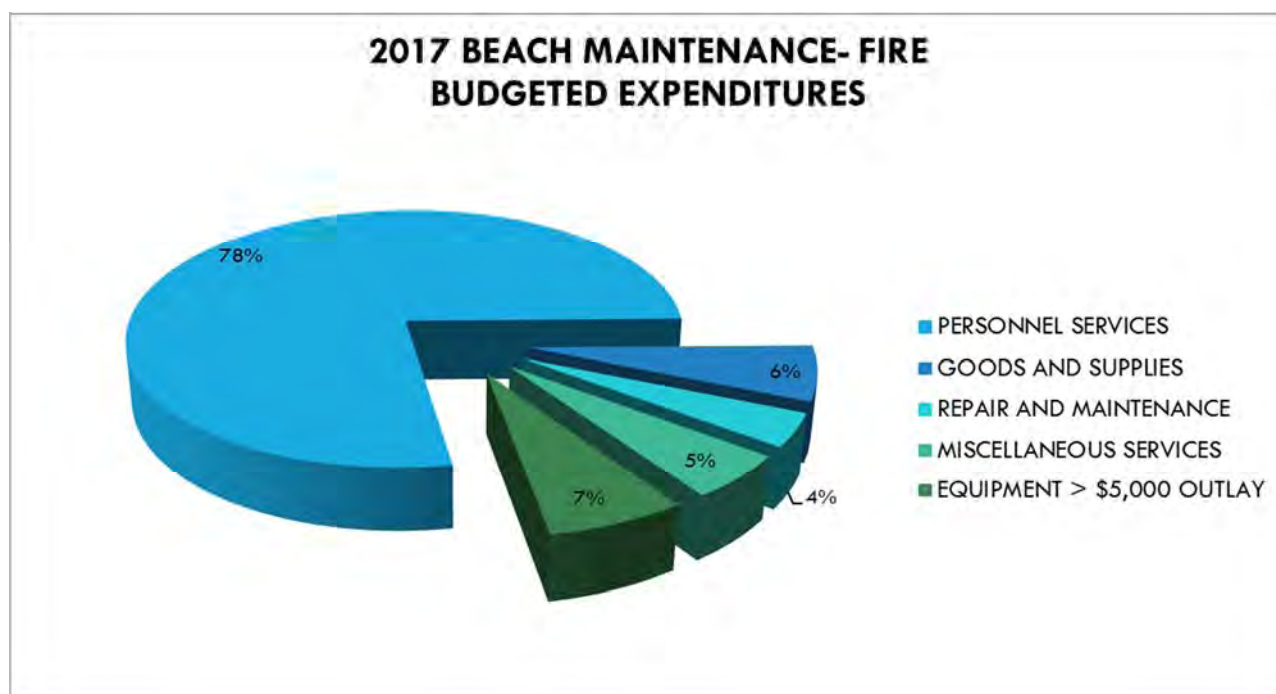
REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE FUND	2014	2015	2016	2017
NON-PROPERTY TAXES	\$1,701,378	\$1,723,769	\$1,700,000	\$1,762,934
INTERGOVERNMENTAL	\$39,908	\$196,447	\$343,500	\$0
MISCELLANEOUS	\$0	\$1,135	\$0	\$0
OTHER FINANCING SOURCES	\$13,061	\$20,038	\$0	\$0
TOTAL REVENUES	\$1,754,348	\$1,941,389	\$2,043,500	\$1,762,934

BEACH MAINTENANCE BUDGETED EXPENDITURES

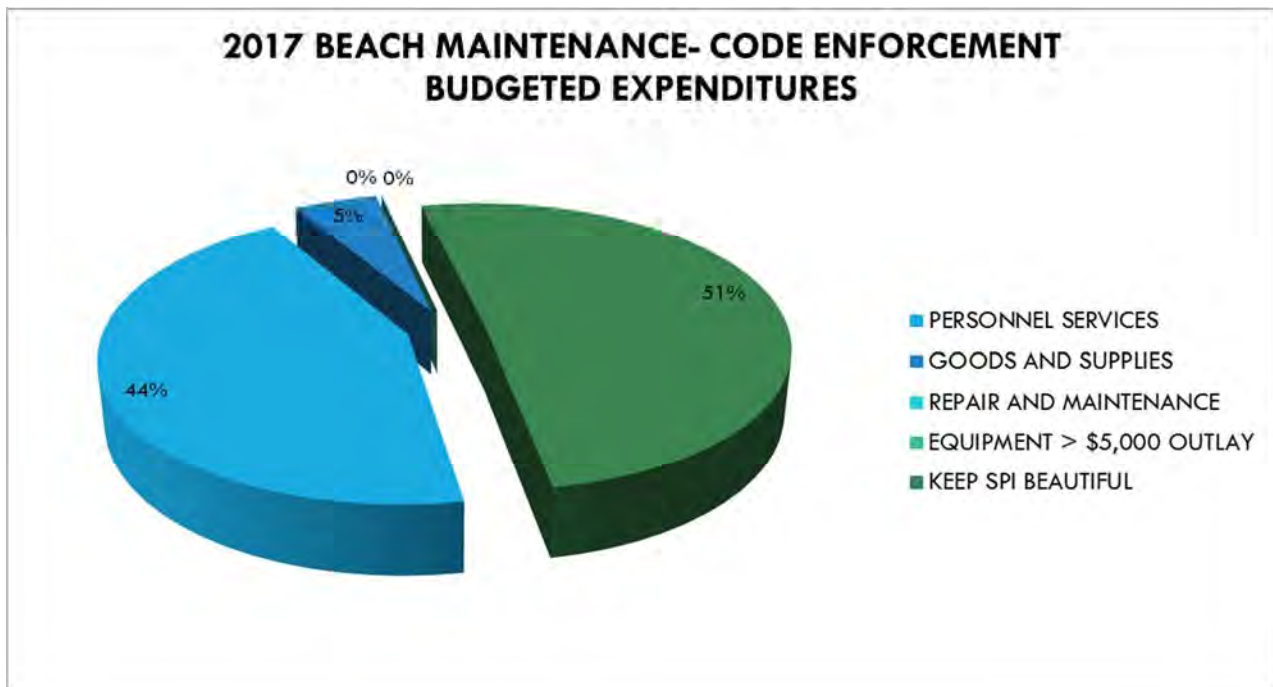


EXPENDITURES BY DEPARTMENT	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE FUND	2014	2015	2016	2017
CITY COUNCIL	\$0	\$3,796	\$7,000	\$7,000
CITY MANAGER'S OFFICE	\$0	\$3,356	\$7,500	\$7,000
POLICE	\$25,977	\$14,253	\$61,675	\$45,153
FIRE	\$202,902	\$198,266	\$251,428	\$264,311
CODE ENFORCEMENT	\$0	\$31,197	\$95,320	\$44,044
BEACH MAINTENANCE	\$929,971	\$1,021,094	\$1,655,618	\$871,527
TOTAL EXPENDITURES	\$1,158,850	\$1,271,961	\$2,078,541	\$1,239,035

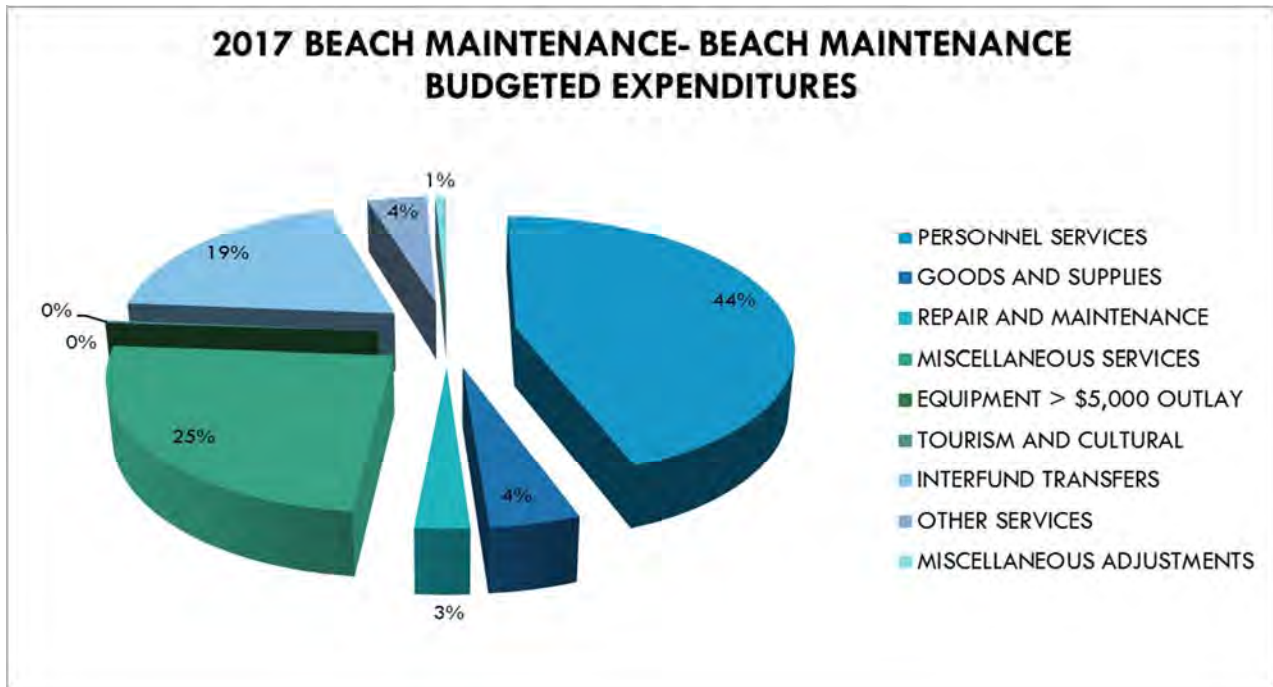
BEACH MAINTENANCE FIRE DIVISION BUDGETED NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE- FIRE	2014	2015	2016	2017
PERSONNEL SERVICES	\$151,475	\$148,808	\$171,428	\$204,911
GOODS AND SUPPLIES	\$16,922	\$14,832	\$16,600	\$17,000
REPAIR AND MAINTENANCE	\$18,642	\$11,938	\$12,400	\$10,400
MISCELLANEOUS SERVICES	\$2,764	\$1,890	\$14,000	\$14,000
EQUIPMENT > \$5,000 OUTLAY	\$13,099	\$20,798	\$37,000	\$18,000
TOTAL EXPENDITURES	\$202,902	\$198,266	\$251,428	\$264,311



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE- FIRE	2014	2015	2016	2017
PERSONNEL SERVICES	\$0	\$26,102	\$79,707	\$38,281
GOODS AND SUPPLIES	\$0	\$4,095	\$553	\$4,503
REPAIR AND MAINTENANCE	\$0	\$1,000	\$0	\$0
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$8,800	\$0
KEEP SPI BEAUTIFUL	\$0	\$31,197	\$95,320	\$44,044
TOTAL EXPENDITURES	\$0	\$62,394	\$184,380	\$86,828



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE- BEACH MAINTENANCE	2014	2015	2016	2017
PERSONNEL SERVICES	\$166,640	\$314,939	\$362,223	\$386,777
GOODS AND SUPPLIES	\$18,043	\$35,883	\$39,240	\$39,000
REPAIR AND MAINTENANCE	\$13,220	\$18,155	\$19,000	\$23,500
MISCELLANEOUS SERVICES	\$98,019	\$143,292	\$206,752	\$213,440
EQUIPMENT > \$5,000 OUTLAY	\$170,848	\$71,337	\$35,000	\$0
TOURISM AND CULTURAL	\$2,500	\$1,675	\$2,500	\$2,500
INTERFUND TRANSFERS	\$454,280	\$403,563	\$949,481	\$164,887
OTHER SERVICES	\$0	\$25,827	\$35,000	\$35,000
MISCELLANEOUS ADJUSTMENTS	\$6,422	\$6,422	\$6,422	\$6,423
TOTAL EXPENDITURES	\$929,971	\$1,021,094	\$1,655,618	\$871,527

BEACH NOURISHMENT BUDGET NUMBERS

BEACH NOURISHMENT REVENUE NUMBERS

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH NOURISHMENT	2014	2015	2016	2017
NON-PROPERTY TAXES	\$442,748	\$447,459	\$440,000	\$460,325
FEES AND SERVICES	\$0	\$91	\$0	\$0
INTERGOVERNMENTAL	\$0	\$0	\$0	\$0
MISCELLANEOUS	\$35,517	\$2,922	\$0	\$0
OTHER FINANCING SOURCES	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$478,265	\$450,472	\$440,000	\$460,325

BEACH NOURISHMENT BUDGETED EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH NOURISHMENT	2014	2015	2016	2017
REPAIR AND MAINTENANCE	\$64,196	\$0	\$1,300,000	\$0
MISCELLANEOUS SERVICES	\$52,553	\$35,870	\$80,000	\$60,000
TOTAL EXPENDITURES	\$116,749	\$35,870	\$1,380,000	\$60,000

BAY ACCESS BUDGET NUMBERS

BAY ACCESS BUDGETED REVENUE NUMBERS

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BAY ACCESS FUND	2014	2015	2016	2017
INTERGOVERNMENTAL	\$29,004	\$0	\$0	\$0
MISCELLANEOUS	\$0	\$0	\$0	\$0
OTHER FINANCING SOURCES	\$15,500	\$23,580	\$31,339	\$59,819
TOTAL REVENUES	\$44,504	\$23,580	\$31,339	\$59,819

BAY ACCESS BUDGETED EXPENDITURES

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BAY ACCESS- PUBLIC WORKS	2014	2015	2016	2017
PUBLIC WORKS	\$15,034	\$23,960	\$14,580	\$0
SHORELINE	\$0	\$0	\$16,759	\$59,819
TOTAL EXPENDITURES	\$15,034	\$23,960	\$31,339	\$59,819

OTHER NON MAJOR FUNDS

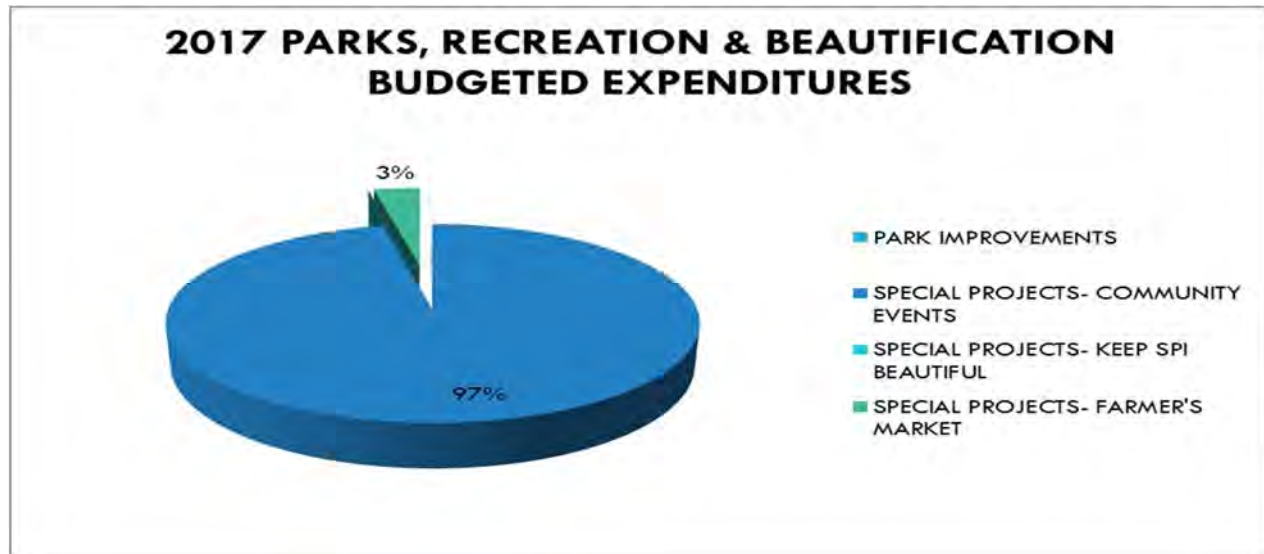
For a complete description of the Non-Major Funds, see page 23. What will be presented here are the budget numbers, both revenue and expenditures.

PARKS AND RECREATION BUDGET NUMBERS

PARKS AND RECREATION REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
PARKS, RECREATION & BEAUTIFICATION	2014	2015	2016	2017
MISCELLANEOUS	\$2,930	\$1,220	\$0	\$0
OTHER FINANCING SOURCES	\$11,000	\$15,000	\$15,000	\$15,000
TOTAL REVENUES	\$13,930	\$16,220	\$15,000	\$15,000

PARKS AND RECREATION EXPENSES



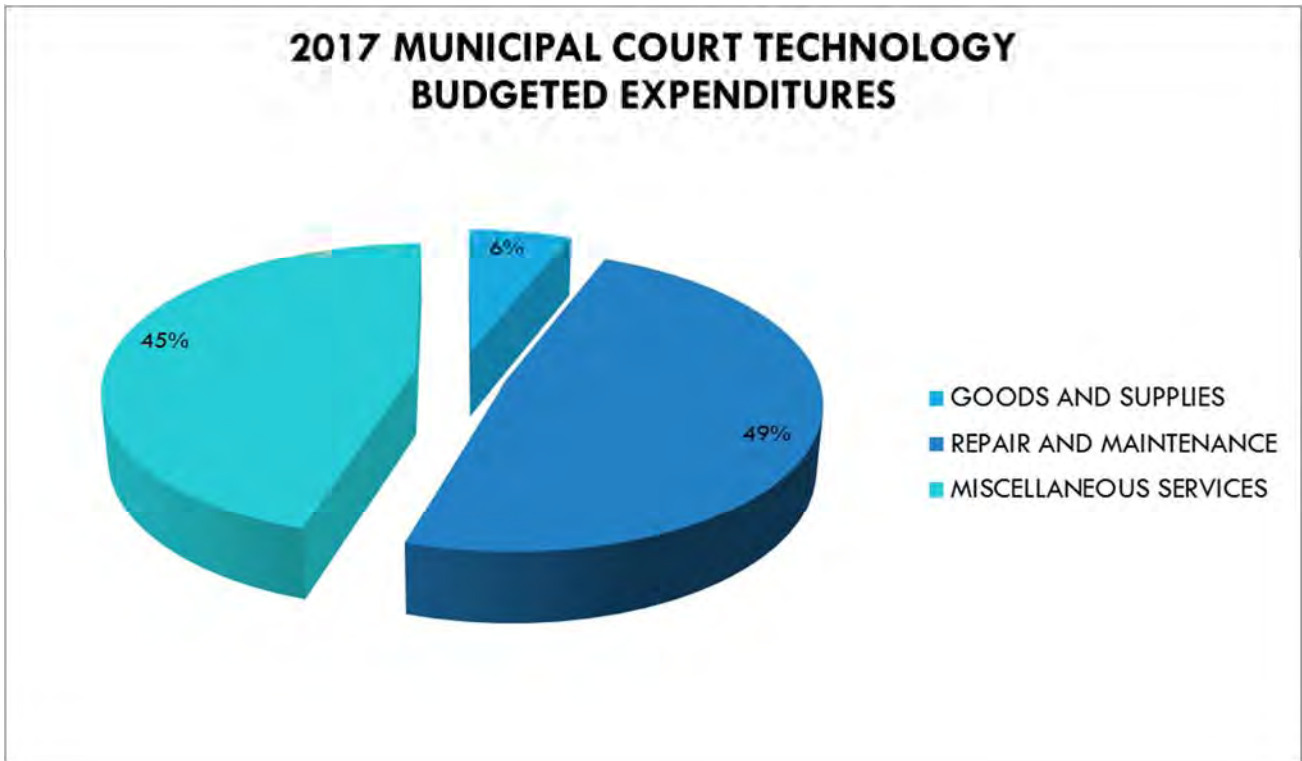
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
PARKS, RECREATION & BEAUTIFICATION	2014	2015	2016	2017
PARK IMPROVEMENTS	\$1,500	\$ -	\$ -	\$ -
SPECIAL PROJECTS- COMMUNITY EVENTS	\$13,895	\$14,219	\$14,500	\$15,000
SPECIAL PROJECTS- KEEP SPI BEAUTIFUL	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS- FARMER'S MARKET	\$618	\$721	\$500	\$ -
TOTAL EXPENDITURES	\$16,013	\$14,940	\$15,000	\$15,000

MUNICIPAL COURT TECHNOLOGY BUDGET NUMBERS

MUNICIPAL COURT TECHNOLOGY REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT TECHNOLOGY	2014	2015	2016	2017
FINES AND FORFEITURES	\$13,163	\$10,149	\$8,087	\$8,087
MISCELLANEOUS	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$13,163	\$10,149	\$8,087	\$8,087

MUNICIPAL COURT TECHNOLOGY BUDGETED EXPENDITURES



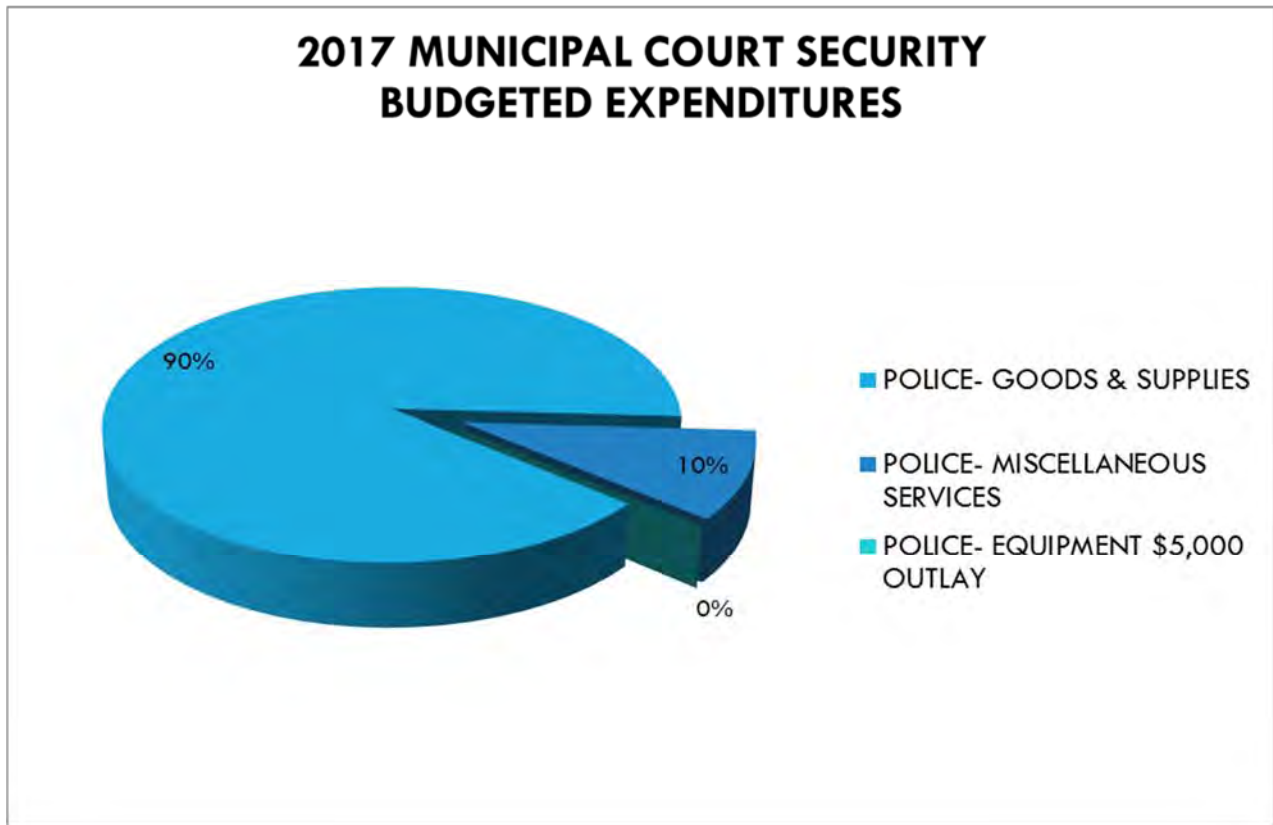
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT TECHNOLOGY	2014	2015	2016	2017
GOODS AND SUPPLIES	\$6,113	\$933	\$3,300	\$500
REPAIR AND MAINTENANCE	\$3,378	\$2,060	\$3,907	\$3,964
MISCELLANEOUS SERVICES	\$4,070	\$3,951	\$3,680	\$3,680
TOTAL EXPENDITURES	\$13,561	\$6,944	\$10,887	\$8,144

MUNICIPAL COURT SECURITY BUDGET NUMBERS

MUNICIPAL COURT SECURITY BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT SECURITY	2014	2015	2016	2017
FINES AND FORFEITURES	\$9,872	\$7,612	\$5,000	\$5,000
MISCELLANEOUS	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$9,872	\$7,612	\$5,000	\$5,000

MUNICIPAL COURT SECURITY BUDGETED EXPENDITURES



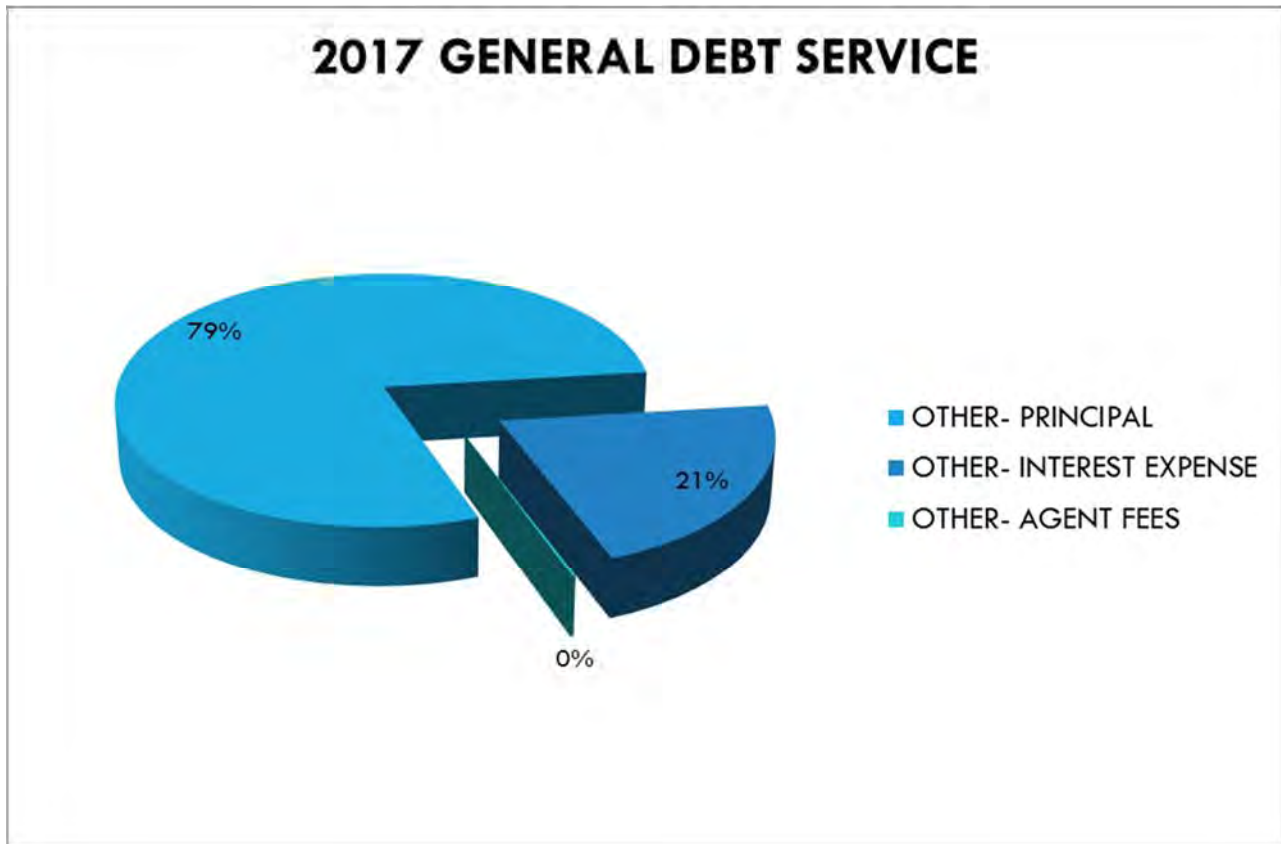
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT SECURITY	2014	2015	2016	2017
POLICE- GOODS & SUPPLIES	\$0	\$600	\$1,323	\$8,050
POLICE- MISCELLANEOUS SERVICES	\$0	\$900	\$925	\$918
POLICE- EQUIPMENT \$5,000 OUTLAY	\$0	\$0	\$21,677	\$0
TOTAL EXPENDITURES	\$0	\$1,500	\$23,925	\$8,968

GENERAL DEBT SERVICE BUDGET NUMBERS

GENERAL DEBT SERVICE BUDGETED REVENUES

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2014	2015	2016	2017
PROPERTY TAXES	\$684,357	\$686,247	\$1,092,745	\$1,562,350
OTHER FINANCING SOURCES	\$0	\$0	\$0	\$50,000
TOTAL REVENUES	\$684,357	\$686,247	\$1,092,745	\$1,612,350

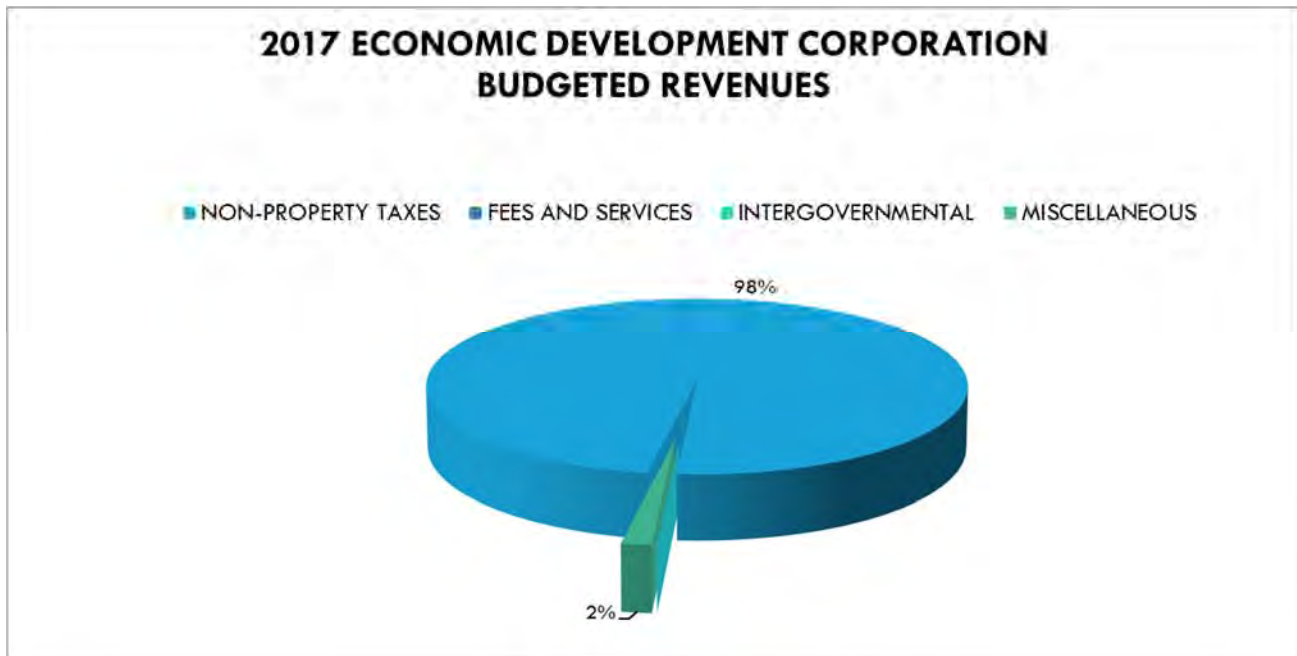
GENERAL DEBT SERVICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2014	2015	2016	2017
OTHER- PRINCIPAL	\$405,000	\$420,000	\$785,000	\$1,365,000
OTHER- INTEREST EXPENSE	\$240,738	\$225,163	\$332,618	\$367,350
OTHER- AGENT FEES	\$1,550	\$1,250	\$1,500	\$3,000
TOTAL EXPENDITURES	\$647,288	\$646,413	\$1,119,118	\$1,735,350

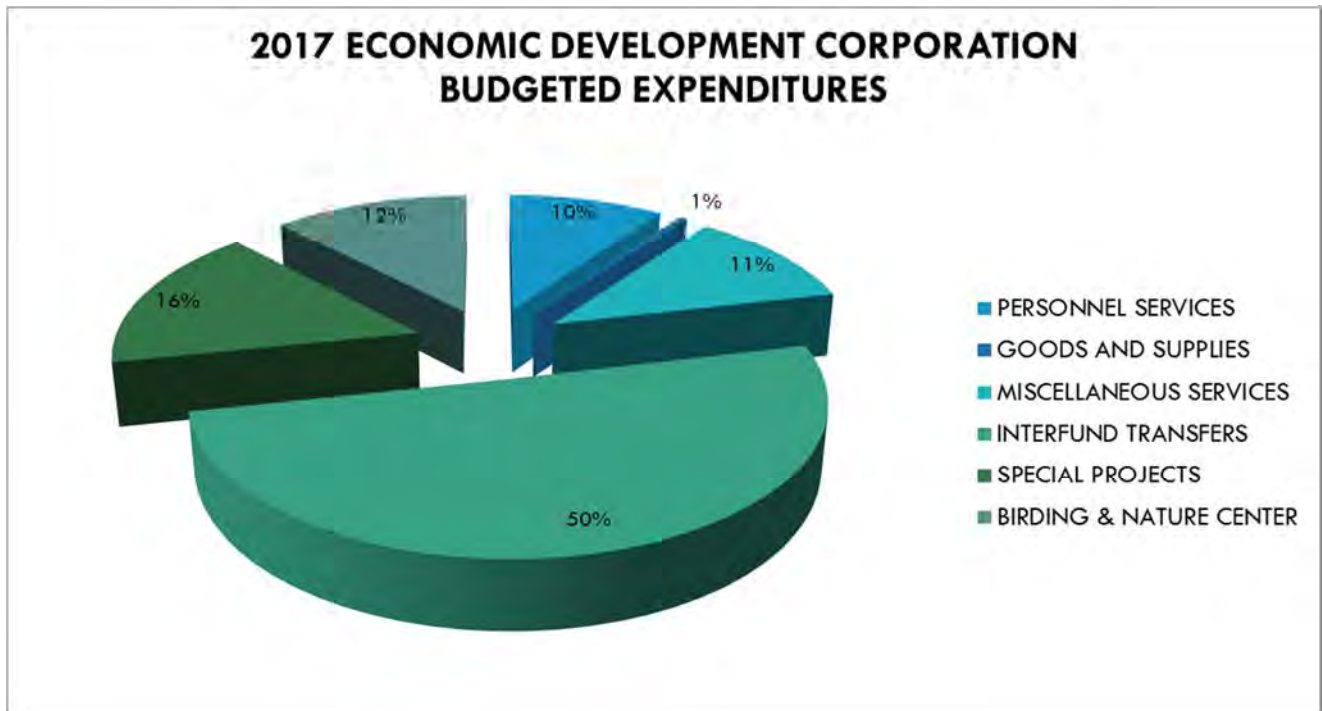
ECONOMIC DEVELOPMENT CORP. BUDGET NUMBERS

ECONOMIC DEVELOPMENT BUDGET REVENUE NUMBERS



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
ECONOMIC DEVELOPMENT CORP	2014	2015	2016	2017
NON-PROPERTY TAXES	\$766,525	\$781,277	\$770,000	\$770,000
FEES AND SERVICES	\$0	\$0	\$0	\$0
INTERGOVERNMENTAL	\$126,544	\$0	\$0	\$0
MISCELLANEOUS	\$17,506	\$15,726	\$12,775	\$12,756
TOTAL REVENUES	\$910,575	\$797,003	\$782,775	\$782,756

ECONOMIC DEVELOPMENT CORPORATION BUDGETED EXPENDITURES



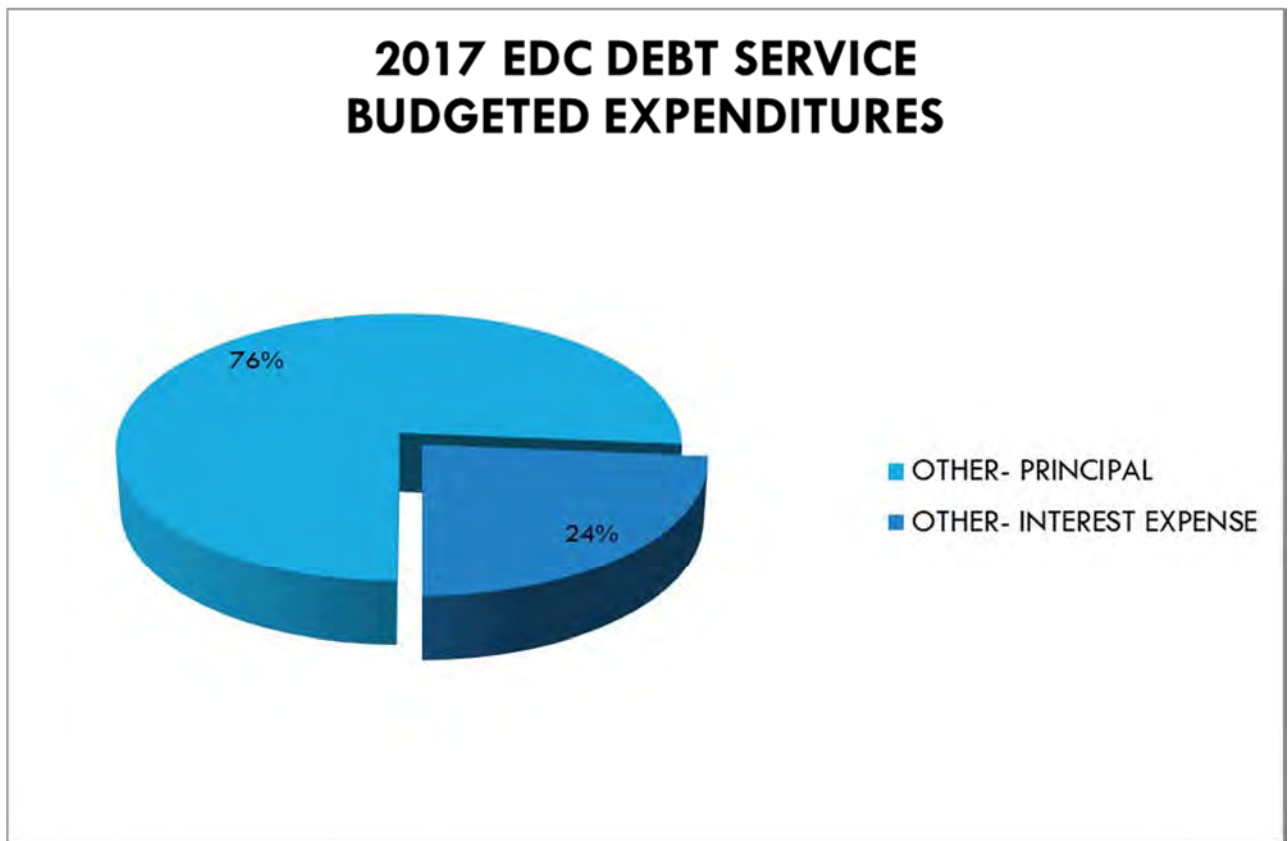
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC- ECONOMIC DEVELOPMENT CORP	2014	2015	2016	2017
PERSONNEL SERVICES	\$70,806	\$73,265	\$74,204	\$75,138
GOODS AND SUPPLIES	\$2,159	\$2,422	\$4,150	\$3,800
MISCELLANEOUS SERVICES	\$196,729	\$52,057	\$88,300	\$88,300
INTERFUND TRANSFERS	\$402,062	\$412,885	\$422,834	\$394,031
SPECIAL PROJECTS	\$58,010	\$14,412	\$123,287	\$126,487
BIRDING & NATURE CENTER	\$21,466	\$52,186	\$70,000	\$95,000
TOTAL EXPENDITURES	\$751,231	\$607,226	\$782,775	\$782,756

EDC DEBT SERVICE BUDGET NUMBERS

EDC DEBT SERVICE BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT SERVICE	2014	2015	2016	2017
MISCELLANEOUS	\$7	\$11	\$0	\$0
OTHER FINANCING SOURCES	\$402,062	\$412,885	\$422,834	\$394,031
TOTAL REVENUES	\$402,069	\$412,896	\$422,834	\$394,031

EDC DEBT SERVICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT SERVICE	2014	2015	2016	2017
OTHER- PRINCIPAL	\$190,000	\$210,000	\$230,000	\$295,000
OTHER- INTEREST EXPENSE	\$196,121	\$187,295	\$177,859	\$91,447
TOTAL EXPENDITURES	\$386,121	\$397,295	\$407,859	\$386,447

CAPITAL IMPROVEMENT PLAN

CAPITAL ASSETS

The Fixed Assets Policy of the City of South Padre Island defines a capital asset as a piece of equipment, or investment in general infrastructure, that has a value in excess of \$5,000.00 and has an expected useful life of greater than one year. The Governmental Accounting Standards Board (“GASB”) has issued Statement 34, dictating the requirements for the reporting of such assets. The annual value of such assets is reported in the Comprehensive Annual Financial Report.

ASSET CLASSES

Land and Land Improvements

Land and land improvements, including easements and rights of way, are assigned an indefinite useful life. No depreciation is applied to land and land improvements.

Buildings

This includes all buildings and building-related structures. Construction-in-progress is considered as a separate type of construction and is tracked as a separate asset until the time of completion, at which point the value is reclassified as either a new building or related structure, or added to the value of the construction renovated.

Buildings	39 years
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Improvements Other Than Buildings

These improvements are permanent and non-moveable. They add value to land but have a limited useful life.

Fences	15 years
Retaining walls	15 years
Parking lots	15 years
Landscaping	15 years

Furniture & Fixtures, Machinery & Equipment, Vehicles, Radio Equipment, Software

Machinery and equipment typically comprises the largest number of assets, but comprises the smallest overall value in relation to other classes. Machinery and equipment are given consideration within the following sub classes, with related useful life:

Machinery & Tools	7 years
Furniture & Accessories	7 years
Communications Equipment	7 years
Computer Equipment	5 years
Computer Software	3 years
Audiovisual Equipment	7 years
Grounds Maintenance Equipment	7 years
Police Vehicles	5 years
Fire Protection Vehicles	7 years
Other Licensed Vehicles	5 years

Infrastructure

Investment in systems that provide a critical service to a municipality when considered as a system, but not a distinct separate asset, is recorded as infrastructure. By its nature, infrastructure is difficult to define as a separate system, and is difficult to define useful life on a broad basis. The Governmental Accounting Standards Board has recommended, and the City of South Padre Island has adopted, reporting of infrastructure using the following subclasses and relative useful life for the subclasses:

Streets/alleys – subsurface	0 years
Streets/alleys - asphalt	15 years
Traffic control signals	10 years
Sidewalks and curbing	15 years
Street Lighting	15 years

SUMMARY CAPITAL EXPENDITURES – 2016/17 BUDGET

Recurring Capital Expenditures

Description	Funding Source	Amount
Public Safety-Equipment Leases	General Fund	\$ 63,062
Public Safety-Automobile Leases	General Fund	\$ 207,644
Public Works-Automobile Leases	General Fund	\$ 61,053
Convention Center-Automobile Lease	Convention Centre	\$ 5,913
Transit-Automobile Lease	Transportation	\$ -
Beach Maintenance-Automobile Lease	Beach Maintenance	\$ 6,423
Total		\$ 344,095

Non-Recurring Capital Expenditures

Description	Funding Source	Amount
IT - Software	General Fund	\$ 20,000
Special Projects- Parks & Rec.	General Fund	\$ 15,000
Convention Center-Bldg. Imp.	Convention Centre	\$ 200,000
Transit-Multi Modal Building	Transportation	\$ 3,500,000
Transit-Multi Modal Equipment	Transportation	\$ 15,000
Transit-Vehicles	Transportation	\$ 240,000
Public Safety-Vehicles	Beach Maintenance	\$ 18,000
Total		\$ 4,008,000
Total Capital Expenditures		\$ 4,352,095

Additionally, the Gulf Blvd project, which has progressed slowly in past fiscal years due to funding constraints, will be accelerated by proceeds from the Tax Anticipation Notes issued last fiscal year in the amount of almost \$3 million. Gulf Boulevard Phase IV reconstruction, includes street drainage improvements, and improvements to pedestrian safety by relocating street parking to the west side of the street and providing wider walking areas as well as bicycle pathways.

Improvements to Padre Boulevard, the City's main thoroughfare, will be funded with a combination of awarded TAP grant funds of \$3,490,000, as well as the proceeds from the Tax Notes Series 2016 of \$4,000,000. These funds will be used to construct certain street, sidewalk, median and related drainage improvements in the City including on, but not limited to, Padre Boulevard. The intent is to revitalize Padre Boulevard to be an attractive, vibrant commercial corridor in the community, and to develop the Entertainment District into a walkable, mixed use regional destination.

NONROUTINE CAPITAL EXPENDITURES

PROJECT CRITERIA

The evaluation of proposed capital projects is in accordance with the following criteria:

- A. **Public Health and Safety** – Project improving the public health and safety of the community will be rated with highest priority. Projects must demonstrate the benefit provided to the community and possible risks from not completing the project. Compliance with state and federal mandates fall under this category.
- B. **Promote Tourism** – Projects enhancing and promoting tourism including but not limited to beach re-nourishment project and the economic support of the convention and hotel industry.

C. **Recreation and Aesthetics** – Projects promoting recreational and aesthetic improvements opportunities for the City of South Padre Island citizens are considered priority.

D. **Funding** – Funding availability considerations are included when ranking projects. Grants and funding partnerships are considered first followed by operating revenues, fund balance, and debt.

Fund balance may only be used to fund capital projects if the use of reserves will delay or eliminate a proposed bond issue and sufficient fund balance exists to provide necessary contingency reserves.

Debt may be issued to fund non-continuous capital projects benefitting future citizens only after alternative funding sources are explored.

E. **Economic Development** – Projects promoting desirable economic development within the City shall be rated highly.

F. **Service and Operational Impact** – The service category prioritizes projects including promotion of improved service delivery or reduction of increase maintenance costs including rehabilitating aging infrastructure. A cost-benefit analysis shall be done to weigh the impact of project rehabilitation to determine if the project will reduce future ongoing maintenance costs. Performance data will also be analyzed when considering projects related to improved service delivery. Future operation and maintenance expenses will be considered as part of this analysis.

G. **Strategic Alignment** – Projects will be evaluated to determine alignment with strategic priorities identified by the City Council and with strategic planning documents such as the Comprehensive Plan.

H. **Sustainability** – Projects designed with consideration of environmental impact and creation of the smallest possible ecological footprint and producing lowers quantity of pollution possible. In an effort to make the City of South Padre Island more sustainable, projects considered environmentally conscious and promote “sustainability thinking” will be awarded additional points through the sustainability criteria.

GENERAL SUMMARY

On November 3, 2009, the voters approved a home rule charter for South Padre Island. Section 5.09 of the charter requires that the City Manager annually prepare and submit to the City Council a five year capital program (Capital Improvement Plan).

Section 5.09 further requires that the capital program (Capital Improvement Plan) include:

1. A clear general summary of its contents.
2. Identification of the long-term goals of the community as stated in the City’s Comprehensive Plan.

3. A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the fiscal years next ensuing, with appropriate supporting information as to the necessity for each.
4. Cost estimates and recommended time schedules for each improvement or other capital expenditure.
5. Method of financing upon which each capital expenditure is to be reliant.
6. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.
7. A commentary on how the plan addresses the sustainability of the community and the region of which it is a part.
8. Methods to measure outcomes and performance of the capital plan related to the long-term goals of the community.

The Capital Improvement Plan must be submitted no later than the time of submission of the operating budget for the ensuing fiscal year which is on or before sixty days prior to the beginning of each fiscal year (Home Rule Charter - Section 5.02)

Home Rule Charter - Section 5.10 requires that the City Council provide for a public hearing on the Capital Improvement Plan and shall give notice by publishing the general summary of the capital program and a notice stating:

1. The times and places where copies of the capital program are available for inspection by the public.
2. The time and place, not less than two weeks after such publication, for a public hearing on the capital program (Capital Improvement Plan).

The City Council by resolution shall adopt the capital program with or without amendment after the public hearing and at the same time it adopts the ensuing fiscal year budget.

CIP POLICIES AND PROCEDURES

CIP INTRODUCTION

The City of South Padre Island Capital Improvements Plan (CIP) is a valuable part of the community planning process. The CIP links local infrastructure investments with comprehensive plan goals, land use ordinances and economic development efforts. The CIP bridges the gap between planning and spending, between the visions of the comprehensive plan and the fiscal realities of improving and expanding community facilities. The purpose of the Capital Improvement Plan (CIP) policy is to create a fair and consistent process outlining procedures for proposing, evaluating, and adopting capital projects creating long-term benefits.

GOALS

Preserving public health, safety and welfare

Providing the basic services that ensure citizen health and safety is the fundamental responsibility of local government. Programs of regular facility maintenance upgrades and expansion of government services to meet minimum federal, state and local standards are essential to any community. The cumulative effect of deferring major maintenance expenditures and basic improvement of essential services is often an expensive series of stopgap measures that fail to address comprehensive, long-term needs.

Anticipating the demands of growth

When related to the comprehensive plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development.

Supporting economic development

Communities having sound fiscal health and high quality facilities and services are attractive to business and potential residents. New corporate investment and reinvestment in a community may be influenced by improvements that enhance the quality of life for the company management and their labor force. Private decisions that bring jobs to an area and new taxes to a community are based not only on availability of water and sewer, but also upon the quality of schools, public safety, recreation opportunities and many other services.

Developing a fair distribution of capital costs

The CIP process allows for public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed. Some communities prefer to pay for capital costs out of current revenues and absorb a high but single year tax increase. Other communities prefer to establish annual appropriations to capital reserve accounts to save for future projects. Still others feel that construction should take place as needed, and be funded by

debt, returned by both existing and future users of the facility. In some cases, user fees may be deemed more appropriate than property taxes. Federal or state funds may also be available to help finance specific projects. The CIP process can promote discussion of fairness in fiscal policy.

Avoiding undue tax increases

Capital improvements planning is a means of avoiding the unpleasant surprise of expensive projects generating large property tax increases. While cost impacts cannot always be precisely determined in advance, the CIP fosters discussion of the distribution of the tax burden of new capital expenditures over time. A corollary benefit of fiscal stability and sound community facility planning can result in an improved bond rating.

DEFINITION

The CIP is a five-year planning document adopted annually by the City Council to plan for capital improvements related the City's beach re-nourishment efforts, streets and drainage, parks and recreational amenities, and facilities infrastructure. The Capital Improvement Plan is not to be confused with the Capital Improvement Budget. The Capital Improvement Budget is prepared each year in conjunction with the annual Operating Budget. It generally includes only those projects from the first year of the Capital Improvement Plan funded during the current year.

A capital project is defined as having a minimum cost of \$25,000 resulting in

1. Creation of a new fixed asset.
2. Enhancement to an existing fixed asset.

Typically the life expectancy of a capital project is 20 years. Examples include construction or expansion of public buildings, the acquisition of land for public use, planning, and engineering costs and street construction.

CIP DEVELOPMENT PROCESS

The Assistant City Manager is responsible for coordinating the CIP process each year. Each Department Head will submit projects in a form and timeframe annually established by the Assistant City Manager. The City Council appointed a Capital Improvements Advisory Committee to prioritize and rank projects according to the criteria listed in Project Criteria Section. Citizens may submit capital projects for consideration electronically using the CIP form available on the City's website: www.myspi.org. Forms will also be available in a written format in the lobby of City Hall at 4601 Padre Boulevard. Members of the public should forward all materials concerning their submission to the Assistant City Manager to be incorporated into the CIP process.

Departments will include as part of their project proposal:

1. A **Project Description** providing an overview and justification of the project. Requests should be made and include estimated linear feet, square feet, or other applicable measurements.

2. In the **Comprehensive Plan Section**, each project submission must illustrate compliance with the Comprehensive Plan by linking the project to a specific goal and/or objective.
3. Under **Fiscal**, possible funding options must be identified including:
 - a. Operating Revenues
 - b. Reserves and/or Debt
 - c. Grants
 - d. Partnerships with Other Organizations
 - e. Dedicated Fees

Expense estimates must be identified in the section for design, site acquisition, construction, and estimated annual maintenance and operating cost impact based on the current estimated cost and values. To help manage cash flows, the financial plan must be complete to ascertain the impact on multiple fiscal years.

4. Proposed **Schedule** for design, bid, and construction.
5. Estimated **Operating Costs** – The estimated annual cost of operating and maintaining the capital asset.
6. **Sustainability** – Defines how the capital project contributes to the sustainability goals of the City.
7. Identification of **Project Leader**.
8. Complete **Notes** as necessary to explain unique situations and circumstances pertaining to the project.

Additional information may be requested of the project applicant by the Assistant City Manager and/or the members of the CIP Advisory Committee.

PROJECT CRITERIA

The evaluation of proposed capital projects will be in accordance with the following criteria. Attachment A provides criteria scorecard used in evaluation process.

- A. **Public Health and Safety** – Project improving the public health and safety of the community will be rated with highest priority. Projects must demonstrate the benefit provided to the community and possible risks from not completing the project. Compliance with state and federal mandates fall under this category.

- B. **Promote Tourism** – Projects enhancing and promoting tourism including but not limited to beach re-nourishment project and the economic support of the convention and hotel industry.
- C. **Recreation and Aesthetics** – Projects promoting recreational and aesthetic improvements opportunities for the City of South Padre Island citizens are considered priority.
- D. **Funding** – Funding availability considerations are included when ranking projects. Grants and funding partnerships are considered first followed by operating revenues, fund balance, and debt.

Fund balance may only be used to fund capital projects if the use of reserves will delay or eliminate a proposed bond issue and sufficient fund balance exists to provide necessary contingency reserves.

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- E. **Economic Development** – Projects promoting desirable economic development within the City shall be rated highly.
- F. **Service and Operational Impact** – The service category prioritizes projects including promotion of improved service delivery or reduction of increase maintenance costs including rehabilitating aging infrastructure. A cost-benefit analysis shall be done to weigh the impact of project rehabilitation to determine if the project will reduce future ongoing maintenance costs. Performance data will also be analyzed when considering projects related to improved service delivery. Future operation and maintenance expenses will be considered as part of this analysis.
- G. **Strategic Alignment** – Projects will be evaluated to determine alignment with strategic priorities identified by the City Council and with strategic planning documents such as the Comprehensive Plan.
- H. **Sustainability** – Projects designed with consideration of environmental impact and creation of the smallest possible ecological footprint and producing lowers quantity of pollution possible. In an effort to make the City of South Padre Island more sustainable, projects considered environmentally conscious and promote “sustainability thinking” will be awarded additional points through the sustainability criteria.

CIP AMENDMENT

Amendments to the CIP effecting the current fiscal year must be recommended by the City Manager and approved by the City Council through a budget amendment. Amendments will be considered according to project scoring criteria as previously identified. Higher priority will be given to projects necessary for the public health and safety, desirable economic development, and funding availability.

CIP CALENDAR

DATE	ITEM
April 18, 2016	Capital Improvement Plan forms and instructions posted on the City's website and distributed to city departments and public.
May 20, 2016	Project request forms due from city staff and public.
July 15, 2016	Publish the general summary of the CIP and note the time and places where copies of the CIP are available for inspection.
August 3, 2016	Not less than two weeks after publication, schedule and hold a public meeting on the CIP.
September 7, 2016	The City Council shall by resolution adopt the CIP with or without amendment after the public hearing and at the same time adopting the ensuing fiscal year budget.

PROPOSED PROJECTS

AMPITHEATER

Project Description

North of the existing Convention Centre (west side of Padre Boulevard) is an area locally known as “the Flats.” This area comprises approximately 72 acres and is used for bay access by kite boarders, windsurfers, kayakers, jet-skiers and other similar personal watercraft users. The Convention and Visitor’s Authority Board in the past has expressed a desire to create an amphitheater in this area for space-related event viewing, concert venues, local drama presentations (Shakespeare in the Sand), and various outdoor community events. By combining this new venue with the existing Convention Centre, venues requiring indoor and outdoor areas can be accommodated. Estimates from the 2005 C. H. Johnson Consulting study indicated that with the development of this amphitheater, there would be 2,000 seats available in a covered, but open-air setting and another 5,000 more out on the sand in the amphitheater setting. The City Council has contracted with C.H. Johnson to update the latest feasibility study



The “Flats”

Comprehensive Plan

5.57 Develop a community center with indoor and outdoor facilities, which could facilitate recreation.

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
HOT Funding (SpaceX-Legislation)	Unknown at this time
Restore Act Funding	Unknown at this time
TOTAL FUNDS	Unknown at this time
ESTIMATED COSTS	
MOU with Cameron County	Unknown at this time
Design/FF&E	Unknown at this time
Construction	Unknown at this time
TOTAL COSTS	Unknown at this time

OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 0
TOTAL IMPACTS	\$0

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Design	11 months		
Bid & Negotiations	1 month		
Construction	18 months		

Project Leader

Keith Arnold
 City of South Padre Island
 4601 Padre Blvd, South Padre Island, TX 78597
 Voice: 956-761-8388/3000
 Fax: 956-761-3024
 Email: keith@sopadre.com
 South Padre Island, TX 78597
 (956) 761-8158

Project Description

The Multi-Modal Center/Visitors Center is a symbolic “welcome mat” for our guest and is a vital element in enhancing the first impression of the Island. A “one stop information shopping experience” is necessary in the Visitors Center by providing information on the City’s attractions, lodging, transportation, restaurants, maps, etc. This central hub educates consumers on what the Island has to offer. Since its purpose is not only information dissemination, the Visitors Center must be attractive and visible, enticing people to stop by. A relaxing and comfortable atmosphere may include but is not limited to clean restrooms and a small play area for children, all critical for individuals needing a respite from traveling. Adequate signage and easy ingress and egress as a picturesque focal point for people descending from the causeway.

The South Padre Island Transit Department is in the process of constructing a “Multi-Modal” Center near the base of the Queen Isabella Memorial Causeway. It is being designed with enough floor space to accommodate moving the Visitors Center to this location so it can truly be a one-stop experience for visitors entering the Island where they have an opportunity to catch a bus, a taxi, rent a bike or car.

Comprehensive Plan

- 7 E. Support an environment that is friendly to residents and businesses.
- 7.5 (f) Establish a local volunteer program through which local business professionals and / or retired entrepreneurs can assist with the Island’s marketing efforts.
- 7.6 Establish the Island as a premier destination for entertainment, culture, and fine dining. To do so, the Island will need to offset and / or leverage our location disadvantage (so far away) by providing unique and high quality products and / or entertainment venues.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TxDOT	\$ 5,000,000
Construction Phase I	\$ 1,600,000 Phase 1 (parking area, bus berths, utilities, site work)
<u>Construction Phase II</u>	\$ 3,400,000 Phase 2 (Building)
TOTAL COSTS	\$ 5,000,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 10,000
Repairs and Maintenance	\$ 20,000
Capital and Other	\$ 0
TOTAL COSTS	\$ 30,000

Financial Plan

Prior Years	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	Future Years	TOTAL
		\$1,600,000		\$3,200,000	\$0	\$0	\$4,800,000

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Land Acquisition	N/A		
Design	18 months	2016	2016
Bid	8 months	2017	2017
Construction	18 months	2017	2018

Project Leader

Jesse Arriaga
Transit Director
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-8176
Fax: 956-761-2449
Email: jarriaga@myspi.org

Project Description

The City's street system consists of approximately 47 lane miles of streets, all improved. With proper maintenance and renewal, streets along South Padre Island's arterials are designed to last 20 years. Neighborhood streets should last 40 years when adequately maintained. Rather than waiting for streets to deteriorate, City crews are extending existing funds by inspecting all streets every two to four years and targeting the right treatment at the right time on the right streets. Preventative maintenance, like crack sealing and various forms of surface treatment, are used to slow the deterioration of streets.



Street Repair

The City's Street Paving & Repair program maintains all curbed and non-curbed hard surface streets within the City limits. To maintain streets, the City:

- Identifies and prioritizes street repair projects
- Plans street repair or repaving each year, budget permitting
- Uses cost-effective maintenance techniques
- Schedules repair work to accommodate construction projects planned by utility companies and other City projects
- Notifies property owners in advance of road crews
- Barricades streets 24 and 48 hours before work begins

Street renovation projects include repaving, improving sidewalks through the City to promote more pedestrian usage, inclusion of curb and gutter, and widening to thirty-two feet from back-of-curb to back-of-curb ("back to back").

In addition, the City Council authorized the issuance of Tax Anticipation Notes in the amount of \$3,000,000 to complete the remaining 27 blocks of Gulf Boulevard needing improvements. The planned improvements include curb and gutter, parking on the west side, crosswalks, drainage and re-surfacing.

Comprehensive Plan

4.Q. Plan in advance for an efficient street network

4.P. Ensure suitable street infrastructure commensurate with traffic demands and volumes

4.S. Enhance street right-of-way appearance and contribution to City character

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Debt Issuance	\$3,000,000
Excess Reserves	\$ to be determined
TOTAL FUNDS	\$ to be determined
<u>ESTIMATED COSTS</u>	
Pave East-West streets 28' wide with curb and gutter, add curb and gutter to west sides of Laguna and Gulf Boulevards (engineering and contingencies included)	\$34,433,207.11
Improvements to Gulf Boulevard	\$ 3,000,000
TOTAL COSTS	\$ 37,433,207.11
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 100,000
Capital and Other	\$ 0
TOTAL IMPACTS	\$100,000

Financial Plan

Prior Years	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	Future Years	TOTAL
\$264,372		\$760,000	\$750,000	\$3,100,000			\$4,610,000

Project Leader

Armando Gutierrez, Jr., P.E.
Public Works Director
City of South Padre Island
4601 Padre Blvd
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Project Description

An adequate storm water drainage system for the City includes infrastructure in place reaching a point of full clearance in six (6) hours or less. Often drainage is under the radar as a capital expenditure until a storm (such as Hurricane Dolly in July 2008) illustrates the importance of adequate drainage.

During rain events, water washes over roofs, streets, driveways, sidewalks, parking lots and land surfaces. Along the way a variety of pollutants, such as oil, pesticides, metals, chemicals, and soil pollute the water discharged into the Laguna Madre Bay. These pollutants endanger water quality of waterways, making them unhealthy for people, fish, and wildlife.

According to the National Weather Service (Brownsville Office), the City of South Padre Island receives on average 29.5 inches of precipitation annually. This creates millions of gallons of storm water runoff per year. The volume and speed of the runoff in some instances cause flooding and erosion, destroys natural habitat, and contributes to combined sewer overflows. Each drainage system across the Island helps storm water drain into the Laguna Madre Bay.

Current drainage requirements by the Texas General Land Office do not allow for drainage into the Gulf of Mexico. All drainage must be east to west and the current system requires a wash over Padre Boulevard. Storm drains, ditches, and culverts all are prone to blockage of which trash and sand build-ups are the prime culprits. The City of South Padre Island has an inter-local agreement with Laguna Madre Water District to clean out storm water inlets periodically.

Comprehensive Plan

6.K. Employ best management practices (Drainage)

6.L. Improve storm water management systems.

6.21. Evaluate and amend as needed the requirements for on-site detention/retention

6.22. Prepare a storm water management plan to quantify existing and projected demands, capacity deficiencies, and needed capital improvements.

6.24. Prepare a drainage master plan to prioritize improvements, particularly for Gulf and Laguna Boulevards and each of the east-west streets.

6.25. Amend the development ordinances to:

6.25a. Require the use of best management practices in collecting, storing, and conveying storm water.

6.25b. Accomplish improved water quality. (clustering, community storm water system, water gardens, rain barrels, swales; or retention/detention)

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Debt Issuance	\$5,000,000
TOTAL FUNDS	\$5,000,000
<u>ESTIMATED COSTS</u>	
Correction of “reverse flow” drainage piping and inlets, installation of new drainage systems for those areas lacking	\$5,000,000
TOTAL COSTS	\$ 5,000,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 15,000 (LMWD Inter-local for Storm Drain Cleaning)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 15,000

Drainage Localized

There are many “localized” drainage problems existing throughout the Island. Lack of curb and gutter on the “side streets” causes water to pond in low spots, vegetation growing in the rights-of-way blocks water flow and driveways tend to be lower than the adjacent street and collect storm-water. The following is a list compiled of needed localized drainage improvements to side street areas.

Proposed Drainage Improvements Projects

2/9/2016

No.	Rank	Location	description	proposed improvement	dimension	Constr. Cost	Ttl w/ engng
22	1	104 W Morningside	10 inch drain line	new line through easement	10" x 120'	\$54,395.00	\$61,466.35
1	2	410 Frontage	South Parking Lot	Concrete Valley Gutter	3'x198'	\$11,542.08	\$13,042.55
2	3	410 Frontage	North Parking Lot	Concrete Valley Gutter	3'x178'	\$10,871.47	\$12,284.76
3	4	W. Redsnapper	Padre intersection	6" Concrete St. Section	19'x32'	\$8,712.00	\$9,844.56
13	5	East Palmetto	Padre intersection	concrete apron	24x20	\$7,711.00	\$8,713.43
14	6	W Esperanza	Padre intersection	concrete apron	24x20	\$7,711.00	\$8,713.43
21	7	113 E. Whitesands	mid block	Valley Gutter	3'x325'	\$13,730.59	\$15,515.56
20	8	113 E. Bahama	mid block	Valley Gutter	3'x445'	\$18,232.34	\$20,602.54
4	9	210 W. Lantana	gutter for drainage flow	Valley Gutter	3'x28'	\$2,577.47	\$2,912.54
5	10	212 W. Lantana	gutter for drainage flow	Valley Gutter	3'x8'	\$1,921.10	\$2,170.84
11	11	West Compeche Street	Padre to Bay	24 inch storm pipe w/ inlets	24"x1152'	\$133,353.00	\$150,688.89
12	12	West Saturn Street	Padre to Bay	24 inch storm pipe w/ inlets	24"x506'	\$61,479.55	\$69,471.89
17	13	East Mars	Gulf to Padre on south side	Concrete Valley Gutter	3'x966'	\$37,111.36	\$41,935.84
9	14	113 East Swordfish	113 Swordfish	Driveway	8'x22'	\$5,412.00	\$6,115.56
10	15	113 East Swordfish	between 113 & 115 Swordfish	Valley Gutter	3'x30'	\$2,648.80	\$2,993.14
8	16	East Georgia Ruth	Padre to 108	remove & replace concrete	3'x294'	\$12,151.15	\$13,730.80
19	17	207 W. Cora Lee	Laguna to Bay	24 inch storm pipe w/ inlets	24"x800'	\$88,946.00	\$100,508.98
18	18	213 W Huisache	mid block	install inlet and valley gutter	3'x15'	\$3,634.40	\$4,106.87
6	19	5101 Laguna Blvd	between Verna Jean & Polaris.	Valley Gutter	3'x270'	\$12,839.20	\$14,508.30
15	20	100 E Swordfish	road shoulder caliche base	regrade & place caliche base	9'x208'	\$13,850.32	\$15,650.86
16	21	114 W Sunny Isle	road shoulder caliche base	regrade & place caliche base	9'x50'	\$4,889.50	\$5,525.14
total						\$513,719.31	\$580,502.81

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$580,502.81
TOTAL FUNDS	\$580,502.81
<u>ESTIMATED COSTS</u>	
Installation of new drainage systems for those areas lacking	\$580,502.81
TOTAL COSTS	\$ 580,502.81
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 15,000 (LMWD Inter-local for Storm Drain Cleaning)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 15,000

Project Leader

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PARKING STRUCTURE

Project Description

Creation of a multi-modal facility serving the basic function of parking vehicles as well as designed to incorporate multi-use features including residential and/or commercial development. With a local preference in the entertainment district, the structure would facilitate visitors and/or residents transition to and from their vehicle. Users of the facility need access to the beach benefitting local business and increase use of public transportation. The facility could also be a transportation hub for the City's free transportation system – South Padre Island Metro. Design includes environmental features in the City's direction to be good stewards of the environment and perhaps electricity generation from distributed renewable sources only.



Example of Parking Structure

Comprehensive Plan

- 4.41. The City needs to develop and implement a comprehensive parking program.
- 7.7c. Construct a City-owned or privately managed parking garage when needed.

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
Beach User Fee	\$
CMP Grant	\$
TOTAL FUNDS	\$
ESTIMATED COSTS	
Per space - \$10,900 x 100 spaces	\$ 1,090,000
TOTAL COSTS	\$ 1,090,000
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 5,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 5,000 annually

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Parking has always been a problem during peak seasons on South Padre Island. The City maintains the free public transportation system, South Padre Island Metro, 365 days per year. Encouraging people to use alternative transportation methods can help alleviate challenges experienced with parking. Having an adequate system of sidewalks can encourage people to walk to particular destinations.

Project Description

Several City projects such as Padre and Gulf Boulevards have components addressing pedestrian pathways. Under consideration would be to create a pedestrian mobility plan taking a comprehensive look at the entire pedestrian system throughout the Island. Such a pedestrian system will enhance the safety of users and compliment the natural beauty. The plan evaluates the connection of focal points throughout the Island. Features including brick pavers being used at driveway crossings, landscaping and an ADA compliant sidewalks from Isla Blanca Park to the Convention Centre, and added bus stops. Of equal importance is the contribution in encouraging healthy lifestyles for residents and visitors. The City successfully submitted an application for grant funding to the Texas Department of Transportation under the Transportation Alternatives Program (TAP), resulting in a \$4,362,951 project of which the City is responsible for \$52,356 in local matching funds.

Comprehensive Plan

4.F. Provide a safe & attractive environment for walking

4.G. Encourage transportation forms other than the automobile

4.H. Develop walking and biking paths that are coordinated with existing businesses, residences, street infrastructure, and transit opportunities and that contribute to the character and identity of the Island and the individual corridors on which the paths are located.

4.9 Develop a capital sidewalk improvement plan. Priority: Padre Blvd; Gulf Blvd; east/west connectors with median access; followed by Laguna Blvd and then rest of side streets.

4.12. Clearly delineate sidewalks, trails and bike lanes.

4.14 Require sidewalks crossing driveway entrances to comply with accessibility standards – AND – require that the sidewalk is constructed with a unique surface and/or color to alert motorists to the crossing and to serve as a design feature.

4.37. Where there are beach accesses, a sidewalk needs to be installed on at least one of the side streets north or south of the beach access and should connect to Padre Blvd & Laguna Blvd to the bay.

4.38 Construct sidewalks on one side of each of the local streets between Padre & Laguna Blvd.

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
TAP Grant	\$ 4,362,951
Debt Issuance	\$ 4,000,000,(medians)
TOTAL FUNDS	\$ 8,362,951
ESTIMATED COSTS	
Padre Blvd Sidewalks/Landscaping	\$ 4,362,951
Raised Median Extension	\$ 4,000,000
TOTAL COSTS	\$ 8,362,951
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 25,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 25,000 annually

Financial Plan

Prior Years	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	Future Years	TOTAL
				\$8,362,951			8,362,951

Project Leader

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Project Description

Adequate street lighting provides better security for areas where pedestrians and vehicles may interact and crime is more likely to occur in poorly-lit areas. There are some people that believe that street lighting causes “light pollution” and interferes with nighttime activities like stargazing. Those beliefs need to be taken into consideration and balanced with the safety needs of the general public.

OPTION 1:

The street lighting is placed mid-block for adequate coverage and each light is a standard 250 KW high-pressure sodium (HPS) vapor lumen on a 30’ wooden pole with a 14’ arm. This enables the light to be placed high enough to cast the lighting out broadly and the 14’ arm allows the light to be cast out over the right-of-way, avoiding interference from trees.

On the east-west streets, there is typically 50 feet of right-of-way and a 16’ utility easement located at the rear of the lots, where electric lines are currently installed. The maximum distance an overhead line can be run between poles is 100’. This will allow a new pole with a streetlight to be installed within the existing right-of-way and an overhead power line to be run from easement at the rear of the lot.

American Electric Power-Texas (AEP-Texas) is the electricity provider for most of the Rio Grande Valley and will be contracted to perform the installation of the necessary lighting. A “Contribution-In-Aid” of Construction is required to be paid by the City to assist with offsetting the cost. This contribution is approximately \$2,200 per light/pole which includes materials and installation.

OPTION 2:

Those existing lights that have identified as inadequate are being identified for upgrade to include more powerful and more efficient lighting as well as longer arms that will allow the light to be directed near the center of the street. This upgrade of the existing lighting will cost approximately \$ 600 per light.



14' Arm with 250 HPS Lighting

OPTION 3:

A possibility to consider regarding street lighting is replacing the fixtures with solar power. This option has an extremely high initial cost of more than \$10,000 per light and due to our highly corrosive environment; repair and maintenance costs are estimated at \$100 per light per year. This would include repair and/or replacement of the photovoltaic panels.

Comprehensive Plan

4.S. Enhance street right-of-way appearance and contribution to City character.

6.A. Continue to coordinate fiscally responsible and well-managed growth with the provision of adequate public facilities and services.

6.C. Support a sensible development pattern that minimizes impacts and costs to public facilities and infrastructure.

Fiscal

OPTION 1:

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
70 lights/poles	\$ 154,000
South Padre Blvd Lighting:	
Concrete Poles	\$41,125.24
Aluminum Poles	\$44,702.60
Wooden Poles	\$37,677.78
TOTAL COSTS	\$ 195,125.24, 198,702.60 or \$191,677.78
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 0 (Maintained by AEP)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 0

OPTION 2:

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Upgrade 300 lights @ \$600/ea.	\$ 180,000
TOTAL COSTS	\$ 180,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$ 0
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 0

OPTION 3:

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Fixture Replacement	\$4,000,000
TOTAL COSTS	\$4,000,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 40,000
Reduction of energy bill	\$ (38,400)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 1,600

Project Leader

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MARINA

The establishment of a marina can be seen as not only an economic benefit to South Padre Island but also adds to the accessibility of the Laguna Madre and the overall quality of life for the residents and visitors. The addition of a marina to the “Entertainment District” has been identified as a vital component by the Form-Based Code Consultant and Commission. This marina addition will allow a place for boats to be “parked” for a few hours or a few weeks while the owners enjoy what the entertainment district has to offer and will encourage the use and enjoyment of the Bay and the entire Island. There are currently very few boat slips available for public use. Approximately 120 boat slips are needed.

Comprehensive Plan

5.F. Protect the Laguna Madre as a valuable resource

5.26. Develop a recreational use plan, identifying associated facilities and improvements to facilitate its implementation, e.g. marina improvements and the requisite dredging.

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
CMP Grant (Marina)	\$ 300,000
CMP Local Match (Marina)	\$ 120,000
Unknown	\$ 246,575
TOTAL FUNDS	\$ 666,575
ESTIMATED COSTS	
Dredging	\$220,000
Engineering and Monitoring	\$133,000
Marina Construction	\$540,000
TOTAL COSTS	\$893,000
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 10,000
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 10,000

Project Leader

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TOMPKINS CHANNEL EXPANSION

Project Description

Tompkins Channel currently extends from parallel to north side of the causeway, northward to Sunset Drive. This project would extend the channel approximately 10,000 linear feet further north to about one mile north of the Convention Centre, the projected landing site of the new causeway. It is a well-known fact that Tompkins Channel is a tremendous asset to the City and extending it northward almost two miles will enable the vessels currently using it to continue northward to the Convention Centre and eventually reach the new causeway.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT	
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Dredging	\$ 750,000
TOTAL COSTS	\$ 750,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 2,000 annually (\$200,000 every ten years)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 2,000

Project Leader

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Project Description

The revitalization of the Entertainment District has been identified by the City as a priority for many reasons, including economic development. The Form-Based Code has developed conceptual designs of the Entertainment District that include a marina, new façade improvements to existing businesses, new development codes that address ingress/egress, setbacks, parking, sidewalks and other design features to entice visitors. A major component of this is the boardwalk. The proposed boardwalk will be 12' wide and be made of a recycled plastic material that closely resembles wood but does not deteriorate or splinter, thus increasing the life expectancy and decreasing the maintenance requirements. The boardwalk will be lit at night to increase usage and safety during the prime hours that people are enjoying the Entertainment District and will stretch from approximately Sunny Isle Drive to Swordfish Street, a distance of +/- 3,400 linear feet. The boardwalk will cantilever out over the bay and be constructed adjacent to a bulkhead and the proposed Marina (addressed elsewhere in this document). Permits from the General Land Office will be required.



Schematic Showing Proposed Boardwalk

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
TOTAL FUNDS	\$
ESTIMATED COSTS	
3400 lf, 12' wide boardwalk,	\$ 5,100,000
bulkhead needed in certain areas,	
lighting	
TOTAL COSTS	\$ 5,100,000
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 2,000 (lighting, decking repair)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 2,000

Project Leader

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Project Description

This project restores and protects the quality and function of the beaches and dunes of South Padre Island and adjacent areas by adding sand to the system and widening the beaches. The beaches of South Padre Island are engineered beaches and by widening the beaches, the project also restores and ensures continued access to and along the beach for the public, as well as the Kemp Ridley sea turtle and other wildlife.

Dredging of Brazos Santiago Pass (Ship Channel)

The goal of this project is to place beach quality sand from maintenance dredging of the Brazos Santiago Pass onto the beaches and dunes of South Padre Island. The measurable objective will be the final volume of sand deposited on the beach and in the dunes. As this is a project that uses borrowed material from the maintenance of the Brownsville Ship Channel, the United States Army Corps of Engineers pays for the maintenance of the channel. The City of South Padre Island and Cameron County pay the incremental cost to place the material on South Padre Island beaches. The State of Texas General Land Office has been most helpful in the past, through funding sources (80% cost to the State of Texas General Land Office and a 20% cost to the City of South Padre Island).

The City of South Padre Island's engineering firm coordinates with the United States Army Corps of Engineers to survey the Brazos Santiago Pass in order to determine how much beach quality sand is located in the mouth of the channel and to determine how much is shoaled since the last dredging project. With that information, the engineers determine, with input from the State of Texas General Land Office, Cameron County, and the City of South Padre Island, the specific material placement locations and develop an engineered beach template, based on sand volumes estimated from the original survey. The engineers also coordinate lines that meet the needs of the United States Army Corps of Engineers and project partners, keeping in mind sea turtle nesting season and other possible environmental windows.

This project takes about six months to plan and implement and is done on an average of every two to three years to keep the ship channel deep. As part of this project's bid specifications, project timelines and material placement locations, an engineered beach profile is developed. In addition, the City conducts a post-project survey of the beach and bi-annual beach surveys in conformance with the Coastal Management Program.

The desired outcome of this project is to place a large amount of beach-quality sand onto the beaches and dunes of South Padre Island in an effort to widen the beaches, and strengthen and stabilize the dunes. By widening the beaches, more habitat for wildlife, such as nesting habitat for the endangered Kemps Ridley Sea Turtle and foraging habitat for the threatened Piping Plover,

the Island is also being protected from erosion (erosion rate on the north end of the Island is five feet per year; on the south end; six to eight feet per year).



Re-nourishment from Dredge Material

Off Shore Source for Beach Re-nourishment

This project encompasses an extensive beach re-nourishment project along the City of South Padre Island shoreline. The City's beaches, which are oriented nearly north-south, are subject to predominantly southeast winds and waves that transport sand from the south to the north. This area is also subject to tropical storm activity approximately every seven years (direct impacts from storms making landfall within 100 miles) and more often by storms within the Gulf of Mexico that raise water elevations and create large waves that impact the coast. As a result the City shoreline has experienced shoreline erosion along the northern section of the City. To address this erosion, significant beach nourishment using an offshore sand source is proposed.

Various beach design layouts were analyzed by varying the berm width for both short-term and long-term performance analyses. Based on these results, the recommended design berm width is 100 feet and project length is two miles. This layout will provide a transition from a relatively stable shoreline and create a continuous contour that connects to the undeveloped shoreline north of City. This project layout will place approximately 888,000 cubic yards along 12,000 linear feet of beach.

Geotechnical investigations were performed in March and April of 2008 to delineate potential areas for this project. Based on these result of these investigations, a series of offshore ridges located approximately 20 miles north of the City and 5 miles offshore were found to contain beach quality material and appear suitable as borrow sources. Utilizing the geotechnical data and design criteria for hopper dredge operations, four borrow areas were delineated. These areas contain

approximately 2,047,800 cubic yards of beach quality sand. This quantity is sufficient for the proposed placement layout.

Permitting for the project is complete and amends the existing permit SWG-2007-1276 to include the new offshore borrow areas and the revised beach placement template developed. The permit was also amended to include a section of the entrance channel of Brazos Santiago Pass to be used as a borrow area for beneficial use projects that place material dredged from the channel along City and Cameron County's Isla Blanca Park beaches.

Dune Walkovers

There are 25 public beach access points in the City Limits, of which nine do not have an improved dune walkover. A dune walkover is an elevated structure designed to get pedestrians from Gulf Boulevard to the beach without walking through and possibly damaging dunes. To enhance access to the beach, the City of South Padre Island is proposing to construct 9 dune walkovers at an estimated cost of \$150,000 each for a total of \$1,350,000. They can be made of concrete or wood.



Aquarius Circle Walkover

Comprehensive Plan

5.A. Secure funding for beach nourishment. Ongoing funding for beach maintenance should be established as a line item in the City's Budget

5.B. Protect the dune system from erosion and artificial damage

5.E. Create, preserve, and enhance access to the beach

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
HOT Funding (Local Match)	\$ 450,000
CEPRA Cycle 9	\$ 1,250,000
TOTAL FUNDS	\$ 1,700,000
ESTIMATED COSTS	
Dredging and Beneficial Placement	\$ 500,000
Off Shore Source	\$16,000,000
Walkover Construction	\$ 320,000
TOTAL COSTS	\$16,820,000
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 10,000 (walkover maintenance annually)
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 10,000

Project Leader

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Project Description

A well thought out and maintained park system can enhance the quality of life for permanent residents as well as tourists visiting South Padre Island. This same park system can also encourage healthy lifestyles and improve the overall health and well-being of users. A Master Park Plan was developed by the City of South Padre Island in April 2006 and many of the established goals in the Plan revolve around providing recreational opportunities in the form of indoor and outdoor recreational facilities. That existing plan is currently being updated by the Parks, Recreation and Beautification Committee.

“Thompkins” Park

Project Description

In December of 2002, the City Council purchased a 1.97 acre tract of land located at 6100 Padre Boulevard. The City Council put that property up for sale in 2010. They rescinded that action and took the property off the market in September 2011 and decided to set it aside as a potential future park. The City obtained a grant from Texas Parks and Wildlife and is breaking the project down into two phases. Phase one includes a restroom facility, a pump house, basketball court, two playgrounds, parking lot and miscellaneous fencing and site improvements at a cost of \$703,433. Phase two will include a walking/jogging track and exercise stations, benches, landscaping and irrigation, additional play equipment, picnic tables, a Bocce Ball Court, sail shade structures, soccer goals and a skate park.

Comprehensive Plan

5.57 Develop a community center with indoor and outdoor facilities, which could facilitate recreation.

5.59 Continue to maintain and upgrade existing parks.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TPWD Grant	\$400,000
Local Match	<u>\$303,433</u>
TOTAL FUNDS	\$703,433
<u>ESTIMATED COSTS</u>	
Construction	\$703,433
TOTAL COSTS	\$703,433
<u>PHASE TWOI</u>	
TOTAL COSTS	\$753,583 (estimate)
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 10,000
Repairs and Maintenance	\$ 2,000 annually
Capital and Other	<u>\$ 0</u>
TOTAL IMPACTS	\$ 12,000

Schedule

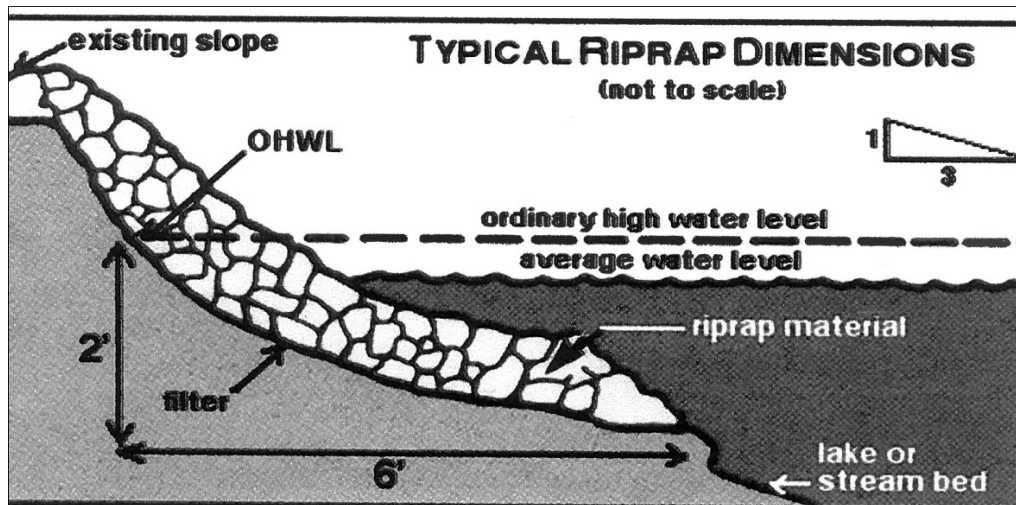
PHASE	TOTAL TIME	START	COMPLETION
Design	6 months		
Bid	2 months	July 2015	September 2015
Construction	6 months	September 2015	October 2016

Project Leader

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Project Description

For those streets that end at the Laguna Madre Bay that have no provisions for boat ramps, protecting the banks from erosion with properly placed and sized riprap is necessary. Eight street ends have been identified as needing erosion control and protection. Those are Dolphin, Huisache, Oleander, Gardenia, Hibiscus, Saturn, Aries and Verna Jean.



Comprehensive Plan

5.J. Continue maintaining and beautifying street ends

5.K. Protect public access

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
Local Funds (SLTF)	\$ 10,000
TOTAL FUNDS	\$ 10,000
ESTIMATED COSTS	
RIPRAP Street Endings	\$ 10,000
TOTAL COSTS	\$ 10,000
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 1,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 1,000

Project Leader

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LAND PURCHASE AND DONATION FOR BAY ACCESS

Project Description

Maintaining and preserving access to the Laguna Madre Bay is vital to South Padre Island for many reasons. Presently, bay access is available but limited. Kite boarders, kayakers and other personal watercraft users have a few areas where they can launch their craft but additional access points are needed. As South Padre Island grows north, making access available will become a priority for the City. Acquiring land by purchase and/or donation near the new causeway will ensure access to the bay in the future.

Comprehensive Plan

- 5.F Protect the Laguna Madre as a valuable resource
- 5.G Recognize and support the multiple functions of the Bay
- 5.K Protect public access
- 5.25 c. Explore the possibility of a multi-purpose recreational area on the northern end of the City oriented toward non-motorized light craft (kite boards, wind surfing, kayaks, etc....) possibly in conjunction with Cameron County.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TOTAL FUNDS	\$ 0
<u>ESTIMATED COSTS</u>	
Land Acquisition	\$ 250,000
Parking Lot Construction	\$ 100,000
TOTAL COSTS	\$ 350,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 5,000
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 0

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COASTAL MANAGEMENT PROGRAM

Project Description

This program is intended to improve beach access. The City will purchase one or more vacant lots on the east side of Padre Boulevard and improve the lot(s) to create parking opportunities for those visiting the beach.

Comprehensive Plan

5.E. Create, preserve, and enhance access to the beach

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
CMP	\$ 400,000
Local Funds (SLTF)	\$ 100,000
TOTAL FUNDS	\$ 500,000
ESTIMATED COSTS	
Land Acquisition	\$ 450,000
Improvements	\$ 50,000
TOTAL COSTS	\$ 500,000
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 1,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 1,000

Project Leader

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Project Description

The State Boating Access Program receives funding from the Federal Aid in Sport Fish Restoration Act for the purpose of constructing new or renovating existing public boat ramps that provide access to public waters for recreational boating. With the goal of improving access to the Laguna Madre, the City intends to purchase or enter into a long-term lease for property near Polaris Street to increase parking availability for vehicles, boats and trailers.

Comprehensive Plan

- 5.F Protect the Laguna Madre as a valuable resource
- 5G. Recognize and support the multiple functions of the Bay
- 5.K Protect public access to the Bay

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
TPWD Grant	\$ 500,000
Local Funds (SLTF)	\$ 166,667
TOTAL FUNDS	\$ 666,667
ESTIMATED COSTS	
Land Acquisition	\$ 500,000
Improvements	\$ 166,667
TOTAL COSTS	\$ 666,667
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 1,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 1,000

Project Leader

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Project Description

The city is also one of the more urbanized beaches in the state with beach-fronting hotels, condominiums, single family homes and businesses. Along this extensively used beachfront, the city has, in accordance with state law, set aside 23 public beach access ways to allow the public to access, use, and enjoy the beaches. Over the last decade, the city has upgraded 15 of the 23 access ways, adding dune walkovers, parking areas, restrooms, showers and other amenities to benefit the beach-going public and, most importantly, restoring dunes damaged by former pedestrian trails. Eight beach access ways remain unimproved resulting in on-going damage to the city's protective dune system.

In the last decade, the city has undertaken, when funds are available, ten projects to remove pedestrian pathways and restore dune system damage while simultaneously maintaining public beach access. To date, dune width, elevation and contours have been recreated at ten access sites and more than 400,000 dune plants have been installed. While the city has made progress, the steps have been slow and incremental, delaying necessary action and allowing loss of dune resources to continue. With this grant, the city seeks to complete these final eight important beach access and dune restoration projects in the next 18 months.

The following are the eight unimproved beach access points to be improved:

1. Sapphire Beach Access	\$87,890
2. Daydream Beach Access	\$129,523
3. Treasure Island Beach Access	\$140,175
4. Riviera Circle Beach Access	\$162,474
5. Blue Water Beach Access	\$125,674
6. White Cap Beach Access	\$190,580
7. Sea Island Beach Access	\$167,778
8. Gulf Circle Beach Access	\$158,978

Comprehensive Plan

The purpose of the *Comprehensive Dune Ecosystem Restoration and Public Access Project* is to:

- Remove pedestrian pathways through the dune system at the remaining eight publicly-owned beach access ways within the city that still use pedestrian trails to access the beach;
- Restore damaged dune areas by rehabilitating the elevation, volume, and contour of the dune system and installing native dune plants;
- Restore the natural functions and values of the damaged dune areas for dependent flora and fauna and promote endangered sea turtle nesting;
- Enhance the resiliency of the dune system as the primary storm damage reduction feature along the city's Gulf of Mexico shoreline;
- Install elevated public dune walkovers to replace pedestrian pathways at each of the eight beach access points that still use pedestrian trails to access the beach.

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
NOAA	\$ 843,317
Local Match	\$ 423,158
Local Funds (Parking Areas)	\$ 248,256
TOTAL FUNDS	\$ 1,514,731
ESTIMATED COSTS	
Walkover Construction	\$ 1,266,475
Parking Areas	\$ 248,265
TOTAL COSTS	\$ 1,514,731
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 8,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 8,000

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Site Surveys, Design, Bidding	6 months	10/1/2015	3/31/2016
Mobilization, Phase 1	15 days	4/1/2016	4/15/2016
Construction, Phase 1 – 4 sites	6 months	4/15/2016	9/30/2016
Mobilization, Phase 2	15 days	10/1/2016	10/15/2016
Construction, Phase 2 – 4 Sites	6 months	11/1/2016	4/1/2017
Project Closeout	45 days	4/15/2017	5/31/2017

Project Leader

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CAUSEWAY BOARDWALK/ TRAILS GRANT

Project Description

The City is seeking a grant to repair the Queen Isabella Memorial Causeway Boardwalk.

Comprehensive Plan

5.57 Develop outdoor facilities, which could facilitate recreation.

5.59 Continue to maintain and upgrade existing parks.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TPWD Grant	\$ 200,000
Local Funds (SLTF)	\$ 40,000
TOTAL FUNDS	\$ 240,000
<u>ESTIMATED COSTS</u>	
Improvements	\$ 240,000
TOTAL COSTS	\$ 240,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 1,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 1,000

Project Leader

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COMPLETED PROJECTS

FIRE STATION



Completed Fire Station

Project Description

The existing fire station/Emergency Operations Center (EOC) for the City of South Padre Island, built 29 years ago was designed to house one engine and two brush trucks staffed by three firefighters and one Fire Chief. Today, the City employs 18 firefighters, 6 EMS personnel, one administrative position, one Assistant Fire Chief and one Fire Chief. Current fleet for the Department includes one engine truck, one ladder truck, one quick attack, one first responder pick-up truck, two staff cars, one JEEP, one ATV, and one Jet Ski.

As a coastal barrier island, the location of the City's fire station/EOC presents several design challenges including hurricane force winds and flooding. To tackle these issues, the structure will be designed to withstand 135 MPH wind loads and the site must be elevated to FEMA regulations above sea level. The essential components of a new fire station include:

- 4 drive-through apparatus bays with the capacity to store two units per bay
- A storage room to accommodate 30 sets of gear (separate from the bay area to avoid contamination)
- Decontamination room (EMS) for cleaning equipment
- Compressor Room for SCBA storage
- Two laundry rooms (one must have a protective gear extractor)
- EMS storage room with double locking system
- Small shop and repair room with adequate storage space for lawn equipment
- Kitchen with commercial grade appliances

- Dining room to accommodate 12
- Dayroom and sleeping area to accommodate 10
- Adequate toilet/showers for 10 with appropriate locker room space
- Janitors closet with utility sink (one in bay area and one for inside space)
- Training room/community education room – convertible to emergency operations center
- Administrative Space
 - Reception area and visitors lobby
 - Public restroom
 - Chief's office
 - Assistant Chief's office
 - Staff work areas
 - EMS office
 - File room/storage area

The fire station/EOC site was selected to provide adequate street access for the fire apparatus as well as its close proximity to the existing City Hall. This site was selected as a result of an in depth study of multiple site possibilities. Coastal climate and potential for flooding required that the building be elevated above flood level with the exception of the Apparatus Bays. The main portion of the facility will be elevated 8 to 12 feet above sea level. The exterior will be designed to match the coastal aesthetics of the area as well as complement the existing architecture of the City Hall. The useful life of the fire station is estimated to be a minimum of 40 years with approximately 18,000 square feet.

Comprehensive Plan

6.J. Continue to support the needs of the Public Works, Police, and Fire Departments to ensure adequate protection of the population.

6.18 Identify and acquire sites for new fire stations to the north and south, concurrent with future development.

Sustainability

The City of South Padre Island will be striving to be compliant with LEED requirements for sustainability. Major areas of focus for LEED requirements include:

- Sustainable sites
- Water efficiency
- Energy and atmosphere
- Materials and resources
- Indoor environmental quality
- Innovation and design process

Fiscal

INCOME AND COST ANALYSIS	
FUNDING SOURCES	
Debt Issuance	\$3,800,000
TDRA (GLO) Grant Funds	<u>\$1,095,436</u>
TOTAL FUNDS	\$ 4,895,436
ACTUAL COSTS	
Design	\$ 73,278
Construction	<u>\$ 4,822,158</u>
TOTAL COSTS	\$ 4,895,436
OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 49,000
Repairs and Maintenance	\$ (12,000) savings annually from energy efficiency
Capital and Other	<u>\$ 0</u>
TOTAL IMPACTS	\$ 37,000

Financial Plan

Prior Years	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	Future Years	TOTAL
\$4,895,436							\$4,895,436

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Design	6 months	10/1/2009	6/1/2010
Bid	3 months	6/1/2010	9/1/2010
Construction	12 months	07/20/2011	08/30/2012
FINAL COMPLETION DATE	8/30/2012		

TOMPKINS CHANNEL DREDGING

Project Description

The Tompkins Channel sits on the western boundary of South Padre Island is the Laguna Madre Bay providing recreational opportunities as well as a passage for commercial vessels. The Tompkins Channel is an essential feature of the bay providing a navigational waterway for both the east side of Port Isabel as well as the west side of South Padre Island. Tompkins Channel is located in the City's extraterritorial jurisdiction and runs parallel to the Causeway then turns north to Sunset Drive. In 1998, the City used economic development funds to have the channel dredged.

In July 2008, when Hurricane Dolly made landfall on the Island as a Category 2 storm causing extensive damage, Dolly also made certain areas of the channel impassable. HDR Shiner Mosely completed a bathymetric survey of the channel which demonstrated that approximately 11,000 cubic yards of sediment were displaced and need to be removed.

This channel is extremely important as it is not only used by fishing boats but by other ships to gain access to the Inter-Coastal Waterway and the Gulf of Mexico. Users of the channel who launch their boats in the Laguna Madre Bay are forced to maneuver through dangerously shallow water and this channel gets even more dangerous during twilight hours due to the lack of visibility.

Dredging Tompkins Channel would improve navigational access in this area and would stimulate the development of a marina together with a hotel and convention complex in the entertainment district.

FUNDING SOURCES	
FEMA (Dredging)	\$ 146,575
Dredging Local Funds (BATF)	\$ 100,000
TOTAL FUNDS	\$ 246,575
COSTS	
Dredging	\$275,000
TOTAL COSTS	\$275,000

BOAT RAMPS AT BAY ENDINGS

Project Description

Many of the East-West streets terminate on the west side at the Laguna Madre. Several of these have existing boat ramps that are used not only for launching boats but also other forms of personal watercraft such as jet-skis and kayaks. Recently Palm Street and Polaris Street boat ramps have been reconstructed.



Recently completed Polaris Street Boat Ramp

Financial Plan

Prior Years	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	Future Years	TOTAL
\$40,000							
(Palm/Polaris)							

SOUTH PR 100 STREET LIGHTING

Project Description

As a safety enhancement, street lighting was installed by AEP at the request of the City. Six street lights were installed on South PR 100, immediately south of the Causeway intersection. Six 400 High-Pressure Sodium Vapor Lights on aluminum poles were installed for a cost of \$33,400.73. In addition, AEP requires the requestor to arrange for all underground conduits on the site so an additional \$24,800 was spent to accommodate the new lighting.

COASTAL MANAGEMENT PROGRAM

Project Description

Cycle 16 (2011)

Aquarius and Good Hope Beach Access Improvements

Project Cost \$245,000 (\$122,500 grant/\$122,500 local match)

Gay Dawn Beach Access Improvements

Project Cost \$165,000 (\$82,500 grant/\$82,500 local match)

Cycle 18 (2012)

Emergency Vehicle Beach Access Improvements

Project Cost \$300,000 (\$150,000 grant/\$150,000 local match)

Cycle 19 (applied for in 2013-to be constructed in 2015)

The Pearl Beach Access Improvements

Project Cost \$300,000 (\$150,000 grant/\$150,000 local match)

Sea Side Beach Access Improvements

Project Cost \$300,000 (\$150,000 grant-partial funding available in the amount of \$44,000)
/\$150,000 local match)

Cycle 20 (applied for in 2014-to be constructed in 2015)

Moonlight Beach Access Improvements

Project Cost \$190,000 (\$95,000 grant/\$95,000 local match)

Ocean Circle Beach Access Improvements

Project Cost \$300,000 (\$150,000 grant/\$150,000 local match)

CMP Totals:

Grant \$794,000

Local Match \$900,000

STREETS

Project Description

The following streets have been improved recently. Costs include construction, engineering and testing.

2009- \$292,730.39

Esperanza, Mesquite, Aries (valley gutter and driveways), Saturn and drainage improvements to Cora Lee

2011 – \$136,022.35

Repairs to Portions of Gulf & Laguna, East Aries and East Sunset

2012 - \$517,363.88

West Retama, repairs to East Amberjack, Lynda, East Carolyn, East Oleander, West Pike, West Lantana, East Pike and West Tarpon

2013 - \$578,922

Repairs to Gulf, Laguna, Morningside, Campeche, Acapulco and East Huisache

2014 - \$771,147.18

Sunset Drive from Padre to Gulf, Gulf Blvd from Sunset to Morningside, Gulf Blvd from Cora Lee to Constellation and Gulf Blvd from Sunset to Cora Lee

COMMUNITY CENTER (OLD CITY HALL)

Project Description

The City Council determined that a Community Center would meet many needs of the public. It could be a gathering space for group games, Bridge and Mahjongg clubs; it could be a place to hold public meetings, and a place to house the local branch of the Port Isabel Public Library. The City Council dedicated funding to this project and design began. The Parks, Recreation and Beautification Committee began performing community surveys on what the facility should be used for, what it should look like and how and when it could be used. The 5,874 square foot facility was completed in March 2016 and is comprised of a small kitchen, a large open room for gatherings, restrooms, office and storage space and a “reading room” for library patrons.

Comprehensive Plan

5.57 Develop a community center with indoor and outdoor facilities, which could facilitate recreation

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unencumbered Reserves Amount	\$ 296,468
TOTAL FUNDS	\$ 296,468
<u>ACTUAL COSTS</u>	
Construction	\$ 296,468
TOTAL COSTS	\$ 296,468
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 20,000 (Maintenance & Cleaning)
Supplies & Materials	\$ 5,000
Repairs and Maintenance	\$ 29,000
TOTAL IMPACTS	\$ 34,000

Financial Plan

Prior Years	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	Future Years	TOTAL
\$40,000			\$296,486				\$296,486
(Palm/Polaris)							

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Design	6 months		2012
Bid	2 months	2015	2015
Construction	6 months	2015	2016

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CONVENTION CENTRE IMPROVEMENTS

Project Description

The current South Padre Island Convention Centre's 45,000 square feet of meeting space include 22,500 square feet of exhibit hall space, an auditorium with a capacity of 250 (2,633 square feet) and 9,000 square feet of meeting rooms in various sizes and parking for 500 cars. This facility opened in 1992 and is located on the North end of South Padre Island which is inconvenient to area hotels and the entertainment district.

Land on which the current Convention Centre rests is owned by Cameron County. The lease that began in 1988 is for fifty (50) years and involves an annual lease payment based on a percentage of sales.

Exterior/Structural Improvements:

The City Council approved the expenditure of \$4,775,472 to improve the facility in 2014. The improvements include structural improvements along the perimeter exterior walls, removal of horizontal skylights due to excessive leaking, installation of concrete for the entrance area off of Padre Boulevard, installation of a lightning protection system, enhancement of parking lot lighting to include solar lights, re-painting of the entire exterior of the building with long-lasting elastomeric paint, and replacement of exterior doors.



East Side Mural

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT Funding	\$ 2,937,724
Debt Issuance	0
TOTAL FUNDS	\$ 2,937,724
<u>COSTS</u>	
Land Acquisition	
Design	\$5 00,000
Construction	<u>\$ 2,937,724</u>
TOTAL COSTS	\$ 3,437,724
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 0
TOTAL IMPACTS	\$ 0

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Design	11 months	February 2013	December 2013
Bid & Negotiations	1 months	January 2014	February 2014
Construction	8 months	December 2014	August 2015

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Convention Centre Interior Improvements

After the exterior improvements were completed, work began on the interior to complete the renovation. New chairs, tables and miscellaneous furniture were ordered and placed and the entire interior was painted to complement the exterior colors. New high-traffic heavy duty carpeting was installed that coordinates with the various other interior colors to form a cohesive, planned look. New room partitions were installed that are noise-attenuating will decrease the potential for noise conflicts between rooms. State-of-the-art LED room signage and lobby monitors will assist conference delegates make their way through the facility while using their mobile devices effortlessly on the upgraded Wi-Fi system. The kitchen area was upgraded with non-slip floor tiles to increase the safety and “user-friendliness” for caterers. Exterior premise identification is being planned at the entrance to the site that will feature a changeable digital message board welcoming our various events to the newly-remodeled facility.

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Design	3 months	July 2015	September 2015
Bid & Negotiations	1 months	September 2015	October 2015
Construction	6 months	October 2015	March 2016

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OUTSTANDING DEBT

TOTAL OUTSTANDING DEBT

Fiscal Year Ended 09/30							Total General	% of Principal Retired
	Outstanding General Obligation Debt			The Notes			Obligation	
	Principal	Interest	Total	Principal	Interest	Total	Debt Outstanding	
2017	\$ 450,000	\$ 197,425	\$ 647,425	\$ 915,000	\$ 169,925	\$ 1,084,925	\$ 1,732,350	33.27%
2018	460,000	183,775	643,775	935,000	147,425	1,082,425	1,726,200	
2019	480,000	168,775	648,775	955,000	124,425	1,079,425	1,728,200	
2020	500,000	152,225	652,225	980,000	100,850	1,080,850	1,733,075	
2021	510,000	135,150	645,150	1,010,000	71,525	1,081,525	1,726,675	
2022	525,000	118,650	643,650	1,050,000	36,075	1,086,075	1,729,725	78.63%
2023	545,000	102,338	647,338	600,000	9,000	609,000	1,256,338	
2024	560,000	86,150	646,150	-	-	-	646,150	
2025	575,000	70,400	645,400	-	-	-	645,400	
2026	235,000	57,700	292,700	-	-	-	292,700	
2027	245,000	48,100	293,100	-	-	-	293,100	91.44%
2028	255,000	38,100	293,100	-	-	-	293,100	
2029	265,000	27,700	292,700	-	-	-	292,700	
2030	275,000	16,900	291,900	-	-	-	291,900	
2031	285,000	5,700	290,700	-	-	-	290,700	
	\$ 6,165,000	\$ 1,409,088	\$ 7,574,088	\$ 6,445,000	\$ 659,225	\$ 7,104,225	\$ 14,678,313	

2011 GENERAL OBLIGATION BONDS

SOUTH PADRE ISLAND

General Obligation Bonds, Series 2011

Debt Service Schedule

Date	Principal	Coupon	Interest	Total Debt Service	Annual Total
3/1/2012	-		105,131.25	105,131.25	
9/1/2012			70,087.50	70,087.50	175,218.75
3/1/2013	-		70,087.50	70,087.50	
9/1/2013			70,087.50	70,087.50	140,175.00
3/1/2014	155,000	3.000%	70,087.50	225,087.50	
9/1/2014			67,762.50	67,762.50	292,850.00
3/1/2015	160,000	3.000%	67,762.50	227,762.50	
9/1/2015			65,362.50	65,362.50	293,125.00
3/1/2016	165,000	3.000%	65,362.50	230,362.50	
9/1/2016			62,887.50	62,887.50	293,250.00
3/1/2017	170,000	3.000%	62,887.50	232,887.50	
9/1/2017			60,337.50	60,337.50	293,225.00
3/1/2018	175,000	3.000%	60,337.50	235,337.50	
9/1/2018			57,712.50	57,712.50	293,050.00
3/1/2019	180,000	4.000%	57,712.50	237,712.50	
9/1/2019			54,112.50	54,112.50	291,825.00
3/1/2020	190,000	4.000%	54,112.50	244,112.50	
9/1/2020			50,312.50	50,312.50	294,425.00
3/1/2021	195,000	4.000%	50,312.50	245,312.50	
9/1/2021			46,412.50	46,412.50	291,725.00
3/1/2022	200,000	3.000%	46,412.50	246,412.50	
9/1/2022			43,412.50	43,412.50	289,825.00
3/1/2023	210,000	3.250%	43,412.50	253,412.50	
9/1/2023			40,000.00	40,000.00	293,412.50
3/1/2024	215,000	4.000%	40,000.00	255,000.00	
9/1/2024			35,700.00	35,700.00	290,700.00
3/1/2025	225,000	4.000%	35,700.00	260,700.00	
9/1/2025			31,200.00	31,200.00	291,900.00
3/1/2026	235,000	4.000%	31,200.00	266,200.00	
9/1/2026			26,500.00	26,500.00	292,700.00
3/1/2027	245,000	4.000%	26,500.00	271,500.00	
9/1/2027			21,600.00	21,600.00	293,100.00
3/1/2028	255,000	4.000%	21,600.00	276,600.00	
9/1/2028			16,500.00	16,500.00	293,100.00
3/1/2029	265,000	4.000%	16,500.00	281,500.00	
9/1/2029			11,200.00	11,200.00	292,700.00
3/1/2030	275,000	4.000%	11,200.00	286,200.00	
9/1/2030			5,700.00	5,700.00	291,900.00
3/1/2031	285,000	4.000%	5,700.00	290,700.00	
9/1/2031			-	-	290,700.00
3/1/2032	-		-	-	
9/1/2032			-	-	-
	<u>\$ 3,800,000</u>		<u>\$ 1,778,906</u>	<u>\$ 5,578,906</u>	<u>\$ 5,578,906</u>

This bond issue was for the purposes of constructing a new fire station. The engineering work was completed in fiscal year 2011. Construction began on the fire station in 2011 and was completed December 2012.

2012 GENERAL OBLIGATION BOND REFUNDING

SOUTH PADRE ISLAND

General Obligation Refunding Bonds, Series 2012

Debt Service Schedule

Date	Principal	Coupon	Interest	Total Debt Service	Annual Total
3/1/2012	-				
9/1/2012					
3/1/2013	-		44,479.17	44,479.17	
9/1/2013			43,750.00	43,750.00	88,229.17
3/1/2014	25,000	2.000%	43,750.00	68,750.00	
9/1/2014			43,500.00	43,500.00	112,250.00
3/1/2015	25,000	2.000%	43,500.00	68,500.00	
9/1/2015			43,250.00	43,250.00	111,750.00
3/1/2016	270,000	3.000%	43,250.00	313,250.00	
9/1/2016			39,200.00	39,200.00	352,450.00
3/1/2017	280,000	3.000%	39,200.00	319,200.00	
9/1/2017			35,000.00	35,000.00	354,200.00
3/1/2018	285,000	3.000%	35,000.00	320,000.00	
9/1/2018			30,725.00	30,725.00	350,725.00
3/1/2019	300,000	3.000%	30,725.00	330,725.00	
9/1/2019			26,225.00	26,225.00	356,950.00
3/1/2020	310,000	3.000%	26,225.00	336,225.00	
9/1/2020			21,575.00	21,575.00	357,800.00
3/1/2021	315,000	3.000%	21,575.00	336,575.00	
9/1/2021			16,850.00	16,850.00	353,425.00
3/1/2022	325,000	3.000%	16,850.00	341,850.00	
9/1/2022			11,975.00	11,975.00	353,825.00
3/1/2023	335,000	3.000%	11,975.00	346,975.00	
9/1/2023			6,950.00	6,950.00	353,925.00
3/1/2024	345,000	2.000%	6,950.00	351,950.00	
9/1/2024			3,500.00	3,500.00	355,450.00
3/1/2025	350,000	2.000%	3,500.00	353,500.00	
9/1/2025			-	-	353,500.00
3/1/2026	-		-	-	
9/1/2026			-	-	-
3/1/2027	-		-	-	
9/1/2027			-	-	-
3/1/2028	-		-	-	
9/1/2028			-	-	-
3/1/2029	-		-	-	
9/1/2029			-	-	-
3/1/2030	-		-	-	
9/1/2030			-	-	-
3/1/2031	-		-	-	
9/1/2031			-	-	-
3/1/2032	-		-	-	
9/1/2032			-	-	-
	<u>\$ 3,165,000</u>		<u>\$ 689,479</u>	<u>\$ 3,854,479</u>	<u>\$ 3,854,479</u>

This bond issue was used for refunding the 2005 General Obligation Bond Series. The purpose for the refunding was to capitalize on the lower interest rates. The 2005 Bonds were at 4.625%, the 2012 refunding interest rate is 3%. This resulted in a net present value savings of \$201,900.

2015 TAX ANTICIPATION NOTES

BOND DEBT SERVICE

City of South Padre Island (GO Debt)
Tax Notes, Series 2015
-- FINAL Pricing Numbers, 6/30/15 10:30 AM --

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
02/15/2016	350,000	3.000%	52,670.14	402,670.14	
08/15/2016			42,875.00	42,875.00	
09/30/2016					445,545.14
02/15/2017	395,000	3.000%	42,875.00	437,875.00	
08/15/2017			36,950.00	36,950.00	
09/30/2017					474,825.00
02/15/2018	405,000	3.000%	36,950.00	441,950.00	
08/15/2018			30,875.00	30,875.00	
09/30/2018					472,825.00
02/15/2019	415,000	3.000%	30,875.00	445,875.00	
08/15/2019			24,650.00	24,650.00	
09/30/2019					470,525.00
02/15/2020	430,000	3.000%	24,650.00	454,650.00	
08/15/2020			18,200.00	18,200.00	
09/30/2020					472,850.00
02/15/2021	445,000	4.000%	18,200.00	463,200.00	
08/15/2021			9,300.00	9,300.00	
09/30/2021					472,500.00
02/15/2022	465,000	4.000%	9,300.00	474,300.00	
09/30/2022					474,300.00
	2,905,000		378,370.14	3,283,370.14	3,283,370.14

During the regular council meeting of June 3, 2015, City Council approved Resolution 2015-16 to approve a plan of finance to issue a tax anticipation note to finance street, sidewalk and related drainage improvements along Gulf Boulevard.

2016 TAX ANTICIPATION NOTES

BOND DEBT SERVICE

City of South Padre Island (GO Debt)
Tax Notes, Series 2016
-- Final Pricing Numbers, 4/5/16 10:30 AM --

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
08/15/2016			26,736.94	26,736.94	
09/30/2016					26,736.94
02/15/2017	520,000	2.000%	47,650.00	567,650.00	
08/15/2017			42,450.00	42,450.00	
09/30/2017					610,100.00
02/15/2018	530,000	2.000%	42,450.00	572,450.00	
08/15/2018			37,150.00	37,150.00	
09/30/2018					609,600.00
02/15/2019	540,000	2.000%	37,150.00	577,150.00	
08/15/2019			31,750.00	31,750.00	
09/30/2019					608,900.00
02/15/2020	550,000	2.000%	31,750.00	581,750.00	
08/15/2020			26,250.00	26,250.00	
09/30/2020					608,000.00
02/15/2021	565,000	3.000%	26,250.00	591,250.00	
08/15/2021			17,775.00	17,775.00	
09/30/2021					609,025.00
02/15/2022	585,000	3.000%	17,775.00	602,775.00	
08/15/2022			9,000.00	9,000.00	
09/30/2022					611,775.00
02/15/2023	600,000	3.000%	9,000.00	609,000.00	
09/30/2023					609,000.00
	3,890,000		403,136.94	4,293,136.94	4,293,136.94

During the regular council meeting of March 2, 2016, City Council approved Resolution 2016-07 to approve a plan of finance to issue a tax anticipation note to fund street, sidewalk and related drainage improvements along Padre Boulevard.

SCHEDULE OF OVERLAPPING DEBT

Taxing Body	Debt Amount	As Of	%Ovlpg	Ovlpg Amt
Brownsville Nav Dist	\$5,920,000 *	09/30/16	32.32	\$1,913,344
Cameron Co	162,735,000 *	09/30/16	13.92	22,652,712
Laguna Madre Water Dist	16,010,000 *	09/30/16	73.90	11,831,390
Point Isabel ISD	17,339,904 *	09/30/16	67.95	11,782,465
Texas Southmost College	52,725,000 *	09/30/16	21.03	11,088,068

Total Overlapping Debt:				\$59,267,978
South Padre Island, City of				09/30/16
				\$12,610,000

Total Direct and Overlapping Debt:				\$71,877,978
Total Direct and Overlapping Debt % of A.V.:				2.85%
Total Direct and Overlapping Debt per Capita:				\$12,183
* Gross Debt				

* Gross Debt. Please note that some debt may be supported by other revenues and thus be considered self-supporting debt. Using gross debt may overstate the actual amount of debt supported by ad valorem taxes.

Source: Municipal Advisory Council of Texas

LEGAL DEBT MARGIN

The City is a Type A General-Law municipality as described in the Vernon's Texas Code of Annotated Local Government.

The City does not have a debt limit mandated by law.

FINANCIAL POLICIES

OVERVIEW AND STATEMENT OF PURPOSE

The City of South Padre Island assumes an important responsibility to its citizens and customers to carefully account for public funds, to manage City finances wisely and to plan for the adequate funding of services desired by the public. The City Council formally adopts all the financial policies to emphasize the importance of these guidelines.

The broad purpose of the Fiscal and Budgetary Policy is to enable the City to achieve and maintain a long-term stable and positive financial condition, and provide guidelines for the day-to-day planning and operations of the City's financial affairs. The City's financial management, as directed by this Policy, is based upon the foundation of integrity, prudent stewardship, planning, accountability and full disclosure.

Policy scope generally spans areas of accounting and financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management and planning and forecasting concepts. This is done in order to:

- A. Demonstrate to the citizens of the City of South Padre Island, the City's bond holders and other creditors and the bond rating agencies that the City is committed to a strong fiscal operation;
- B. Provide a common vision for financial goals and strategies for current and future policy-makers and staff;
- C. Fairly present and fully disclose the financial position of the City in conformity to Generally Accepted Accounting Principles (GAAP); and
- D. Demonstrate compliance with finance-related legal and contractual issues in accordance with the Texas Local Government Code and other legal mandates.

FIVE YEAR FINANCIAL PLAN

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. Multi-year budgeting provides a means to identify the impact of implementing new programs and projects on future budgets. The Five Year Financial Plan is the City's long range operations and capital plan. The plan includes all of the operating departments of the General Fund as well as the capital improvement funds of the City. The plan is reviewed and updated annually.

- A. **Capital Improvement Plan** – The plan outlines the major utility infrastructure, streets and drainage, facilities, parks and other improvements needed to serve the citizens, meet growth related needs and comply with state and federal regulations

1. **Preparation** – The Assistant City Manager coordinates the annual update and adoption of the five-year Capital Improvement Plan (CIP) as a part of the annual budget process. The Assistant City Manager will lead an administrative committee established to review and prioritize capital projects. This committee shall prioritize and rank projects according to the criteria listed in Project Criteria Section. The CIP includes all costs associated with the design, rights of way, acquisition and construction of a project, as well as the estimated operating and maintenance costs, which impacts future operating budgets. The following guidelines will be utilized in developing the CIP:
 - Needed capital improvements and major maintenance projects are identified through system models, repair and maintenance records and growth demands.
 - A team approach will be used to prioritize CIP projects, whereby City staff from all operational areas provide input and ideas relating to each project and its effect on operations.
 - Citizen involvement and participation will be solicited in formulating the capital budget.
2. **Financing Programs** – Where applicable, impact fees, assessments, pro-rata charges or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.
3. **Control** – All capital project expenditures must be appropriated in the capital budget. The Finance Director or City Manager must certify the availability of resources before any capital project contract is presented to the City Council for approval.
4. **Reporting** – Periodic financial reports will be prepared to enable the Department Directors to manage their capital budgets and to enable the Finance Department to monitor and control the budget as authorized. Capital project status reports will be presented to City Council.
- B. **Operations Plan** – Each Department Director will provide a plan for each division in the department for each of the upcoming five years. The plan will include estimated operating expenses, the cost of new programs being contemplated and staffing needs for the five year period.
- C. **Revenues and Financing Plan** - The Finance Department will develop conservative, five year revenue forecasts based upon current and known future revenue streams. The Plan will illustrate the impact of the Capital and Operations Plan on the property tax rate and other fees.
- D. **Performance Measures** - Department Directors will develop program performance measures to evaluate the impact of new programs and growth on the departments. Existing programs will also be evaluated as a part of the five year planning process and annual budget process to determine whether certain programs should continue to be funded.

ANNUAL OPERATING BUDGET

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The “operating budget” is the City’s annual financial operating plan. The annual budget includes all of the operating departments of the general fund, hotel/motel fund, Convention Centre fund, police forfeiture fund, street improvement fund, debt service fund, transportation fund, construction-in-progress fund, capital replacement fund, bay access fund, beach maintenance fund, municipal court technology fund, municipal court security fund, beach access fund, beach nourishment fund, and economic development corporation fund.

- A. **Planning** – The budget process will include City Council participation in the identification of major policy issues. The budget process will be a part of an overall strategic planning process for the City. The process will also allow for citizen input.
- B. **Preparation** – The *Charter (Section 5.02)* requires “On or before sixty (60) days prior to the beginning of each fiscal year, the City Manager shall submit to the City Council a budget for the ensuing fiscal year. The budget shall be adopted not later than the last day of the last month of the fiscal year currently ending per Charter Section 5.05(c).
 - 1. **Proposed Budget** – A proposed budget shall be prepared by the City Manager with participation of all the City’s Department Directors within the provision of the *Charter*.
 - a) In accordance with the *Charter (Section 5.03.)* the budget shall provide a complete financial plan for the ensuing fiscal year, in a form as the City Manager or City Council deems desirable, and the budget shall include goals and objectives, staff plan, methods to measure outcomes and performance and appropriations.
 - b) In accordance with the *Charter Section 5.05(d)*, the City will publish, in the contemporary means of information sharing including the city’s website if available, a general summary of the budget, as well as the times and places that the budget is available for public inspection; and after the publication, the time and place for a public hearing on the budget.
 - c) A copy of the proposed budget will be filed with the City Secretary when it is submitted to the City Council.
 - 2. **Adoption** – Upon finalization of the budget appropriations, the City Council will hold a public hearing, and subsequently adopt by ordinance the final budget. The budget will be effective for the fiscal year beginning October 1st.
 - 3. **Standards for publication** - The City will utilize the criteria outlined in the Government Finance Officers Association (GFOA) Distinguished Budget Program for the presentation of the budget document. The budget document will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Distinguished Budget Presentation Award.
- C. **Revenue Estimates** – In order to maintain a stable level of services, the City shall use a conservative, objective and analytical approach when preparing revenue estimates. The process shall include the analysis of probable economic changes and their impacts on revenues, historical collection rates and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year, which could otherwise result in mid-year service reductions.

- D. **Balanced Budget** – The goal of the City is to balance the operating budget with current revenues, whereby, current revenues match and fund on-going expenditures/expenses. Excess balances in the operating funds from previous years may be used for non-recurring expenditures/expenses or as capital funds.
- E. **Reporting** – Summary financial reports will be presented to the City Council monthly, at a minimum. These reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status. The City Manager will also present a mid-year report to the City Council within 60 days following the end of the second fiscal quarter which updates the status of projects and related financial goals set forth in the budget.
- F. **Control and Accountability** – Each Department Director, appointed by the City Manager, will be responsible for the administration of his/her departmental budget. This includes accomplishing the Goals and Objectives adopted as part of the budget and monitoring each department budget for compliance with spending limitations. Department Directors may request a transfer of funds within a department budget. All transfers of appropriation or budget amendments require City Manager approval as outlined in Section V.C. The City Manager shall report such transfers to City Council in writing per Charter Section 5.07(d). Further expenditure control guidance is located in Section V of this policy.
- H. **Budget Amendments** – The *Charter (Section 5.07)* provides a method to amend appropriations. The City Council may authorize:
1. **Supplemental Appropriations** – If the City Manager certifies that revenues are available in excess of those estimated in the budget, an amendment ordinance may be prepared for City Council approval. In general, the supplemental appropriations will be evaluated using the following criteria:
 - a. Is the request of such an emergency nature that it must be done immediately?
 - b. Why was the item not budgeted in the normal budget process?
 - c. Why can't a transfer be done within the Department to remedy the condition?
 2. **Emergency Appropriations** – To meet a public emergency affecting life, health, property or the public peace, the City Council may adopt an emergency appropriation in accordance with Section 5.047(b) of the Home Rule Charter.
 3. **Reduction of Appropriations** – If at any time during the fiscal year it appears probable that expected revenues will be insufficient to finance expenditures for which appropriations have been authorized, the City Council may adopt an ordinance to reduce appropriations.
- I. **Contingency Appropriations** – The budget may include contingency appropriations within designated operating department budgets. These funds are used to offset expenditures for unexpected maintenance or other unanticipated expenses that might occur during the year, including insurance deductibles, unexpected legal expenses and equipment repairs.
- J. **Outside Agency Funding** – The City Council may fund a number of outside agencies and organizations that provide core services for the citizens of City of South Padre Island. The amount of funding received by each agency depends upon City Council direction and the availability of funds. All agencies shall have a standardized process for application, review, monitoring and reporting. All agencies are required to submit applications for funding to the City during the budget process. Funding of non-profit agencies through public funds require enhanced guidelines for spending and operations which shall include:

1. Funding will be used for specific programs, rather than for general operating costs, and demonstrate the program's sustainability beyond a three-year funding period.
2. Funded agencies will be required to post their meeting agendas at least 72 hours in advance, in the spirit of transparency to the public on the way funds are spent.
3. Funded agencies will allow a City Council Member or a City Council appointed representative to be a member of its board of directors.

An Outside Agency Funding Review Committee will be appointed by the City Council to review requests from other agencies and develop a recommendation to City Council based upon available funding. Applications will be evaluated on the following criteria:

1. Number of South Padre Island citizens served by the organization;
2. Type of service provided and whether other organizations in the community provide the service;
3. Availability of other funding sources for the organization;
4. Demonstration of ability to adhere to the guidelines outlined by this policy.

All funded agencies shall be required to submit quarterly reports with performance measures to the City Manager.

- J. **Periodic Program Reviews** – The City Manager and Department Directors will periodically review programs for efficiency and effectiveness. Programs not meeting efficiency or effectiveness objectives shall be brought up to required standards, or be subject to reduction or elimination.
- K. **Budget Contingency Plan** – This policy is intended to establish general guidelines for managing revenue shortfalls resulting from factors such as local and economic downturns that affect the City's revenue streams.
 1. **Immediate Action** - Once a budgetary shortfall is projected, the City Manager will take the necessary actions to offset any revenue shortfall with a reduction in current expenses. The City Manager may:
 - a. Freeze all new hire and vacant positions except those deemed to be a necessity.
 - b. Review all planned capital expenditures.
 - c. Delay all "non-essential" spending or equipment replacement purchases.
 2. **Further Action** - If the above actions are insufficient to offset the revenue deficit and the shortfall continues to increase, the City Manager will further reduce operating expenses to balance the variance. The City Manager may ask Department Directors for recommendations on reductions of service levels in order to reduce expenditures to balance the budget. Any resulting service level reductions, including workforce reductions, will be finalized by the City Council.

REVENUE MANAGEMENT

- A. **Optimum Characteristics** – The City will strive for the following optimum characteristics in its revenue system:
1. **Simplicity** – The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient.
 2. **Certainty** – A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budget and plans.
 3. **Equity** – The City shall make every effort to maintain equity in its revenue system; i.e., the City should seek to minimize or eliminate all forms of subsidization between funds.
 4. **Revenue Adequacy** – The City should require there be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.
 5. **Realistic and Conservative Estimates** - Revenues will be estimated realistically, and conservatively, taking into account the volatile nature of various revenue streams.
 6. **Administration** – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. Where appropriate, the City will use the administrative processes of State, Federal or County collection agencies in order to reduce administrative costs.
 7. **Diversification and Stability** – A diversified revenue system with a stable source of income shall be maintained.
- B. **Other Considerations** – The following considerations and issues will guide the City in its revenue policies concerning specific sources of funds:
1. **Non-Recurring Revenues** – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not for budget balancing purposes.
 2. **Property Tax Revenues** – All real and business personal property located within the City will be valued at 100% of the fair market value for any given year based on the current appraisal supplied by the Cameron County Appraisal District. Reappraisal and reassessment shall be done a minimum of once every three years as determined by the Appraisal District.
Conservative budgeted revenue estimates result in a projected ninety-six and one-half percent (96.5%) budgeted collection rate for current ad valorem taxes. Two and three-quarters percent (2.75%) of the current ad valorem taxes will be projected as the budget for delinquent ad valorem tax collection. For budgeting purposes, the City will forecast the current year's effective tax rate at the current collection rate of 96.5%, unless directed otherwise by the City Council.

3. **Investment Income** – Earnings from investments will be distributed to the Funds in accordance with the equity balance of the fund from which the monies were provided to be invested.
4. **User-Based Fees and Service Charges** – For services associated with a user fee or charge, the direct or indirect costs of that service will be offset by a fee where possible. The City will review fees and charges no less than once every three years to ensure that fees provide adequate coverage for the cost of services. The City Council will determine how much of the cost of a service should be recovered by fees and charges.
5. **Intergovernmental Revenues** – All potential grants will be examined for matching requirements and must be approved by the City Council prior to submission of the grant application. It must be clearly understood that operational requirements (on-going costs) set up as a result of a grant program could be discontinued once the term and conditions of the program have been completed.
6. **Revenue Monitoring** – Revenues as they are received will be regularly compared to budgeted revenues and variances will be investigated. Any abnormalities will be included in the monthly general fund revenue report as posted on the City's web-site.

EXPENDITURE POLICIES

- A. **Appropriations** – The point of budget control is at the department level budget for all funds. The Department Directors shall manage budgets to ensure that appropriations are not exceeded. Budgets are approved by the City Council within a department (personnel costs, supplies, maintenance, operations/maintenance and capital.)
- B. **Central Control** – No recognized or significant salary or capital budgetary savings in any Department shall be spent by the Department Head without prior authorization from the City Manager. This control will realize budget savings each year that will be available for transfer by the City Manager, without further City Council action.
- C. **Budget Transfers** – The *Charter (Section 5.07(d))* provides that the City Manager may transfer balances within departments and programs. A Department Director may request a transfer between line items, or categories of items through the City Manager. Finance will make the adjustment upon approval from the City Manager.
- D. **Purchasing** – All City purchases of goods or services will be made in accordance with the City's current Purchasing Policy and Procedures and with State law.
- E. **Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid within thirty (30) calendar days of receipt of goods or services or invoice date, whichever is later in accordance with State law. The City will take advantage of all purchase discounts, when possible.

STAFFING

The City's goal as an employer is to attract and retain quality employees who provide exemplary public service to our community in an effective and efficient manner.

- A. **Adequate Staffing** – Staffing levels will be adequate for the operations and programs of the City to be conducted efficiently and effectively. In order to provide continuing services to a developing community, as well as add new services, staffing levels will be evaluated regularly to determine workloads. Workload allocation alternatives, such as contract labor and contracted services, will be explored before adding additional staff.
- B. **Market Adjustments** – The City shall utilize the Texas Municipal League (TML) salary survey data, specific municipalities, as well as data from other sources and consultants, as a reference for making market-based adjustments. Market based adjustments are based upon the job duties and job descriptions of the position, not on performance of the employee within the position.
- C. **Merit Adjustments** – The City utilizes a merit-based pay plan as a part of the overall compensation system. City Council may fund merit increases annually during the budget process to aid in retaining and rewarding quality employees for productivity and job performance. These merit-based adjustments are recommended by the employee's immediate supervisor and reviewed by both the Department Director and the City Manager. Employees may receive a merit increase upon approval of the City Manager based upon performance, or when other situations warrant this type of increase, such as a reclassification due to additional job duties.
- D. **Cost of Living Adjustment (COLA)** - In order to sustain employee compensation levels within the competitive job market, the City may fund an annual COLA for all regular employees not included in a defined pay plan. The COLA will be based on the Consumer Price Index-Urban Wage Earners and Clerical Workers for the south urban area.

ECONOMIC DEVELOPMENT

The City shall initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base. The City is committed to the promotion of quality development in all parts of the City. Each economic development incentive will be considered separately by the City Council.

- A. **Cost/Benefit of Incentives for Economic Development** - The City will use due caution in the analysis of any incentives that are used to encourage development. A cost/benefit (fiscal impact) analysis will be performed as part of the evaluation.
- B. **Commitment to Expansion and Diversification** – The City shall encourage and participate in economic efforts to expand the City of South Padre Island's economy and tax base, to increase local employment and to invest when there is a defined, specific long-term return to the community. These efforts shall focus on new areas, as well as other established sections of the City where economic development can generate additional jobs, sales tax, property tax and other economic benefits.

- C. **Tax Exemptions** - The City Council may authorize an exemption from ad valorem taxes in accordance with the Code of Ordinances, Chapter 17 Section 5.
- D. **Increase Non-residential Share of Tax Base** – The City’s economic development program shall seek to expand the non-residential share of the tax base to decrease the tax burden on residential homeowners.
- E. **Coordinate Efforts with Other Jurisdictions** – The City’s economic development program shall encourage close cooperation with other local jurisdictions to promote the economic well-being of this area.

INTERGOVERNMENTAL RELATIONS

The City shall coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis and support appropriate favorable legislation at the state and federal levels.

- A. **Interlocal Cooperation in Delivery of Services** – In order to promote the effective and efficient delivery of services, the City shall work with other local jurisdictions to share on an equitable basis the cost of services, to share facilities and to develop joint programs to improve service to its citizens.
- B. **Legislative Program** – The City shall cooperate with other jurisdictions to actively oppose any state or federal regulation or proposal that mandates additional City programs or services and does not provide the funding necessary for implementation.

CAPITAL MAINTENANCE AND REPLACEMENT

The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of all individual funds with infrastructure should be budgeted each year to maintain the quality within each system.

- A. **Infrastructure Maintenance** - On-going maintenance and major repair costs are generally considered system repairs and are not capitalized for accounting purposes. They include such items as street seal coat and other general system maintenance.
- B. **Streets capital maintenance and replacement** - It is the policy of the City to annually provide funding for the Public Works Department to use for a street maintenance program.
- C. **Building capital replacement and maintenance** – It is the policy of the City to annually provide funding for major maintenance on its buildings such as air conditioning replacements, flooring, painting and other maintenance.
- D. **Technology** – It is the policy of the City to fund the maintenance and replacement of its personal computers and network servers. Major replacements for computer systems will be anticipated for a five year period and included with capital project presentations in the annual budget process.
- E. **Fleet and equipment replacement** – The City will anticipate replacing existing cars, trucks, tractors, backhoes, trailers and other equipment as necessary.
 - 1. **Capital Replacement Fund** - The City shall establish a Capital Replacement Fund to provide financial resources to replace aging fleet and equipment. Only fleet and

equipment included on the City's Fixed Assets inventory will be included on the replacement schedule.

- a) Funding - Funding will be set aside each year through the annual budget process to fund the future replacement of fleet and equipment.
- b) Sale of fleet vehicles and equipment - Any revenue generated from the sale of fleet and equipment may be deposited in the Capital Replacement Fund at the discretion of the City Manager.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- A. **Accounting** – The City is responsible for the recording and reporting of its financial affairs, both internally and externally. The City's Finance Director is responsible for establishing the structure for the City's Chart of Accounts and for assuring that procedures are in place to properly record financial transactions and report the City's financial position.
- B. **Audit of Accounts** – In accordance with the *Charter Section 5.12*, an independent audit of the City accounts will be performed every year. The auditor is retained by and is accountable directly to the City Council.
- C. **External Reporting** – Upon completion and acceptance of the annual audit by the City's auditors, the City shall prepare a written Comprehensive Annual Financial Report (CAFR) which shall be presented to the City Council within 180 calendar days of the City's fiscal year end. The CAFR shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP) and shall be presented annually to the Government Finance Officer Association (GFOA) for evaluation and consideration for the Certificate of Achievement in Financial Reporting. If City staffing limitations preclude such timely reporting, the Finance Director will inform the City Council of the delay and the reasons therefore.
- D. **Internal Reporting** – The Finance Department will prepare internal financial reports, sufficient to plan, monitor and control the City's financial affairs.

RISK AND ASSET MANAGEMENT

- A. **Risk Management** - The City will utilize a safety program, an employee wellness program and a risk management program to prevent and/or reduce the financial impact to the City due to claims and losses. Transfer of liability for claims through transfer to other entities through insurance and/or by contract will be utilized where appropriate. Prevention of loss through the safety program and the employee wellness program will be used.
- B. **Cash Management** - The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections. The City shall maintain a comprehensive cash management program to include the effective collection of accounts receivable, the prompt deposit of receipts

to the City's depository, the payment of obligations, and the prudent investment of idle funds in accordance with this policy.

- C. **Investments** – The City Council has formally approved a separate Investment Policy for the City of South Padre Island that meets the requirements of the Public Funds Investment Act (PFIA), Section 2256 of the Texas Government Code. This policy is reviewed annually by the City Council and applies to all financial assets held by the City.
- D. **Fixed Assets and Inventory** – The City Council has approved the City's Fixed Assets Policies and Procedures. The basic goal and objective of this policy is to define and describe a set of standard procedures necessary to record and control the changes in the fixed asset system in accordance with Generally Accepted Accounting Principles.
- E. **Computer System/Data Security** – The City shall provide security of its computer/network system and data files through physical and logical security systems that will include but not limited to, a firewall, intrusion prevention appliance, and two-tier spam/virus protection system.
 - 1. **Physical location** – The location of computer/network systems shall be in locations inaccessible to unauthorized personnel.
 - 2. **Access** – The Information Services department will be responsible for setting up access to the City's network and files. The Finance Director shall have responsibility for setting security levels for employees within the financial system for internal control purposes, however these levels may be administered by the IS department.
 - 3. **Remote access** – The Information Services department will set up employees for Virtual Private Network (VPN) access upon approval from their Department Director.
 - 4. **Data backup** – Data backups will be conducted daily. The daily backups will remain on-site on a dedicated storage device.
 - 5. **Inventory** – Records of all computer equipment purchased shall be the responsibility of the Information Services division. Routine inventories will be conducted to ensure safeguarding of these assets.

DEBT MANAGEMENT

The City of South Padre Island recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community must be evaluated according to efficiency and equity. Efficiency must be evaluated to determine the highest rate of return for a given investment of resources. Equity is resolved by determining who should pay for the cost of capital improvements. In meeting demand for additional services, the City will strive to balance the needs between debt financing and "pay as you go" methods. The City realizes that failure to meet the demands of a developing community may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects on the City's long-range financial condition.

The City will issue debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens and to allow it to fulfill its various purposes as a city.

A. **Usage of Debt** - Long-term debt financing will be considered for non-continuous capital improvements of which future citizens will benefit. Alternatives for financing will be explored prior to debt issuance and include, but not limited to:

- Grants
- Use of Reserve Funds
- Use of Current Revenues
- Contributions from developers and others
- Leases

When the City utilizes long-term financing, it will ensure that the debt is soundly financed by conservatively projecting revenue sources that will be used to pay the debt. It will not finance the improvement over a period greater than the useful life of the improvement and it will determine that the cost benefit of the improvement, including interest costs, is positive to the community.

B. **Types of Debt** –

1. **General Obligation Bonds (GO's)** – General obligation bonds must be authorized by a vote of the citizens of South Padre Island. They are used only to fund capital assets of the general government and are not to be used to fund operating needs of the City. The full faith and credit of the City as well as the City's ad valorem taxing authority back general obligation bonds. Conditions for issuance of general obligation debt include:
 - When the project will have a significant impact on the tax rate;
 - When the project may be controversial even though it is routine in nature; or
 - When the project falls outside the normal bounds of projects the City has typically done.
2. **Revenue Bonds** – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for the continuation or expansion of a service. The improved activity shall produce a revenue stream to fund the debt service requirements of the necessary improvement to provide service expansion. The average life of the obligation should not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than twenty (20) years.
3. **Certificates of Obligation, Contract Obligations (CO's)** – Certificates of obligation or contract obligations may be used to fund capital requirements that are not otherwise covered either by general obligation or revenue bonds. Debt service for CO's may be either from general revenues (tax-supported) or supported by a specific revenue stream(s) or a combination of both. Typically, the City may issue CO's when the following conditions are met:
 - When the proposed debt will have minimal impact on future effective property tax rates;
 - When the projects to be funded are within the normal bounds of city capital requirements, such as for roads, parks, various infrastructure and City facilities; and
 - When the average life of the obligation does not exceed the useful life of the asset(s) to be funded by the issue.

Certificates of obligation will be the least preferred method of financing and will be used with prudent care and judgment by the City Council. Every effort will be made to ensure public participation in decisions relating to debt financing.

4. Tax Anticipation Notes – The City can issue debt securities with a maximum maturity of seven years to provide immediate funding for a capital expenditure in anticipation of future tax collections.
5. Internal borrowing between City funds – The City can authorize use of existing long-term reserves as “loans” between funds. The borrowing fund will repay the loan at a rate consistent with current market conditions. The loan will be repaid within ten (10) years. The loan will be considered an investment of working capital reserves by the lending fund.
- C. Method of Sale – The City will use a competitive bidding process in the sale of bonds unless conditions in the bond market or the nature of the issue warrant a negotiated bid. In such situations, the City will publicly present the reasons for the negotiated sale. The City will rely on the recommendation of the financial advisor in the selection of the underwriter or direct purchaser.
- D. Disclosure – Full disclosure of operating costs along with capital costs will be made to the bond rating agencies and other users of financial information. The City staff, with assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies and will aid in the production of the Preliminary Official Statements. The City will take responsibility for the accuracy of all financial information released.
- E. Federal Requirements – The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.
- F. Debt Structuring – The City will issue bonds with maturity not to exceed the useful life of the asset acquired. The structure should approximate level debt service unless operational matters dictate otherwise. Market factors, such as the effects of tax-exempt designations, the cost of early redemption options and the like, will be given consideration during the structuring of long term debt instruments.
- G. Debt Coverage Ratio – Refers to the number of times the current combined debt service requirements or payments would be covered by the current operating revenues. The City will maintain a minimum debt service coverage ratio of 1.0 times.
- H. Bond Reimbursement Resolutions – The City may utilize bond reimbursements as a tool to manage its debt issues, due to arbitrage requirements and project timing. In so doing, the City uses its capital reserve "cash" to delay bond issues until such time when issuance is favorable and beneficial to the City.

OTHER FUNDING ALTERNATIVES:

When at all possible, the City will research alternative funding opportunities prior to issuing debt or increasing user-related fees.

- A. **Grants** - All potential grants will be examined for any matching requirements and the source of those requirements identified. It must be clearly understood that any resulting operation requirements of the grant could be discontinued once the term and conditions of the project have been terminated. The City Council must authorize acceptance of any grant funding.

Guidelines – The City shall seek to obtain those grants consistent with the City’s current and future priorities and objectives.

Indirect Costs – The City shall recover indirect costs to the maximum allowable by the funding source. The City may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.

Grant Review – The City Manager and Finance Director shall review all grant submittals to determine in-kind match, as well as their potential impact on the operating budget, and the extent to which they meet the City’s objectives. If there is a cash match requirement, the source of funding shall be identified and approved by City Council prior to application. Once the application is approved, the City Council sets the grant budget.

Grant Program Termination – The City shall terminate grant-funded programs and associated positions as directed by the City Council when grant funds are no longer available, unless alternate funding is identified.

- B. **Use of Fund Balance and Reserve Funds** - The City may authorize the use of reserve funds to potentially delay or eliminate a proposed bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the need for debt proceeds, or postpone a bond issue until market conditions are more beneficial or timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt. Unappropriated fund balance in excess of operating reserves may be used for one-time projects, but not on-going operating expenses.
- C. **Leases** - The City may authorize the use of lease financing for certain operating equipment when it is determined that the cost benefit of such an arrangement is advantageous to the City.

FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

The City of South Padre Island will maintain budgeted minimum reserves in the ending working capital/fund balances to provide a secure, healthy financial base for the City in the event of a natural disaster or other emergency, allow stability of City operations should revenues fall short of budgeted projections and provide available resources to implement budgeted expenditures without regard to actual timing of cash flows into the City.

- A. **Operational Coverage** – The City’s goal is to maintain operations coverage of 1.00, such that operating revenues will at least equal or exceed current operating expenditures. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques.
- B. **Operating Reserves** – In accordance with the Charter Section 5.04, the City will strive to maintain emergency reserves of six (6) months of the City operating expenses. Reserves are defined as the amount of the unreserved fund balance of the most recent audited financial statements. Operating expenses are defined as the expenses included in the most recent City Council approved annual budget reduced by major one time expenditures not typical for the maintenance and operations of the City prorated evenly over a six month period. Excess reserve fund balance equals audited reserve fund balance less six (6) months operating expenses as defined above.
Reserve requirements will be calculated as part of the annual budget process and any additional required funds to be added to the reserve balances will be appropriated within the budget. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council for one time projects once it has been determined that use of the excess will not endanger reserve requirements in future years.
- C. **Liabilities and Receivables** - Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within 30 days of receiving the invoice. Accounts Receivable procedures will target collection for a maximum of 30 days of service. The Finance Director is authorized to write-off non-collectible accounts that are delinquent for more than 180 days, provided proper delinquency procedures have been followed, and include this information in the annual report to the City Council.
- D. **Capital Project Funds** – Every effort will be made for all monies within the Capital Project Funds to be expended within thirty-six (36) months of receipt. The fund balance will be invested and income generated will offset increases in construction costs or other costs associated with the project. Capital project funds are intended to be expended totally, with any unexpected excess to be transferred to the Debt Service fund to service project-related debt service.
- E. **General Debt Service Funds** – Revenues within this fund are stable, based on property tax revenues. Balances are maintained to meet contingencies and to make certain that the next year’s debt service payments may be met in a timely manner.
- F. **Investment of Reserve Funds** – The reserve funds will be invested in accordance with the City’s investment policy.

INTERNAL CONTROLS

- A. **Written Procedures** –Written procedures will be established and maintained by the Finance Department for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. **Department Directors Responsibility** – Each Department Director is responsible for ensuring that good internal controls and adherence to the City’s Fiscal and Budgetary Policy are followed throughout their department and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.
- C. **Fraud Risk Assessment** – The City will conduct bi-annual fraud risk self-assessment exercises with all departments. The exercise will include the identification of opportunities for the misappropriation of assets, which assets are susceptible to misappropriation, and how could the misappropriation of assets be hidden from management.

APPENDIX: BUDGET RESOLUTION

ORDINANCE NO. 16-18

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SOUTH PADRE ISLAND, TEXAS; MAKING APPROPRIATIONS FOR EACH DEPARTMENT, PROJECT, PROGRAM AND ACCOUNTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City of South Padre Island Home Rule Charter provides that the City should by ordinance provide for all appropriations; and

WHEREAS, the City Council has determined that such an ordinance should be enacted to implement and adopt the Budget.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SOUTH PADRE ISLAND, TEXAS:

Section 1. There is hereby appropriated from the funds indicated and for such purposes and other expenditures proposed in such budget, not to exceed for all such purposes for any department, the total amount of the estimated costs of the projects, operations, activities, purchases and other expenditures proposed for each department, fund, service or other organizational unit as follows, to wit:

GENERAL FUND:

Beginning Fund Balance	\$	5,662,560
Operating Revenue		<u>11,361,656</u>
Total Resources		17,024,216
Expenditures		<u>(11,318,739)</u>
Ending Fund Balance	\$	<u>5,705,477</u>
Total Regular Personnel: 119.2		

HOTEL/MOTEL FUND:

Beginning Fund Balance	\$	3,513,293
Operating Revenue		<u>5,381,623</u>
Total Resources		8,894,916
Expenditures		<u>(5,381,623)</u>
Ending Fund Balance	\$	<u>3,513,293</u>
Total Regular Personnel: 13		

CONVENTION CENTRE FUND:

Beginning Fund Balance	\$	1,747,286
Operating Revenue		<u>2,352,762</u>
Total Resources		4,100,048
Expenditures		<u>(1,557,237)</u>
Ending Fund Balance	\$	<u>2,542,811</u>
Total Regular Personnel: 11		

PARKS, RECREATION AND BEAUTIFICATION

Beginning Fund Balance	\$	3,117
Operating Revenue		<u>15,000</u>
Total Resources		18,117
Expenditures		<u>(15,000)</u>
Ending Fund Balance	\$	<u>3,117</u>

MUNICIPAL COURT TECHNOLOGY FUND

Beginning Fund Balance	\$	12,616
Operating Revenue		<u>8,087</u>
Total Resources		20,703
Expenditures		<u>(8,144)</u>
Ending Fund Balance	\$	<u>12,559</u>

MUNICIPAL COURT SECURITY FUND

Beginning Fund Balance	\$	38,044
Operating Revenue		<u>5,000</u>
Total Resources		43,044
Expenditures		<u>(8,968)</u>
Ending Fund Balance	\$	<u>34,076</u>

TRANSPORTATION GRANT

Beginning Fund Balance	\$	323,786
Operating Revenue		<u>5,582,370</u>
Total Resources		5,906,156
Expenditures		<u>(5,571,021)</u>
Ending Fund Balance	\$	<u>335,135</u>
Total Regular Personnel: 21		

PADRE BLVD IMPROVEMENT

Beginning Fund Balance	\$	3,711,347
Operating Revenue		-
Total Resources		3,711,347
Expenditures		-
Ending Fund Balance	\$	3,711,347

GULF BLVD CONSTRUCTION

Beginning Fund Balance	\$	2,796,930
Operating Revenue		-
Total Resources		2,796,930
Expenditures		(2,796,930)
Ending Fund Balance	\$	-

STREET IMPROVEMENT FUND

Beginning Fund Balance	\$	466
Operating Revenue		-
Total Resources		466
Expenditures		-
Ending Fund Balance	\$	466

DEBT SERVICE:

Beginning Fund Balance	\$	360,063
Operating Revenue		1,612,350
Total Resources		1,972,413
Expenditures		(1,735,350)
Ending Fund Balance	\$	237,063

TIRZ

Beginning Fund Balance	\$	39,423
Operating Revenue		80,445
Total Resources		119,868
Expenditures		50,000
Ending Fund Balance	\$	169,868

EDC DEBT SERVICE:

Beginning Fund Balance	\$	362,944
Operating Revenue		394,031
Total Resources		756,975
Expenditures		(386,447)
Ending Fund Balance	\$	370,528

BEACH MAINTENANCE

Beginning Fund Balance	\$	2,020,038
Operating Revenue		<u>1,762,934</u>
Total Resources		3,782,972
Expenditures		<u>(1,239,035)</u>
Ending Fund Balance	\$	<u>2,543,937</u>
Total Regular Personnel: 7.60		

BEACH ACCESS FUND

Beginning Fund Balance	\$	858,395
Operating Revenue		<u>-</u>
Total Resources		858,395
Expenditures		<u>-</u>
Ending Fund Balance	\$	<u>858,395</u>

BAY ACCESS

Beginning Fund Balance	\$	21,923
Operating Revenue		<u>59,819</u>
Total Resources		81,742
Expenditures		<u>(59,819)</u>
Ending Fund Balance	\$	<u>21,923</u>

ECONOMIC DEVELOPMENT CORPORATION

Beginning Fund Balance	\$	758,174
Operating Revenue		<u>782,756</u>
Total Resources		1,540,930
Expenditures		<u>(782,756)</u>
Ending Fund Balance	\$	<u>758,174</u>

BEACH NOURISHMENT

Beginning Fund Balance	\$	1,848,426
Operating Revenue		<u>460,325</u>
Total Resources		2,308,751
Expenditures		<u>(60,000)</u>
Ending Fund Balance	\$	<u>2,248,751</u>

Section 2. This Ordinance repeals all portions of any prior ordinances or parts of ordinances of the Code of Ordinances in conflict herewith and shall not be codified.

Section 3. If for any reason any section, paragraph, subdivision, clause, phrase, word or provision of this Ordinance shall be held invalid or unconstitutional by final judgment of a court of competent jurisdiction, it shall not affect any other section, paragraph, subdivision, clause, phrase, word or provision of this Ordinance for it is the definite intent of this City Council that every section, paragraph, subdivision, clause, phrase, word or provision hereof be given full force and effect for its purpose.

Section 4. This Ordinance shall become effective immediately.

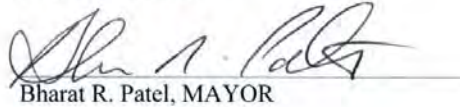
PASSED, APPROVED AND ADOPTED on First Reading, this 31st day of August 2016.

PASSED, APPROVED AND ADOPTED on Second Reading, this 7th day of September 2016.

ATTEST:

**CITY OF SOUTH PADRE
ISLAND, TEXAS**


Susan Hill, CITY SECRETARY


Bharat R. Patel, MAYOR





GLOSSARY OF KEY TERMS

This document contains specialized and technical terminology that is unique to public finance and budgeting. A budget glossary follows to assist readers.

ACCRUAL BASIS-The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ACCRUED EXPENSES-Expenses incurred but not due to be paid until a later date.

AD VALOREM TAXES (Current)-A property tax or millage tax that an owner of real estate pays on the value of the property being taxed.

AD VALOREM TAXES (Delinquent)-All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which it is imposed.

AD VALOREM TAXES (Penalty and Interest)-A delinquent tax incurs a combined penalty and interest of 7% of the amount of the tax for the first calendar month it is delinquent, plus 2% for each additional month or portion of the month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent.

ASSESSED VALUATION-The taxing authority performs an appraisal of the monetary value of real or personal property, and tax is assessed in proportion to that value. (Note: Property values are established by the Cameron County Appraisal District.)

ASSET-Resources owned or held which have monetary value.

AUDIT- A certified public accountant issues an opinion of the presentation of financial statements, tests the controls over the safekeeping of assets, and makes recommendations for

improvements where necessary, as the result of a comprehensive review of the manner in which the government's resources were actually utilized.

BALANCED BUDGET – The goal of the City is to balance the operating budget with current revenues, whereby, current revenues match and fund on-going expenditures/expenses.

BOND-A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects (such as buildings, streets).

BUDGET-A financial plan of projected resources and proposed expenditures for a given period.

BUDGET CALENDAR-The schedule of key dates or milestones that the City follows in the preparation, adoption, and administration of the budget.

BUDGETED FUNDS-Funds that are planned for certain uses but have not been formally or legally authorized by the legislative body. The budget document that is submitted for Council approval is composed of budgeted funds.

BUDM- BENEFICIAL USE OF DREDGED MATERIAL- Beach re-nourishment by relocating sand from the dredging of waterway navigation channels in conjunction with the US Army Corps of Engineers.

CAPITAL EXPENDITURES-A capital expenditure is incurred when a business spends money either to buy fixed assets or to add to the value of an existing fixed asset, with a useful life that extends beyond the taxable year.

CAPITAL IMPROVEMENTS PLAN (CIP)-A five year planning document that outlines the capital projects within the next five years and includes information regarding funding, project description and scheduling, and status. The City Council annually adopts a CIP as part of the budget process.

CASH BASIS-A basis of accounting under which income and expenses are recognized only when cash is actually received or paid out.

CERTIFICATES OF OBLIGATION-See definition of bond.

CPM – The ICMA Center for Performance Management.

CURRENT TAXES-Taxes that are levied and due within the current year.

DEBT SERVICE-Principal and interest obligations for bonds and other debt instruments according to a pre-determined payment schedule.

DELINQUENT TAXES-Taxes that are unpaid on and after the date on which a penalty for non-payment is assessed.

DEPARTMENT-An administrative segment of the City consisting of multiple divisions that is organized by function and service provided.

DEPRECIATION- Decline in value of an asset spread over its economic life. Depreciation includes deterioration from use, age, and exposure to the elements, as well as decline in value caused by obsolescence, loss of usefulness, and the availability of newer and more efficient means of serving the same purpose.

EHS- Environmental Health Services Department

EFFECTIVE TAX RATE-The effective tax rate is the tax rate required to produce the same amount of taxes for the current year as the previous year. The rate is calculated by subtracting taxes on property lost this year from the prior year's taxes total. This number is divided by the current value of property taxed in the prior year. Multiplying this number by 100 will produce the effective tax rate.

ENCUMBRANCES- Commitments related to unperformed contracts for goods or services.

ENHANCEMENTS-Newly requested budgeted amounts that will result in a new or expanded level or service over the previous year.

ETJ-The Extra-Territorial Jurisdiction is the contiguous area just beyond the city limits where a city may apply its development standards and regulations.

EXPENDITURE-The outflow of funds paid or to be paid for an asset or goods and services obtained, regardless of when the expense is actually paid. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended when goods or services are received.

EXPENSES-Charges incurred (whether paid or unpaid) for operation, maintenance, interest, and other charges.

FDA- Food and Drug Administration.

FEMA-Federal Emergency Management Association.

FISCAL YEAR (FY)-The time period signifying the beginning and ending period for recording financial transactions. The City of South Padre Island has specified October 1 to September 30 as its fiscal year.

FIVE-YEAR PLAN-This document contains the five year goals of each department.

FIXED ASSETS-Assets of a long-term nature which are intended to continue to be held or used, such as machinery and equipment, land, buildings, and improvements.

FRANCHISE FEE-A charge paid by businesses for the use of City streets and public right of way and is in lieu of all other municipal charges, fees, street rentals, easement or other like franchise taxes, inspections fees, and/or charges of every kind except Ad Valorem and special assessment taxes for public improvements.

FULL-TIME EQUIVALENT-This refers to the numeric breakdown of city positions. A regular full-time employee (40 hours per week) equals one (1.0) full-time equivalent. Part-time positions are calculated as 0.5 full-time equivalents, and seasonal staff positions are considered 0.25 full-time equivalents.

FUND-An accounting entity that has a set of self-balancing accounts and includes all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

FUND BALANCE-The term fund balance is used to describe the arithmetic difference between the assets and liabilities reported in a fund.

GENERAL FUND-The fund used to account for all financial resources except those required to be accounted for in another fund.

GLO- the General Land Office of the State of Texas.

GENERAL OBLIGATION BONDS-Bonds that finance a variety of public projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government.

GFOA- Government Finance Officers Association.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)-Uniform minimum standards of and guidelines for financial accounting and reporting. These principles: govern the form and content of the basic financial statements of an entity; encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time; include not only broad guidelines of general application, but also detailed practices and procedures; and, provide a standard by which to measure financial presentations.

GOVERNMENTAL FUNDS-Funds, within a governmental accounting system, that support general tax supported governmental activities.

GRANTS-Contributions or gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

HOTEL/MOTEL TAX- Pursuant to State law, hotel/motel tax is levied upon the cost of occupancy of any room or space. The tax covers hotels, motels, and bed and breakfasts, as well as condominiums, apartments, and houses rented for less than 30 consecutive days. The current rate of taxation is 14.5% (6% to State of Texas of which 1% is returned to the City for beach re-nourishment, and 8.5% to the Convention and Visitors Bureau).

HOT – An acronym for Hotel Motel Tax.

I&S- Interest and Sinking. That portion of the tax rate that is levied to pay General Obligation Bonds debt service.

ICMA- International City Managers Association.

INVESTMENTS-Securities held for the generation of revenue in the form of interest. This term does not include fixed assets used in governmental operations.

ISO- Insurance Services Office - This is a, for profit, organization that provides statistical information on risk.

LEED® (Leadership in Energy and Environmental Design) Green Building Rating System™ is a feature-oriented rating system that awards buildings points for satisfying specified green building criteria.

LEVY-(Verb) To impose taxes, special assessments, or special charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or special charges imposed by a government.

LONG-TERM DEBT-Debt with a maturity of more than one year after the date of issuance.

M&O- Maintenance and operation. That portion of the tax rate that is levied for the general operations of the government

MODIFIED ACURAL BASIS- The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under this basis of accounting, revenues are recognized when they become both “measurable” and “available to pay expenditures within the current period”. Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies and items for re-sale which may be considered expenditures either when purchased or when used or sold; (2) prepaid insurance and similar items; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; and (4) principal and interest on long-term debt which are generally recognized when due.

OPERATING BUDGET- Operating budgets are carefully crafted budgets that focus on managing current expenses. The focus of an operating budget is to ensure there are funds to maintain the continued operation of a business, and that those funds are distributed in the most cost-efficient manner.

ORDINANCE-A formal legislative enactment by the governing board of a municipality. If an ordinance is not in conflict with any higher form of law, such as a state statute of constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter is less formal and has a lower legal “status”. Ordinarily, statutes or characters will specify or imply those legislative actions that must be by ordinance and those which may be by resolution. Revenue raising measures such as those required for imposition of taxes, special assessments and service charges, universally require ordinances.

PROPERTY TAX-Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

RESERVE-A portion of a fund restricted for a specific purpose and is, therefore, not available or recommended for general appropriation.

REVENUES-Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under National Council on Governmental Accounting (NCGA) Statement 1, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than revenues.

SALES TAX-A general "sales tax" is levied on all persons and businesses selling merchandise in the City limits on a retail basis. The current sales tax rate for the City is 8.25% (1/2% to Economic Development, 1 1/2% to City of SPI, and 6 1/4 % to State of Texas).

SURPLUS-The excess of the assets or resources of a fund over its liabilities or obligations.

TAX INCREMENT REINVESTMENT ZONE (TIRZ)-A designated area in which new city and county property taxes generated in future decades may be used only to pay for public improvements within that area. TIRZs are special zones created by City Council to attract new investment to an area. TIRZs help finance the cost of redevelopment and encourage development in an area that would otherwise not attract sufficient market development in a timely manner.

TAXES-Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the public. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

TCPA- Texas Police Chiefs Association.

TEHA- Texas Environmental Health Association

TML- Texas Municipal League
