

Spring Break Debrief and Assessment

6/13/18



Why we are here

- Special events and mass gatherings are a **major impact** on the City and community in terms **revenue, expenditures, staffing, risk** and **reputation**
- Measuring the **effectiveness** of our efforts will drive continuous improvement



Define

- CTQs (What's Critical To Quality):

- Clean streets and beaches by morning each day
- Response time for critical EMS
- Response time for critical PD calls
- Available resources to meet service demand
- Communication with citizenry
- Available visitor staffing to meet needs
- Traffic flow (time over causeway/back ups)
- Overall public safety
- Adequate/available parking
- Sound/limiting noise complaints
- Adequate marketing to result in heads in beds/economic impact
- Events to attract visitors: on brand
- Timely processing of permit applications

- Voice of the Customer

- Resident (Public meetings, one-on-one, email feedback and social media)
- Visitor (# of visitors and repetitive visitors)
- Businesses (Sales Tax/Occupancy Rates/ Public Meeting, email Feedback)





Finance

Spring Break Analysis

MARCH 2018

Summary & Assumptions

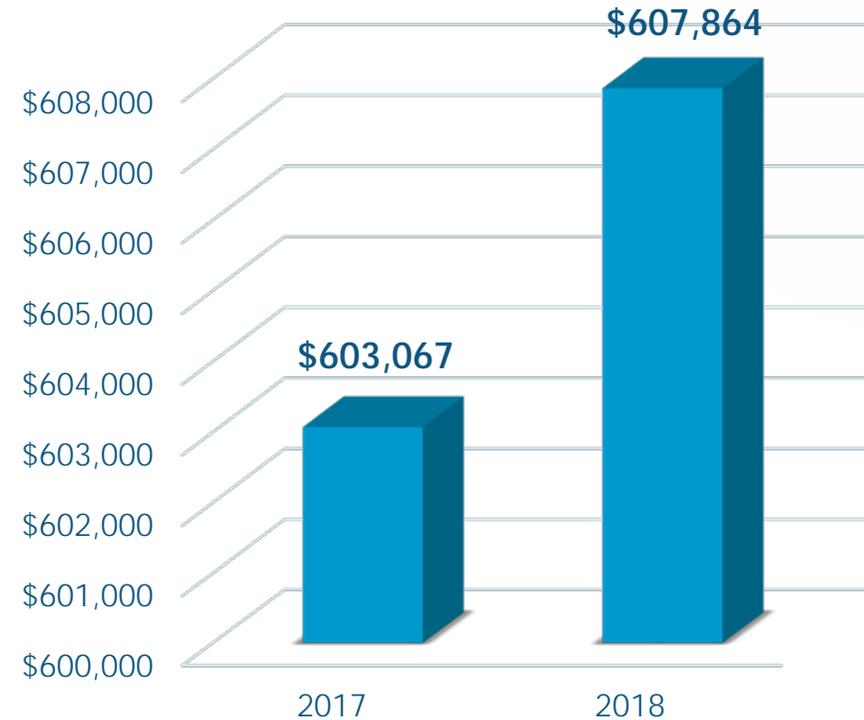
- ▶ Analysis of March 2018: assumption that all the economic impact is related to Spring Break
- ▶ Comparison March 2017-March 2018: this year both Spring Break and Holy Week (Semana Santa) fell in March
- ▶ Analysis of major economic indicators: Sales Tax, HOT and Mixed Beverage Tax
- ▶ Statement of revenues and expenditures: comparison with February to measure additional revenues and expenditures

Measure: Sales Tax Analysis

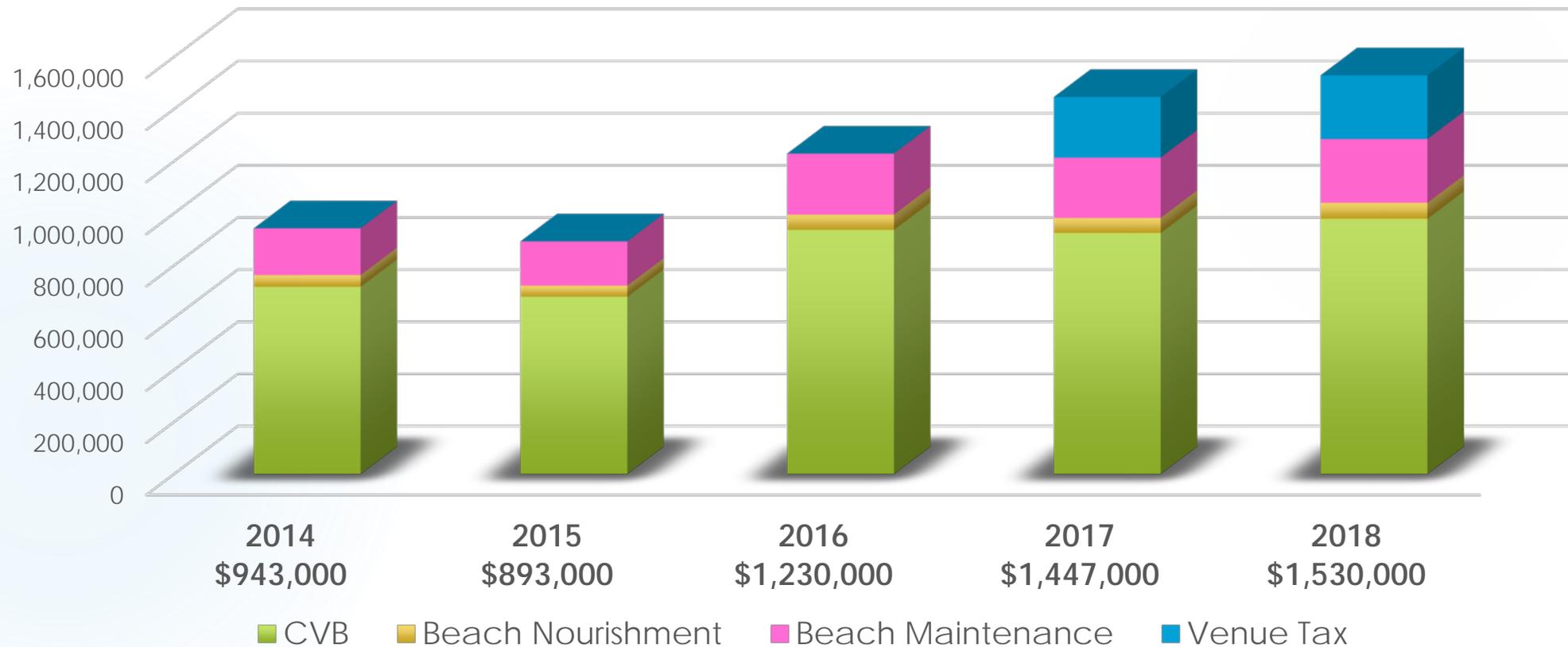
March Sales Tax: 15.12% Increase



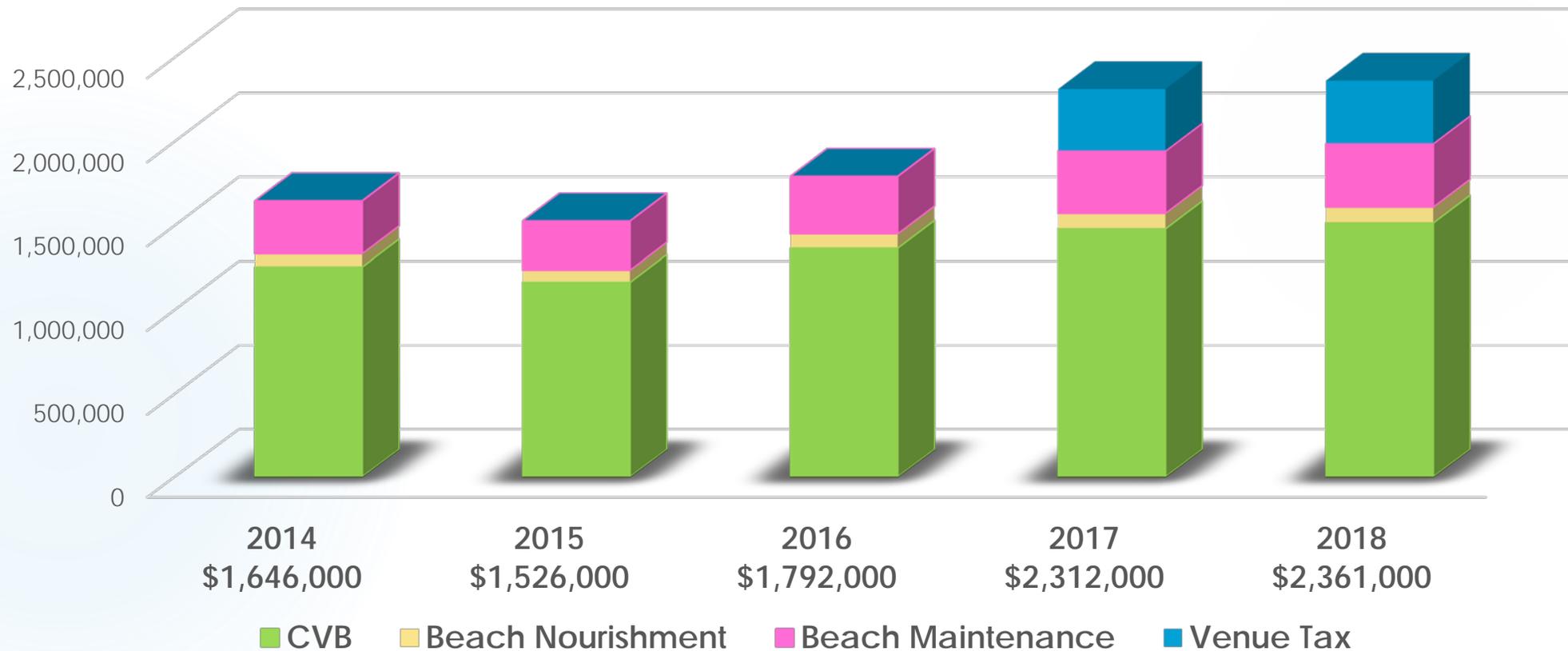
March & April Sales Tax: 0.8% Increase



Measure: March Local/State Occupancy Tax Last Five Years



Measure: March & April Local/State Occupancy Tax Last Five Years



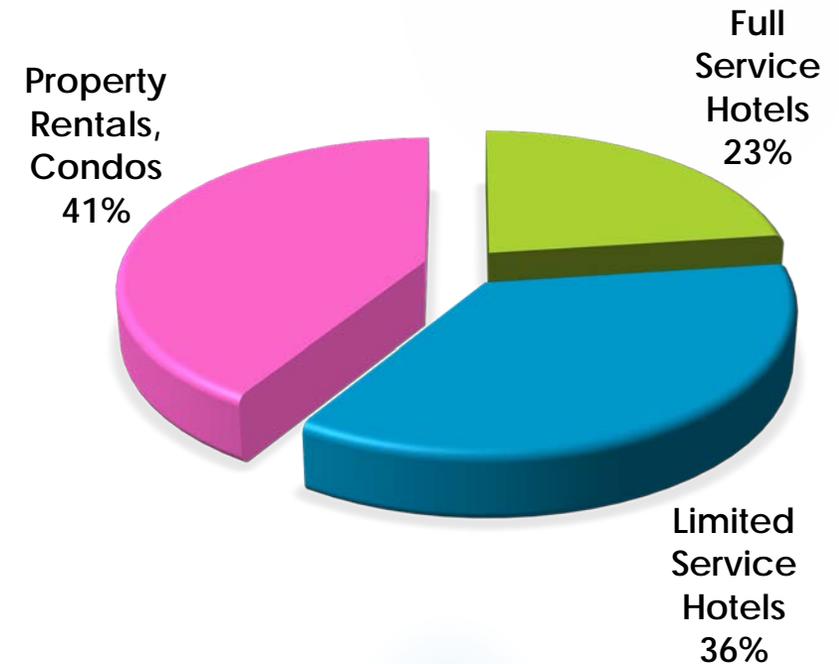
Measure: Local/State Occupancy Tax - March 2018



Allocation by Fund

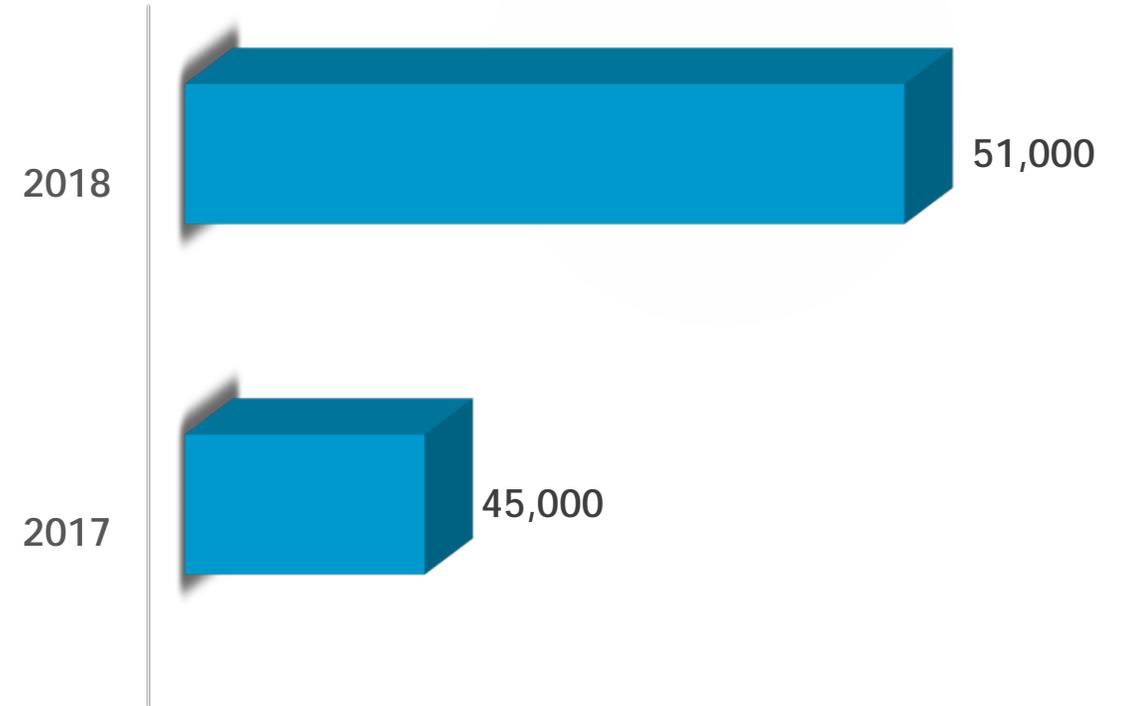
- Convention Centre: \$979,000
- Beach Nourishment: \$61,000
- Beach Maintenance: \$245,000
- Venue Tax: \$245,000

Breakdown by Industry Segment - \$12.2 Million Taxable Sales

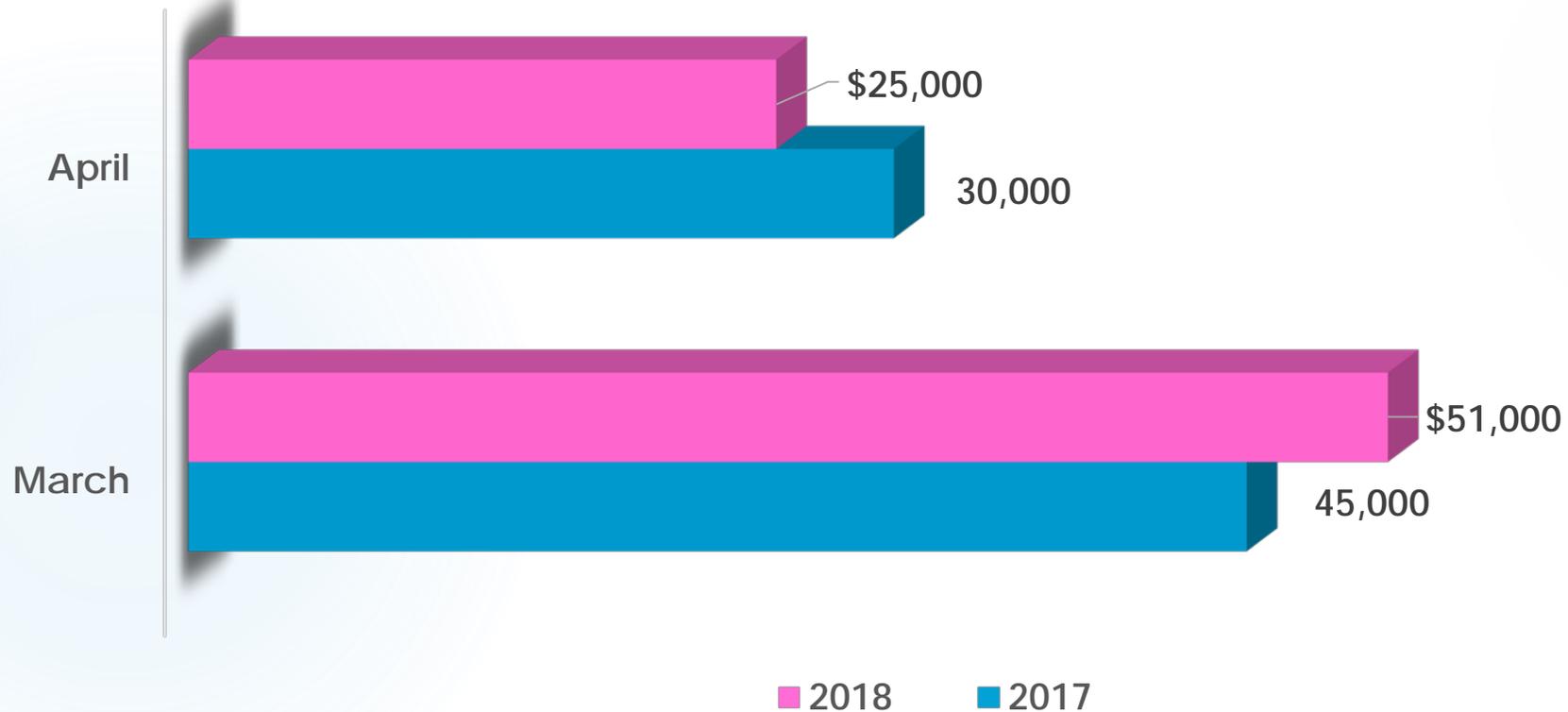


Mixed Beverage Tax – March 2018

- ▶ Tax Reported to the State of Texas: \$3.1 Million (Mixed Beverage Sales)
- ▶ Estimated Sales & Mix Beverage Tax to be remitted to the City: \$51,000



Measure: Mixed Beverage Tax – March & April 2018



Analyze: Spring Break – March 2018

Description	City's Tax	Gross Sales
Sales Tax	\$372,000	\$18.6 Million
Occupancy Tax (CVB+ Venue Tax + Beach Nourishment/ Maintenance)	\$1,530,000	\$12.2 Million
Mixed Beverage Tax	\$51,000	\$3.1 Million
Total	\$1,953,000	\$33.9 Million

Statement of Revenues & Expenditures – Comparison with February

- ▶ Why compare March with February?
- ▶ Conservative approach from revenue as well as expenditure perspective
- ▶ February is not one of the three lowest revenue months for Sales Tax and HOT (Revenues associated with Spring Break won't be overstated)
- ▶ February has the lowest OT and temp cost after October.

March 2018 Statement of Revenues & Expenditures – Summary

Additional Revenues	• \$1,347,900
Additional Operating Expenditures	• (\$456,200)
Excess of Revenues over Operating Exp.	• \$891,700
Advertising and Promotion	• (\$258,500)
Excess of Revenues after Advertising and Promotion	• \$633,200

March 2018 Statement of Revenues & Expenditures - Breakdown

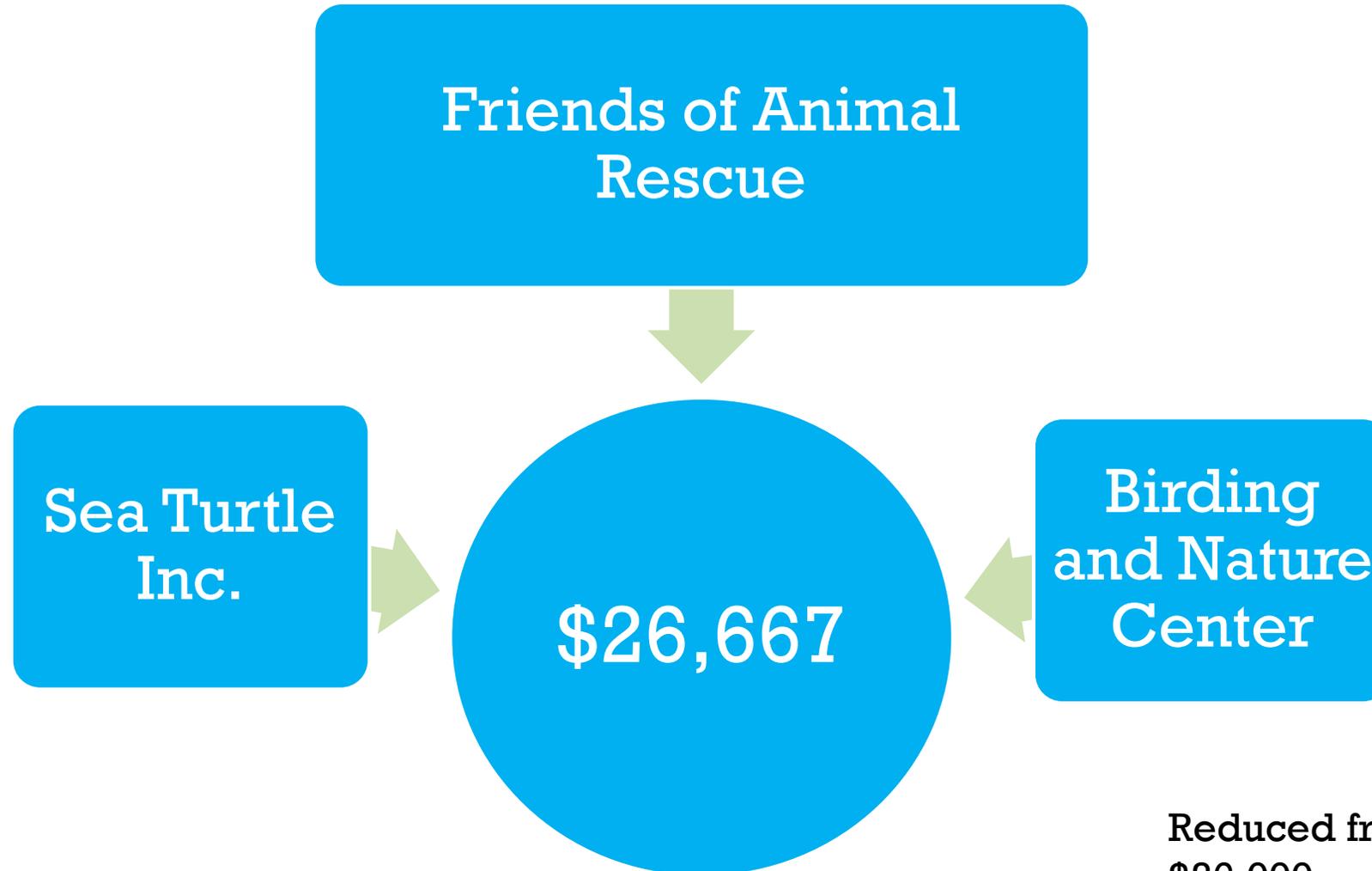
Add. Rev/Exp	General Fund	CVB	Beach Maint.	Beach Nourish.	Venue Tax Fund	EDC	Total
Sales Tax	124,400	-	-	-	-	41,500	165,900
HOT	-	706,000	176,000	44,000	176,000	-	1,102,000
Other Rev	80,000	-	-	-	-	-	80,000
Total Rev.	204,400	706,000	176,000	44,000	176,000	41,500	1,347,900
Payroll	(4,600)	(290,900)	(45,700)	-	-	-	(341,200)
Other Exp	(21,600)	(43,100)	(50,300)	-	-	-	(115,000)
Total Exp.	(26,200)	(334,000)	(96,000)	-	-	-	(456,200)
Net Operating	\$178,200	\$372,700	\$80,000	\$44,000	\$176,000	\$41,500	\$891,700
Advertising	-	(258,500)	-	-	-	-	(258,500)
Net after Adv.	\$178,200	\$113,500	\$80,000	\$44,000	\$176,000	\$41,500	\$633,200

CVB Spring Break Debrief

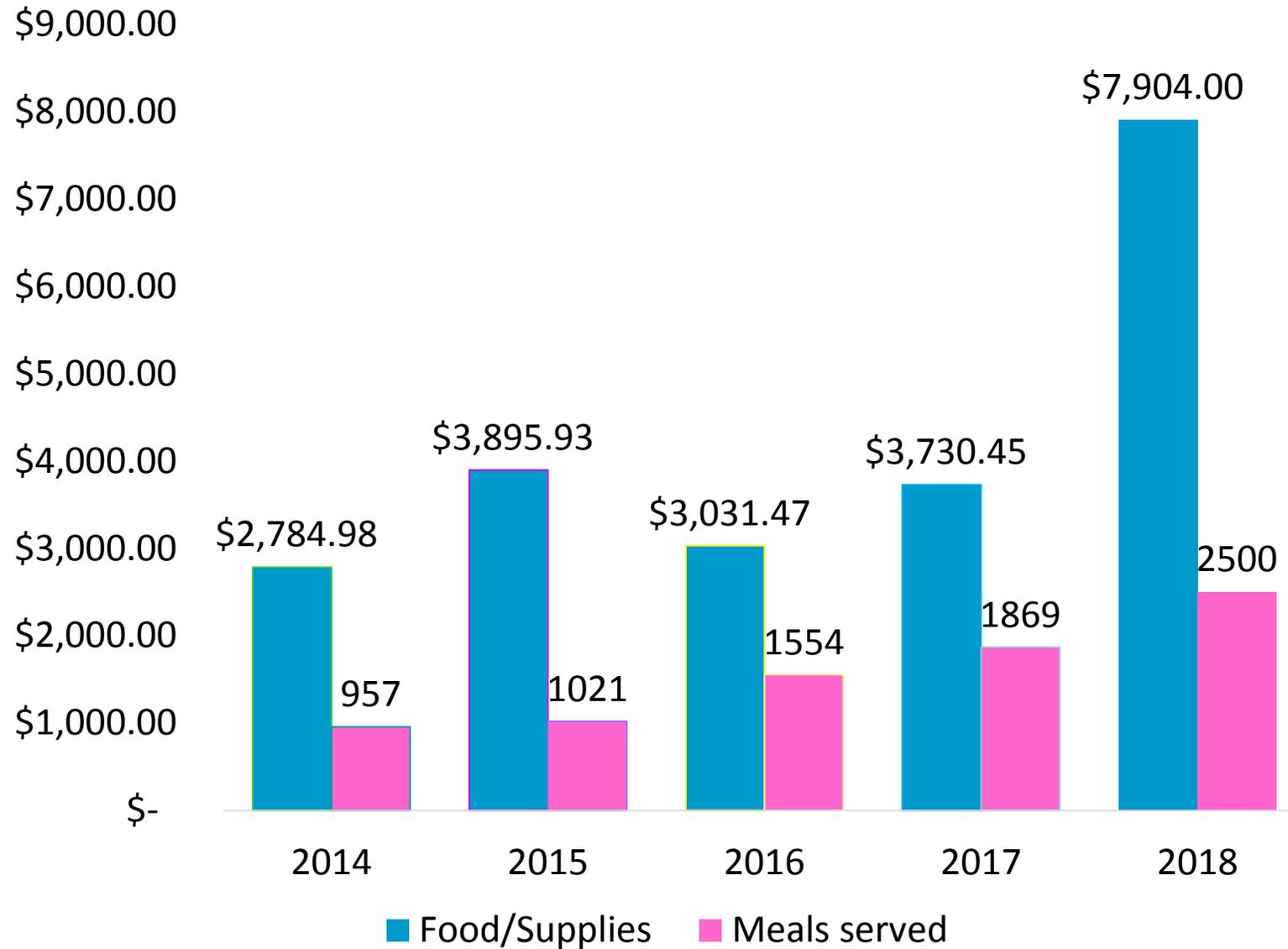
6/13/18



Measure: Parking Fundraiser



Measure: Spring Break Meals



Measure: Marketing

- **College Spring Break:**

- SEM (Google, Yahoo & Bing): 6 months/October - March, \$61,000
- SEM & Facebook Retargeting (all platforms): 6 months/October - March, \$15,000
- Paid Social (Facebook & Instagram): 6 months/October - March, \$45,500
- Snapchat: 2 months/February - March, \$3,500
- Device ID Targeting (all platforms): 2 months/January-March, \$25,000
- CMG/Student City (Facebook & Google AdWords): 4 months/November-February: \$25,000
- Inertia Tours (Instagram, Bing & Google): 3 months/November-January: \$25,000
- Spring Break Guide, full page ad: Annual, \$3,900
- Spring Break digital banners and video production: \$4,415

- **College Spring Break Total: \$208,315**

- **Family Spring Break:**

- SEM (Google, Yahoo & Bing): 5 months/October, December - March, \$22,500
- SEM & Facebook Retargeting (all platforms): 5 months/October, December - March, \$5,200
- Paid Social (Facebook & Instagram): 5 months/October, December - March, \$22,500

- **Family Spring Break Total: \$50,200**

- **Grand Total: \$258,515**

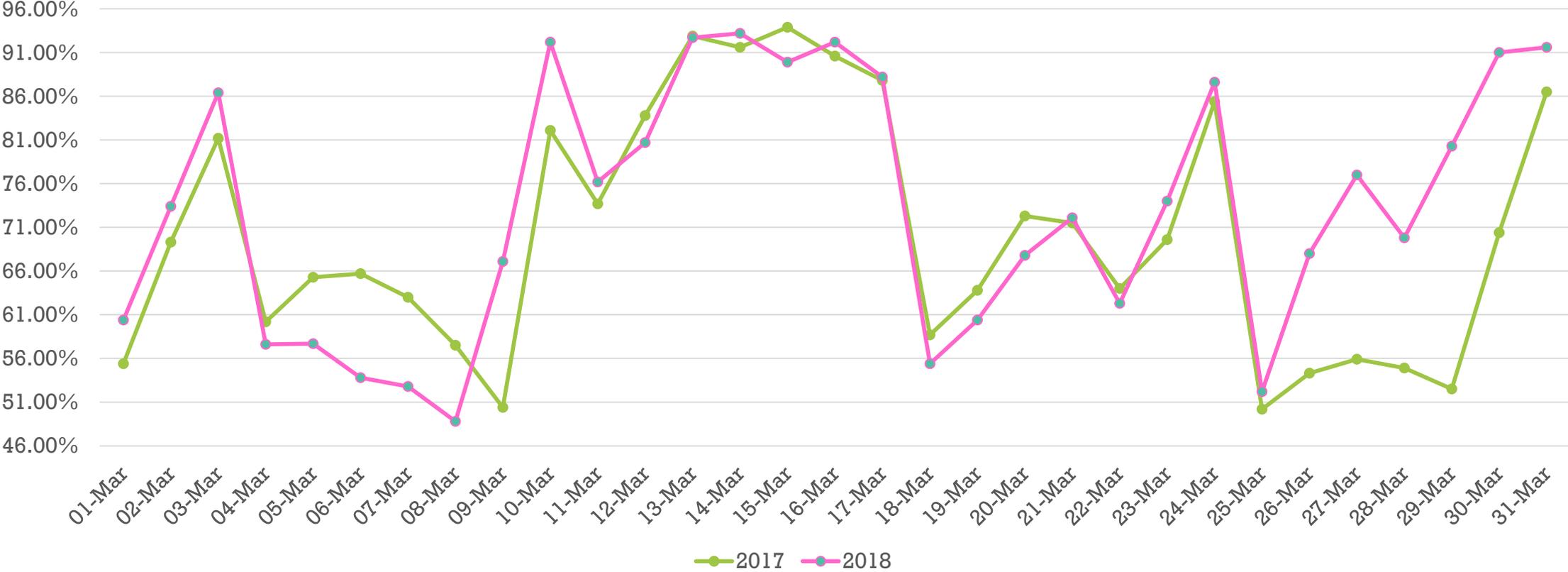
- **2017 total: \$279,000**

Measure: Flights

Airline	Enplaned PAX	Percent Change
SWA	18,564	0.10%
Sun County	2,654	31.06%
United	5,864	19.14%
Delta	2,267	32.26%
Charter	293	110.79%
March Total	29,555	8.08%

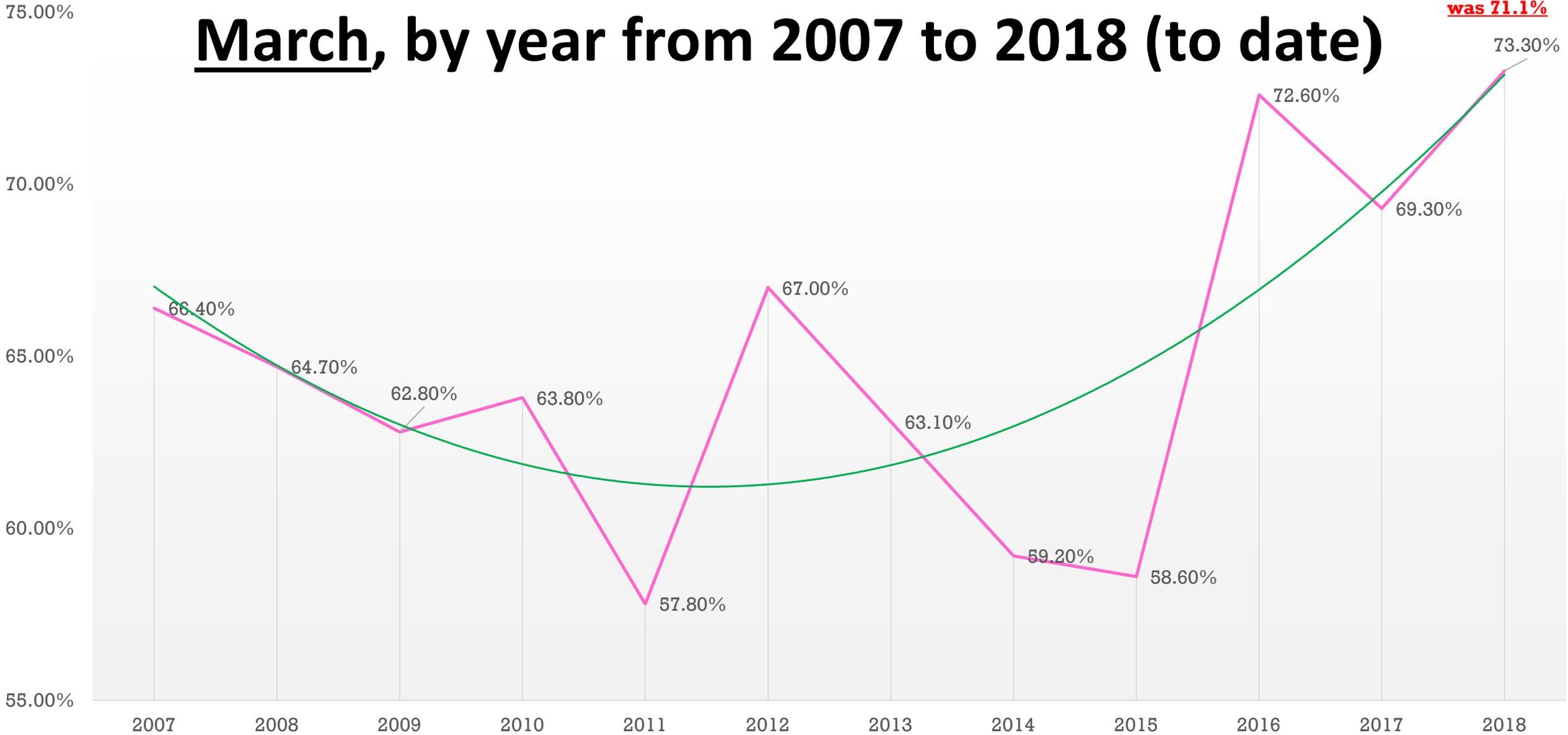
Measure: Expedia Forecasting vs. STR Performance

STR Occupancy



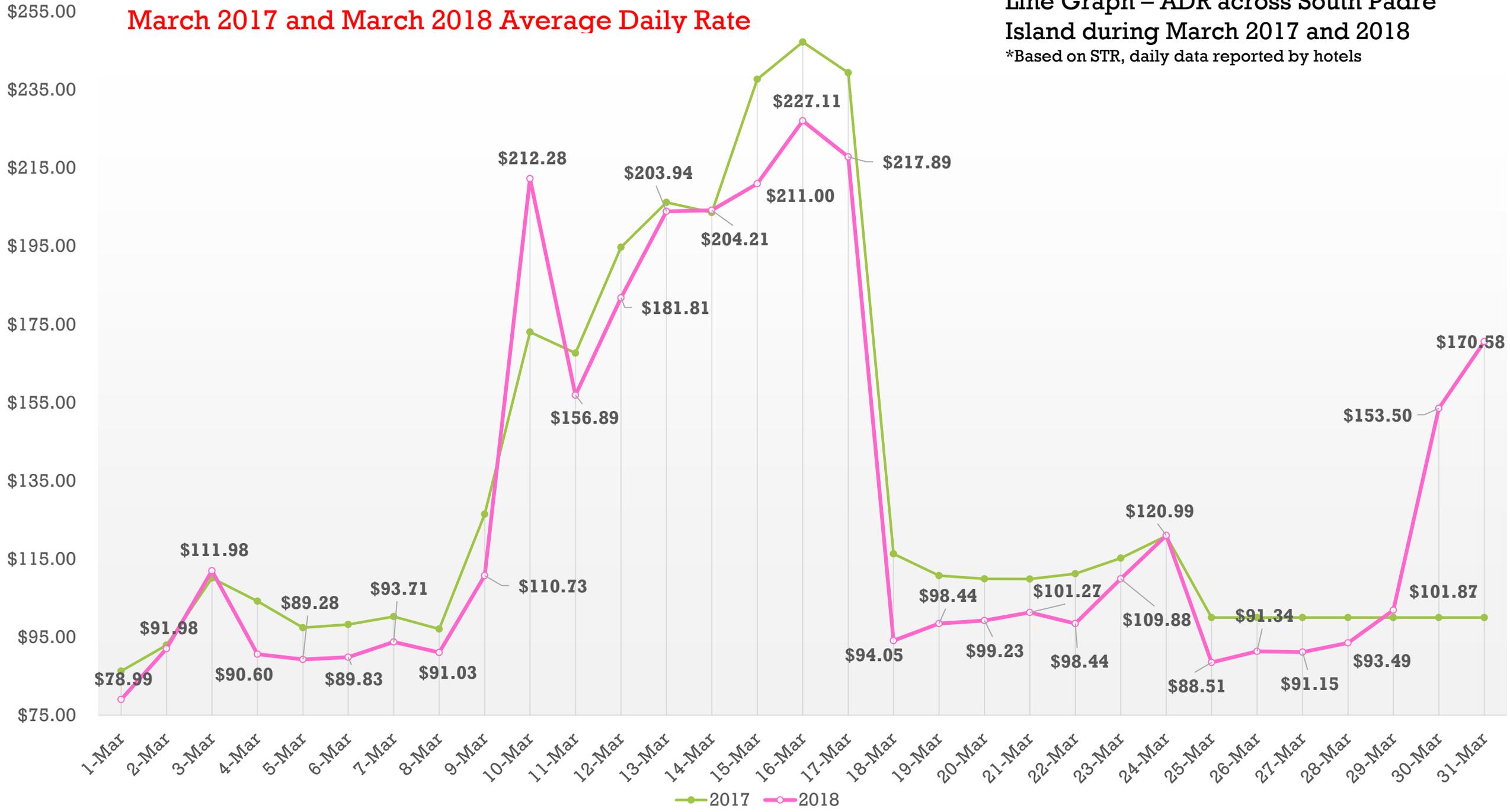
Occupancy rates for the entire month of March, by year from 2007 to 2018 (to date)

**Original
predicted
was 71.1%**



March 2017 and March 2018 Average Daily Rate

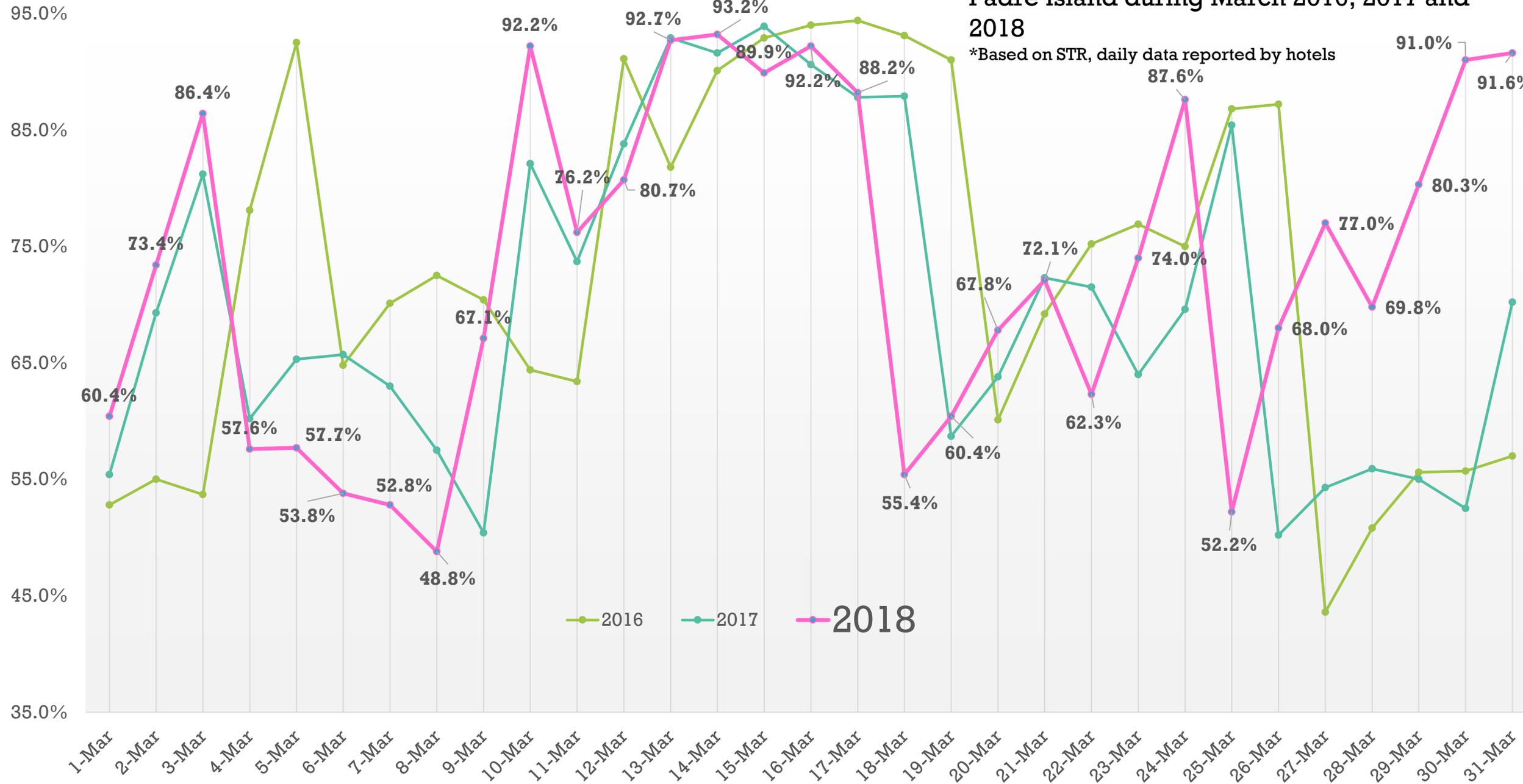
Line Graph – ADR across South Padre Island during March 2017 and 2018
 *Based on STR, daily data reported by hotels



March 2016 thru March 2018

Line Graph - Occupancy across South Padre Island during March 2016, 2017 and 2018

*Based on STR, daily data reported by hotels



Measure: Top 20 Spring Break VISITOR Feeder States

Cardholder State	Cardholder MSA	Total				
		Cardholder Count	Sales Amount	Transaction Count	Cash Amount	Avg Ticket
TX	Total	58,044	\$4,862,537	159,212	\$662,431	\$30.54
MN	Total	3,178	\$422,735	11,726	\$59,821	\$36.05
MO	Total	1,925	\$204,666	8,322	\$39,596	\$24.59
KS	Total	1,903	\$214,204	8,214	\$30,241	\$26.08
WI	Total	1,850	\$226,217	7,065	\$27,715	\$32.02
OK	Total	1,804	\$235,689	7,797	\$20,468	\$30.23
IA	Total	1,585	\$163,742	5,735	\$29,144	\$28.55
IL	Total	1,565	\$176,390	5,788	\$29,920	\$30.48
CO	Total	1,088	\$158,534	4,240	\$18,000	\$37.39
MI	Total	1,066	\$127,947	4,267	\$14,446	\$29.99
NE	Total	859	\$90,084	3,149	\$17,858	\$28.61
IN	Total	842	\$102,794	3,904	\$16,753	\$26.33
AR	Total	689	\$83,709	3,345	\$9,576	\$25.03
SD	Total	637	\$62,350	2,375	\$10,825	\$26.25
PA	Total	606	\$76,901	2,897	\$13,753	\$26.55
CA	Total	568	\$61,730	1,705	\$11,280	\$36.21
OH	Total	495	\$64,563	2,155	\$7,978	\$29.96
NM	Total	465	\$62,173	1,935	\$10,409	\$32.13
FL	Total	463	\$52,903	1,556	\$7,429	\$34.00
NY	Total	355	\$39,507	1,338	\$14,643	\$29.53



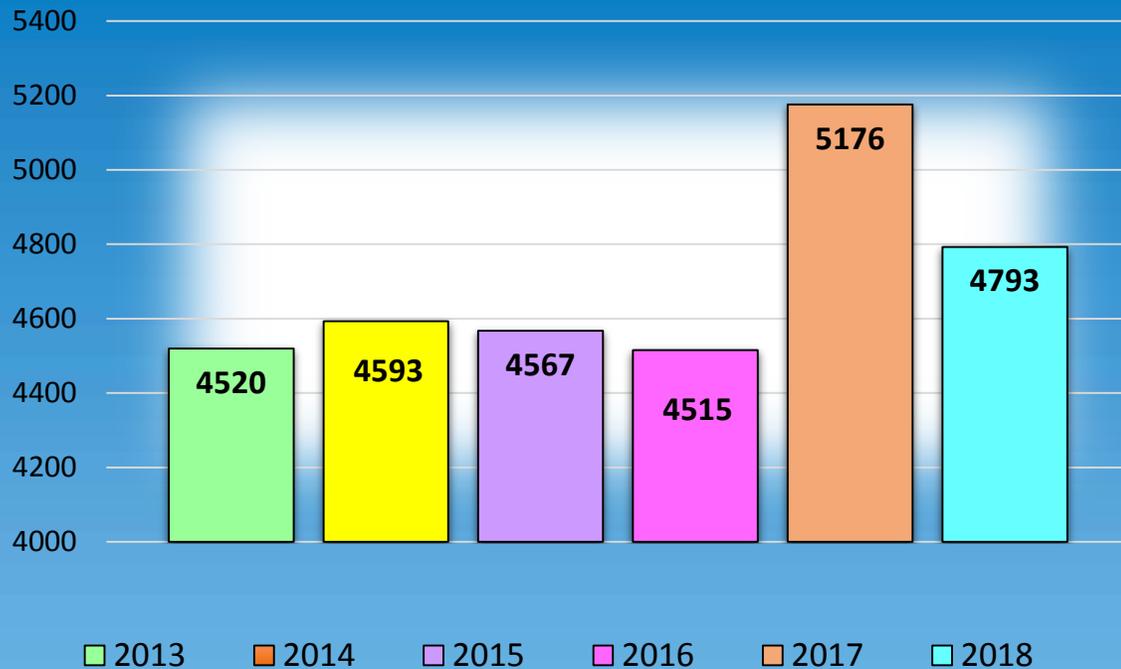
South Padre Island Police Department

Statistical Analysis Spring Break through the end of April
Years 2013-2018

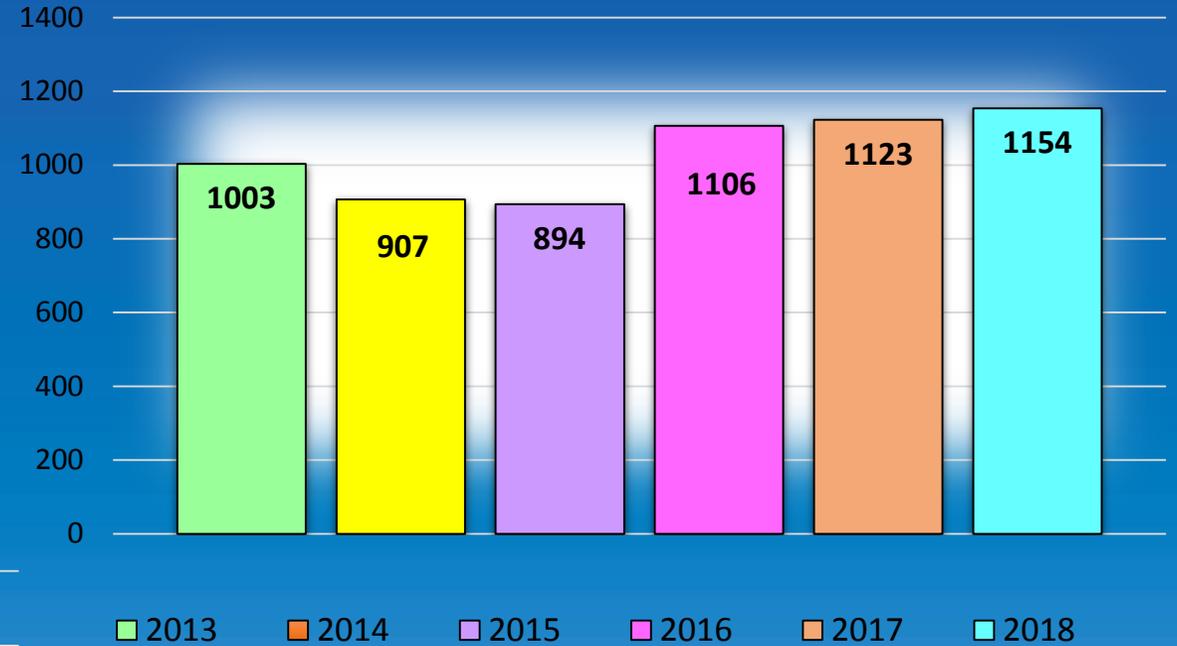


Measure

Calls for Service March 1 – April 30



Incidents reports March 1 – April 30

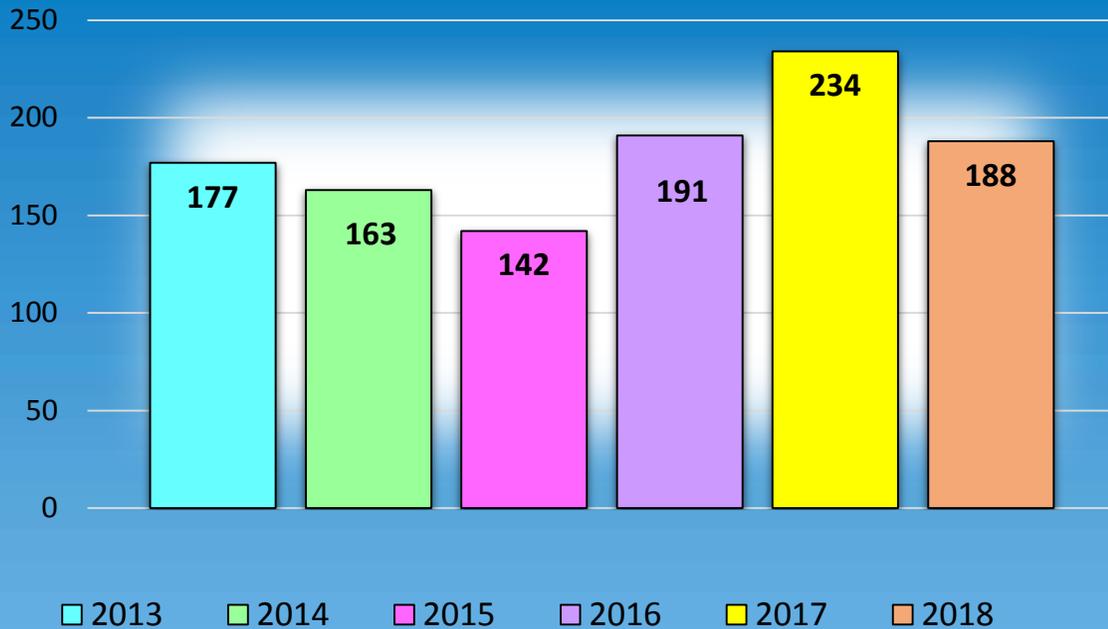


Note: These dates include Spring Break and Easter and run from March 1 through April 30 of the respective years listed

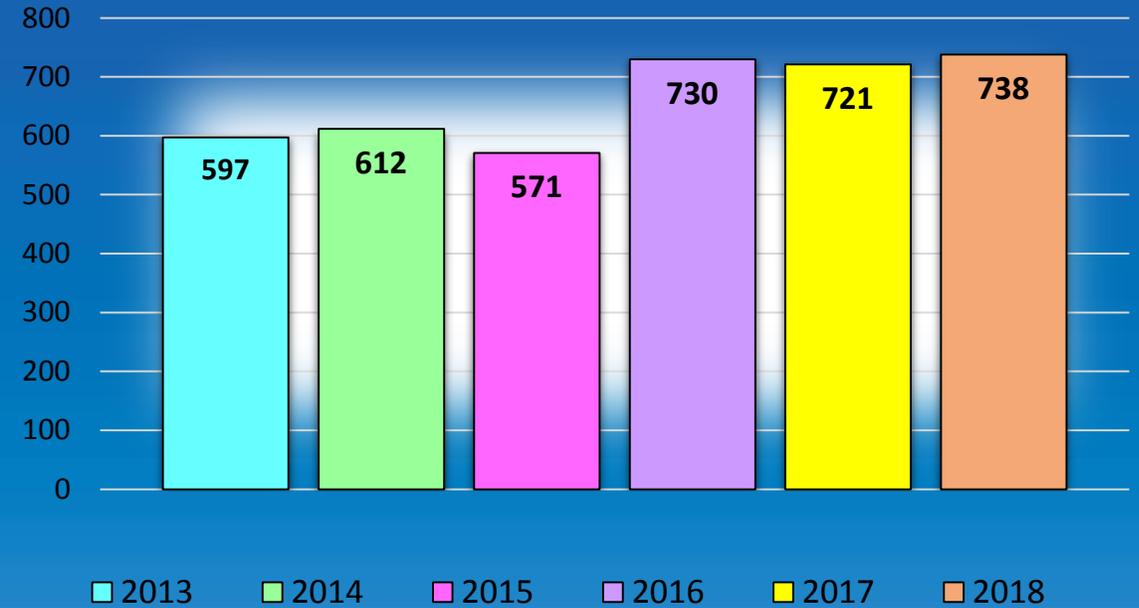


Measure

Accidents March 1 – April 30



Arrests March 1 – April 30

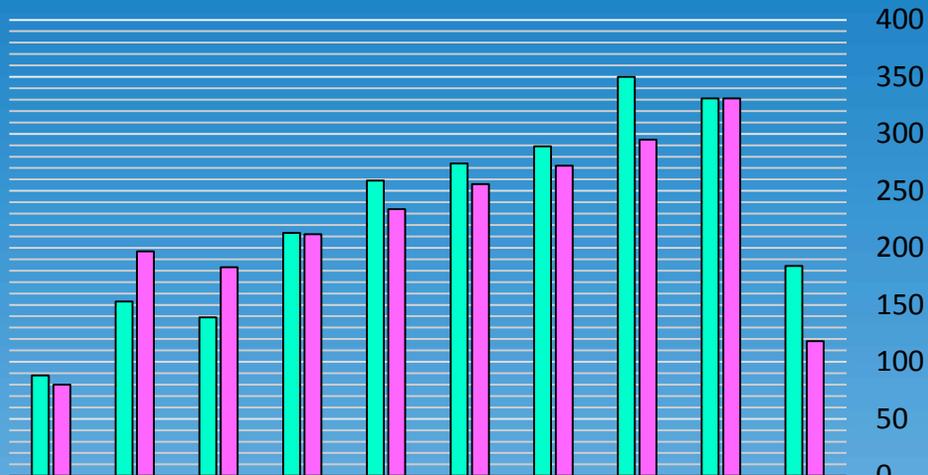




Measure

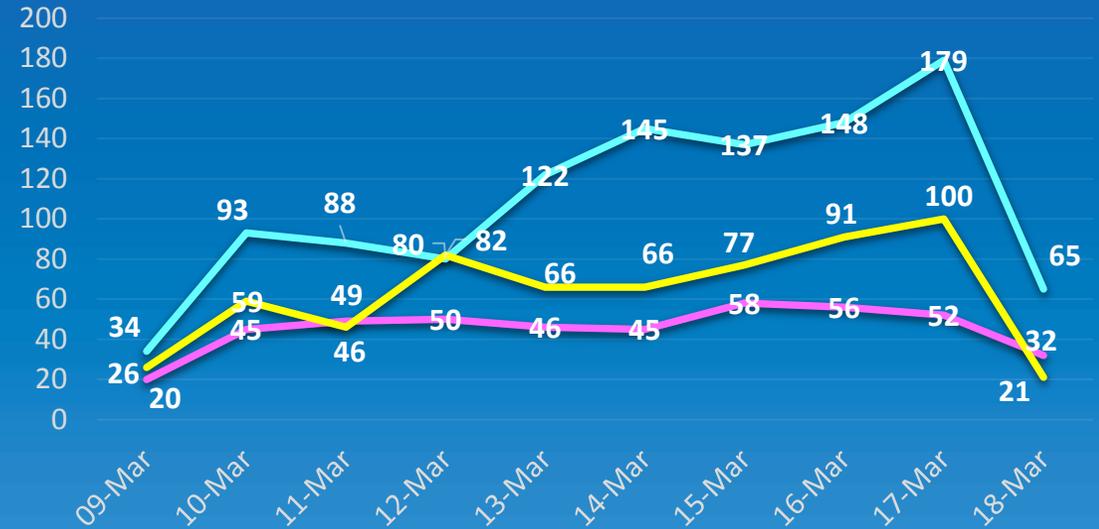
Daily call comparison to last year

■ Daily calls 2017 ■ Daily calls 2018



■ Daily calls 2017	88	153	139	213	259	274	289	350	331	184
■ Daily calls 2018	80	197	183	212	234	256	272	295	331	118

Texas Week Calls for service impact times



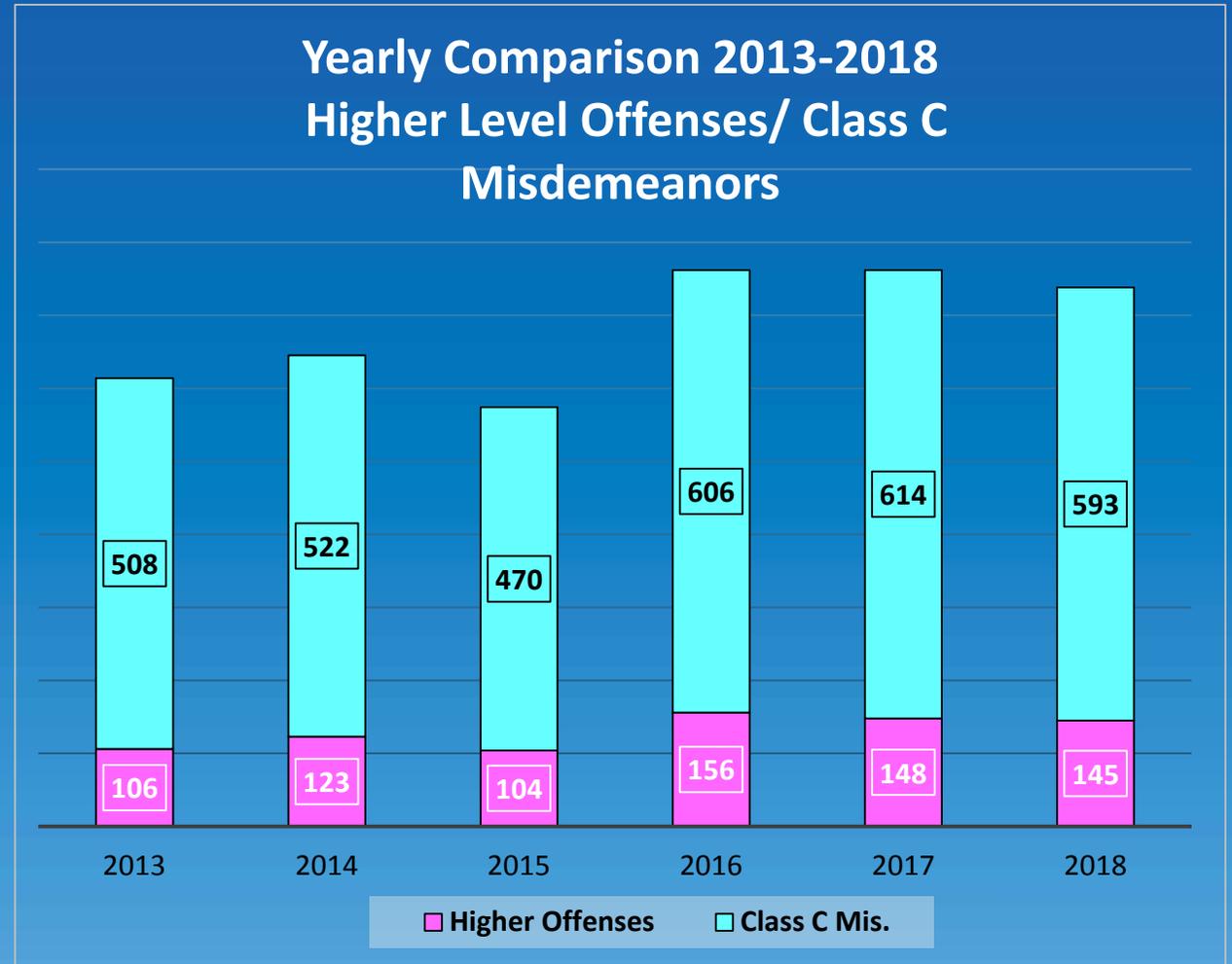
	09-Mar	10-Mar	11-Mar	12-Mar	13-Mar	14-Mar	15-Mar	16-Mar	17-Mar	18-Mar
7am-3pm	20	45	49	50	46	45	58	56	52	32
3pm-11pm	34	93	88	80	122	145	137	148	179	65
11pm-7am	26	59	46	82	66	66	77	91	100	21

There is a significant increase in the calls for service during the first weekend of Texas week (29% Inc. on Saturday and 32% inc. on Sunday) although the middle of the week shows less traffic



Measure

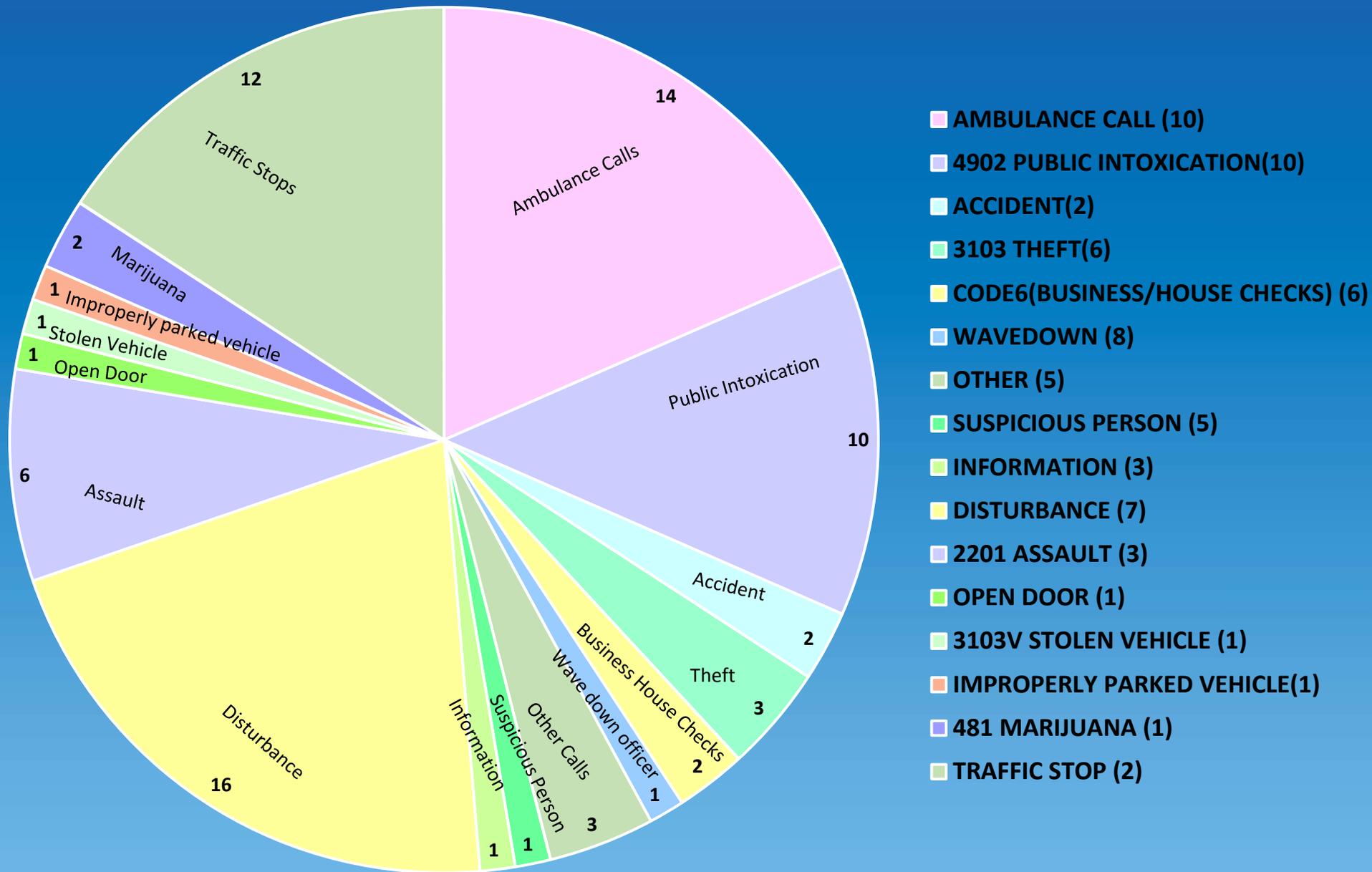
- Class C Misdemeanors (teal): offenses handled by municipal court (e.g. public intoxication, fighting, simple assault etc.)
- Higher Offenses (pink): offenses that must be heard in county or district court and may include jail time as punishment (e.g. prohibited weapon, illegal drugs etc.)



*Note: the years include March 1 through April 30



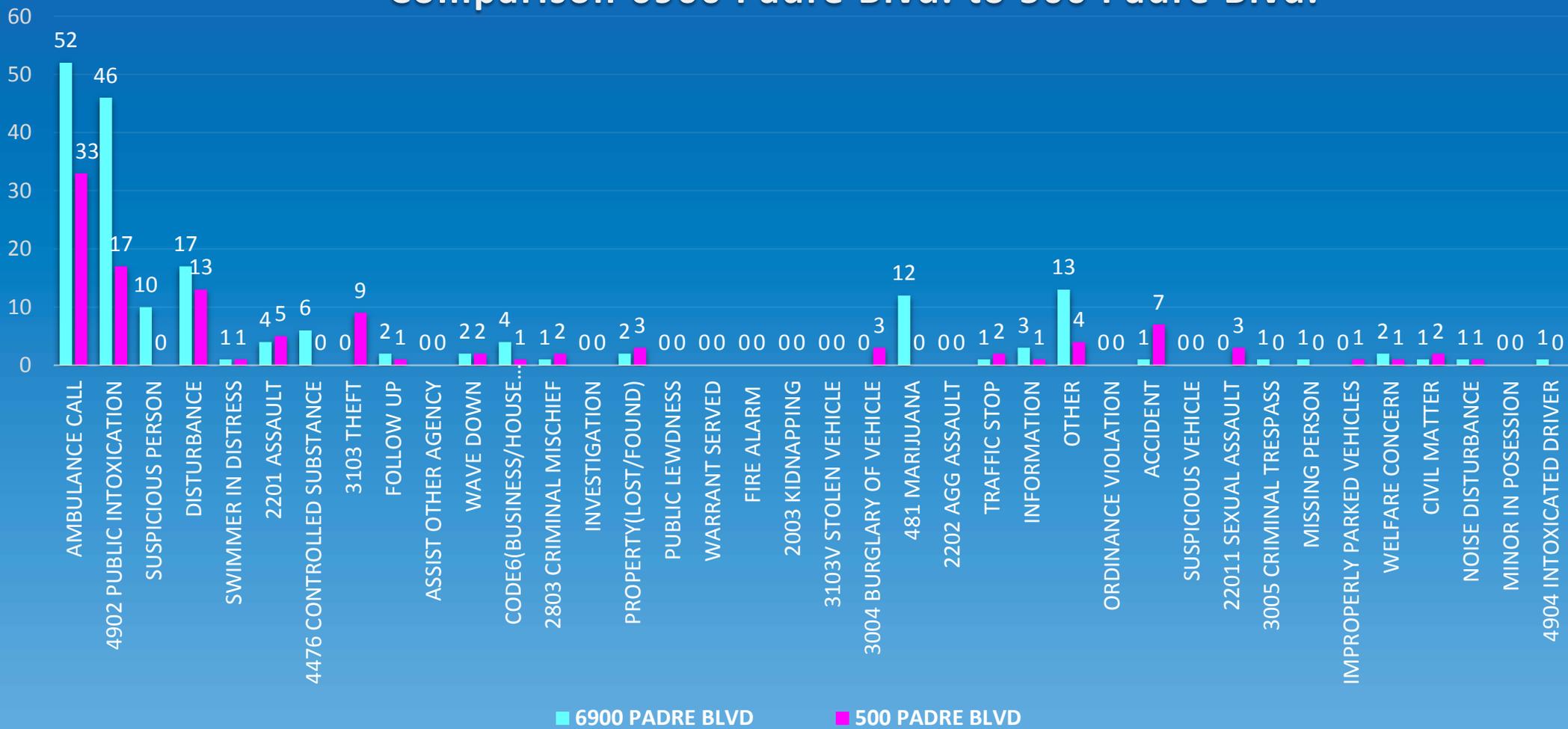
ENTERTAINMENT DISTRICT CALLS FOR SERVICE TEXAS WEEK 2018





CALLS FOR SERVICE MARCH 2018

Comparison 6900 Padre Blvd. to 500 Padre Blvd.

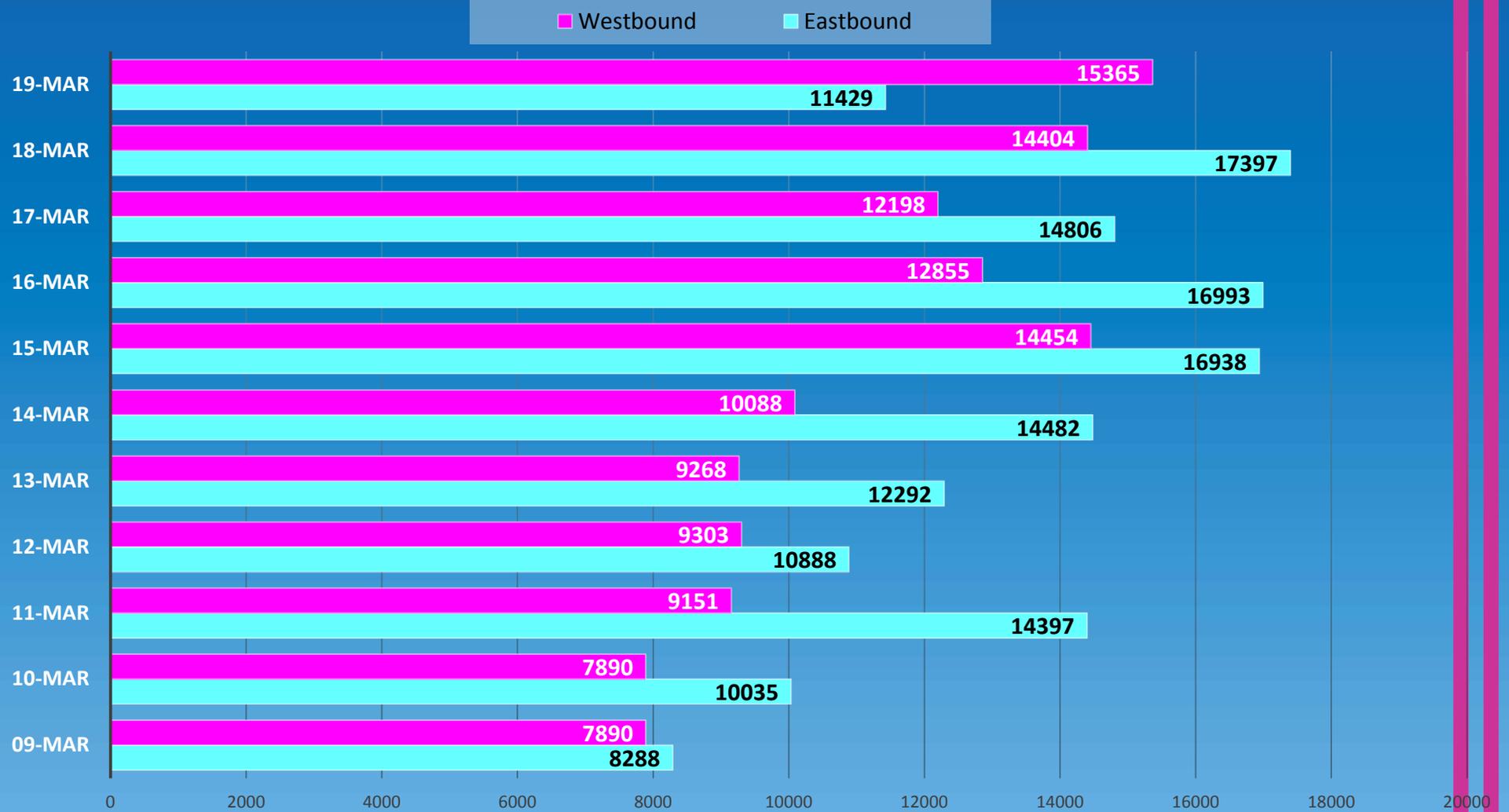


- The above statistics refer to the calls as they are received by dispatch not what the end classification is
- Population at venue at 6900 is 2 to 3 times higher and is daily versus intermittent



Bridge Crossings Texas Week 2017

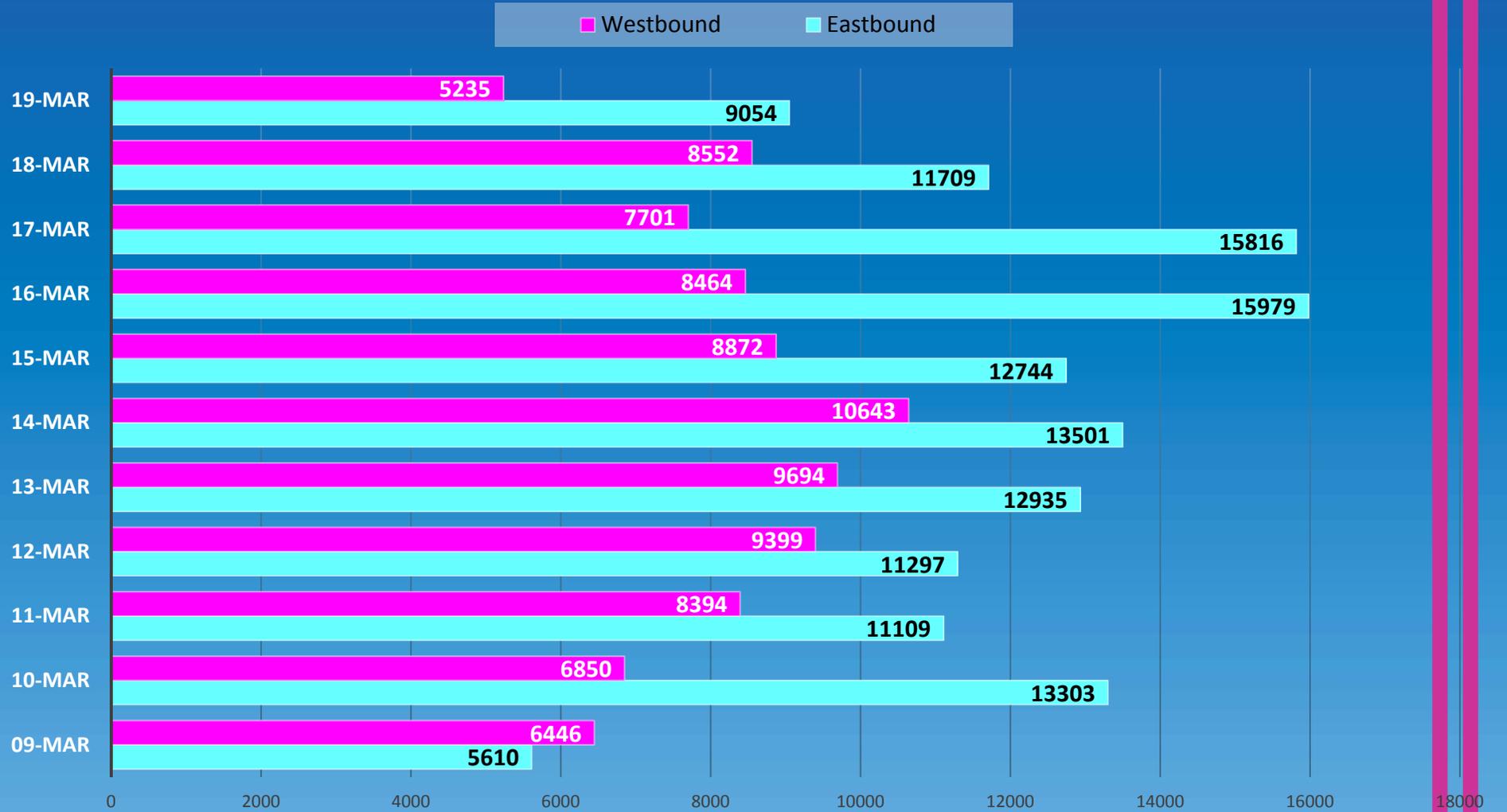
*See next chart for comparison



Total Eastbound:
147,945



Bridge Crossings Texas Week 2018



Total Eastbound:
133,057

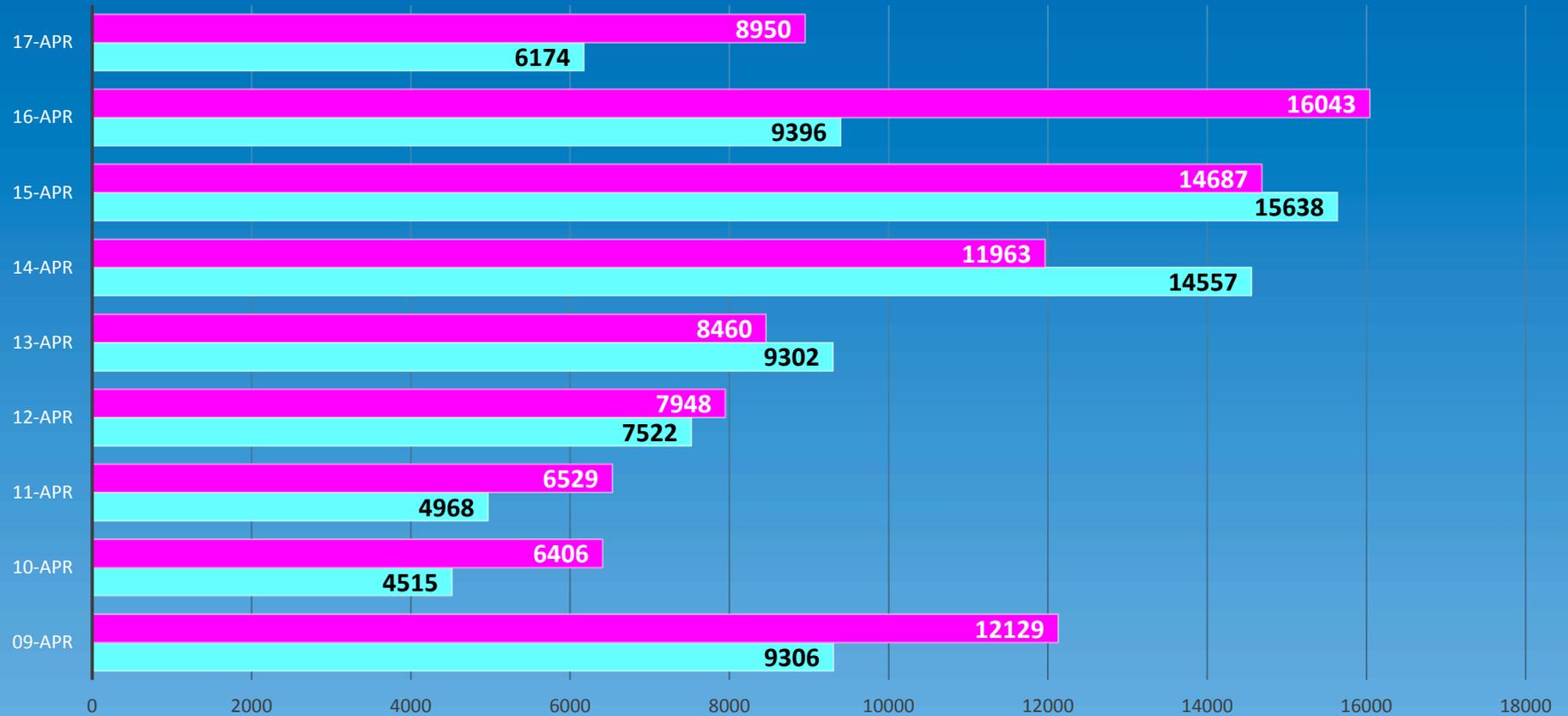
Down 14,888
10%



Bridge Crossings Easter Week 2017

*see next chart for comparison

Westbound Eastbound



Total Eastbound:
81,378



Bridge Crossings Easter Week 2018



Total Eastbound:
101,369

* This shows a 24.5% increase in Eastbound traffic from last year during Easter week – although, it might be related to Easter starting the last week in March



Measure: Death investigations SPI Jurisdiction

(related to respective time periods Texas week through Easter)

2013 – None

2014 – (1) 24 year old male – drug overdose

2015 – (3) 34 year old male – diabetic complications related to cocaine use

21 year old female – accidental fall

22 year old male – drug use leading to hypothermia

2016 – None

2017 – (3) 19 year old female – traffic accident (4200 Gulf Blvd.)

20 year old male – jumped off balcony (7000 Padre Blvd.)

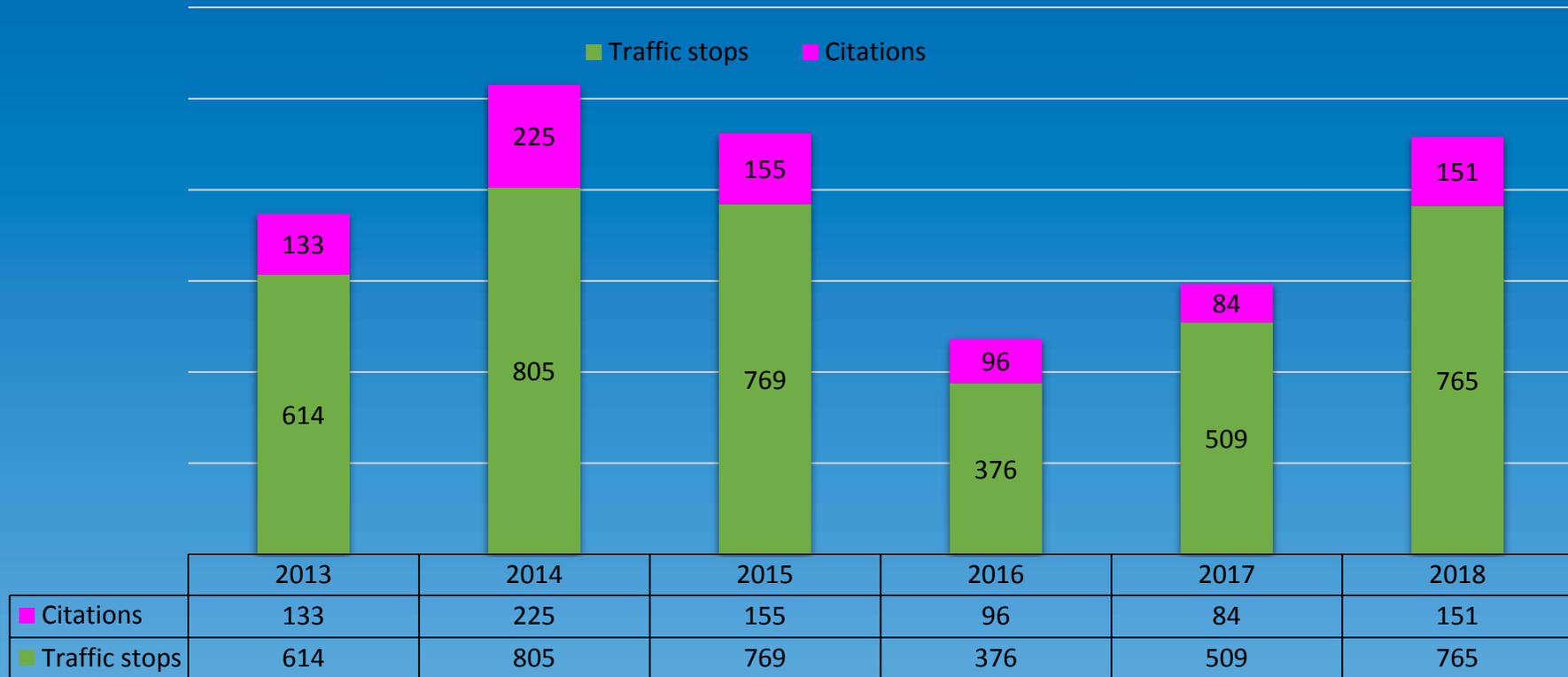
39 year old male – drowning (5000 Gulf Blvd /Beach area)

2018 – None



Measure: Traffic Stops /Citations

Traffic Stop and Citation counts for 2013-2018



* There is a direct correlation with the lowered number of traffic stop and citations and the increased number of arrests and incident reports in 2016/2017 –see previous charts



Measure: Outside Agencies Provided Assistance

Texas Parks and Wildlife

- 14 Wardens deployed: 3 canine units and 2 supervisors
- Hours worked (March 10-March 15) = approx. 540 hours
- Cost @\$25.00 an officer and \$10.00 a vehicle: Officer cost - \$13,500
vehicle cost \$540; **Approximate total value = \$14,040**

Texas Department of Public Safety

- 2 Strike Teams: including 2 supervisors: Total 12 officers
- Hours worked (March 11-March 18) = approx. 672 hours
- Approximate cost @\$25.00 an officer and \$10.00 a vehicle:
Officer cost - \$16,800 and vehicle cost \$6,720
- 3 regular patrol units assigned to the Island
- Hours worked (March 11-March 18) = approx. 168 hours
- Approximate cost @ \$25.00 an officer and \$10 a vehicle:
Officer cost - \$4,200 and vehicle cost \$1,680;

Approx. total value = \$29,400

Housing
provided by
units at their
own cost



Outside agencies that provided assistance

Federal Agencies

- **H.I.D.T.A. (Dept. of Homeland Security)** worked several covert law enforcement operations in our area during Texas week
- **D.E.A.** also worked several law enforcement operations during Texas week in our area as they have done in past years
- **H.I.D.T.A.** provided several intel analysts to us during the peak weekend and they were responsible for training our social media team and monitoring social media for pop-up parties

State Agencies

- * 2 crime victims liaisons were stationed here for the duration of Spring Break to assist with the influx of crime victims needing support and direction on state services

Planning meeting held with all agencies prior to spring break

PIO

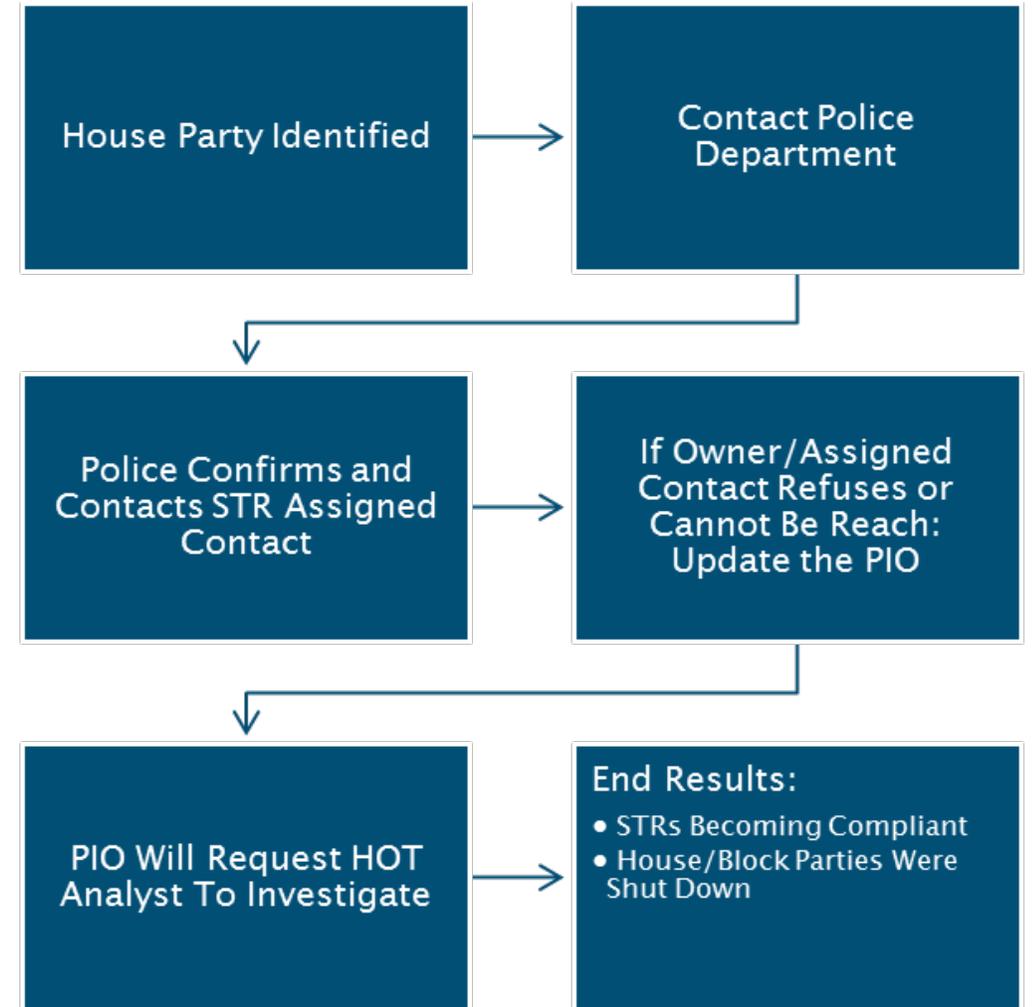
Spring Break Debrief

6/13/18



Measure: Social Media Team

- Comprised of staff from the City Manager's Office, Transit, CVB, IT and the Parks Department
- Set up in the EOC room and worked throughout Texas Week
- Training by HIDTA agent
- **Monitored multiple social media outlets** and reported activity to the appropriate department

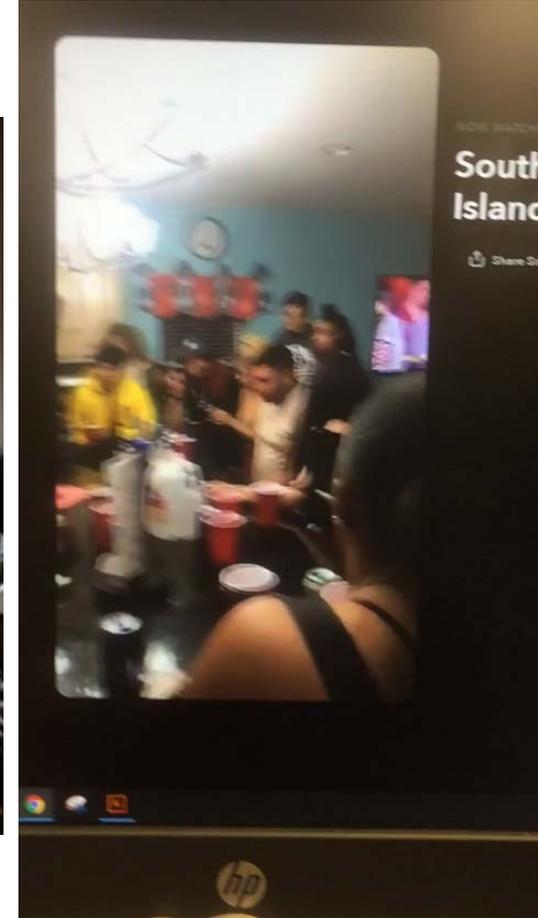


Measure: Social Media Team

- The team monitored and identify:
 - House parties
 - Block parties
 - Worked with local and external law enforcement agencies
 - Reported those in need of medical services
 - Responded to inquires online
 - Contact short term rentals of possible parties



Images have been covered for confidentiality.





Spring Break 2018 Debrief

Activities for:

EOC (Emergency Operations Center)

Beach Patrol

MMU (Mobile Medical Unit)

SPI Fire/EMS



Emergency Operations Center

Purpose:

- 1). To provide situational awareness to Incident Commanders, City Leadership, and elected officials of changing conditions on the island.

- 2). To provide support for ongoing operations by providing intelligence and maintaining contact with regional and state partners in the event additional resources were needed.



EOC Staffing



Operational – March 3rd through March 31
South Padre Island – City Council and Staff from every department
Regional -
Texas Dept. of Emergency Management
Cameron County Emergency Management
Cameron County Health and Human Services
Various Law Enforcement and Criminal Justice entities
Volunteers



Beach Patrol

Staffing – March 3 through 31

4-16 personnel depending upon beach population

Beach Population – Estimated at 117,000

High of 13,000 estimated on March 16

Public Contacts – 3,738 (2 lost children reunited)

Corrective Action – 137 down from 197 in 2017

Swimmer Assists/Rescues – 1 (0 fatalities)



MMU



Purpose of the Mobile Medical Unit
Reduce stress on the EMS System by keeping as many patients on the island



Treat and release patients with non-emergent conditions who may otherwise request or require transport to the hospital.



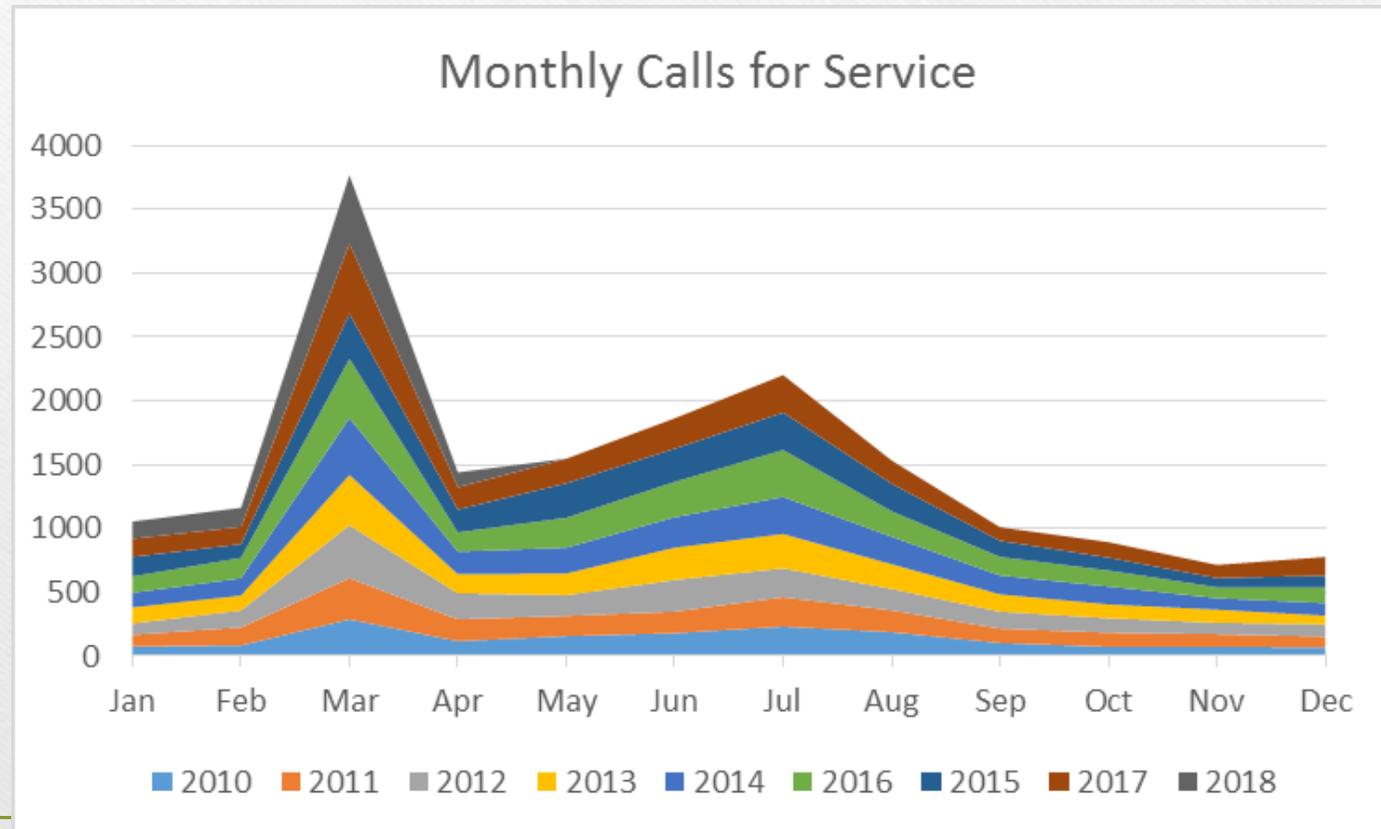
MMU & Ambulances

	<u>MMU</u>	<u>Ambulances</u>
Operational	Mar 15-17	Mar 7-22
Staffing	16-24	8 units, 16 ppl
Patients	130	59
Transports	29	59

Cost – *Approximately \$35,326*

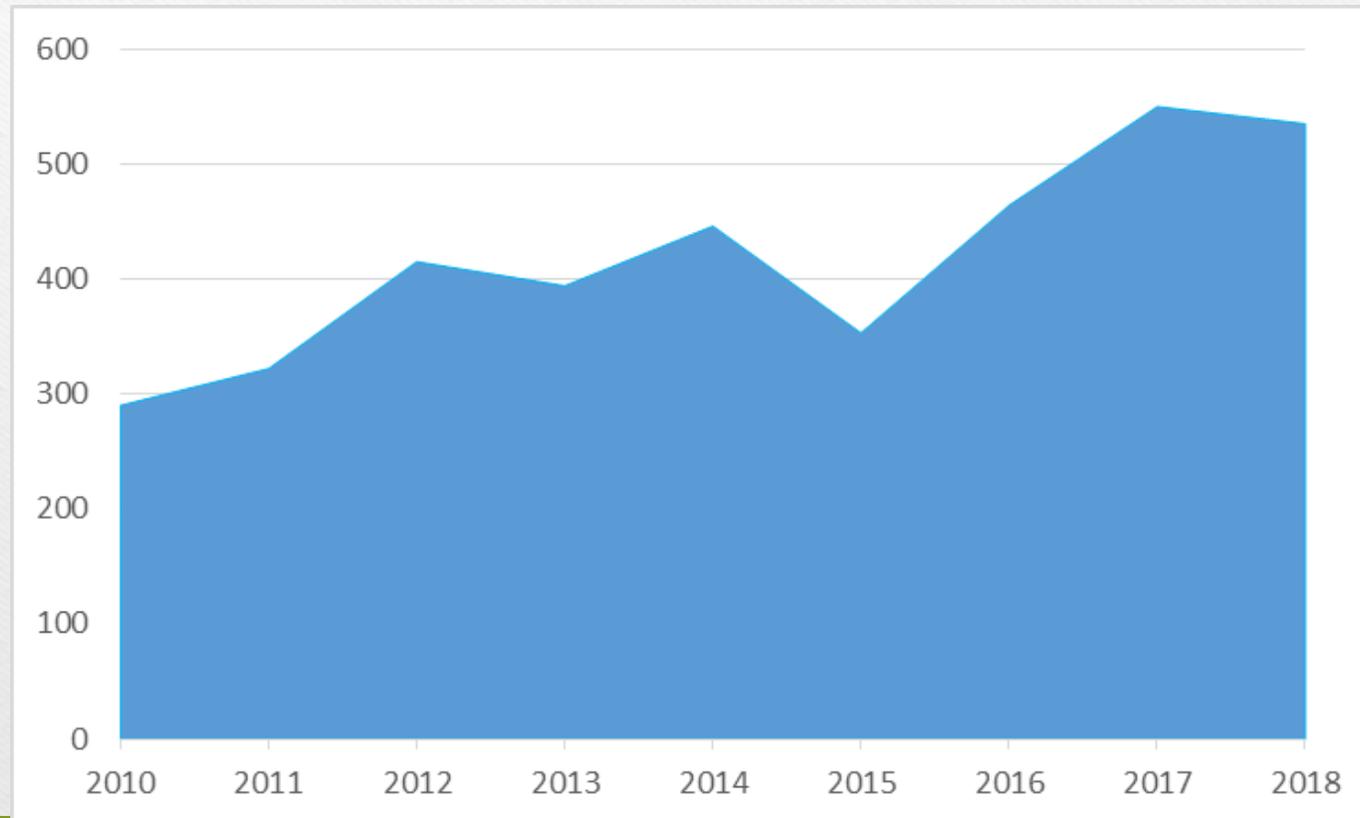


Fire Department Monthly Call Volume



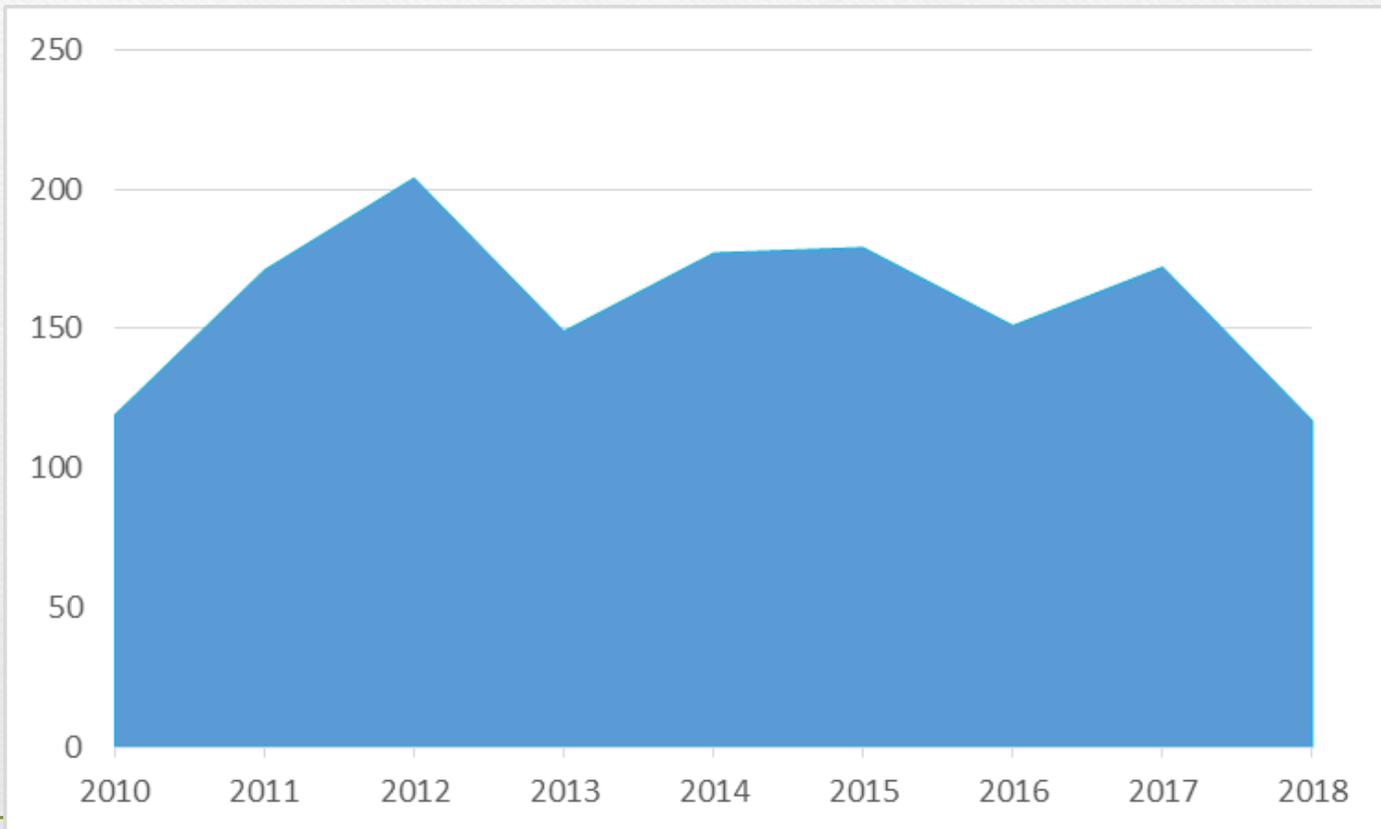


March Call Volume



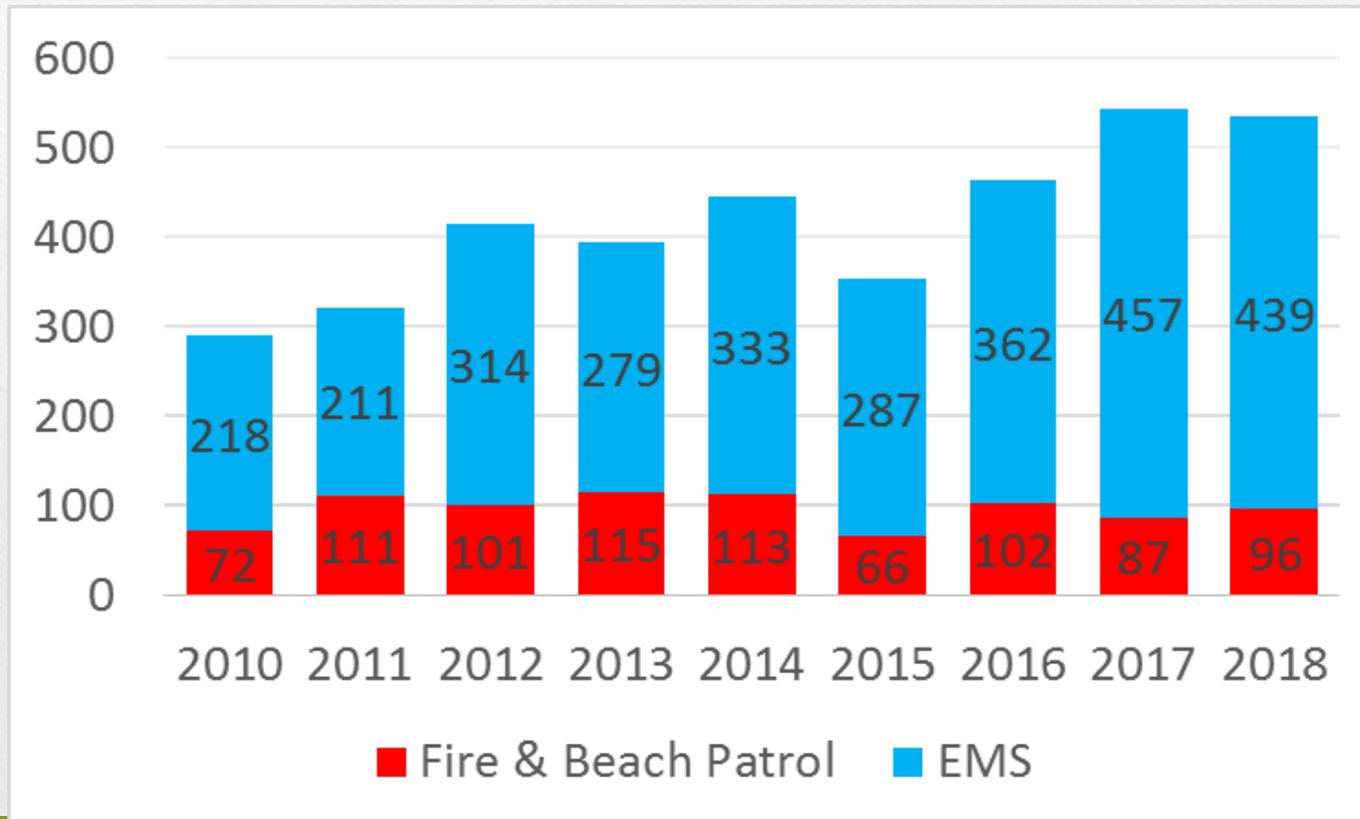


April Call Volume





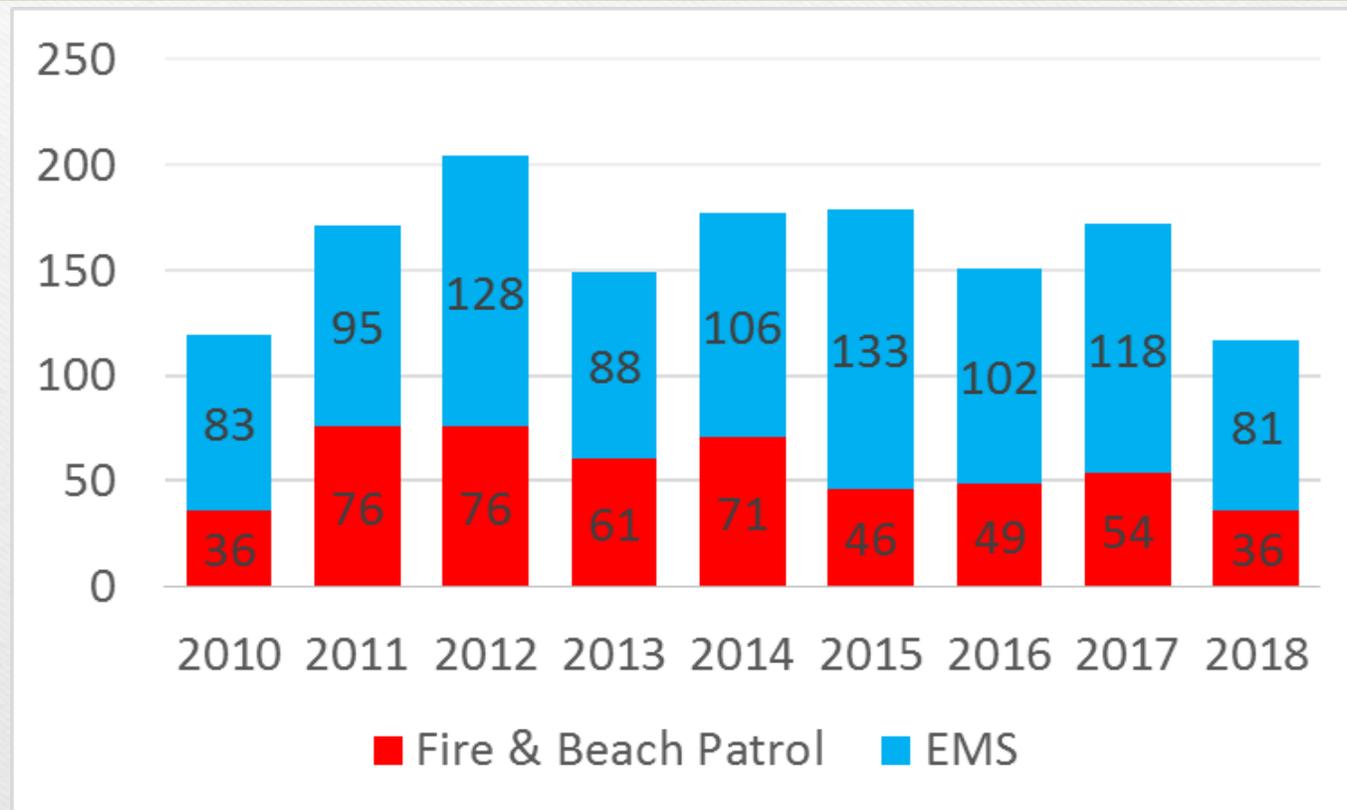
March Service Calls Fire-EMS-Beach Patrol





April Service Calls

Fire-EMS-Beach Patrol





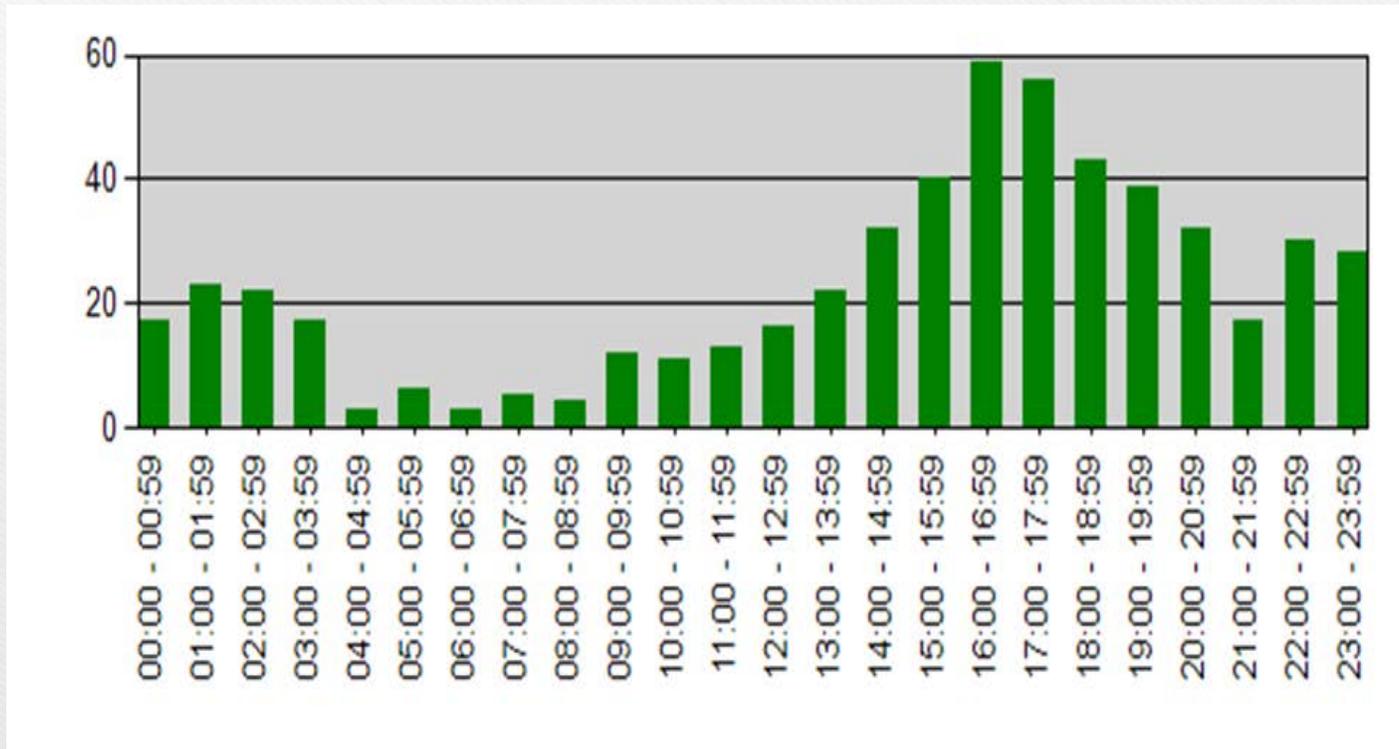
Call Volume Stress on Resources



March Total Call Volume_____535
Stacked Calls (Simultaneous Incidents)____382
Exhausted Resource Occurrences_____4
Time No Transport Units Were Available < hour
Mutual Aid Requests_____4

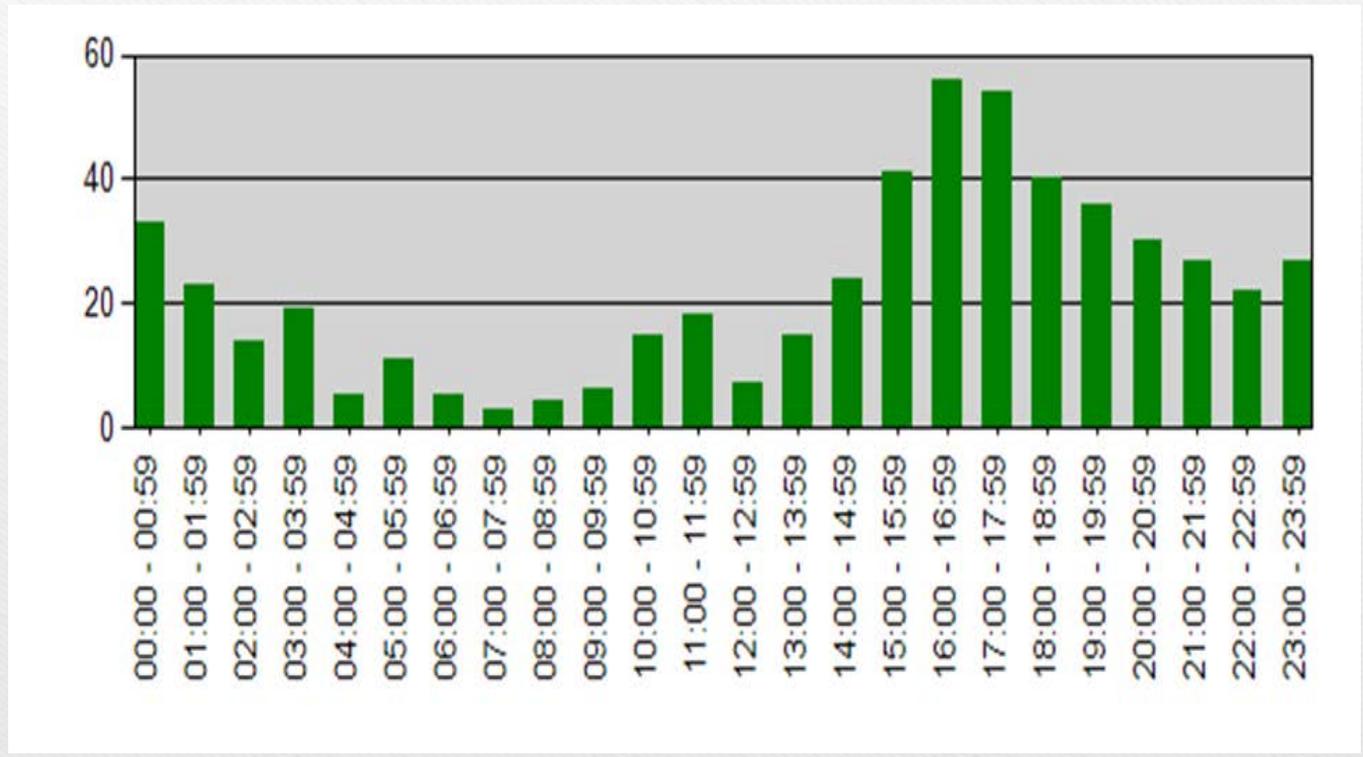


March Call Volume by Hour of Day





April Call Volume by Hour of Day





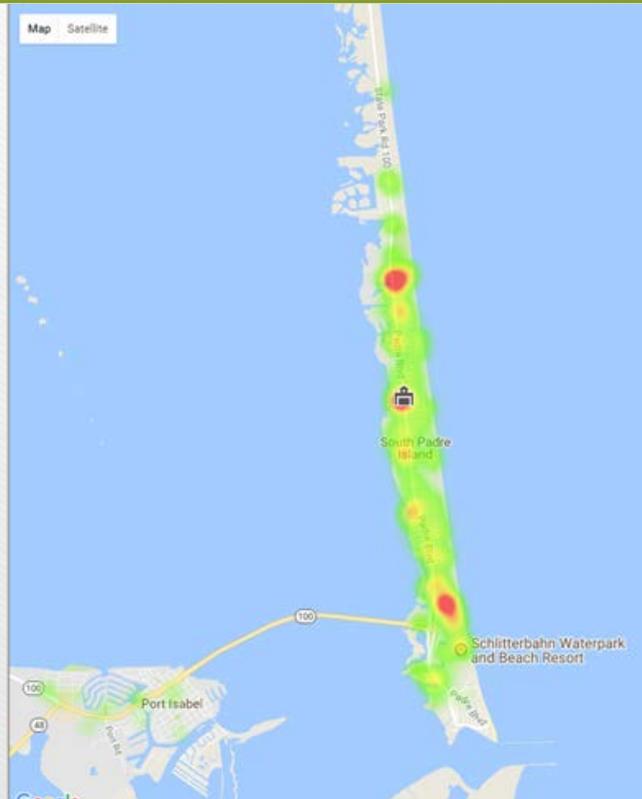
March Top Ten Response Locations

-
- 54 Incidents - 6900 Padre Blvd* (Claytons)
 - 45 Incidents - 4601 Padre Blvd (SPI Jail)
 - 37 Incidents - 500 Padre Blvd (Isla Grand)
 - 12 Incidents - 106 W. Retama St (SPI Fire Dept)
 - 12 Incidents - Mutual Aid to Port Isabel
 - 10 Incidents - 310 Padre Blvd (Pearl)
 - 9 Incidents - 7000 Padre Blvd (La Quinta)
 - 7 Incidents – 1 Padre Blvd (KOA)
 - 5 Incidents – 400 Padre Blvd
 - 5 Incidents – Isla Blanca Park*

* Includes actual address and block number incidents



March 2018 Response Heat Map



#1 - 6900 Padre Blvd

#2 - 4601 Padre Blvd

#3 - 500 Padre Blvd

Top
3
Response
Locations



April Top Ten Response Locations

10 Incidents – 4601 Padre Blvd (SPI Jail)

9 Incidents – Port Isabel (mutual aid)

7 Incidents – 310 Padre Blvd (The Pearl)

5 Incidents – 207 W. Aries (Single Fam. Home)

5 Incidents – 340 Padre (Peninsula)

5 Incidents – 7000 Block Padre Blvd

3 Incidents – 6900 Padre Blvd (Claytons)

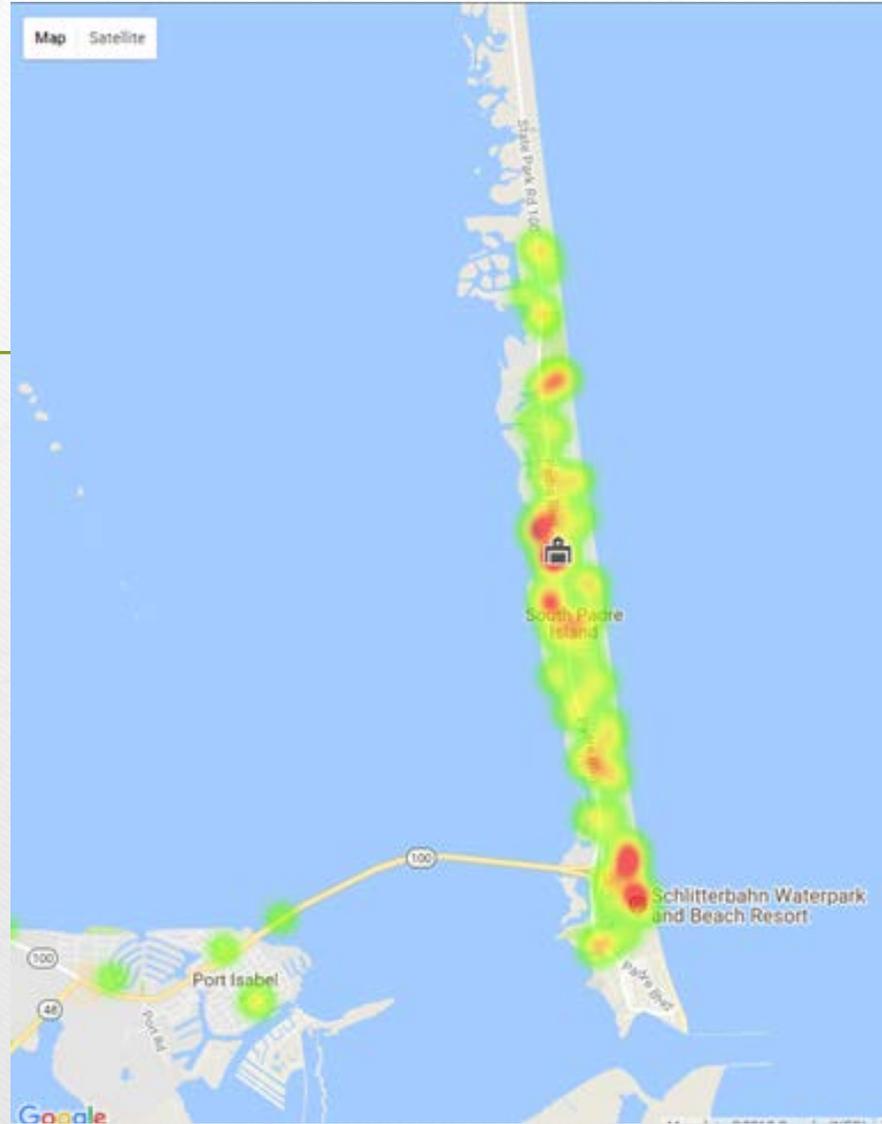
3 Incidents – Section C (Beach)

2 Incidents – Isla Blanca Park

2 Incidents – 106 W. Retama Street (Fire Station)



April 2018 Response Heat Map





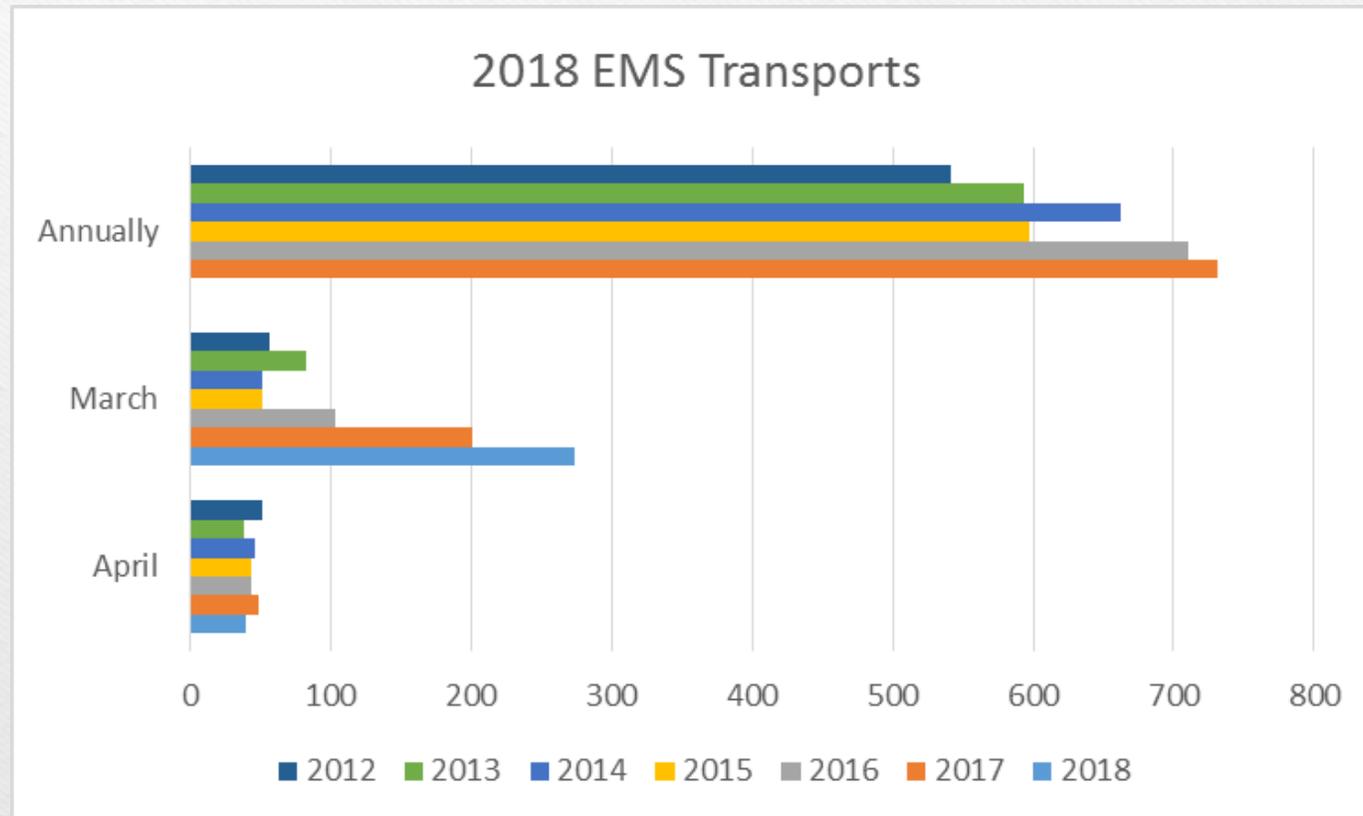
Significant Incidents

4 Significant Incidents Resulting in 3 fatalities in 2017

0 Significant Incidents in 2018



Number of Patients Transported to the Hospital





March Billable Calls (Revenue)

	<u>2017</u>	<u>2018</u>
Transports	204 (SPI 120)	274 (SPI 201)
SPI Charges	\$148,828	\$342,591



Fire/EMS Staffing (Texas Week)

	<u>Engine</u>	<u>Squad</u>	<u>Medic Unit</u>	<u>Personnel</u>
SPI Fire	1	1-2	3	13-16
Transcare			4	8
Intercity			2	4
Los Fresnos			1	2
Willacy Co.			1	2
Weslaco FD			1 AmBus	7
<u>EMTF 11</u>				11
Total	1	1-2	1	47-50



Total Cost for Spring Break

EOC	\$0
MMU & AmBus	\$13,400
SPI Fire/EMS Overtime	\$54,904
<u>Ambulance Standby Fee</u>	<u>\$35,326</u>
Total to Date	\$103,630

Administration Spring Break Debrief

6/13/18

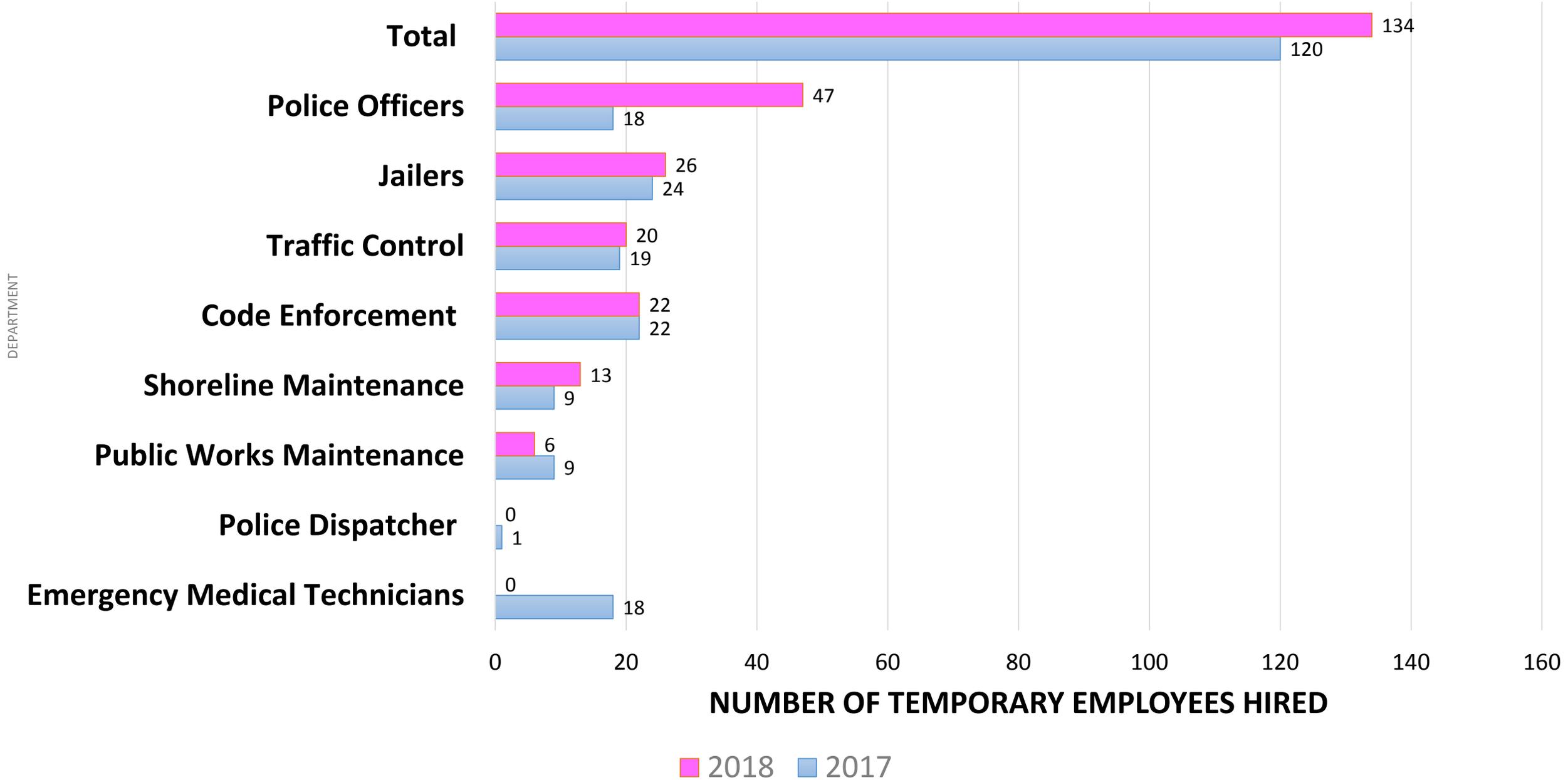


Measure: Human Resources

- Spring Break recruitment begins in December
 - Clarifying department needs and posting positions
- The second annual SPI Job Fair held Feb. 1
 - At Convention Centre in partnership with the SPI Chamber of Commerce and Texas Workforce Solutions. The fair was a great success!



Spring Break - Temporary Employees Hired



Measure: HR Problem Analysis

- **Pay Rate**

- \$16.00/hour to \$20.00/hour was not competitive with other security/police officer pay rates on the Island during this same time period.
- **Police Officer pay rate was increased to \$30/hour this Spring Break; attracted many new Spring Break Police Officers to apply.**

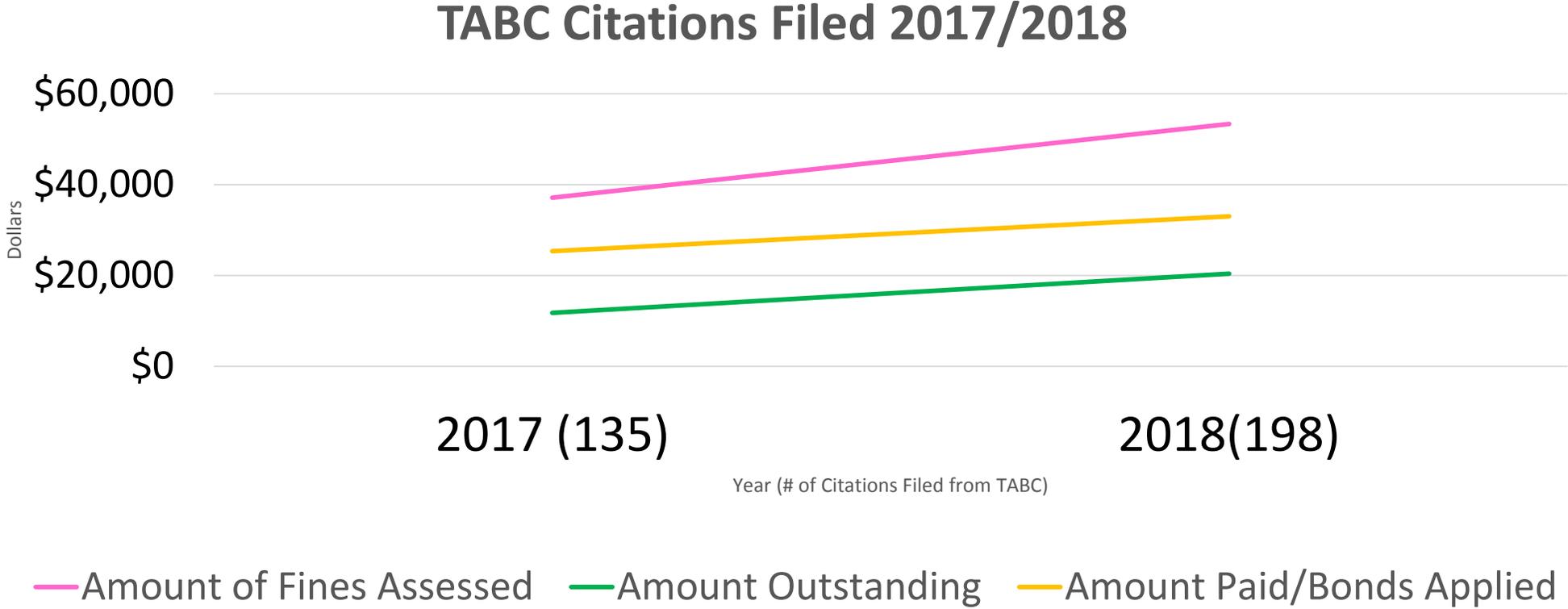
- **Outside Employment**

- Many RGV employers do not allow their full-time police officers to have outside employment.
- **Strong recruitment efforts took place outside the normal RGV area bringing in employees from a much further distance.**

- **Housing**

- Lack of affordable temporary housing for personnel from other agencies outside of the RGV.
- **Staff worked this year to secure many condo/rooms that were utilized to house temporary personnel. This was a huge success allowing the HR division to recruit outside the area.**

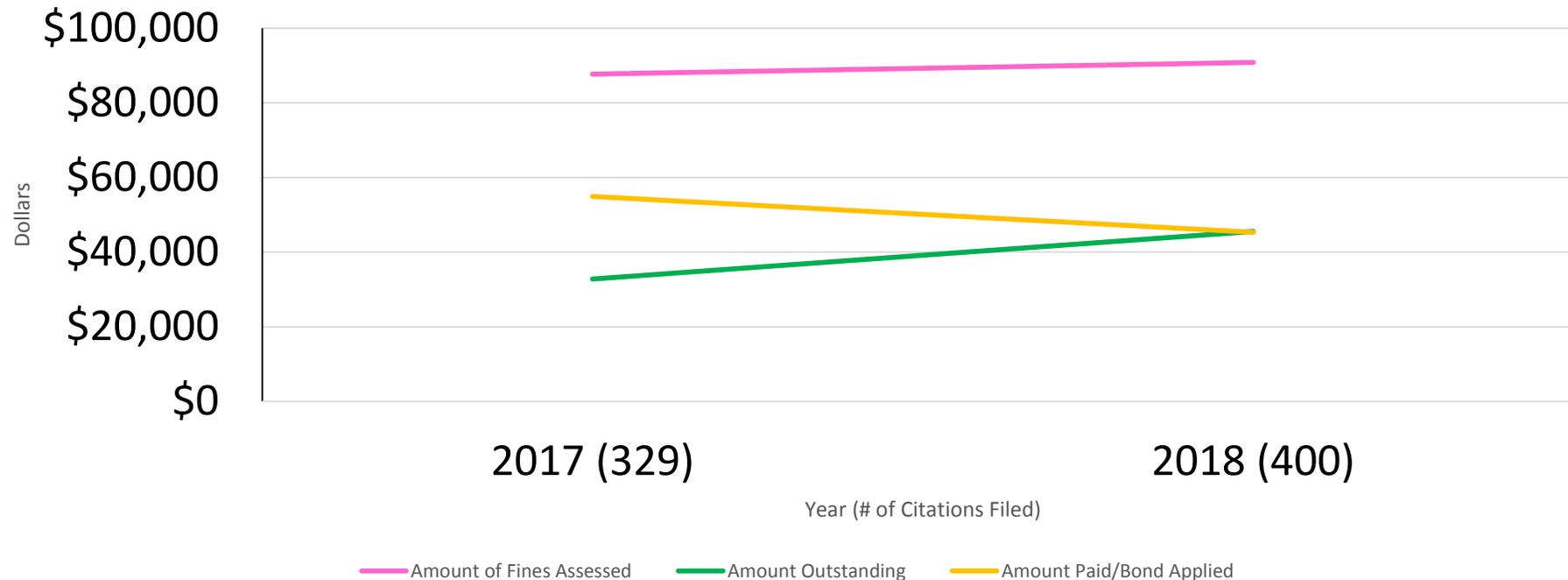
Measure: Municipal Court TABC Citations Filed



Measure: Municipal Court Code Citations Filed

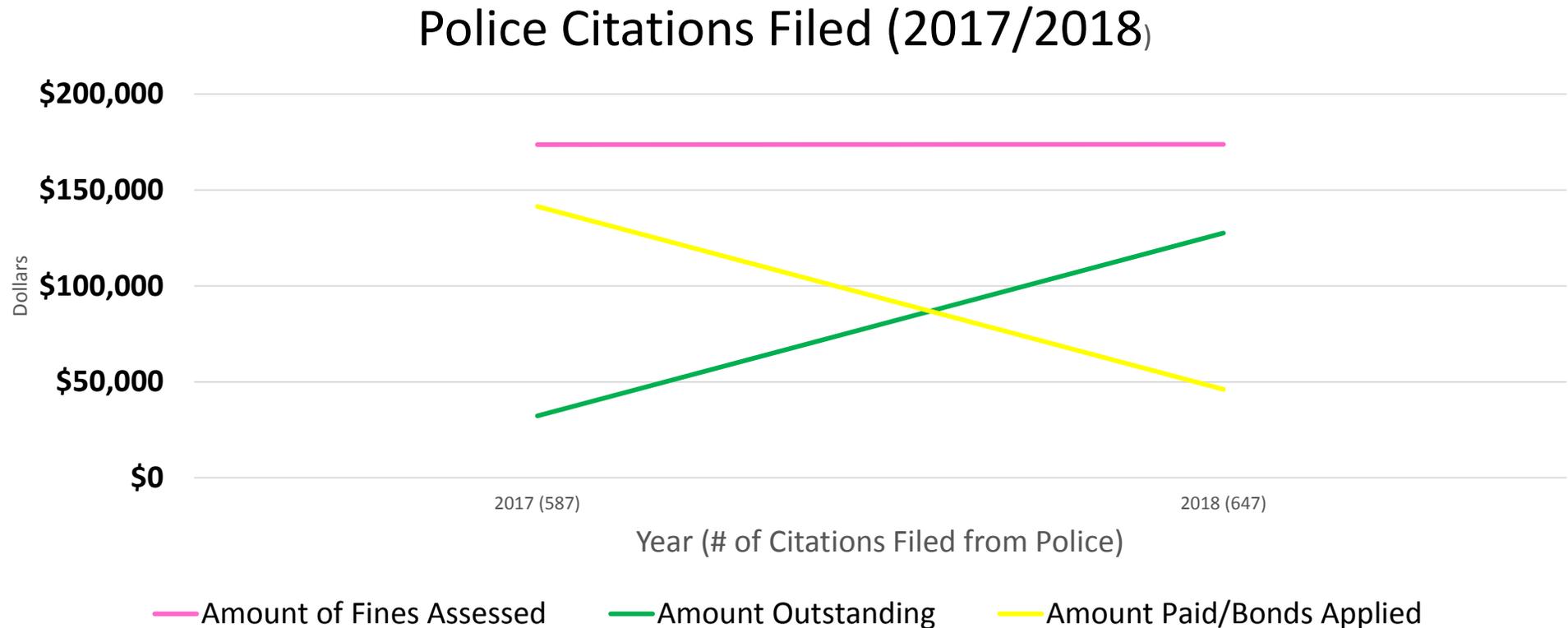
- Citations Filed in the SPI Court: Code Enforcement (3/1 – 3/31)

Code Enforcement Citations Filed (2017/2018)



Measure: Municipal Court Citations Filed

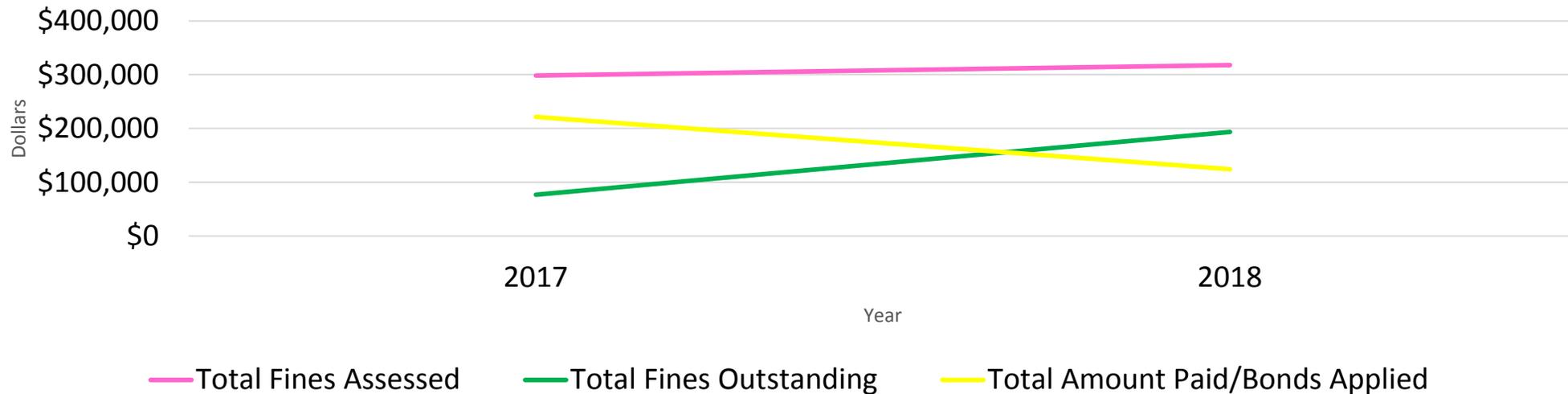
- Citations Filed in the SPI Court: Police Department (3/1 – 3/31)



Measure: Court Fines Assessed & Collected

- Total Fines Assessed and Collected (3/1 – 3/31)

Total Citations Filed in the SPI Court: All Agencies/Departments



Measure: Municipal Court Hours

- Court was held daily for 8 consecutive days which includes Saturday and Sunday. (March 10th – 18th)



Transit

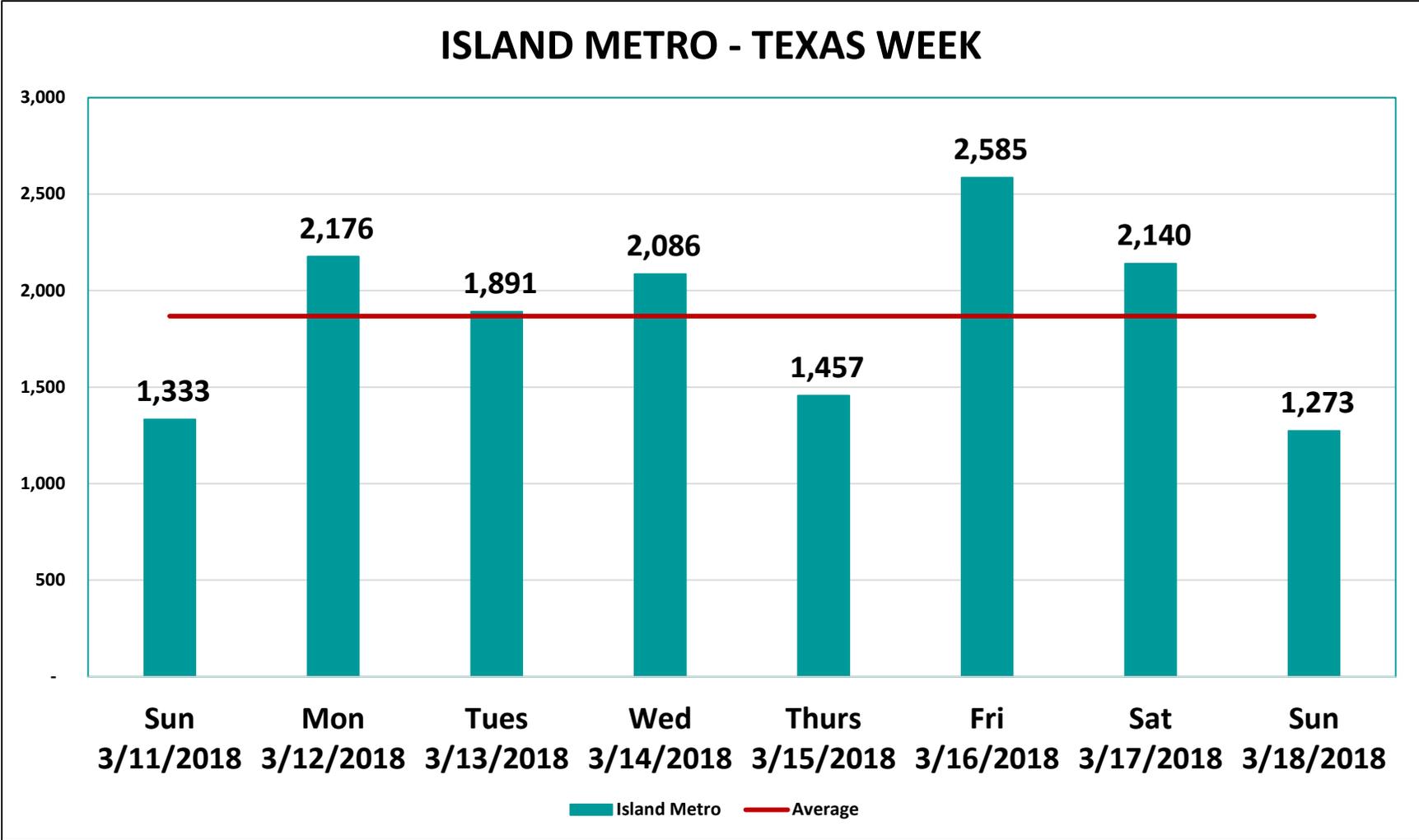
2018 SPRING BREAK & SEMANA SANTA ANALYSIS



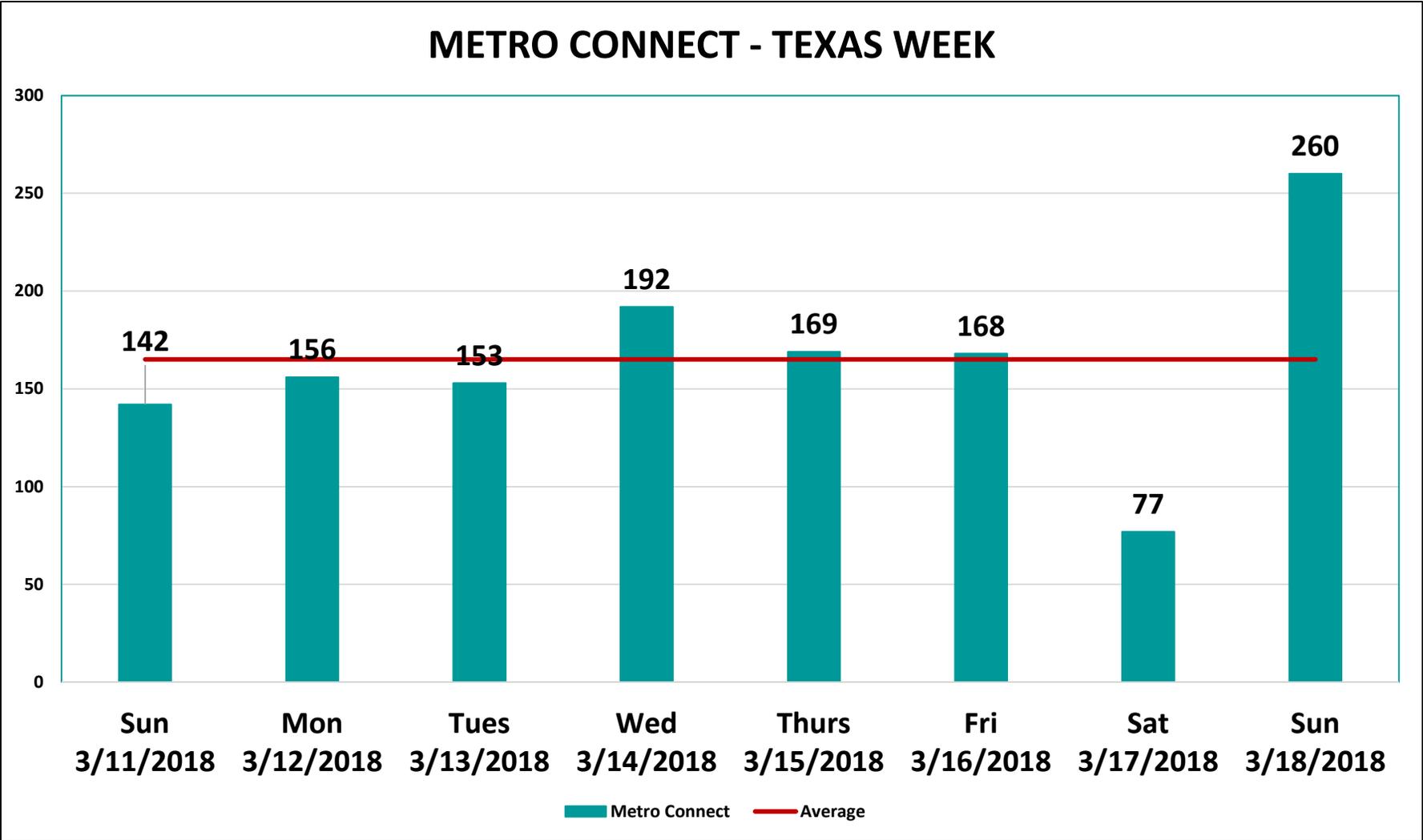
Measure: Transit

- Transit buses and emergency vehicles operated in the bike lanes during peak traffic periods (2017 Pilot)
- Buses are equipped with white and amber flashing lights for use while operating in the bike lanes
- Buses used bike lanes during Texas Week of Spring Break and Semana Santa week
- Results were favorable and buses encountered no problems with operating in the bike lanes

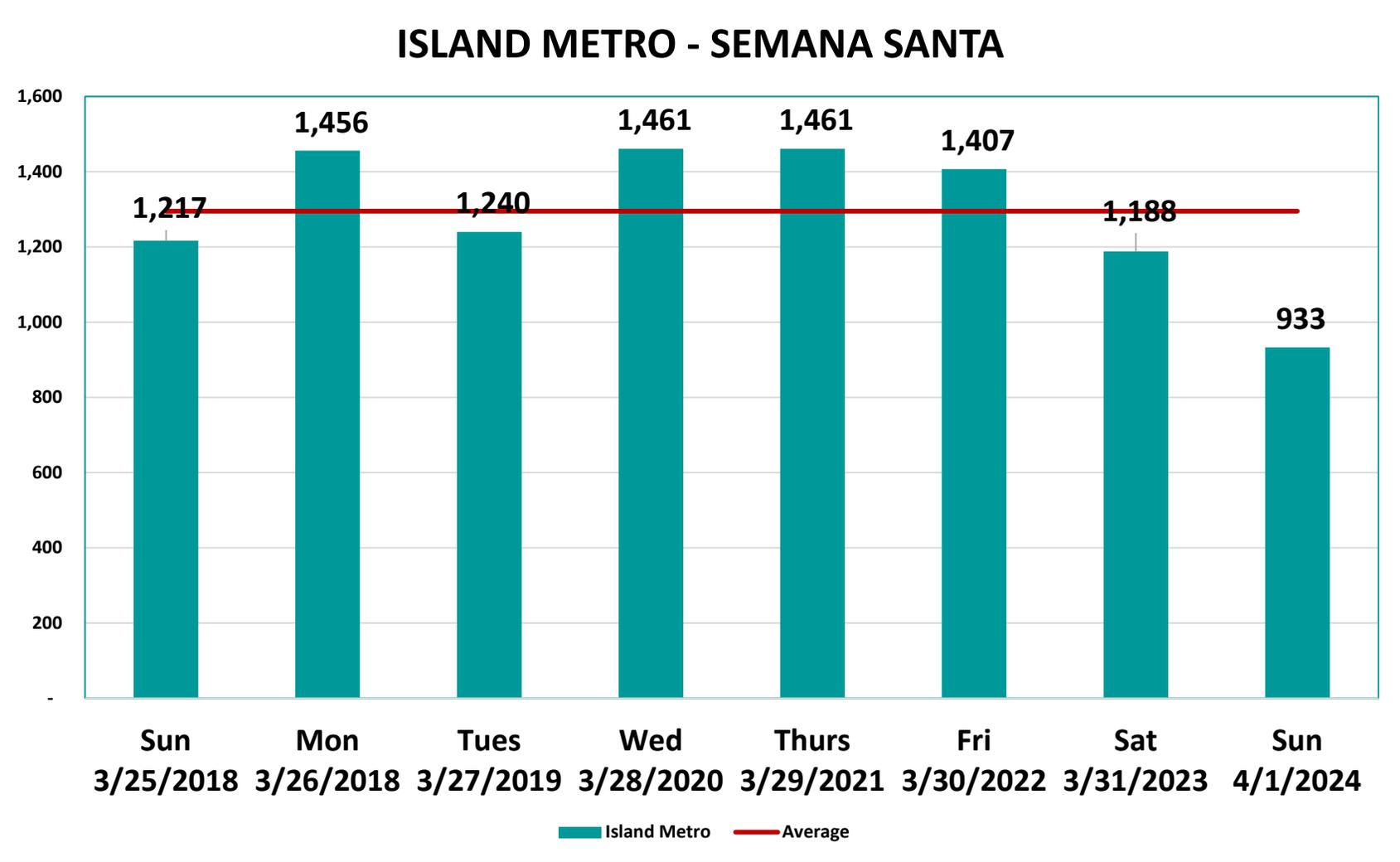
Measure: Transit



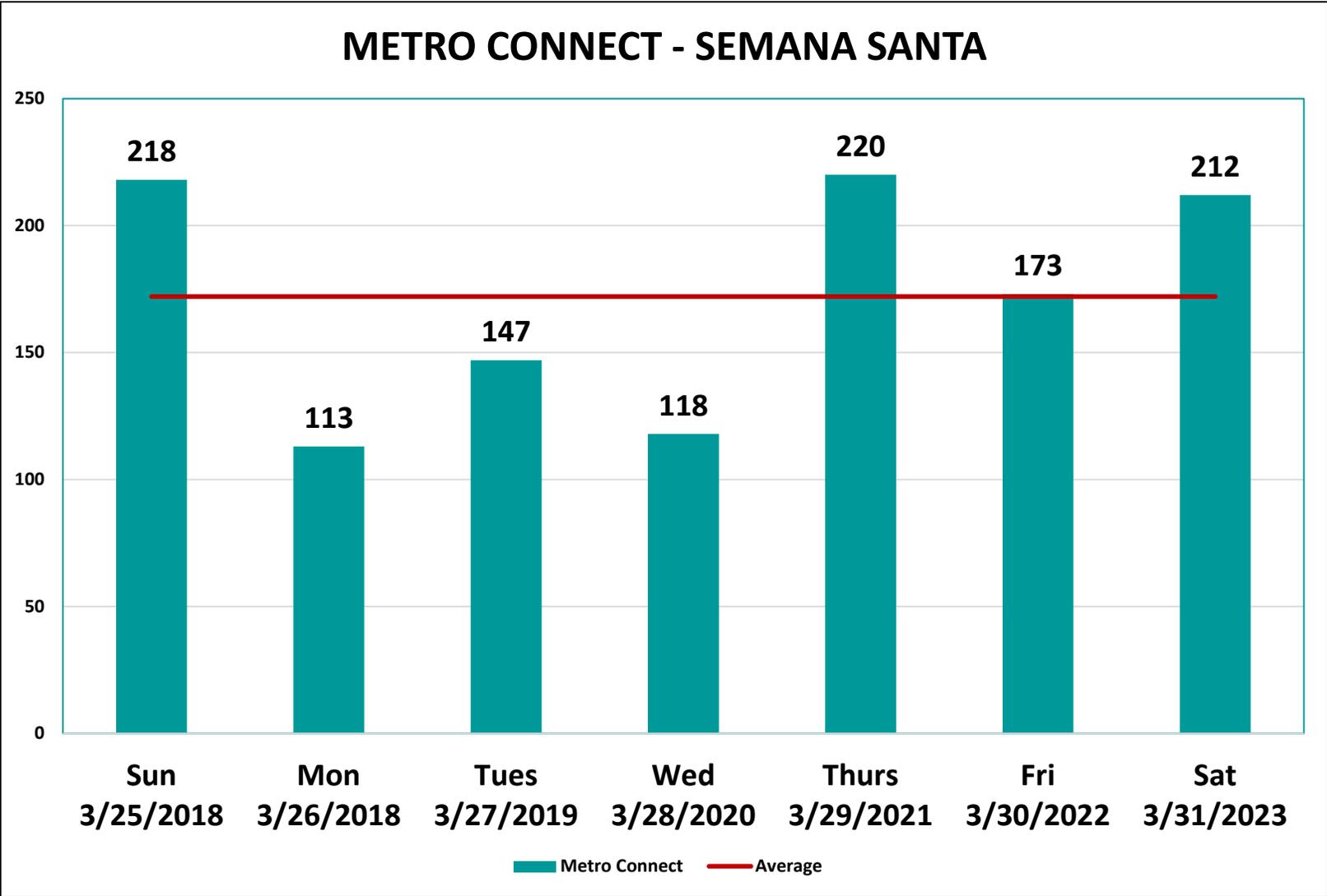
Measure: Transit



Measure: Transit



Measure: Transit

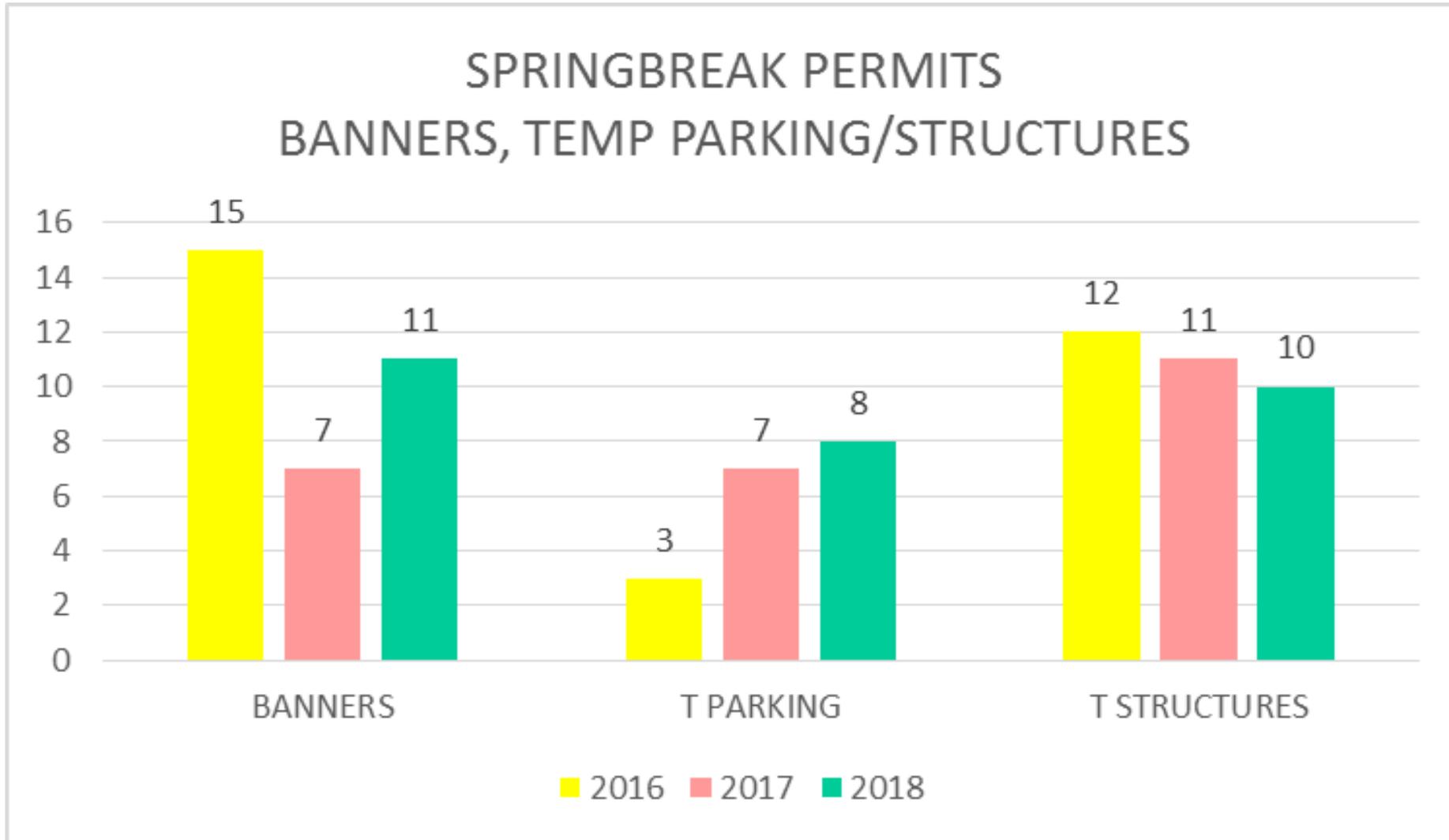


Misc. Departments Spring Break Debrief

6/13/18



Measure: Building Inspections

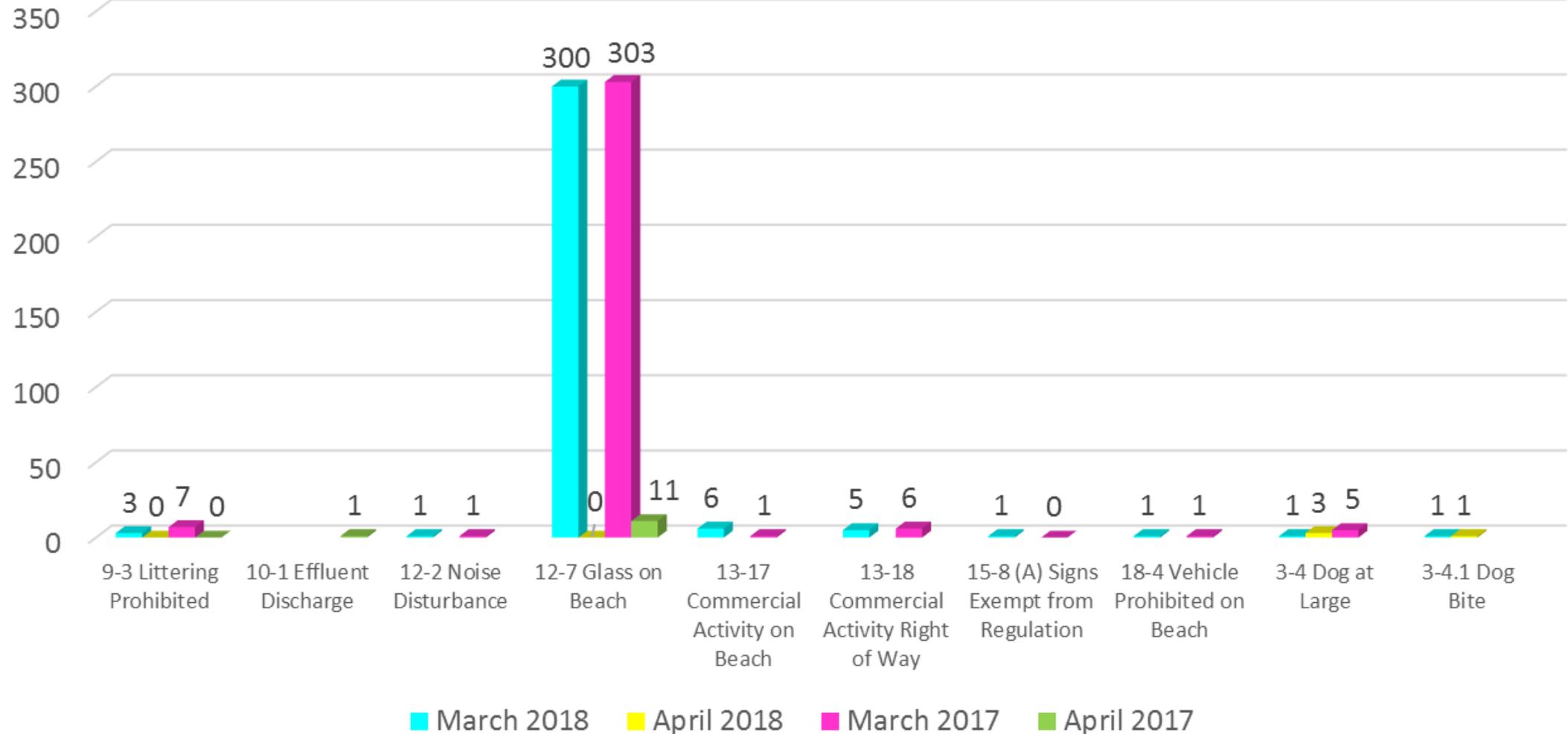


Measure: Environmental Health

- Extra enforcement along White Sands and along the Villa's fence line
- Work to curtail house parties before escalation
- Proactive decibel readings at venues
- Inspections of temporary food vendors

Measure: Code Enforcement

Citations by Offense Mar/April 2017-2018

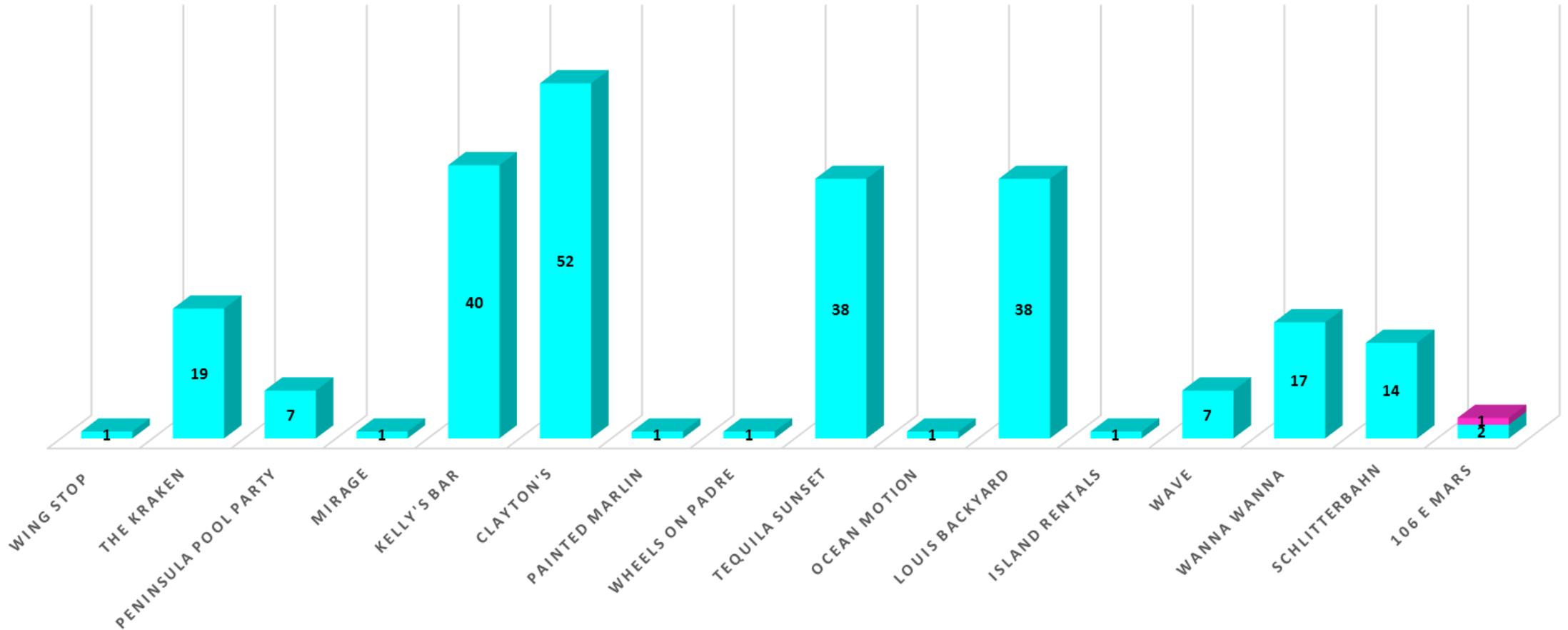


Measure: Code Enforcement

SOUND CHECKS 3/7/18-3/24/18

Total: 305

Total Amount Out of Compliance



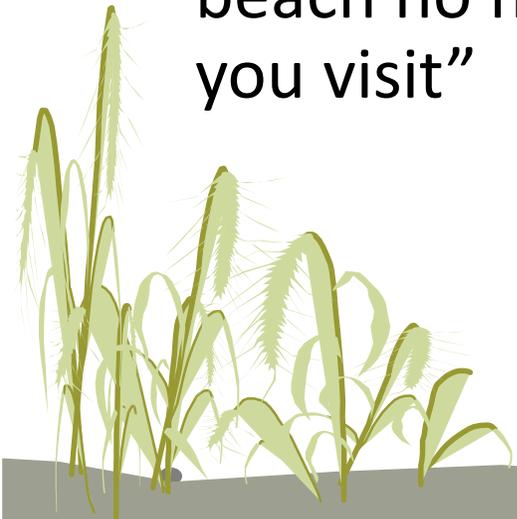
Measure: Shoreline Department

Coastal Custodians...Making Pristine Possible



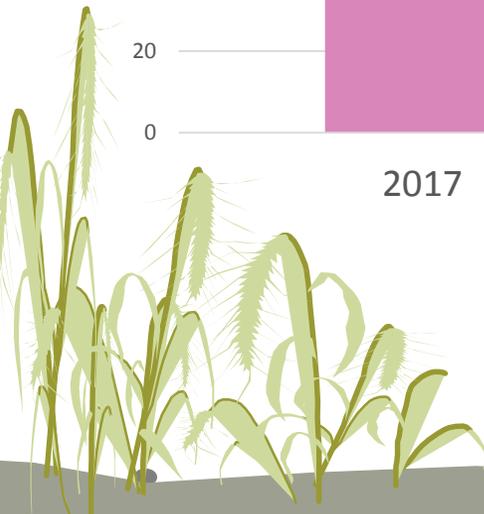
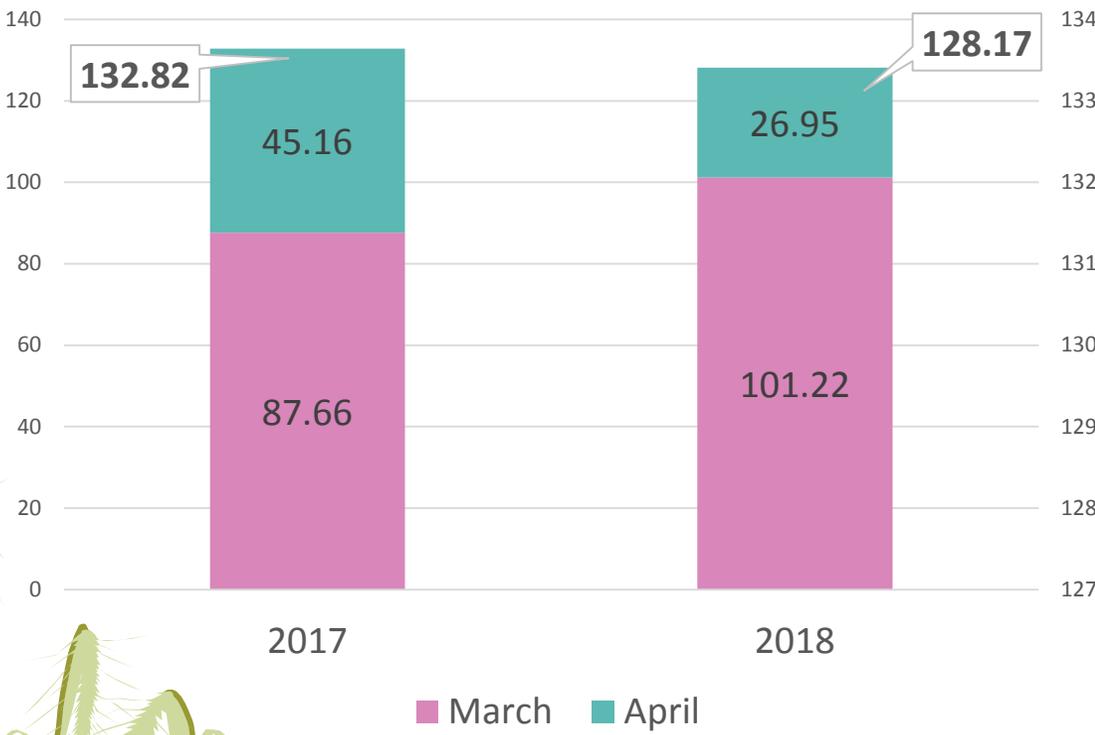
Lessons Learned

- Increase part-time staff to lower overtime cost
- Importance of morning and evening cleanings: “perfect beach no matter what time you visit”



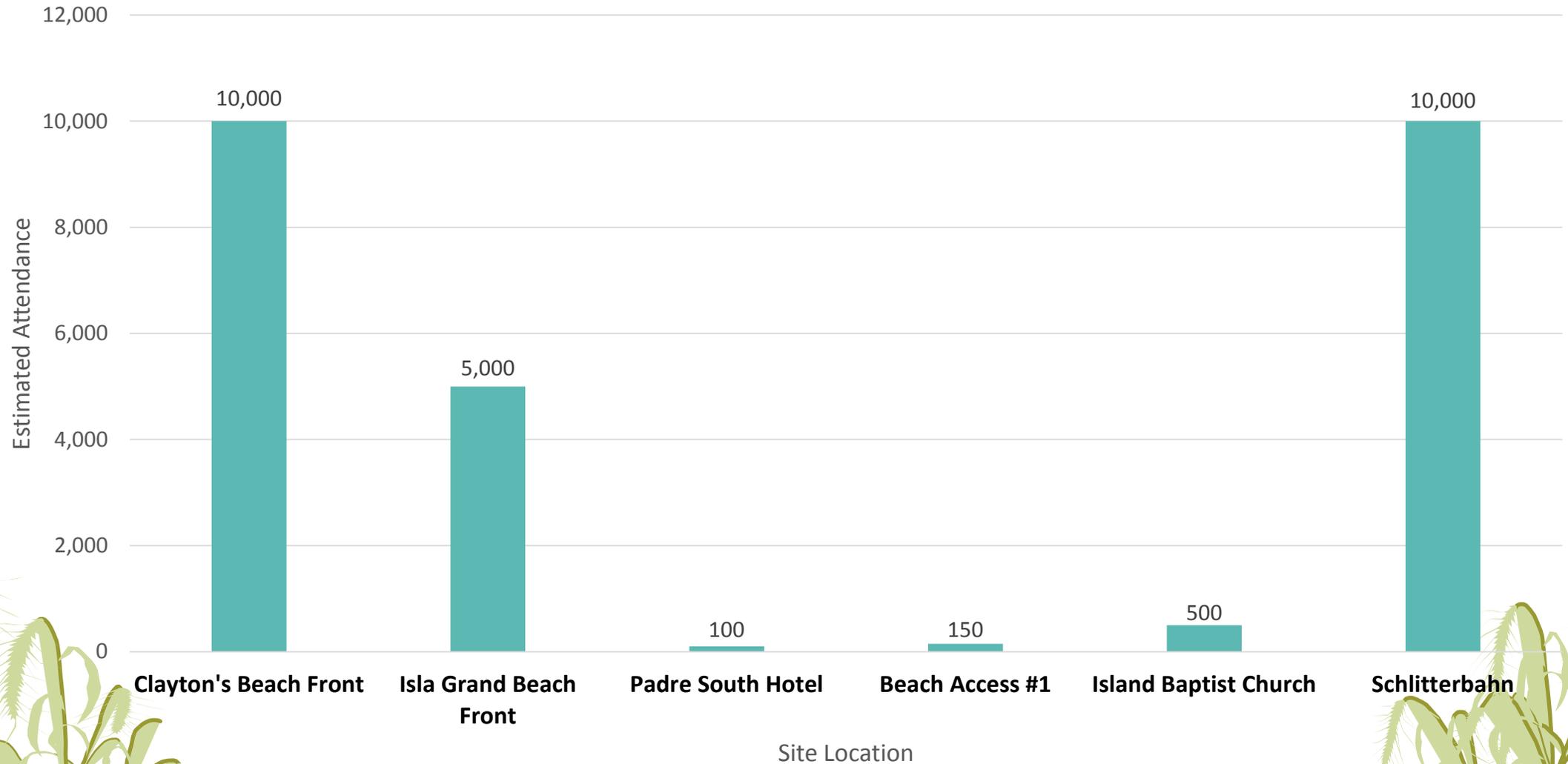
Measure: Tons of Trash

Dumpster Tonnage

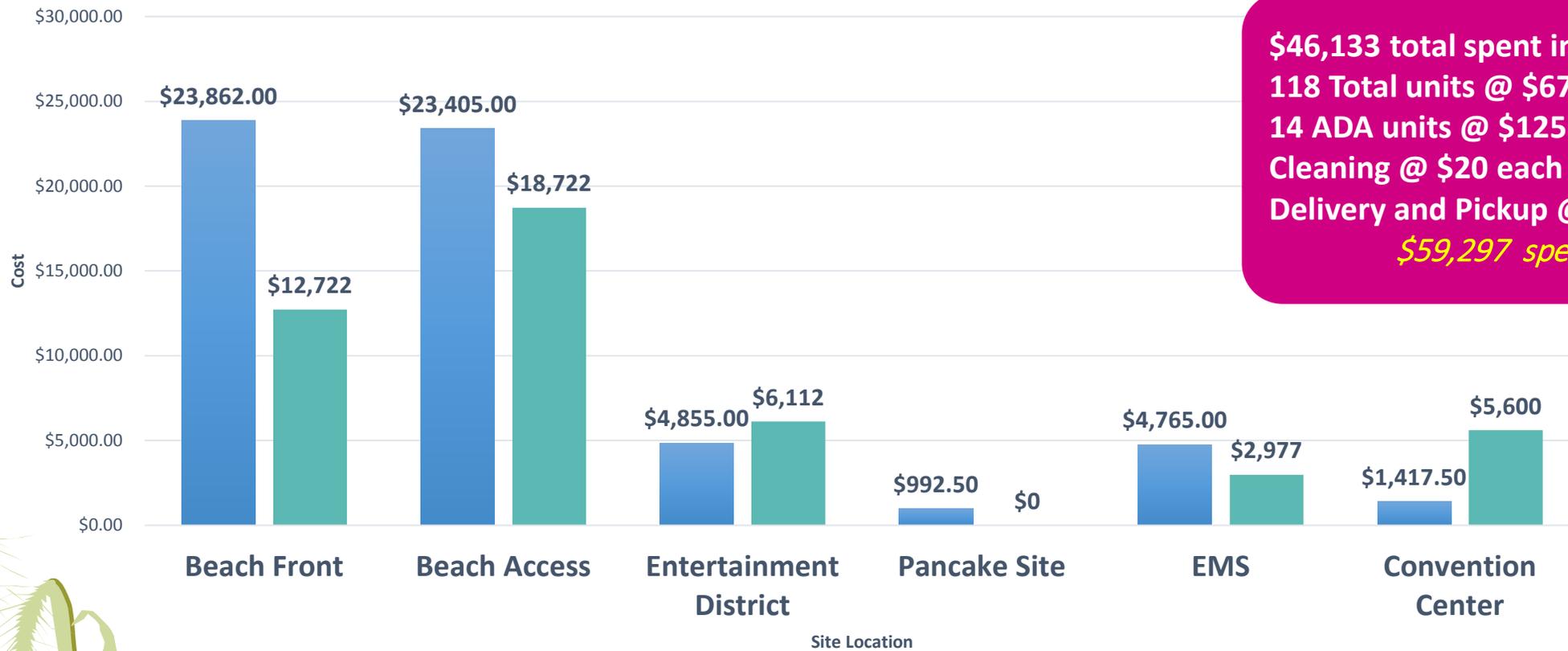


Measure: Parks

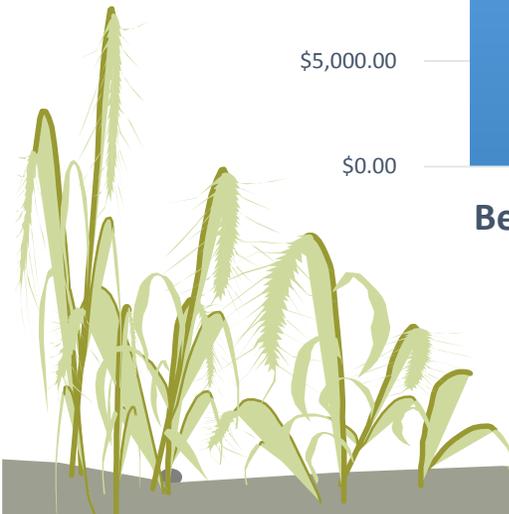
Spring Break Special Event Permits For 2018



Spring Break & Semana Santa Combined Portable Toilet Costs



\$46,133 total spent in 2018.
118 Total units @ \$67.50 per unit
14 ADA units @ \$125 per unit
Cleaning @ \$20 each time
Delivery and Pickup @ 25 per unit
\$59,297 spent in 2017



Measure: Public Works

- 16 full-time employees and 6 seasonal temps
- Picked up 360 cubic yards of litter from the streets and trash cans in both March and April
- Put up 1/3 mile of temporary fencing
- Replaced 14 signs that had been stolen or vandalized
- Repaired vehicles as needed



EOC Improve:

- Continue extra toilets and transition presence on White Sands and behind Villas
- No pop up tents on beach by Claytons (limits visibility)
- Need to fund replacement plan for ambulances
- Ensure IT is scheduled for EOC coverage for Texas Week
- EOC in/out log (dry erase board)
- Need rank on officer uniforms at venues (Randy??)
- Social media policy for those working operations
- Have drone positioned at major events to deploy
- Address COW (cell service) for PD and Fire
- Challenge coins for all workers
- Dispatch logs live in EOC
- Discuss DA help with party planners
- FT PD liaison in EOC – Reposition radio and open wall

Improve:

- More TV monitors in EOC
- Get extra access cards for EOC visitors (determine check out process)
- Media briefing at 1:30 each day
- Medical conference calls need to be later in the day
- Grow donated housing for staff
- Cell phone booster in City Hall and all over City
- Add more cameras throughout city: major corridors
- Buy more Razors (4 seaters)
- Discuss timing of beach cleaning
- Continue level of interagency cooperation
- Continue working on food quality, timing and counts
- More training on 214 NIMS forms (National Incident Management)
- Cease programming at community center for Spring Break

Improve:

- Encryption for radios (pros and cons)
- More portable toilets
- Address blending of security uniforms
- Property gate codes need to be gathered (always changing)
- More laptops for RMS system
- Radio battery life
- Ensure outside agencies report to dispatch
- Ensure short term rental list is updated
- Get better golf cart ordinance
- Ensure all staff and temps get complete training
- Escort for public works when setting traffic control devices
- Public Works should lock bathrooms earlier to ensure no vandalism
- Get extra fleet repair help during peak periods (long waits)

Improve:

- Side mirrors for ATVs
- Look at staffing in Shoreline
- Addressing clean ups when beach still crowded
- More lighting in vehicle wash area
- Look at uniform cleaning service
- More signage for “no glass on beach”
- Vehicle back up alarms and dashcams
- Feeding of staff for morning shifts
- Identify on-Island clinic for drug testing for new employees
- Take more pictures
- Breakdowns of ATVs – do not re-purchase same brand
- Keep emergency lanes clear
- Hard deadline for special event permit applications

Improve:

- Ensure staffing stays up for Semana Santa
- Look into GPS on staff and vehicles
- Break locations for staff in field

Questions?