



2020-2021 ADOPTED BUDGET





*City of South Padre Island Annual Budget for All Appropriated Funds
Year Beginning October 1, 2020 and Ending September 30, 2021*

TABLE OF CONTENTS

DISTINGUISHED BUDGET PRESENTATION AWARD	1
MAYOR, CITY COUNCIL AND STAFF	2
CITY COUNCIL MEMBERS	3
ORGANIZATIONAL CHART	4
BUDGET MESSAGE	5
FINANCIAL SUMMARY	16
EXECUTIVE SUMMARY.....	17
COMMUNITY STATISTICAL INFORMATION	26
COMMUNITY PROFILE	27
CLIMATE.....	29
DEMOGRAPHICS	30
BASIS OF BUDGETING	35
STRATEGIC GOALS AND VISION STATEMENT	35
VISION STATEMENT	37
MISSION STATEMENT	37
BUDGET	38
BUDGET PROCESS	38
BUDGET PROCESS SCHEDULE	40
BUDGET REVIEW.....	44
NO-NEW REVENUE TAX RATE.....	44
FUND DESCRIPTIONS AND FUND STRUCTURE	44
MAJOR GOVERNMENTAL FUNDS	44
MAJOR CAPITAL PROJECT FUNDS.....	45
MAJOR SPECIAL REVENUE FUNDS	45
NON-MAJOR SPECIAL REVENUE FUNDS.....	45

NON-MAJOR CAPITAL PROJECT FUNDS	46
DEBT SERVICE	46
USE OF FUNDS BY DEPARTMENTS.....	47
DEPARTMENT/FUND RELATIONSHIP.....	48
ALL FUNDS SUMMARY: REVENUES	49
FINANCIALS OF THE LAST THREE FISCAL YEARS.....	55
LONG-RANGE REVENUE FORECAST	56
DEPARTMENTAL STRUCTURE	61
EXPENDITURES BY GOVERNMENTAL ACTIVITY	62
Expenditures by Governmental Activity.....	62
GENERAL FUND SUMMARY	63
General Fund Revenues.....	63
General Fund Expenditures.....	64
CONSOLIDATED FINANCIAL STATEMENT – in thousands	65
CONSOLIDATED FINANCIAL STATEMENT – in thousands - continued.....	66
THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE – in thousands	67
THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE – in thousands - continued.....	68
THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE – in thousands - continued.....	69
SUMMARY POSITION BY DEPARTMENT	70
Variances in Positions by Department.....	71
DEPARTMENTAL DESCRIPTIONS, GOALS, AND OBJECTIVES	72
CITY COUNCIL.....	72
CITY MANAGER’S OFFICE	72
FINANCE DEPARTMENT	78
PLANNING DEPARTMENT.....	88
INFORMATION TECHNOLOGY DEPARTMENT.....	93
ADMINISTRATIVE DEPARTMENT – HUMAN RESOURCES DIVISION	99
ADMINISTRATIVE DEPARTMENT – MUNICIPAL COURT DIVISION	105
POLICE DEPARTMENT	111
FIRE DEPARTMENT.....	120
ENVIRONMENTAL HEALTH SERVICES DEPARTMENT.....	130
PUBLIC WORKS DEPARTMENT.....	137
GENERAL SERVICES DEPARTMENT BUDGET.....	151
SPECIAL PROJECTS DEPARTMENT BUDGET.....	152

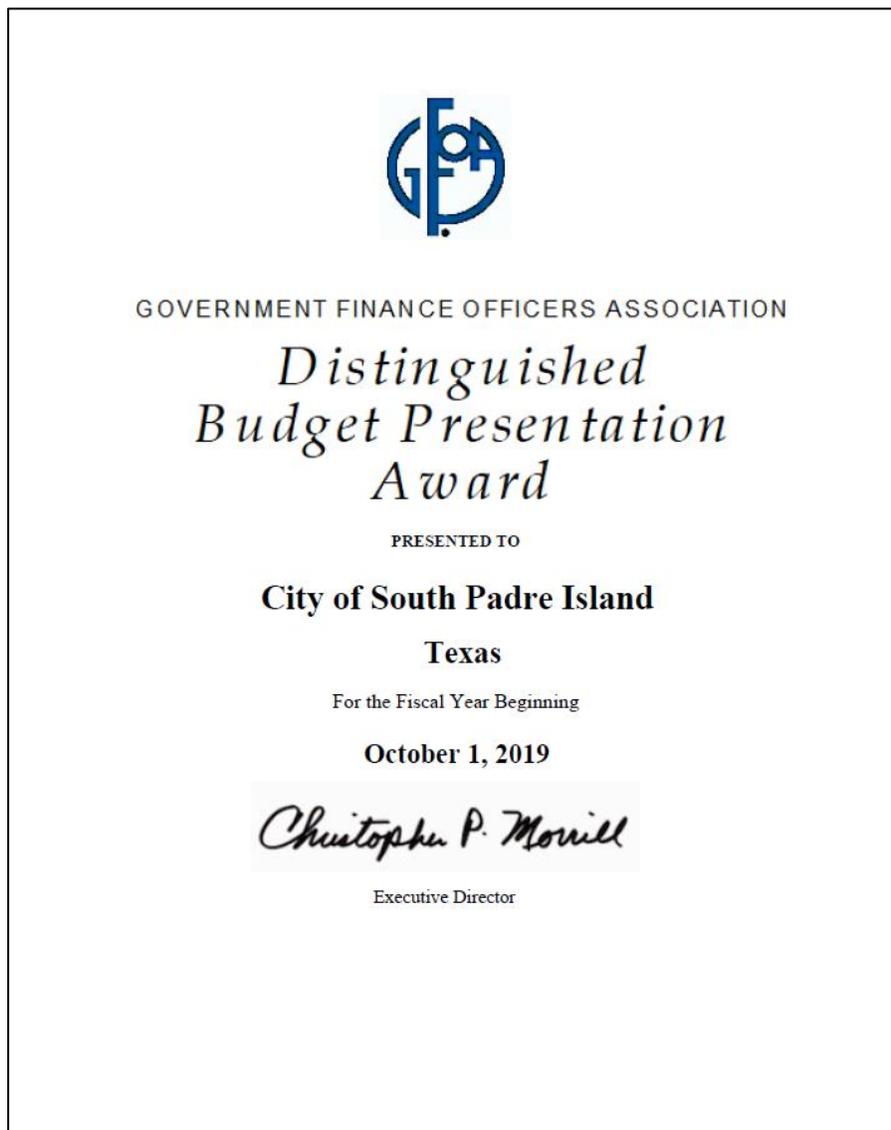
HOTEL MOTEL TAX FUND.....	153
Convention and Visitors Bureau Division.....	155
Sales and Administration Budget.....	163
Visitors Center.....	164
Special Events Division.....	166
Marketing Budget	168
SPI Historical Museum Budget.....	169
CONVENTION CENTRE FUND	170
Convention Centre Budget.....	171
TRANSIT DEPARTMENT	173
Transit Department Organizational Chart.....	173
Who Are We / What we do	173
Transit Department Strategic Objectives and Work Plan for the Next Five Years	174
Transit Performance Metrics	176
Staffing Plan	177
Transit Budget	178
Transit Fund Revenues.....	178
Transit Budgeted Expenses	179
South Padre Island Metro Budget.....	180
Metro Connect Budget	181
SHORELINE DEPARTMENT.....	182
Shoreline Department Organizational Chart.....	182
Who Are We / What We Do	182
Shoreline Department Strategic Objectives and Work Plan for the Next Five Years.....	184
Shoreline Department Performance Metrics	186
BEACH MAINTENANCE FUND BUDGET	189
Beach Maintenance Police Division Budgeted.....	191
Beach Maintenance Fire Division Budgeted	192
Beach Maintenance Code enforcement Division Budgeted.....	193
Beach Maintenance Beach Maintenance Budgeted	194
BEACH ACCESS BUDGET.....	195
BAY ACCESS BUDGET.....	196
BEACH NOURISHMENT BUDGET	197

VENUE PROJECT BUDGET	199
VENUE TAX CONSTRUCTION BUDGET	201
OTHER NON MAJOR FUNDS.....	202
PARKS AND RECREATION BUDGET	202
MUNICIPAL COURT TECHNOLOGY BUDGET	204
MUNICIPAL COURT SECURITY BUDGET	206
PADRE BLVD CONSTRUCTION BUDGET.....	208
STREET IMPROVEMENT BUDGET.....	209
GENERAL DEBT SERVICE BUDGET.....	210
TAX INCREMENT REINVESTMENT ZONE BUDGET	212
EDC DEBT SERVICE BUDGET	214
VENUE DEBT SERVICE BUDGET	216
EDC DEBT RESERVE BUDGET	218
CAPITAL REPLACEMENT BUDGET	219
ECONOMIC DEVELOPMENT CORP. BUDGET	221
CAPITAL IMPROVEMENT PLAN	225
CAPITAL ASSETS.....	225
ASSET CLASSES	225
Land and Land Improvements	225
Buildings.....	225
Improvements Other Than Buildings	225
Furniture & Fixtures, Machinery & Equipment, Vehicles, Radio Equipment, and Software	226
Infrastructure	226
SUMMARY CAPITAL EXPENDITURES – 2020/21 BUDGET	227
NONROUTINE CAPITAL EXPENDITURES.....	228
PROJECT CRITERIA.....	228
CIP POLICIES AND PROCEDURES.....	230
Capital Improvements Plan Introduction	230
Goals.....	230
Definition.....	231
CIP Development Process.....	232
Project Criteria.....	233
CIP Amendment.....	234
Attachment A: CIP Project Evaluation Scorecard	234

PROJECTS.....	235
OUTSTANDING DEBT	306
SCHEDULE OF OVERLAPPING DEBT.....	312
LEGAL DEBT MARGIN.....	312
FINANCIAL POLICIES	313
OVERVIEW AND STATEMENT OF PURPOSE	313
FIVE YEAR FINANCIAL PLAN	313
ANNUAL OPERATING BUDGET	315
REVENUE MANAGEMENT.....	319
EXPENDITURE POLICIES.....	320
STAFFING.....	321
ECONOMIC DEVELOPMENT.....	322
INTERGOVERNMENTAL RELATIONS	322
CAPITAL MAINTENANCE AND REPLACEMENT	323
ACCOUNTING, AUDITING AND FINANCIAL REPORTING	324
RISK AND ASSET MANAGEMENT	324
DEBT MANAGEMENT	325
OTHER FUNDING ALTERNATIVES.....	328
FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS.....	329
INTERNAL CONTROLS.....	330
APPENDIX: BUDGET RESOLUTION	331
GLOSSARY OF KEY TERMS	336

DISTINGUISHED BUDGET PRESENTATION AWARD

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of South Padre Island, Texas, for its Annual Budget for the fiscal year beginning October 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the ninth consecutive year the City has received this award.



MAYOR, CITY COUNCIL AND STAFF

Patrick McNulty, Mayor

Ken Medders, Jr., Mayor Pro-Tem, Place 1

Kerry Schwartz, City Council Member, Place 2

Joe Ricco, City Council Member, Place 3

Alita Bagley, City Council Member, Place 4

Eva-Jean Dalton, City Council Member, Place 5

Edmund K Cyganiewicz, City Attorney

**Randy Smith
City Manager**

**Wendi Delgado
Director of Operations**

**Angelique Soto
City Secretary**

**Carlos Sanchez
Public Works Director**

**Claudine O 'Carroll
Chief of Police**

**Ed Caum
Convention and Visitors
Bureau Director**

**James Pigg
Fire Chief**

**Jesse Arriaga
Transit Director**

**Kristina Boburka
Shoreline Director**

**Rodrigo Gimenez
Chief Financial Officer**

**Victor Baldovinos
Environmental Health
Services Director**

**Victor Martinez
Interim Information
Technology Director**

CITY COUNCIL MEMBERS

Patrick McNulty – Mayor



Joe Ricco – Council Member



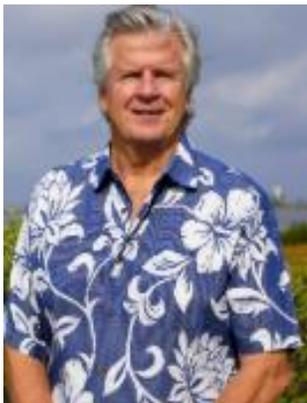
Ken Medders, Jr. – Mayor Pro Tem



Alita Bagley – Council Member



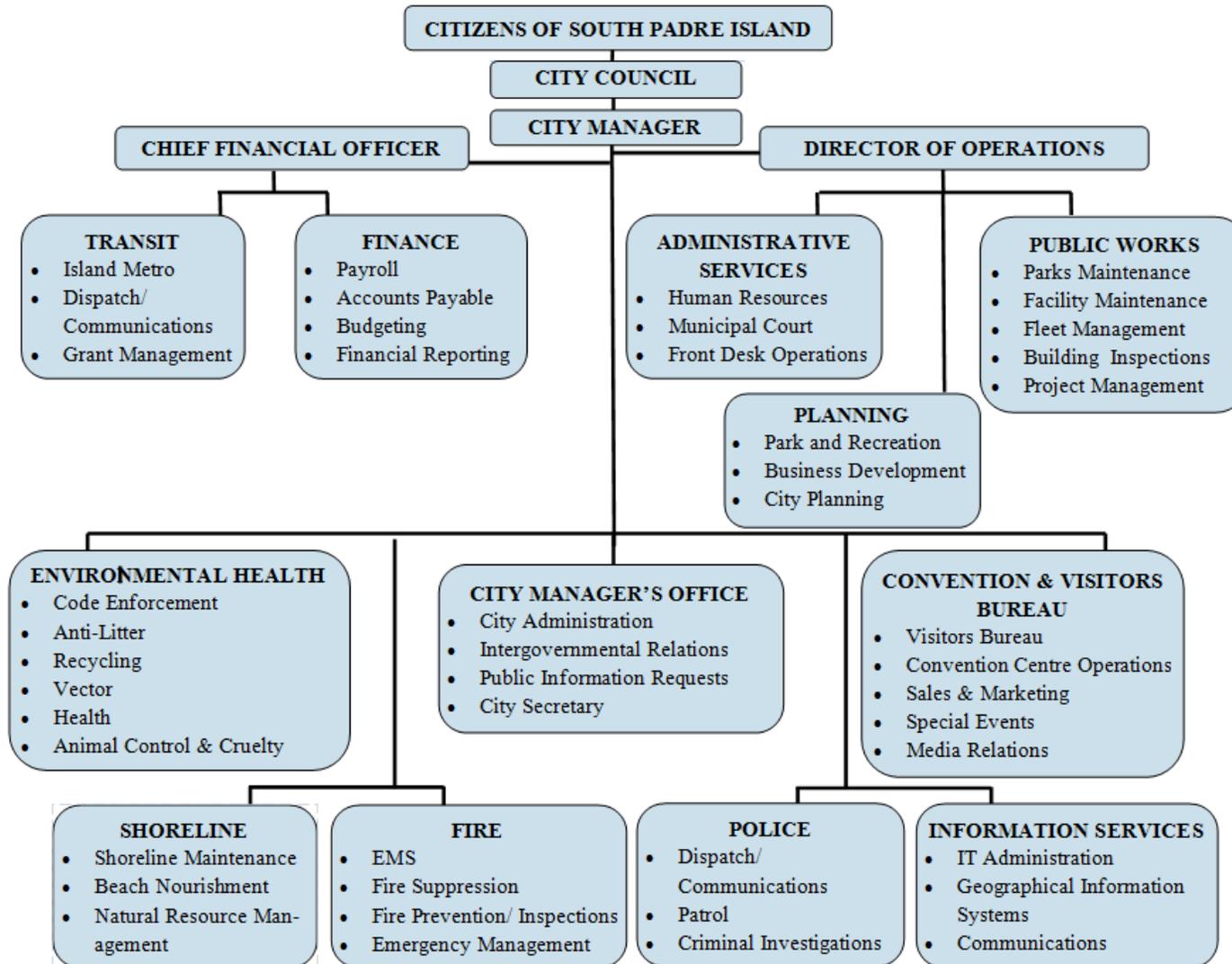
Kerry Schwartz – Council Member



Eva-Jean Dalton – Council Member



ORGANIZATIONAL CHART



BUDGET MESSAGE



October 1, 2020

City of South Padre Island

Fiscal Year 2020-2021 Budget Message

It is our pleasure to present the 2020-2021 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, service levels provided to the citizens, and the costs associated with providing those services. We believe that this budget is realistic and cost-effectively meets the existing level of services provided to our citizens and addresses the matters that arose during the budget process.

The Annual Budget coordinates and incorporates components of the City's Comprehensive Plan, which is currently in the process of being updated. The purpose of the Comprehensive Plan is to establish the City's vision for its future physical and economic development. It is designed to specify the essential steps to achieve the City's mission and attain tangible results that are in line with the City's vision.

Economic Environment

The rapid onset of COVID-19 and shelter-in-place measures across Texas in March and April caused a significant decline in output and employment. After steady growth in 2019 and early 2020, the Texas economy has declined in the wake of the COVID-19 pandemic and has faced challenges in the year. The unemployment rate began at a near-record low of 3.5 % at the beginning of 2020. In April, unemployment rate peaked to 13.5% and has since declined to 8.3% in September. However, the Dallas Fed's Texas employment forecast predicts 2021 employment to exceed the state's long-run average of 2 %. In addition, Texas experienced a 4.5% annual job decline for the 2020 year. Services and manufacturing productivity has begun to recuperate after



steep declines throughout the year. Texas' 2020 job decline is less of that of the United States (U.S.), which experienced a 6.2% annual job decline rate. Texas experienced the sharpest declines in Oil & Gas and Leisure & Hospitality Employment. Texas' initial unemployment claims have declined sharply since the peak in April but remain high. The service industry, which accounts for over 70% of private sector, makes up the bulk of the Texas economy. The service sector and retail recovery slow near year-end. Although Texas is the #1 oil and natural gas producer in the nation, low energy prices negatively impacted the economy.

Since the Great Recession, Texas house prices have shadowed the nation. The sale of Texas homes exceeded pre-COVID-19 levels. The pandemic has led to a reduced demand for housing in neighborhoods with high population density. The single-family housing market continued to thrive amid the pandemic, partially due to record-low mortgage interest rates. This led to healthy growth in median home prices across Texas. During 2020, Texan median home prices hit a record high, averaging between \$259,000 and \$368,000.

Texas accounts for 20% of U.S. exports making it the top exporting state. However, a weakening world economy, tariffs, and the impact of the COVID-19 pandemic have suppressed export growth. Manufacturing exports lagged behind 2019 levels by 13.8% for the U.S. and 15.1% for Texas. The Texas economy remains most vulnerable to tariffs, energy price volatility, and changes in trade policies. These issues increase trade uncertainty, especially with Mexico, and may obstruct economic growth. Mexico currently receives 30% of Texas' exports, making Mexico Texas' top trading partner. In addition, the Texas-Mexico border ports process over 50% of Texas' exports.

In terms of the City's economy, South Padre Island strongly relies on the Texas economy as well as that of Mexico. Located only 26 miles from the nearest international bridge, South Padre Island is a popular vacation spot among Mexican tourists. All business and economic activity on the Island centers on tourism. The highly seasonal nature of tourist activity means that half of the lodging sales come in June, July and August.

The City recognized a 4% decrease in sales tax during the 2020 calendar year. This decrease is in-line with decreases recognized by cities in the Rio Grande Valley, which had decreases ranging from 0% to 4%. South Padre Island continues to establish itself as a premier visitor destination, with its unique setting, pristine beach environment, and abundant water and outdoor activities. 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 2020-2021 Budget, let us first look at the City's major accomplishments during the past year. On behalf of myself and staff, we are honored to serve the South Padre Island community! The following are a few of the departments' highlights.

Comprehensive Plan

The City focused on finalizing the City's comprehensive plan during the beginning months of the 2020 fiscal year. "The Island Way: The South Padre Island Comprehensive Plan," outlines a path for achieving the shared vision for the City described by community members through the visioning and goal-setting process. It succeeds, updates, and replaces the Town of South Padre Island, Texas Comprehensive Plan 2008, which was drafted a decade earlier. The Island Way synthesizes a series of component master plans into one, seamless document that will guide the growth and evolution of the City between the writing of this plan and its horizon of 2050. It will be updated every 5 to 10 years. The Component Plans included in the document are the Land Use Plan; Business, Economy, and Tourism; Master Thoroughfare Plan; Parks and Recreation Master Plan; City Facilities Master Plan; Shoreline Master Plan; and Implementation Plan. The project was placed on hold as COVID-19 placed group setting restrictions on the steering committee in addition to staff shortages. As of September 30th, 2020, the plan was substantially complete with some minor edits being made by staff at the request of the steering committee. Once all edits are completed the document will be reviewed one last time by the steering committee prior to adoption by the City Council in 2021.

Tompkins Park

The City of South Padre Island is partnered with the Texas Department of Parks and Wildlife to complete Phase II of John L. Tompkins Park. A majority of the park design will be done in-house, however, the City is outsourcing the architectural and engineering services for the design of a skate park. The park will include a soccer field, a walking trail, exercise stations, a bocce ball court, benches, and shade structures. The construction on the base design was awarded to



Bryant Industrial Services in June 2020 and is complete. The architect and engineering services for the skate park design, awarded to Newline Skate, Inc. in December 2019, is complete and ready to go out for bid. The park is expected to be complete in 2021.

Infrastructure

The Public Works Department continues to improve infrastructure and provide safer streets for all modes of travel.

The City of South Padre Island's Padre Boulevard Sidewalk Improvement Project, which started in late May 2017, was completed. This project improved the sidewalk on both sides of Padre Boulevard from Park Road 100 to the Convention Centre, which is approximately 4.6 miles. The project consisted of six-foot sidewalks with paver improvements and bike lane markings.

In December 2019, PR 100 Median, Boardwalk, Sidewalk, and Traffic Signal Improvements commenced. The project progressed very quickly and was approximately 60% completed by the end of the fiscal year. The original construction amount was \$7,529,903.45 and the total construction engineering costs were \$360,600 inclusive of additional design services for additional sidewalk and traffic signal design at Esperanza Street. In addition, new 6 inch Irrigation water meters were installed in the center medians that corrected low water supply for 26 acres of greenscape medians.

Transit

The fiscal year 2019-2020 came with many unknowns, but the City of South Padre Island's Transportation Department continued services throughout the year and will continue to do so through Island Metro. Island Metro is a free fixed route system that operates within the City of South Padre Island and Port Isabel and has been developed by the South Padre Island City Council with the input of our drivers and passengers, as well as citizens and business persons on both sides of the Memorial Queen Isabella Causeway.

The department continues to obtain funding from the Texas Department of Transportation (TxDot), which is heavily relied upon to continue providing transit services. During the fiscal year 2019-2020, the department received an allocation from the TxDot CARES ACT Funding Project Grant Agreement in the total amount of \$1,028,484. The funds were spent on hazardous pay for



drivers and maintenance staff, as well as, purchasing Covid-19 related personal protective equipment and sanitation services.

In addition, an allocation from TxDot for the purchase of twelve bus shelters and one emergency facility generator in the total amounts of \$198,000 for the shelters and \$80,000 for the generator was granted to the department. The current status of this project is ongoing as the department formulates an invitation for bid for the construction of the shelters and engineering services to create a design of the generator to specifically meet the needs of the Multimodal Facility.

Furthermore, the department invested in the purchase of five new buses. The buses are expected to arrive sometime in late April to mid-March of 2021. The cost of the buses amounted to approximately \$168k.

Finance

Excellence in finance continues with the City being awarded the Government Finance Officer's Association's (GFOA) Certificate of Achievement for Excellence in Finance for the 30th consecutive year for its 2019 fiscal year's Comprehensive Annual Report. The City was also awarded the GFOA's Distinguished Budget Presentation Award for the 9th consecutive year for the 2020 fiscal year's budget document.

In June 2018, the City launched an online financial transparency portal. This portal provides multiple years of information that furthers the accountability of the City's financial operations. The Texas Comptroller, Glen Hegar, announced that the City was one of the latest local governments to achieve specific transparency goals through the Comptroller's Transparency Stars program. The City received a star in the area of Traditional Finances, which recognizes entities for their outstanding efforts in making their spending and revenue information readily available. During fiscal year 2019-2020, the City received the Debt Obligations transparency star. The City looks forwards to attain more of the stars offered by the program.

Convention Center and Tourism

The South Padre Island Convention and Visitors Bureau (CVB) works to generate tourism through leisure, group travel, meetings, and convention markets. As tourism is the Island's primary economic engine, success is critical. It has been a challenging year at the CVB with budget reductions, which included furlough and layoffs. Although hotel occupancy tax collections



decreased by 12% during the fiscal year, the CVB increased its Fund balance by \$1.4 million due to this budget reduction.

The CVB booked events out as far as 2024 and have lost very little business due to aggressive rescheduling and by providing good customer service to regular partners. The discussions on expansion of the Convention Center have been placed on hold during the pandemic. The CVB hopes to resume them during the summer of fiscal year 2020-2021.

Shoreline, Park, and Beautification

South Padre Island is committed to preserving and restoring the local beaches to maintain our quality of life and sustain the local tourism-based economy. Through the years it has received many accolades as being one of the most desirable coastal communities in the nation. The City works extremely hard to protect and maintain our beach to ensure that our citizens and visitors can continue to have memorable and enjoyable experiences.

During fiscal year 2019-2020, the Shoreline Department received more than \$2.5 million in grant funds through the RESTORE Act to purchase bayside land and construct a new public boat ramp with trailer size parking spots. Just under \$300,000 in grant funds were also awarded to the department for beach access improvements, bayside resilience, purchasing mobi-chairs, and a beach study on current shoreline conditions.

The City has received the 90% design for the venue tax project to construct a Wind and Water Sports Park. This will provide and increase access to the Laguna Madre while decreasing impacts to critical habitat on the Island's bayside. The Park will include a dedicated parking area and laydown area for the athletes.

The City's Environmental Health Services Department and the City's Recycling and Education Outreach team are committed to protecting the Island by providing environment-friendly solutions to waste management. This year, Keep Texas Beautiful (KTB), a statewide grassroots environmental and community improvement organization, in partnership with the Texas Department of Transportation, awarded the prestigious Governor's Community Achievement Award to the City of South Padre Island. The City also received Gold Star recognition which is the highest status any community affiliate can achieve.



Over 63,000 pounds of recyclable materials were collected due to the Saturday the “I Love SPI” campaign was successfully held in February, 2020. During this annual event, an extra brush and bulky item pickup, over 150 tons were collected. The “Treasure it...Don’t trash it” campaign was implemented in May 2020. Due to Covid-19, there were modifications made and it was a successful program.

Furthermore, the department also received the following awards or recognition:

- The President’s Circle Recognition Award from Keep America Beautiful: this distinguished award recognizes the standards of excellence by affiliates.
- Runner up for the Texas Environmental Excellence Award.: this prestigious award is offered by the Texas Commission on Environmental Quality for taking care of Texas through outstanding efforts in environmental protection and pollution prevention.
- 7th time recipient of the Texas Environmental Health Association (TEHA) Ruth Hendy Award: this award is the highest award presented by TEHA in recognition of the achievement of professionalism and commitment to the community.

Public Safety

The Police Department purchased two new vehicles and had them equipped for a total of \$73,000. During the fiscal year, the department received a total of \$26,128 from the Homeland Security Grant Program for operations related to Operation Stonegarden. This program provides funding to enhance cooperation and coordination among state, local, tribal, territorial, and federal law enforcement agencies to jointly enhance security along the United States land and water borders. In addition, the department received \$49,500 in funding to be allocated to the Local Border Security Program. The purpose of the program is to sustain interagency law enforcement operations and enhance local law enforcement patrols to facilitate directed actions to deter and interdict criminal activity.

In fiscal year 2019-20, the City’s Fire Department introduced a new position, Ocean Rescue Lieutenant. The department acquired the latest EMS equipment for endotracheal intubation and fire detection equipment by purchasing the latest edition of the thermal imaging device. Furthermore, the Fire Department was awarded funding from the Texas Intrastate Fire Mutual Aid System Grant program in the amount of \$12,934 and the Trauma Regional Action grant for \$4,573.



Economic Development

The South Padre Island Economic Development Corporation's (EDC) inaugural year of the Art Business Incubator (ABI) faced pandemic challenges, yet was a great success. The artists will graduate from the program in January 2021 and have the opportunity to contribute to the Island's economy by having their own art studio adjacent to the ABI. The ABI is a public private partnership with angel investors from the community. The investors own the property and are offering subsidized rent for the artist's studios if their business plan meets approval.

Interviews are underway for the next five artists and the applicants are stellar. The artists for 2021 will be selected on January 12th. This program has engaged the locals and tourists with weekly workshops and events, and has created excitement and participation from the Rio Grande Valley art community. The goal of the program is to create a new tourism sector by increasing Island art galleries and studios and to establish South Padre Island as a true arts destination.

In 2020, the EDC awarded Façade Improvement Grants to On the Beach Surf Shop and Elements Med spa. This is an incentive program that allows businesses within the Form Based Code area to apply for a 50/50 grant to improve the appearance of their storefront. The EDC will contribute up to \$25,000 for their 50% match.

The EDC provides capital funding for businesses through another grant program: Sand Dollars for Success. Through a business plan competition, a maximum of \$25,000 can be awarded to a business that qualifies and wins the competition. In 2020, the EDC Sand Dollars for Success grants were awarded to Island Fun Park and Gaia's Flower Shop, in order to improve their revenue and create and retain jobs.

Also in 2020, the EDC continued to work with investors on a community hospital. The land has been purchased and an Opportunity Zone Fund has been created to raise funds for the project.

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 the growth potential for the City.



Impact of COVID-19 Pandemic

Amid the COVID-19 pandemic, the City has balanced the books and maintained a steady financial position. In March, the City reduced the General Fund expenditure budget to offset the projected deficit in sales tax revenue of \$256,000. The reduction was accomplished by freezing three vacant positions. In addition, the City reduced the CVB expenditure budget to offset the projected deficit in hotel occupancy tax revenue of \$1,270,000. The reduction was accomplished by freezing two vacant positions as well as overall budget reductions in Visitors Center (\$4k), Sales & Administration, Events Marketing, Marketing departments. Fiscal year 2019-2020 revenues, were less impacted than the City initially projected and have exceeded 2019-20's budget by \$87,900 in the General Fund and \$363,200 in the Hotel Motel and Convention Center Fund.

The City incurred a total of \$361,155 COVID-19 related expenditures. The expenditures are composed of 64.7% in payroll, 8.0% in goods & supplies, 27.1% in rental of equipment & professional services, and 0.2% other. Thus far the City has received reimbursement for these costs from the Coronavirus Relief Fund and Coronavirus Emergency Supplemental Funding in the amounts of \$155,815 and \$10,000, respectively. At year end, the City is working toward requesting reimbursement from the Federal Emergency Management Agency through which the City provides a 25% match. Despite the multiple challenges caused by the COVID-19 pandemic, the City continues to remain resilient through pro-active, conservative, and coordinated planning and execution.

The Fiscal Year 2020-2021 Budget

A Budget Committee was formed to evaluate staff budget requests. The City Manager, Budget Committee and the Finance Department worked closely with various Department Directors to create the budget. This process included detailed business plans, based upon analysis conducted by each department to identify internal strengths and weaknesses, as well as external opportunities and threats.

City staff developed replacement programs for computers, vehicles as well as a preventive maintenance program for the City's buildings. These programs were developed through DMAIC processes, which is a data-driven improvement cycle used for improving, optimizing and stabilizing processes. The DMAIC improvement cycle (Define, Measure, Analyze, Improve and



Control) is the core tool to drive process improvements. Funding for the fourth year of these programs is included in the proposed FY 2020-21 budget.

A thorough analysis has indicated a need to replace a few of the City's vehicles. A regularly scheduled replacement program of vehicles will allow for a manageable annual budget. This will help avoid vehicle failure and unavailability. The purchases of a Ford Ranger (\$35,000) for the Environmental Health Services Department and a Tahoe (\$52,000) and a Ford Explorer (\$40,000) for the Police Department are included in the Fleet Management division's budget.

In accordance with the facilities maintenance plan approved by City Council, the City is budgeting \$108,626 for facilities maintenance cost. A few of the major repairs/improvements include the following: replacement of City Hall roof, refurbishment of the Fire Station's elevator interior, and replacement of the Public Works shop roof and electrical panel.

The proposed budget does not include a cost of living adjustment (COLA). Citywide proposed payroll costs total \$12,452,039 with \$8,778,226 allocated to the General Fund. In addition, no increase is proposed for health benefit cost for the 2020-21 budget. The budgeted medical benefit cost for the General Fund totaled \$908,782.

For the 2020-21 fiscal year, the proposed budget for the Beach Maintenance Fund includes \$182,000 for the rental of portable toilets and extra servicing during the summer months, as well as an additional \$20,700 for rent expense for the use of offices located at the new multimodal building.

Additionally, major capital outlay purchases are proposed and include \$23,000 for the purchase of an UTV for the department. Additionally, the Shoreline Department has budgeted \$80,000 in the Beach Nourishment Fund for costs related to professional services, specifically coastal engineering services for erosion control purposes.

The combined budgets for the Hotel Motel and Convention Centre funds reflect revenues in excess of expenditures by approximately 174,000. In order to generate more tourism and promote the hospitality industry, the CVB allocated \$450,000 for event sponsorships and \$3.6 million for marketing expenses. The majority of this marketing is for media placement which accounts for 71% of the marketing budget or \$2,553,650.



South Padre Island is a community with a challenging task of balancing the needs and desires of our permanent residents, along with the need to attract thousands of visitors each year. I feel that with the efforts 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,

William Randall Smith
City Manager

Rodrigo Gimenez
Chief Financial Officer

FINANCIAL SUMMARY



	Total Funds	
	In thousands	
	2019-2020 Final Budget	2020-2021 Adopted Budget
REVENUES AND OTHER SOURCES		
Property Taxes - Incl. Penalty & Interest	\$ 8,083	\$ 8,096
Nonproperty Taxes	15,945	17,175
Fees and Services	1,290	1,261
Fines and Forfeitures	439	324
Licenses and Permits	187	183
Intergovernmental	2,255	3,406
Miscellaneous and Program	333	195
Other Financing Sources	1,950	1,503
Total Revenues	30,482	32,143
 EXPENDITURES		
General Government	3,755	3,743
Public Safety	6,436	6,500
Public works	3,253	3,117
Convention Centre & Visitors	7,953	7,760
Community Service	1,315	584
Transportation	1,671	2,874
Debt Service	2,767	2,705
Capital Outlay	10,580	1,333
Other Financing Uses	2,131	1,641
Total Expenditures	39,861	30,256
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER)	\$ (9,379)	\$ 1,887

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.

The City Manager, Budget Committee, and the Finance Department worked closely with various department directors to create the budget. This process included the establishment of detailed business plans by each department.

During this current fiscal year, the City funded the third year of the replacement programs for computers and vehicles, as well as preventive maintenance for the City's buildings. These programs were developed through DMAIC processes, which is a data-driven improvement cycle used for improving, optimizing, and stabilizing processes. The DMAIC improvement cycle (Define, Measure, Analyze, Improve and Control) is the core tool to drive Six Sigma projects. Funding for the fourth year of these programs is included in the proposed FY 2020-21 budget.

Provided below are some highlights and major projects of the City included in the 2020-2021 Budget:

Revenues

- According to the 2020 approved certified appraised values provided by the Cameron County Appraisal District, property values increased by 1.27%. The 2020 proposed tax rate is the “no-new revenue tax rate” (former “effective tax rate”), \$.313740/\$100.
- Considering sales tax collections prior to the COVID19 pandemic and taking a conservative approach, the FY 2020-21 sales tax projection was calculated as 98% of FY 2018-19 collections which results in a total budgetary amount of \$2,675,039.
- 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 \$7,810,280. Total Hotel Motel and Convention Centre revenue is anticipated to be \$8,115,280.
- The Beach Nourishment Fund is funded with one-half percent of the local hotel motel tax collected by the City. This fund's projected revenue for the 2020-21 fiscal year is \$488,142.
- State Occupancy Tax, which is allocated to the Beach Maintenance Fund, is projected to be \$1,952,569.

- The Venue Project Fund established in Jan. 2017 to provide for the development of a venue project is projected to collect revenues in the amount of approximately \$1,952,569 for FY 2020-21.

Expenditures

- The proposed budget does not include a cost of living adjustment (COLA). Citywide proposed payroll costs total \$12,452,039 with \$8,778,226 allocated to the General Fund.
- No increase is proposed for health benefit cost for the 2020-21 budget. The budgeted medical benefit cost for the General Fund totaled \$908,782.
- A net increase in the Police Department's temporary employee line item of \$10,000 was proposed to account for vital patrol services during spring break, holidays, and summer weekends. The increase aids the department's effort to reduce traffic congestion and overall safety.
- Furthermore, the proposed budget includes an increase of \$48,000 or 100% to overtime related to three Police Department programs (High Intensity Drug Trafficking Area (HIDTA), Stone Garden, and Border Star). Expenditures related to these line items are 100% reimbursed through Federal and State grants.
- The Planning Department maintains the building inspections and planning division budgets. Next year's budget has been realigned to better meet the needs of the community by reducing the personnel planning division budget and adding an additional building inspector position. This change allows the City to maintain two building inspectors on staff which will improve permit turnaround times and provide a better level of customer service to the public
- The Information Technology (IT) Department has budgeted the following:
 - \$5,474 for 3 Police Department bodycams and related equipment.
 - \$3,600 to replace 4 computers which are solely used to run the Texas Law Enforcement Telecom Systems by Dispatch.
 - \$14,682 related to internet services for the Fire and Police Departments.
 - \$10,000 to obtain 5 Computer-Aided Dispatch (CAD) licenses for the Fire Department.
 - \$16,925 related to the purchase and implementation of Tyler Technology Content Manager. Tyler Content Manager allows for the electronic distribution and storage of documents within the City's current accounting system to enhance efficiency and green initiatives.
 - A net increase of approximately \$10,000 in communications.

- The City Manager’s Office’s budget shows an increase of \$17,880 due to transfers from General Services in the amount of \$13,500 and increases in memberships and travel related expenses of \$4,170. Expense line items which were reclassified to the City Manager’s Office budget from the General Services budget include sponsorships, records management, and election expense.
- The Municipal Court proposed a decrease of \$5,000 to the warrant collection services expense line item.
- The Police Department proposed a decrease of \$67,046 mainly due to due to the final annual lease payment for radio equipment being paid in fiscal year 2019-20, which accounted for approximately \$63,000.
- The Fire Department’s operating expense budget (excluding payroll) is approximately \$305,000. The decrease of \$41,738 is primarily associated with a one-time expense in the line item for fire hydrants. This line item was decreased by \$50,000. The Arson Dog Program budget of \$4,250 was eliminated. These decreases were offset by multiple smaller increases of approximately \$12,500 for medical supplies, auto allowances, training, and billing for EMS services.
- The Environmental Health Services’ budget includes an increase of \$8,000 which was due to additional rental fees of \$10,000, related to a “Treasure It, Don’t Trash It” billboard, as well as a \$500 increase to Keep SPI Beautiful campaign. These increases were offset by decreases to travel of \$2,500.
- The Fleet Management division’s budget (excluding payroll) is \$504,812. There was an overall decrease to this department’s budget of \$83,950. The main reason for this decrease is due to the accounting of the City’s possession of a backhoe, which the City began to lease to own during fiscal year 19-20, resulting in a transaction noting \$90,842 (entire amount financed) as a capital asset purchase. Accounting principles dictate that an entity account for possession of an asset when participating in a capital lease agreement. Other contributors to this decrease came from line items associated with goods and supplies (mainly fuel expenses) for a total of \$24,700, as well as decreases to service contracts of \$12,000. The decrease is partially offset by increases of approximately \$15,000 to repairs and maintenance of which \$7,000 is to replace a street sweeper, and another \$8,000 to add AC recovery machines to new vehicles.

Additionally, the department has budgeted to replace three City vehicles for fiscal year 2020-21. The vehicles that will be replaced are from the Police and Environmental Health Services departments. The total budget for motor vehicles is \$127,000.

- The Facilities and Grounds Maintenance division’s budget (excluding payroll) increased by \$11,652 or 12.7% from the year prior for a total budget in the amount of \$103,142. The

division is proposing increases to janitorial services, repairs and maintenance associated with machinery, buildings, and service contracts.

- The Building Inspections division's budget (excluding payroll) increased by \$810. This increase is due to net effect of the communication, auto allowance, and advertising expense line items. The department proposed increases in the communications and auto allowance line items for the additional building inspector hired in the current fiscal year. In fiscal year 2019-20, \$5,000 was budgeted for advertising related to Substandard Structure Review Board (SSRB) Orders while only \$2,000 was proposed for FY 20-21 budget.
- The Public Works' budget (excluding payroll) is \$274,781. The decrease of approximately \$47,000 is related to one time expenditures budgeted in FY 2019-20 and includes \$50,000 for Laguna Blvd surveying services and approximately \$40,000 in the machinery and equipment line item, mainly related to City irrigation projects. These decreases were offset by additional expenses budgeted for streets and sewers line items of approximately \$26,000 with the objective to provide additional time for vacuuming and jetting storm drain system (4 weeks). The current budget only allows for a maximum of 90 hours for storm drain cleaning.
- The Emergency Management division's budget (excluding payroll) is \$18,870. The decrease of approximately \$2,500 is related to maintaining service of four satellite phones.
- The General Services budget is to cover the general overhead of the City's shared resources such as electricity, water/sewer, insurance, auditing, and legal services. This division is projected to have a decrease of approximately \$2,600 for a total amount of \$968,000. There were decreases to electricity (\$6,873), bank charges (\$1,000) and printing (\$1,000). A net increase of \$21,000 in the other services category is also noteworthy. The increase is mainly due to services provided by the Cameron County Appraisal District, legal services, and windstorm insurance.

In addition, several expense line items have been reclassified to other departments. The reclassified items include printing, records management, and election expense, which totaled a budgeted amount of \$14,700.

- The Special Project's budget is to cover transfers to other funds for special projects as well as miscellaneous services. Included in this department are transfers to the Transit Department of \$113,000, the Capital Replacement Fund of \$225,000 and the Parks, Recreation, Beautification Fund of \$89,000. Additionally, this department includes \$50,000 budgeted for animal services. The Holiday Light expenditures line item was reclassified from Special Projects to Public Works and a budget amount of \$10,000 is proposed. The total proposed budget in Special Projects amounts to \$486,407.

- The maintenance and improvement costs associated with park developments are included in the Parks, Recreation, and Beautification Fund. The Parks Department has budgeted \$10,000 for park maintenance. In addition, \$10,925 is budgeted for community events. Sources of revenue for the Parks, Recreation and Beautification Fund include a transfer from the General Fund in the amount of \$89,228, Community Center rental fees of \$500, and special event permits of \$3,000.
- The Transportation Fund revenues consist of state and federal funds in the amount of approximately \$3.1 million, along with local funds from Port Isabel EDC for \$50,000 and a \$113,000 contribution from the General Fund. Additionally, \$52,000 has been budgeted for revenue associated with office rental at the Multimodal.

The City’s General Fund receives an indirect cost allocation from the Transit Department in the amount of \$113,000 to help finance administrative costs. In addition, approximately \$480,000 has been budgeted for the purchase of three new buses

Furthermore, the Transit Department anticipates receiving approximately \$1.1 million in CARES Act funding. The Coronavirus Aid, Relief, and Economic Security (CARES) Act provides funding to transit agencies at a 100-percent federal share, with no local match required. Funding will be available to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19

- Debt Service payments are budgeted for an amount of \$2,235,313 for fiscal year 2020-21, which include the payment for the Venue Hotel Occupancy Tax Revenue Bonds.

Debt Service Payments 2020-2021	Principal	Interest	Total
Fire Station	\$195,000	\$96,725	\$291,725
Municipal Complex	315,000	38,425	353,425
Gulf Blvd.	445,000	27,500	472,500
Padre Blvd.	565,000	44,025	609,025
Venue Project	195,000	313,638	508,638
Total	\$1,715,000	\$520,513	\$2,235,313

- An annual debt service transfer associated with the issuance of the 2017 Venue Tax Bond is budgeted in the amount of \$509,638. In addition, \$22,000 is budgeted to cover the wind sports venue lease. The land leased is 137 acres of land and is for the purpose of operating a wind sports venue including but not limited to windsurfing, kiteboarding, paddle boarding, kayaking, and ancillary activities such as picnicking, and birdwatching.
- The Tax Incremental Reinvestment Zone (TIRZ) 2020-21 fiscal year Cameron County contribution is estimated to be \$45,419 and the City’s payment is estimated to be \$50,150. Currently, an allocation of \$50,000 is budgeted for debt service payments associated with the 2016 Tax Note.

- The proposed budget for the Beach Maintenance Fund include \$182,000 for the rental of portable toilets and extra servicing during the summer months, as well as an additional \$20,700 for rent expense for the use of offices located at the new multimodal building. Additionally, major capital outlay purchases are proposed and include \$23,000 for the purchase of an UTV for the department.
 - Expenses for City Council are associated with the attendance of the annual American Shore and Beach Preservation Association (ASBPA) conference for one council member. The proposed budget is a total of \$3,500.
 - Expenses for the City Manager’s Office are associated with travel costs to attend the annual ASBPA conference as well as any other meetings related to beach and bay maintenance. The proposed budget is \$4,000.
 - The Police Department’s budget (excluding personnel costs) is \$27,000. This allocation is associated with additional security on the beach during Spring Break. A total of \$24,000 has been budgeted for the purchase of two new ATVs.
 - The proposed budget for Fire/Beach Patrol includes goods and supplies, repair and maintenance, and miscellaneous services for a total of \$63,370. In addition, the purchase of two new ATV’s for a total of \$16,000 are budgeted for fiscal year 2020-21.
 - Code enforcement and administration of anti-litter beach programs are allocated to the Environmental Health Services division. The proposed budget for this program is approximately \$128,000. In addition, the purchase of two new UTV’s was budgeted to replace existing units for a total of \$30,000
- The Beach Access Fund is used to account for projects to improve access to the beaches of the City. The proposed budget is \$280,000 and is related to the White Sands Street Access project.
- In accordance with the facilities maintenance plan approved by City Council, the City is budgeting \$108,600 for facilities maintenance cost. These funds are allocated to the following repairs for City Hall:
 - Refurbishment of the City Hall’s Elevator Cab Interior: \$5,943
 - Replacement of City Hall’s Meeting Case Goods: \$1,337
 - Replacement of City Hall’s Executive Meeting Chairs: \$8,065
 - Replacement of City Hall’s Upholstered Stack Chairs: \$13,796
 - Paint City Hall’s Interior, Urathane, Wood Doors: \$8,171
 - Replacement of City Hall’s Water System Flush Valves: \$2,122

- Replacement of City Hall’s 30 Gallon Electric Water Heater: \$531
- Replacement of City Hall’s 80 Gallon Electric Water Heater: \$1,857
- Refurbishment of the Fire Station’s Elevator Interior: \$5,943
- Replacement of the Fire Station’s Exterior Metal Pipe Railing: \$15,881
- Replacement of City Hall’s Carpets in Meeting Areas: \$9,600
- Replacement of City Hall’s Carpets in Municipal Court Area: \$6,080
- Repairs to the City Hall Roof: \$17,000
- Replacement of the Public Work Shop Roof: \$9,000
- Replacement of the Public Works Shop Electrical Panel: \$3,300
- Shoreline has budgeted \$80,000 in the Beach Nourishment Fund for costs related to professional services, specifically coastal engineering services. Of the \$80,000, \$60,000 is allocated for services related to beach and dune studies, and \$20,000 for services provided by USGS related to the particle tracing study. The continued study of nourishment success through particle tracing will lead to more efficient and effective future nourishment.
- The total proposed expenditures for both the Hotel Motel and Convention Centre funds are \$7,558,071. Of this amount, \$1,477,412 or 19%, are personnel costs. The CVB is proposing a restructure of their current organizational chart and includes the creation of two positions, a Sales Manager and a Digital Interactive Specialist.

As a reminder, three positions have been eliminated during this fiscal year: the Visitor’s Center Manager, Director of Marketing and Analytics, and Senior Sales Manager. As a result of these changes, personnel savings for the Visitors Bureau division in the amount of approximately \$59,000 will be materialized.

- The Visitors Bureau division’s budget, less personnel cost, is \$51,560. The proposed budget reflects a decrease of \$30,560. The decrease is a direct result of reclassifying expenses related to the building located at 600 Padre Blvd to the SPI Historical Museum Facility division. Expenses reclassified include building & structures, landscape, service contacts (pest control, internet, etc.), insurance, electricity, and water, sewer, & garbage.

The budgeted cost associated with the lease at the Multi-Modal facility remains at \$20,000. The rental fee includes maintenance and utilities.

- The Sales & Administration division’s budget, less personnel cost, is \$1,101,524. The proposed budget reflects a decrease of \$126,939. The decrease is mainly due to no funds being budgeted towards lobbyist and airport shuttle expenditures, which totals \$150,000 in the current year’s budget. Airport shuttle services will no longer be offered due to the

service entity closing as a result of the COVID-19 pandemic and current economic conditions. The entity permanently closed on April 2020.

- The Events Marketing budget includes \$450,000 for sponsorships. The City also allocated local occupancy tax revenue for ecological tourism in the amount of \$50,000. Known and/or recurring events that have been included in the budget are the choreographed fireworks display shows for three summer holidays, which have been budgeted for \$80,000, the same as prior years.
- The proposed Marketing budget for next fiscal year is approximately \$3.6 million.

Of the \$3.6 million, 47% or \$1,710,000 is allocated to the expenditures associated with the marketing agency.

The proposed contractual amount plus estimated travel expenses with the agency is as follows:

Creative and Content Services	\$183,000
Account Services	162,000
Production & Editing	150,000
Advanced Analytics & Reporting	24,000
Public Relations & Social Media Strategy	96,000
Website & Digital Development	60,000
Media Research, Planning, & Placement	1,025,000
<u>Estimated Travel Expenses</u>	<u>10,000</u>
<u>Total</u>	<u>\$1,710,000</u>

In terms of media placement, the total budgetary amount for this line item is \$2,553,650, which includes \$1,025,000 allocated for the marketing agency, \$200,000 in group business, \$128,650 for in-house marketing and \$300,000 for the 2020-21 fall incremental. In addition, \$1,000,000 was included for additional media placement which is discussed further below.

An additional \$1,000,000 is being proposed for media placement and production/content development which may be done so through the marketing agency or in-house. However, this amount will be allotted throughout the new fiscal year. An allotment is the gradual release of funds to departments or other units within government that prevents the premature depletion of their appropriation. This division has proposed the following allotment schedule:

1st Quarter - October – December 2020

- No Spending.

2nd Quarter – January – March 2021

- Family Spring Break \$100,000

- Christian Spring Break \$100,000
- Airport Airlift Advertising RGV \$100,000
- Production/Content Development \$33,000

3rd Quarter – April – June 2021

- Family Vacation (SA/Austin, DFW. Houston) \$100,000
- Vacation Rentals Campaign \$100,000
- Outdoor Experiences \$100,000
- Production/Content Development \$33,000

4th Quarter – July – September 2021

- Island for the Holidays Campaign (Texas) \$100,000
- Snow for Sand (Northern Cities) Campaign \$100,000
- Family Spring Break Deals 2022 Kick-Off Campaign \$100,000
- Production/Content Development \$34,000

Total Incremental Spend 2021 \$1,000,000

- The SPI Historical Museum division was created to account for expenses related to the existing lease agreement with the South Padre Island Historical Foundation. This includes the payment of utilities, building maintenance, janitorial services, building insurance, and provide landscaping/grounds maintenance related to the building located at 600 Padre Blvd. The total proposed budget for this division amount to \$32,000.
- The Convention Centre Fund budget includes a total allocation of \$1,034,784 (excluding payroll).

The proposed budget includes \$14,300 for bio cleaning services. The servicing company provides an innovative patented and approved non-corrosive touchless 3-point hydrogen peroxide-based cleaning system that can treat any enclosed space, workstation, telephone or keyboard. The system kills 99.99% of disease-causing pathogens.

The significant variance noted in the Electricity line item of \$25,000 is directly related to the events hosted at the Convention Center. Due to several events being moved to the new fiscal year, it is anticipated that expenses related to electricity will increase which the proposed budget reflect.

Additionally, the proposed budget includes \$183,290 for facility preventative maintenance:

Facility Preventative Maintenance

Replace Kitchen Ice Machine #1	\$4,979
Replace Kitchen Ice Machine #2	4,979
Replace Executive Office Carpet/Floor	20,303
Replace HVAC Cooling Tower	151,541
Plumbing Fixtures to Service Area Restroom	1,488
Total	\$183,290

COMMUNITY STATISTICAL INFORMATION

The Citizens adopted the Home Rule Charter for the City of South Padre Island Local Government 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, which consists of the Mayor and five Council Members, and the City Manager's Office, which is comprised of the City Manager, Director of Operations, City Secretary, Public Information Officer, 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 providing for an annual independent audit of the City's financial records.
2. Reviewing and adopting all ordinances and resolutions.
3. Establishing 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 Shoreline Director 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 Convention and Visitors Bureau Director to implement a progressive marketing plan for the community and to maintain a space to attract conventions to the Island.

COMMUNITY PROFILE



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.

Nestled between the Lower Laguna Madre and the Gulf of Mexico, South Padre Island sits at the southernmost 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 long, 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 saltwater fishing tournament in the state, attracting fishing enthusiasts and visitors from all over the world.



South Padre Island boasts about nightly firework shows which are displayed 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 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 hotel, and dining accommodations as well as 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 is the ideal place to host events. The 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 the 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, which runs 365 days a year on South Padre Island, with connections to the Laguna Madre and surrounding areas. It provides unlimited hop-on hop-off access, free Wi-Fi, and the best 'Island Friendly' service in Texas.





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

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



CLIMATE

South Padre Island is a year-round vacation destination located at the same latitude as Fort Lauderdale, 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 inches

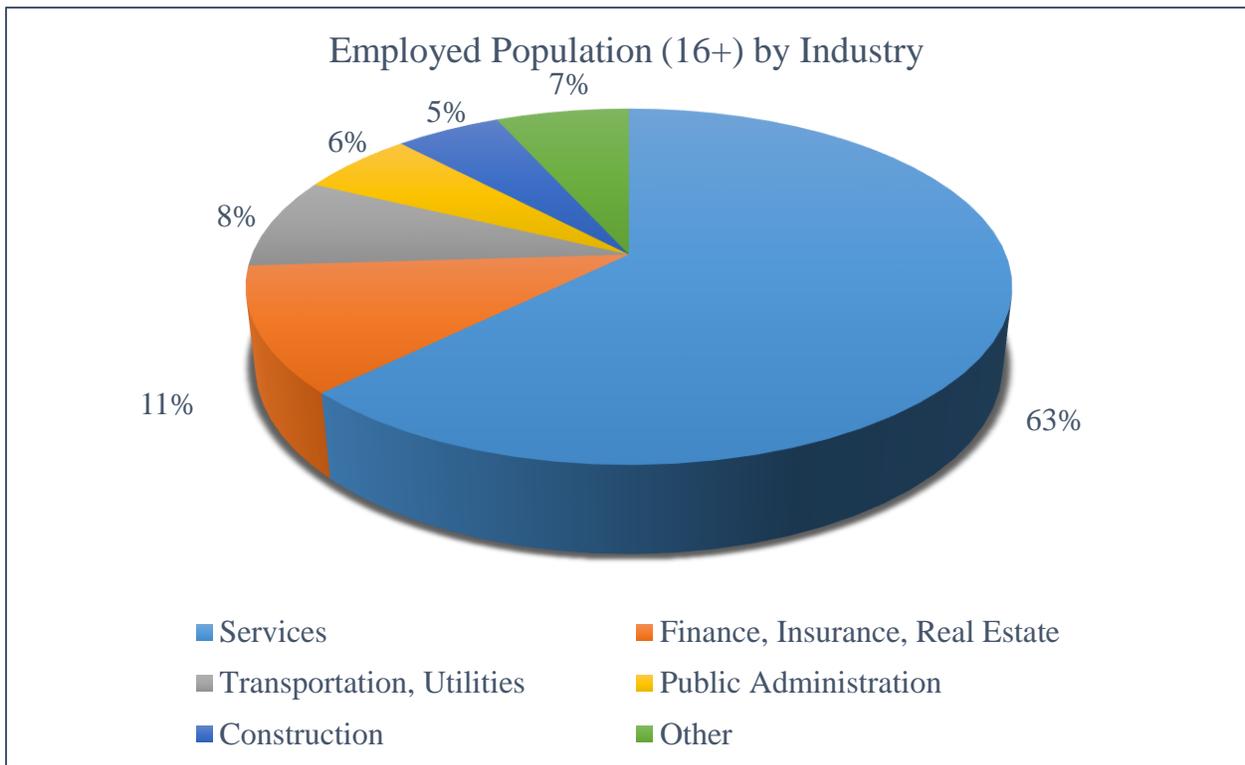
DEMOGRAPHICS

The current median age for the City of South Padre Island is 58, while the average age is 61. Five years from now, the median age is projected to be 63.

The average household income is estimated to be \$74,052 for the current year, while the average household income for the base area is estimated to be \$36,880.

It is estimated that 19.9% of the population age 25 and over had earned a Bachelor's Degree, and 20.7% had earned a Graduate/Professional School Degree.

For the area, 94.8% 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

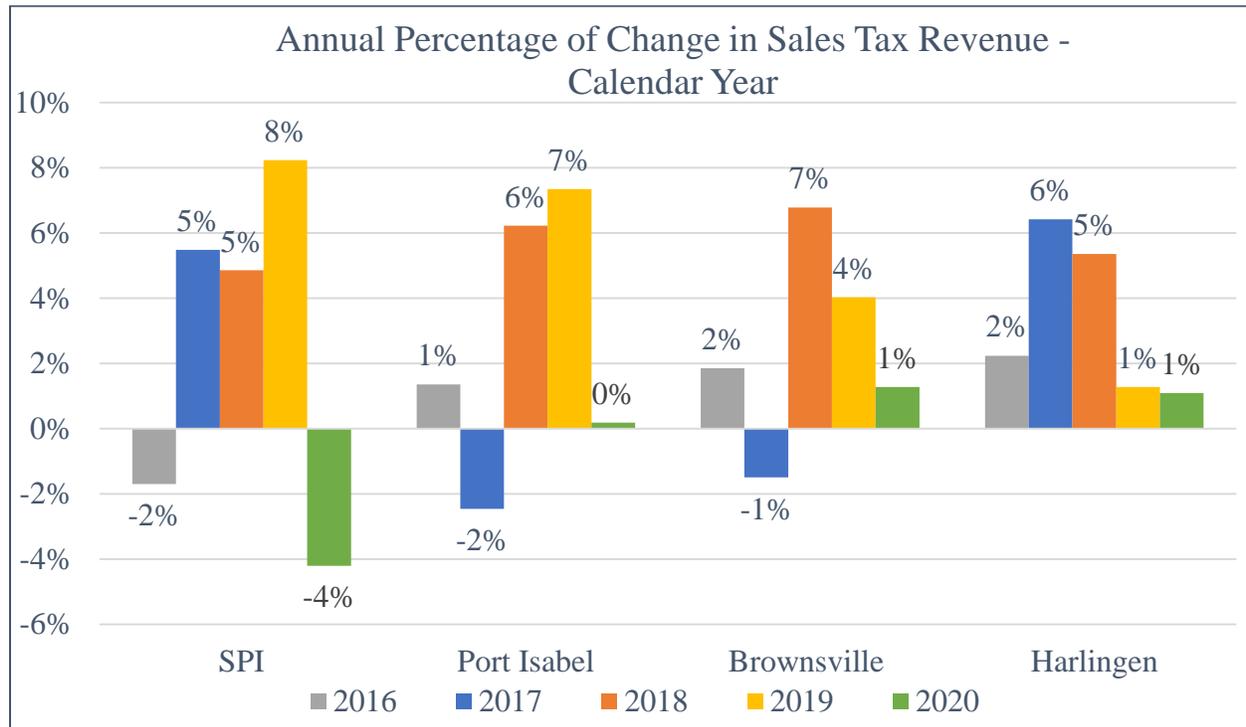
Assessed Value and Actual Value of Taxable Property: The City of South Padre Island has experienced stable assessed property values for the past ten years.

Fiscal Year Ended September 30,	<u>Net Taxable Assessed Value</u>		Less: Exempt Property & Homestead Cap	Total Taxable Assessed Value	Total Direct Tax Rate
	Real Property	Personal Property			
2010	\$ 2,539,541	\$ 29,230	\$ 76,527	\$ 2,492,244	0.24561
2011	2,635,414	30,317	84,535	2,581,196	0.24561
2012	2,656,625	29,055	77,035	2,608,645	0.25040
2013	2,653,042	28,324	75,247	2,606,119	0.25270
2014	2,629,537	31,256	77,230	2,583,563	0.25438
2015	2,574,041	32,622	90,276	2,516,387	0.26275
2016	2,535,462	34,181	91,124	2,478,519	0.28564
2017	2,553,862	33,883	91,934	2,495,811	0.30564
2018	2,579,281	35,135	90,802	2,523,614	0.31564
2019	2,613,444	39,663	94,519	2,558,588	0.31564

Source: Cameron County Appraisal District

Note: Property in the City is reassessed each year at actual value; therefore, the assessed values are equal to actual value. Tax rates are per \$100 of assessed value. Value are displayed in thousands.

The City of South Padre Island has experienced a slight decrease in sales tax revenue recently as did other cities in Cameron County.



Source: Texas Comptroller of Public Accounts

PRINCIPAL PROPERTY TAXPAYERS

Taxpayer	Taxable Assessed Valuation
Modern Resort Lodging LLC	\$39,985,587
Sapphire VP LP	\$22,868,750
SPI Management Co.	\$15,623,798
Affiliated Hospitality LLC	\$15,500,000
Innjoy Hospitality LLC	\$12,987,898
SPI Oleander Ltd.	\$12,000,000
SPI La Copa Ltd.	\$11,500,000
Agora USA LP	\$10,373,839
Peninsula Island Resort & Spa LLC	\$10,059,366
ICS Management Company	\$8,396,000

Source: Cameron Appraisal District – 2020 Top Taxpayers

PRINCIPAL EMPLOYERS

Employer	Number of Employees (Peak)
Dirty Al's Management Co.*	354
City of South Padre Island	331
Perspective Hospitality**	300
Beach Park	250
Isla Grand Beach Resort	165
Cameron County Parks	161
Louie's Backyard	160
Sea Ranch Enterprises***	128
The Pearl Beach Resort	115
Blackbeard's Restaurant	108
Total	2,072

Source: South Padre Island Economic Development Corporation

* Includes Dirty Al's, Daddy's, Señor Donkey, Liam's, and Josephine's

** Includes Hilton Garden Inn, Marriott Courtyard, La Copa, and La Quinta

*** Includes Sea Ranch, Pier 19, and Laguna Bob's



Beach Waterpark

PERCENTAGE OF EMPLOYEES BY GOVERNMENTAL ACTIVITY



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 which 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 for the purpose of measuring performance. 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 twelve 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 Island’s 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.

In early 2018, South Padre Island began the process of creating a plan for its future, “The Island Way – South Padre Island’s Comprehensive Plan.” The plan will be the result of a collective effort between residents, City Council, staff and all associated stakeholders who will contribute to charting the course for South Padre Island’s future.

The resulting Comprehensive Plan will be the official statement of South Padre Island’s Long Term vision for its future. In addition, to addressing current and future land use decisions, it will coordinate and incorporate components associated with the following actions;

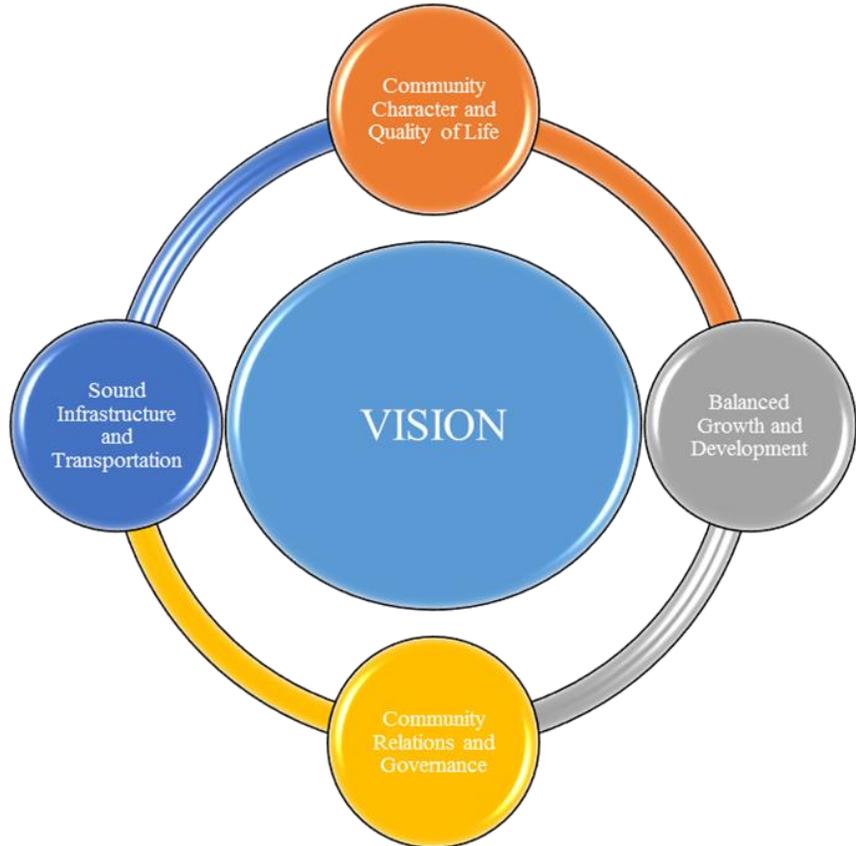
- Business
- Economy
- Tourism & Marketing
- Parks and Recreation
- Shoreline Management & Protection
- City Facilities
- Infrastructure
- Mobility & Transportation

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

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 which are closely related and reflect 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:

The City of 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.²

² 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, which 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.³

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. The City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following October 1st.
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 which 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 1st, 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.

³ From the Home Rule Charter, 2009

BUDGET PROCESS SCHEDULE

A budget process schedule is established each year which identifies actions to be completed with associated target dates. This schedule is used to keep the budget preparation process on schedule 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 2 09:00 am Board Room	Kick-Off Meeting for Staff: FY 2020/21 Budget, Business Plan and Fee Schedule. Forms and instructions distributed to City Departments. (Finance)
April 16	Capital Improvement Plan (CIP) forms and instructions posted on the City’s website and distributed to City departments and public. (Director of Operations or her designee)
April 21	Technology requests are due to IT for review Staffing and personnel budget related items are due to HR for review Fleet requests are due to PW for review
April 27	Fee Schedule, Revenue Projections from departments and Business Plan due in the shared drive
May 4	Review Technology Requests (IT and Budget Committee) Review staffing and personnel budget items (HR and Budget Committee) Review vehicle requests with Fleet Committee (Public Works Director, Director of Operations and CFO)
May 4	Review Business Plans and Fee Schedule (Budget Committee)
May 6-7	Departmental Budget reviews with Budget Committee
May 22	CIP project request forms due (Director of Operations or her designee)

<p>June 3 03:00 pm Board Room</p>	<p>**Budget Workshop** Budget Workshop for the following funds: General Fund (Fund 01) Venue Tax (Fund 03) Parks, Recreation & Beautification (Fund 09) Municipal Court Technology (Fund 21) Municipal Court Security (Fund 22) Transportation Fund (Fund 30) Padre Blvd Improvement (Fund 41) Street Improvement (Fund 43) General Debt Service (Fund 50) TIRZ (Fund 51) Venue Tax Construction (Fund 57) Beach Maintenance (Fund 60) Beach Access (Fund 61) Bay Access (Fund 62) Capital Replacement Fund (Fund 65) Beach Nourishment (Fund 81) Review projects for CIP (Director of Operations or her designee) Review fee schedule (Finance) – if necessary</p>
<p>July 1 04:00 pm Board Room</p>	<p>**Budget Workshop** Budget Workshop: Hotel/ Motel Tax (Fund 02) Convention Center (Fund 06)</p>
<p>July 15 05:30 pm Board Room</p>	<p>Agenda item to review EDC Budget (EDC Director)</p>
<p>July 16</p>	<p>Publish the general summary of the CIP and note where copies of the CIP are available for inspection. (Director of Operations or her designee)</p>
<p>July 25</p>	<p>Cameron County Appraisal District certifies tax roll</p>
<p>July 28 Noon</p>	<p>Publish Notice of meeting to discuss Tax Rate in Port Isabel Press (at least 72 hours prior to hearing on Aug. 5) <i>Publication Deadline is at noon.</i> Publish Notice of meeting to discuss FY 2020/2021 Budget in Port Isabel Press (Publish the notice no earlier than the 30th day and not later than the 10th day before the hearing on Aug. 21) Post one notice of two public hearings to discuss Tax Rate on the Web site continuously (for at least seven days immediately before the public hearing on the proposed tax rate increase Aug. 5)</p>
<p>July 29</p>	<p>**Special Meeting**</p>

10:00 am Board Room	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)
	Consideration and action on FIRST reading of Ordinance No. _____ approving and adopting a fiscal year FY 2020/2021 Fee Schedule for the City of South Padre Island
July 31	Last day to file budget with City Secretary, and post on website (Finance) Post notice of proposed tax rate on our website, continuing until the tax rate is adopted (Comptroller's format)
August 5 05:30 pm Board Room	Conduct 1 st Public Hearing for discussion of Tax Rate <i>(only if necessary)</i>
	Public Hearing for discussion of 5 year CIP (Dir. of Operations or designee)
	If proposed tax rate doesn't exceed the no-new-revenue rate, post notice of the vote on tax rate on the newspaper as well as the web site continuously until tax rate is adopted.
	Consideration and action on SECOND and FINAL reading of Ordinance No. _____ approving and adopting a FY 2020/21 Fee Schedule for the City of South Padre Island
	Publish Budget Notice in newspaper
August 19 05:30 pm Board Room	Conduct 2 nd Public Hearing for discussion of Tax Rate <i>(only if necessary)</i>
	Conduct Public Hearing regarding FY 2020/2021 Budget
	Consideration and action on FIRST reading of Ordinance No. _____ approving and adopting a FY 2020/2021 budget 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 2020 and setting the assessed valuation, providing for discounts, penalty, interest and severability
	Consideration and action on approval of Resolution No. _____ adopting the CIP (Director of Operations or her designee)
Sept. 2 05:30 pm Board Room	Consideration and action on SECOND and FINAL reading of Ordinance No. _____ establishing the ad valorem and personal tax rate for FY 2020/2021 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 FY 2020/2021 budget for the City of South Padre Island

Sept. 16

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.

NO-NEW REVENUE TAX RATE

The "no-new revenue tax rate" for 2020/21 is \$0.31374. The City Council has adopted the "no-new revenue tax rate" (former "effective tax rate"), which is the benchmark rate needed to raise the same amount of maintenance and operations property taxes on existing property as the previous year. Senate Bill 2, also known as the Texas Property Tax Reform and Transparency Act of 2019, changed the term "effective tax rate" to "no-new tax rate". The 2019/20 property tax rate is \$.315640 (31.56 cents per \$100 valuation).

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 CAPITAL PROJECT FUNDS

The capital projects funds are used to account for the acquisition or construction of capital assets. The capital projects funds reported as a major fund are:

- The Venue Tax Construction Fund is used to account for bond proceeds received and expenditures associated with future infrastructure of the City.

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:

- The Hotel/Motel Fund is used to account for occupancy tax collections. This fund is used to account for the portion of collections used for tourism, advertising, and promotion.
- The Transportation Fund is used to account for the State and Federal grants proceeds and expenditures that pertain to the South Padre Island Metro Transportation System.
- The Venue Project Fund is used to account for monies collected in assessment of hotel/motel tax collected by the City for repayment of venue projects.

NON-MAJOR SPECIAL REVENUE FUNDS

- The 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.
- The Beach Nourishment Fund (Shoreline Department) 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.
- The Convention Center Fund is used to account for the portion of occupancy tax collections used for Convention Centre operations.
- The Municipal Court Technology Fund was established to account for monies collected on traffic fines. On each ticket \$4.00 is collected and used specifically for technology improvements in the Municipal Court.
- The Municipal Court Security Fund was established to account for monies collected on traffic fines. On each ticket \$3.00 is collected and used specifically for security needs in the Municipal Court.

- Padre Boulevard Construction Fund is used to account for expenditures associated with improvements to Padre Boulevard and side streets.
- The Parks, Recreation, and Beautification Fund was established to account for funds set aside for upgrades to City parks.
- The Tax Increment Reinvestment Zone (TIRZ) fund was established by City Council to finance the cost of redevelopment and encourage development in an area that would otherwise not attract sufficient market development.

NON-MAJOR CAPITAL PROJECT FUNDS

- The Bay Access Fund was established to account for projects to improve access to the Laguna Madre Bay.
- The Beach Access Fund is used to account for projects to improve access to the beaches of the City.
- The BNC Facility Maintenance Fund was established to account for preventive maintenance costs associated with the Birding and Nature Center Facility.
- The Capital Replacement Fund is used to account for preventive maintenance costs for City's buildings.
- The Street Improvement Fund is used to account for improvements on the streets of the City.

DEBT SERVICE

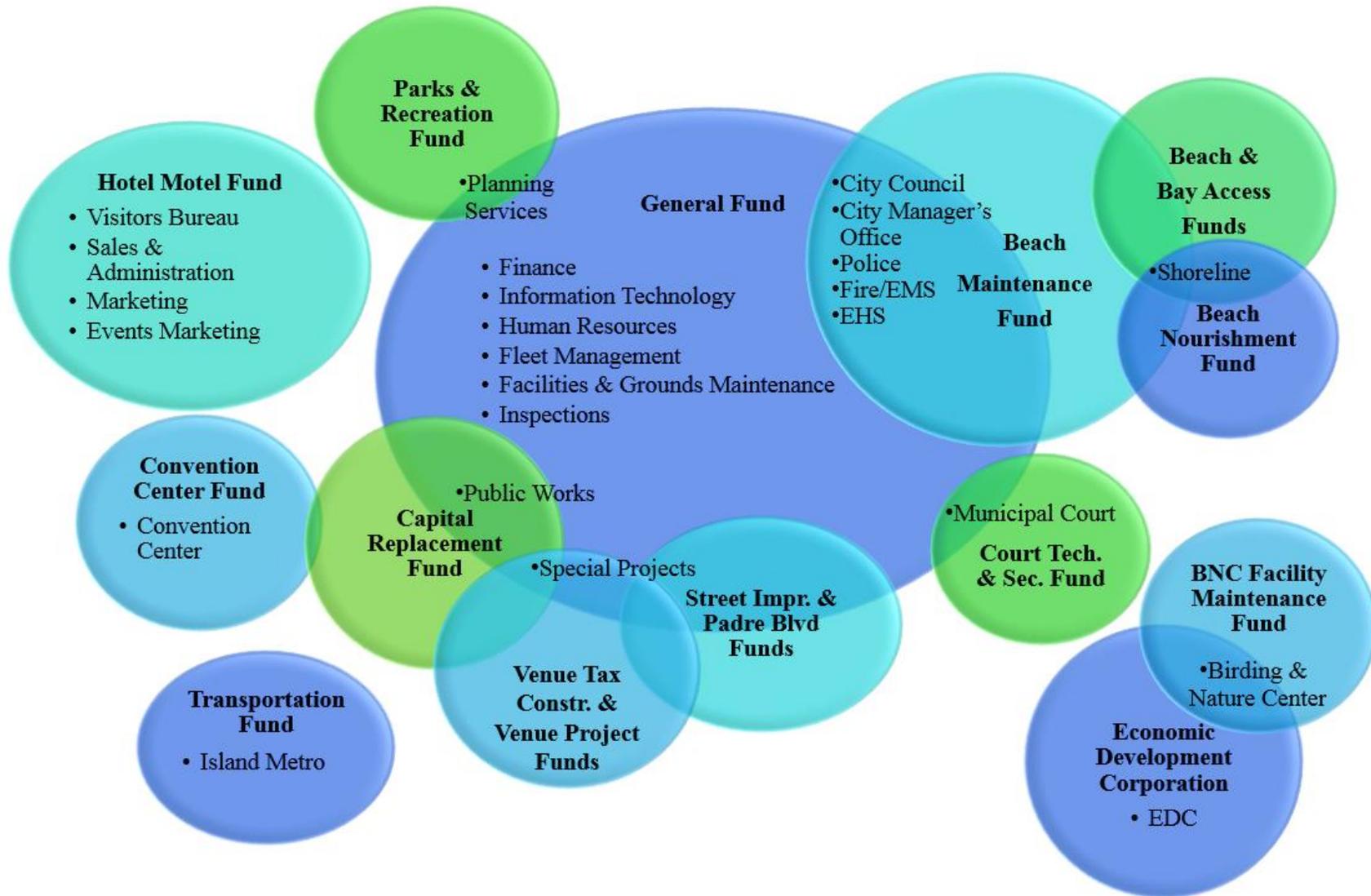
- The Debt Service Fund is used to account for the accumulation of resources for the payment of long term debt principal, interest, and related costs. An ad valorem tax rate and tax levy is required to be computed and levied which will be sufficient to produce the dollars required to pay principal and interest as it comes due.
- The Venue Debt Service Fund is used to account for venue tax debt service payments. A transfer from the Venue Project Fund is also made to support debt service payments.

USE OF FUNDS BY DEPARTMENTS

Department(s)	Governmental Funds													
	Major Special Revenue Funds				Major Cap. Proj. Fund	Non-Major Special Revenue Funds						Non-Major Capital Project Funds		
	General Fund	Hotel Motel	Transp.	Venue Project		Venue Tax Construction	Beach Maintenance	Beach Nourishment	Convention Center	Mun. Court Tech. & Sec.	Padre Blvd Construction	Parks & Rec	Bay & Beach Access	Capital Replacement
City Council & City Manager's Office	X					X								
Finance, Info. Tech., & Human Resources	X													
Planning Services	X										X			
Municipal Court	X								X					
Police, Fire/EMS, & Env. Health Serv.	X					X								
Fleet, Facilities Maint, & Inspections	X													
Public Works	X												X	
Emergency Management	X													
General Service	X													
Special Projects	X			X	X					X			X	X
Shoreline						X	X					X		
Visitors Bureau, Sales & Adm., Marketing, & Events Marketing		X												
Convention Center								X						
Transportation			X											

Department	Component Unit	
	Economic Development Corporation	BNC Facility Maintenance
EDC	X	
Birding & Nature Center	X	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 \$12,400,060, including other financing sources. This represents a minimal decrease over the FY 2019/20 budgeted revenues. The Hotel/Motel Fund and the Convention Centre Fund have total projected revenue of \$8,115,280, which is a 6.1% decrease from the previous year. Projected revenues for the Venue Tax Fund is \$1,952,569, a 5.7% decrease from the prior year.

Property tax including penalty and interest represents 25.2% of total revenue. A property tax rate of \$0.313740 was adopted by the City Council. 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 0.251760 for each \$100 assessed value is levied for current City expenditures and general improvements of the City and its property, called the M&O rate. A tax of 0.061980 for each \$100 worth of property was levied for the purpose of creating an interest and sinking fund for the retirement of general obligation bonds, called the I&S rate. Current property tax collections are anticipated at \$7,896,213. 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.

*General Fund
revenues are
budgeted to total
\$12,400,060.*

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 2020 is estimated to be \$45,419 while the City's own contribution is estimated to be \$50,150.



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

*Local Hotel/Motel
tax rate: 8.5%*

*Local Venue Tax
rate: 2%*

*Cameron County
Venue Tax Rate:
0.5%*

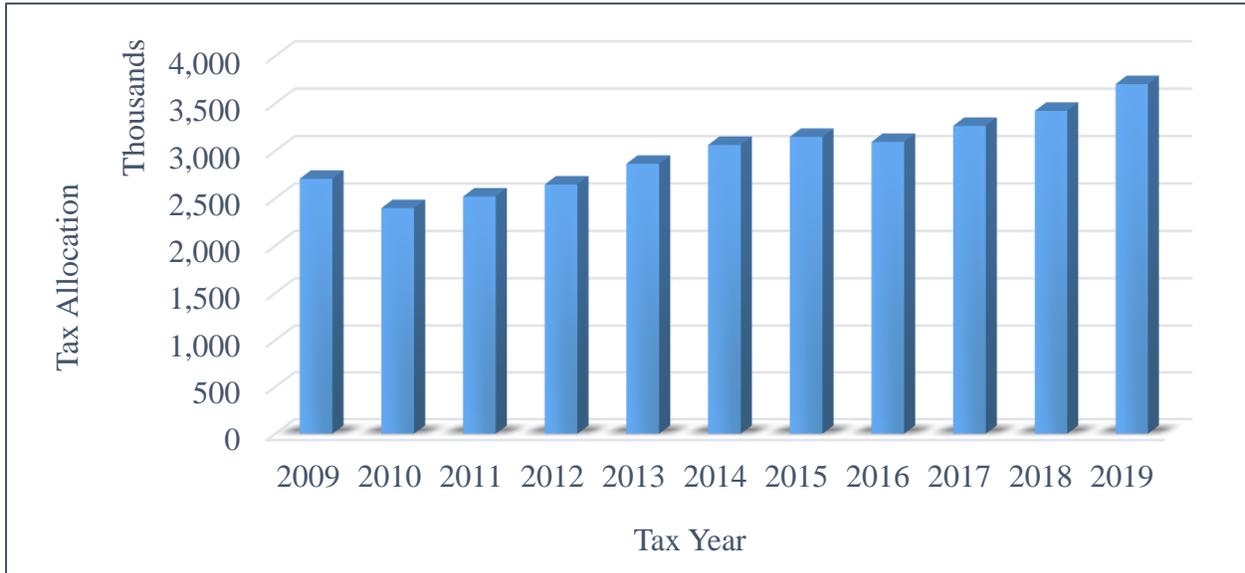
Non-property taxes include hotel/motel occupancy, venue project fund, sales tax, mixed beverage tax, and utility franchise taxes. The projections are based on historical trends analysis and any other relevant information available during the budgeting process.

Hotel/motel taxes are estimated to be \$12,203,560 and are deposited into Hotel/Motel Fund, Venue Project Fund, Convention Center Fund, Beach Maintenance Fund, and Beach Nourishment Fund. This revenue represents 97.6% of the estimated revenue for these funds. The total Hotel/Motel rate is 17%, including 6% charged by the State of Texas (2% is remitted back to the City to finance the Beach Maintenance Fund), and 0.5% for the Cameron County Venue Project. The remaining 10.5% of Hotel/Motel tax is used by the City in the following manner: 8% is allocated to the Convention Center and Visitors Bureau, 2% is used to finance a local Venue Project, and 0.5% is apportioned to beach nourishment.

Sales tax revenues are anticipated to reach \$3,525,039, constituting 11.0% 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 the State of Texas. Sales tax revenue for the General Fund is forecasted to be approximately 13.5% more compared to the budgeted revenues for fiscal year 2019-2020.

Yearly Sales Tax Allocations – Past 10 Calendar Years:



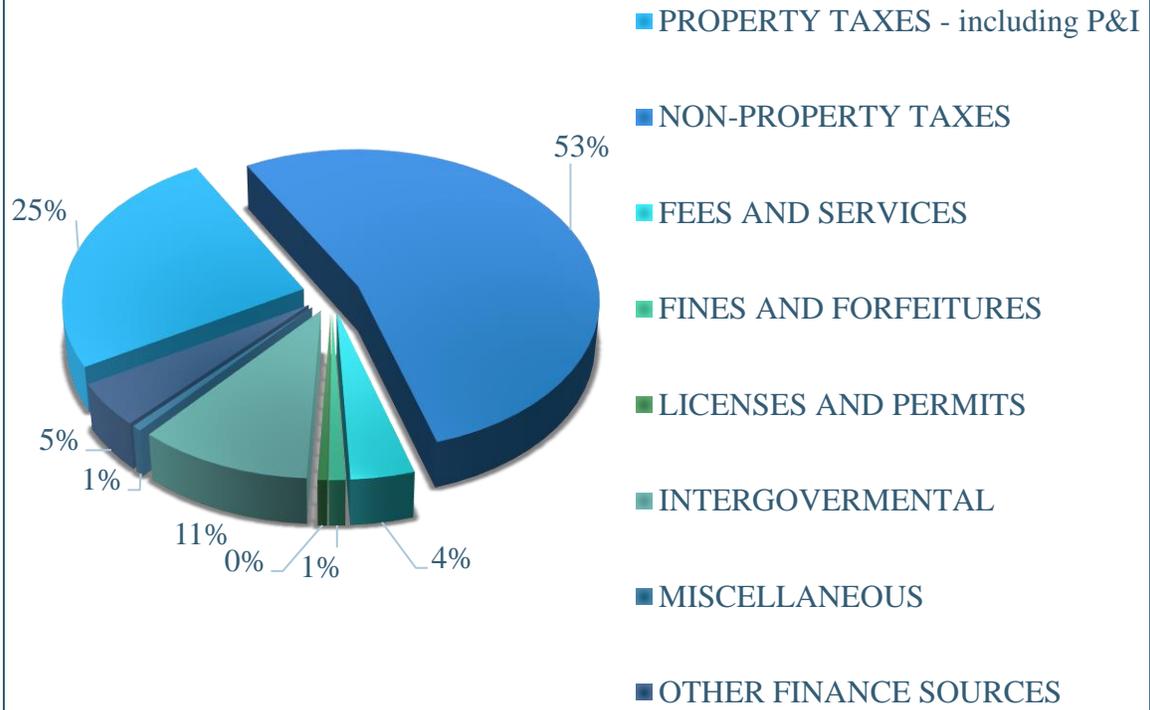
Franchise taxes are received from four utility providers. The estimated fees to be received are \$895,449 from electricity, telephone, cable television, and sold waste services. A total of \$361,392 is expected to be received from mixed beverage taxes collected on the sale of alcohol. These two revenue items represent 3.9% 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 \$1,260,743, which is 3.9% of total revenue.

Fines and forfeitures resulting from municipal court activity are \$323,700. This projected revenue includes \$8,500 from Municipal Court fees collected in accordance with state law to enhance court security, technology, and training.

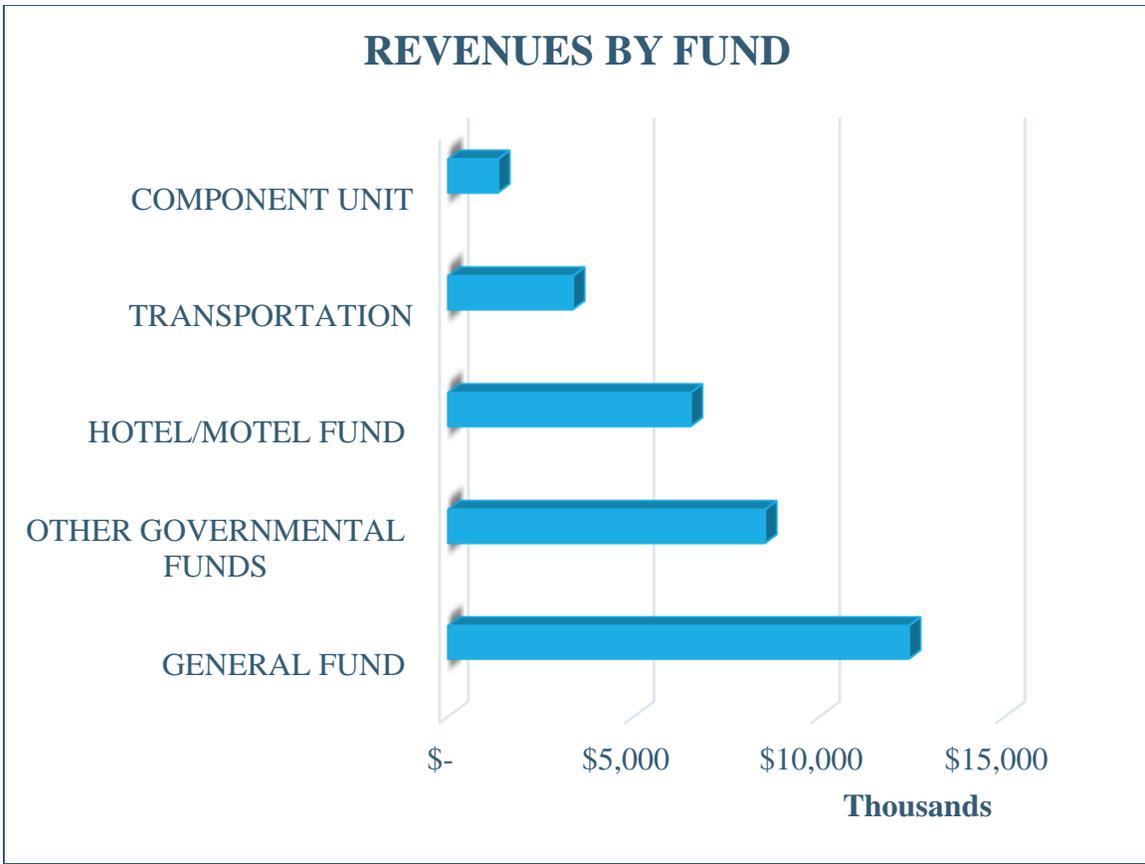
Federal and state grants represents 10.6% or \$3,406,042 of total revenue. Transportation grants to finance the island’s free public transportation, known as South Padre Island Metro, are expected to reach over \$3.1 million.

REVENUES BY SOURCE



Non-property taxes is the major source of revenue representing 53%

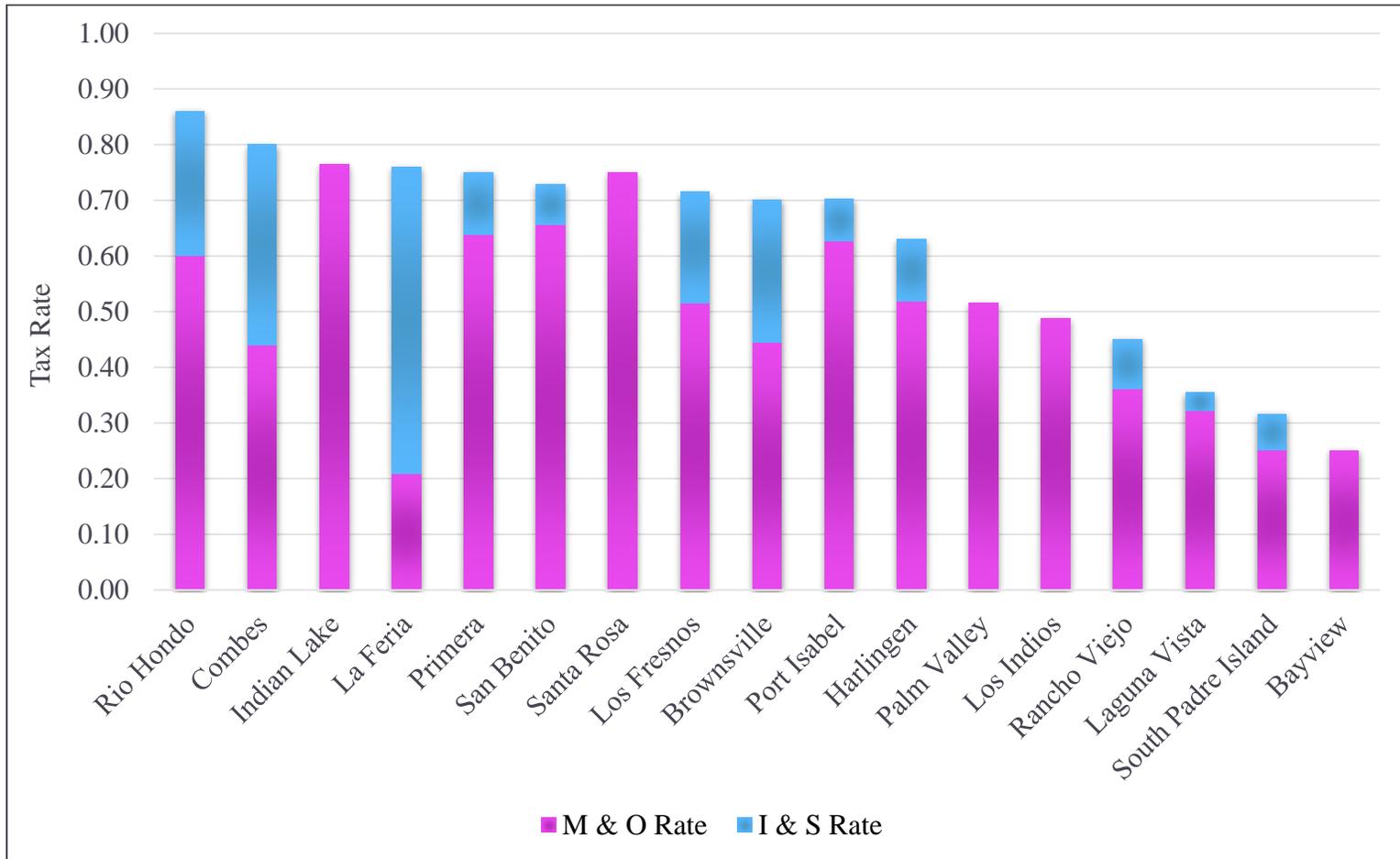




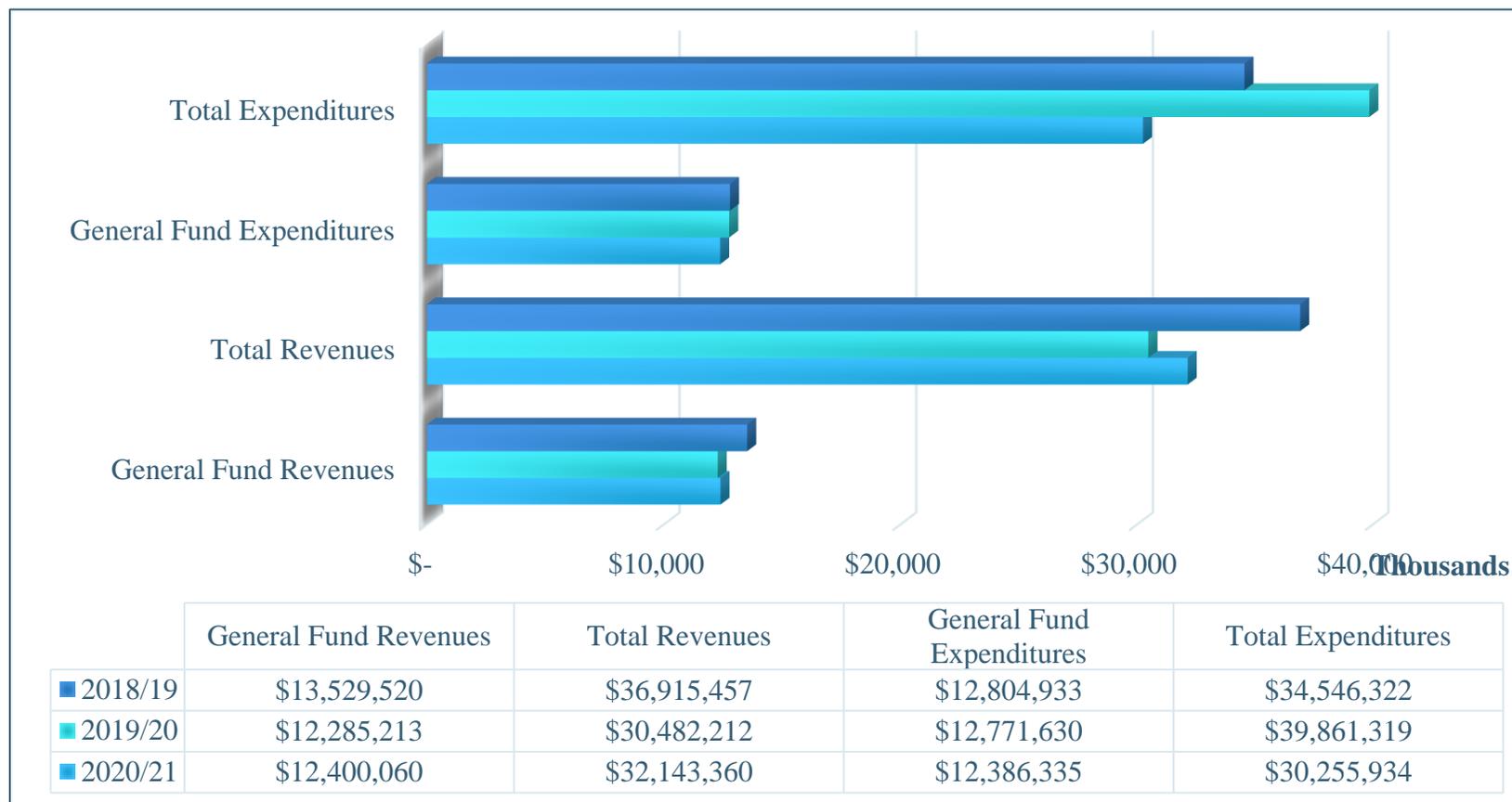
*General Fund revenues
represent 38.6% of total
revenues*



2019 Municipal Tax Rates in Cameron County:



FINANCIALS OF THE LAST THREE FISCAL YEARS



2018/19 Actual

2019/20 Final Budget

2020/21 Adopted Budget

*Revenues include other funding sources

LONG-RANGE REVENUE FORECAST

Budgeting is an essential element of the financial planning, control and evaluation process of a municipal government. The annual budget is a dynamic document that will be adjusted as the City proceeds through FY 2020-2021. This budget document continues our efforts to establish a strategic approach to align our resources and strategic objectives to the priorities of our citizens.

The City realizes that a long-term financial plan depends strongly on underlying assumptions. Thus, the City embraces a conservative budget philosophy which is the recommendation of the Government Finance Officers Association of Texas. The City purposely underestimates revenues and overestimates expenditures. This increases the likelihood that actual revenues will exceed budgeted and actual expenditures will be less than budgeted. Such a philosophy would ensure that the City does not spend beyond its means.

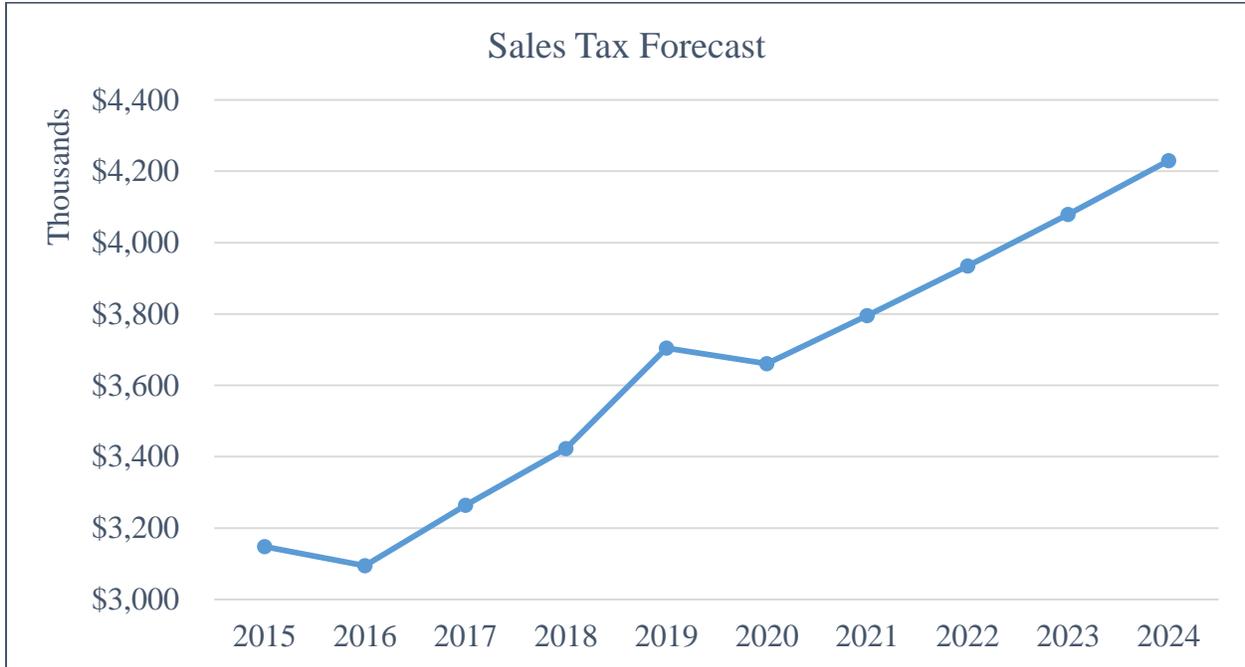
The City used trend analysis forecasting during the budgeting process. This enables the City to forecast revenue based on growth patterns of past years. Moving average growth rates are used to exclude the effects of abnormally high or low outcomes in prior years. The moving average is determined by calculating the mean growth from the past years three to five years.

Projected increases in operating revenues, such as sales, hotel/motel occupancy, and property taxes, will be allocated to fund future increases in operating expenditures. The forecast demonstrated below reflect a healthy increases in revenues. Furthermore, future capital improvements will be funded as designated in the Capital Improvement Plan, see pages 227 and 235-305. Funding sources for these type of projects include debt issuance, state and federal grants as well as the venue tax.

City officials remain committed to a policy of maintaining a six-month reserve level for all operating funds. Based on the proposed budget for FY 2020-21, the General Fund required six months reserve for next fiscal year would be approximately \$6,200,000. It is projected that the fund balance will be approximately \$8,400,000 leaving excess reserves of \$2,200,000.

Sales Tax

The greatest contributor of sales tax revenue is our full-service restaurant industry, which is mostly dependent on tourism as is most of the local economy.

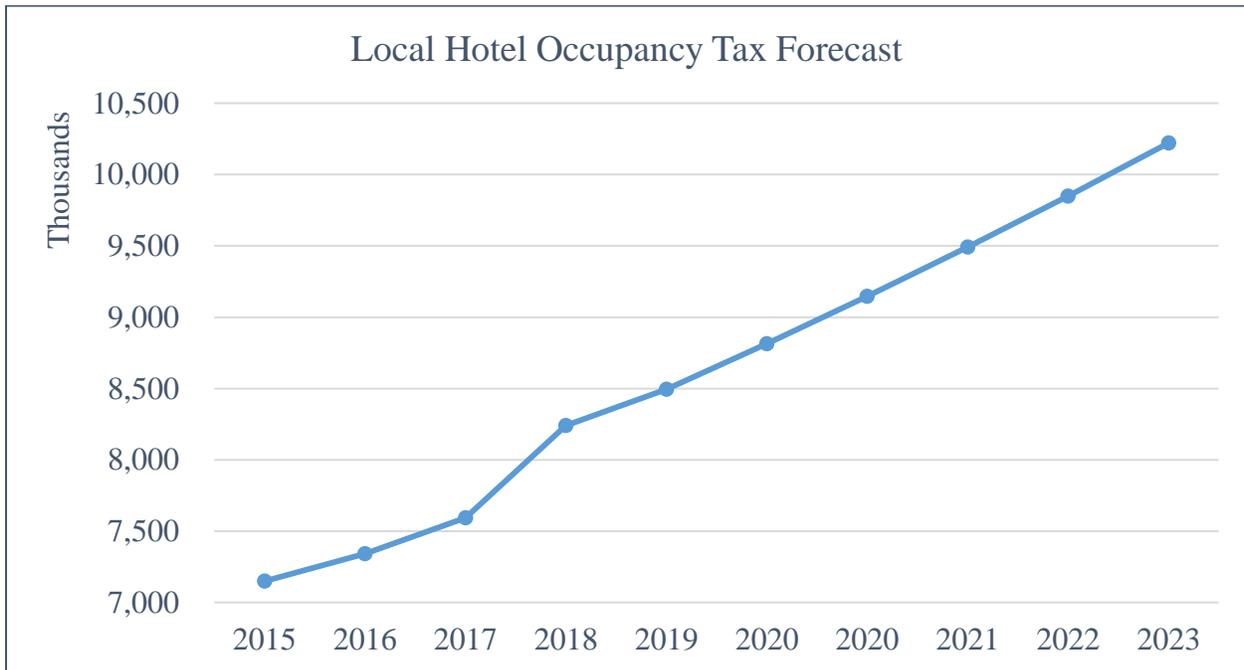


Sales Tax	
Calendar Year	Amount
2015	3,147,727
2016	3,094,342
2017	3,264,105
2018	3,422,627
2019	3,704,353
2020	3,660,334
2021	3,795,050
2022	3,934,723
2023	4,079,537
2024	4,229,681
	Actual
	Forecast

Forecasting Method: Average percentage of increase over the past 5 years, which was calculated as a 3.68% increase.

Hotel Occupancy Tax

Hotel Motel tax collections are used for tourism, advertising and promotion (accounted for in the Hotel Motel Fund), Convention Centre operations (Convention Centre Fund), nourishment efforts on the beach (Beach Nourishment Fund), and financing future venue projects (Venue Project Fund). The Venue Project Fund was established in Jan. 2017 to provide for the development of a venue project.

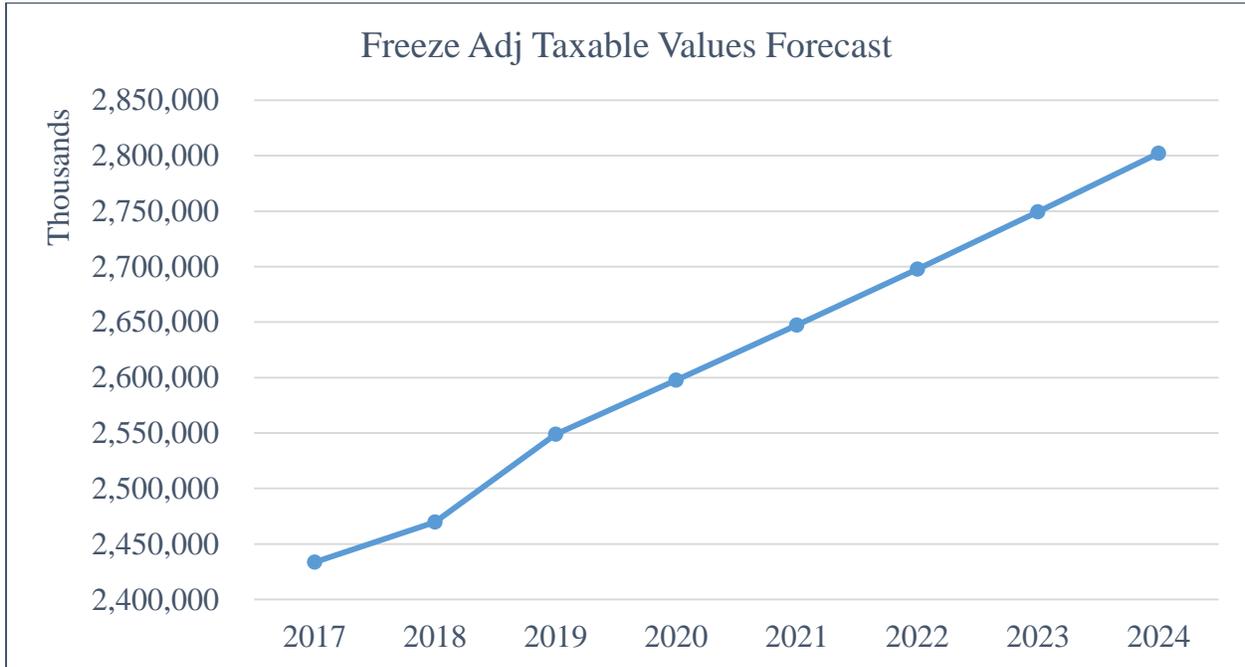


Local Hotel Occupancy Tax	
Fiscal Year	Amount
2015	7,149,723
2016	7,341,767
2017	7,593,583
2018	8,241,155
2019	8,494,475
2020	8,814,716
2020	9,147,031
2021	9,491,874
2022	9,849,718
2023	10,221,052
	Actual
	Forecast

Forecasting Method: Annual percent increase of 3.77 based on the average change in the last 5 years of collections.

Property Tax

The City has experienced slight increases in property tax values for the past three tax years, the 3-year average change in Freeze Adjusted Taxable Values is 1.91%. During the past few years, the property tax rate of the City experienced slight increases associated with the financing of infrastructure developments and preventive maintenance expenditures for the City's buildings.



Property Tax	
Tax Year	Freeze Adjusted Taxable Values
2017	2,433,560,292
2018	2,469,643,594
2019	2,548,728,580
2020	2,597,465,836
2021	2,647,135,056
2022	2,697,754,059
2023	2,749,341,008
2024	2,801,914,412
	Actual
	Forecast

Forecasting Method: Annual increase of 1.91% based on the average change in last 3 tax years of freeze adjusted taxable values.

DEPARTMENTAL STRUCTURE

Budget Highlights

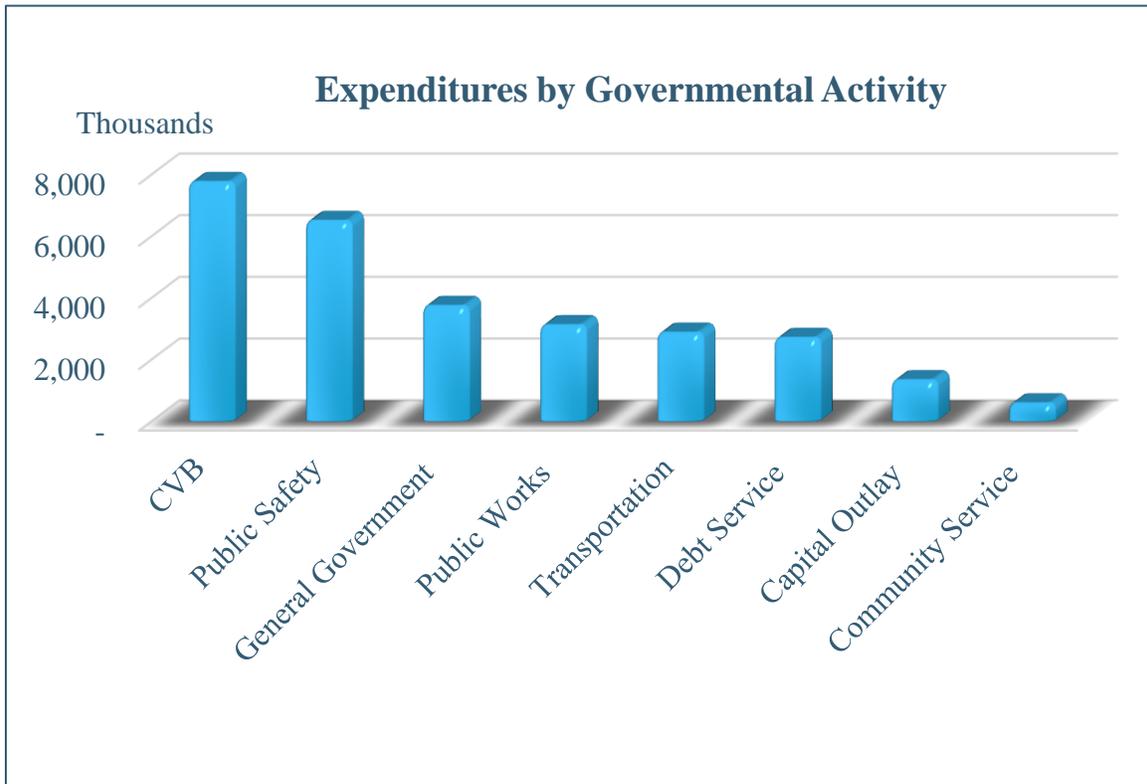
- ❖ *Sales taxes are projected to increase by \$318,436.*
- ❖ *The City's Hotel Occupancy Tax collections are anticipated to produce over \$7.8 million in revenue.*
- ❖ *Projected revenue for the Venue Project Fund is approximately \$2 million.*
- ❖ *Approximately \$1 million has been budgeted in the Transportation Fund related to the Coronavirus Aid, Relief, and Economic Security Act.*
- ❖ *Debt Service payments are budgeted in the amount of \$2,235,313, which include the payment of the Venue Hotel Occupancy Tax Revenue Bonds.*

- Fund 01 – General Fund
 - 511 City Council
 - 512 City Manager's Office
 - 513 Finance
 - 514 Planning
 - 515 Technology
 - 516 Human Resources
 - 520 Municipal Court
 - 521 Police
 - 522 Fire
 - 532 Environmental Health Services
 - 540 Fleet Management
 - 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 Bureau
 - 592 Sales & Administration
 - 593 Events Marketing
 - 594 Marketing
- Fund 03 – Venue Project Fund
- Fund 06 – Convention Centre
- Fund 09 – Parks, Recreation, & Beautification
- Fund 21 – Municipal Court Technology
- Fund 22 – Municipal Court Security
- Fund 30 – Transportation
 - 591 Island Metro
 - 595 Metro Connect
- Fund 41 – Padre Boulevard Improvement
- Fund 43 – Street Improvement Fund
- Fund 50 – General Debt Service
- Fund 51 – TIRZ (Tax Increment Reinvestment Zone)
- Fund 52 – EDC Debt Service
- Fund 53 – Venue Debt Service
- Fund 57 – Venue Tax Construction
- Fund 60 – Beach Maintenance
- Fund 61 – Beach Access
- Fund 62 – Bay Access
- Fund 65 – Capital Replacement Fund
- Fund 80 – Economic Development Corp.
- Fund 81 – Beach Nourishment
- Fund 82- BNC Facility Maintenance

EXPENDITURES BY GOVERNMENTAL ACTIVITY

EXPENDITURES BY GOVERNMENTAL ACTIVITY

Community Service, which includes Convention Centre and Marketing activities, is the City of South Padre Island’s greatest expenditure due to the fact that all economic activity on the Island centers on tourism.

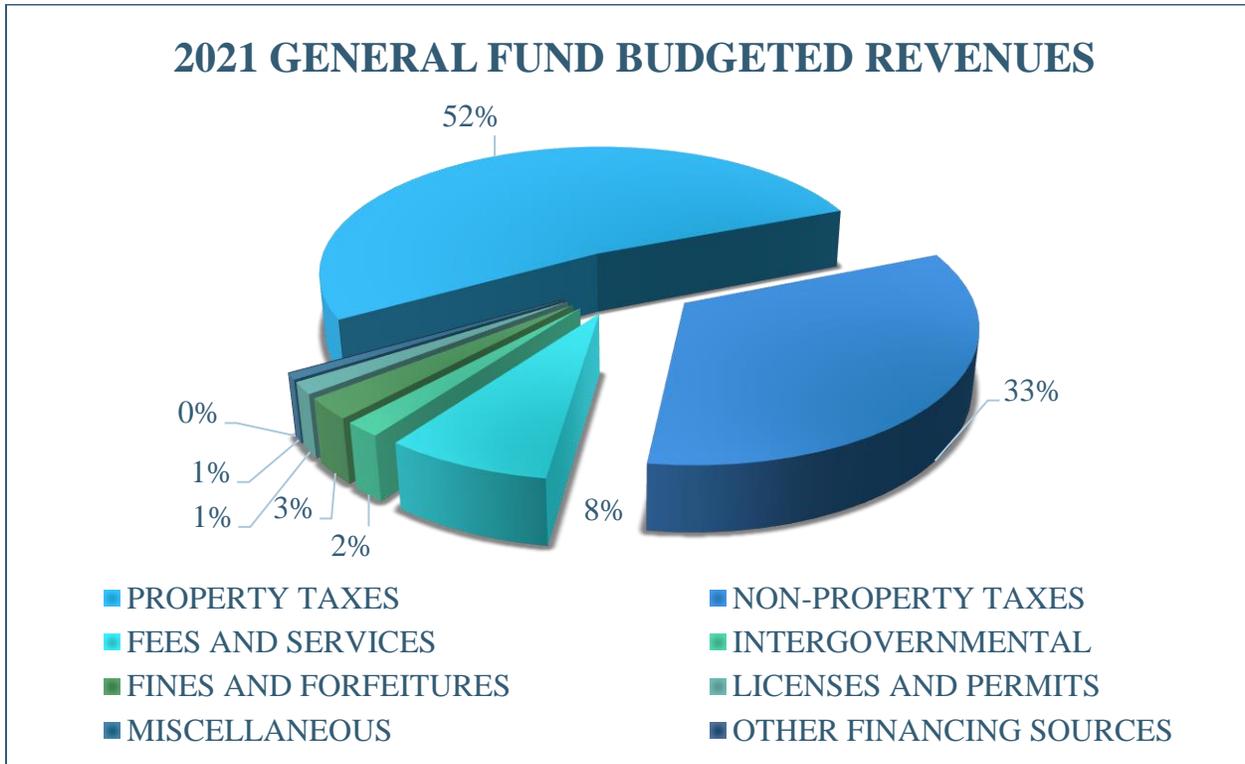


EXPENDITURES BY GOVERNMENTAL ACTIVITY	BUDGET 2021
CONVENTION CENTRE & VISITORS BUREAU	\$7,759,559
PUBLIC SAFETY	6,499,783
GENERAL GOVERNMENT	3,742,566
PUBLIC WORKS	3,117,462
TRANSPORTATION	2,873,749
DEBT SERVICE	2,704,754
CAPITAL OUTLAY	1,333,012
COMMUNITY SERVICE	\$583,553
TOTAL REVENUES	\$28,614,438

*Excludes Other Financing Uses

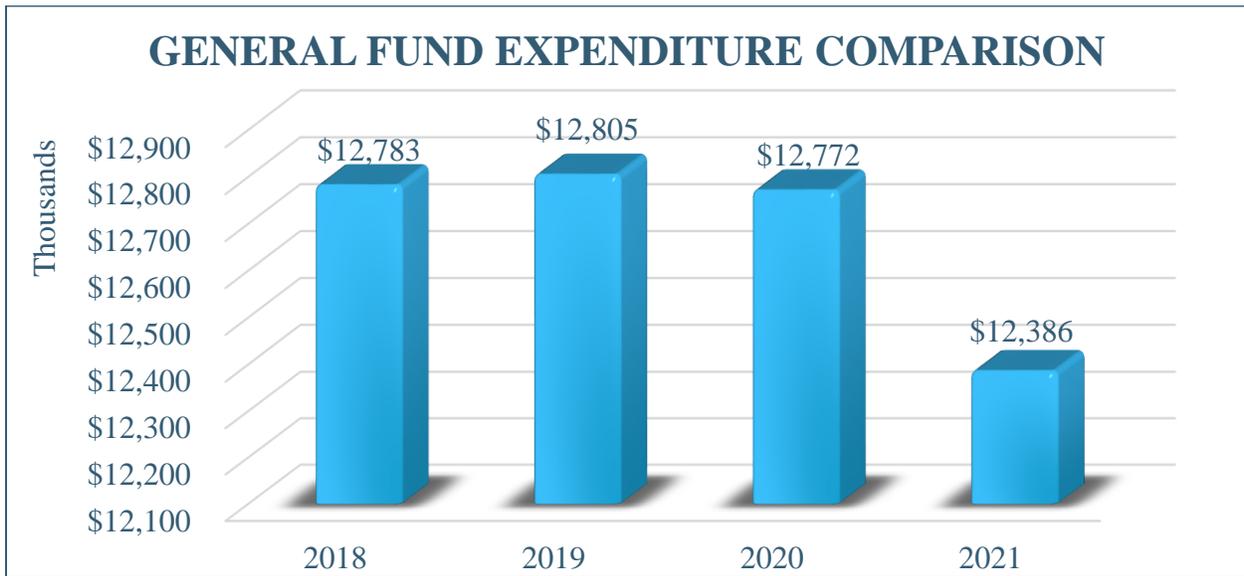
GENERAL FUND SUMMARY

GENERAL FUND REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	2018	2019	2020	2021
PROPERTY TAXES	\$6,169,298	\$6,299,498	\$6,464,469	\$6,486,387
NON-PROPERTY TAXES	3,992,964	4,163,033	3,744,187	4,121,880
FEES AND SERVICES	1,321,156	1,429,694	1,012,103	983,243
INTERGOVERNMENTAL	286,072	686,416	187,607	221,650
FINES AND FORFEITURES	468,238	397,109	427,200	315,200
LICENSES AND PERMITS	232,420	240,394	183,600	179,600
MISCELLANEOUS	219,024	261,247	149,437	92,100
OTHER FINANCING SOURCES	349,709	52,129	116,610	0
TOTAL REVENUES	\$13,038,881	\$13,529,520	\$12,285,213	\$12,400,060

GENERAL FUND EXPENDITURES



EXPENDITURES BY DEPT	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	2018	2019	2020	2021
CITY COUNCIL	\$10,239	\$5,138	\$20,000	\$20,000
CITY MANAGER'S OFFICE	622,282	601,470	618,364	620,132
FINANCE	423,637	418,888	456,928	453,140
PLANNING	157,219	170,823	162,781	82,966
TECHNOLOGY	552,857	585,416	540,568	627,865
HUMAN RESOURCES	267,665	270,006	290,774	292,926
MUNICIPAL COURT	178,583	199,538	297,513	309,170
POLICE	3,171,590	3,173,514	3,132,801	3,156,855
FIRE	2,389,630	2,856,066	2,595,391	2,513,666
ENVIRONMENTAL HEALTH SERVICES	426,391	442,455	471,476	480,044
FLEET MANAGEMENT	1,442,408	800,951	718,407	621,825
FACILITIES & GROUNDS MTN	143,449	163,004	169,253	181,124
INSPECTIONS	191,852	203,236	235,829	259,258
PUBLIC WORKS	1,197,265	1,282,640	1,340,693	1,294,087
EMERGENCY MANAGEMENT	14,335	11,297	16,370	18,870
GENERAL SERVICE	846,415	884,894	1,020,573	968,000
SPECIAL PROJECTS	746,774	735,597	683,909	486,407
TOTAL EXPENDITURES	\$12,782,591	\$12,804,933	\$12,771,630	\$12,386,335

CONSOLIDATED FINANCIAL STATEMENT – IN THOUSANDS

	General Fund	Hotel/ Motel Fund	Trans- portation Fund	Venue Tax Construction & Venue Project Funds	Other Funds & Component Unit	2020- 2021 Totals
REVENUES AND OTHER SOURCES						
Property Taxes - Incl. Penalty & Interest	\$ 6,486	\$ -	\$ -	\$ -	\$ 1,610	\$ 8,096
Nonproperty Taxes	4,122	6,495	-	1,953	4,606	17,175
Fees and Services	983	7	-	-	271	1,261
Fines and Forfeitures	315	-	-	-	9	324
Licenses and Permits	180	-	-	-	3	183
Intergovernmental	222	-	3,139	-	45	3,406
Miscellaneous and Program	92	23	50	-	30	195
Other Financing Sources	-	-	165	-	1,338	1,503
Total Revenues	12,400	6,525	3,354	1,953	7,911	32,143
EXPENDITURES						
General Government						
City Council	20	-	-	-	4	24
City Administration	620	-	-	-	4	624
Finance	453	-	-	-	-	453
Planning	83	-	-	-	-	83
Information Technology	628	-	-	-	-	628
Human Resources	293	-	-	-	-	293
Environmental Health Services	480	-	-	-	98	579
General Services	968	-	-	-	-	968
Special Projects	59	-	-	33	-	92
Total General Government	3,604	-	-	33	106	3,743
Public Safety						
Municipal Court	309	-	-	-	15	324
Police	3,157	-	-	-	107	3,264
Fire	2,514	-	-	-	379	2,893
Emergency Management	19	-	-	-	-	19
Total Public Safety	5,999	-	-	-	501	6,500
Public Works						
Building Maintenance	181	-	-	-	9	190
Inspections	259	-	-	-	-	259
Fleet Management	413	-	-	-	-	413
Public Works	1,284	-	-	-	-	1,284
Shoreline	-	-	-	-	971	971
Total Public Works	2,137	-	-	-	980	3,117

CONSOLIDATED FINANCIAL STATEMENT – IN THOUSANDS - CONTINUED

	General Fund	Hotel/ Motel Fund	Trans- portation Fund	Venue Tax Construction & Venue Project Funds	Other Funds & Component Unit	2020- 2021 Totals
Convention & Visitors Bureau						
Visitors Center	-	149	-	-	-	149
Sales and Marketing	-	1,859	-	-	-	1,859
Events Marketing	-	695	-	-	-	695
Marketing	-	3,616	-	-	-	3,616
SPI Historical Museum	-	32	-	-	-	32
Convention Centre	-	-	-	-	1,408	1,408
Total Convention & Visitors Bureau	-	6,351	-	-	1,408	7,760
Community Service						
Component Unit	-	-	-	-	411	411
Parks & Recreation	-	-	-	-	93	93
Beach Nourishment	-	-	-	-	80	80
Total Community Service	-	-	-	-	584	584
Transportation						
Island Metro	-	-	2,874	-	-	2,874
Total Transportation	-	-	2,874	-	-	2,874
Debt Service	74	-	-	-	2,631	2,705
Capital Outlay	145	-	481	-	707	1,333
Other Financing Uses	427	-	-	510	704	1,641
Total Expenditures	12,386	6,351	3,354	542	7,622	30,256
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER)	14	174	-	1,410	289	1,887
Fund Balance -- Beginning	7,870	3,438	116	6,153	12,197	29,774
Fund Balance -- Ending	\$ 7,884	\$ 3,612	\$ 116	\$ 7,563	\$ 12,486	\$ 31,662

THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE – IN THOUSANDS

	General Fund			Hotel/Motel, Transportation, Venue Tax Construction, & Venue Project Funds			Other Funds & Component Unit			Total Funds		
	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget
REVENUES AND OTHER SOURCES												
Property Taxes - Incl. Penalty & Interest	\$ 6,299	\$ 6,464	\$ 6,486	\$ -	\$ -	\$ -	\$ 1,689	\$ 1,619	\$ 1,610	\$ 7,988	\$ 8,083	\$ 8,096
Nonproperty Taxes	4,163	3,744	4,122	9,227	8,059	8,448	5,069	4,142	4,606	18,458	15,945	17,175
Fees and Services	1,430	1,012	983	12	7	7	273	271	271	1,715	1,290	1,261
Fines and Forfeitures	397	427	315	-	-	-	13	12	9	410	439	324
Licenses and Permits	240	184	180	-	-	-	3	3	3	244	187	183
Intergovernmental	686	188	222	4,449	1,694	3,139	116	373	45	5,251	2,255	3,406
Miscellaneous and Program Revenues	261	149	92	432	110	73	293	74	30	986	333	195
Other Financing Sources	52	117	-	140	164	165	1,672	1,669	1,338	1,863	1,950	1,503
Total Revenues	13,530	12,285	12,400	14,259	10,034	11,832	9,127	8,163	7,911	36,915	30,482	32,143
EXPENDITURES												
General Government												
City Council	5	20	20	-	-	-	-	4	4	5	24	24
City Administration	601	618	620	-	-	-	-	4	4	601	622	624
Finance	419	457	453	-	-	-	-	-	-	419	457	453
Planning	171	163	83	-	-	-	-	-	-	171	163	83
Information Technology	535	541	628	-	-	-	-	-	-	535	541	628
Human Resources	270	291	293	-	-	-	-	-	-	270	291	293
Environmental Health Services	442	461	480	-	-	-	82	82	98	525	543	579
General Services	885	1,021	968	-	-	-	-	-	-	885	1,021	968
Special Projects	175	95	59	25	-	33	-	-	-	201	95	92
Total General Government	3,505	3,666	3,604	25	-	33	82	90	106	3,612	3,755	3,743

THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE – IN THOUSANDS - CONTINUED

	General Fund			Hotel/Motel, Transportation, Venue Tax Construction, & Venue Project Funds			Other Funds & Component Unit			Total Funds		
	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget
Public Safety												
Municipal Court	200	298	309	-	-	-	8	15	15	208	312	324
Police	3,100	3,053	3,157	-	-	-	84	92	107	3,183	3,145	3,264
Fire	2,518	2,595	2,514	-	-	-	357	367	379	2,875	2,963	2,893
Emergency Management	11	16	19	-	-	-	-	-	-	11	16	19
Total Public Safety	5,828	5,962	5,999	-	-	-	449	474	501	6,278	6,436	6,500
Public Works												
Building Maintenance	163	169	181	-	-	-	-	-	9	163	169	190
Inspections	203	236	259	-	-	-	-	-	-	203	236	259
Fleet Management	443	443	413	-	-	-	-	-	-	443	443	413
Public Works	1,210	1,276	1,284	-	-	-	2	-	-	1,212	1,276	1,284
Shoreline	-	-	-	-	-	-	1,011	1,129	971	1,011	1,129	971
Total Public Works	2,019	2,124	2,137	-	-	-	1,013	1,129	980	3,032	3,253	3,117
Convention & Visitors Bureau												
Visitors Bureau	-	-	-	224	239	149	-	-	-	224	239	149
Sales and Administration	-	-	-	1,930	1,982	1,859	-	-	-	1,930	1,982	1,859
Events Marketing	-	-	-	1,201	637	695	-	-	-	1,201	637	695
Marketing	-	-	-	4,089	3,713	3,616	-	-	-	4,089	3,713	3,616
SPI Historical Museum	-	-	-	-	-	32	-	-	-	-	-	32
Convention Centre	-	-	-	-	-	-	1,337	1,382	1,408	1,337	1,382	1,408
Total Convention & Visitors Bureau	-	-	-	7,443	6,570	6,351	1,337	1,382	1,408	8,780	7,953	7,760

THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE – IN THOUSANDS - CONTINUED

	General Fund			Hotel/Motel, Transportation, Venue Tax Construction, & Venue Project Funds			Other Funds & Component Unit			Total Funds		
	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget	2018/19 Actual	2019/20 Final Budget	2020/21 Adopted Budget
Community Service												
Component Unit	-	-	-	-	-	-	324	890	411	324	890	411
Parks & Recreation	-	-	-	-	-	-	65	100	93	65	100	93
Beach Nourishment	-	-	-	-	-	-	87	325	80	87	325	80
Total Community Service	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>475</u>	<u>1,315</u>	<u>584</u>	<u>475</u>	<u>1,315</u>	<u>584</u>
Transportation												
Island Metro	-	-	-	1,569	1,671	2,874	-	-	-	1,569	1,671	2,874
Metro Connect	-	-	-	43	-	-	-	-	-	43	-	-
Total Transportation	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,611</u>	<u>1,671</u>	<u>2,874</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,611</u>	<u>1,671</u>	<u>2,874</u>
Debt Service	<u>153</u>	<u>136</u>	<u>74</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,640</u>	<u>2,631</u>	<u>2,631</u>	<u>2,794</u>	<u>2,767</u>	<u>2,705</u>
Capital Outlay	<u>740</u>	<u>295</u>	<u>145</u>	<u>3,339</u>	<u>8,852</u>	<u>481</u>	<u>1,898</u>	<u>1,433</u>	<u>707</u>	<u>5,977</u>	<u>10,580</u>	<u>1,333</u>
Other Financing Uses	<u>560</u>	<u>589</u>	<u>427</u>	<u>506</u>	<u>507</u>	<u>510</u>	<u>922</u>	<u>1,035</u>	<u>704</u>	<u>1,989</u>	<u>2,131</u>	<u>1,641</u>
Total Expenditures	<u>12,805</u>	<u>12,772</u>	<u>12,386</u>	<u>12,925</u>	<u>17,600</u>	<u>10,248</u>	<u>8,817</u>	<u>9,489</u>	<u>7,622</u>	<u>34,546</u>	<u>39,861</u>	<u>30,256</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	725	(486)	14	1,334	(7,566)	1,584	310	(1,327)	289	2,369	(9,379)	1,887
Fund Balance -- Beginning	<u>7,632</u>	<u>8,357</u>	<u>7,870</u>	<u>15,939</u>	<u>17,273</u>	<u>9,707</u>	<u>13,213</u>	<u>13,523</u>	<u>12,197</u>	<u>36,784</u>	<u>39,153</u>	<u>29,774</u>
Fund Balance -- Ending	<u>\$ 8,357</u>	<u>\$ 7,870</u>	<u>\$ 7,884</u>	<u>\$ 17,273</u>	<u>\$ 9,707</u>	<u>\$ 11,292</u>	<u>\$ 13,523</u>	<u>\$ 12,197</u>	<u>\$ 12,486</u>	<u>\$ 39,153</u>	<u>\$ 29,774</u>	<u>\$ 31,662</u>

SUMMARY POSITION BY DEPARTMENT

Fund / Department	2017	2018	2019	2020	2021
General Fund					
City Administration	5.0	5.0	5.0	5.0	4.8
Finance	5.0	6.0	6.0	6.0	5.8
Planning	3.0	2.0	2.0	2.0	1.1
Technology	3.0	3.0	3.0	3.0	3.0
Human Resources	3.0	3.0	3.0	3.0	3.4
Municipal Court	3.0	3.0	3.0	4.0	4.0
Police	36.8	37.8	37.8	36.8	36.8
Fire	26.8	26.8	26.8	27.8	27.8
Environmental Health Serv.	5.9	5.9	5.9	5.9	5.8
Fleet Management	2.0	2.0	2.0	2.0	2.0
Building Maintenance	3.0	2.0	2.0	2.0	2.0
Inspections	3.0	3.0	3.0	4.0	4.0
Public Works	19.9	19.9	19.9	19.9	19.8
Hotel Motel Fund					
Visitor's Bureau	3.0	3.0	3.0	3.0	2.0
Sales & Administration	10.0	10.0	11.0	11.0	11.0
Special Events	0.0	1.0	1.0	1.0	1.0
Convention Centre					
Convention Centre	11.0	10.0	10.0	10.0	10.0
Parks and Recreation					
Parks and Recreation	0.0	1.0	1.0	1.0	1.0
Transportation					
Island Metro	14.0	14.0	14.0	21.0	21.0
Metro Connect	7.0	7.0	7.0	0.0	0.0
Shoreline					
Police/Beach Patrol	0.0	0.3	0.3	0.3	0.3
Fire/Beach Patrol	0.0	1.3	1.3	1.3	1.3
Environmental Health Serv.	0.0	0.2	0.2	0.2	0.2
Public Works	0.0	0.2	0.2	0.2	0.2
Beach Maintenance	7.6	7.0	8.0	9.0	8.0
Bay Access	1.2	1.0	1.0	0.0	0.0
Total Operating Budget FTE's	173.0	175.0	177.0	179.0	176.0

Source: City of South Padre Island Annual Budget

Note: Full-time budgeted positions are displayed.

VARIANCES IN POSITIONS BY DEPARTMENT

Fund/Department	FY 19	FY 20	Vacant Positions Eliminated	Positions Added for FY 21	FY 21	Variance FY 21 vs FY 20	See Notes Below:
General Fund							
City Administration	5.0	5.0	0.4	0.2	4.8	-0.2	1
Finance	6.0	6.0	0.2	0.0	5.8	-0.2	1
Planning	2.0	2.0	1.0	0.1	1.1	-0.9	1, 2
Technology	3.0	3.0	0.0	0.0	3.0	0.0	
Human Resources	3.0	3.0	0.0	0.4	3.4	0.4	1
Municipal Court	3.0	4.0	0.0	0.0	4.0	0.0	
Police	37.8	36.8	0.0	0.0	36.8	0.0	
Fire	26.8	27.8	0.0	0.0	27.8	0.0	
Environmental Health Serv.	5.9	5.9	0.1	0.0	5.8	-0.1	1
Fleet Management	2.0	2.0	0.0	0.0	2.0	0.0	
Building Maintenance	2.0	2.0	0.0	0.0	2.0	0.0	
Inspections	3.0	4.0	0.0	0.0	4.0	0.0	
Public Works	19.9	19.9	0.1	0.0	19.8	-0.1	1
Hotel Motel Fund							
Visitor's Center	3.0	3.0	1.0	0.0	2.0	-1.0	3
Hotel Motel	11.0	11.0	2.0	2.0	11.0	0.0	4
Events Marketing	1.0	1.0	0.0	0.0	1.0	0.0	
Convention Centre							
Convention Centre	10.0	10.0	0.0	0.0	10.0	0.0	
Parks & Recreation							
Parks & Recreation	1.0	1.0	0.0	0.0	1.0	0.0	
Transportation							
South Padre Island Metro	21.0	21.0	0.0	0.0	21.0	0.0	
Shoreline							
Police/Beach Patrol	0.3	0.3	0.0	0.0	0.3	0.0	
Fire/Beach Patrol	1.3	1.3	0.0	0.0	1.3	0.0	
Environmental Health Serv.	0.2	0.2	0.0	0.1	0.2	0.1	1
Public Works	0.2	0.2	0.0	0.0	0.2	0.0	
Beach Maintenance	9.0	9.0	1.0	0.0	8.0	-1.0	5
Total Operating Budget FTE's	177.0	179.0	5.8	2.8	176.0	-3.0	

Notes: Variance FY 21 vs FY 20

1) Reclassified 40% of the Director of Operations position to Human Resources, 20% of the Chief Financial Officer's position to City Administration, 10% of the Public Works Director position to Planning, and 8% of Environmental Health Services Manager to Shoreline's EHS.

2) Eliminated the Planning Director position.

3) Eliminated Visitor's Center Manager position.

4) Eliminated Director of Marketing and Analytics and Senior Sales Manager positions. Added Sales Manager and a Digital Interactive Specialist positions.

5) Eliminated Coastal Resource Manager position.

DEPARTMENTAL DESCRIPTIONS, GOALS, AND OBJECTIVES

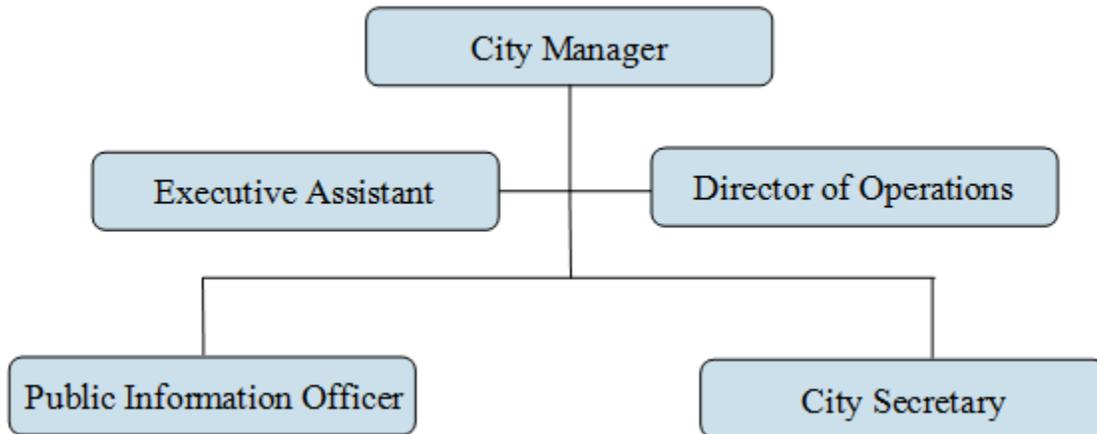
The City’s long range operations and capital plans are included in this section. The plan includes all of the operating departments of the General Fund as well as the capital improvement funds of the City. It is anticipated that long range operations will be financed with current resources while the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

CITY COUNCIL

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - CITY COUNCIL	2018	2019	2020	2021
MISCELLANEOUS SERVICES	\$10,239	\$5,138	\$20,000	\$20,000
TOTAL EXPENDITURES	\$10,239	\$5,138	\$20,000	\$20,000

CITY MANAGER’S OFFICE

CITY MANAGER’S ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The City Manager’s Office (CMO) is responsible for the implementation of the South Padre Island City Council’s policies and overseeing the operations of the organization and staff. By embracing the use of best practices and performance management, 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
- Planning
- Parks, Recreation, and Beautification
- Environmental Health Services
- Finance
- Information Services
- Police
- Fire
- Public Works
- Transit

Organizational development is a focal point of the City Manager’s Office as ensuring the organization has the capacity to achieve the goals established by Council is critical to quality performance. The CMO also ensures fruitful intergovernmental relationships and participation in the legislative process. The City Manager’s Office, through the City Secretary, facilitates and strengthens the City of South Padre Island’s 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 enhanced.

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. Begin the construction of the North Padre Boulevard medians and sidewalks.
 - b. Strive to have a vibrant economy that is diverse and sustainable by investigating potential economic development opportunities, such as the cruise industry.
 - c. Enhance the aesthetic appeal of the community.
 - d. Sustain our beautiful beach and bay and improve access for our recreational visitors via maintenance, beach nourishment, and grant projects.
 - e. Embrace the unique characteristics of our City.
2. Continue evaluating programs for enhancements and benefits to the City.
 - a. Develop wayfinding program.
 - b. Complete construction of Tompkins Park.
 - c. Provide additional boat ramp access to the public.
3. Create a strong organizational foundation through policy development and implementation.

- a. Develop a legislative priority list and work with representatives to achieve SPI goals.
4. Develop and sustain a productive relationship with the City Council to encourage policy development and effective communication.
5. Continue enhancement of the public relations program to improve communication with the public and ensure a constructive relationship with the media.
6. Strive to encourage and facilitate strategic planning (e.g., capital improvement plan, five year operational plan, departmental business plans and metrics, core values for organization, etc.)
7. Encourage effective use of resources by eliminating duplication and streamlining operations (eg. Ad hoc Committee, Process Charts).
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 involved 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:

Maintenance of dashboards and with all departments to continuously monitor Key Performance Indicators (KPIs).

CITY MANAGER'S STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

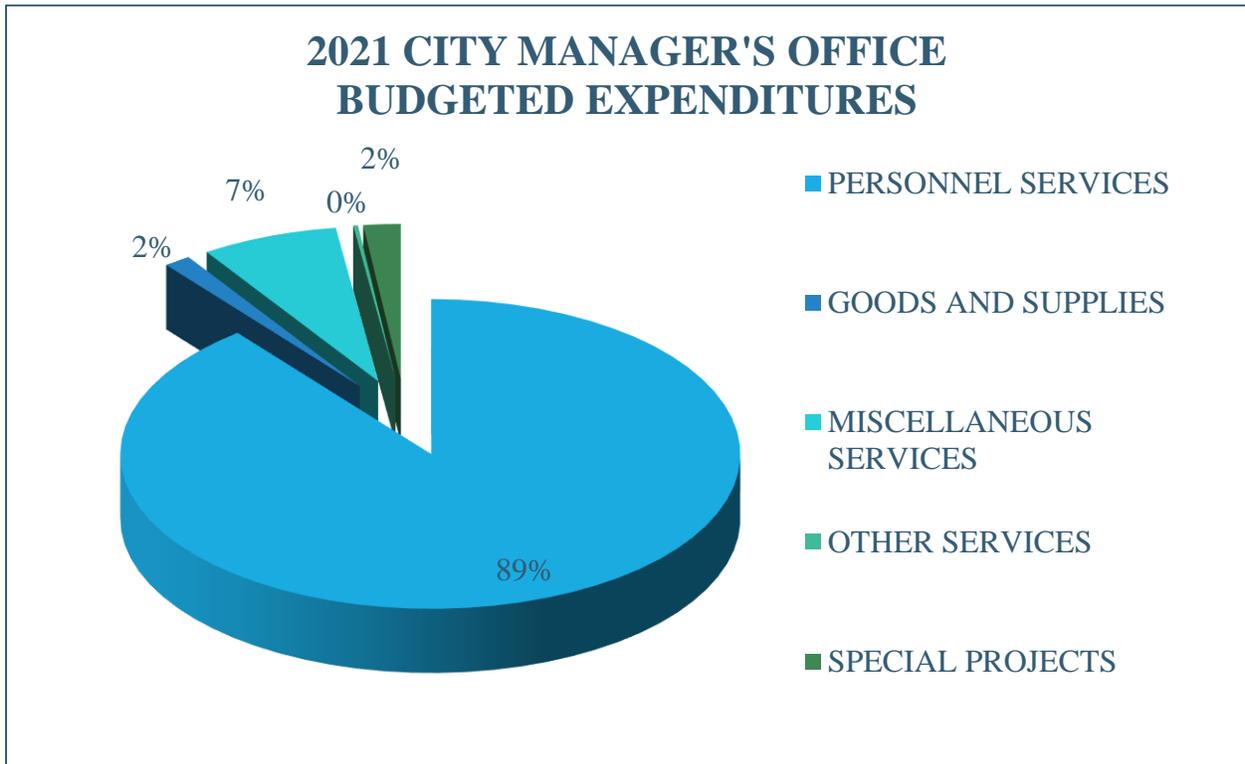
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associate Metric	Comp Plan Goal
Short Term - FY 2020-21					
Work with the Historical Museum Foundation to create a museum on the Island to preserve the Island's history.	2019/20	R. Smith	HOT funding/foundation	N/A	Chapter I Goal 1
Enhance financial management and the budget process by continuing business plans for each department that include performance metrics.	Ongoing	R. Gimenez, R. Smith	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1 Objective 1.1 Policy 1.1.1
Create programs to be developed at the community center through the Parks Division.	2020/21	D. Huffman	Resources within the Parks Fund	N/A	Chapter I Goal 1 Objective 1.2

Revamp the Capital Improvement Plan.	2019/20	W. Delgado	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1 Objective 1.1 Objective 1.2
Create and update comprehensive plan (internal or outsourced) that pulls in the GOMA plan, Master Thoroughfare Plan, Parks Plan, Annexation Plan, EDC Plan, Transit Plan, etc.	2019/20	R. Smith	Partially paid for in FY 18/19 and remaining \$8,500 in FY 19/20	N/A	Chapter VII Goal 1 Objective 1.2
Implement Venue Tax projects, including a wind sports venue, sidewalks, medians, and possible expansion of the convention center.	2020/21	R. Smith, W. Delgado	Resources in Venue Tax	N/A	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1 Strategy 1.1.1.2
Expand boat ramp access on Laguna Madre.	2019/20	R. Smith K. Boburka	HOT funding/ foundation	N/A	Chapter III Goal 1 Objective 1.2 Policy 1.2.1-2
Expand use of citizen participation tools to enhance feedback and engagement (including providing training).	Ongoing	N. Soto	To be determined	N/A	Chapter VI Goal 4 Objective 4.3 Policy 4.3.1-3
Mid Term - FY 2021-22 & FY 2022-23					
Embrace the use of technology to enhance operations and communication. Utilize software to monitor compliance with short term rentals as well as building permits. Add additional cameras for EOC and mass gatherings. Embrace new software for the departments.	Ongoing	V. Martinez, R. Smith	Resources within Info Technology Department's Budget	N/A	Chapter VII Goal2
Long Term - FY 2023-24 & FY 2024-25					
Support initiatives that enhance the quality of life for citizens (music, art in public places, community events, theatre productions, etc.)	Ongoing	R. Smith	To be determined	Ongoing	Chapter I Goal 1
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	Department heads	Resources within Shoreline, Public Works, and Transit Departments	Ongoing	Chapter II Goal 1 Objective 1.1 Policy 1.1.1

Formulate effective economic development strategies and look for opportunities to fund a second causeway (RGV, MPO, etc.).	Ongoing	R. Smith	Resources within the EDC budget	Ongoing	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1 Strategy 1.1.1.2
Identify funding sources and strategies for priority Capital Improvement Projects. Look into the possibility of moving the Laguna Blvd improvements to an earlier date by looking for grant opportunities.	Ongoing	R. Smith W. Delgado	Varies, to be determined	Ongoing	Chapter VII Goal 1 Objective 1.1 Policy 1.1.1
Explore opportunities related to the lighting of the causeway and creating a visual landmark for SPI.	Ongoing	R. Smith	To be determined	Ongoing	Chapter I Goal 1

STAFFING PLAN

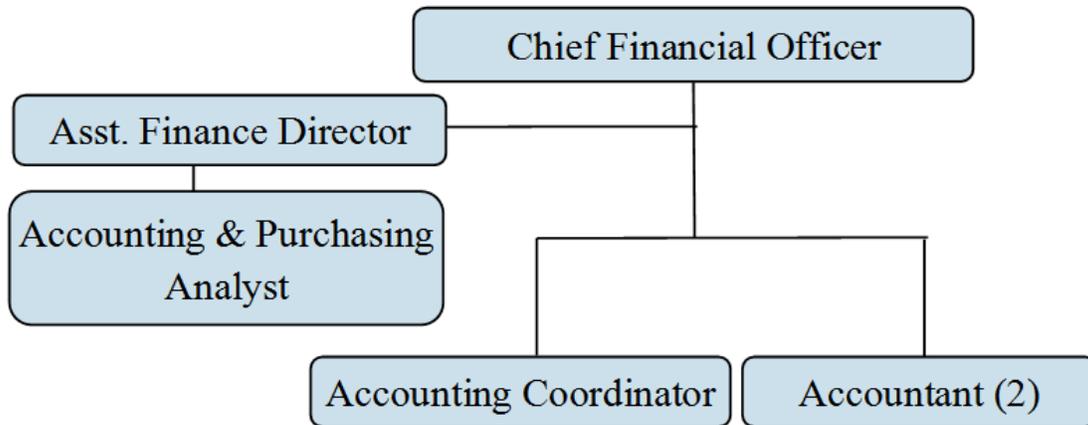
Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
City Manager	1	1	1	1	1	1
Director of Operations	1	1	1	1	1	1
City Secretary	1	1	1	1	1	1
PIO	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Total Positions:	5	5	5	5	5	5



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GF - CITY MANAGER'S OFFICE	2018	2019	2020	2021
PERSONNEL SERVICES	\$572,331	\$565,718	\$569,810	\$553,698
GOODS AND SUPPLIES	6,090	7,248	8,700	8,700
MISCELLANEOUS SERVICES	43,861	28,504	39,854	44,234
OTHER SERVICES	0	0	0	1,500
SPECIAL PROJECTS	0	0	0	12,000
TOTAL EXPENDITURES	\$622,282	\$601,470	\$618,364	\$620,132

FINANCE DEPARTMENT

FINANCE DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The Finance Department plans and directs the City's financial activities, including accounting, budgeting, internal and external financial reporting, and managing debt and investments. 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 effective decision-making.
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.

FINANCE DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

Project Description	Fiscal Year- Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Continue to receive the GFOA Distinguished Budget Presentation Award through application of the highest principles of governmental budgeting and satisfying acclaimed guidelines for effective budget presentation.	12/31/2020	CFO/AFD/ AB	\$345	GFOA Budget Award	Chapter VII. Goal 1 Objective 1.1
Continue to receive the GFOA Certificate of Achievement for Excellence in Financial Reporting through preparation of comprehensive annual financial reports (CAFR) which enhance transparency and full disclosure.	3/31/2021	CFO/AFD/ GB	\$460	GFOA CAFR Award	Chapter VII. Goal 1 Objective 1.1
Receive the GFOA Popular Annual Financial Report Award which enhance transparency and full disclosure.	3/31/2021	GB	\$250	GFOA PAFR Award	Chapter VII. Goal 1 Objective 1.1
Enhance compliance for local and state occupancy tax collections as well as city ordinances through the appropriate development of procedures that provide clear guidance.	Ongoing	CFO/AFD/ AB	\$20,000	Local Occupancy Tax Collections	Chapter VII. Goal 1 Objective 1.1
Enhance compliance for franchise fee collections through the appropriate development of procedures that provide clear guidance and oversight.	Ongoing	CFO/AFD/ AB	No impact as fees will be paid based on a percentage of what is recovered.	Franchise Fee Collections	Chapter VII. Goal 1 Objective 1.1
Provide formal training for all City employees on financial topics including purchase orders, time clock, fixed assets, disaster financial management, and purchasing cards to promote efficiency.	Ongoing	DC/RG/GB/ AB	Personnel related expenses for hours worked on project	SPI Connect Finance Trainings	Chapter VII. Goal 1 Objective 1.1

Maximize interest revenue through effective cash management.	Ongoing	CFO/AFD	\$1,160	Total Interest Earnings	Chapter VII. Goal 1 Objective 1.1
Update procurement policy as they relate to RESTORE Act Funds to obtain procurement certification from TCEQ.	12/31/2020	CFO/AFD	Personnel related expenses for hours worked on project	Procurement Certification	Chapter VII. Goal 1 Objective 1.1
Improve efficiency and open competition by promoting the use of the Vendor Registration Portal by vendors and making the resulting vendor database available to department heads.	Ongoing	AB/RG	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1 Objective 1.1
Improve the accounts payable process by promoting ach payment to vendors and paperless purchase orders and invoice processing.	Ongoing	AB/RG	IT Department, includes \$18,330 one-time cost and \$2,399 recurring fee	N/A	Chapter VII. Goal 1 Objective 1.1
Mid Term - FY 2021-22 & FY 2022-23					
Participate in the Texas Comptroller of Public Accounts' Transparency Stars Program and receive all stars. The program recognizes local governments for going above and beyond in their transparency efforts.	Ongoing	CFO/AFD/GB/AB	Personnel related expenses for hours worked on project	Transparency Stars	Chapter VII. Goal 1 Objective 1.1
Long Term - FY 2023-24 & FY 2024-25					
Minimize turnover by maintaining employee motivation through professional development, flex time, and fair compensation.	Ongoing	CFO	To be determined	Turnover by dept.	Chapter VII. Goal 1 Objective 1.1
Review and plan to achieve goals from the Comp Plan.	Ongoing	CFO	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1 Objective 1.1
Promote professional development, encourage participation, as well as review current processes.	Ongoing	CFO	\$5,396	N/A	Chapter VII. Goal 1 Objective 1.1

Enhance cross training to avoid interruptions in service.	Ongoing	CFO	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1 Objective 1.1
---	---------	-----	--	-----	-----------------------------------

FINANCE DEPARTMENT PERFORMANCE METRICS

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.

GFOA Budget Award:

Certificate is awarded to government units effectively presenting their budget in accordance with the highest principles of government budgeting.

Fiscal Year	2013	2014	2015	2016	2017	2018	2019
Result	Yes						

GFOA CAFR Award:

Certificate is awarded to government units whose Comprehensive Annual Financial Reports (CAFRs) achieve the highest standards in government accounting and financial reporting.

Fiscal Year	2013	2014	2015	2016	2017	2018	2019
Result	Yes						

GFOA PAFR Award:

Certificate is awarded to government entities who’s Popular Annual Financial Reports (PAFRs) are designed to be readily accessible and easily understandable.

Fiscal Year	2019
Result	Pending

Summary of Audit Adjustments:

During the course of annual audit conduct by independent auditors, differences between amounts recorded by the City and amounts the auditors believe are required to be recorded under GAAP reporting guidelines are accumulated by auditors. Those adjustments are either recorded (corrected) by the City or passed (uncorrected). In addition, none of the adjustments (if any) detected as a result of audit procedures and corrected by management were considered to be material.

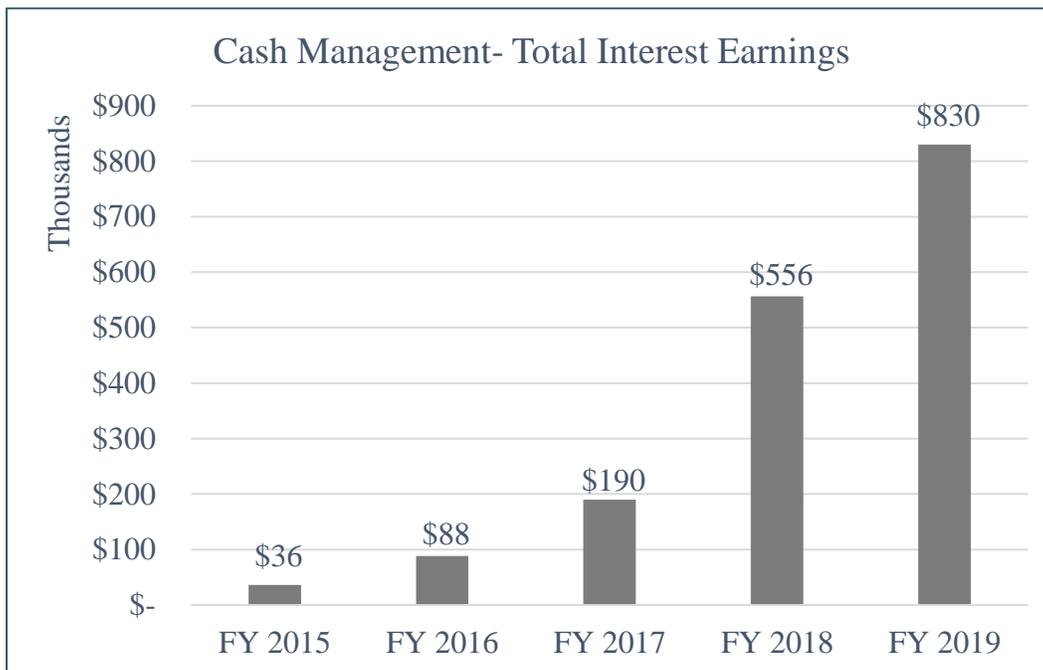
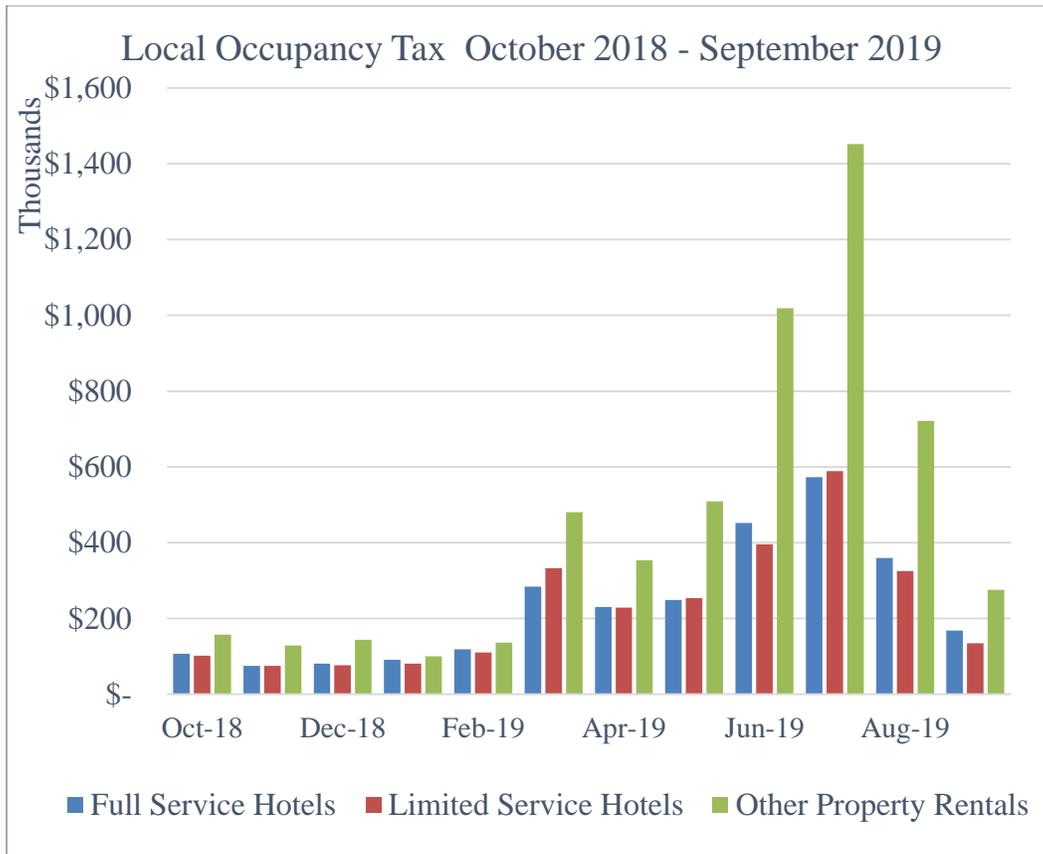
Fiscal Year	2014	2015	2016	2017	2018	2019
# Adjustments	1	1	3	0	0	0
# Recorded	1	1	3	N/A	N/A	N/A
# Passed	0	0	0	N/A	N/A	N/A

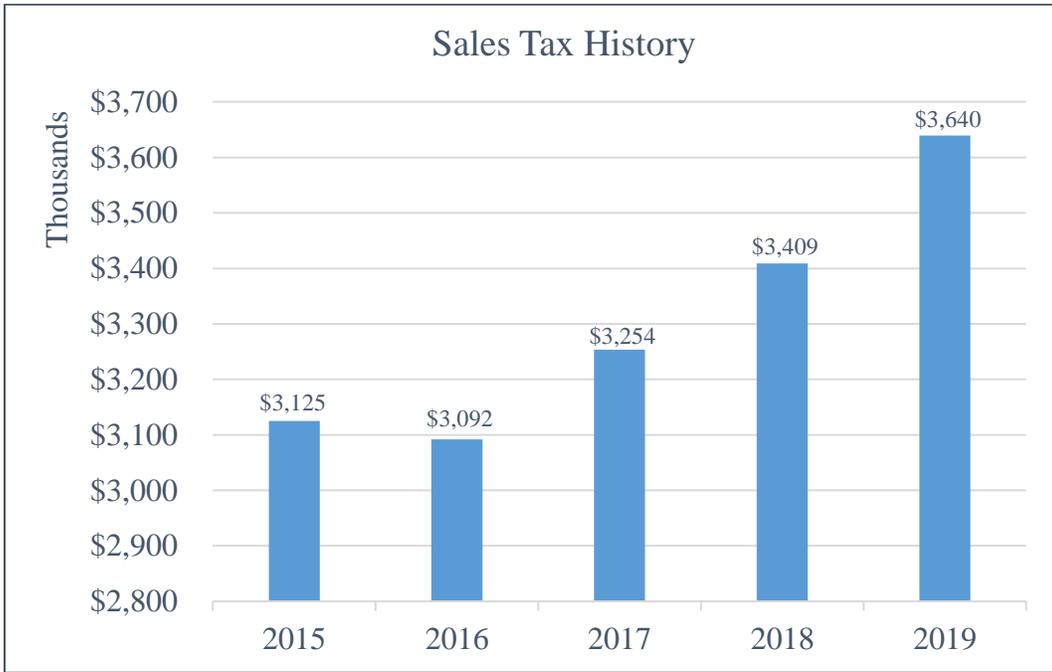
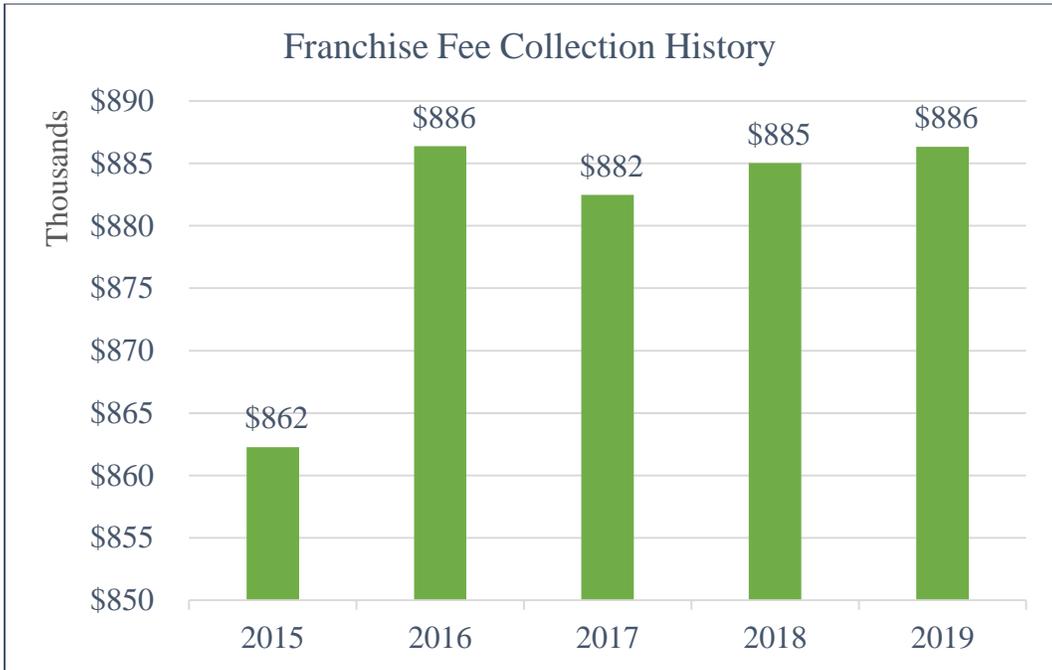
Bond Ratings:

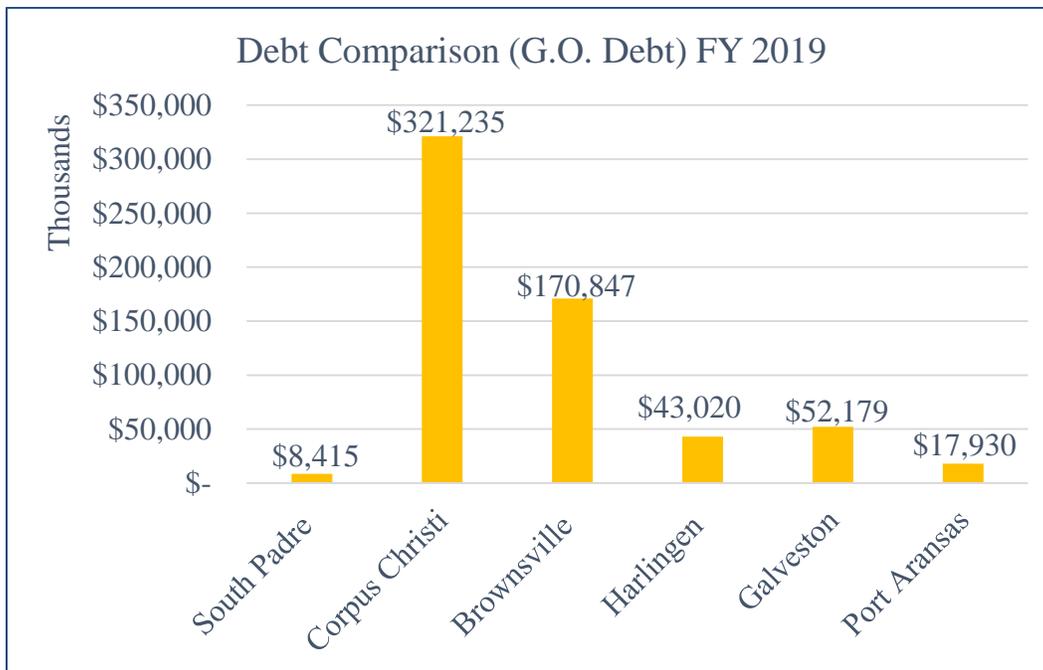
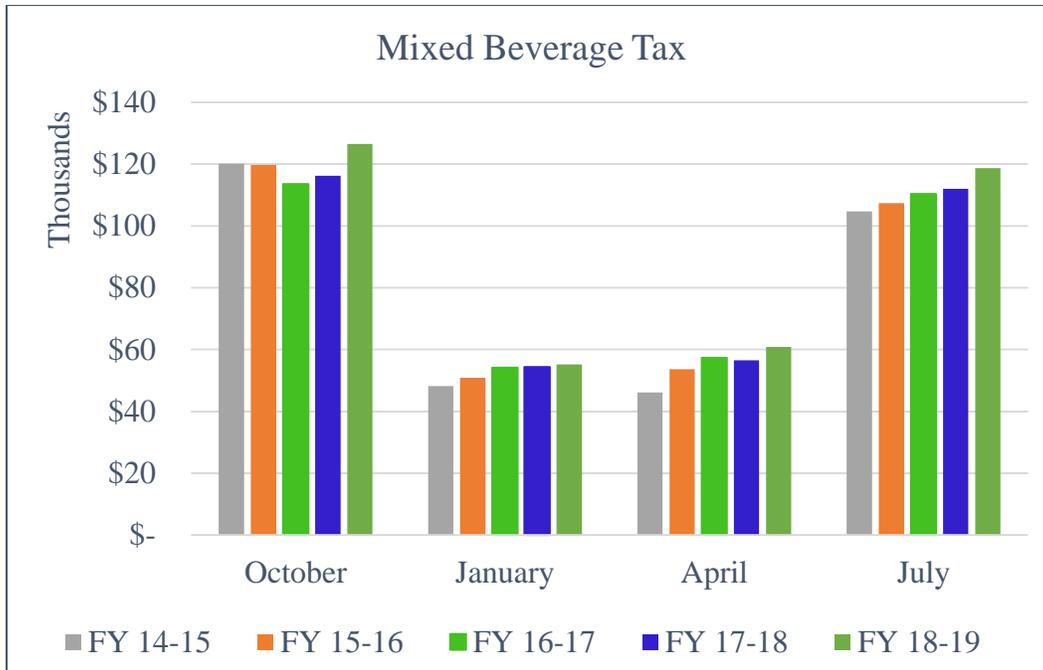
Bond ratings are a measure of the creditworthiness of both debt securities and their issuers. The City has a strong financial position with an AA general obligation bond rating through Standard & Poor's, which is a reflection of strong financial practices. The excellent bond rating allows the City to issue bonds for major projects at an advantageous interest rate.

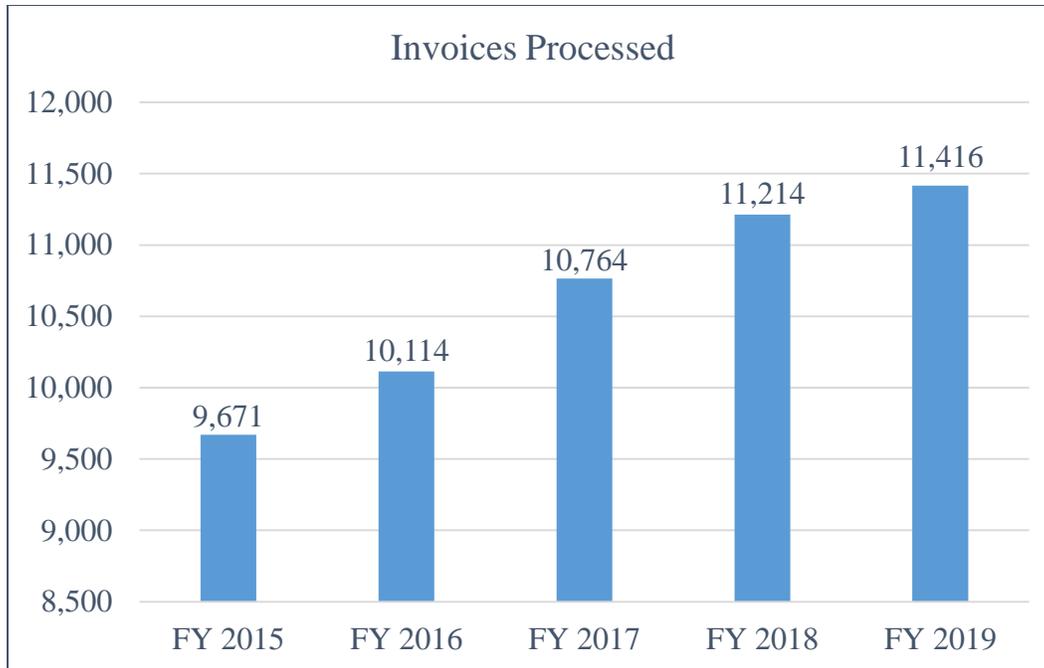
Bonds Issued	GO Bond Ratings		Revenue Bond Ratings
	S&P	Moody's	S&P
Description			
FY 2011 - Fire Station	AA-	Aa2	-
FY 2012 - Refunding Bonds - Municipal Complex	AA-	Aa2	-
FY 2015 - Tax Notes Series 2015 - Gulf Blvd	AA+	Aa2	-
FY 2016 - Tax Notes Series 2016 - Street Improvements	AA+	Aa2	-
FY 2017 - Venue Hotel Occupancy Tax Revenue Bonds	-	-	A

Financial Trends:







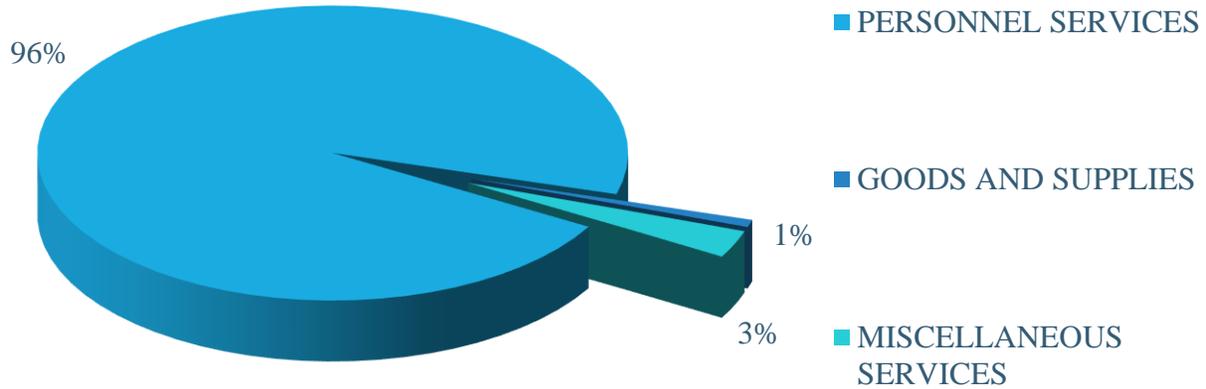


STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Chief Financial Officer	1	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1	1
Purchasing & Account Analyst	1	1	1	1	-	-
Accountant	1	1	1	1	1	1
Accountant (Payroll)	1	1	1	1	1	1
Accounting Coordinator	1	1	1	1	1	1
Purchasing Agent	-	-	-	-	1	1
Total Positions:	6	6	6	6	6	6

FINANCE DEPARTMENT BUDGET

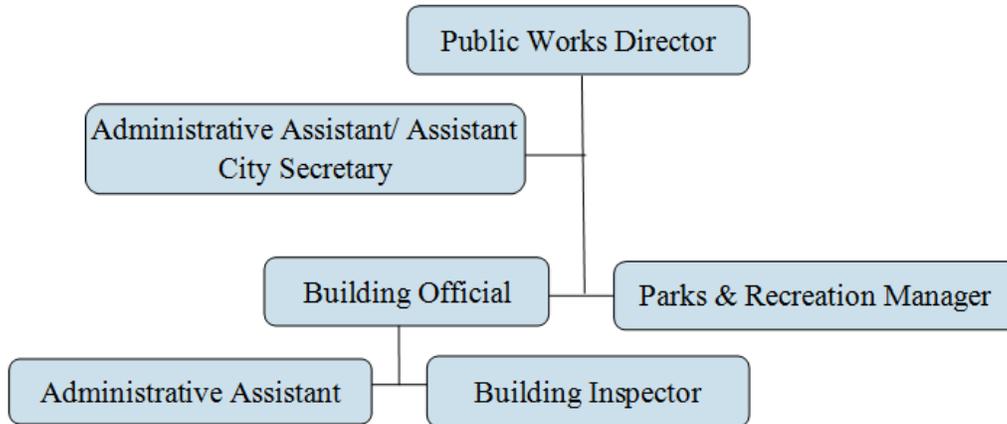
2021 FINANCE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FINANCE	2018	2019	2020	2021
PERSONNEL SERVICES	\$409,669	\$402,271	\$440,532	\$435,794
GOODS AND SUPPLIES	2,597	2,001	3,100	3,700
MISCELLANEOUS SERVICES	11,371	14,616	13,296	13,646
TOTAL EXPENDITURES	\$423,637	\$418,888	\$456,928	\$453,140

PLANNING DEPARTMENT

PLANNING DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The Planning Department administers the City's Land Planning and Development programs.

The Department administers the City's Comprehensive Plan, Zoning Ordinance, Form-Based Codes, Subdivision Regulation, Site Plan Review, Annexation, Landscape Design, GIS and other services as assigned. The Department 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 while serving the public.

Major Goals:

Modernize, streamline and realign the land development regulatory framework to meet today's economic realities while enhancing the quality of life.

1. To create a predictable, fair, and ethical land development regulatory framework.
2. To create a sustainable and environmentally sensitive development code.
3. To foster an innovative, diverse, and creative urban development environment.
4. To implement the form-based code for Padre Boulevard and the Entertainment District.
5. To develop and administer an annexation plan.
6. To update the City's zoning and subdivision regulations.
7. To develop and administer a Thoroughfare Plan.
8. To implement and update the City's Comprehensive Plan.

Our Planning Indicators and Focus:

The 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 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. Demand for housing development in the City has been declining and population growth has become almost zero. Therefore, the future focus of planning should be on enhancing the quality of life while balancing it with economic development strategies.

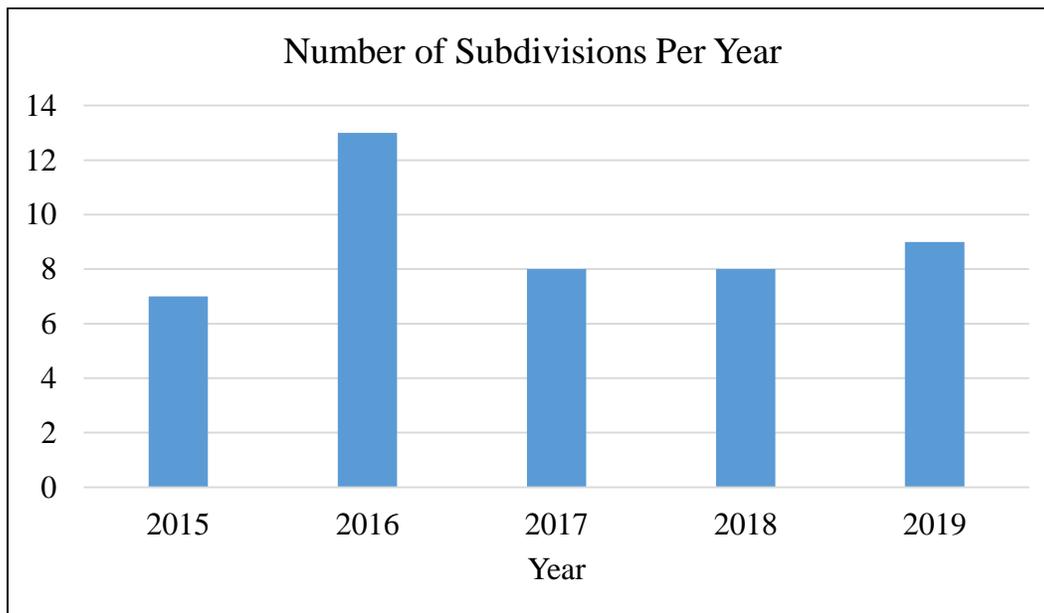
PLANNING DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

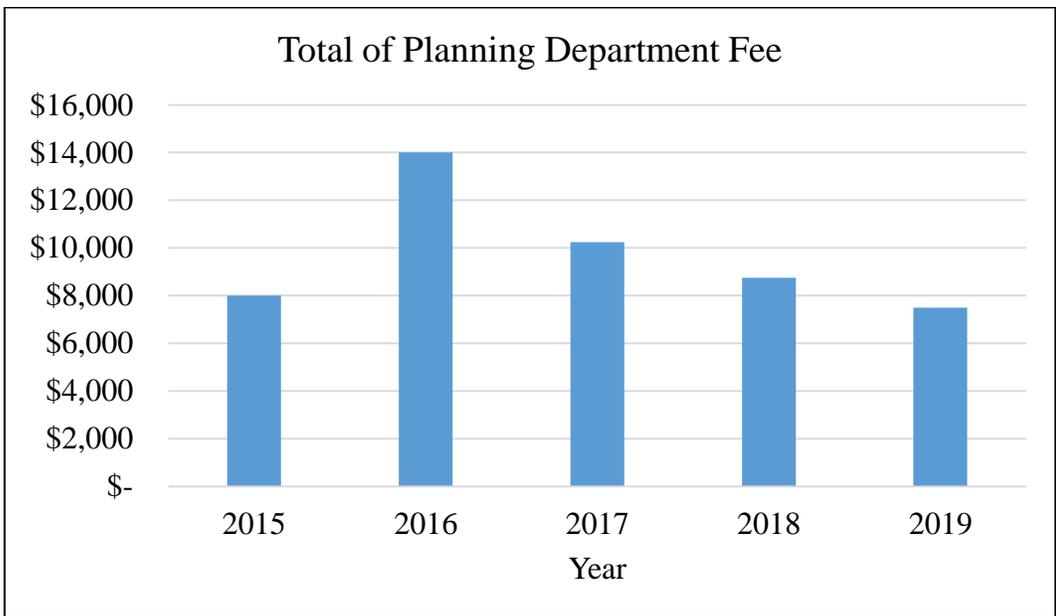
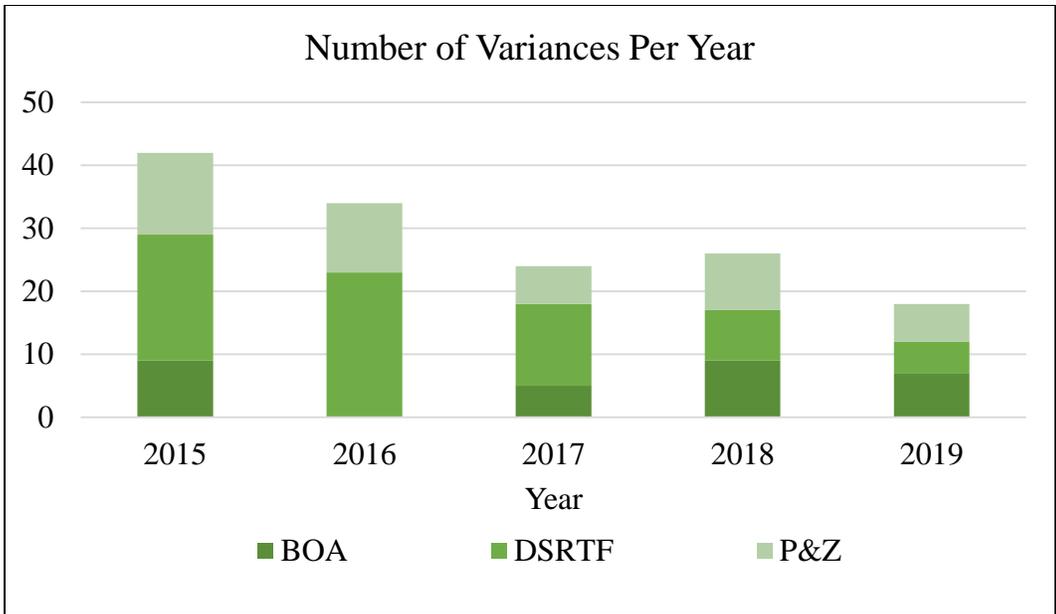
Project Description	Fiscal Year- Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Adopt Comprehensive Plan to provide for better coordination of policies, studies, and procedures.	2020-21	A. Sanchez	\$500 - Meetings	Adoption of new plan	Chapter I Goal 1 Obj. 1.1 Policy 1.1.1
Text/Map amendments to provide flexibility & streamline opportunities to promote development & allow for the highest and best use of property while preserving character.	2020-21	A. Sanchez	Personnel related expenses for hours worked on project	N/A	Chapter I Goal 1 Objective 1.1 Policy 1.1.3 & 4
Evaluate/update/ implement form based codes/policies/fees to ensure compliance with the Comprehensive Plan.	2020-21	A. Sanchez	Personnel related expenses for hours worked on project	# of annual subdivisions, variances, and amount of fees.	Chapter I Goal 2 Objective 2.1 Policy 2.1.2
Mid Term - FY 2021-22 & FY 2022-23					
Promote sustainability by working with the EDC to identify community needs and economic development opportunities.	2021-22	A. Sanchez	Personnel related expenses	Identification and execution of such opportunities	Chapter I Goal 2

Conduct annual SWOT analysis and business plan with planning team.	2021-22	A. Sanchez	Personnel related expenses for hours worked on plan	Completion of SWOT analysis and business plan	Chapter VII Goal 1 Objective 1.2
Long Term - FY 2023-24 & FY 2024-25					
Protect the banks from erosion with properly placed and sized riprap, eight streets have been identified.	2019-20 through 2023-24	A. Sanchez	\$1k annually w/ \$10k total cost	Maintenance of streets identified	Chapter I Goal 2
Assess and re-evaluate the Comprehensive Plan as required every 5 years.	2024-25	A. Sanchez	To be determined	Completion of assessment/ re-evaluation	Chapter I Goal 2 Obj. 2.1 Policy 2.1.2

PLANNING DEPARTMENT PERFORMANCE METRICS

Chapter VII. Policy 1.2.6: City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.

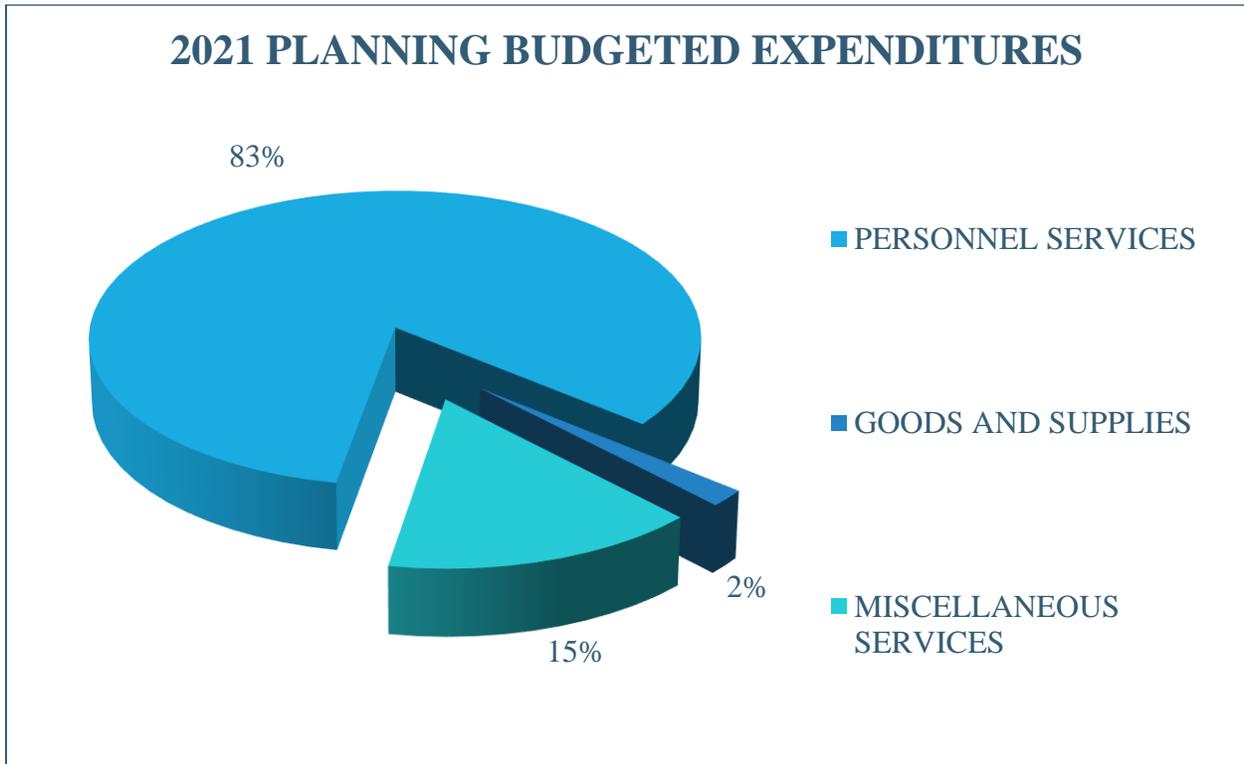




STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Planning Coordinator	1	1	1	1	1	1
Administrative Assistant/Assistant City Secretary	1	1	1	1	1	1
Total Positions:	2	2	2	2	2	2

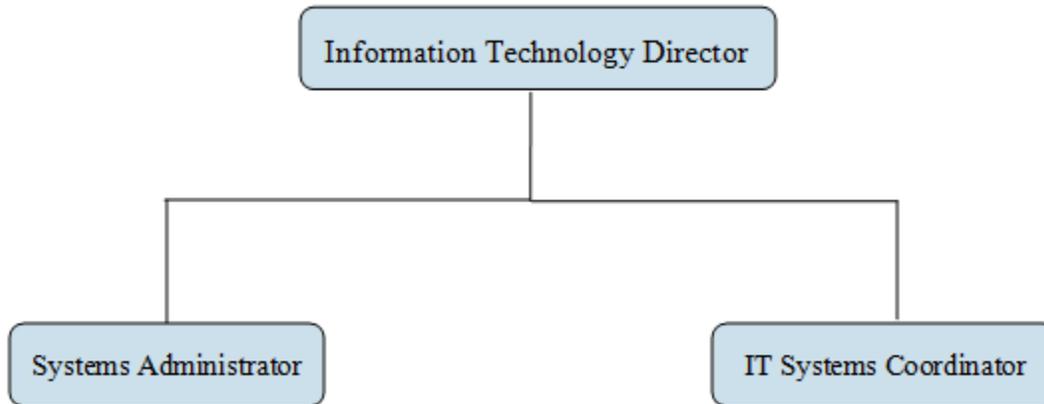
PLANNING DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - PLANNING	2018	2019	2020	2021
PERSONNEL SERVICES	\$149,724	\$150,364	\$150,565	\$68,911
GOODS AND SUPPLIES	969	8,708	4,190	1,500
MISCELLANEOUS SERVICES	6,526	11,751	8,026	12,555
TOTAL EXPENDITURES	\$157,219	\$170,823	\$162,781	\$82,966

INFORMATION TECHNOLOGY DEPARTMENT

INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The Information Technology (IT) Department is responsible for researching, assessing, acquiring, maintaining, providing, and supporting the systems and processes necessary to access information and communicate, both internally and externally. The IT Department includes Information Technology, Geographical Information Systems (GIS), and Communications.

Major Goals:

1. Build the systems and processes necessary to enable cross departmental collaboration and access to shared information.
2. Set strategic direction for the City in relation to technology, communications, GIS, and other information-related processes, products, or projects.
3. Make information available to both the public and staff, to promote government transparency.
4. Reduce costs and better utilize City resources by implementing tools and processes that save time and/or money.
5. Bring South Padre Island to the forefront of the communication and technology fields.

Information Technology Goals:

1. Manage, maintain, and upgrade the City's technology infrastructure to ensure 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 information, the organization cannot function and staff cannot do their 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.

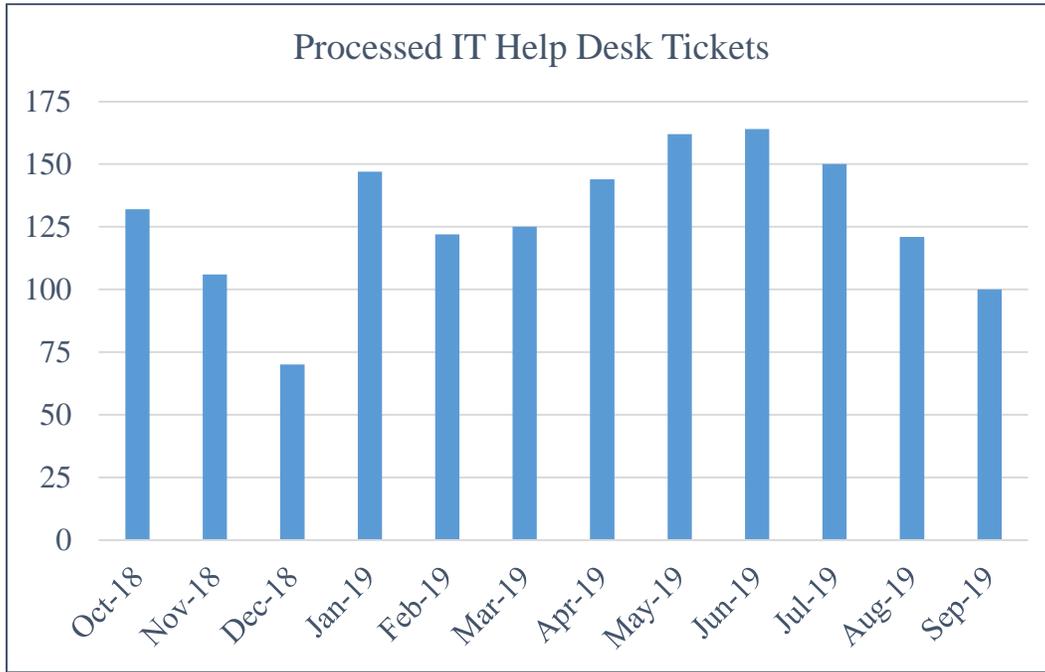
INFORMATION TECHNOLOGY DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Conduct assessment of infrastructure.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter VII Goal 2
Conduct wireless survey for each department.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	NA	Chapter VII Goal 2
Update Disaster Recovery Plan for infrastructure and servers.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	3	Chapter V Goal 1 Objective 1.1 Policy 1.1.1
Reevaluate IP structure.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter VII Goal 2
Implement GPO's for each department.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	NA	Chapter VII Goal 2
Install wireless GPO's in laptops.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	NA	Chapter VI Goal 1 Objective 1.2 Policy 1.2.1 Strategy 1.2.1.3
Obtain wireless networking certifications.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	NA	Chapter VII Goal 2

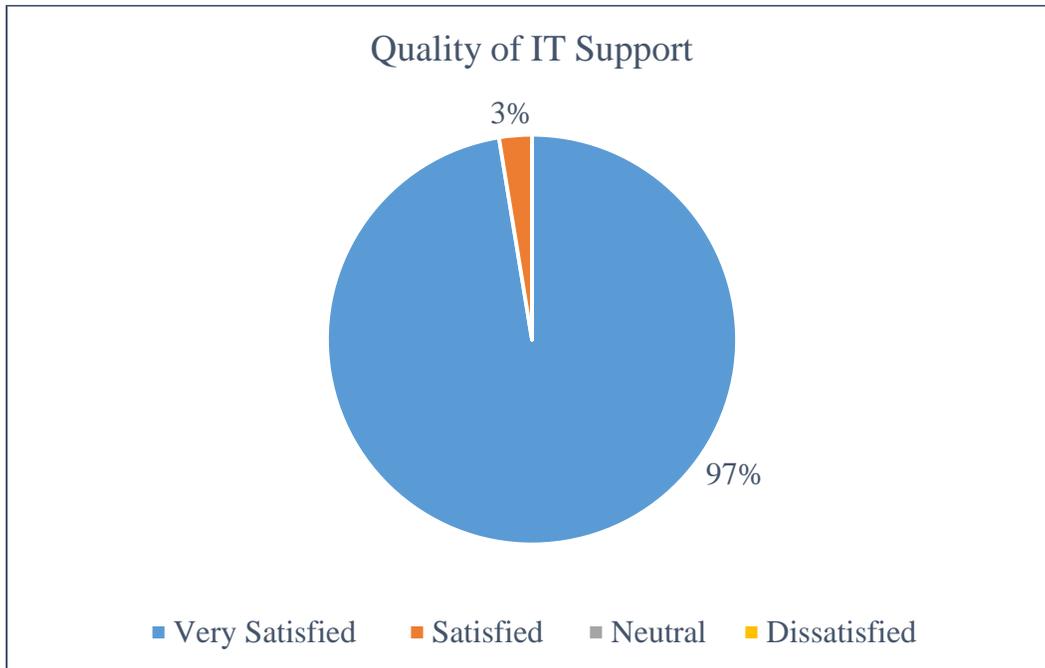
Conduct assessment of Network Security.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter V Goal 1 Objective 1.1 Policy 1.1.1
Install new network drops for EOC.	2020-21	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter VII Goal 2
Install new Sonic Wall for the CVB.	2020-21	V. Martinez	Cost of new Sonic Wall	4	Chapter VII Goal 2
Mid Term - FY 2021-22 & FY 2022-23					
Install new Sonic Wall for the Fire Department.	2021-22	V. Martinez	Cost of new Sonic Wall	4	Chapter VIII Goal 2 Objective 2.1 Policy 2.1.6
Move the Fire Department ISP to Smartcom.	2021-22	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter VIII Goal 2 Objective 2.1 Policy 2.1.6
Install new switches for the Fire Department.	2021-22	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter VIII Goal 2 Objective 2.1 Policy 2.1.6
Acquire a network monitoring software.	2021-22	V. Martinez	Cost of software	3	Chapter VIII Goal 3 Objective 3.2 Policy 3.2.1
Move the CVB ISP to Smartcom.	2021-22	V. Martinez	Personnel related expenses for hours worked on project	4	Chapter VII Goal 2
Implement a secondary domain controller.	2021-22	V. Martinez	Personnel related expenses for hours worked on project	2	Chapter V Goal 1 Objective 1.1 Policy 1.1.1
Long Term - FY 2023-24 & FY 2024-25					
Implement city-wide park WIFI access.	2023-25	V. Martinez	Cost of additional internet	4	Chapter VI Goal 1 Objective 1.2 Policy 1.2.1 Strategy 1.2.1.3
Install audiovisual in Council Chambers.	2023-24	V. Martinez	Cost of equipment	3	Chapter VII Goal 2
Purchase/replace City owned cameras.	2023-25	V. Martinez	Cost of equipment	2	Chapter VIII Goal 3 Objective 3.2 Policy 3.2.1

INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE METRICS

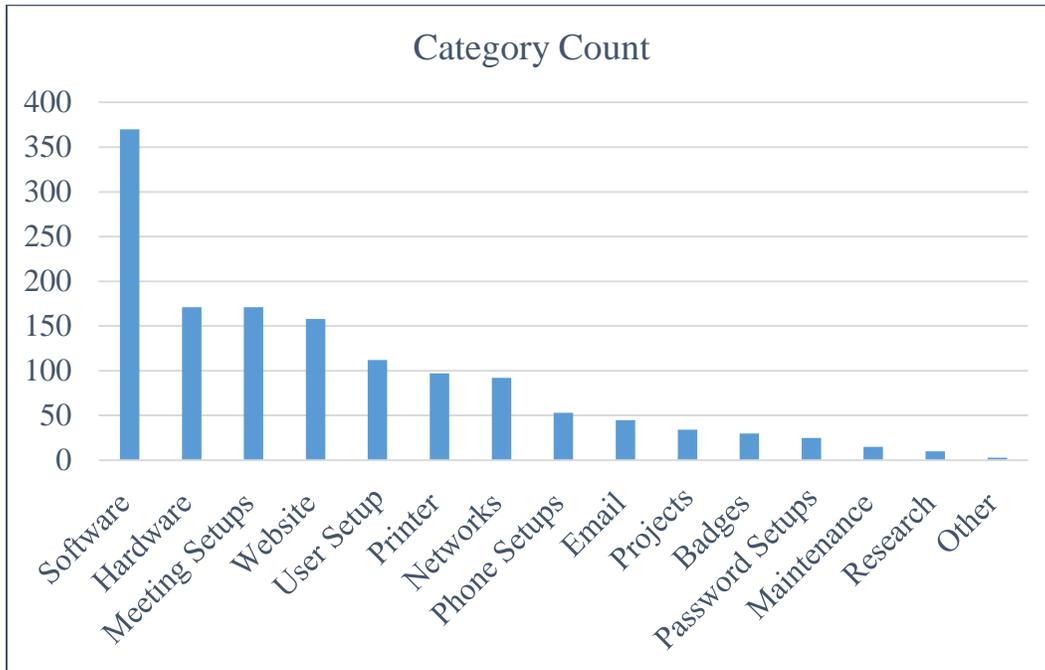
Metric 1:



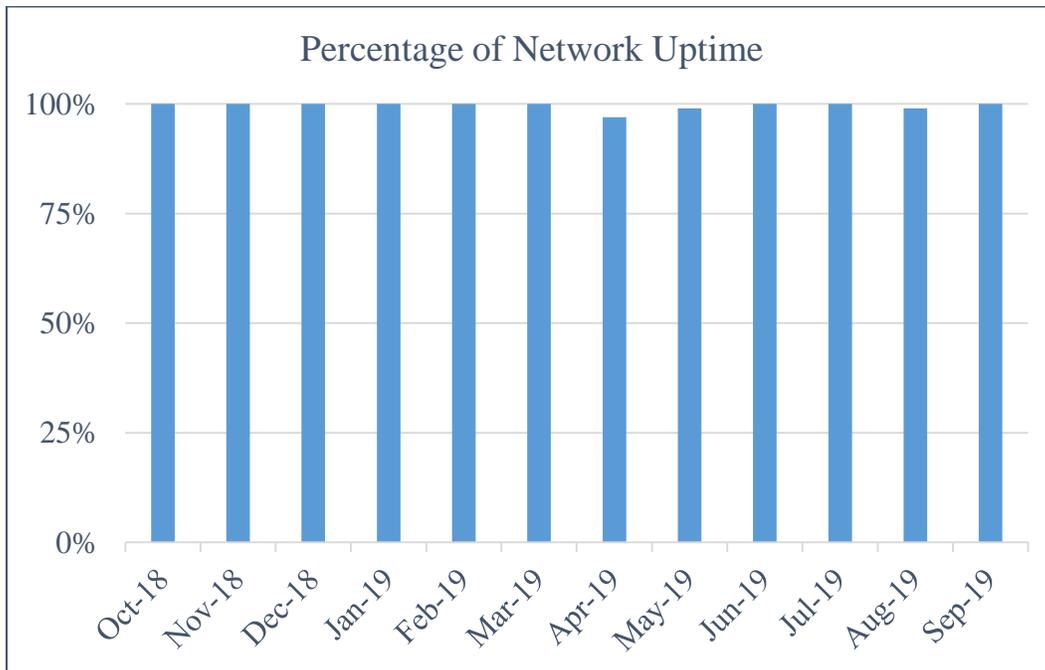
Metric 2:



Metric 3:



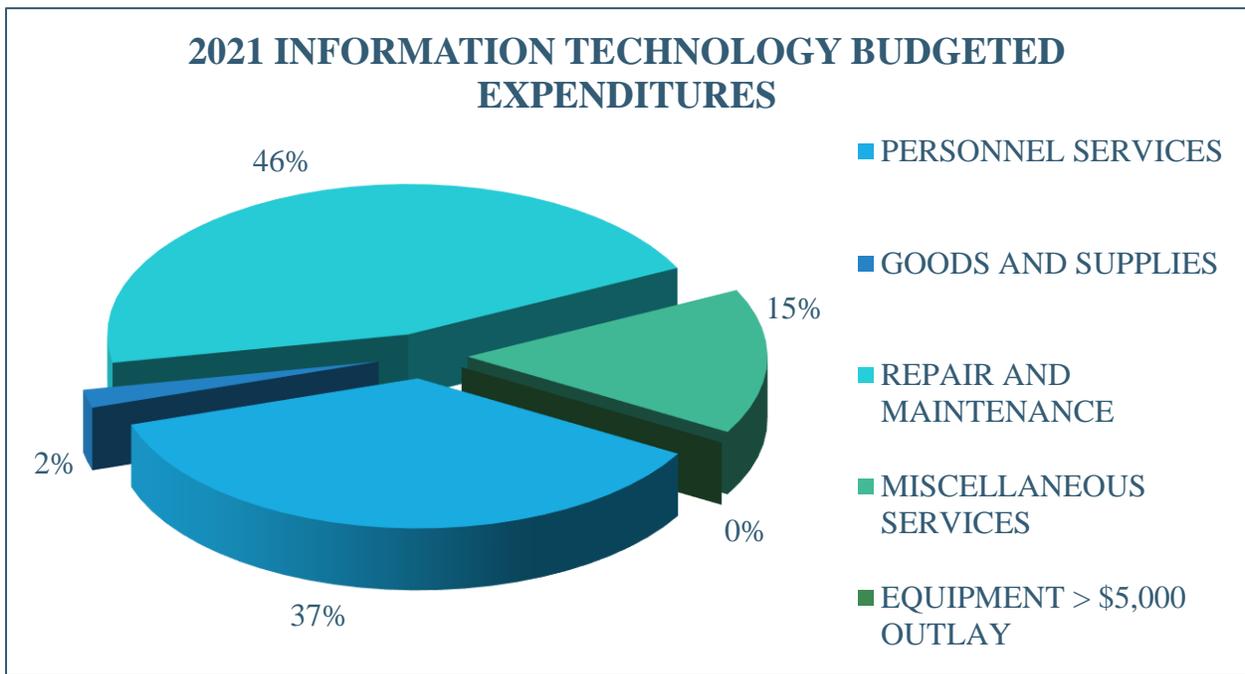
Metric 4:



STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Director	1	1	1	1	1	1
Administrative Assistant	0	0	0.5	1	1	1
Systems Administrator	1	1	1	1	1	1
Systems Coordinator	1	1	1	1	1	1
Network Administrator	0	0	0	1	1	1
Total Positions:	3	3	3.5	5	5	5

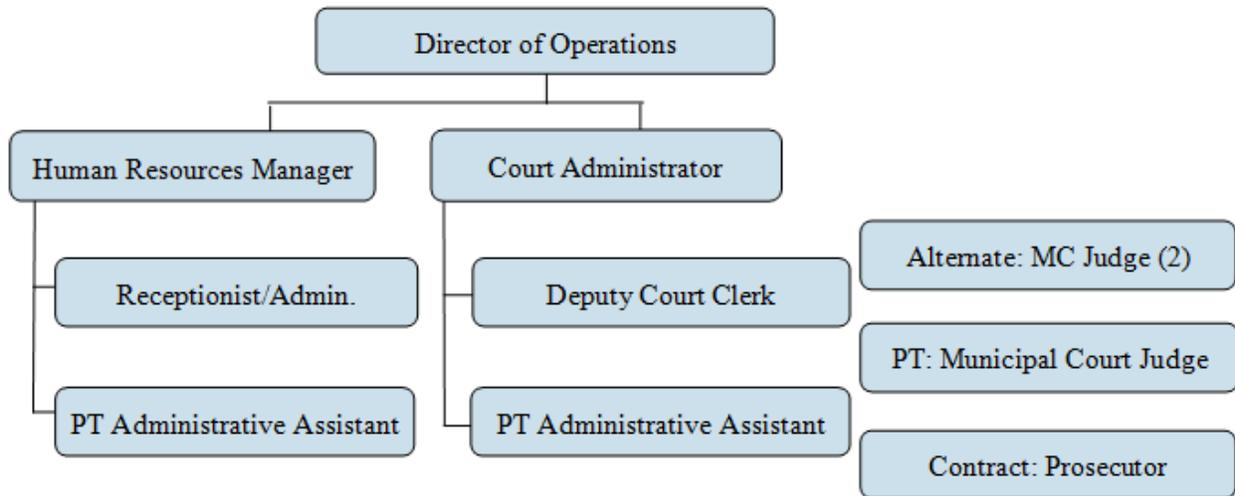
INFORMATION TECHNOLOGY DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND – INFORMATION TECHNOLOGY	2018	2019	2020	2021
PERSONNEL SERVICES	\$212,904	\$218,474	\$211,204	\$230,466
GOODS AND SUPPLIES	5,916	4,003	8,185	12,274
REPAIR AND MAINTENANCE	225,326	231,228	233,719	287,031
MISCELLANEOUS SERVICES	78,040	81,712	87,460	98,094
EQUIPMENT > \$5,000 OUTLAY	30,672	50,000	0	0
TOTAL EXPENDITURES	\$552,858	\$585,416	\$540,568	\$627,865

ADMINISTRATIVE DEPARTMENT – HUMAN RESOURCES DIVISION

ADMINISTRATIVE DEPARTMENT 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, which will enable employees to better serve the citizens of the City of South Padre Island.

Major Goals:

1. Recruitment and Selection
 - a. Recruit qualified and diverse candidates for employment.
 - b. Enhance technology to create more streamlined application procedures.
 - c. Establish, maintain, and monitor successful pre-employment testing programs.
2. Compliance with State and Federal Employment Laws
 - a. Measure and maintain best practices in the areas of equal employment.
 - b. Continue to monitor changing legislation to ensure that policy and practices comply with the law.
3. Employee Benefit Administration
 - a. Collaborate and communicate to employees, retirees, and others to assure that selected benefits are responsive to their needs.
 - b. Ensure timely reporting, enrollment, and processing of employee-benefit related information.
4. Risk Management/Safety
 - a. Ensure that all claims are handled equally and timely.
 - b. 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.
 - c. Ensure the City is in compliance with all State Workers' Compensation laws.
 - d. Continue to decrease the amount of work injuries by providing increased training and awareness.
5. Employee Relations
 - a. Establish and maintain clear and open lines of communication to resolve discrimination or grievance issues and complaints in a fair and equitable manner.
 - b. Create a positive work culture where employees can develop their skills and feel comfortable in the workplace.
6. Training and Development
 - a. 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.
 - b. 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
 - a. Maintain a compensation plan that promotes flexible and sound classification principles.

- b. Continue to research and recommend equitable, consistent, and competitive salaries for City positions.
8. Administrative Services
- a. Create a comprehensive set of clear and specific policies that are understood by the employee and administered correctly.
 - b. 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.
 - c. 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 Human Resources (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 176 full-time equivalents (FTE’s) and an estimated 150 part-time/temporary employees annually.

HUMAN RESOURCES DIVISION STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Strengthen internal department relationships to build friendship in the workplace.	2020-21	A. Sanchez	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter VIII Goals 2 & 3
Create a new compensation plan for City employees that will increase retention and recruitment efforts.	2020-21	W. Delgado	\$40,000	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Update the Employee Handbook.	2020-21	W. Delgado	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter V Goals 1 & 2 & Chapter VIII Goals 1 & 2
Purchase & implement a new HRIS system to increase efficiency & quality of services. (onboarding, recruitment, risk management, performance management, training, etc.)	2020-21	A. Sanchez	\$13,000	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3

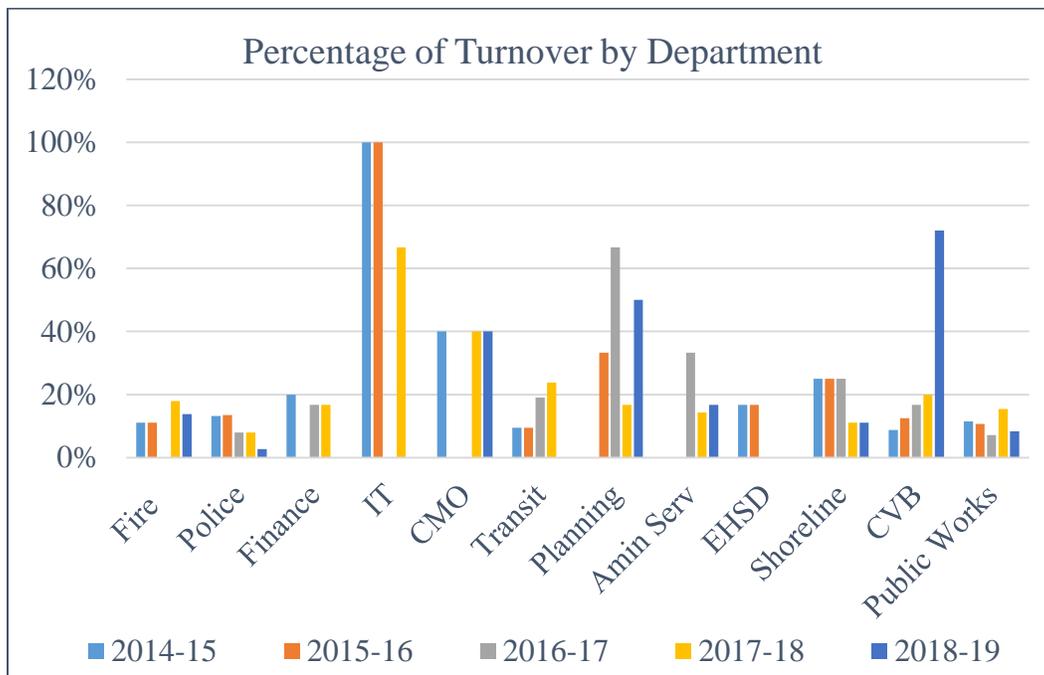
Conduct an annual SWOT analysis and business plan with team.	2020-21	W. Delgado	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter VIII Goals 2 & 3
Review and plan to achieve goals from the Comprehensive Plan.	2020-21	W. Delgado	Personnel related expenses for hours worked on project	N/A	Chapter V Goals 1 & 2, Chapter VII Goals 1 & 2, & Chapter VIII Goals 1 & 2
Conduct monthly department meetings to review business plan project status.	2020-21	W. Delgado	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter VIII Goals 2 & 3
Review customer feedback surveys and address any issues.	2020-21	W. Delgado	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter VII Goal 2
Hold quarterly one-on-ones with each staff member.	2020-21	All Supervisors	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Utilize SPI Connect to provide training to meet employee needs.	2020-21	All Supervisors	\$4,000	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Create professional development plans for all department staff.	2020-21	All Supervisors	Personnel related expenses for hours worked on project	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Encourage department staff to pursue higher education.	2020-21	All Supervisors	\$20,000	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Mid Term - FY 2021-22 & FY 2022-23					
Formalize succession planning.	2022-23	A. Sanchez	To be determined	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Complete record storage project to include a database of all permanent records.	2022-23	A. Sanchez	To be determined	N/A	Chapter V Goal 1 & Chapter VIII Goals 2 & 3
Continue implementing the comprehensive internal employee training program. (created in 2017/2018)	2022-23	W. Saldana	\$6,000	Metrics 1, 2, & 3	Chapter VIII Goals 1, 2, & 3
Long Term - FY 2023-24 & FY 2024-25					

Develop SOP for risk management processes & process maps.	2023-24	W. Delgado	Personnel related expenses for hours worked on project	N/A	Chapter V Goal 1 & Chapter VIII Goals 2 & 3
Develop SOP for human resources processes and process maps.	2023-24	A. Sanchez	Personnel related expenses for hours worked on project	N/A	Chapter V Goal 1 & Chapter VIII Goals 2 & 3
Create a paperless HR environment.	2024-25	A. Sanchez	To be determined	N/A	Chapter V Goal 1 & Chapter VIII Goals 2 & 3

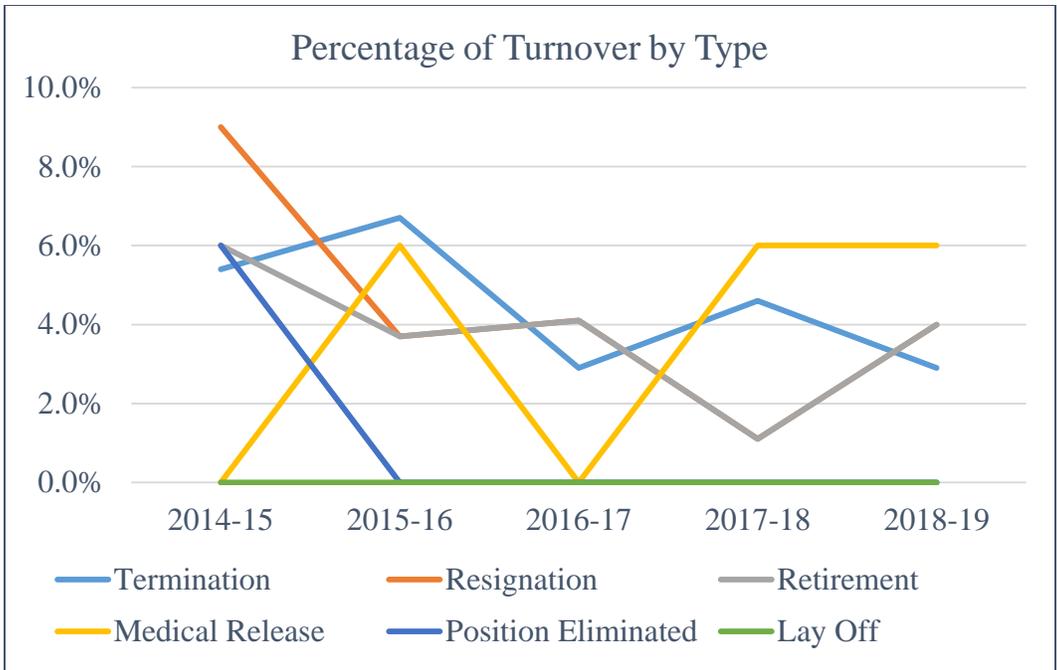
HUMAN RESOURCES DIVISION PERFORMANCE METRICS

Comprehensive Plan Chapter VII Goal 2 Objective 1.2 Policy 1.2.6: City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.

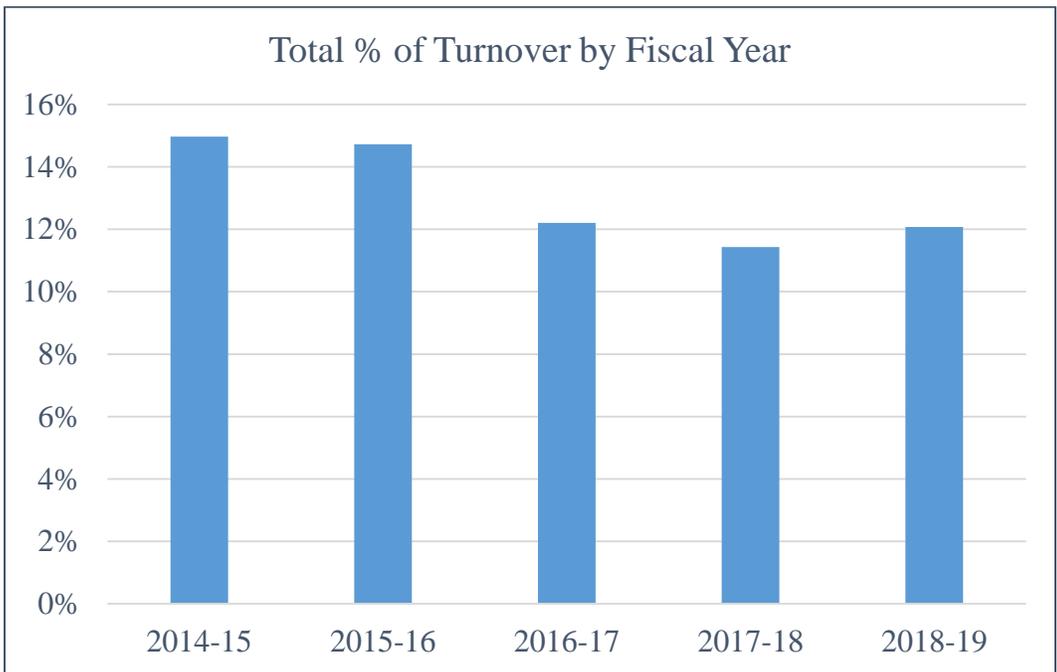
Metric 1:



Metric 2:



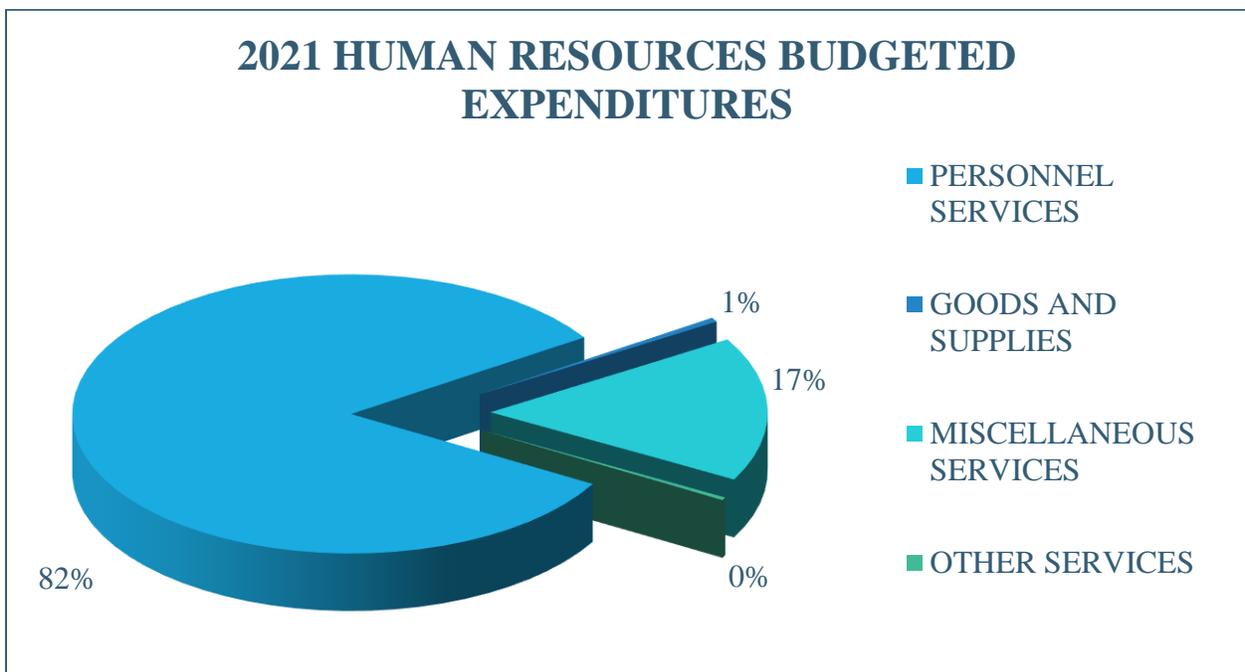
Metric 3:



STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Director of Operations (1/2)	1	0.5	0.5	0	0	0
HR Manager	1	1	1	0	0	0
HR Generalist/Training Coordinator	1	1	1	1	1	1
Receptionist/HR Associate	0	1	1	1	1	1
HR Director	0	0	0	1	1	1
Total Positions:	3.5	3.5	3.5	3	3	3

HUMAN RESOURCES DIVISION BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - HUMAN RESOURCES	2018	2019	2020	2021
PERSONNEL SERVICES	\$218,051	\$221,418	\$234,486	\$241,446
GOODS AND SUPPLIES	2,032	3,522	1,500	1,500
MISCELLANEOUS SERVICES	44,815	44,191	50,788	48,980
OTHER SERVICES	2,767	875	4,000	1,000
TOTAL EXPENDITURES	\$267,665	\$270,006	\$290,774	\$292,926

ADMINISTRATIVE DEPARTMENT – MUNICIPAL COURT DIVISION

The Municipal Court Division'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 Division activities.
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.

Marshal's Office

The City Marshal's Office is a law enforcement agency that performs duties related to the efficient functioning of the Municipal Court. Our mission is to maintain the trust and confidence of our community by investing all available resources into court security and fugitive apprehension. We strive to maintain and strengthen our partnerships with local and state law enforcement agencies. The Marshal's Office is dedicated to serve the community with the highest level of professionalism, integrity and ethical standards.

Our Planning Indicators and Focus:

The planning indicators monitored by the Municipal Court Division 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.

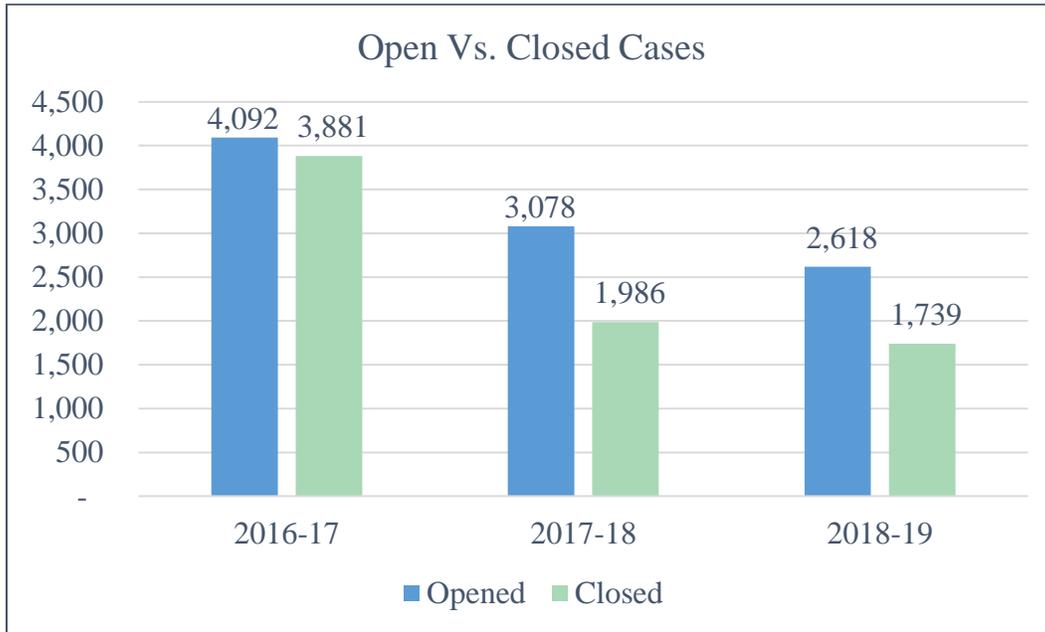
Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Continue participating in the Annual Warrant Round-Up.	2020-21	C. Vasquez	\$2,000	Metric 2	Chapter VII Goal 2 & Chapter VIII Goal 3
Continue to implement a Municipal Court community outreach program. (National Night Out, MC Week, Mock Trial)	2020-21	C. Vasquez	\$100 – Mock Trial	N/A	Chapter VII Goal 2 & Chapter VIII Goal 3
Conduct annual SWOT analysis and business plan with team.	2020-21	W. Delgado & C. Vasquez	\$100	Metrics 1 & 2	Chapter VIII Goals 2 & 3
Review and plan to achieve goals from the Comp plan.	2020-21	W. Delgado & C. Vasquez	Personnel related expenses for hours worked on project	Metrics 1 & 2	Chapter V Goals 1 & 2, Chapter VII Goals 1 & 2, & Chapter VIII Goals 1, 2, & 3
Conduct monthly department meetings to review business plan project status.	2020-21	W. Delgado & C. Vasquez	Personnel related expenses for hours worked on project	Metrics 1 & 2	Chapter VIII Goals 2 & 3
Review customer feedback surveys and address issues.	2020-21	C. Vasquez	Personnel related expenses for hours worked on project	N/A	Chapter VII Goals 2
Conduct a Municipal Court operations audit by 3rd party.	2020-21	C. Vasquez	\$5,000	Metrics 1 & 2	Chapter VII Goal 2 & Chapter VIII Goal 3
Hold monthly one on ones with each staff member.	2020-21	W. Delgado & C. Vasquez	Personnel related expenses for hours worked on project	N/A	Chapter VIII Goals 1, 2, & 3
Update and enhance online services for the public-related to the SPI courts (collections).	2020-21	O. Olguin	Personnel related expenses for hours worked on project	Metrics 1 & 2	Chapter VII Goal 2 & Chapter VIII Goal 3
Research new technology that may assist with court collections.	2020-21	O. Olguin	Personnel related expenses for hours worked on project	Metric 2	Chapter VII Goal 2 & Chapter VIII Goal 3

Increase court collections/research and utilize all programs to the fullest	2020-21	O. Olguin	\$15,000 Collection Services; \$962 Dues & Memberships	Metric 2	Chapter VII Goal 2 & Chapter VIII Goal 3
Mid Term - FY 2021-22 & FY 2022-23					
Continue building relationships in the community and with local law enforcement agencies, developing partnerships to aid in collections.	2021-23	O. Olguin	To be determined	Metric 2	Chapter VII Goal 2 & Chapter VIII Goal 3
Complete the DMAIC related to City Hall building security and provide a recommendation to the City Manager for improvement.	2022-23	O. Olguin	Personnel related expenses for hours worked on project	N/A	Chapter III Goal 3
Reviewing documents related to building security assessments and developing plan for moving forward.	2022-23	O. Olguin	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 2 & Chapter VIII Goal 3
Long Term - FY 2023-24 & FY 2024-25					
Develop SOP's for Municipal Court processes & process maps.	2023-24	C. Vasquez	Personnel related expenses for hours worked on project	Metrics 1 & 2	Chapter VII Goal 2 & Chapter VIII Goal 3
Develop SOP's for Marshall's Office processes & process maps.	2023-24	O. Olguin	Personnel related expenses for hours worked on project	Metrics 1 & 2	Chapter VII Goal 2 & Chapter VIII Goal 3

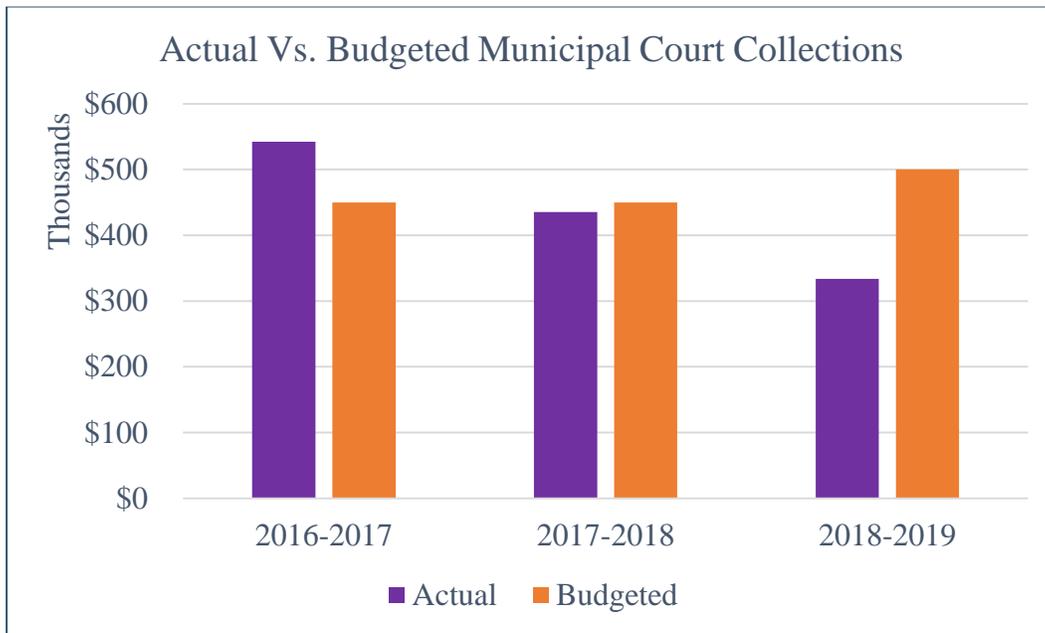
MUNICIPAL COURT DIVISION PERFORMANCE METRICS

Comprehensive Plan Chapter VII Goal 2 Objective 1.2 Policy 1.2.6: City staff and elected officials shall be committed to fulfill their obligations to provide high-quality services and leadership.

Metric 1:



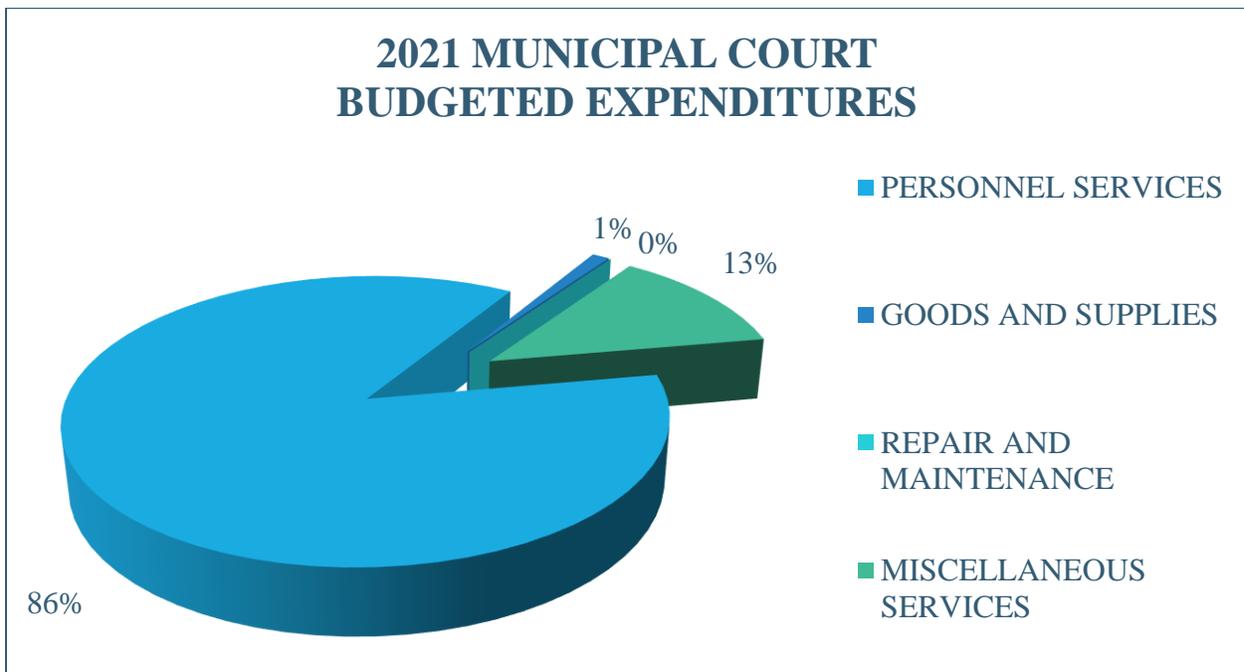
Metric 2:



STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Court Administrator	1	1	1	1	1	1
Deputy Court Clerk	1	1	1	1	1	1
Part-Time Admin	1	1	1	1	1	1
Chief Marshal	1	1	1	1	1	1
Total Positions:	4	4	4	4	4	4

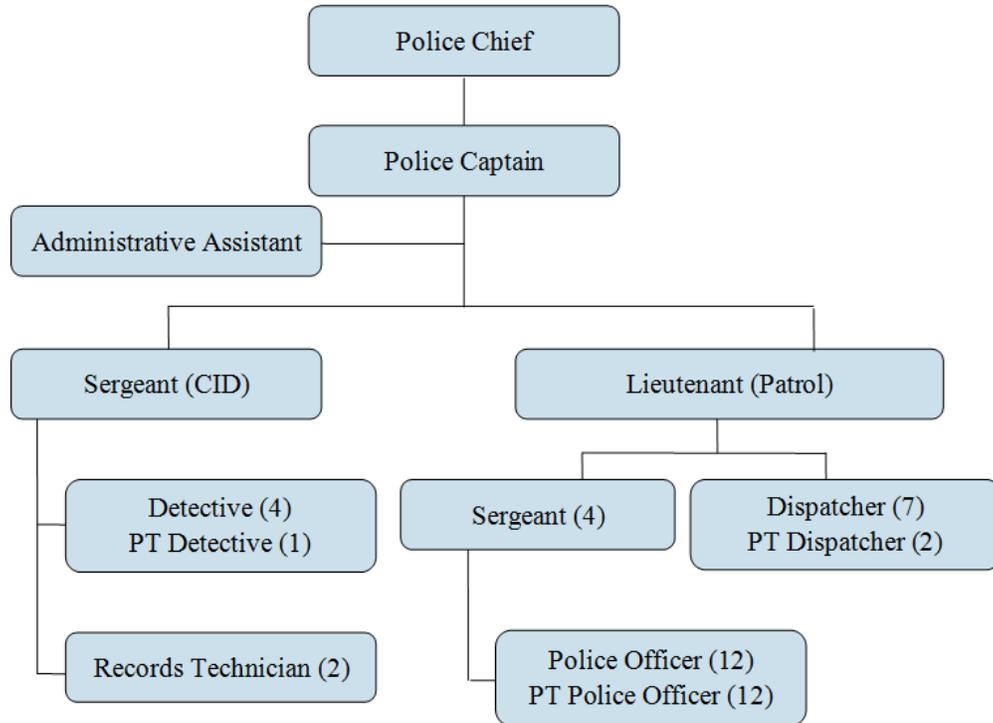
MUNICIPAL COURT DIVISION BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - MUNICIPAL COURT	2018	2019	2020	2021
PERSONNEL SERVICES	\$146,935	\$163,358	\$251,699	\$267,037
GOODS AND SUPPLIES	2,372	2,126	6,231	3,450
REPAIR AND MAINTENANCE	0	526	0	0
MISCELLANEOUS SERVICES	29,276	33,528	39,583	38,683
TOTAL EXPENDITURES	\$178,583	\$199,538	\$297,513	\$309,170

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, both reactively and proactively.*
- **Special Operations:** *Training – Marine Patrol – Domestic Violence, SWAT, Mental Health*
- **Records Division:** *Police Reports – Stats – Taxi – Golf Carts – Wreckers*
- **CID:** *Investigations – Jail – Internal Affairs*
- **Dispatch:** *Communication – Police – Fire – Code Enforcement – Wave – Public Works*
- **Jail:** *Temporary Holding Facility*

Major Goals:

1. Continually evaluate overall operations for needed enhancements and/or benefits to the City.
2. Continue working on living-documents: The Department’s Policies and Procedures and SOP’s as set by the TPCA Recognition best practices.
3. Continue our efforts of proactive policing techniques vs. reactive. (i.e. narcotics buys, bait board / Yeti cooler stings, etc.).
4. Train a few more police officers as EMTs.
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, each year our call volume continues to rise. Research indicates our call volume increases approximately 10-15% yearly. Another indicator includes the number of cars traveling over the causeway annually. We are also impacted with special events, wherein we provide traffic assistance and security.

POLICE DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Continue staff development and training by conducting periodic one on ones, developing teambuilding techniques, & developing a strategic training plan.	2020-21	Chief of Police, Captain, Lieutenant, & Sergeants	Training expense \$7,350 & Travel Expense \$12,000	Training & Travel Expense	Chapter VIII Goal 3 Objective 3.1 Policy 3.1.1
Continue working with lobbyist and Chiefs Association to combat bad laws.	2020-21	Chief of Police	Chiefs Association Dues & Membership \$500	N/A	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1
Building part time staff to support regular staff.	2020-21	Captain, Lieutenant, & Sergeants	Temp Employees Budget \$150k (Fund 01) & \$55,000 (Fund 60)	Temporary Employees Expense	Chapter VIII Goal 3 Objective 3.3

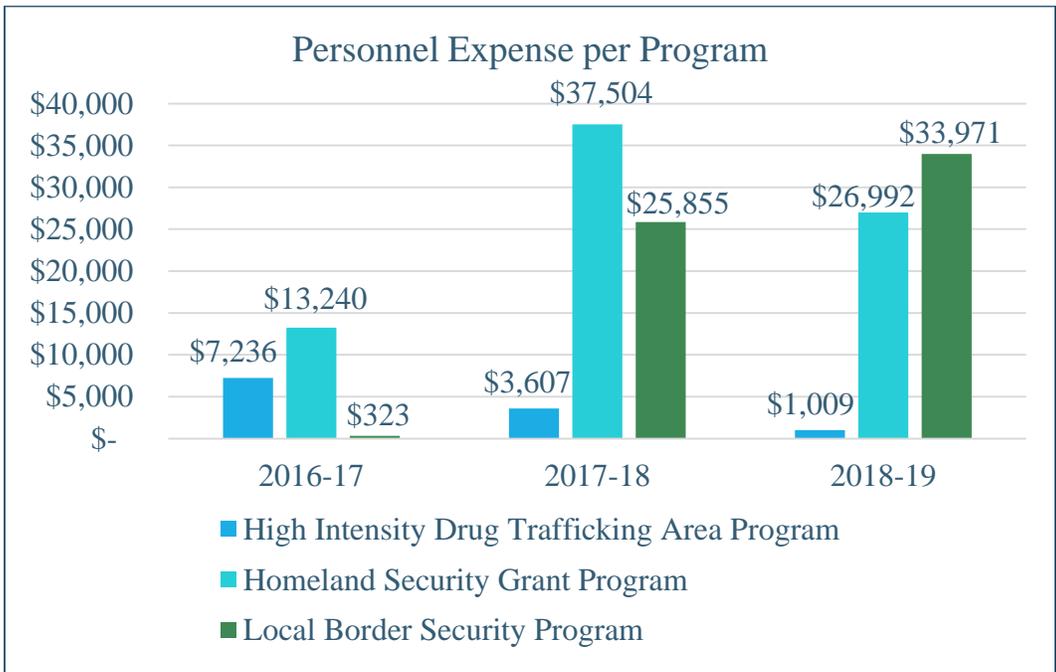
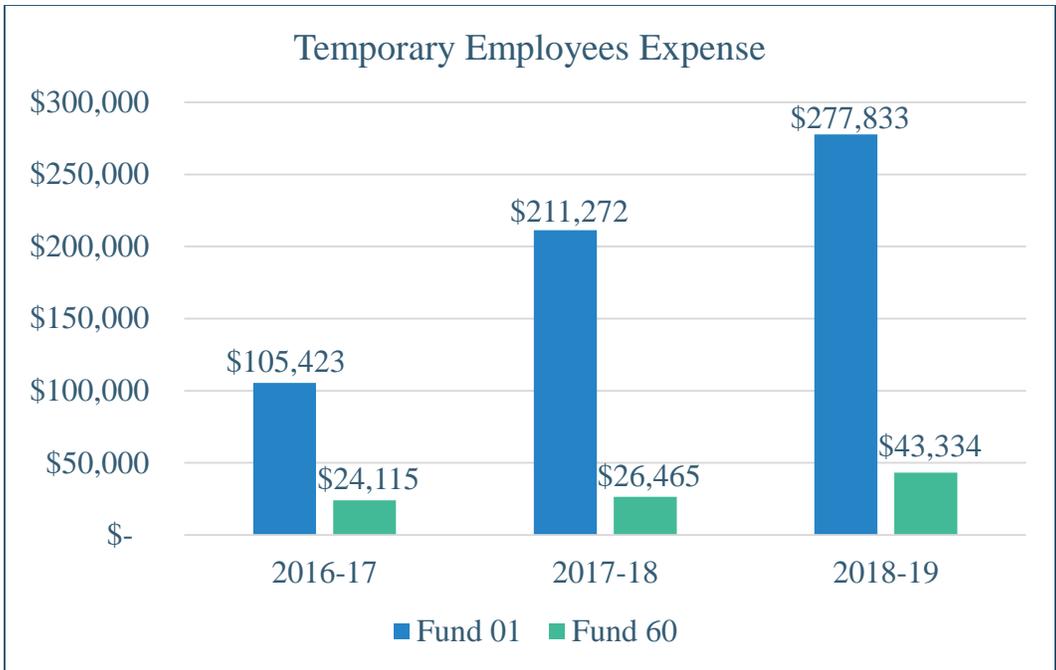
Continue working on relationships and networking with outside agencies as unified partners.	2020-21	Chief of Police & Lieutenant	No impact as personnel expense related to staff assigned to task forces are reimbursed	Involvement with High Intensity Drug Trafficking Area Program, Homeland Security Grant Program, & Local Border Security Program	Chapter VIII Goal 3
Search for new suitable grants and maintain current ones.	2020-21	Captain, Lieutenant, & Sergeants	Personnel related expenses for hours worked on project	Grant Revenue	Chapter VIII Goal 3
Continue building relationships city-wide and maintaining community trust.	2020-21	All Staff	Meetings/events budget \$1,000	Number of Calls for Service, Arrests, & Incidents Processed	Chapter VIII Goal 3 Objective 3.1 Policy 3.1.1
Employ technology and equipment enhancements to improve data accuracy in criminal activity reporting/record keeping and processing.	2020-21	Chief of Police & IT Department	\$5,474 for 3 bodycams, \$3,600 to replace 4 dispatch computers, & \$24,000 for two new ATVs	N/A	Chapter VIII Goal 3 Objective 3.2 Policy 3.2.1
Mid Term - FY 2021-22 & FY 2022-23					
Monitor progress, evaluate, and update SWOT.	2021-22	Chief of Police & Lieutenant	Personnel related expenses for hours worked on project	Annual mid-year review & new fiscal year business plan	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1
Evaluate benchmarks for updating purposes.	2021-22	Chief of Police & Lieutenant	Personnel related expenses for hours worked on project	Annual mid-year review & new fiscal year business plan	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1
Embrace Texas Police Chiefs Association (TPCA) Best Practices.	2021-23	Chief of Police	To be determined – current dues for membership are \$3.00 per \$1,000 of annual salary for the Chief of Police	N/A	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1-1
Updated SOPs for Key Processes.	2021-23	Chief of Police & Lieutenant	Personnel related expenses for hours worked on project	N/A	Chapter VIII Goal 3 Objective 3.3

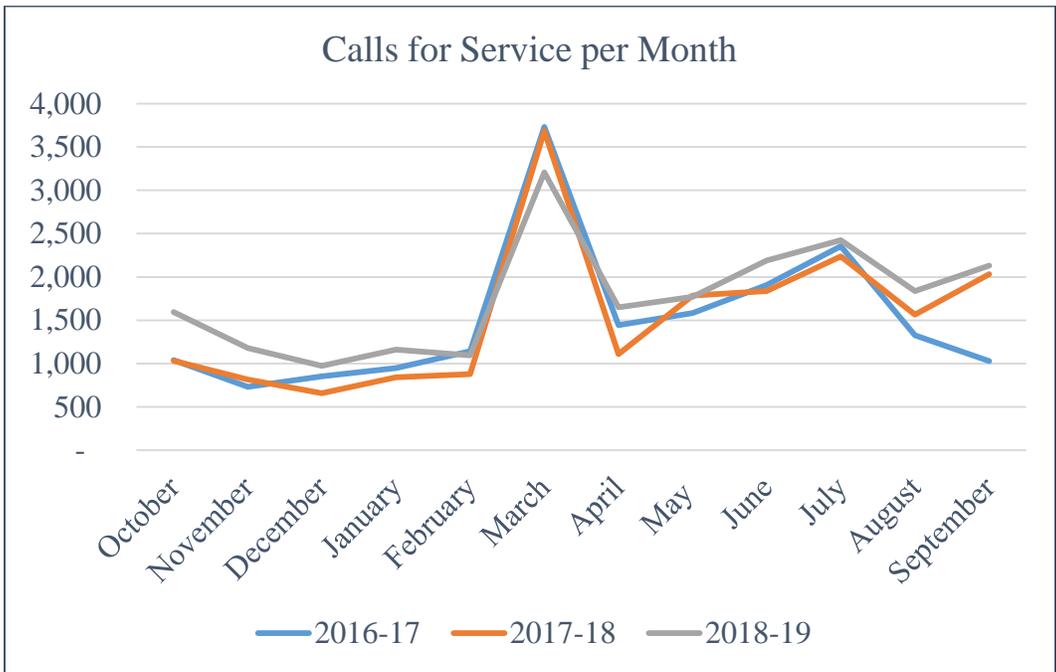
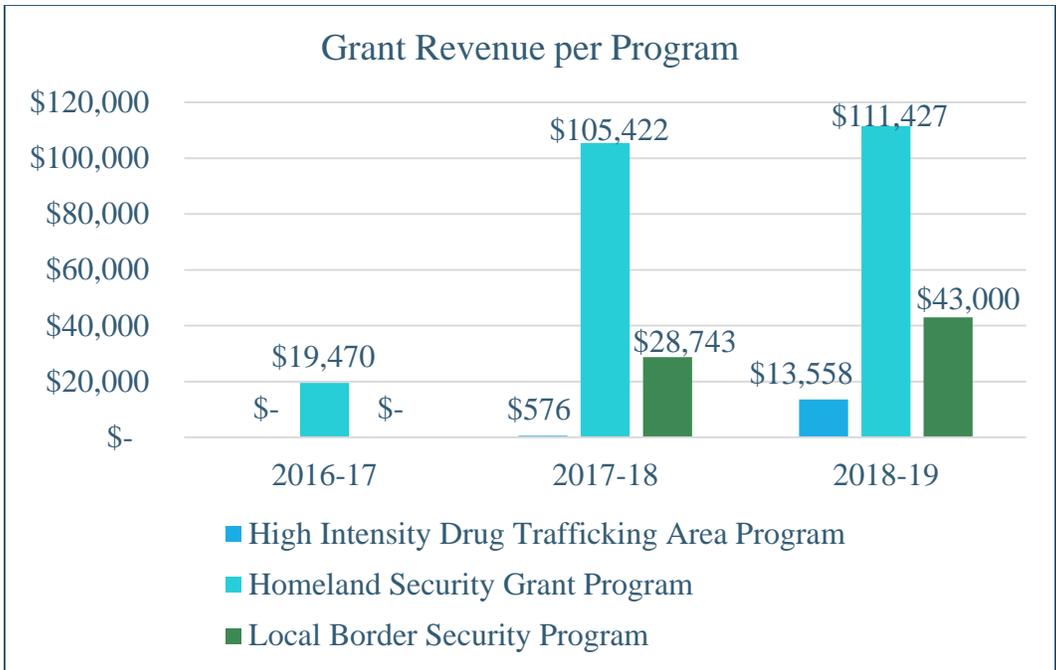
Long Term - FY 2023-24 & FY 2024-25					
Upgrade Jail / Holding Facility Security and Cameras	2023-25	Chief of Police	To be determined as this project is in the proposal phase	N/A	Chapter VIII Goal 1 Objective 1.1 Policy 1.1.1

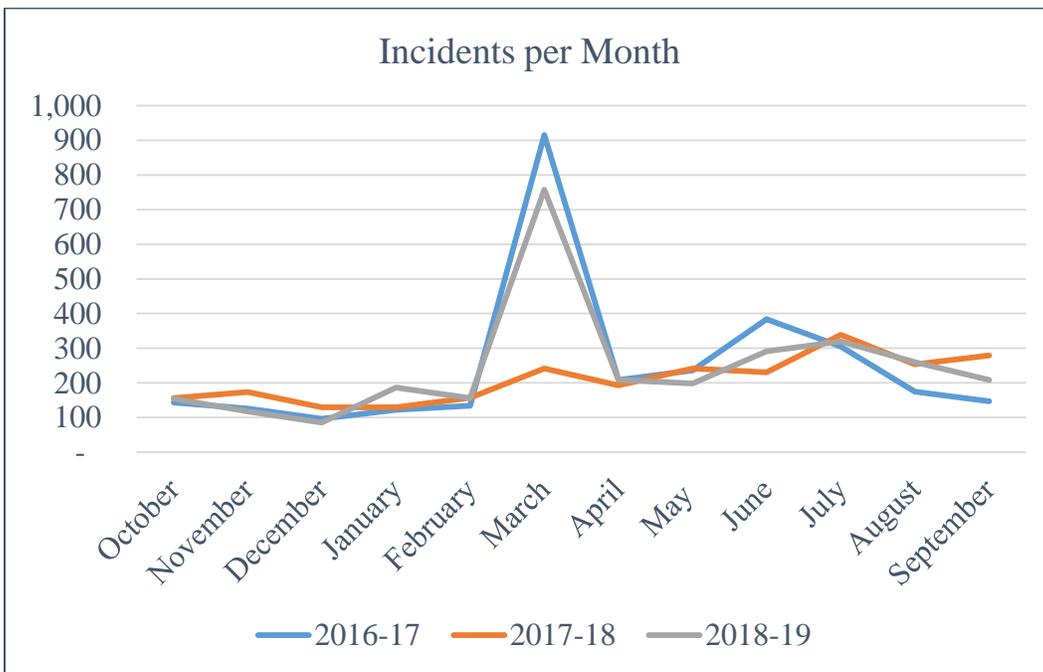
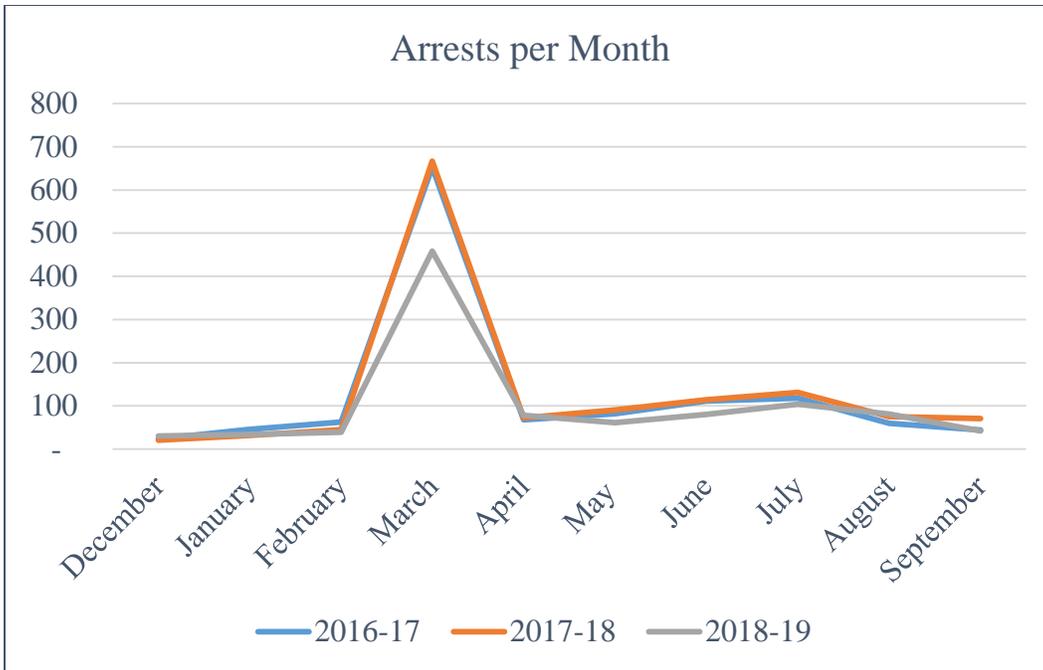
POLICE DEPARTMENT PERFORMANCE METRICS

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





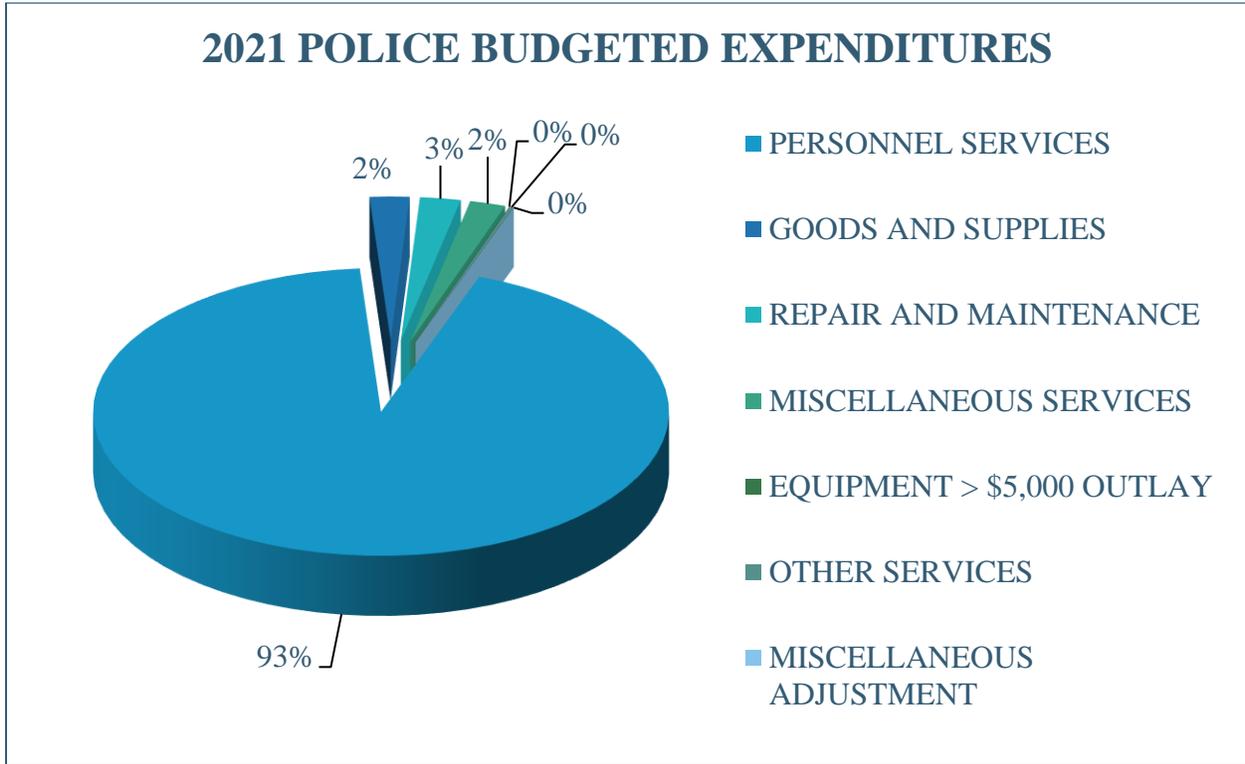




STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Police Chief	1	1	1	1	1	1
Police Captain	1	1	1	1	1	1
Police Lieutenant	1	1	1	1	1	1
Police Patrol Sergeants	4	4	4	4	4	4
Police Officers	16	16	18	18	18	20
Police Officer assigned to Tropical Texas	1	1	1	1	1	1
Police Community Resource officer	0	1	1	1	1	1
Police Investigations Sergeant	1	1	1	1	1	1
Police Detectives	4	4	4	4	4	5
Police Detective assigned to HIDTA	1	1	1	1	1	1
Part time Police Detective	1	1	1	1	1	1
Part time Police Officers Active	14	14	14	14	14	14
Part time Police Officers Inactive	1	1	1	1	1	0
Police TAC Operator	1	1	1	1	1	1
Police Dispatch Supervisor	0	0	1	1	1	1
Police Dispatchers	7	7	7	8	8	8
Police Part-time Dispatchers	1	1	2	2	2	2
Admin Asst. to Chief	1	1	1	0	0	0
Executive Assistant to Chief and Administration	0	0	0	1	1	1
Records Technicians	2	2	2	1	1	1
Office manager for records /investigations	0	0	0	1	1	1
Part time records technician filing clerk	0	0	0	1	1	1
Total Positions:	58	59	63	65	65	67

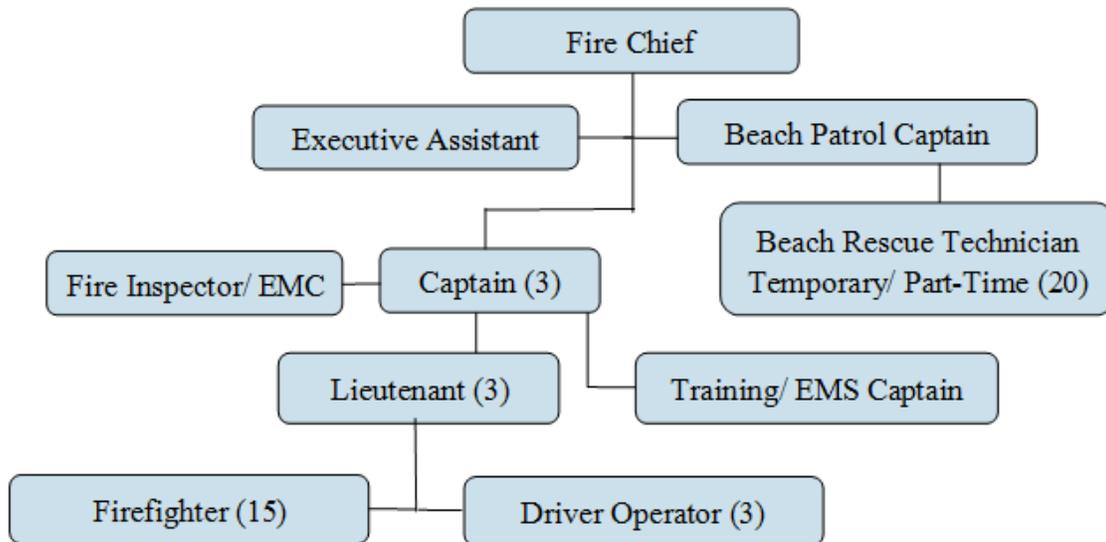
POLICE DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - POLICE	2018	2019	2020	2021
PERSONNEL SERVICES	\$2,798,580	\$2,913,235	\$2,845,609	\$2,944,366
GOODS AND SUPPLIES	118,571	75,832	81,607	70,700
REPAIR AND MAINTENANCE	57,491	61,852	71,306	72,156
MISCELLANEOUS SERVICES	45,321	42,273	47,893	63,133
EQUIPMENT > \$5,000 OUTLAY	88,565	10,890	16,824	0
OTHER SERVICES	0	6,370	6,500	6,500
MISCELLANEOUS ADJUSTMENT	63,062	63,062	63,062	0
TOTAL EXPENDITURES	\$3,171,590	\$3,173,514	\$3,132,801	\$3,156,855

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, no matter what the emergency is that day.

Major Goals:

1. Leadership: Develop the leadership abilities of South Padre Island Fire Department employees at all levels.
2. Employee Development: Create an employee development program to give employees and supervisors tools for improvement. Enhance EMS Operations to meet demand for service.
3. Health and Safety: Provide for the health and safety of all South Padre Island Fire Department employees.
4. Emergency Medical Services: Continue to research and develop creative response alternatives to enhance EMS Operations to meet the increased demand for service.
5. Community Outreach and Partnerships: Foster community outreach and agency partnerships to strengthen department services.
6. 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 the effectiveness of the current use of resources and serves as a benchmark for future needs.

FIRE DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

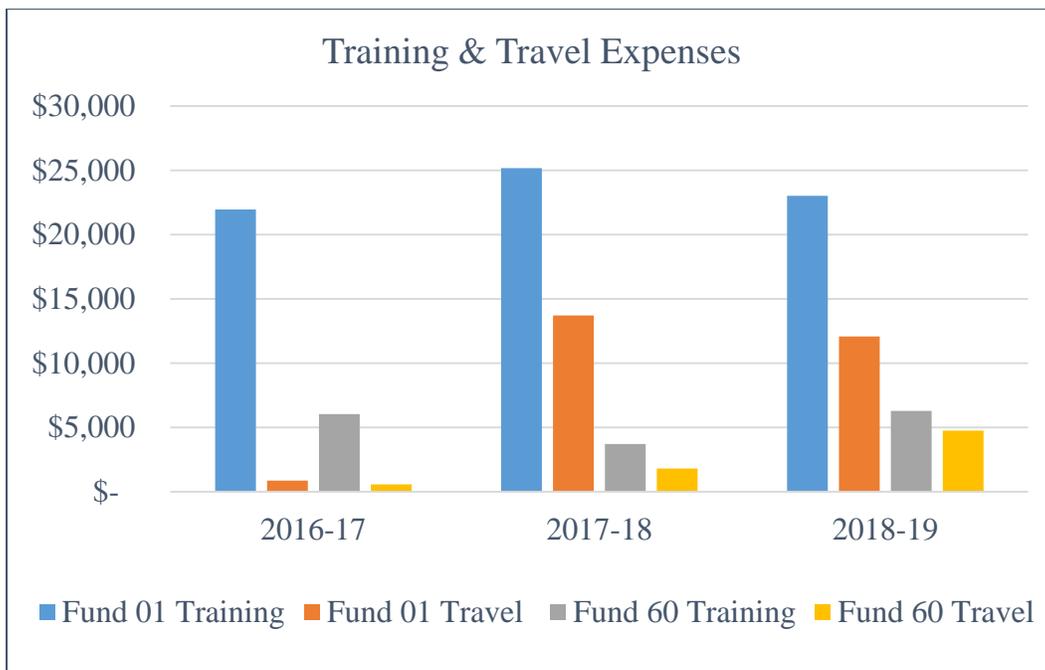
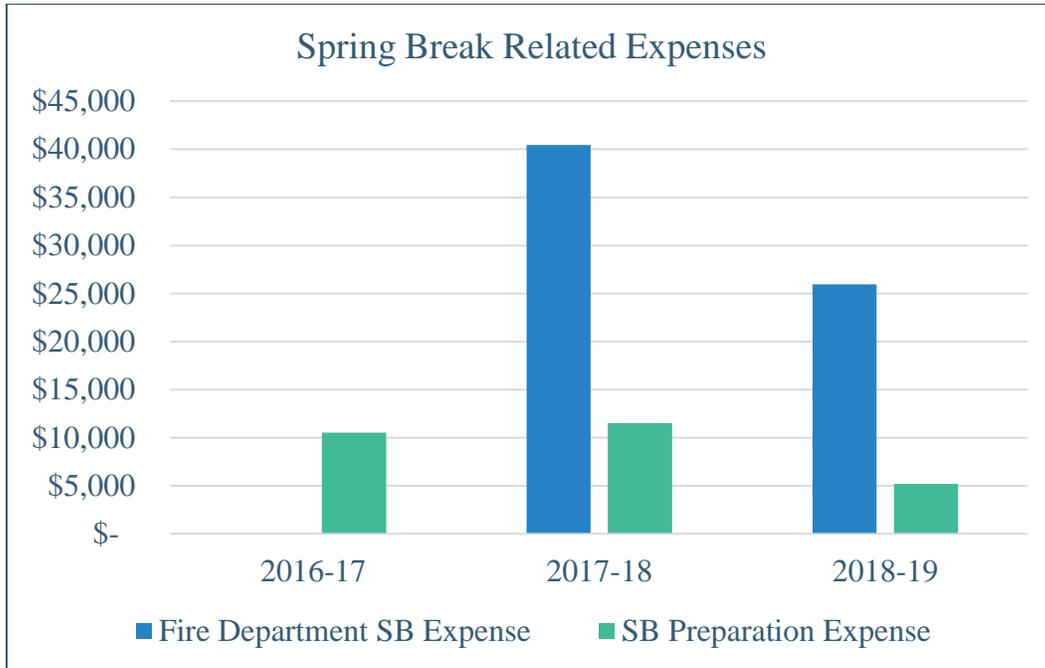
Project Description	Fiscal Year- Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Review & refine hurricane plans.	2020-21	J. Pigg	Personnel related expenses for hours worked on project	Updated hurricane plans	Chapter IV, Goal 1
Monitor pier and evaluate plans for protection.	2020-21	J. Pigg	Personnel related expenses for hours worked on project	N/A	Chapter IV, Goal 2, Objective 2.1, Policy 2.1.5
Continue Spring Break planning year-round.	2020-21	J. Pigg	\$25,000	Spring Break expenses	Chapter VIII, Goal 1
Seek community feedback.	2020-21	R. Zapata	N/A	N/A	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.3
Widen area of help via community volunteers (wave watchers & surfers).	2020-21	J. Pigg	N/A	N/A	Chapter VIII, Goal II, Objective 2.3, Policy 2.3.1

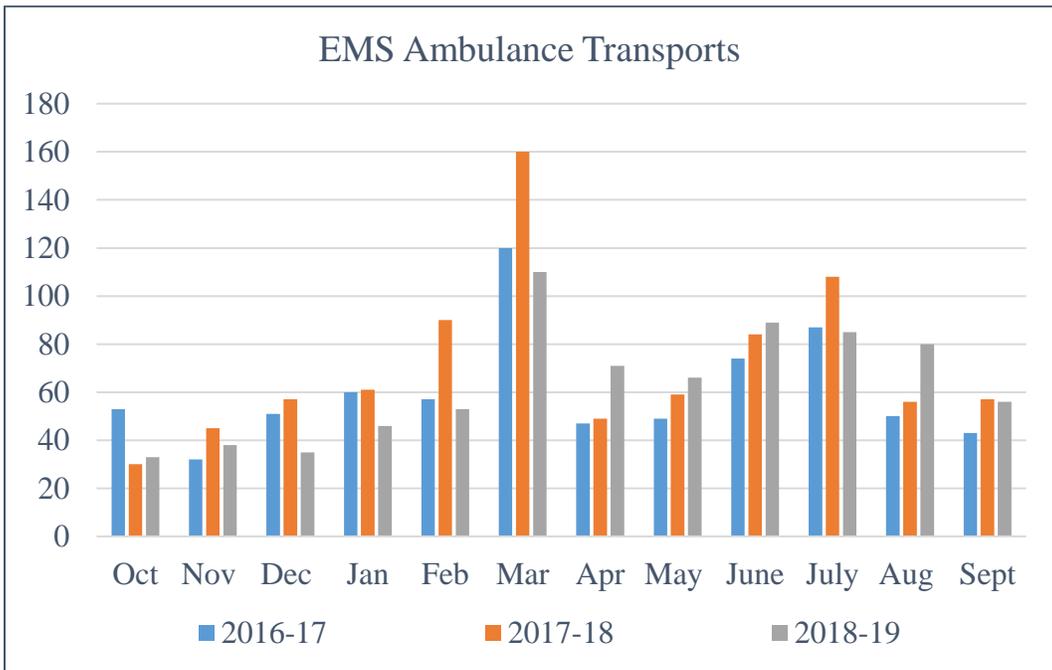
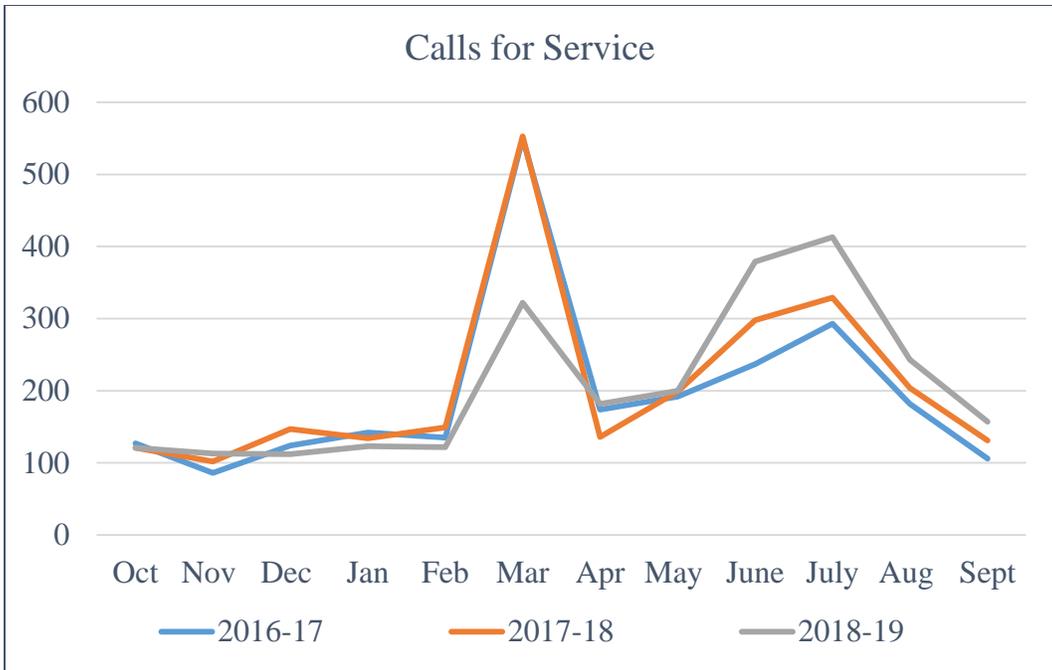
Continue to build tracking tools.	2020-21	O. Garcia	Personnel related expenses for hours worked on project	Calls for Service, EMS Ambulance Transports, Fire Incidents, & Drownings	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6.1
Improve professional development through training and creating motivating promotional pathways.	2020-21	J. Pigg	Training expense \$37k (Fund 01) & \$10k (Fund 60) & travel expense \$10k (01) & \$3k (60)	Training & travel expenses	Chapter VIII, Goal II, Objective 2.2, Policy 2.2.1
Conduct fire hydrant evaluation and prepare replacement/improvement plan.	2020-21	J. Pigg	Estimated replacement/improvement cost of \$50,000	# of hydrants evaluated/replaced/improved	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.1, Strategy 2.1.1.3
Research/seek/obtain medical supplemental funding.	2020-21	O. Garcia	Personnel related expenses for hours worked on project	Grant revenue	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6.1
Enforce the fire code on longtime violators.	2020-21	J. Pigg	Personnel related expenses for hours worked on project	# of violators brought to compliance	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6
Prepare and provide Annual Fire Department Report.	2020-21	J. Pigg	Personnel related expenses for hours worked on project	Annual Fire Department Report	Chapter VIII, Goal 1, Objective 1.1
Ensure safe propane tank installation and maintenance.	2020-21	J. Pigg	Personnel related expenses for hours worked on project	N/A	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.5, Strategy 2.1.5.1
Conduct dispatch notification upgrade.	2020-21	O. Garcia	IT personnel related expenses for hours worked on project	N/A	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6.1
Install and implement station notification PA system.	2020-21	J. Pigg	\$500	N/A	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6.1

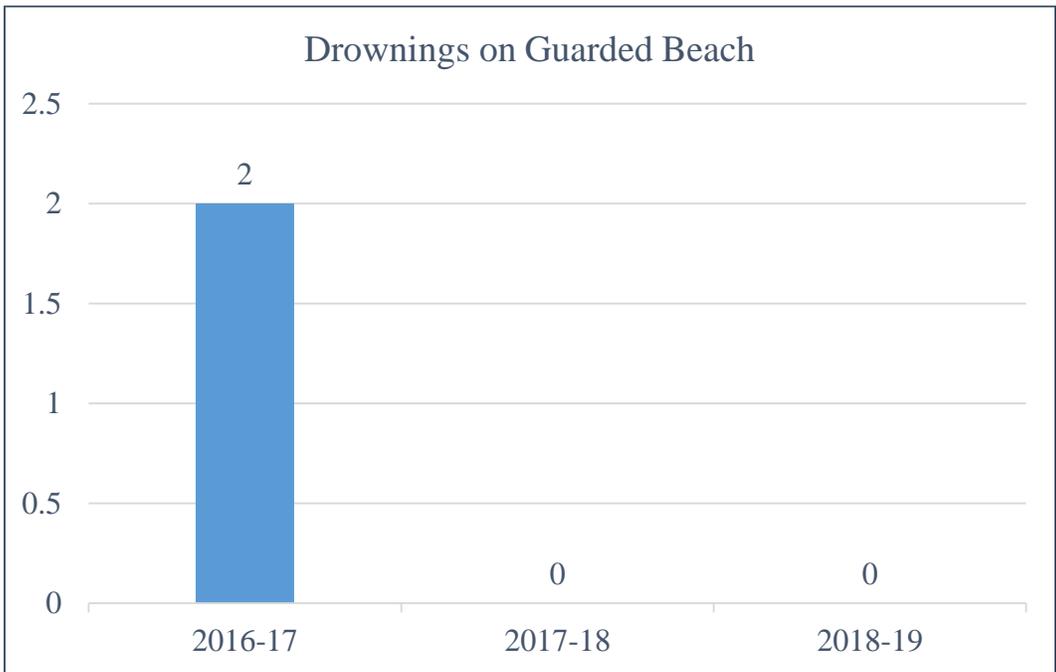
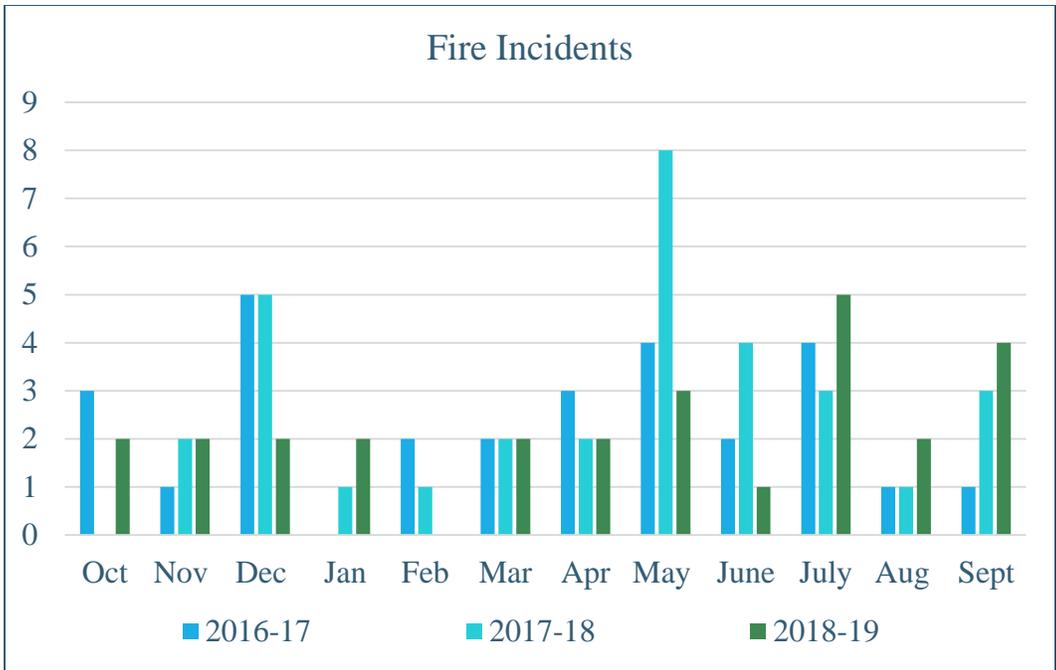
Mid Term - FY 2021-22 & FY 2022-23					
Monitor progress, conduct annual SWOT analysis, & update business plan.	2021-22	J. Pigg	Personnel related expenses for hours worked on project	Annual mid-year review & new fiscal year business plan	Chapter VIII, Goal 1, Objective 1.1
Execute self-contained breathing apparatus (SCBA) replacement plan.	2022-23	J. Pigg	Estimated to be \$41,000	N/A	Chapter VIII, Goal II, Objective 2.3
Obtain a fire/diver/rescue Boat via grant program.	2021-23	J. Pigg	Estimated to be \$150,000	N/A	Chapter VIII, Goal II, Objective 2.3
Long Term - FY 2023-24 & FY 2024-25					
Implement a Cameron County Consolidated EMS Dispatch via a grant program and collaboration with Cameron County EMS providers (5).	2023-25	J. Pigg	Estimated to be a total \$500,000 with \$100,000 to be SPI's portion	N/A	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6.1

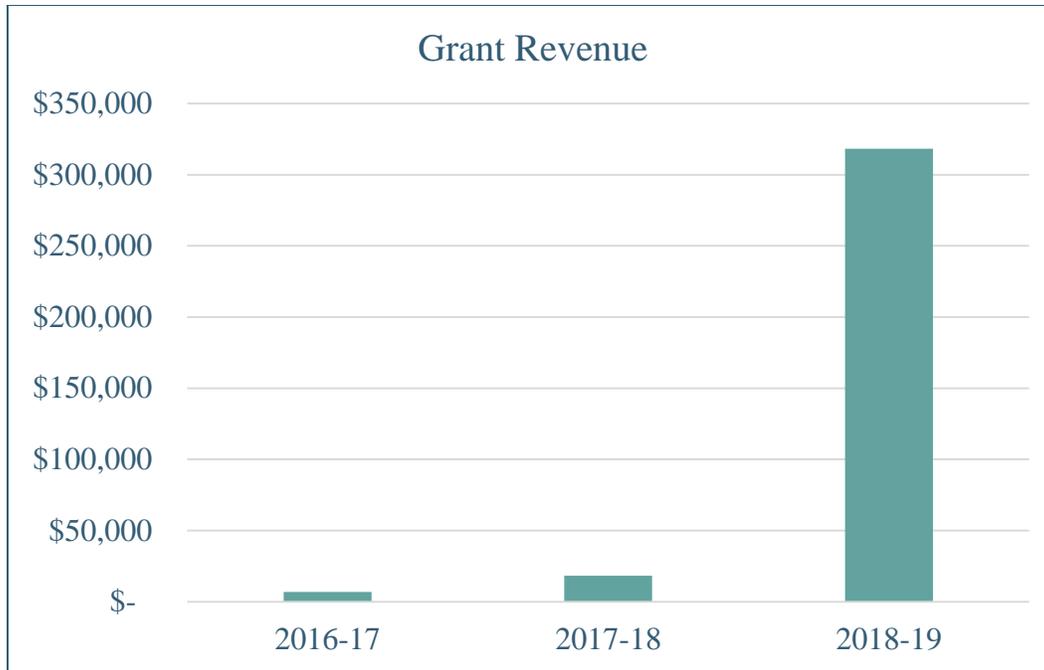
FIRE DEPARTMENT PERFORMANCE METRICS

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.





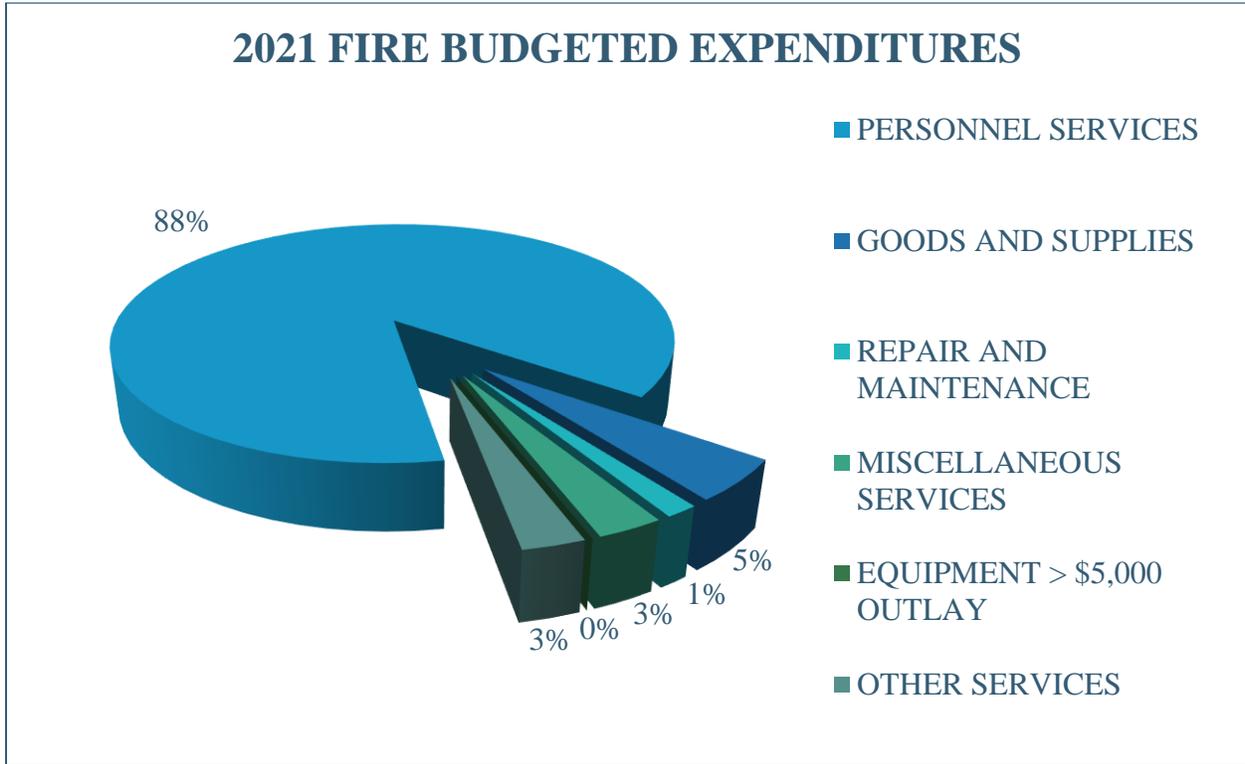




STAFFING PLAN

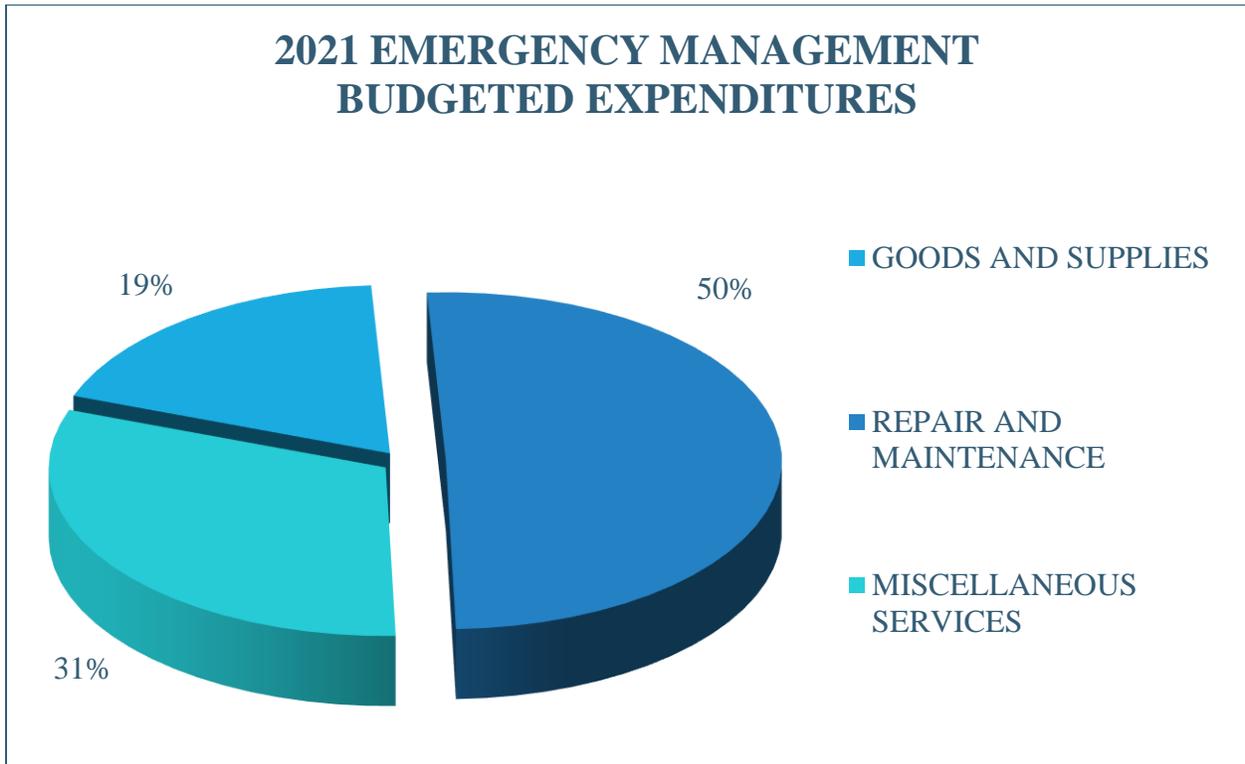
Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Fire Chief	1	1	1	1	1	1
Captains	4	4	4	4	4	4
Lieutenants	3	3	3	3	3	3
Driver/Operator	3	3	3	3	3	3
Fire Fighters (Includes 2 pending hires- Frozen)	15	15	15	16	17	18
Fire Inspector	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Fire Marshal	0	0	1	1	1	1
Total Positions:	28	28	29	30	31	32

FIRE DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FIRE	2018	2019	2020	2021
PERSONNEL SERVICES	\$2,107,460	\$2,230,278	\$2,248,179	\$2,208,192
GOODS AND SUPPLIES	105,335	125,578	122,973	123,400
REPAIR AND MAINTENANCE	28,596	28,642	87,750	37,750
MISCELLANEOUS SERVICES	67,887	61,938	71,489	74,324
EQUIPMENT > \$5,000 OUTLAY	0	338,167	0	0
OTHER SERVICES	80,352	71,463	65,000	70,000
TOTAL EXPENDITURES	\$2,389,630	\$2,856,066	\$2,595,391	\$2,513,666

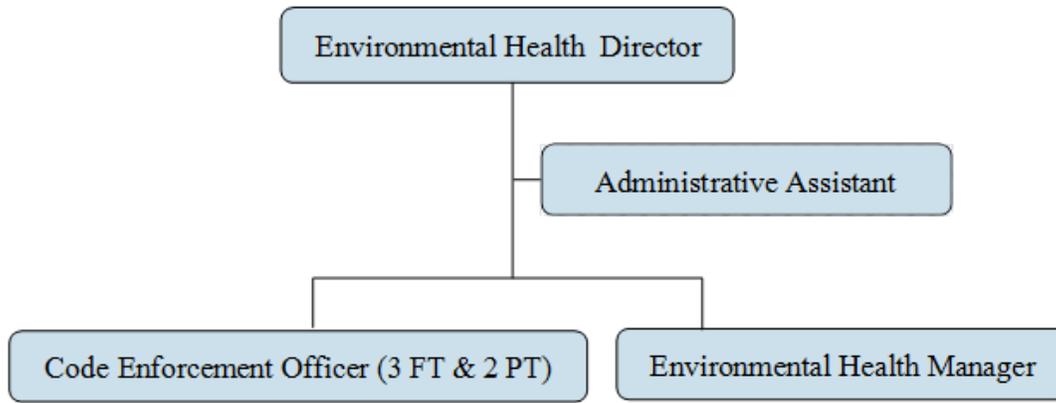
EMERGENCY MANAGEMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - EMERGENCY MANAGEMENT	2018	2019	2020	2021
GOODS AND SUPPLIES	\$3,807	\$3,346	\$9,000	\$3,500
REPAIR AND MAINTENANCE	4,340	5,484	4,515	9,515
MISCELLANEOUS SERVICES	6,188	2,466	2,855	5,855
TOTAL EXPENDITURES	\$14,335	\$11,296	\$16,370	\$18,870

ENVIRONMENTAL HEALTH SERVICES DEPARTMENT

ENVIRONMENTAL HEALTH SERVICES DEPARTMENT 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, the food safety inspections division has worked effectively to prevent food-borne disease causing organisms. 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 (FDA) 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 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.

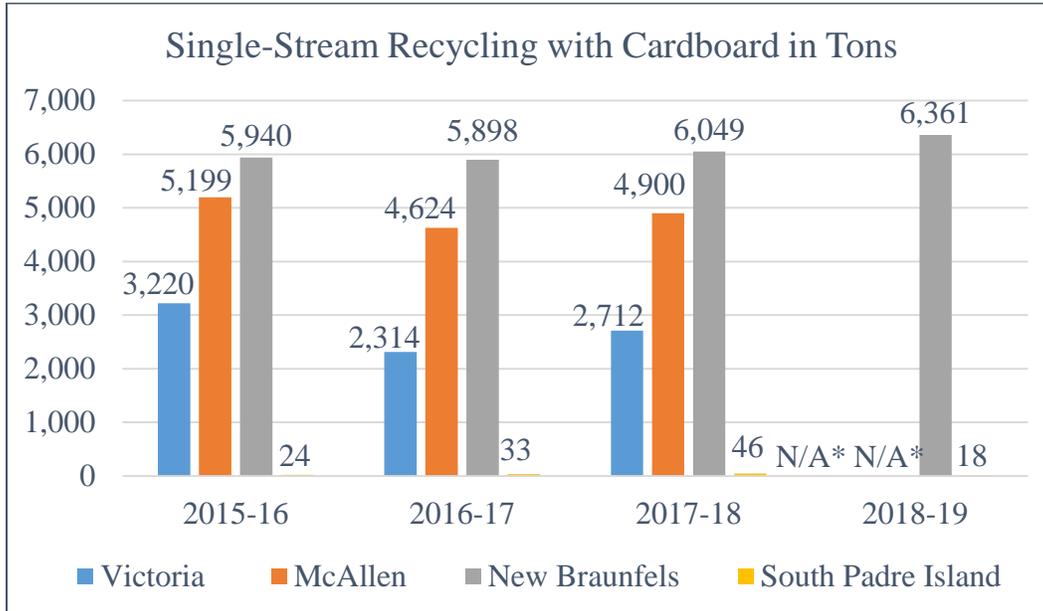
ENVIRONMENTAL HEALTH SERVICES DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Reinstate Saturday recycling.	2020-21	E. Cruz	Personnel (part-timers) related expenses for hours worked on project	Metric 1	Chapter III Goal 1
Reinstate Anti-Litter Program.	2020-21		\$1,000 budgeted for Keep SPI Beautiful	Metric 2	Chapter III Goal 1

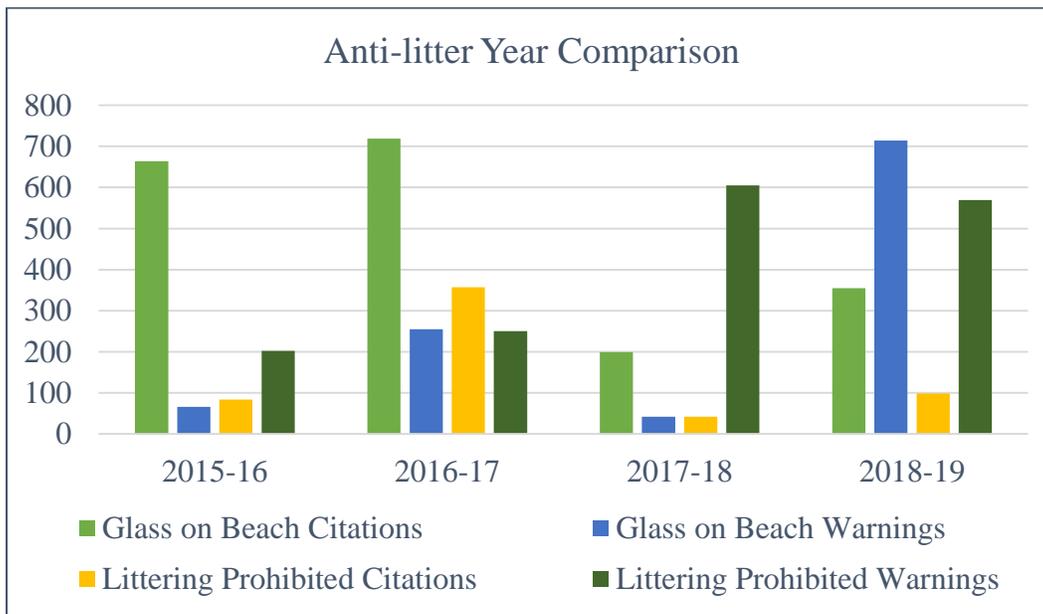
Host Earth Day & E-Waste events.	2020-21	N. Guerrero	\$1,000 budgeted for Keep SPI Beautiful	N/A	Chapter III Goal 1
Commence Lien Project collections.	2020-21	C. Torres	Personnel related expenses for hours worked on project	N/A	Chapter III Goal 1
Implement the Mosquito-borne Disease Prevention Outreach Program.	2020-21	A. Cantu	\$500 budgeted for educational material	Metric 3 and 4	Chapter III Goal 1
Mid Term - FY 2021-22 & FY 2022-23					
Reinstate Biennial Flag Retirement Ceremony.	2021-23	E. Cruz	To be determined	N/A	Chapter III Goal 1
Redirect Recycle Land Annual Event.	2021-23	E. Cruz	To be determined	Metric 1	Chapter III Goal 1
Reinstate beach cleanups.	2021-23	A. Cantu	To be determined	Metric 3 and 4	Chapter III Goal 1
Redirect beach cleanups.	2021-23	A. Cantu	To be determined	N/A	Chapter III Goal 1
Expand Educational Health Program.	2021-23	C. Torres	Personnel related expenses for hours worked on project	Metric 5	Chapter III Goal 1
Long Term - FY 2023-24 & FY 2024-25					
Expand Republic contract for recycling.	2023-25	E. Cruz	To be determined	Metric 1	Chapter III Goal 1
Reinstate school recycling.	2023-25	E. Cruz	To be determined	Metric 1	Chapter III Goal 1
Reinstate program led by P&KSPIBC which allows the recycling of monofilament.	2023-25	C. Torres	To be determined	N/A	Chapter III Goal 1
Enhance Anti-litter Beach Program by embracing internship programs.	2023-25	N. Guerrero	To be determined	Metric 2	Chapter III Goal 1
Implement partnership with Laguna Madre Water District to identify and resolve concerns.	2023-25	J. V. Baldovinos	To be determined	N/A	Chapter III Goal 1
Improve officer performance by embracing technology advancements.	2023-25	J. V. Baldovinos	To be determined	N/A	Chapter III Goal 1

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.

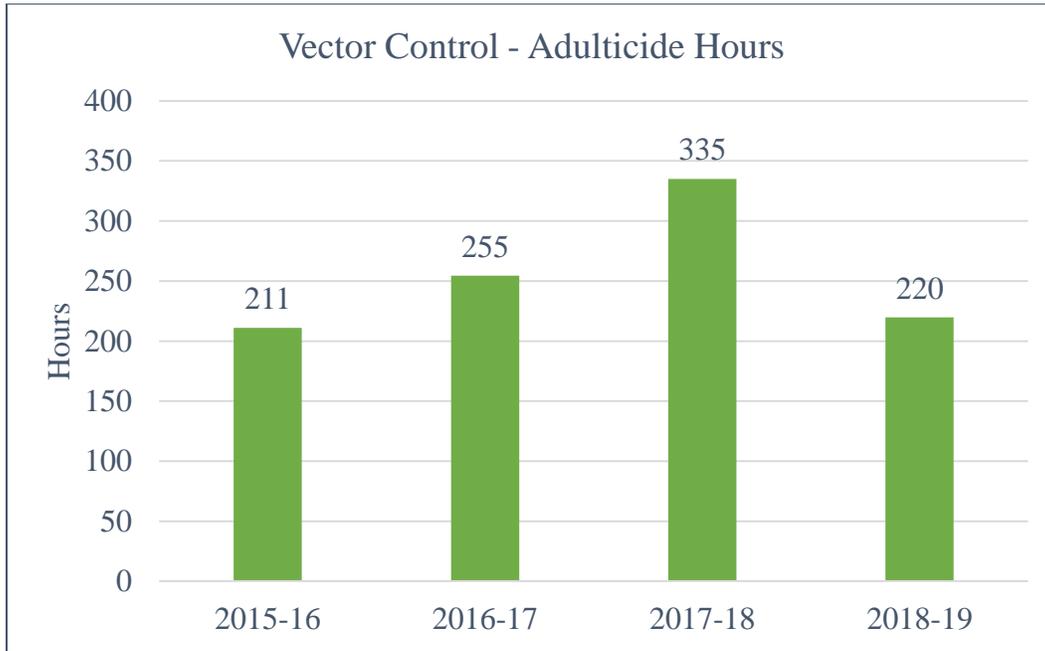
Metric 1:



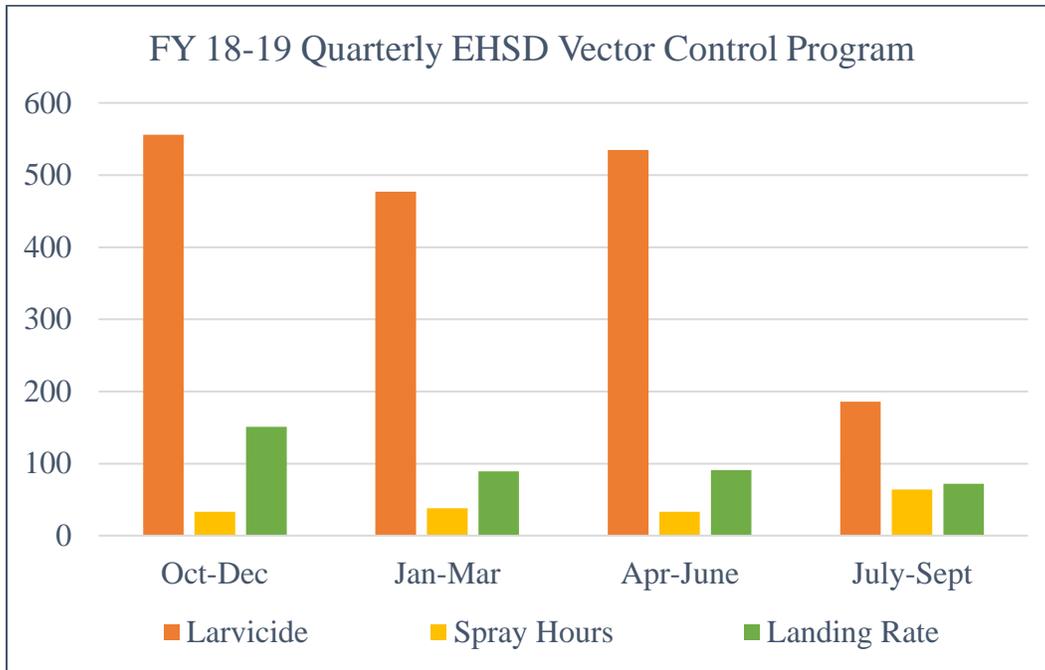
Metric 2:



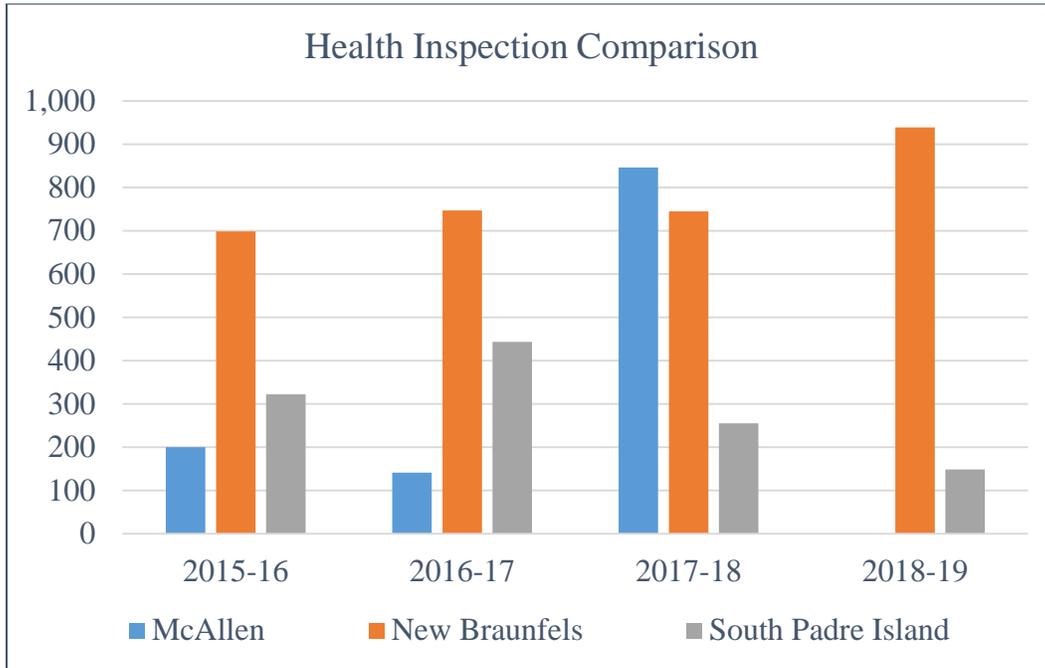
Metric 3:



Metric 4:



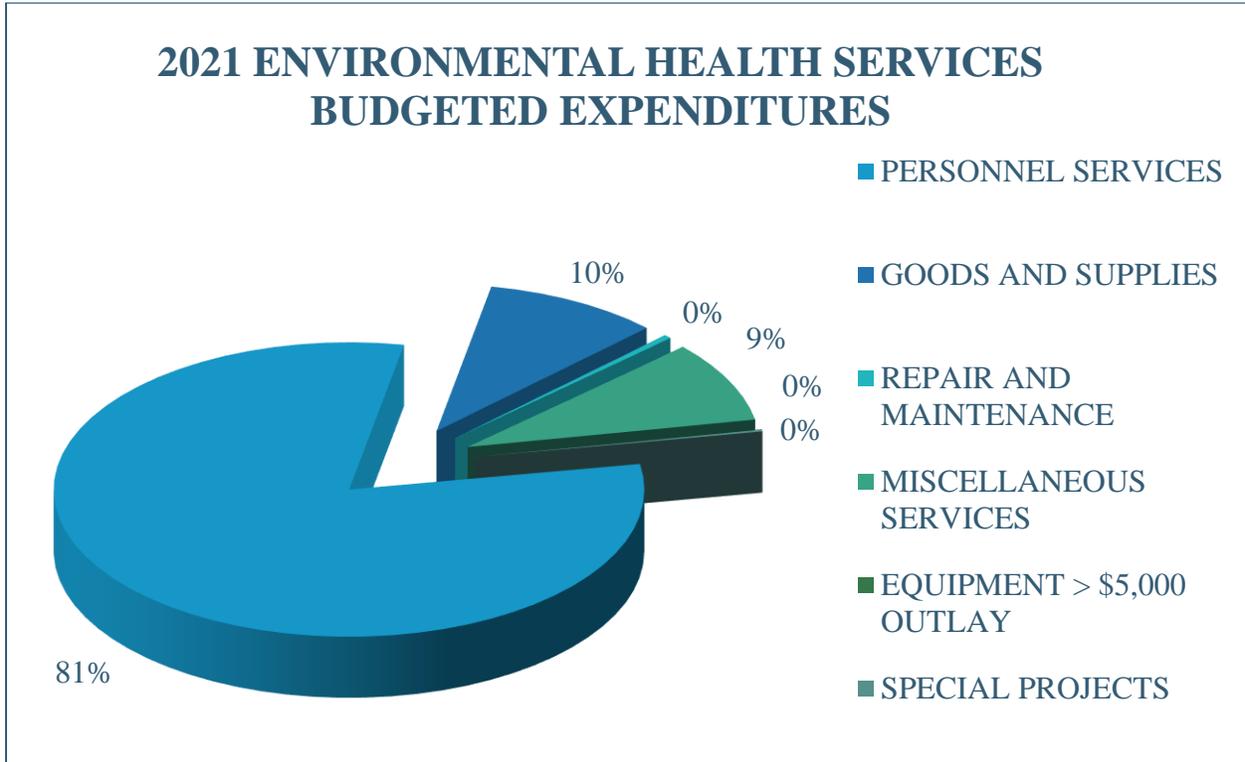
Metric 5:



STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Code Enforcement Officers	4	4	5	5	5	5
Part-time Officers	0	1	1	2	2	3
Total Positions:	6	7	8	9	9	10

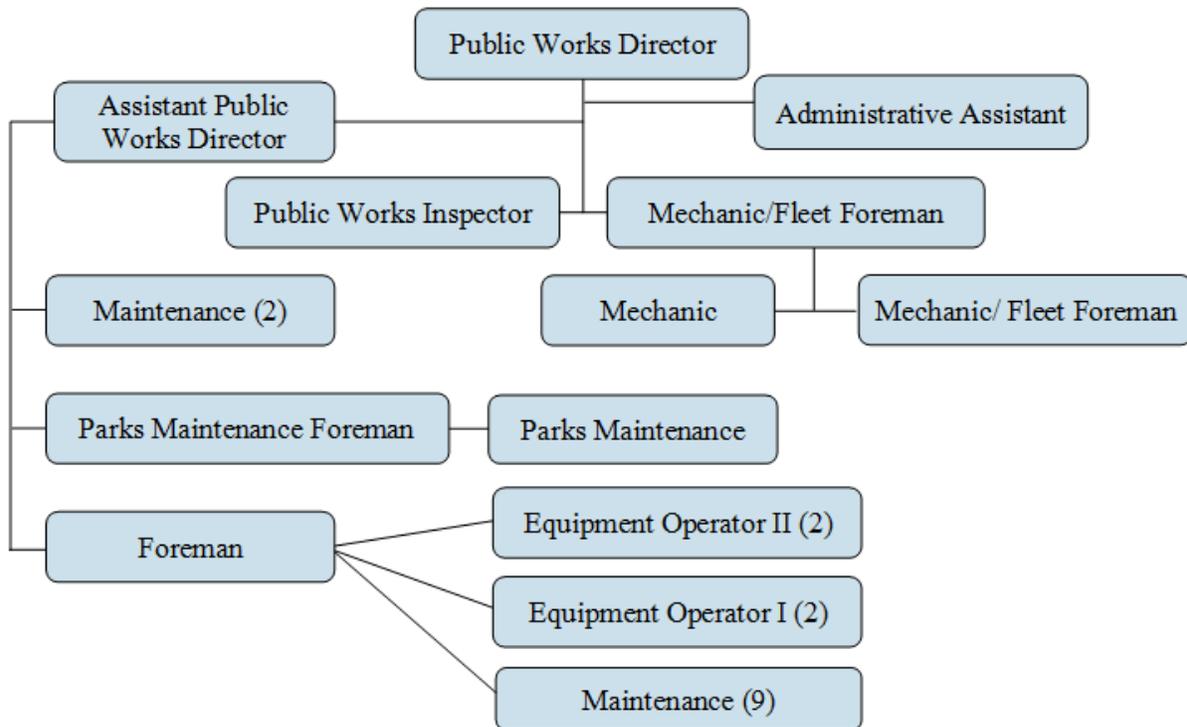
ENVIRONMENTAL HEALTH SERVICES DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - ENVIRONMENTAL HEALTH SERVICES	2018	2019	2020	2021
PERSONNEL SERVICES	\$353,584	\$370,932	\$387,088	\$387,656
GOODS AND SUPPLIES	35,996	35,040	51,911	46,366
REPAIR AND MAINTENANCE	2,021	450	380	2,122
MISCELLANEOUS SERVICES	34,272	35,605	20,797	42,900
EQUIPMENT > \$5,000 OUTLAY	0	0	10,800	0
SPECIAL PROJECTS	518	428	500	1,000
TOTAL EXPENDITURES	\$426,391	\$442,455	\$471,476	\$480,044

PUBLIC WORKS DEPARTMENT

PUBLIC WORKS DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The Public Works Department is responsible for maintaining the City's infrastructure which includes facilities, parks, roads, drainage, fleet vehicles, amenities, and landscapes. The Public Works Department also assists with providing traffic controls, street closures, and trash pick-up for special events.

The Public Works Department is comprised of the following divisions:

1. **Public Works Maintenance Division:** This division is 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.
2. **Parks and Landscape Division:** This division is responsible for the maintenance of all city parks and landscape areas along Gulf and Padre Boulevards.

3. Fleet Maintenance Division: This division is responsible for the maintenance of the City's vehicles and heavy equipment.
4. Facilities Maintenance Division: This division is responsible for the maintenance of the City's buildings.

Public Works plays a key role in emergency preparation and also supports other departments with construction, logistics, traffic, and engineering.

Major Goals:

The Public Works Department goals by Division are:

1. Public Works Maintenance Division: Improve and maintain the condition of City infrastructure through periodic maintenance, rehabilitation, and reconstruction.
2. Landscaping Division: Improve and maintain all of the City's parks and landscape areas along Gulf and Padre Boulevards. Enhance the character and appearance of the City through landscaping and maintenance of parks, green areas, and buildings.
3. 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.
4. Facilities Maintenance Division: Improve and maintain the condition of the City's 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 DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

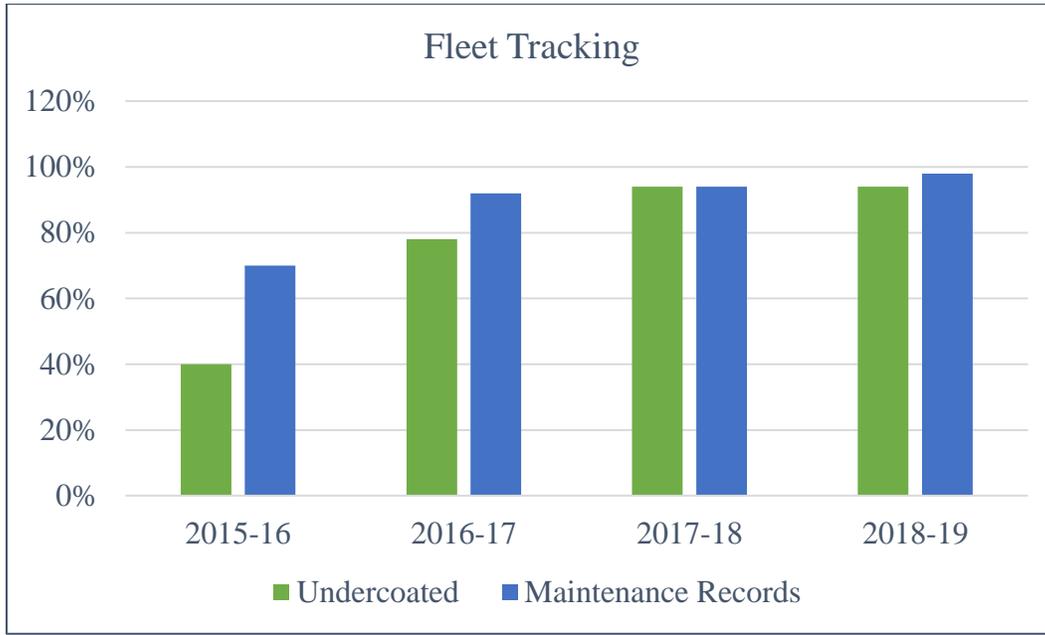
Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Fleet DMAIC: Execute a complete evaluation of the Fleet Policy and all equipment and vehicles.	2020-21	PW Director	300k+	Metrics 1 and 2	Chapter IV Goal 3 Objective 3.1 Policy 3.1.1
Utilize DMAIC approach to manage median landscape.	2020-21	PW Management	\$70	N/A	Chapter II Goal 1 Objective 1.1 Policy 1.1.1-8
Network with other governmental entities and agencies.	2020-21	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter VI Goal 1 Objective 1.1 Policy 1.1.7-4
Maintain support email addresses to streamline help processes related to facilities, fleet, and public works.	2020-21	PW Management/ PW Admin. Asst.	Personnel related expenses for hours worked on project	Metrics 3 and 4	Chapter I Goal 1 Objective 1.1 Policy 1.1.6
Continue implementing the Preventative Maintenance Program using iWorQ system to track all assets and equipment.	2020-21	PW Management/ PW Admin. Asst.	\$1,200 budgeted for iWorQ contract	Metrics 5, 6, 7, 8 and 9	Chapter IV Goal 3 Objective 3.1 Policy 3.1.1
Continue holding quarterly and monthly one on ones with each staff member.	2020-21	PW Management	\$0	N/A	Chapter VI Goal 2 Objective 2.1 Policy 2.1.3-3
Maintain high levels of communication with employees by working through any of their concerns.	2020-21	PW Management	\$0	N/A	Chapter VII Goal 2
Review and plan to achieve goals from the Comprehensive Plan.	2020-21	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1 Objective 1.2
Use SPI Connect to provide training to meet employee needs.	2020-21	PW-Admin Assistant	\$0	N/A	Chapter VI Goal 2 Objective 2.1 Policy 2.1.1-3
Mid Term - FY 2021-22 & FY 2022-23					
Conduct annual SWOT analysis and business plan with team.	2021-22	PW Management	\$300	Annual mid-year review & new fiscal year business plan	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1

Improve safety and decrease vandalism in public restrooms. Discuss issue with PD to determine best course of action.	2021-22	PW Management	To be determined	N/A	Chapter IV Goal 3 Objective 3.1 Policy 3.1.1
Provide safety and bio-hazard trainings through SPI Connect.	2021-23	PW Admin Assistant	Personnel related expenses for hours worked on project	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.2
Retain valuable personnel. Refer to Human Resources plan.	2021-22	Human Resources	To be determined	N/A	Chapter IV Goal 3 Objective 3.1
Address public complaints received via the PW Cares support address.	2021-23	PW Admin Assistant	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 2 Objective 1.2 Policy 1.2.5
Embrace the suggestion box.	2021-23	PW Admin Assistant	\$0	N/A	Chapter VII Goal 2 Objective 1.2 Policy 1.2.6
PW Administration will attend supervisors training provided by the City.	2021-23	PW Management	\$0	N/A	Chapter VII Goal 2 Objective 1.2 Policy 1.2.6
Conduct Master Drainage Study.	2021-23	PW-Director	Estimated total cost of addressing drainage issues is \$10M over a 5 yr. period	Metrics 5, 6, 7, 8, and 9	Chapter VII Goal 2 Objective 1.2 Policy 1.2.6
Assess and control the City's infrastructure by adding pictures and history to iWorQ system.	2021-23	PW Management	Personnel related expenses for hours worked on project & iWorQ System cost	Metrics 1, 2, 5, 6, 7, 8, and 9	Chapter IV Goal 3 Objective 3.1 Policy 3.1.1
Organize and prepare for emergency events by practicing drills for different types of events.	2021-23	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.3
Long Term - FY 2023-24 & FY 2024-25					
Continue Master Thoroughfare Plan.	2023-25	PW-Director	To be determined	Metrics 5, 6, 7, 8, and 9	Chapter VII Goal 2 Objective 1.2 Policy 1.2.6
Continue Street Maintenance Program.	2023-25	PW-Director	Estimated total cost of addressing street reconstruction or maintenance is \$27M over a 5 yr. period	Metrics 5, 6, 7, 8, and 9	Chapter VII Goal 2 Objective 1.2 Policy 1.2.6

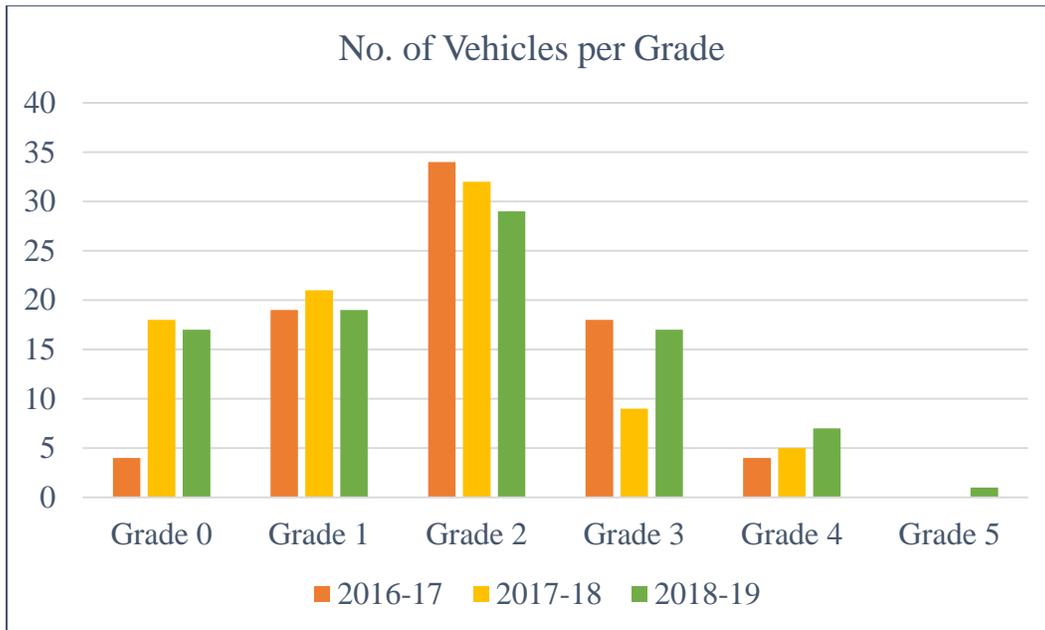
Fleet Preventative Maintenance Program: Continue to utilize DMAIC approach to manage fleet.	2023-25	PW Director/Fleet Manager	Costs estimated during the DMAIC process	Metrics 1 and 2	Chapter IV Goal 3 Objective 3.1 Policy 3.1.1
Facility Preventative Maintenance Program: Continue to utilize DMAIC approach to manage facilities.	2023-25	APW-Director/PW Admin Assistant	Costs estimated during the DMAIC process	Metrics 3, 4, 8, and 9	Chapter I Policy 1.5
Facility Expansion & Assessment: Conduct a condition assessment of all City owned facilities not covered by the Texas Reserve study and project useful life and associated costs.	2024-25	APW-Director	To be determined	N/A	Chapter I Policy 1.5
Develop process to define, measure, analyze, improve, and control (DMAIC) all projects.	2024-25	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1
Benchmark with other cities approach to solving problems.	2023-25	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1
Conduct self-assessment of key processes in accordance with American Public Works Association standards.	2023-25	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1
Train employees on vital issues that affect the department and City.	2023-25	PW Management	Training and travel related expenses - estimated \$2,555	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.2
Address all traffic safety issues immediately in the field and document them. Continue Padre Blvd Median Phase II: The extension of Padre Medians will improve traffic and pedestrian safety.	2024-25	APW-Director/Right-of way Officer	Estimated total cost of Venue Tax Project is \$9M over a 5 yr. period	Metrics 8 and 9	Chapter II Goal 2 Objective 2.2 Policy 2.2.1-1
ICS Training Program: Monitor the weather daily and plan accordingly. ICS trained personnel: Train additional staff on ICS.	2023-25	PW Management	Training and travel related expenses	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.3

Chapter IV Goal 3 Objective 3.1: The City should continue to provide adequate public services.

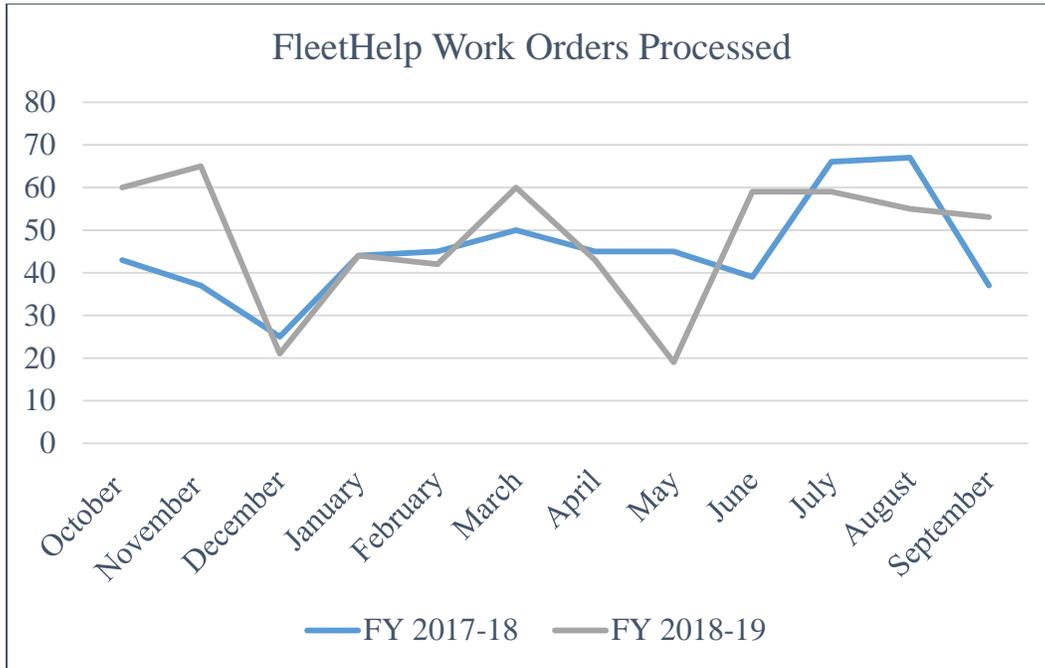
Metric 1:



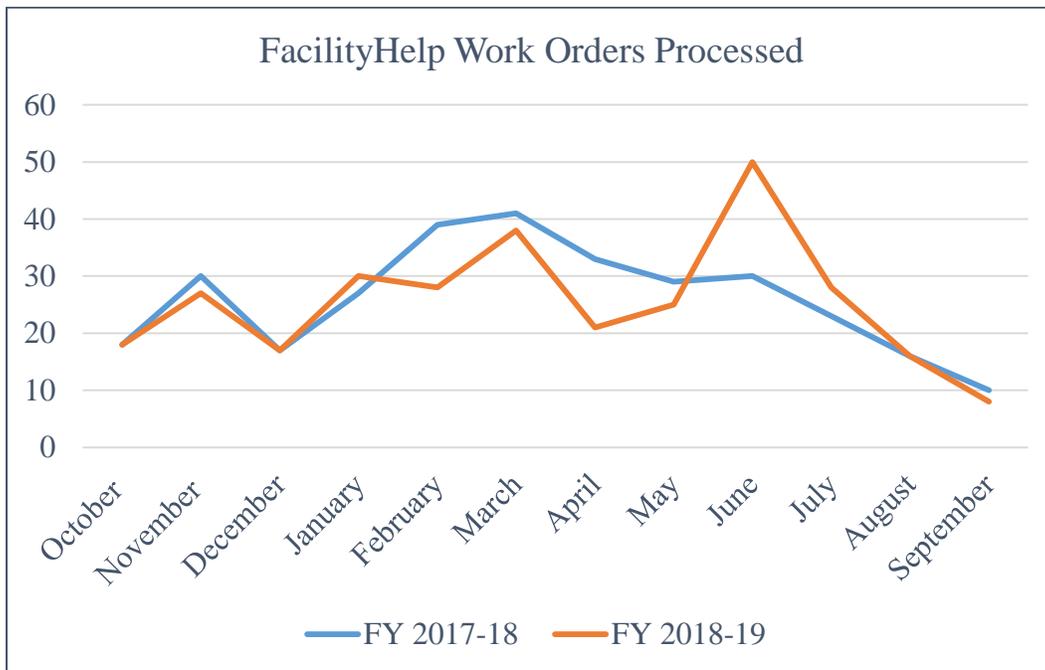
Metric 2:



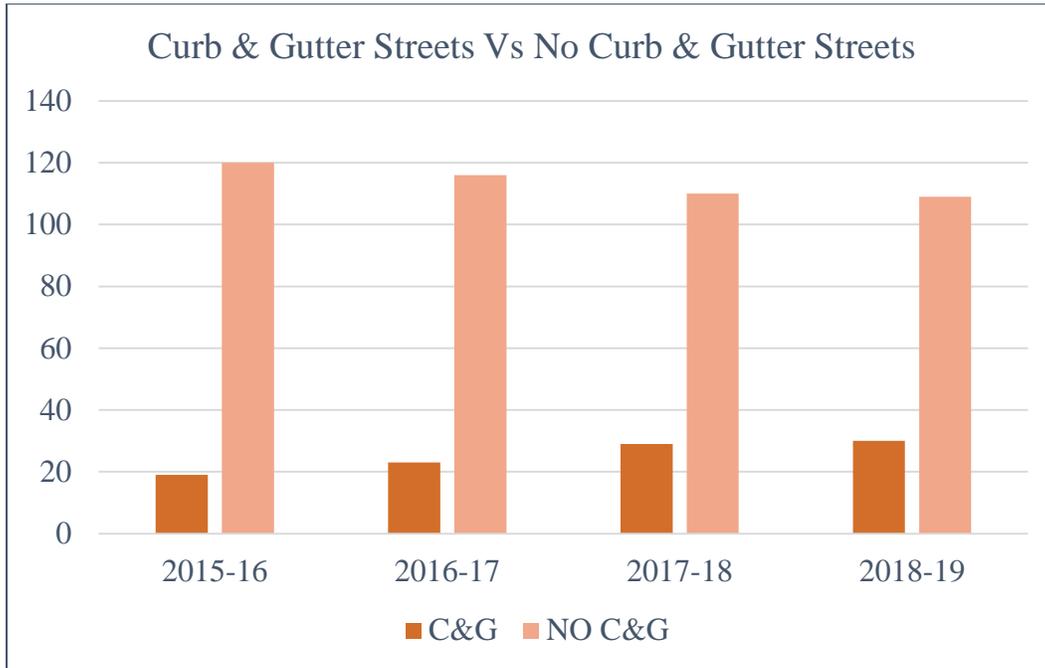
Metric 3:



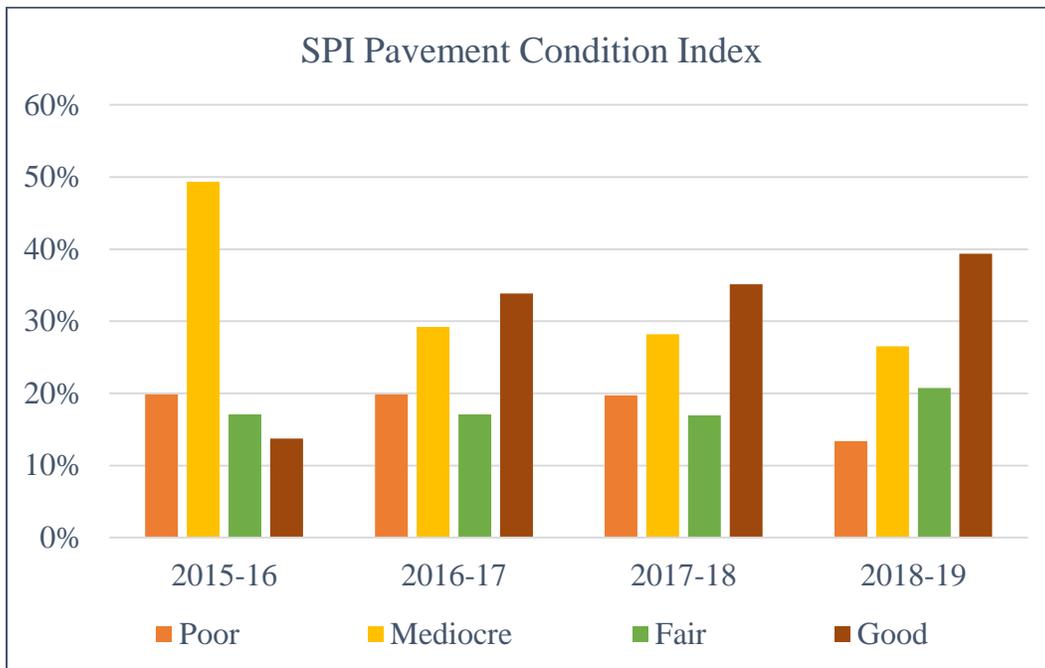
Metric 4:



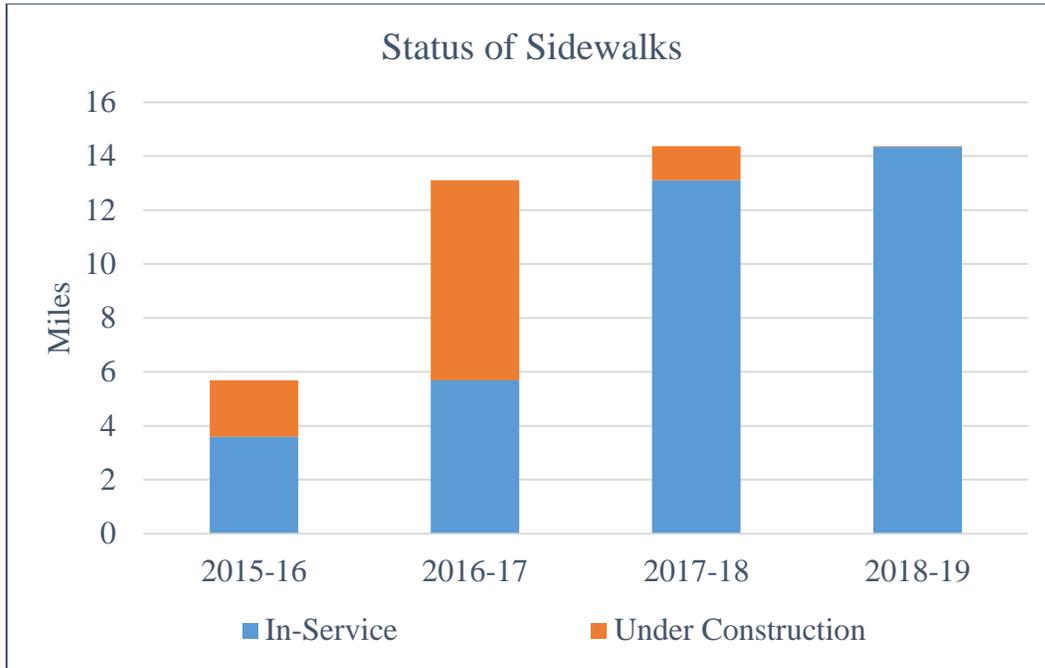
Metric 5:



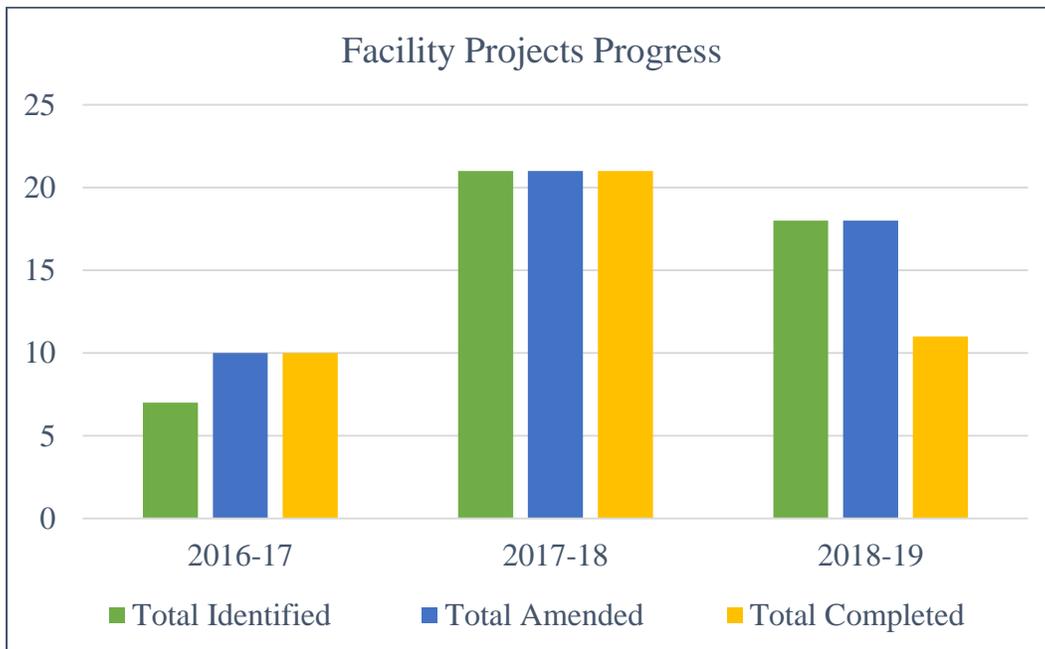
Metric 6:



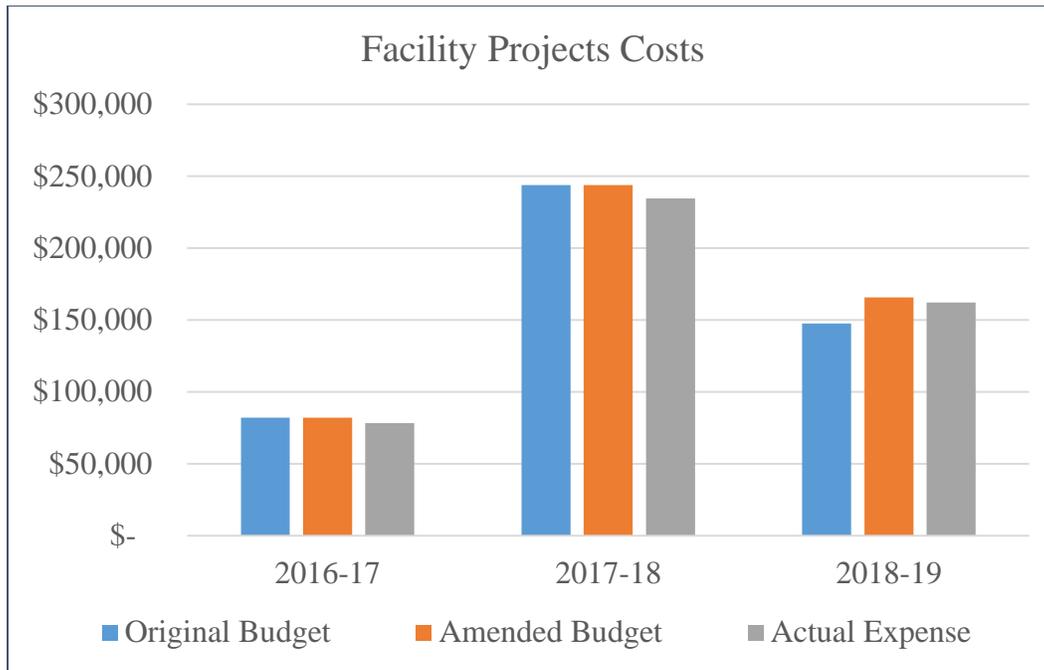
Metric 7:



Metric 8:



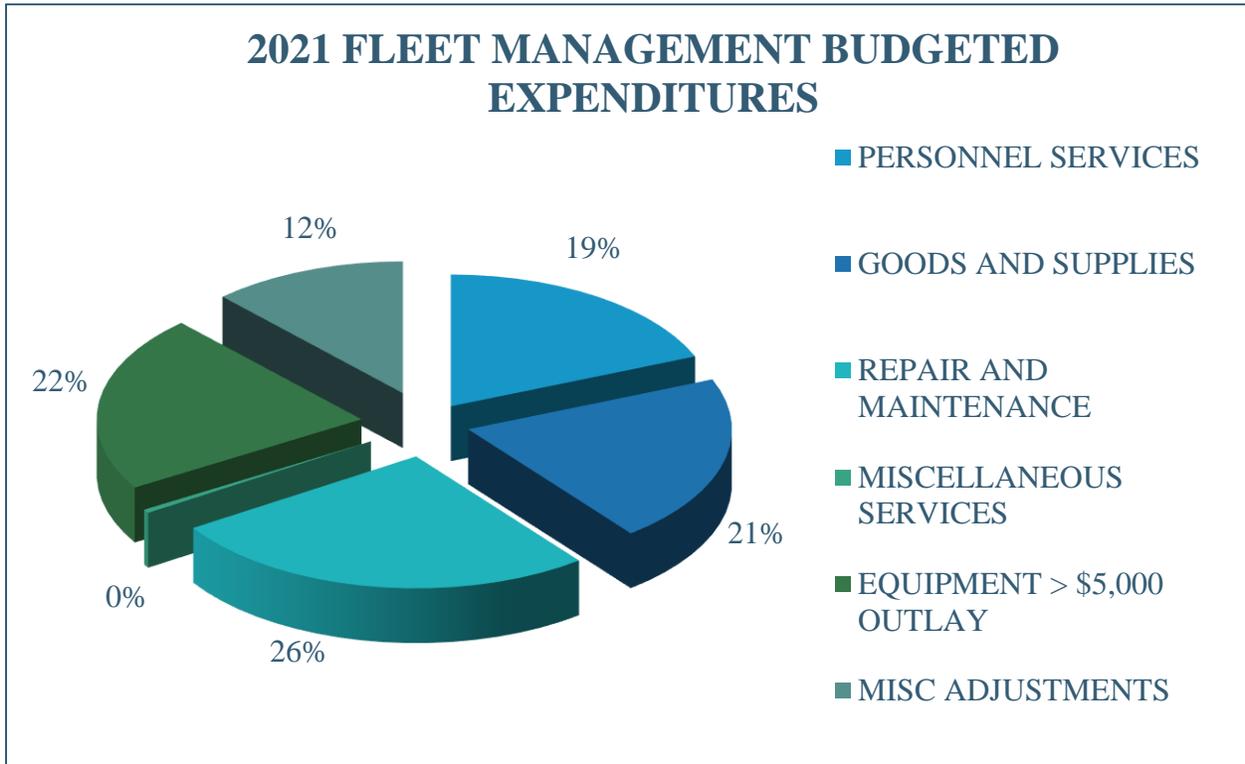
Metric 9:



STAFFING PLAN

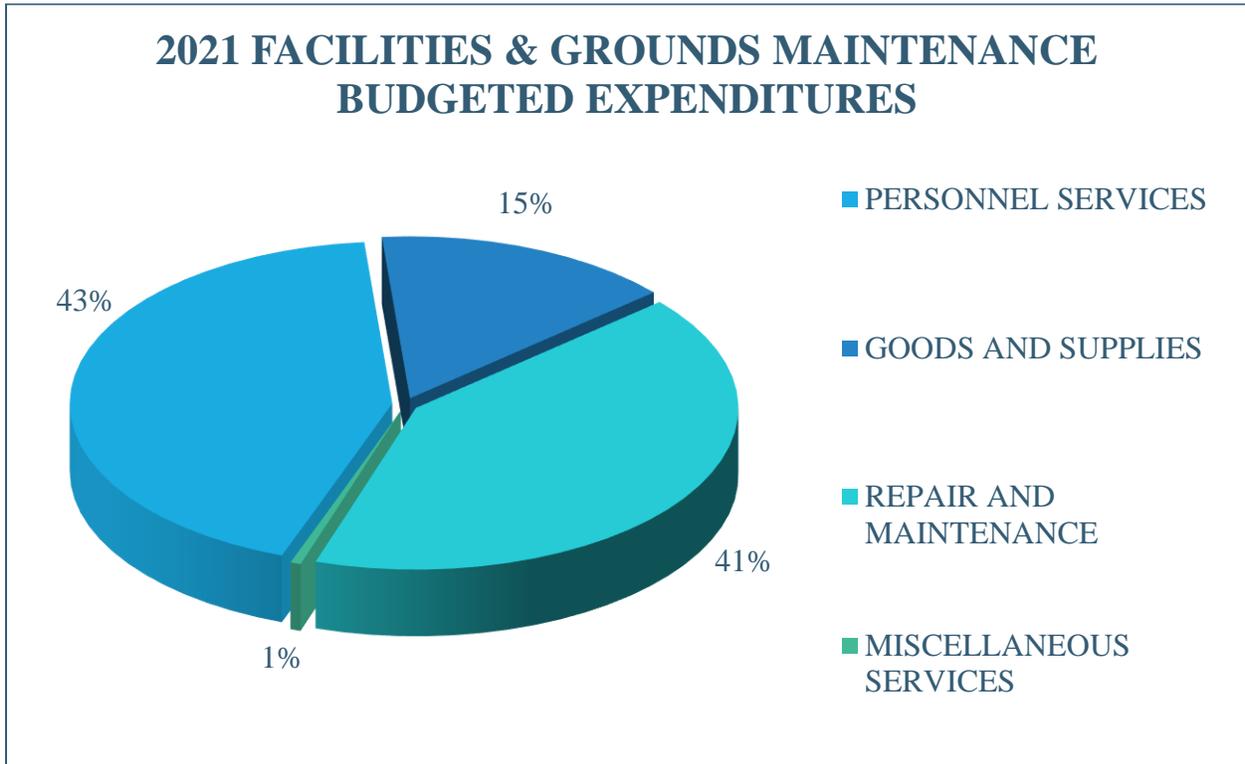
Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Public Works Director	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Public Work Inspector	1	1	1	1	1	1
Mechanic/Fleet Forman	1	1	1	1	1	1
Mechanic	1	1	1	1	1	1
Mechanic Apprentice	1	1	1	1	1	1
Assistant Public Works Director	1	1	1	1	1	1
Facilities Maintenance	2	2	2	2	2	2
Park Foreman	1	1	1	1	1	1
Park Maintenance	1	1	1	1	1	1
PW 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
Maintenance	9	9	10	10	11	11
Total Positions:	25	25	26	26	27	27

FLEET MANAGEMENT DEPARTMENT BUDGET



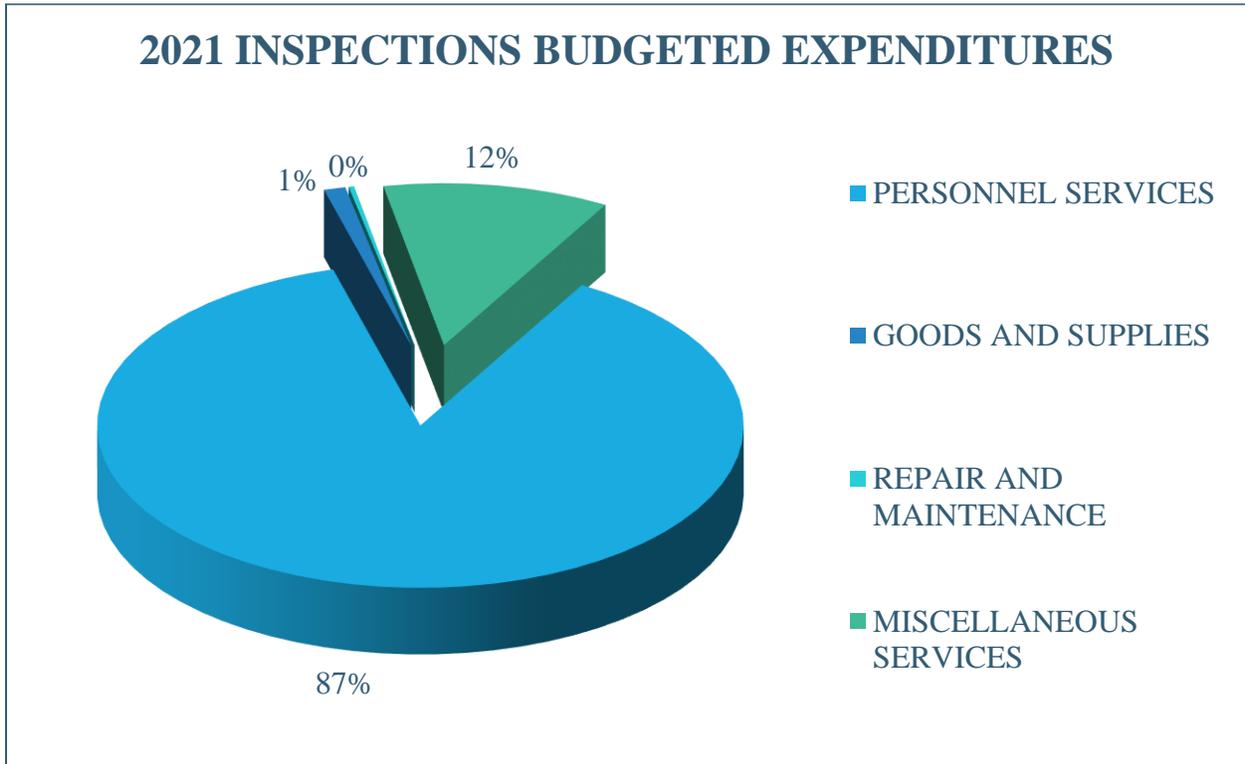
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FLEET MANAGEMENT	2018	2019	2020	2021
PERSONNEL SERVICES	\$104,024	\$108,087	\$125,508	\$117,013
GOODS AND SUPPLIES	146,075	142,212	130,429	128,400
REPAIR AND MAINTENANCE	211,791	171,631	184,808	164,258
MISCELLANEOUS SERVICES	1,939	20,804	2,268	2,832
EQUIPMENT > \$5,000 OUTLAY	817,493	267,881	202,516	135,132
MISC ADJUSTMENTS	161,086	90,336	72,878	74,190
TOTAL EXPENDITURES	\$1,442,408	\$800,950	\$718,407	\$621,825

FACILITIES AND GROUNDS MAINTENANCE DEPARTMENT BUDGET



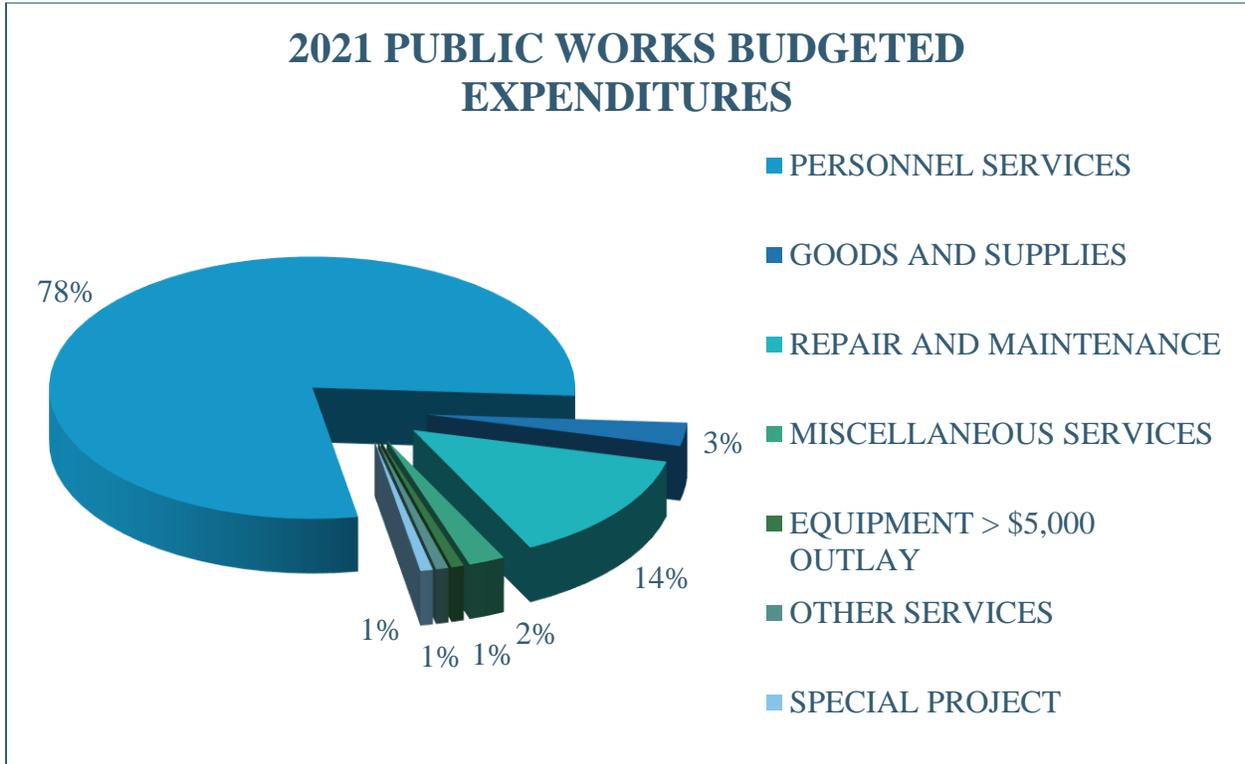
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FACILITIES MAINT.	2018	2019	2020	2021
PERSONNEL SERVICES	\$70,974	\$75,689	\$77,763	\$77,982
GOODS AND SUPPLIES	23,659	28,145	32,515	27,245
REPAIR AND MAINTENANCE	48,331	58,167	57,615	74,937
MISCELLANEOUS SERVICES	485	1,003	1,360	960
TOTAL EXPENDITURES	\$143,449	\$163,004	\$169,253	\$181,124

INSPECTIONS DEPARTMENT BUDGET



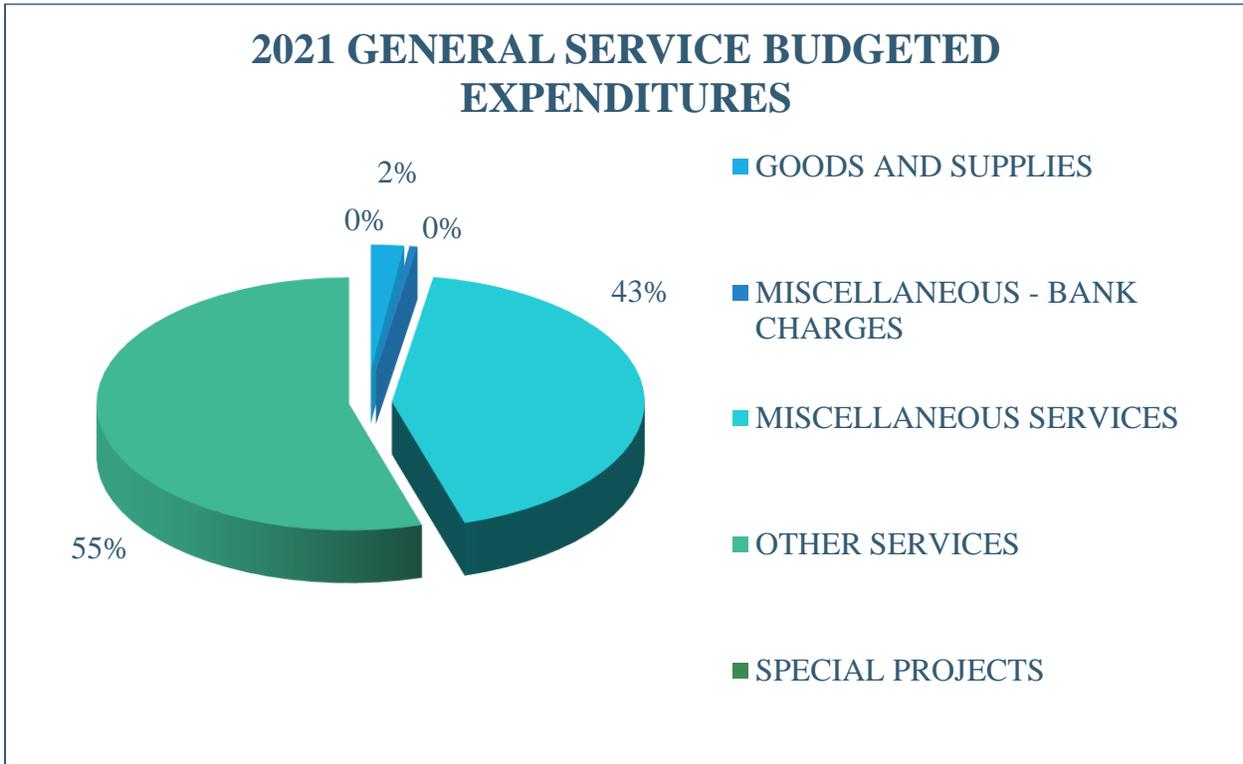
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - INSPECTIONS	2018	2019	2020	2021
PERSONNEL SERVICES	\$172,255	\$177,837	\$203,740	\$226,359
GOODS AND SUPPLIES	2,033	5,789	2,800	2,800
REPAIR AND MAINTENANCE	562	439	700	700
MISCELLANEOUS SERVICES	17,002	19,171	28,589	29,399
TOTAL EXPENDITURES	\$191,852	\$203,236	\$235,829	\$259,258

PUBLIC WORKS DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - PUBLIC WORKS	2018	2019	2020	2021
PERSONNEL SERVICES	\$956,588	\$985,525	\$1,003,603	\$1,019,306
GOODS AND SUPPLIES	44,611	37,478	38,520	37,350
REPAIR AND MAINTENANCE	148,420	146,523	152,130	178,500
MISCELLANEOUS SERVICES	47,646	28,757	71,528	28,931
EQUIPMENT > \$5,000 OUTLAY	0	72,952	64,912	10,000
OTHER SERVICES	0	11,406	10,000	10,000
SPECIAL PROJECT	0	0	0	10,000
TOTAL EXPENDITURES	\$1,197,265	\$1,282,641	\$1,340,693	\$1,294,087

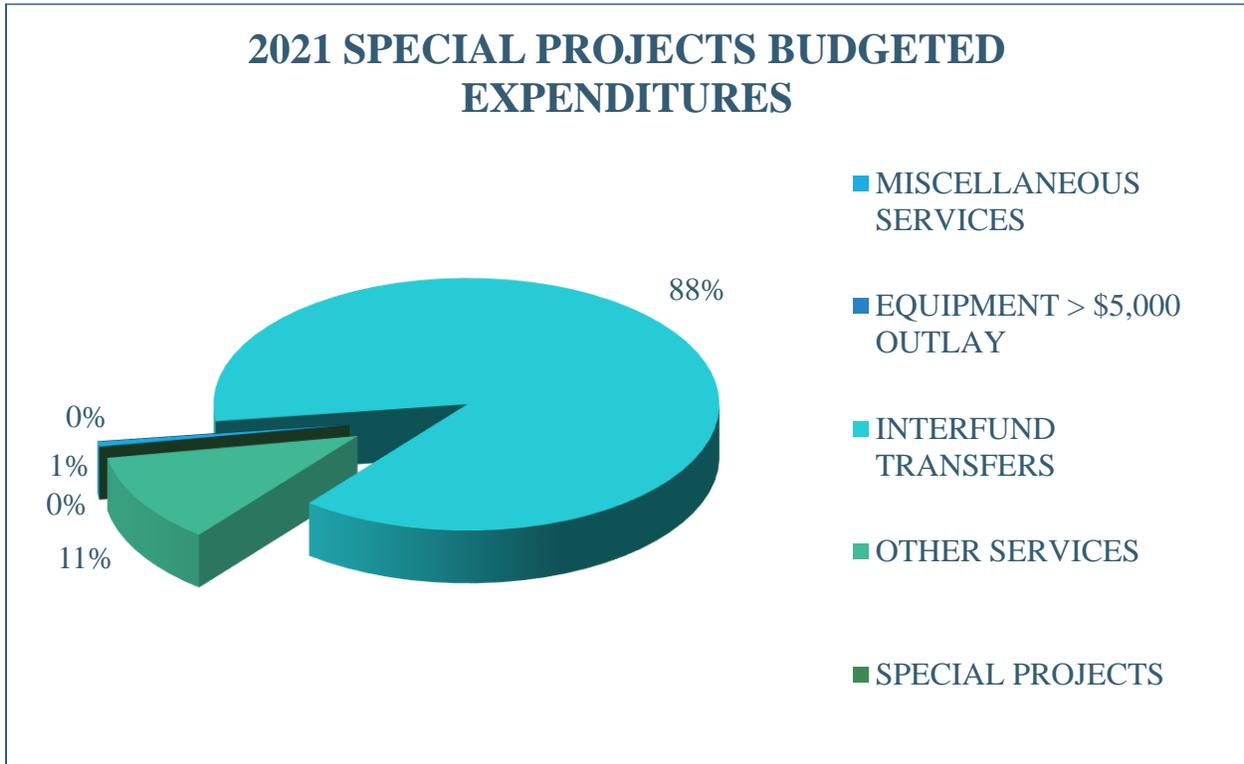
GENERAL SERVICES DEPARTMENT BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - GENERAL SERVICE	2018	2019	2020	2021
GOODS AND SUPPLIES	\$20,608	\$19,825	\$21,500	\$20,500
MISCELLANEOUS - BANK CHARGES	5,894	4,298	6,000	5,000
MISCELLANEOUS SERVICES	367,893	363,152	420,373	413,500
OTHER SERVICES	443,565	482,217	558,000	529,000
SPECIAL PROJECTS	8,454	15,401	14,700	0
TOTAL EXPENDITURES	\$846,414	\$884,894	\$1,020,573	\$968,000

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 DEPARTMENT BUDGET

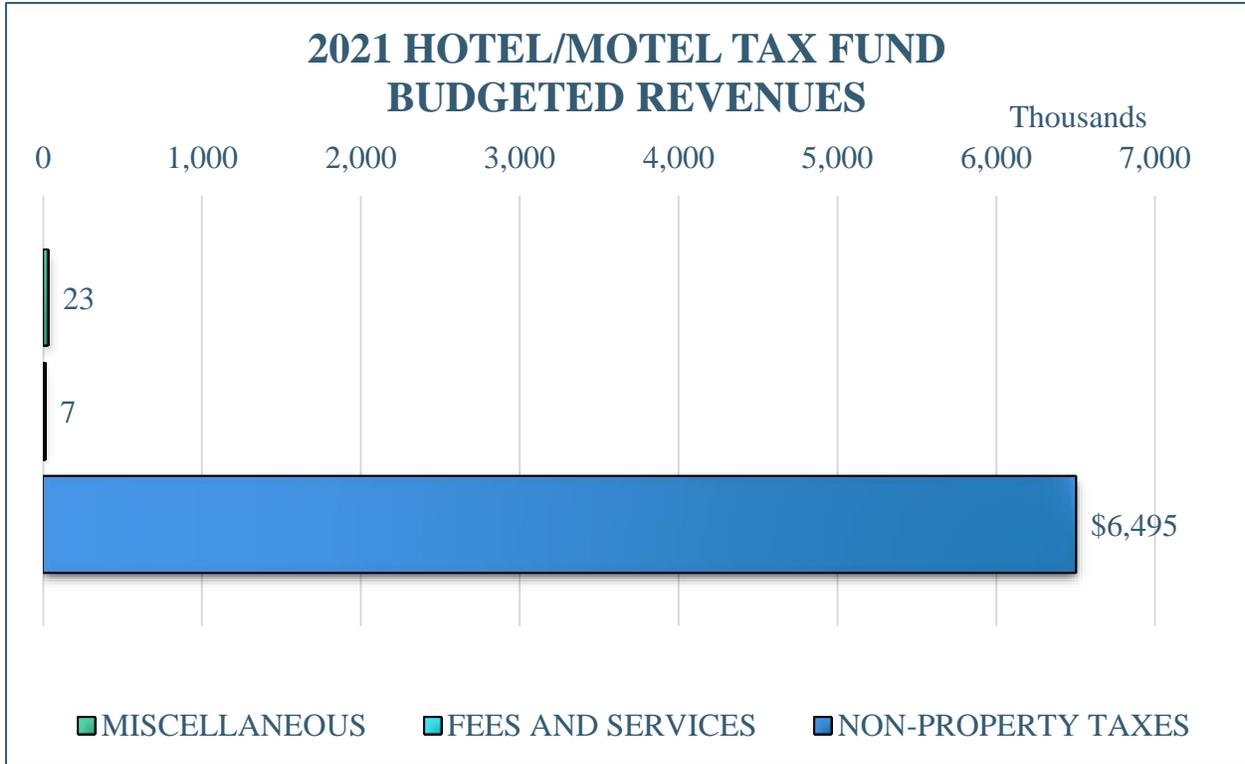


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - SPECIAL PROJECTS	2018	2019	2020	2021
MISCELLANEOUS SERVICES	\$159,053	\$100,360	\$11,500	\$3,000
EQUIPMENT > \$5,000 OUTLAY	4,000	0	0	0
INTERFUND TRANSFERS	442,203	560,123	588,909	427,407
OTHER SERVICES	107,273	65,189	73,500	56,000
SPECIAL PROJECTS	34,244	9,925	10,000	0
TOTAL EXPENDITURES	\$746,773	\$735,597	\$683,909	\$486,407

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

HOTEL MOTEL TAX FUND

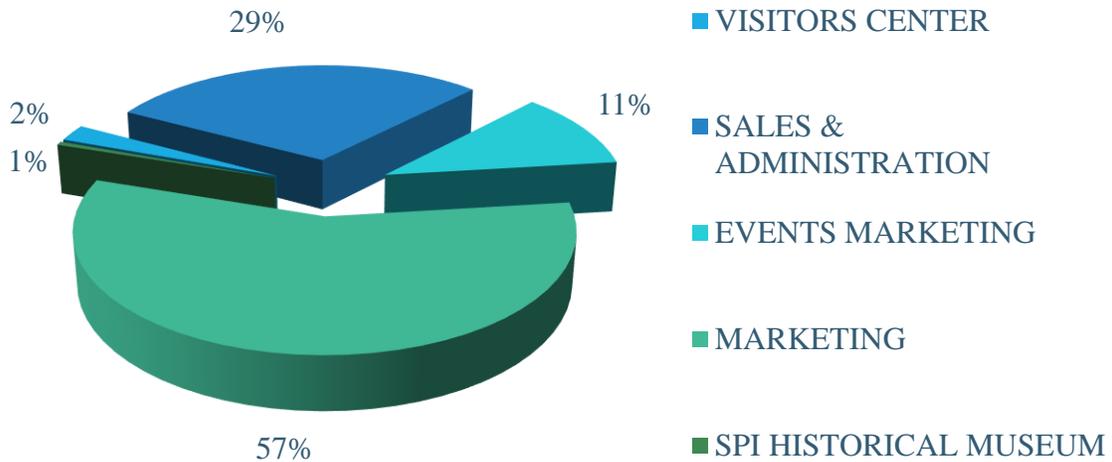
HOTEL MOTEL TAX REVENUE BUDGET



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL TAX FUND	2018	2019	2020	2021
NON-PROPERTY TAXES	\$6,511,634	\$7,096,414	\$5,988,561	\$6,495,106
FEES AND SERVICES	11,522	11,924	7,000	7,000
MISCELLANEOUS	96,080	94,104	60,000	23,000
TOTAL REVENUES	\$6,619,236	\$7,202,442	\$6,055,561	\$6,525,106

HOTEL MOTEL TAX BUDGETED EXPENDITURES

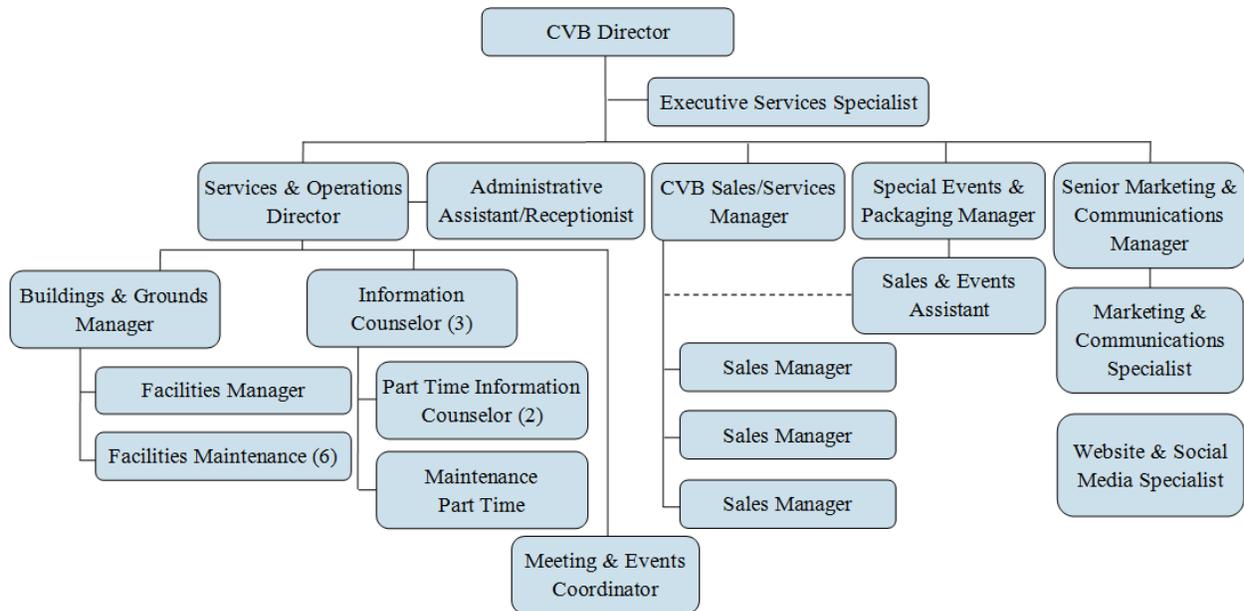
**2021 HOTEL/MOTEL TAX FUND
BUDGETED EXPENDITURES BY DEPARTMENT**



EXPENDITURES BY DEPT	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL TAX FUND	2018	2019	2020	2021
VISITORS CENTER	\$214,373	\$310,001	\$238,819	\$148,847
SALES & ADMINISTRATION	1,687,222	1,930,126	1,981,957	1,859,485
EVENTS MARKETING	1,198,244	1,200,616	637,098	695,355
MARKETING	3,891,831	4,089,040	3,712,553	3,615,500
SPI HISTORICAL MUSEUM	0	0	0	32,000
TOTAL EXPENDITURES	\$6,991,670	\$7,529,783	\$6,570,427	\$6,351,187

CONVENTION AND VISITORS BUREAU DIVISION

CONVENTION & VISITORS BUREAU ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The CVB Division & Administration is responsible for the marketing of South Padre Island as a destination for tourist, 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 overnight guests on South Padre Island.

In accomplishing this task, the CVB works with the Convention and Visitors Bureau Advisory Board, which was appointed by the City Council. The CVA Board recommends a marketing plan and their input on the operating budget to the City Council for final approval. The CVBA Board has oversight over the following divisions:

- Visitor Center
- Sales and Administrations
- 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. Maintain the highest skilled and most dynamic sales and marketing teams.
2. Develop and promote an active lifestyle brand based on market research.
3. Maintain and expand a comprehensive research program.

Our Planning Indicators and Focus:

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

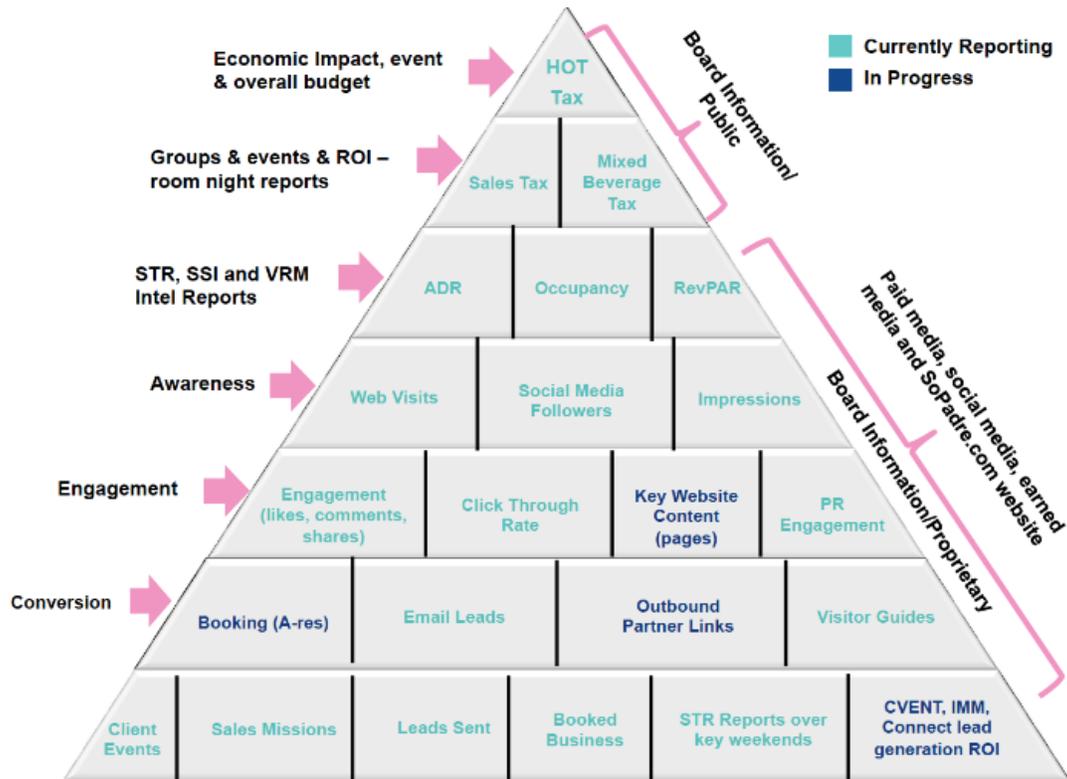
CONVENTION AND VISITORS BUREAU STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

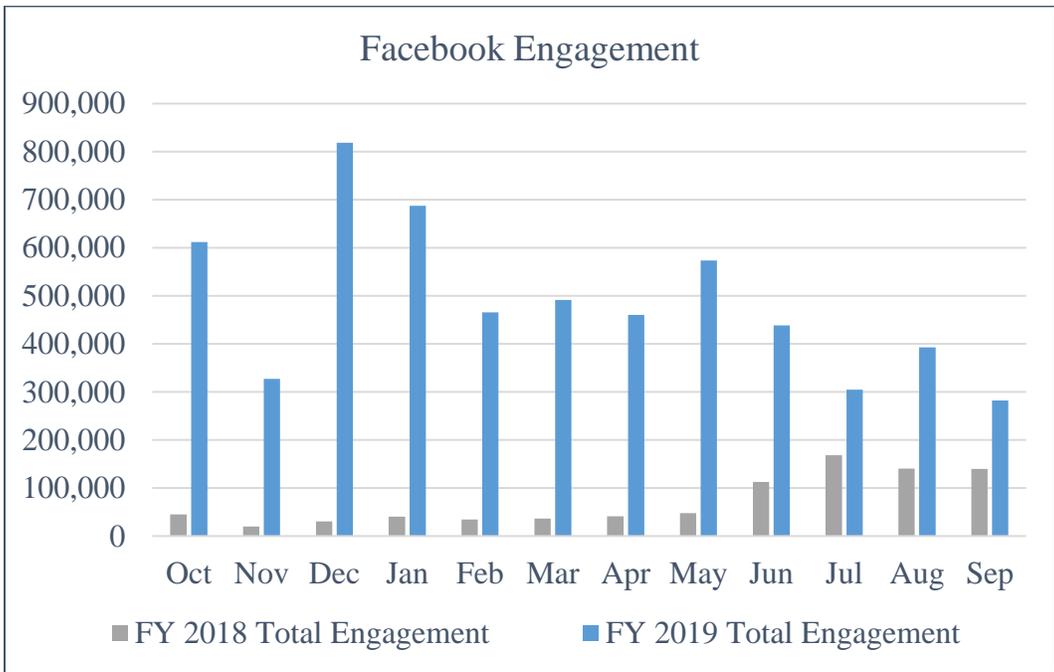
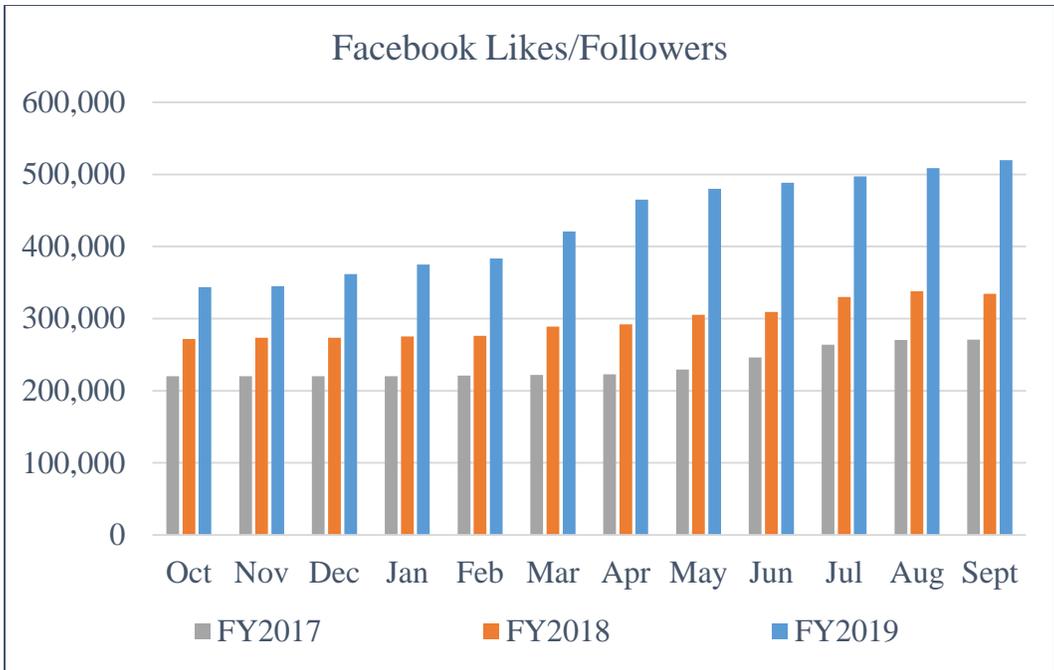
Project Description	Fiscal Year- Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Conduct robust comprehensive research to generate ways forward for the entire destination.	30-Jun-21	E. Caum	\$300,000	HOT Revenue	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1-2
Develop a comprehensive hospitality training program in partnership with all stakeholders in the destination.	31-Mar-21	E. Caum & L. Moore	\$25,000	Impressions	Chapter VI Goal 2 Objective 2.1 Policy 2.1.1-3
Identify several software platforms to enhance destination packaging.	29-Jan-21	M. Amaya	\$45,000	CTR	Chapter VI Goal 2 Objective 2.1 Policy 2.1.4
Conduct full research plans and data collection.	30-Jun-21	E. Caum	\$300,000	Impressions	Chapter VI Goal 1
Detail outline/objective/outputs for the marketing and communications department. Includes revised job descriptions for both staffers.	31-May-21	E. Caum	Personnel related expenses for hours worked on project	HOT Revenue	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1-1
Conduct Annual SWOT Analysis and Business Plan with Team.	30-Apr-21	E. Caum & L. Moore	Personnel related expenses for hours worked on project	HOT Revenue	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1

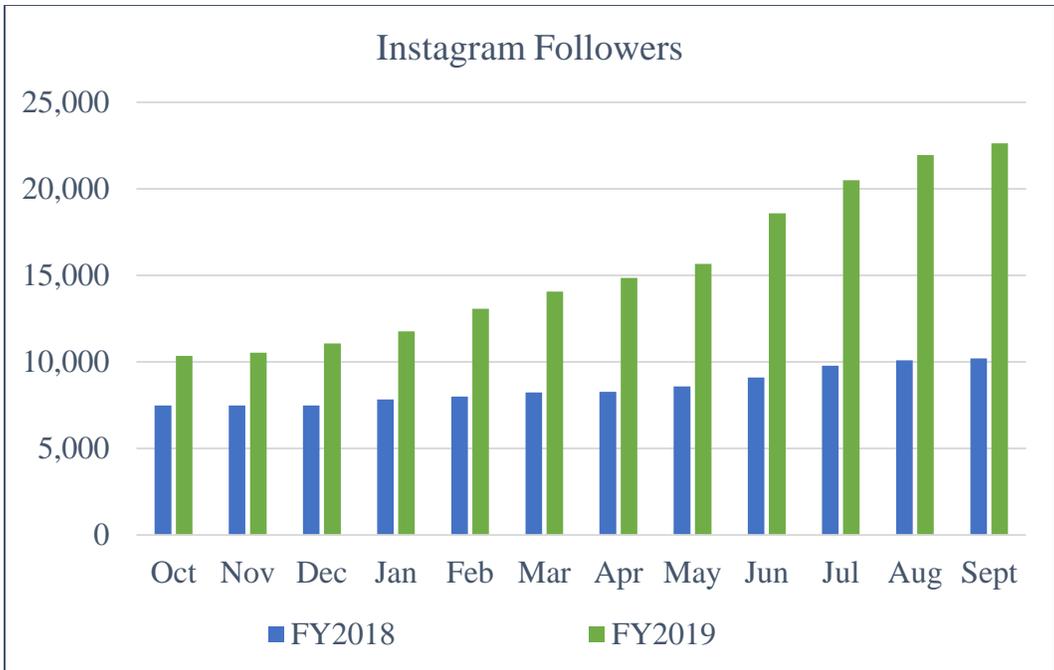
Review business plan, process maps and brand awareness messaging with sales team and staff.	30-April-21	E. Caum	Total of \$3 million budgeted in Marketing division	HOT Revenue	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1-1
Coordinate and execute 6-8 new off-season special events.	31-Aug-21	E. Caum & M. Amaya	\$170,000	Special Events	Chapter VI Goal 1
Refine Sales SOPs for operations and convention processes.	1 Jun 20	E. Caum	Personnel related expenses for hours worked on project	HOT Revenue	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1
Generate all remaining appropriate process maps for department-wide functions.	1 Jun 20	E. Caum	Personnel related expenses for hours worked on project	HOT Revenue	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1
Review, update, and implement comprehensive nature tourism marketing plan.	30-Jun-20	E. Caum	\$3,000 budgeted for events & \$50k for Ecotourism Sponsorships	Impressions	Chapter I Goal 1 Objective 1.2
Solicit and drive participation from stakeholders to utilize the identified packaging software	30-Sep-20	E. Caum	\$45,000	Special Events	Chapter VI Goal 4 Objective 4.3 Policy 4.3.1
Mid Term - FY 2021-22 & FY 2022-23					
Sustain current customer base.	2021-23	E. Caum & M. Nunez	To be determined	HOT Revenue	Chapter VI Goal 2 Objective 2.1 Policy 2.1.1-1
Increase HOT revenues from increased Island visitation and overnight stays.	2021-23	E. Caum & L. Moore	To be determined	HOT Revenue	Chapter VI Goal 4 Objective 4.2 Policy 4.2.6
Generate impactful brand messaging-TAG.	2021-23	E. Caum & L. Moore	\$2.1m	Impressions	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1-1
Long Term - FY 2023-24 & FY 2024-25					
Support feasibility studies on the development of infrastructure, potential events, and possible future business.	2023-24	E. Caum & L. Moore	\$20,000	Booking	Chapter VIII Goal 1 Objective 1.1

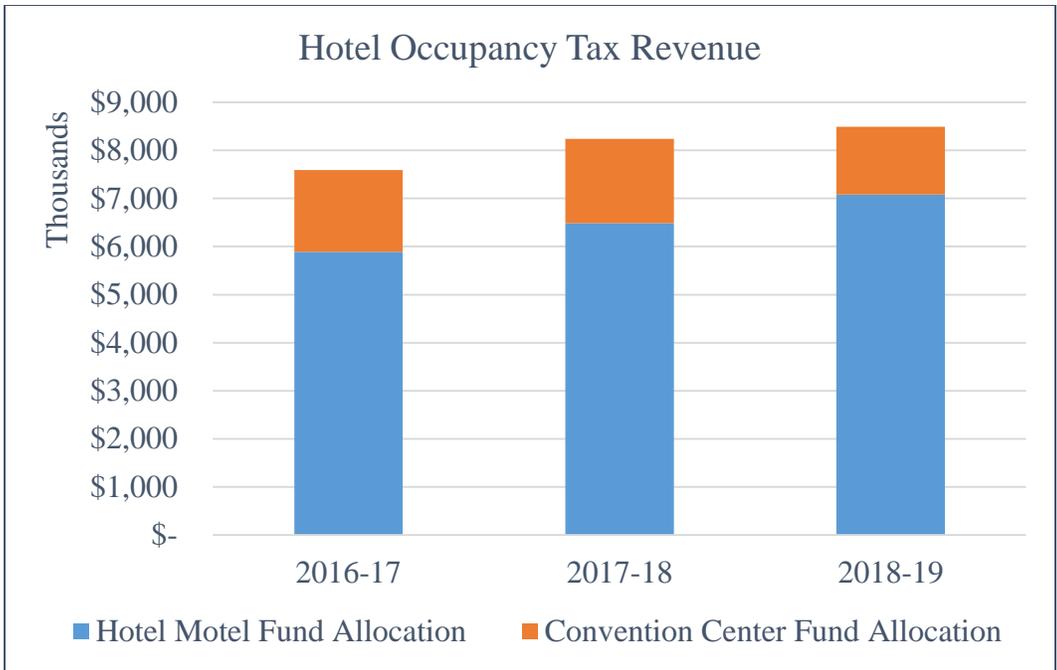
Plan and implement airlift enhancement initiative.	2023-24	E. Caum & L. Moore	\$400,000	Booking	Chapter VI Goal 1
Grow future business and new customer base and reiterate brand and mission through Amphitheater/Events Center/Convention Centre Expansion.	202-25	E. Caum & L. Moore	Estimated \$9 million	Project progression	Chapter VI Goal 2 Objective 2.1 Policy 2.1.1-1

SALES & ADMINISTRATION PERFORMANCE METRICS





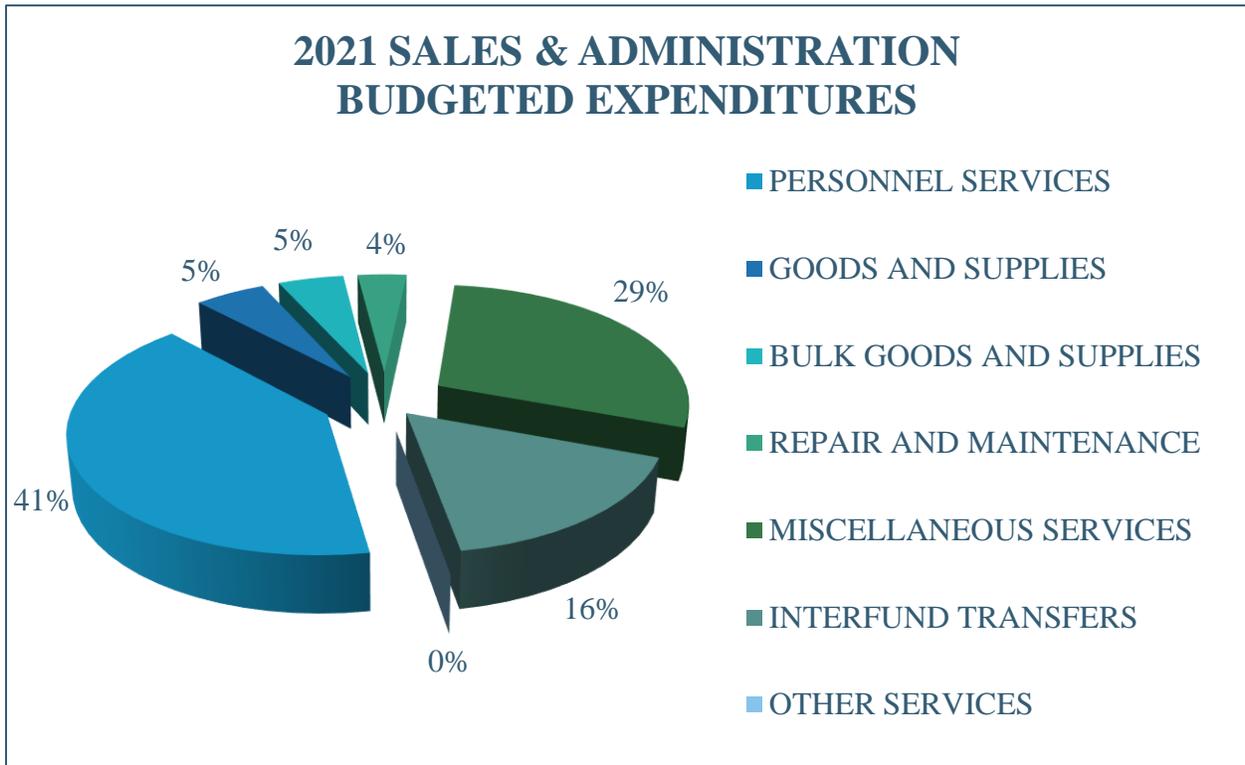




STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
CVB Director	1	1	1	1	1	1
CVB Accountant/Office Manager	1	0	0	0	0	0
Service & Operations Director(Lori)	0	1	1	1	1	1
Executive Admin Assistant	1	1	1	1	1	1
CVB Receptionist	1	1	1	1	1	1
Meeting & Events Coordinator	1	1	1	1	1	1
Operations Manager	1	0	0	0	0	0
Building & Grounds Manager(Joey)	0	1	1	1	1	1
Operations Manager/ Supervisor(Juan)	1	1	1	1	1	1
Facilities Maintenance Team	6	6	6	6	6	6
Visitor Center Information Counselors	2	3	3	3	3	3
Part Time Information Counselors	2	2	2	2	2	2
Part Time VC Maintenance	1	1	1	1	1	1
Sales Managers	1	3	3	3	3	3
CVB Sales/Services Manager	1	1	1	1	1	1
Marketing Manager	0	1	1	1	1	1
Marketing/Communication Specialist	1	1	1	1	1	1
Website Social Media Specialist	0	1	1	1	1	1
Special Events Manager	1	1	1	1	1	1
Special Event Coordinator	1	1	1	1	1	1
Total Positions:	23	28	28	28	28	28

SALES AND ADMINISTRATION BUDGET



DEPT. EXPENDITURES	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
HOTEL/MOTEL - SALES & ADMIN.	2018	2019	2020	2021
PERSONNEL SERVICES	\$623,927	\$679,168	\$753,494	\$757,961
GOODS AND SUPPLIES	94,972	80,046	96,300	97,000
BULK GOODS AND SUPPLIES	50,627	66,630	60,000	90,000
REPAIR AND MAINTENANCE	46,592	70,882	65,900	66,900
MISCELLANEOUS SERVICES	516,831	642,272	626,160	540,560
INTERFUND TRANSFERS	354,273	375,394	380,103	307,064
OTHER SERVICES	0	15,734	0	0
TOTAL EXPENDITURES	\$1,687,222	\$1,930,126	\$1,981,957	\$1,859,485

VISITORS CENTER

WHO ARE WE / WHAT WE DO

The South Padre Island Visitors Center (VC) 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 experience. Our visitors are greeted warmly by well-informed staff with professional and friendly attitudes.

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 Technology:** To better serve our guests and the community, we will add two new laptops and one server in the reception area.
3. **Serve as an information center for area businesses:** To assist City businesses with promoting services, we will keep updated information offerings which will also allow us to give area businesses feedback from our Island guests.

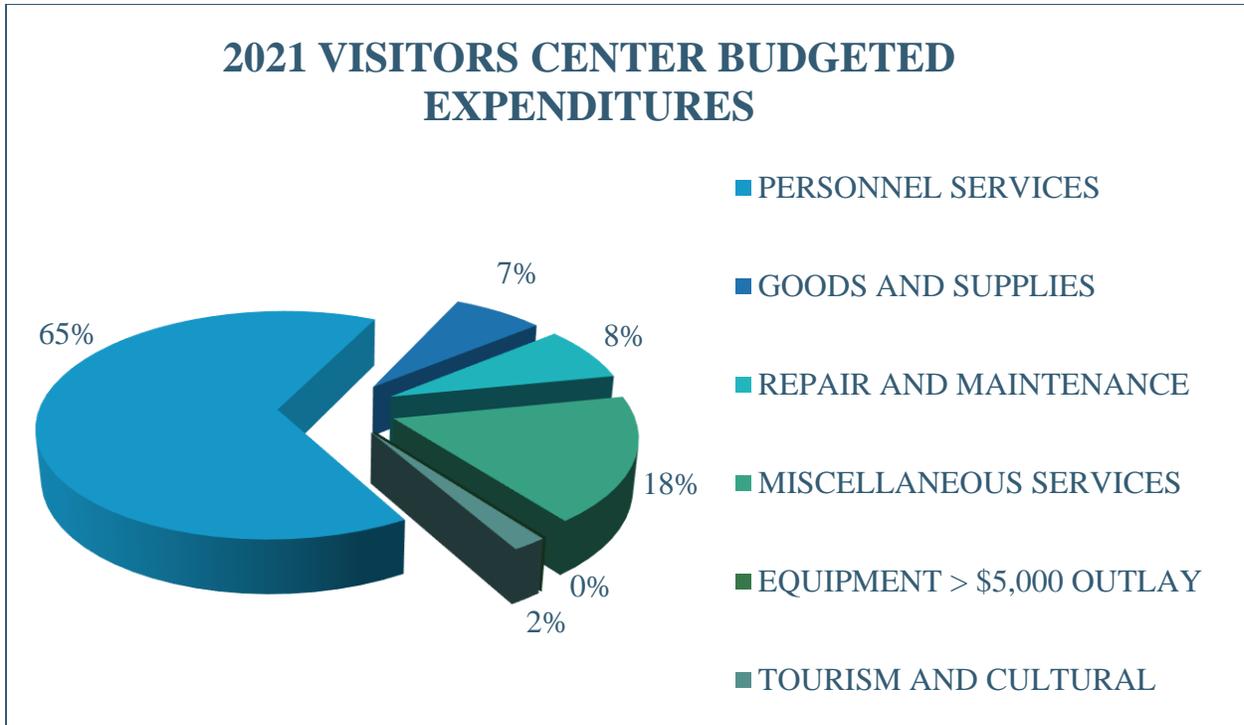
Our Planning Indicators and Focus:

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 keeping track of:

- Greet walk-in visitors and provide accurate SPI information.
- 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.
- Records regarding daily number of walk-ins.
- Daily emails and zip codes.
- International visitors and the different countries of which they come from.
- Number of phone calls requesting Island information.
- Operating status of Island businesses and all venues.
- Island's events, festivities, and activities.
- Island restaurants' menus, specials, and coupons.
- Reports requested by the CVB Director.
- Chamber of Commerce usage of the Visitor Center conference room.
- Partner's current contact information.

- Courtesy calls to our partners in regards to promotional materials.
- Reports for Texas Department of Transportation (TX DOT) Travel Literature Program/Fulfillment Branch.
- Facility, grounds, and entire property to ensure a clean, pleasant and friendly atmosphere.
- Inventory of brochures, menus, pamphlets and magazines from our partners to ensure we always have enough and never run out.

VISITORS CENTER BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL - VISITORS CENTER	2018	2019	2020	2021
PERSONNEL SERVICES	\$159,039	\$157,086	\$156,699	\$97,287
GOODS AND SUPPLIES	11,479	12,364	10,150	10,600
REPAIR AND MAINTENANCE	12,590	17,075	15,900	11,500
MISCELLANEOUS SERVICES	28,451	35,654	56,070	26,460
EQUIPMENT > \$5,000 OUTLAY	0	86,429	0	0
TOURISM AND CULTURAL	2,814	1,393	0	3,000
TOTAL EXPENDITURES	\$214,373	\$310,001	\$238,819	\$148,847

SPECIAL EVENTS DIVISION

WHO ARE WE / WHAT WE DO

The Special Events Division is responsible for planning, organizing, coordinating and administering a variety of special event programs. Marketing programs for Special Events including median banners, social media, and City websites (sopadre.com, whosyourpadre.com).

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.

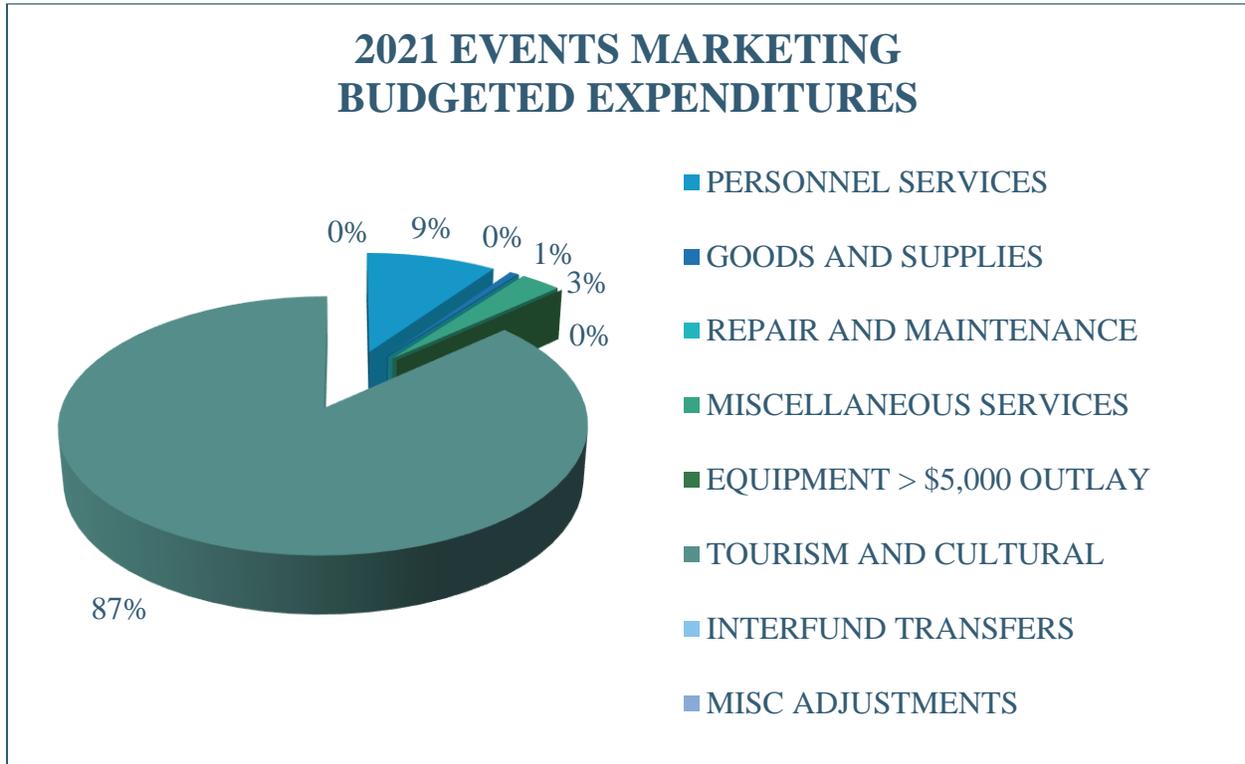
Our Planning Indicators and Focus:

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

We have staff who attend special events and survey participants to aid in obtaining data. 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 data due to frequent employee turnover.

We 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 combine the data with hotel pickup for more accurate reports.

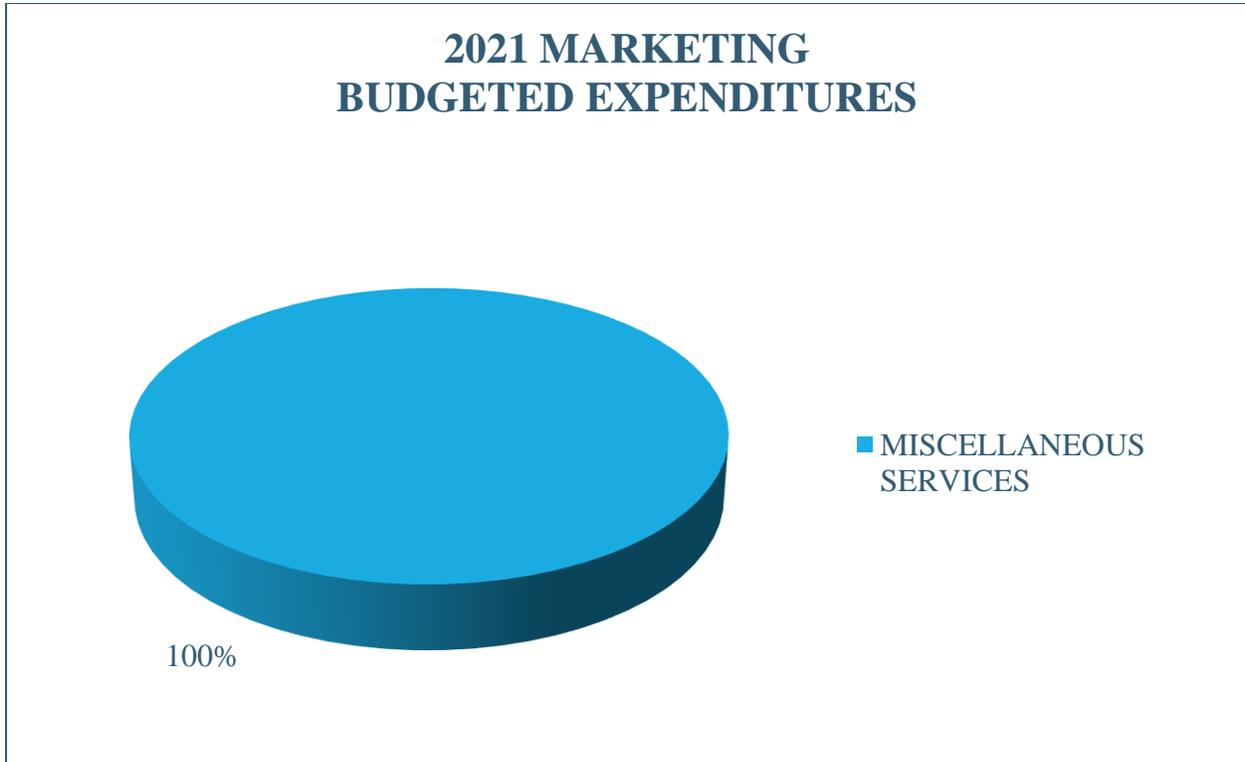
SPECIAL EVENTS MARKETING BUDGET



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL - EVENTS MARKETING	2018	2019	2020	2021
PERSONNEL SERVICES	\$61,750	\$70,884	\$65,530	\$66,774
GOODS AND SUPPLIES	11,137	17,641	4,500	4,500
REPAIR AND MAINTENANCE	327	0	0	0
MISCELLANEOUS SERVICES	14,959	18,773	21,081	21,081
EQUIPMENT > \$5,000 OUTLAY	22,350	0	0	0
TOURISM AND CULTURAL	740,156	774,001	545,987	603,000
INTERFUND TRANSFERS	332,565	319,317	0	0
MISC ADJUSTMENTS	15,000	0	0	0
TOTAL EXPENDITURES	\$1,198,244	\$1,200,616	\$637,098	\$695,355

MARKETING BUDGET

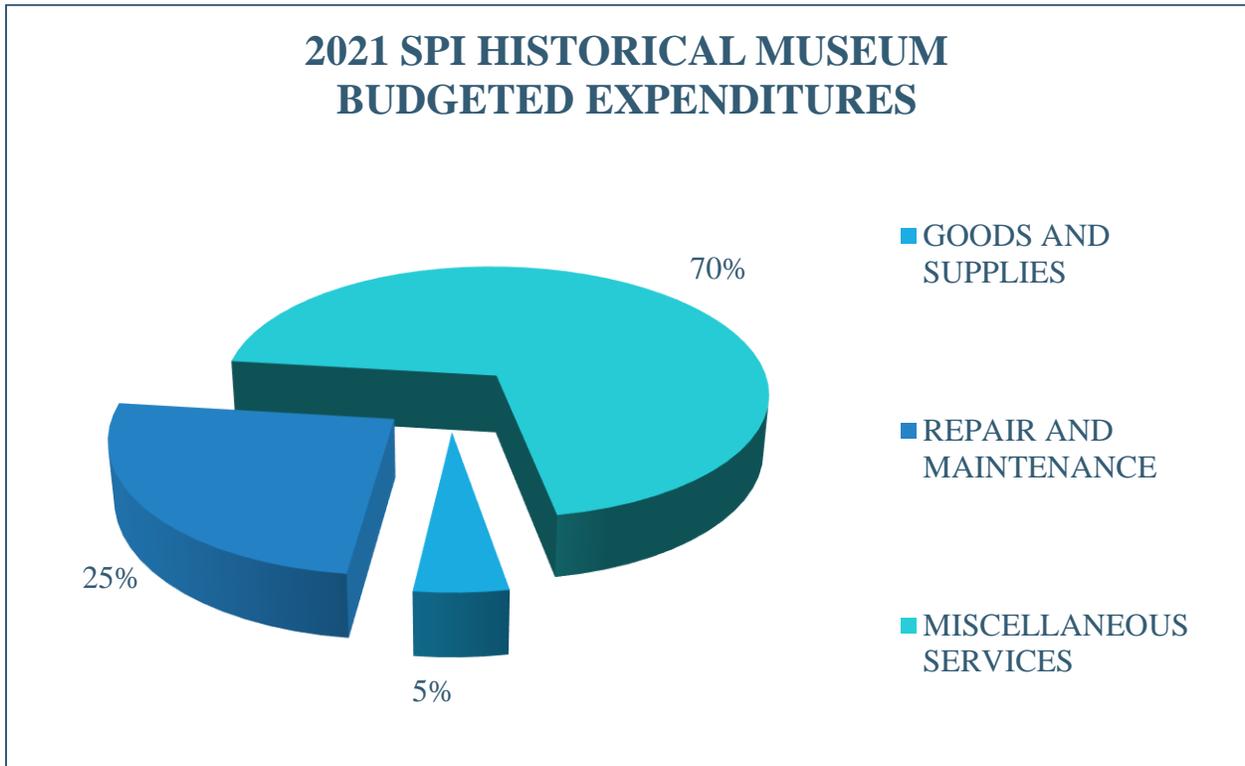
This department of the Hotel Motel Tax fund is relatively new. All of the marketing expenditures were previously budgeted in the Sales and Marketing Department, since renamed the Sales and Administration Department. This was a decision that was not considered lightly. On the one hand it helps to clarify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



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL - MARKETING	2018	2019	2020	2021
MISCELLANEOUS SERVICES	\$3,891,830	\$4,089,040	\$3,712,553	\$3,615,500
TOTAL EXPENDITURES	\$3,891,830	\$4,089,040	\$3,712,553	\$3,615,500

SPI HISTORICAL MUSEUM BUDGET

This is a new division of the Hotel Motel Tax fund created to account for expenses related to the existing lease agreement with the South Padre Island Historical Foundation. This includes the payment of utilities, building maintenance, janitorial services, building insurance, and provide landscaping/grounds maintenance related to the building located at 600 Padre Blvd.



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL - SPI HISTORICAL MUSEUM	2018	2019	2020	2021
GOODS AND SUPPLIES	\$0	\$0	\$0	\$1,500
REPAIR AND MAINTENANCE	0	0	0	8,000
MISCELLANEOUS SERVICES	0	0	0	22,500
TOTAL EXPENDITURES	\$0	\$0	\$0	\$32,000

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 that their business is appreciated by continuing to provide excellent customer service and hospitality.
3. Continue to provide training opportunities to all personnel as well as new and updated information to ensure employee competence.
4. Continue to maintain strong, positive relationships with all City departments.

Our Planning Indicators and Focus:

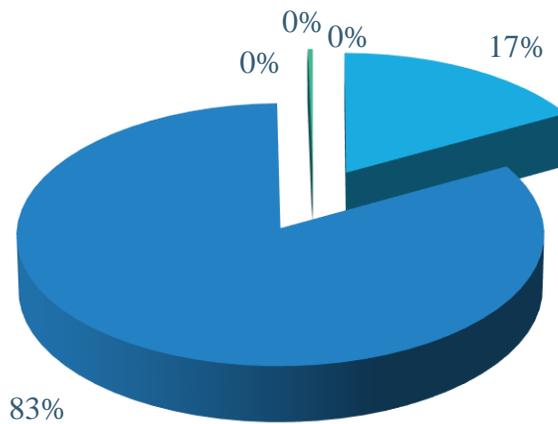
Our planning is based on the current and future needs of the clients and our ability to host larger and well attended events in our facility. We will strive to maintain the facility so it is a desired location that groups and events will consider for their organizational or special events.

CONVENTION CENTRE BUDGET

CONVENTION CENTRE REVENUE

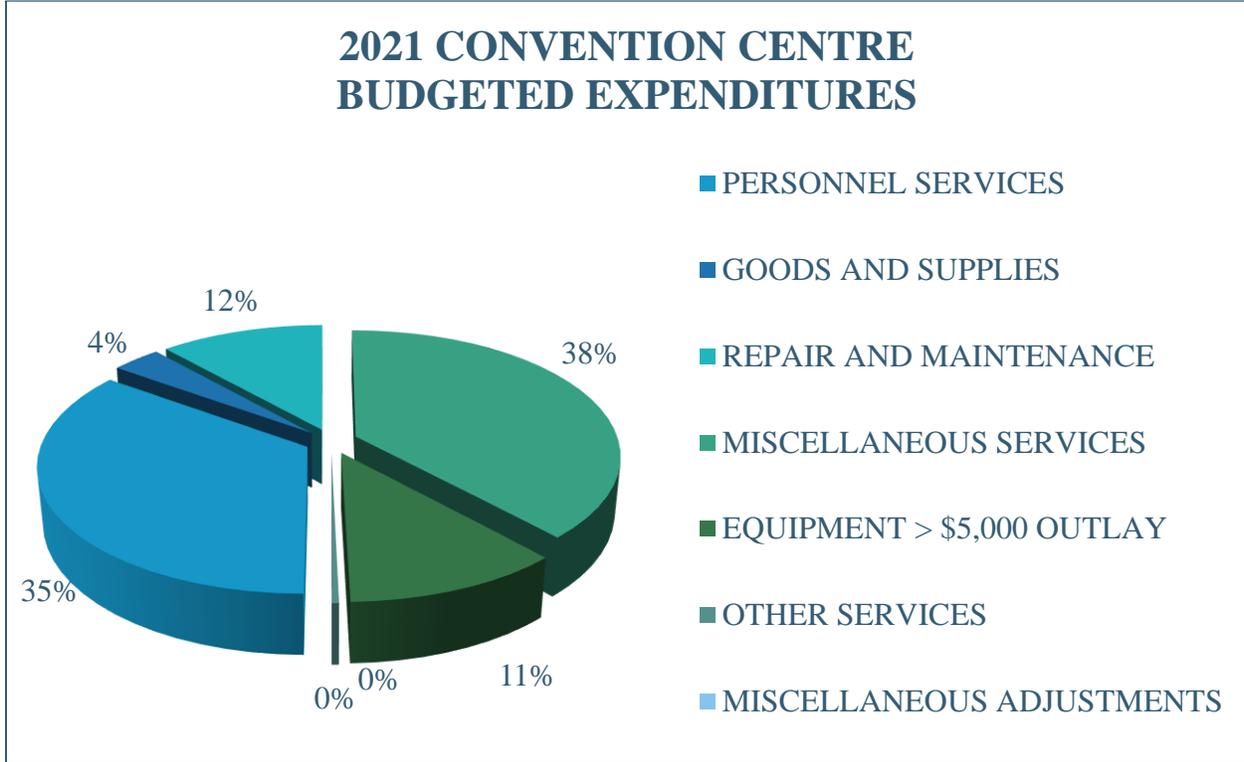
**2021 CONVENTION CENTRE FUND
BUDGETED REVENUES**

- CONVENTION CENTER
- FEES AND SERVICES
- OTHER FINANCING SOURCES
- NON-PROPERTY TAXES
- MISCELLANEOUS



REVENUES	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
CONVENTION CENTRE FUND				
CONVENTION CENTER	\$303,919	\$269,895	\$270,000	\$270,000
NON-PROPERTY TAXES	1,758,362	1,417,208	1,022,192	1,315,174
FEES AND SERVICES	1,039	1,876	0	0
MISCELLANEOUS	40,917	71,966	25,000	5,000
OTHER FINANCING SOURCES	400	3,576	0	0
TOTAL REVENUES	\$2,104,637	\$1,764,521	\$1,317,192	\$1,590,174

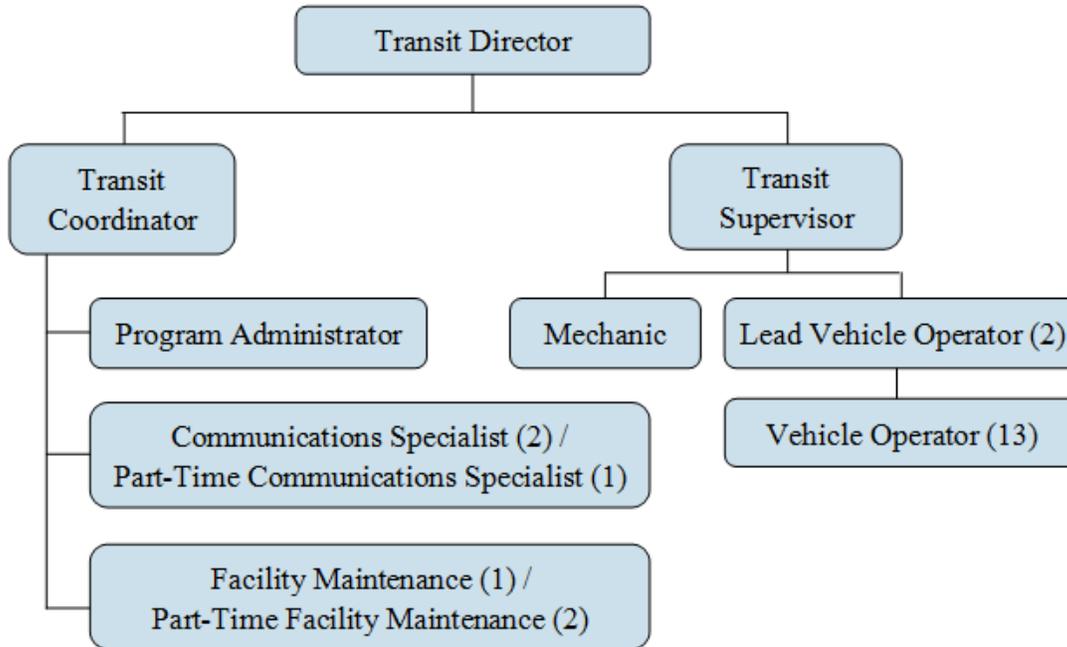
CONVENTION CENTRE BUDGETED EXPENDITURES



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
CONVENTION CENTRE	2018	2019	2020	2021
PERSONNEL SERVICES	\$483,542	\$561,874	\$547,727	\$555,390
GOODS AND SUPPLIES	59,781	55,350	55,506	55,500
REPAIR AND MAINTENANCE	186,888	153,540	176,674	183,462
MISCELLANEOUS SERVICES	487,592	561,638	596,510	608,020
EQUIPMENT > \$5,000 OUTLAY	183,969	251,548	198,866	181,802
OTHER SERVICES	0	4,200	6,000	6,000
MISCELLANEOUS ADJUSTMENTS	5,480	0	0	0
TOTAL EXPENDITURES	\$1,407,252	\$1,588,150	\$1,581,283	\$1,590,174

TRANSIT DEPARTMENT

TRANSIT DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The Island Metro is the rural transit agency for the City of South Padre Island. 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. Our fixed route and free transportation to all riders has proven to be very successful, with annual ridership of approximately 447,382 for fiscal year 2019.

The Island Metro provides public transportation for South Padre Island, Port Isabel, Laguna Heights, and through the connection with Metro Connect, the Laguna Madre and lower Rio Grande Valley area. The bus routes cover approximately a 25.5- 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 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 Island Metro has been developed with the input of our drivers, passengers, citizens, and business persons on both sides of the Queen Isabella Memorial Bridge. The Island Metro routes

have been designed to cater to the masses by establishing stops at areas with the greatest pedestrian activity; such areas include 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.

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 Texas Department of Transportation (TX DOT) and Federal Transit Administration rural transportation grants. The Transit Department leverages \$159,000 in local resources and captures over \$2 million annually in local match, TX DOT, and FTA grant funds annually.

Major Goals:

1. Establish the South Padre Island Metro as the preferred mode of transportation for the City’s residents, workforce, and vacationers.
2. Reduce transit headway on Padre Boulevard.
3. Continue developing relationships with local, state, and federal funders.
4. Secure grants to build out bus shelters on Padre and Gulf Blvd.
5. Sell advertising space on South Padre Island Metro buses to generate local revenue.

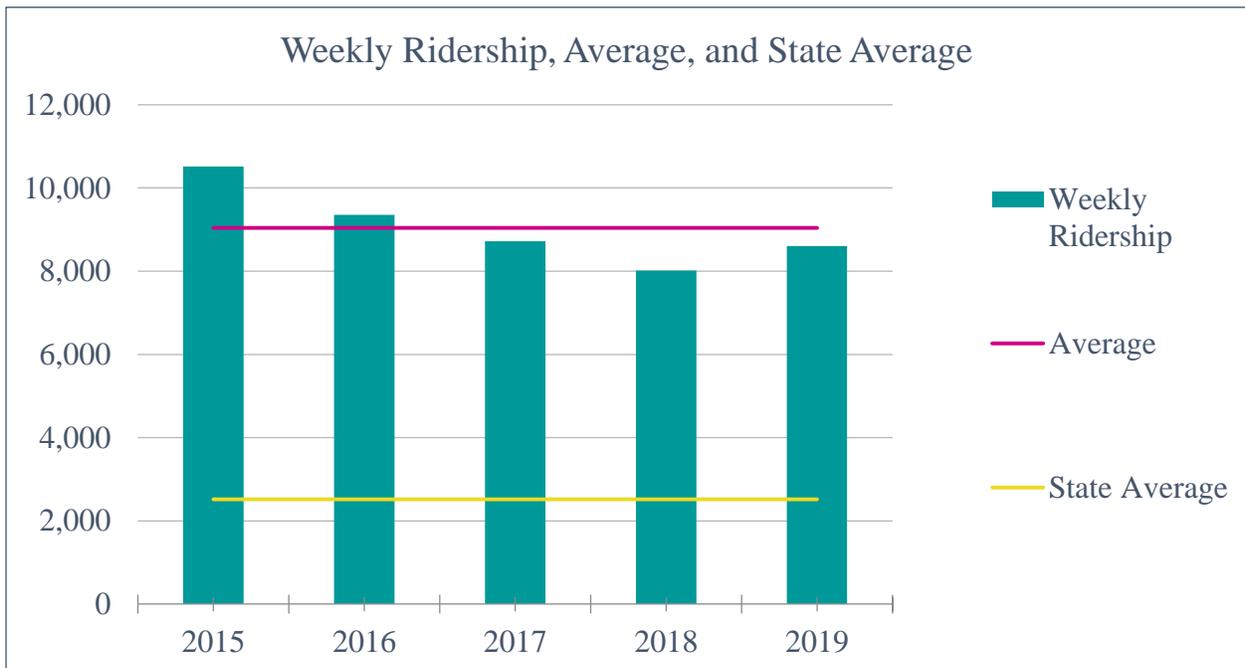
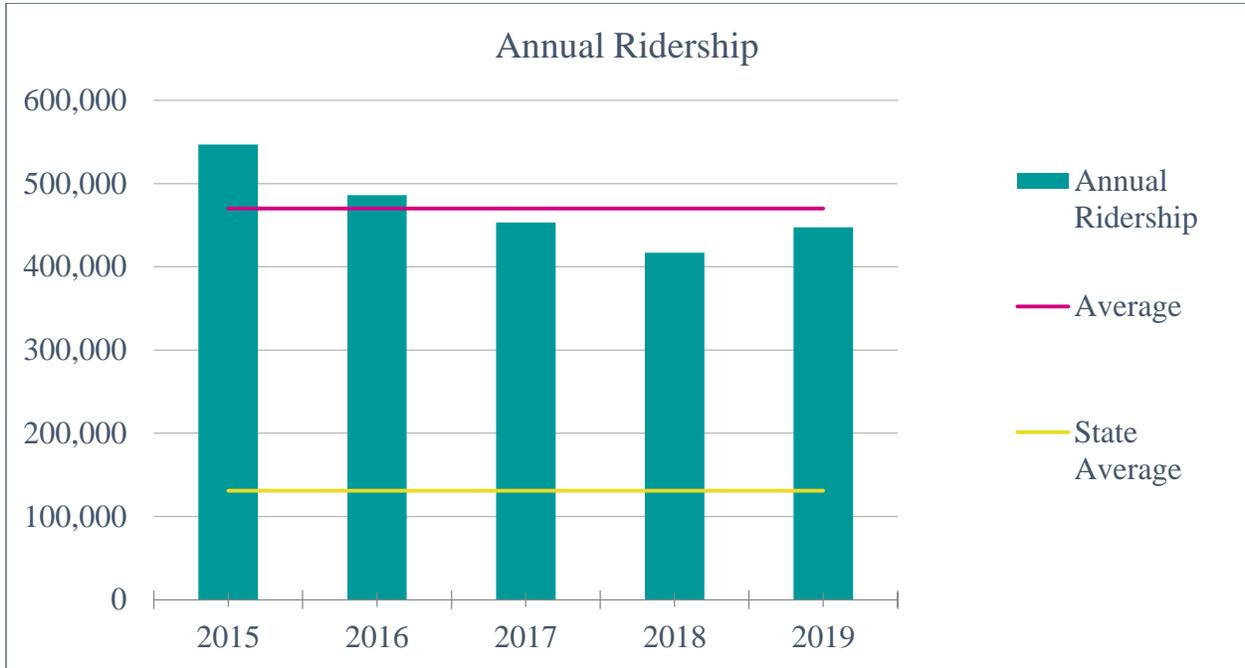
TRANSIT DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

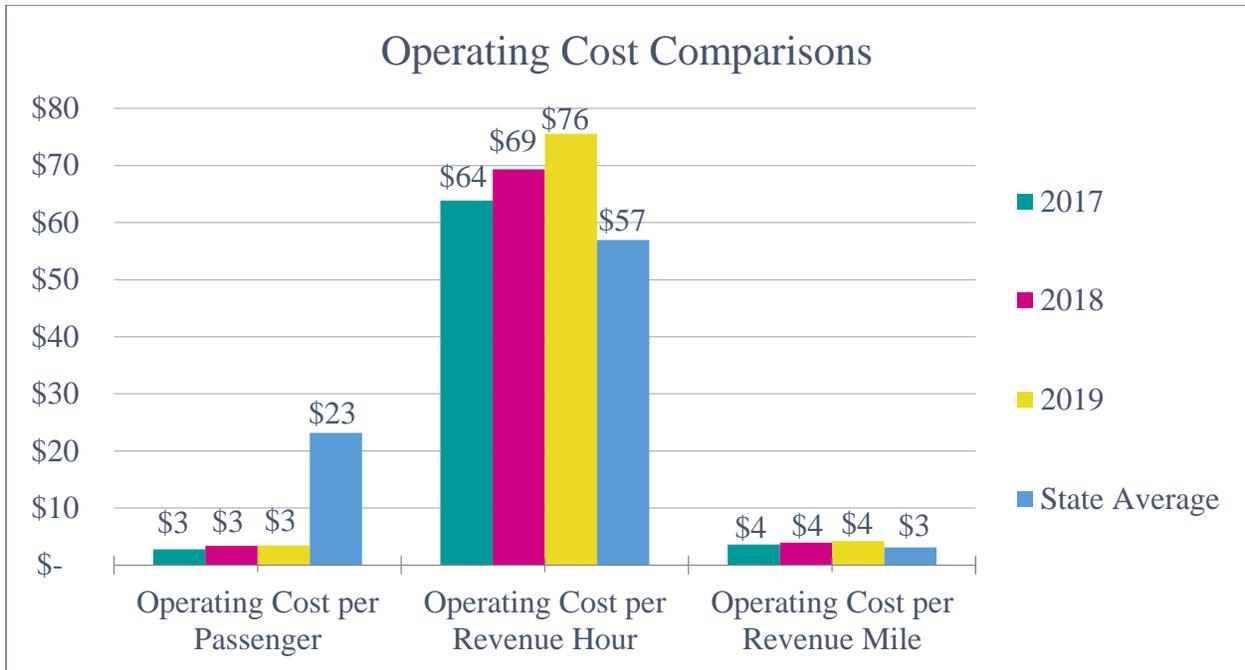
Project Description	Fiscal Year- Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Improve on-time performance, bus cleanliness, service, and passenger amenities.	2020-21	R. Martinez & D. Carpenter	N/A	Annual Ridership, Weekly Ridership, & Operating Cost	Chapter II Goal 1 Objective 1.1
Add stops every 2 blocks, new shelters design and amenities.	2020-21	R. Martinez & D. Carpenter	N/A	Annual Ridership & Weekly Ridership	Chapter II Goal 1 Objective 1.1
Obtain generator for the Multimodal.	2020-21	J. Arriaga & B. Perez	\$80,000	N/A	Chapter II Goal 1 Objective 1.1

Add passenger bus shelters.	2020-21	J. Arriaga & D. Carpenter	\$200,000	N/A	Chapter II Goal 1 Objective 1.1
Network with other governmental entities and agencies	2020-21	J. Arriaga	\$2.6k for dues and memberships; \$8k for TxDot Land Lease	N/A	Chapter VI Goal 1 Objective 1.1 Policy 1.1.7-4
Review and plan to achieve goals from the Comp Plan.	2020-21	J. Arriaga	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1 Objective 1.2 Policy 1.2.5
Train employees on vital issues that affect the department and City.	2020-21	J. Arriaga	\$24,930	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.2
Conduct self-assessment of key processes and develop SOPs.	2020-21	J. Arriaga	Personnel related expenses for hours worked on project	N/A	Chapter I Goal 2 Objective 2.1 Policy 2.1.1-1
Mid Term - FY 2021-22 & FY 2022-23					
Provide employees with proper training and appropriate incentives.	2021-23	J. Arriaga & D. Carpenter	To be determined	N/A	Chapter II Goal 2
Long Term - FY 2023-24 & FY 2024-25					
Increase funding through advertising, leasing space, charging fares, and increasing ridership.	2023-25	J. Arriaga	To be determined	Resulting increase in funding	Chapter II

TRANSIT PERFORMANCE METRICS

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



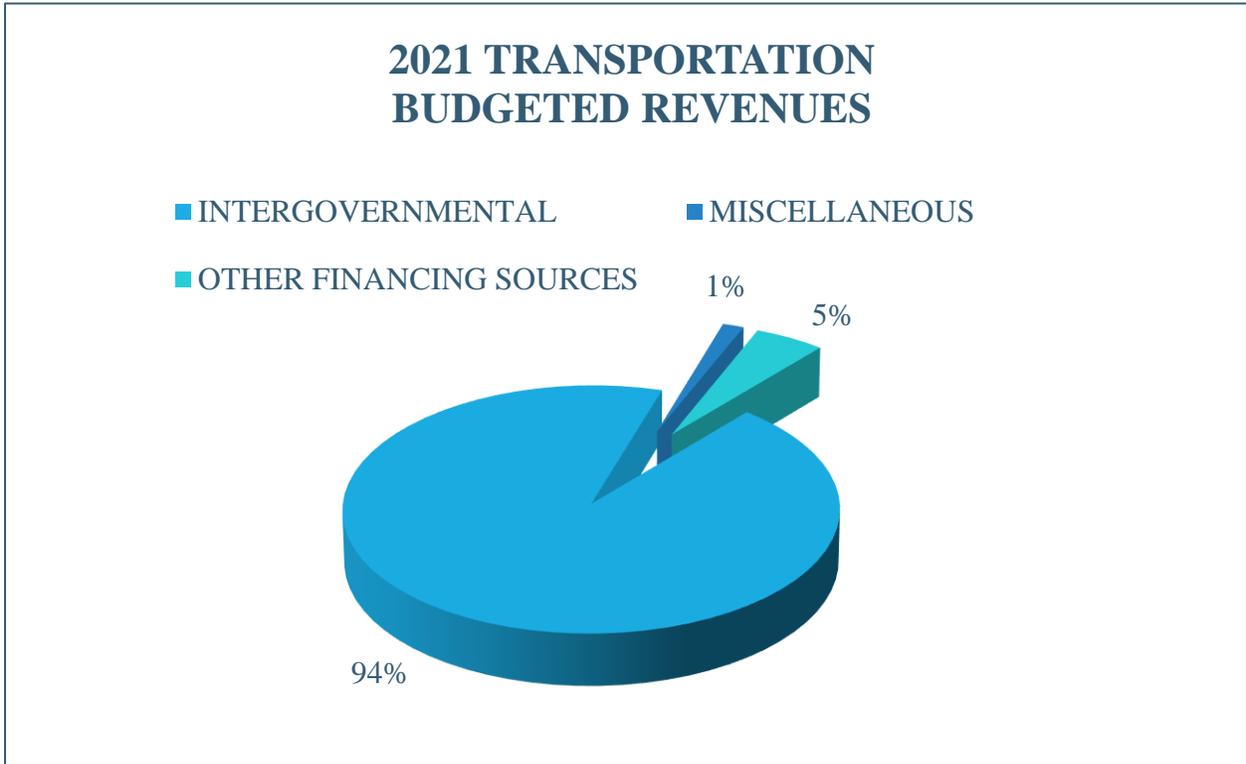


STAFFING PLAN

Position	Current	2020/21	2021/22	2022/23	2023/24	2024/25
Director	1	1	1	1	1	1
Transit Manager	1	1	1	1	1	1
Transit Supervisor	1	1	1	1	1	1
Program Administrator	1	1	1	1	1	1
Communication Specialist	3	3	3	3	3	3
Mechanic	1	1	1	1	1	1
Lead Drivers	2	2	2	2	2	2
Drivers	13	13	13	13	13	13
Facility Maintenance	2	3	3	3	3	3
Total Positions:	25	26	26	26	26	26

TRANSIT BUDGET

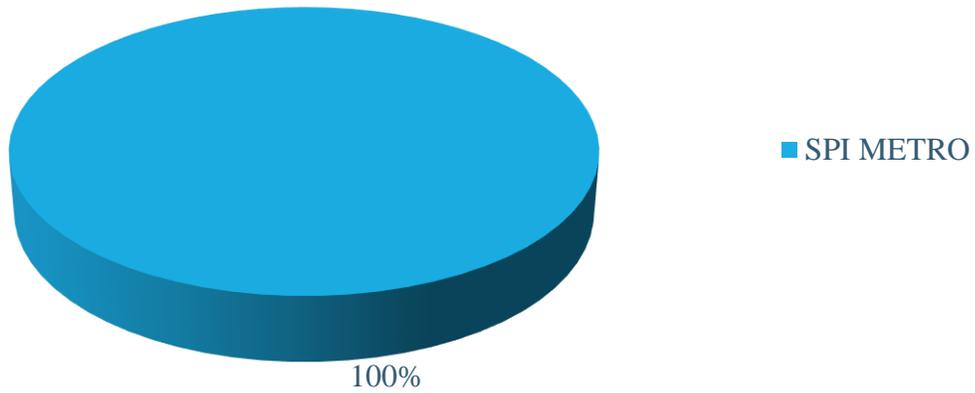
TRANSIT FUND REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION	2018	2019	2020	2021
INTERGOVERNMENTAL	\$3,104,783	\$4,449,122	\$1,694,284	\$3,138,973
MISCELLANEOUS	38,591	50,000	50,000	50,000
OTHER FINANCING SOURCES	115,722	139,563	164,110	165,289
TOTAL REVENUES	\$3,259,096	\$4,638,685	\$1,908,394	\$3,354,262

TRANSIT BUDGETED EXPENSES

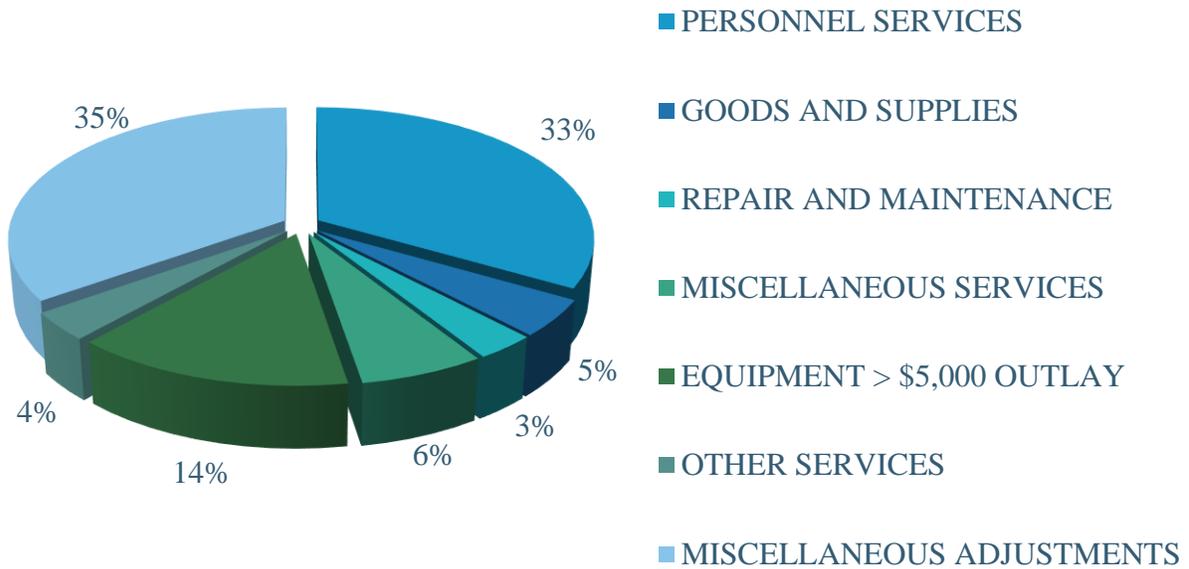
**2021 TRANSPORTATION
BUDGETED EXPENDITURES**



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION	2018	2019	2020	2021
SPI METRO	\$2,936,281	\$4,565,344	\$1,908,394	\$3,354,262
METRO CONNECT	418,948	42,614	0	0
TOTAL EXPENDITURES	\$3,355,229	\$4,607,958	\$1,908,394	\$3,354,262

SOUTH PADRE ISLAND METRO BUDGET

2021 SPI METRO BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION - ISLAND METRO	2018	2019	2020	2021
PERSONNEL SERVICES	\$775,218	\$948,530	\$1,013,028	\$1,116,652
GOODS AND SUPPLIES	138,695	149,827	139,908	153,071
REPAIR AND MAINTENANCE	65,566	94,613	174,528	104,000
MISCELLANEOUS SERVICES	295,403	269,809	251,610	214,930
EQUIPMENT > \$5,000 OUTLAY	1,567,652	2,996,808	237,820	480,513
OTHER SERVICES	93,657	105,757	91,500	117,679
MISCELLANEOUS ADJUSTMENTS	90	0	0	1,167,417
TOTAL EXPENDITURES	\$2,936,281	\$4,565,344	\$1,908,394	\$3,354,262

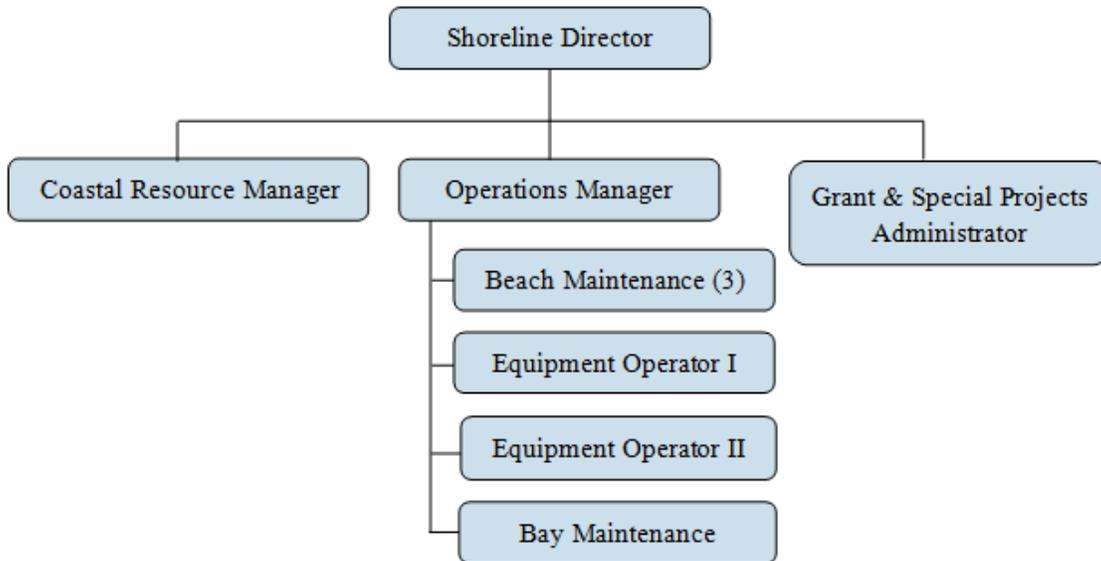
METRO CONNECT BUDGET

The Transit Department is no longer involved in the operations of Metro Connect. This change occurred during the 2018-2019 fiscal year. To maintain a complete historical perspective of the Transit Department's expenses prior year data was included in the budget document.

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION - METRO CONNECT	2018	2019	2020	2021
PERSONNEL SERVICES	\$316,515	\$40,810	\$0	\$0
GOODS AND SUPPLIES	83,593	1,804	0	0
REPAIR AND MAINTENANCE	14,940	0	0	0
MISCELLANEOUS SERVICES	3,900	0	0	0
MISC DEPT ADJ	0	0	0	0
TOTAL EXPENDITURES	\$418,948	\$42,614	\$0	\$0

SHORELINE DEPARTMENT

SHORELINE DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO

The Shoreline Department is composed of eight individuals, six of whom are part of the operations team to perform the daily maintenance of the beach, bay, and all accesses (both beach and bay). The department is responsible for conserving roughly the five miles of beachfront the City has, which includes about 225 acres of recreational beach and dunes. The Shoreline Department is also responsible for ensuring public access is provided to the beach. The City has 28 beach accesses that are maintained daily by the operations staff. The Grant and Special Project Administrator works alongside the Shoreline Director to continually improve these beach accesses with a variety of funding sources. The beach, entire bayside, including Tompkins Channel, the Causeway boardwalk, two boat ramps, an additional five bayside accesses, and all 35 bay street endings are included in the Shoreline Department's jurisdiction. The Laguna Madre is only one of six hypersaline bodies of water in the world and serves as a valuable natural asset and a tourism driver.

The Department works continually with state and federal agencies on a variety of projects including beach nourishment, beach and dune permits, and different grants. We have overseen the construction of nine raised beach accesses and have improved each access with various signs, landscaping, and public amenities all totaling more than \$2.5 million of coastal infrastructure.

We continue to search and apply for grants that will improve the City's beach and bayside amenities. As mentioned, the Department oversees all aspects of beach management which includes the placement of beneficial use of dredge material in the form of beach nourishment. The Department works alongside the US Army Corps of Engineers and the Texas General Land Office to ensure we can place the material on our Island's beaches.

The Shoreline Department also administers Beach and Dune Protection permits to applicants for any construction that is east of the Dune Protection Line. The Department has a close working relationship with the Texas General Land Office's Beach and Dune Team to ensure that all activities are in line with the City's ordinances and plans as well as the Texas Natural Resource Code and Texas Administrative Code.

Major Goals:

1. Continually search and apply for grants to enhance the City's beach and bay accesses and their amenities.
2. Search for methods to reduce the cuts through our dune system to create a more resilient coast, as per our Erosion Response Plan.
3. Educate the public and Gulf facing properties on the importance of dunes, our Chapter 22 Code of Ordinances, and Erosion Response Plan.
4. Maintain contact with the General Land Office, Cameron County, the United States Army Corps of Engineers, and our partners and continue improving the relationships we have with each entity.
5. Provide training and conferences for, both, the Shoreline operations crew and staff. The department is always looking for new training to increase its operating confidence and relationships with important colleagues.
6. Provide an enjoyable and memorable experience for our year round residents, winter Texans, and our seasonal visitors by ensuring the beach and our accesses are kept unsoiled.

SHORELINE DEPARTMENT STRATEGIC OBJECTIVES AND WORK PLAN FOR THE NEXT FIVE YEARS

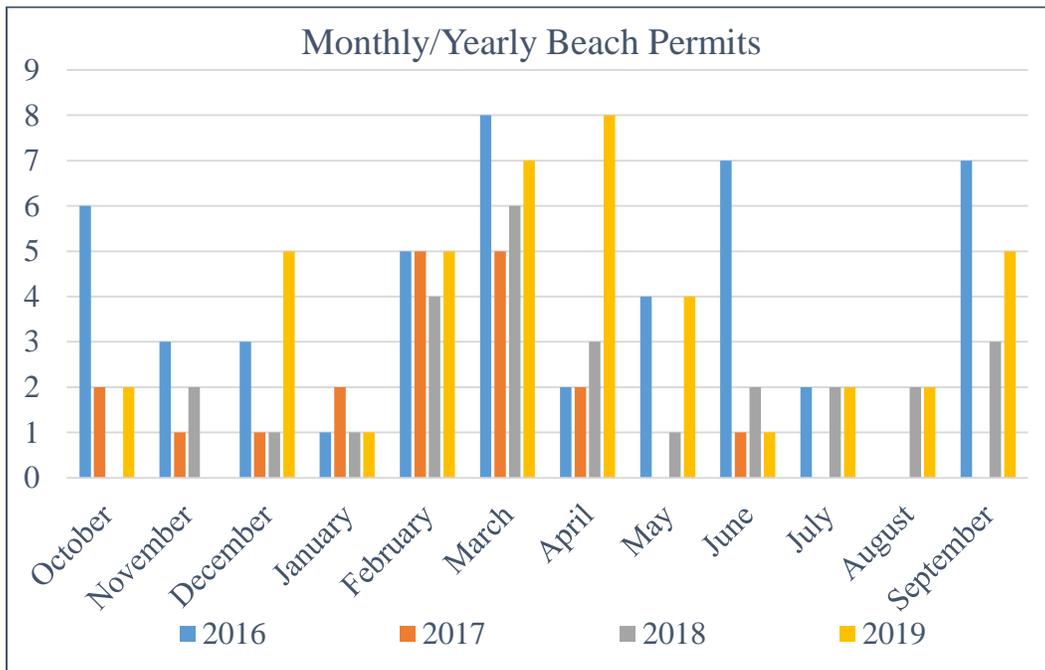
Project Description	Fiscal Year-Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal
Short Term - FY 2020-21					
Improve equipment training with operator.	2020-21	K. Boburka & O. Grisham	\$3k training & \$8k travel	N/A	Chapter III Goal 1 Objective 1.1 Policy 1.1.1
Create a debris disposal plan.	2020-21	K. Boburka & O. Grisham	Personnel related expenses for hours worked on project	N/A	Chapter III Goal 1 Objective 1.3
Implement a hurricane response plan.	2020-21	K. Boburka & O. Grisham	Personnel related expenses for hours worked on project	N/A	Chapter III Goal 1 Objective 1.1 Policy 1.1.1-3
Improve the Shoreline Department's webpage on the City's website.	2020-21	E. Hughston	IT & Shoreline personnel related expenses for hours worked on project	N/A	Chapter III Goal 1 Objective 1.1
Streamline the beach and dune permitting process.	2020-21	K. Boburka	\$1k Credit Card Processing Fees	Metrics 1, 2, 3, & 4	Chapter III Goal 1 Objective 1.1
Mid Term - FY 2021-22 & FY 2022-23					
Perform public polls/surveys on recent projects and improvements.	2022-23	K. Boburka & O. Grisham	Personnel related expenses for hours worked on project	N/A	Chapter III Goal 1 Objective 1.1
Coastal Management Program Projects.	2021-22	K. Boburka & O. Grisham	N/A	N/A	Chapter III Goal 1 Objective 1.1
Continue executing the Wind Sport Park project.	2022-23	K. Boburka	\$956k (venue tax)	N/A	Chapter III Goal 2
Long Term - FY 2023-24 & FY 2024-25					
Continue to provide trainings for personnel, especially related to safety and operating on crowded beaches.	2023-25	O. Grisham	Training & travel expense	N/A	Chapter III Goal 1 Objective 1.1 Policy 1.1.1-3
Continue to make the beach and bay accessible.	2023-25	K. Boburka & E. Hughston	Apply to grants when available	Metrics 1, 2, 3, & 4	Chapter III Goal 1 Objective 1.1

Increase and improve conservation efforts.	2023-25	K. Boburka & E. Hughston	\$1.1 Million	Metric 5	Chapter III Goal 1 Objective 1.1
Review and plan to achieve goals from the Shoreline Master Plan & the Comprehensive Plan.	2023-25	K. Boburka	To be determined	N/A	Chapter VII Goal 1 Objective 1.2
Continue executing the improvement of boat ramps and infrastructure with grant funds awarded through the RESTORE Act fund. Project encompasses the purchase of land, construction of a boat ramp, dock renovation/replacement, and parking paving.	2023-4	K. Boburka	City Portion \$457k; RESTORE Act Fund \$1.9 Million	N/A	Chapter III Goal 2
Continue executing the Coastal Management Program which focuses on the protection of natural habitats and wildlife.	2023-24	K. Boburka	Fund 61 \$666k; Fund 81 \$60k; CMP Funds \$1 Million	N/A	Chapter III Goal 1
Continue execute the beneficial use of dredge material (BUDM) project to restore and protect the beach and dunes.	2024-25	K. Boburka	City Portion \$1.8 Million; GLO portion \$4.3 Million	Metric 5	Chapter III Goal 1
Expand the Tompkins Channel to enable vessels to continue northward where future development is being planned.	2024-25	K. Boburka	\$1 Million	N/A	Chapter III Goal 1 & 2

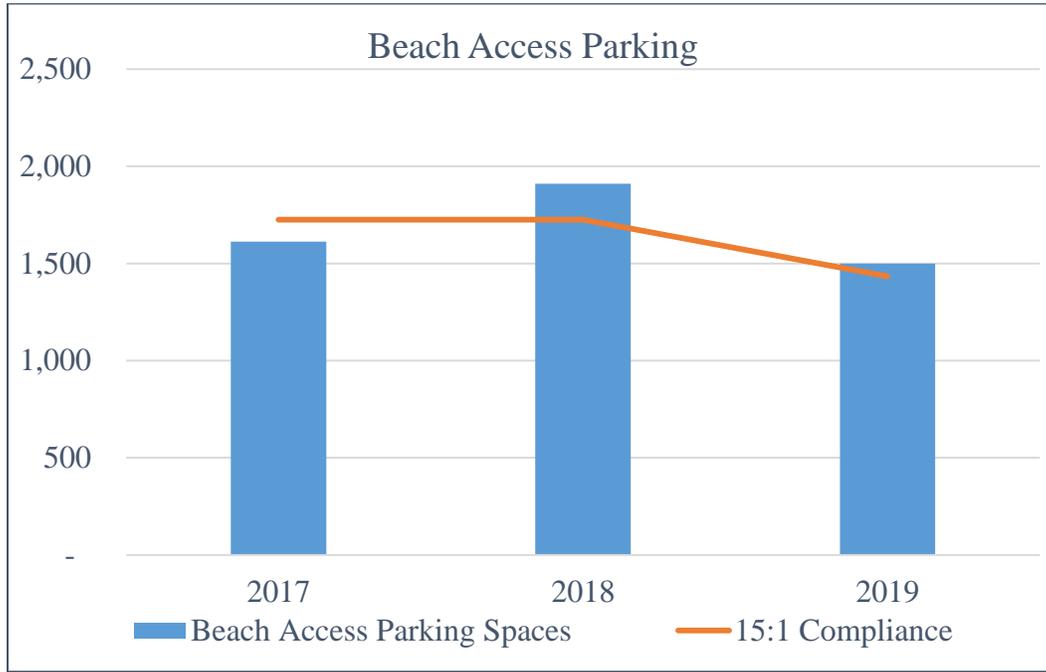
SHORELINE DEPARTMENT PERFORMANCE METRICS

Comprehensive Plan Chapter III Goal 1.1: The City shall ensure the protection and conservation of natural resources such as beaches, dunes, and wetlands, Laguna Madre waterfront, and native flora and fauna, allowing for their sustainable use and enjoyment by future generations.

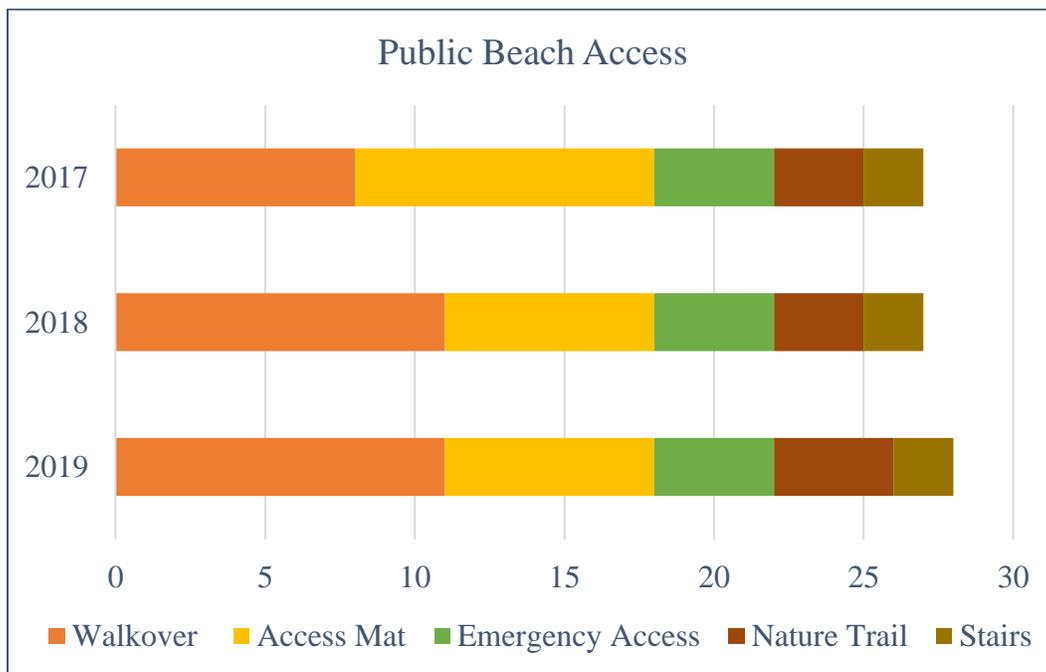
Metric 1: This chart displays the monthly/yearly beach permits that are issued. This includes Beach and Dune permits as well as Beach Use Permits.



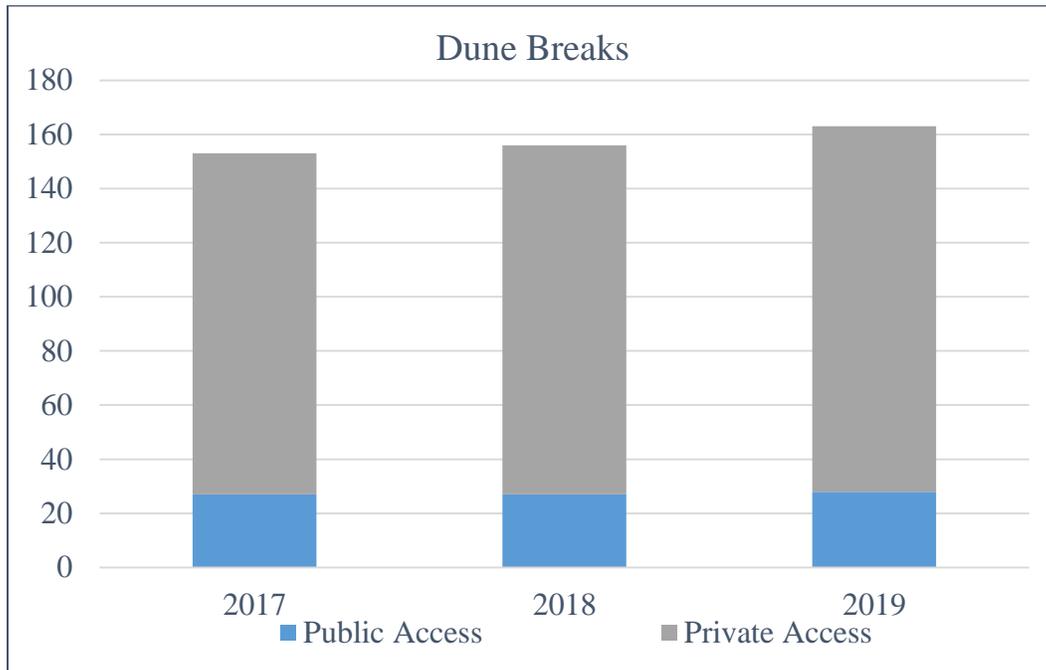
Metric 2: The City of South Padre Island’s number of beach access parking spaces are depicted below.



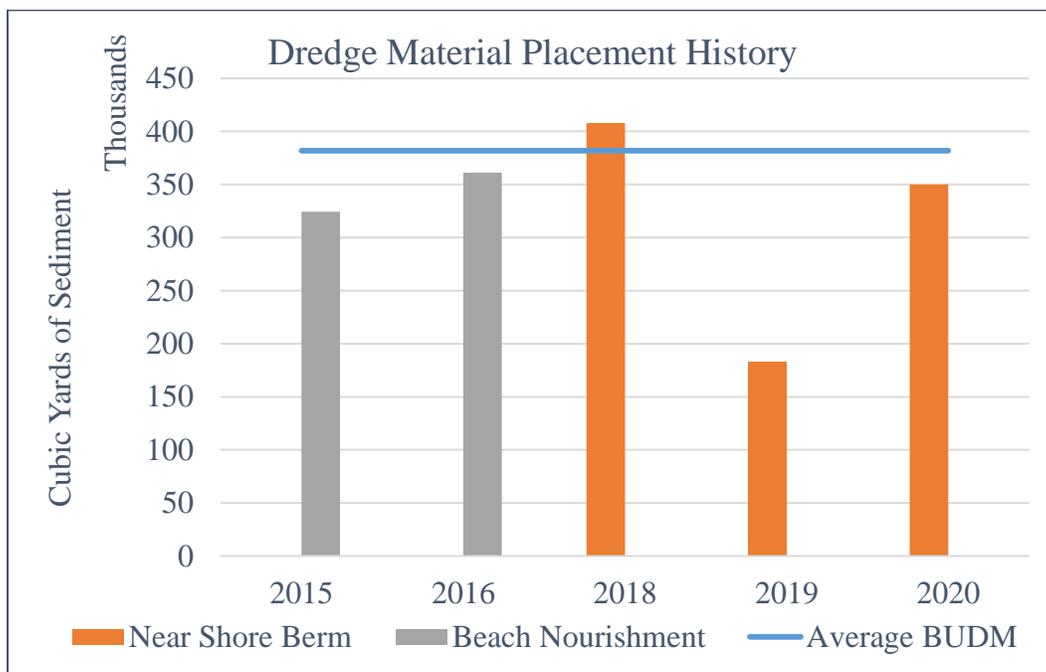
Metric 3: The total number of beach accesses the City has are shown below along with which types of access we have.



Metric 4: The City of South Padre Island’s count of breaks within the dunes, including private accesses and the public accesses, can be shown in the chart below.



Metric 5: The City of South Padre Island’s history on beneficial use of dredge material that has been either placed on the beach or on the near shore berm is depicted below.

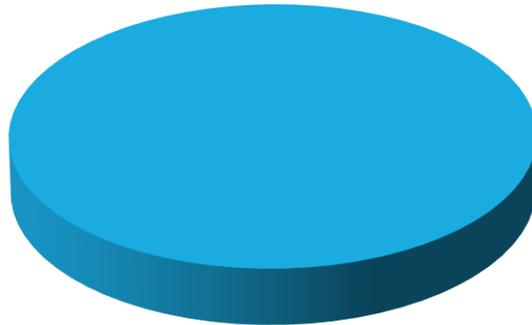


BEACH MAINTENANCE FUND BUDGET

BEACH MAINTENANCE REVENUE

**2021 BEACH MAINTENANCE FUND
BUDGETED REVENUES**

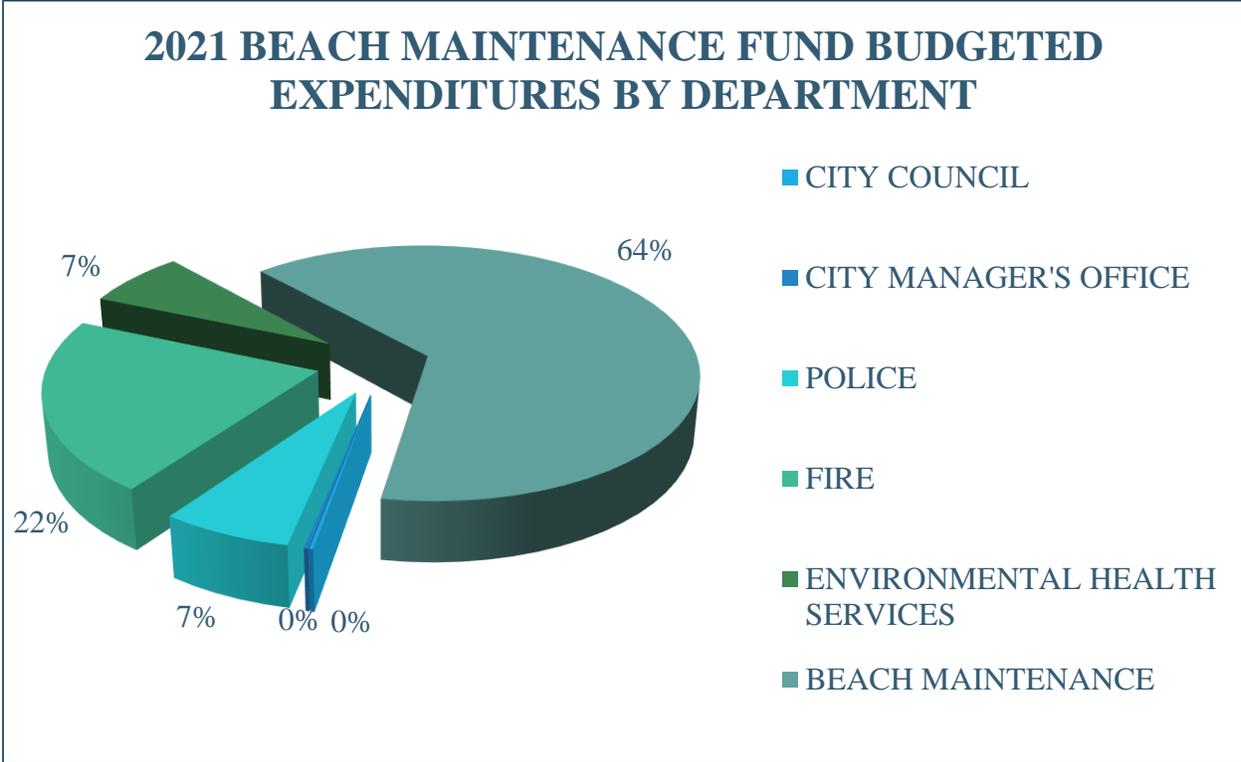
■ NON-PROPERTY TAXES



100%

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE FUND	2018	2019	2020	2021
NON-PROPERTY TAXES	\$2,102,220	\$2,210,084	\$1,752,688	\$1,952,569
INTERGOVERNMENTAL	377,472	59,113	206,900	0
MISCELLANEOUS	25,041	51,846	20,000	0
OTHER FINANCING SOURCES	3,469	837	0	0
TOTAL REVENUES	\$2,508,202	\$2,321,880	\$1,979,588	\$1,952,569

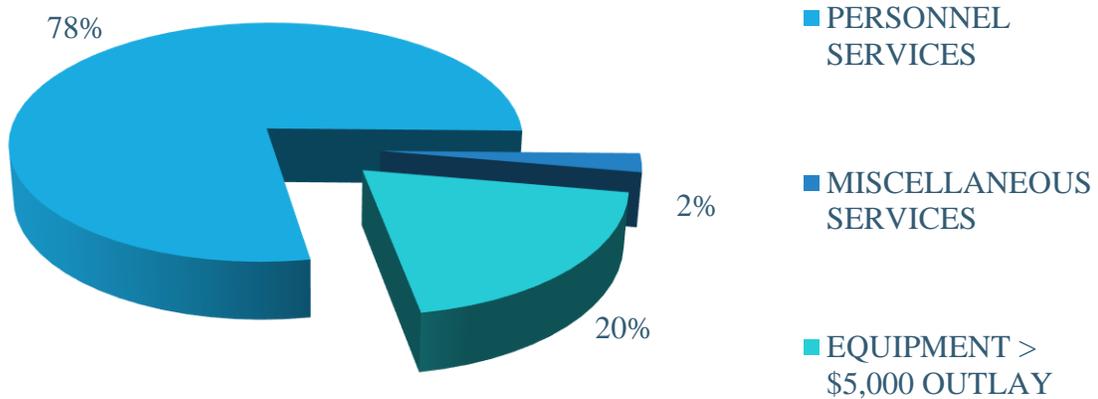
BEACH MAINTENANCE BUDGETED EXPENDITURES



EXPENDITURES BY DEPARTMENT	ACTUAL		BUDGET	
	2018	2019	2020	2021
BEACH MAINTENANCE FUND	2018	2019	2020	2021
CITY COUNCIL	\$1,288	\$0	\$3,500	\$3,500
CITY MANAGER'S OFFICE	1,282	0	4,000	4,000
POLICE	61,668	81,006	82,960	123,119
FIRE	360,101	423,388	367,362	395,126
ENVIRONMENTAL HEALTH SERVICES	77,387	97,443	82,085	128,493
BEACH MAINTENANCE	1,201,836	1,442,175	1,785,282	1,184,343
TOTAL EXPENDITURES	\$1,703,562	\$2,044,012	\$2,325,189	\$1,838,581

BEACH MAINTENANCE POLICE DIVISION BUDGETED

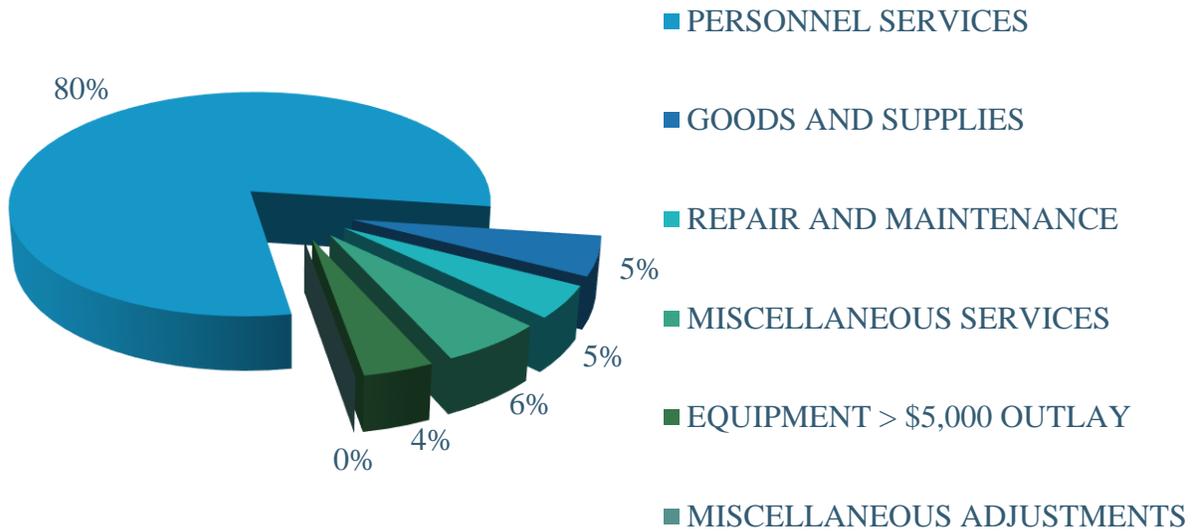
**2021 BEACH MAINTENANCE - POLICE
BUDGETED EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE - POLICE	2018	2019	2020	2021
PERSONNEL SERVICES	\$61,668	\$81,006	\$79,960	\$96,119
MISCELLANEOUS SERVICES	0	0	3,000	3,000
EQUIPMENT > \$5,000 OUTLAY	0	0	0	24,000
TOTAL EXPENDITURES	\$61,668	\$81,006	\$82,960	\$123,119

BEACH MAINTENANCE FIRE DIVISION BUDGETED

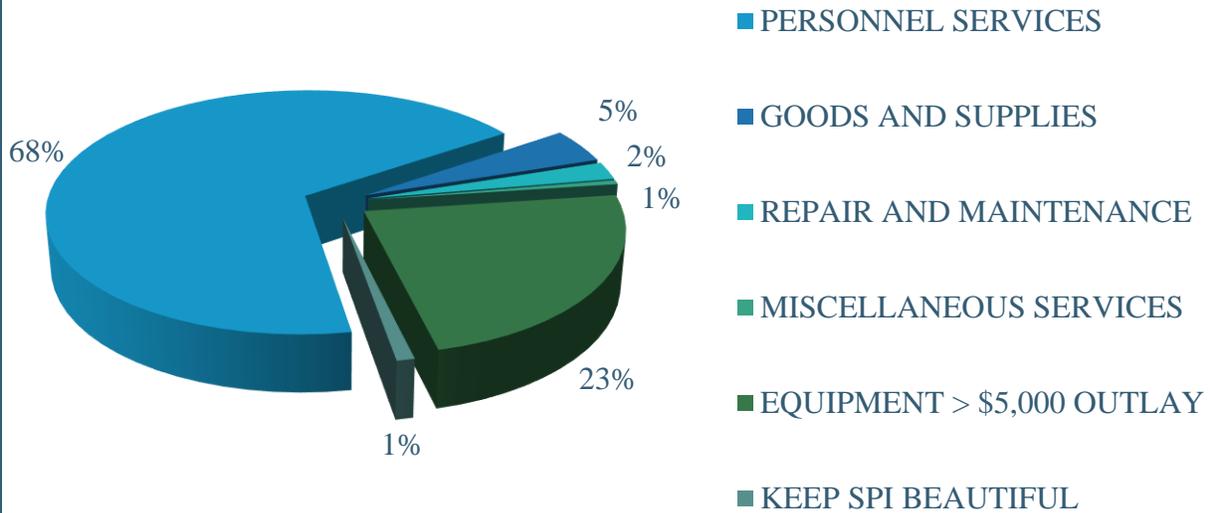
**2021 BEACH MAINTENANCE - FIRE
BUDGETED EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE - FIRE	2018	2019	2020	2021
PERSONNEL SERVICES	\$280,633	\$298,055	\$299,482	\$315,756
GOODS AND SUPPLIES	20,841	23,704	21,600	21,600
REPAIR AND MAINTENANCE	19,783	19,449	23,440	17,920
MISCELLANEOUS SERVICES	10,813	16,215	22,840	23,850
EQUIPMENT > \$5,000 OUTLAY	28,031	65,965	0	16,000
MISCELLANEOUS ADJUSTMENTS	0	0	0	0
TOTAL EXPENDITURES	\$360,101	\$423,388	\$367,362	\$395,126

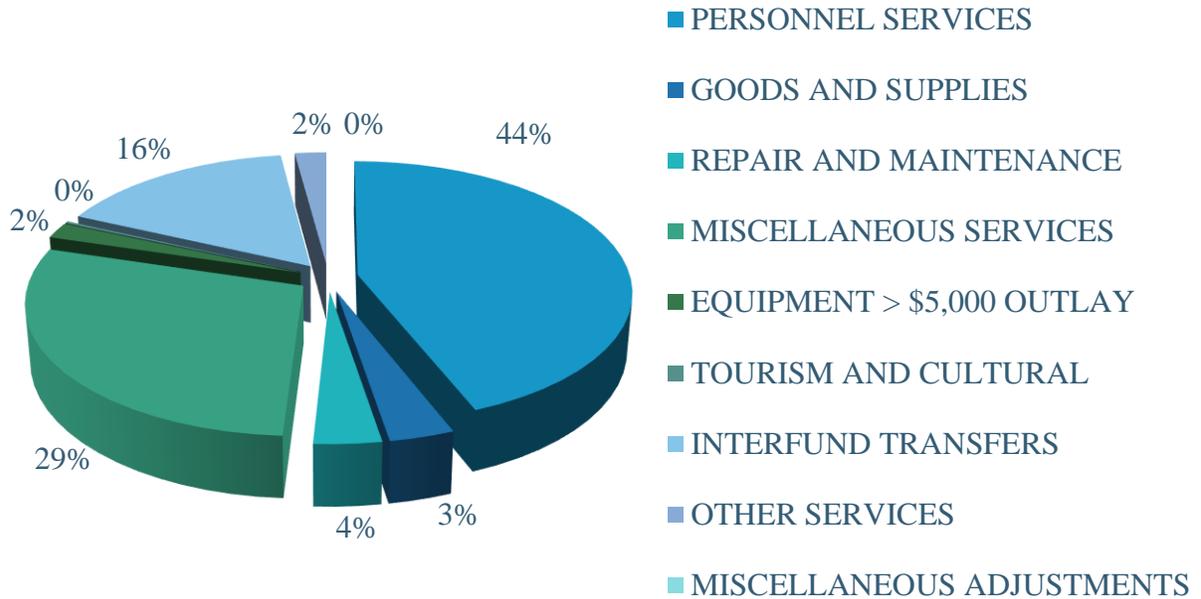
BEACH MAINTENANCE CODE ENFORCEMENT DIVISION BUDGETED

2021 BEACH MAINTENANCE - ENVIRONMENTAL HEALTH SERVICES BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE- ENVIRONMENTAL HEALTH SERVICES	2018	2019	2020	2021
PERSONNEL SERVICES	\$68,197	\$73,206	\$73,222	\$87,730
GOODS AND SUPPLIES	5,809	5,544	4,803	5,803
REPAIR AND MAINTENANCE	2,580	2,296	3,000	3,000
MISCELLANEOUS SERVICES	0	0	700	700
EQUIPMENT > \$5,000 OUTLAY	0	15,256	0	30,000
KEEP SPI BEAUTIFUL	801	1,141	360	1,260
TOTAL EXPENDITURES	\$77,387	\$97,443	\$82,085	\$128,493

2021 BEACH MAINTENANCE - BEACH MAINTENANCE BUDGETED EXPENDITURES



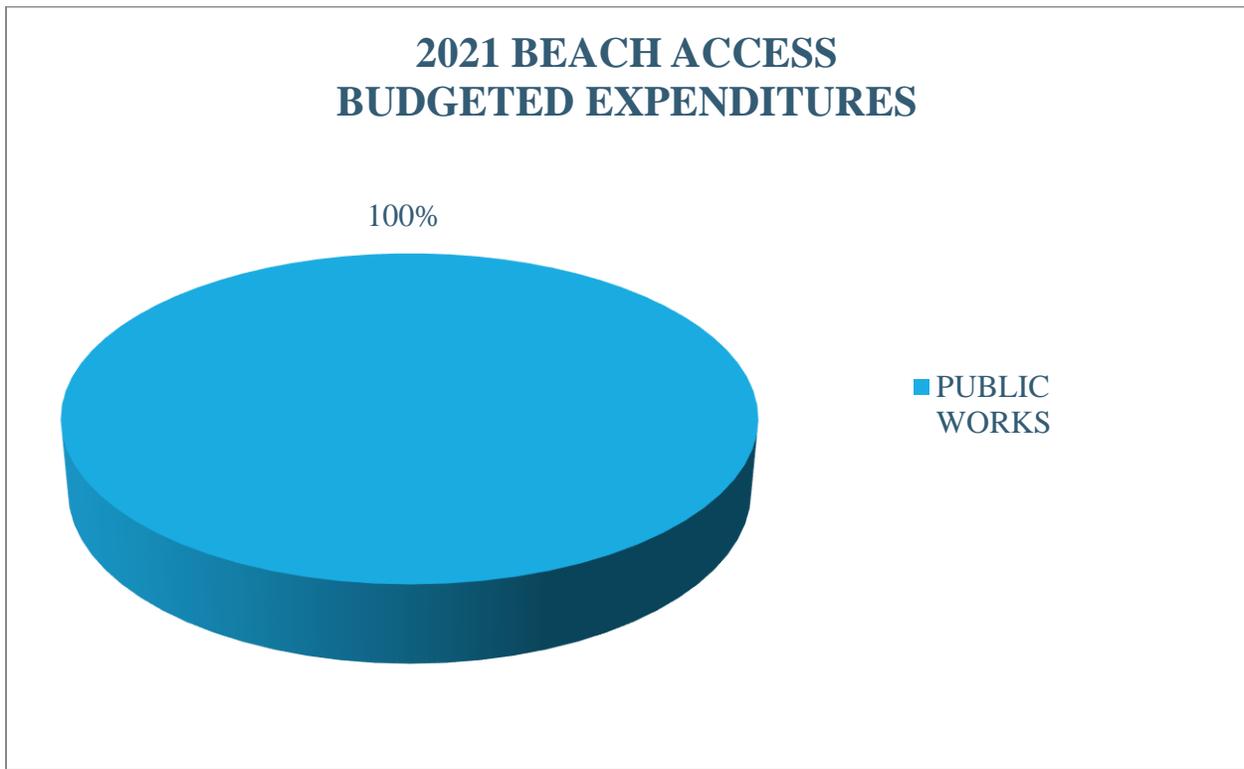
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE - BEACH MAINTENANCE	2018	2019	2020	2021
PERSONNEL SERVICES	\$426,484	\$442,624	\$564,108	\$521,121
GOODS AND SUPPLIES	39,869	27,851	37,810	39,857
REPAIR AND MAINTENANCE	40,133	61,373	57,971	41,350
MISCELLANEOUS SERVICES	252,846	415,210	443,317	341,015
EQUIPMENT > \$5,000 OUTLAY	140,072	84,351	135,841	23,000
TOURISM AND CULTURAL	2,668	4,500	1,900	3,000
INTERFUND TRANSFERS	247,726	374,053	520,000	190,000
OTHER SERVICES	46,489	23,588	24,335	25,000
MISCELLANEOUS ADJUSTMENTS	5,549	8,625	0	0
TOTAL EXPENDITURES	\$1,201,836	\$1,442,175	\$1,785,282	\$1,184,343

BEACH ACCESS BUDGET

BEACH ACCESS BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH ACCESS	2018	2019	2020	2021
MISCELLANEOUS	\$3,319	\$2,362	\$0	\$0
OTHER FINANCING SOURCES	0	150,883	330,000	0
TOTAL REVENUES	\$3,319	\$153,245	\$330,000	\$0

BEACH ACCESS BUDGETED EXPENDITURES



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH ACCESS	2018	2019	2020	2021
PUBLIC WORKS	\$494,606	\$60,203	\$330,000	\$280,000
SPECIAL PROJECTS	0	105,168	0	0
TOTAL EXPENDITURES	\$494,606	\$165,371	\$330,000	\$280,000

BAY ACCESS BUDGET

BAY ACCESS BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BAY ACCESS FUND	2018	2019	2020	2021
MISCELLANEOUS	\$745	\$777	\$0	\$0
OTHER FINANCING SOURCES	35,797	37,479	0	0
TOTAL REVENUES	\$36,542	\$38,256	\$0	\$0

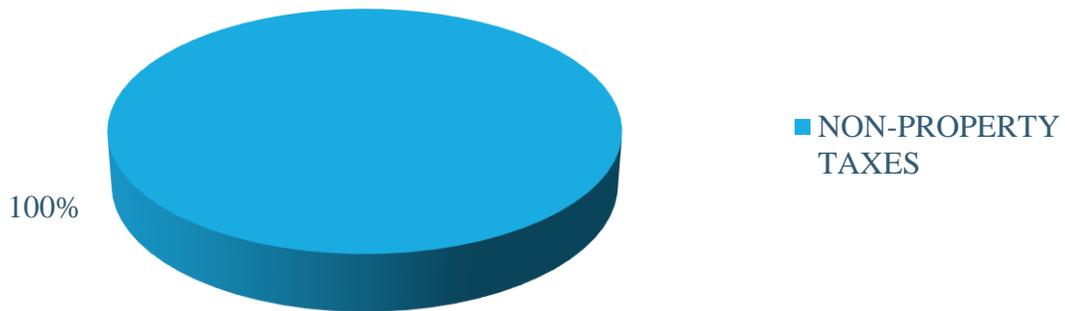
BAY ACCESS BUDGETED EXPENDITURES

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BAY ACCESS- PUBLIC WORKS	2018	2019	2021	2021
SHORELINE	\$35,559	\$36,024	\$0	\$0
TOTAL EXPENDITURES	\$35,559	\$36,024	\$0	\$0

BEACH NOURISHMENT BUDGET

BEACH NOURISHMENT REVENUE

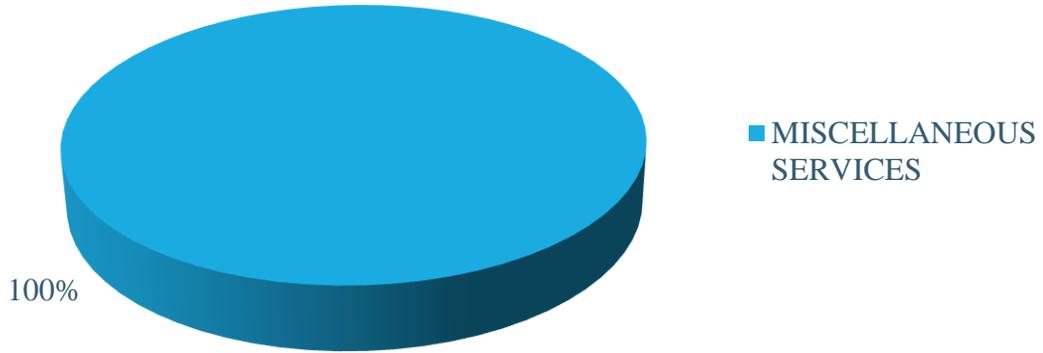
**2021 BEACH NOURISHMENT
BUDGETED REVENUES**



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH NOURISHMENT	2018	2019	2020	2021
NON-PROPERTY TAXES	\$516,843	\$531,464	\$517,551	\$488,142
FEEES AND SERVICES	252	369	0	0
INTERGOVERNMENTAL	0	0	90,000	0
MISCELLANEOUS	35,902	67,638	0	0
TOTAL REVENUES	\$552,997	\$599,471	\$607,551	\$488,142

BEACH NOURISHMENT BUDGETED EXPENDITURES

**2021 BEACH NOURISHMENT
BUDGETED EXPENDITURES**



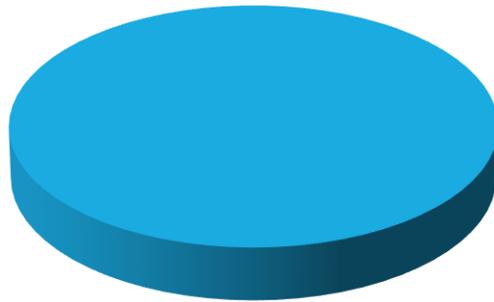
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH NOURISHMENT	2018	2019	2020	2021
MISCELLANEOUS SERVICES	\$126,063	\$86,513	\$325,000	\$80,000
TOTAL EXPENDITURES	\$126,063	\$86,513	\$325,000	\$80,000

VENUE PROJECT BUDGET

VENUE TAX REVENUE

2021 VENUE TAX BUDGETED REVENUES

100%

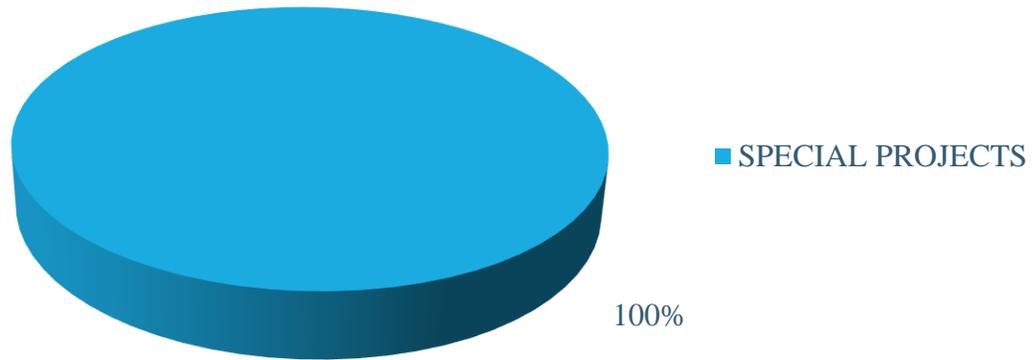


■ NON-PROPERTY TAXES

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
VENUE PROJECT FUND	2018	2019	2020	2021
NON-PROPERTY TAXES	\$2,065,627	\$2,130,222	\$2,070,202	\$1,952,569
FEES AND SERVICES	365	308	0	0
MISCELLANEOUS	20,210	59,528	0	0
TOTAL REVENUES	\$2,086,202	\$2,190,058	\$2,070,202	\$1,952,569

VENUE TAX EXPENSES

**2021 VENUE TAX FUND
BUDGETED EXPENDITURES BY DEPARTMENT**



EXPENDITURES BY DEPARTMENT	ACTUAL	ACTUAL	BUDGET	BUDGET
VENUE PROJECT FUND	2018	2019	2020	2021
SPECIAL PROJECTS	\$439,284	\$531,356	\$507,438	\$542,138
TOTAL EXPENDITURES	\$439,284	\$531,356	\$507,438	\$542,138

VENUE TAX CONSTRUCTION BUDGET

VENUE TAX CONSTRUCTION BUDGETED REVENUES

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
VENUE TAX CONSTRUCTION	2018	2019	2020	2021
MISCELLANEOUS	\$166,906	\$228,177	\$0	\$0
TOTAL REVENUES	\$166,906	\$228,177	\$0	\$0

VENUE TAX CONSTRUCTION BUDGETED EXPENDITURES

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
VENUE TAX CONSTRUCTION	2018	2019	2020	2021
MISCELLANEOUS	\$350,109	\$182,610	\$614,166	\$0
OTHER SERVICES	0	73,165	7,999,904	0
TOTAL REVENUES	\$350,109	\$255,775	\$8,614,070	\$0

OTHER NON MAJOR FUNDS

For a complete description of the non-major funds, see page 45-46. What will be presented in the Other Non Major Funds section are the budget numbers, both revenue and expenditures for other non-major funds not addressed prior to this section.

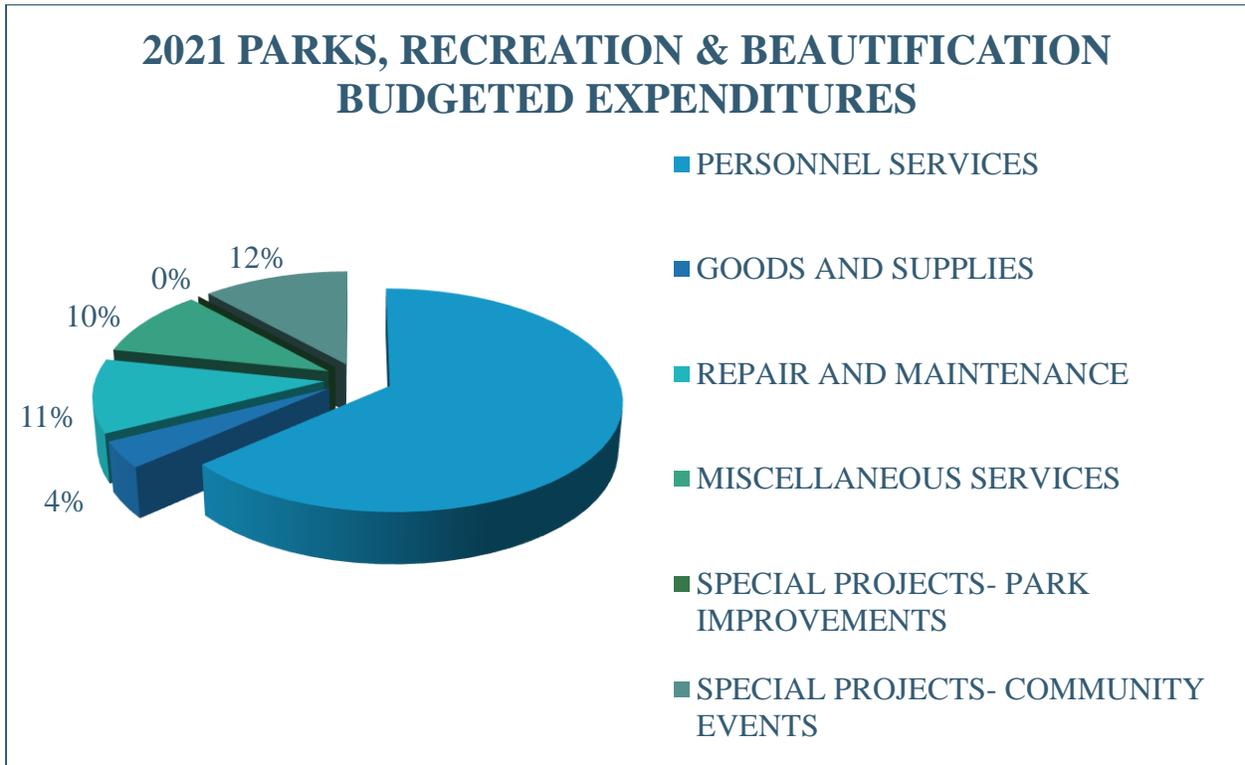
PARKS AND RECREATION BUDGET

PARKS AND RECREATION REVENUE



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
PARKS, RECREATION, & BEAUTIFICATION	2018	2019	2020	2021
FEES AND SERVICES	\$4,025	\$900	\$500	\$500
LICENSES AND PERMITS	3,250	3,225	3,000	3,000
MISCELLANEOUS	0	5,097	0	0
OTHER FINANCING SOURCES	85,671	209,366	91,856	89,228
TOTAL REVENUES	\$92,946	\$218,588	\$95,356	\$92,728

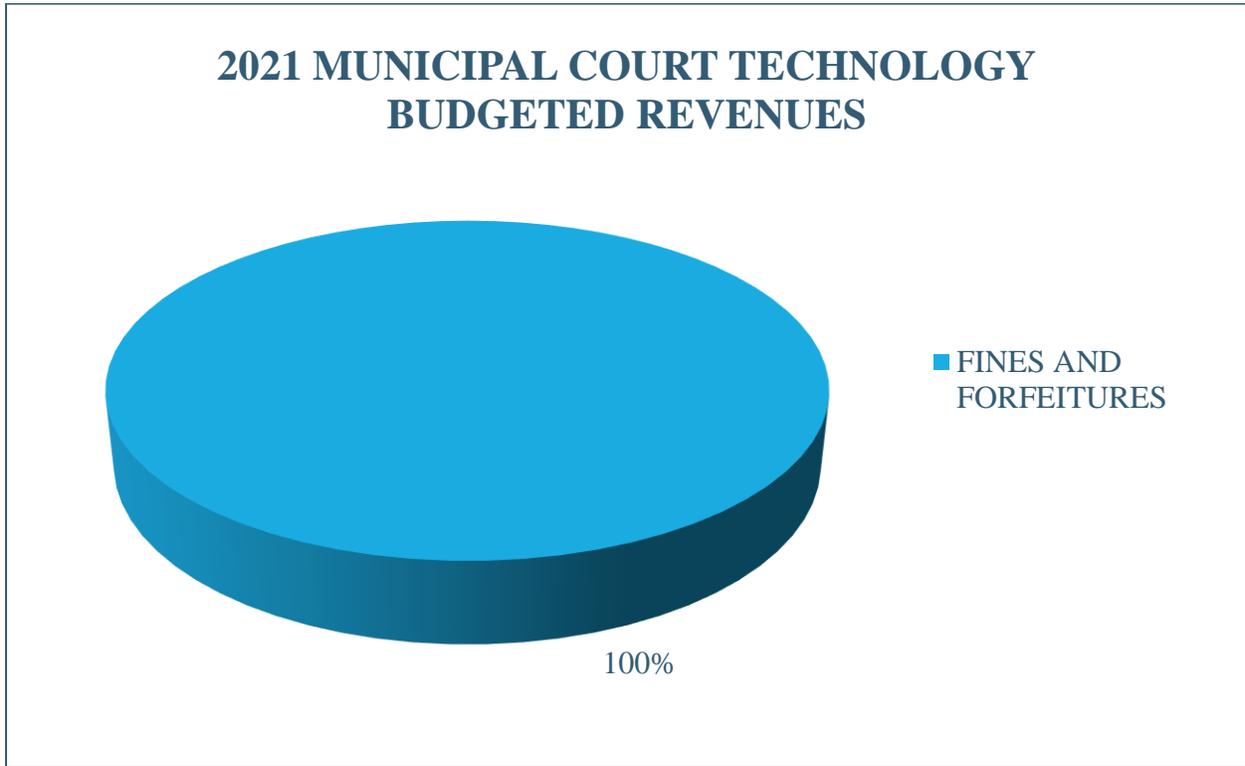
PARKS AND RECREATION EXPENSES



EXPENDITURES	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
PARKS, RECREATION & BEAUTIFICATION				
PERSONNEL SERVICES	\$37,940	\$40,963	\$58,831	\$59,023
GOODS AND SUPPLIES	2,137	1,196	3,800	3,580
REPAIR AND MAINTENANCE	350	10,596	18,300	10,000
MISCELLANEOUS SERVICES	8,900	5,824	8,500	9,200
SPECIAL PROJECTS- PARK IMPROVEMENTS	15,627	0	638,970	0
SPECIAL PROJECTS- COMMUNITY EVENTS	8,142	6,019	10,925	10,925
TOTAL EXPENDITURES	\$73,096	\$64,598	\$739,326	\$92,728

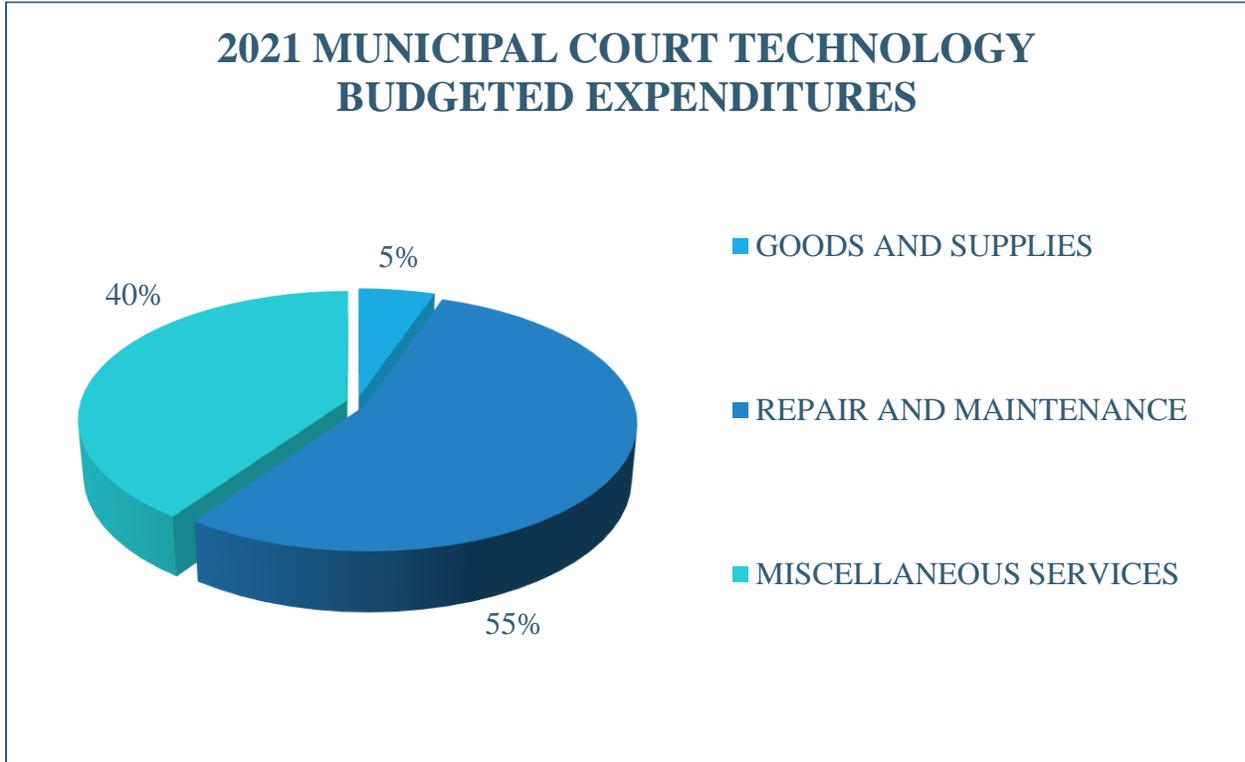
MUNICIPAL COURT TECHNOLOGY BUDGET

MUNICIPAL COURT TECHNOLOGY REVENUE



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT TECHNOLOGY	2018	2019	2020	2021
FINES AND FORFEITURES	\$8,915	\$7,432	\$7,000	\$3,500
MISCELLANEOUS	276	373	0	0
TOTAL REVENUES	\$9,191	\$7,805	\$7,000	\$3,500

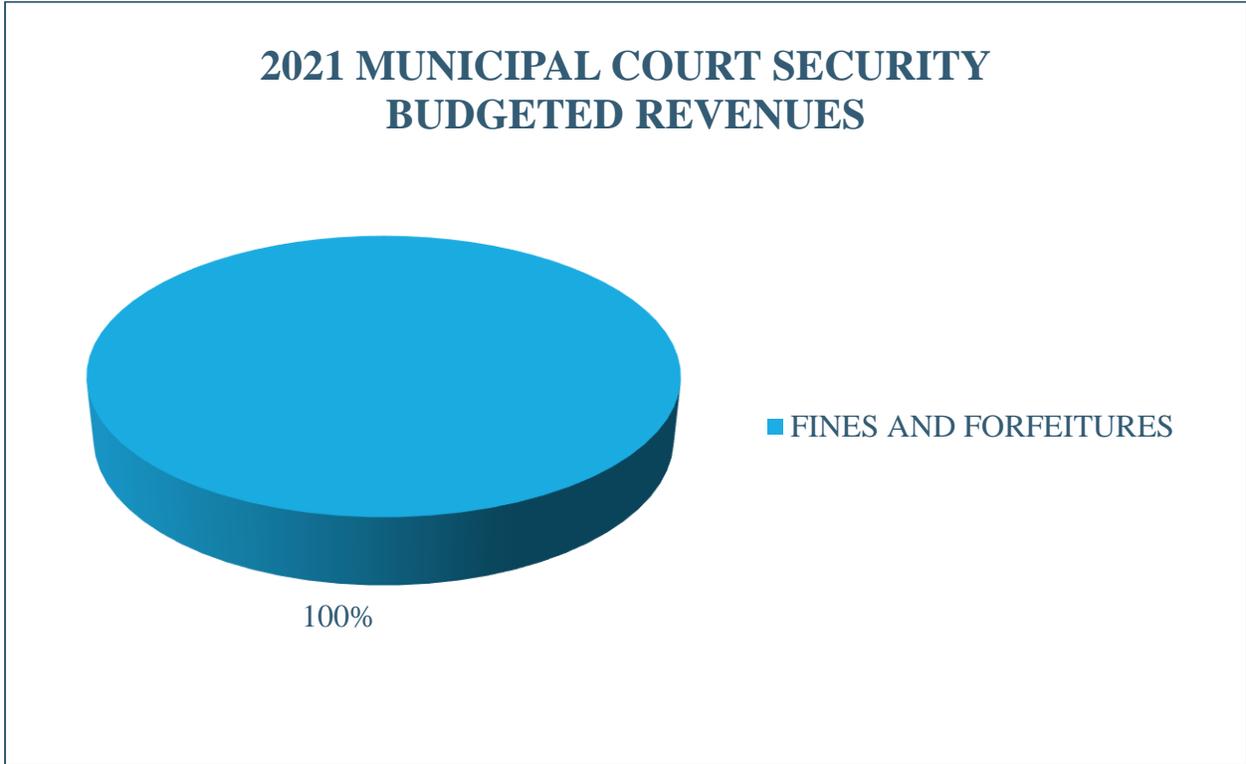
MUNICIPAL COURT TECHNOLOGY BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT TECHNOLOGY	2018	2019	2020	2021
GOODS AND SUPPLIES	\$480	\$392	\$2,300	\$800
REPAIR AND MAINTENANCE	4,376	2,512	6,445	8,245
MISCELLANEOUS SERVICES	4,509	5,156	6,100	6,100
TOTAL EXPENDITURES	\$9,365	\$8,060	\$14,845	\$15,145

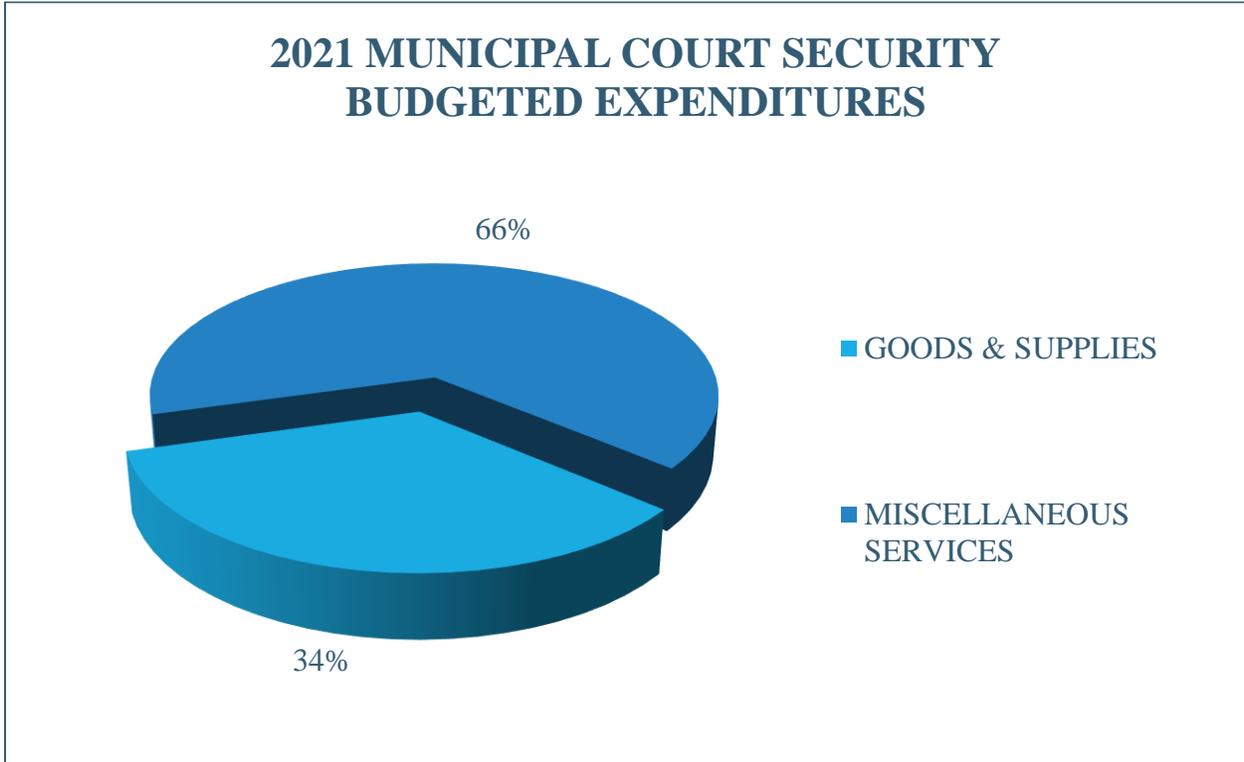
MUNICIPAL COURT SECURITY BUDGET

MUNICIPAL COURT SECURITY BUDGETED REVENUE



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT SECURITY	2018	2019	2020	2021
FINES AND FORFEITURES	\$6,686	\$5,574	\$5,000	\$5,000
MISCELLANEOUS	691	1,064	0	0
TOTAL REVENUES	\$7,377	\$6,638	\$5,000	\$5,000

MUNICIPAL COURT SECURITY BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT SECURITY	2018	2019	2020	2021
GOODS & SUPPLIES	\$0	\$1,285	\$2,975	\$2,700
MISCELLANEOUS SERVICES	2,109	1,476	6,093	5,132
TOTAL EXPENDITURES	\$2,109	\$2,761	\$9,068	\$7,832

PADRE BLVD CONSTRUCTION BUDGET

PADRE BLVD CONSTRUCTION BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
PADRE BLVD CONSTRUCTION FUND	2018	2019	2020	2021
MISCELLANEOUS	\$34,542	\$9,852	\$0	\$0
TOTAL REVENUES	\$34,542	\$9,852	\$0	\$0

PADRE BLVD CONSTRUCTION BUDGETED EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
PADRE BLVD CONSTRUCTION FUND	2018	2019	2020	2021
MISCELLANEOUS SERVICES	\$227,508	\$122,852	\$18,769	\$0
OTHER SERVICES	1,041,227	1,000,896	0	0
TOTAL EXPENDITURES	\$1,268,735	\$1,123,748	\$18,769	\$0

STREET IMPROVEMENT BUDGET

STREET IMPROVEMENT BUDGETED REVENUE

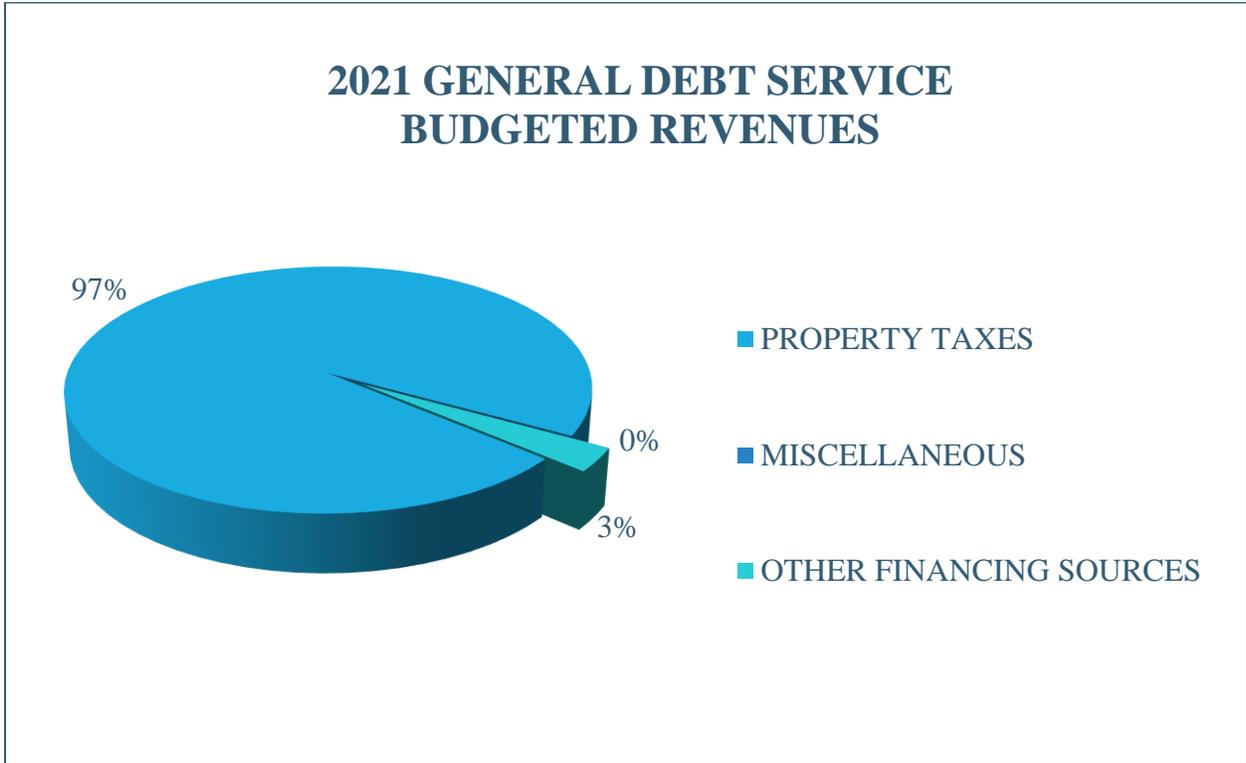
REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
STREET IMPROVEMENT	2018	2019	2020	2021
MISCELLANEOUS	\$1,028	\$0	\$0	\$0
TOTAL REVENUES	\$1,028	\$0	\$0	\$0

STREET IMPROVEMENT BUDGETED EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
STREET IMPROVEMENT	2018	2019	2020	2021
SPECIAL PROJECTS	\$219,500	\$10,000	\$0	\$0
TOTAL EXPENDITURES	\$219,500	\$10,000	\$0	\$0

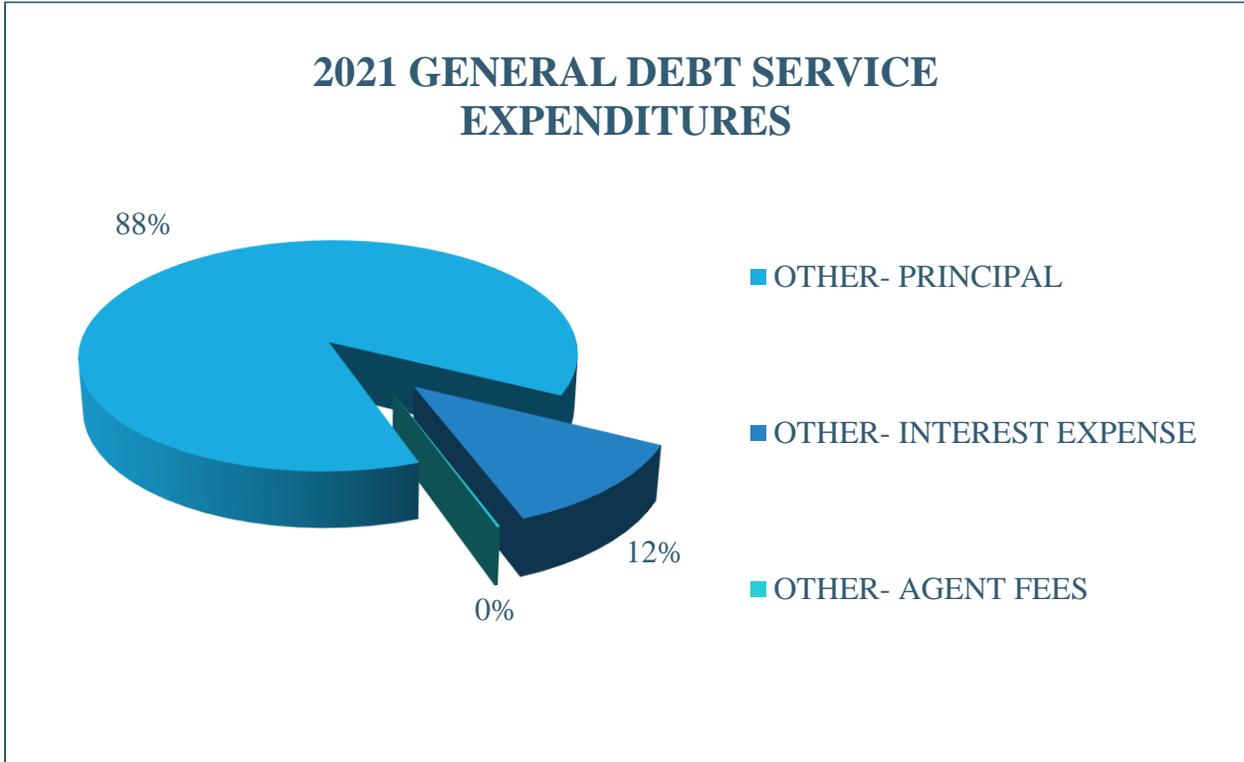
GENERAL DEBT SERVICE BUDGET

GENERAL DEBT SERVICE BUDGETED REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2018	2019	2020	2021
PROPERTY TAXES	\$1,637,313	\$1,652,259	\$1,566,076	\$1,559,676
MISCELLANEOUS	10,437	14,350	0	0
OTHER FINANCING SOURCES	50,000	50,000	50,000	50,000
TOTAL REVENUES	\$1,697,750	\$1,716,609	\$1,616,076	\$1,609,676

GENERAL DEBT SERVICE BUDGETED EXPENDITURES



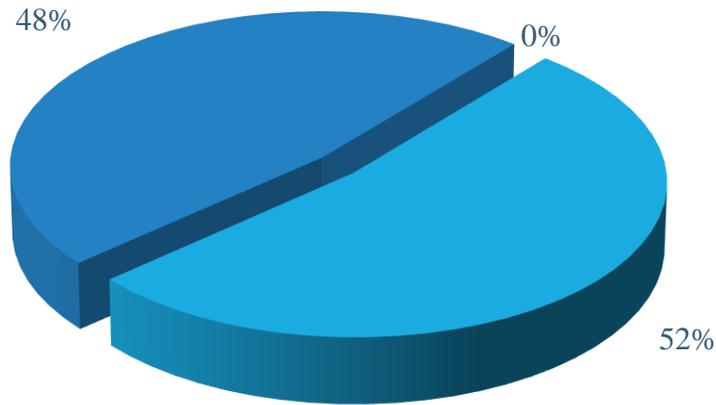
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2018	2019	2020	2021
OTHER- PRINCIPAL	\$1,395,000	\$1,435,000	\$1,480,000	\$1,520,000
OTHER- INTEREST EXPENSE	331,200	293,200	253,076	206,676
OTHER- AGENT FEES	2,750	2,750	3,000	3,000
TOTAL EXPENDITURES	\$1,728,950	\$1,730,950	\$1,736,076	\$1,729,676

TAX INCREMENT REINVESTMENT ZONE BUDGET

TAX INCREMENT REINVESTMENT ZONE BUDGETED REVENUES

**2021 TAX INCRMENT REINVESTMENT ZONE
(TIRZ) FUND
BUDGETED REVENUES**

■ PROPERTY TAX ■ INTERGOVERNMENTAL ■ MISCELLANEOUS

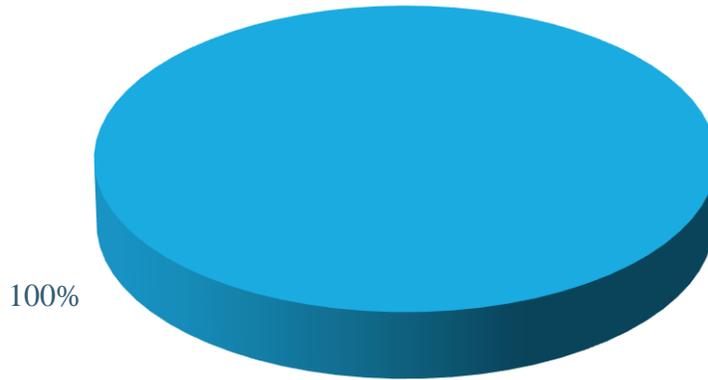


REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
TIRZ	2018	2019	2020	2021
PROPERTY TAX	\$32,373	\$36,289	\$52,732	\$50,150
INTERGOVERNMENTAL	39,663	54,772	45,217	45,419
MISCELLANEOUS	1,737	3,263	0	0
TOTAL REVENUES	\$73,773	\$94,324	\$97,949	\$95,569

TAX INCREMENT REINVESTMENT ZONE BUDGETED EXPENDITURES

**2021 TAX INCRMENT REINVESTMENT ZONE
(TIRZ) FUND
BUDGETED EXPENDITURES**

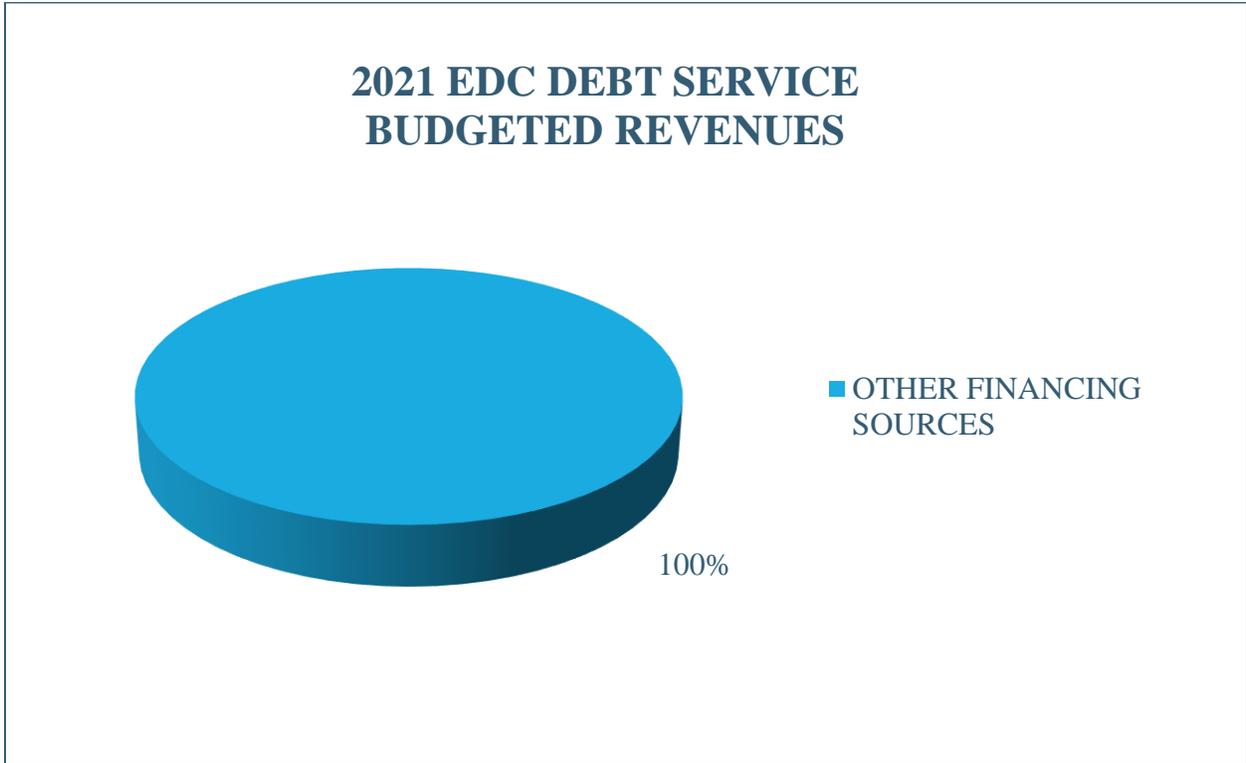
■ INTERFUND TRANSFERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TIRZ	2018	2019	2020	2021
MISCELLANEOUS SERVICES	\$1,000	\$0	\$0	\$0
INTERFUND TRANSFERS	50,000	50,000	50,000	50,000
TOTAL EXPENDITURES	\$50,000	\$50,000	\$50,000	\$50,000

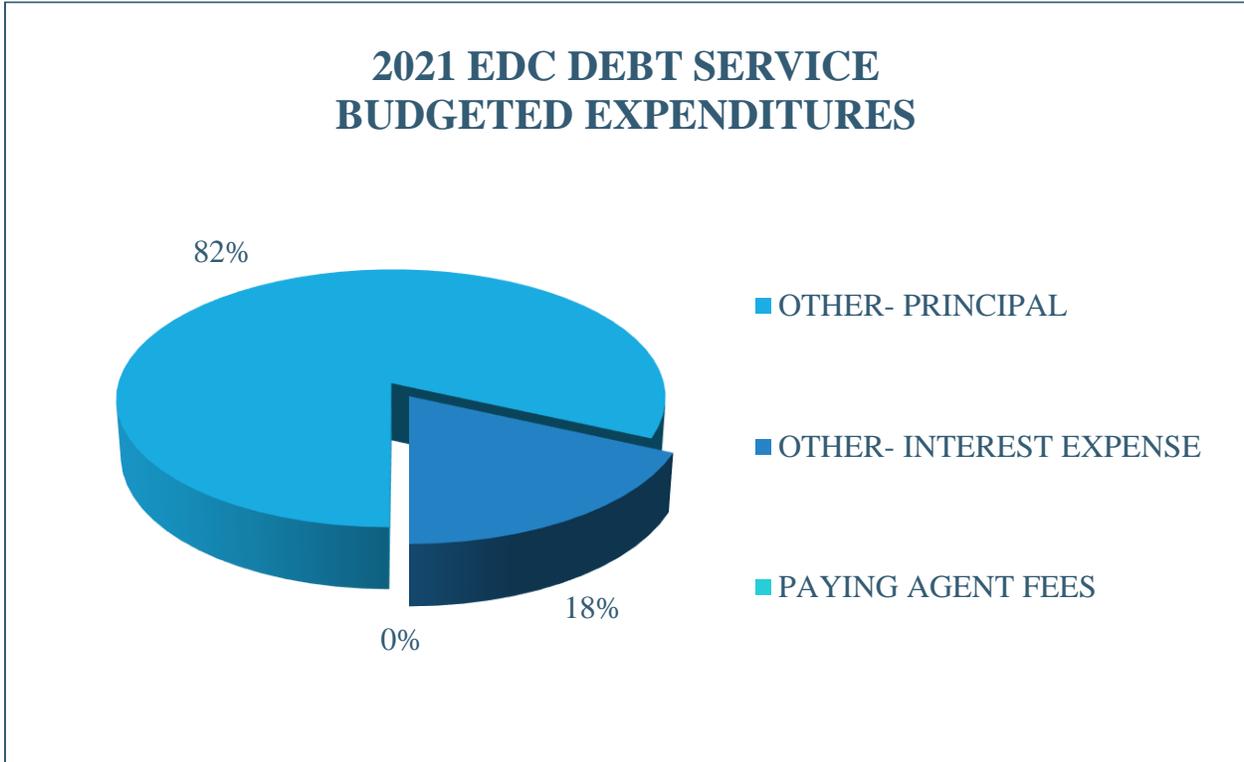
EDC DEBT SERVICE BUDGET

EDC DEBT SERVICE BUDGETED REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT SERVICE	2018	2019	2020	2021
MISCELLANEOUS	\$3,347	\$3,834	\$0	\$0
OTHER FINANCING SOURCES	396,850	390,650	394,450	388,050
TOTAL REVENUES	\$400,197	\$394,484	\$394,450	\$388,050

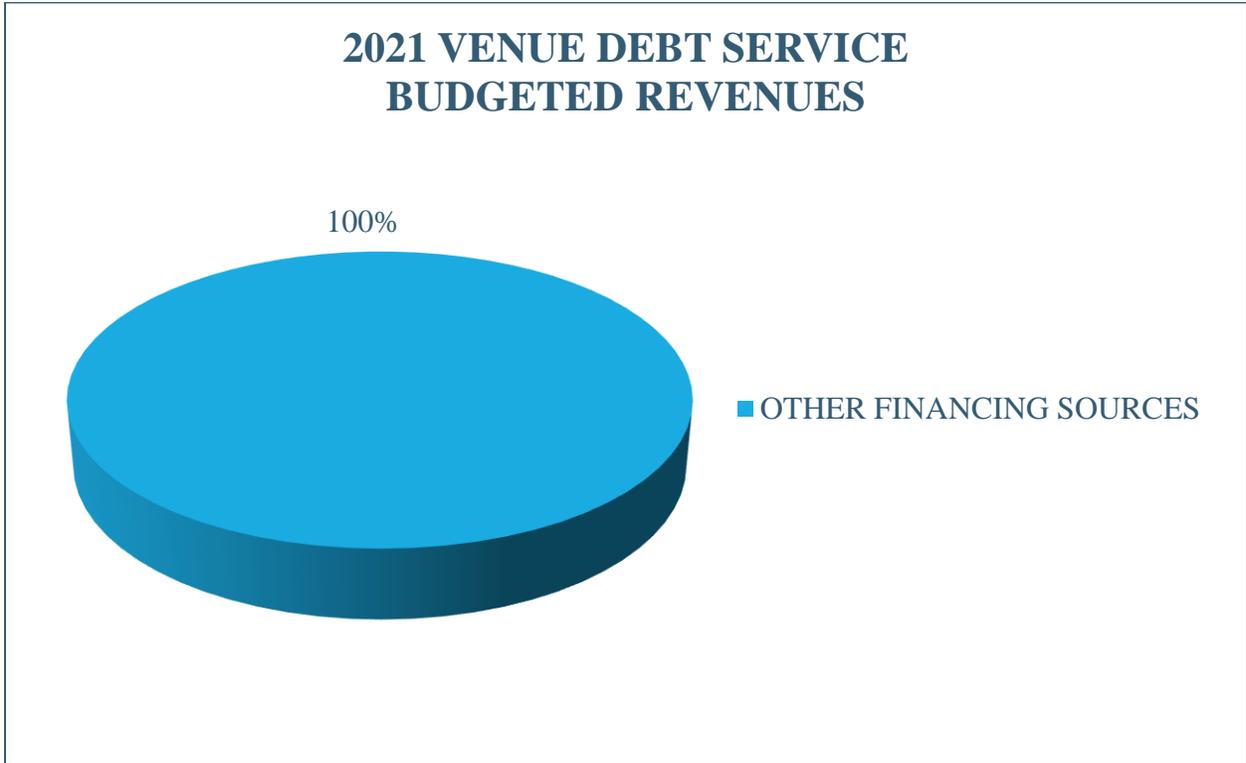
EDC DEBT SERVICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT SERVICE	2018	2019	20120	2021
OTHER- PRINCIPAL	\$295,000	\$310,000	\$310,000	\$320,000
OTHER- INTEREST EXPENSE	92,940	83,750	77,550	71,250
PAYING AGENT FEES	400	0	0	0
TOTAL EXPENDITURES	\$388,340	\$393,750	\$387,550	\$391,250

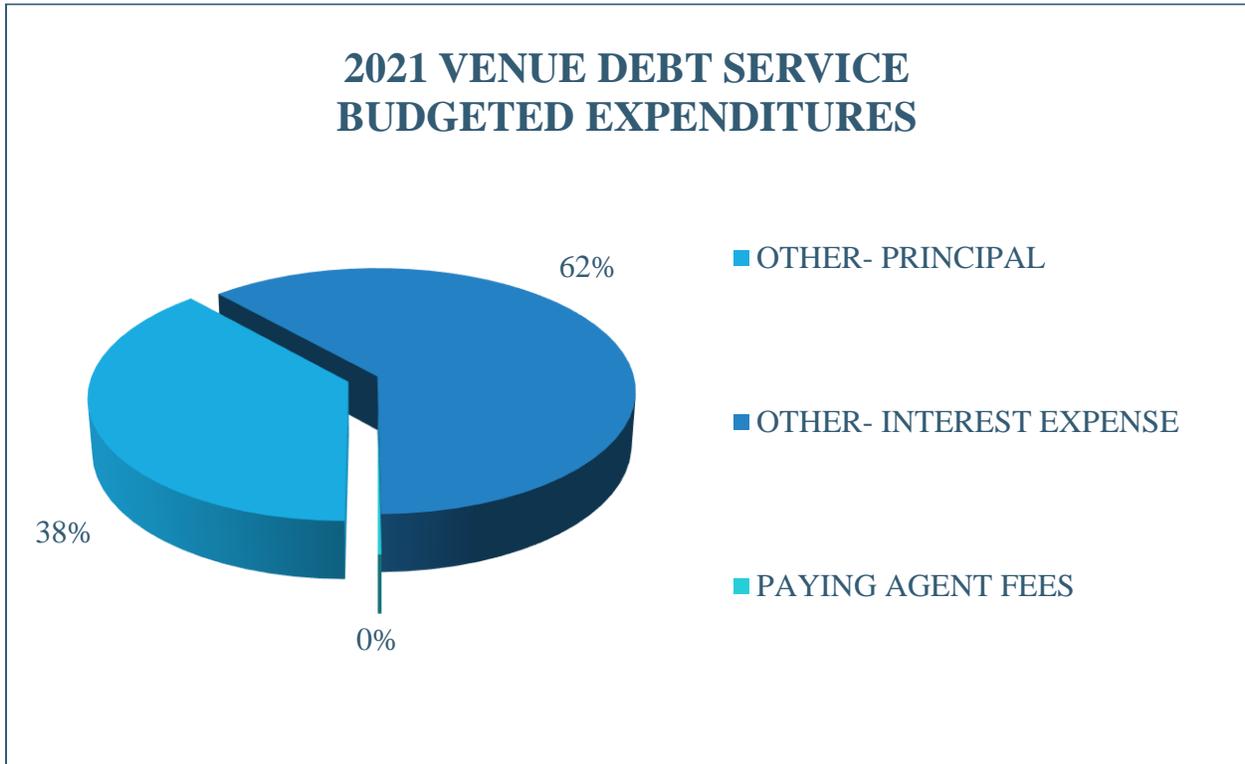
VENUE DEBT SERVICE BUDGET

VENUE DEBT SERVICE BUDGETED REVENUES



REVENUES	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
VENUE DEBT SERVICE				
MISCELLANEOUS	\$1,946	\$0	\$0	\$0
OTHER FINANCING SOURCES	\$437,004	\$506,138	\$507,438	\$509,638
TOTAL REVENUES	\$438,950	\$506,138	\$507,438	\$509,638

VENUE DEBT SERVICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
VENUE DEBT SERVICE	2018	2019	2020	2021
OTHER- PRINCIPAL	\$185,000	\$185,000	\$190,000	\$195,000
OTHER- INTEREST EXPENSE	324,838	321,138	317,438	313,638
PAYING AGENT FEES	750	800	0	1,000
TOTAL EXPENDITURES	\$510,588	\$506,938	\$507,438	\$509,638

EDC DEBT RESERVE BUDGET

EDC DEBT RESERVE BUDGETED REVENUE

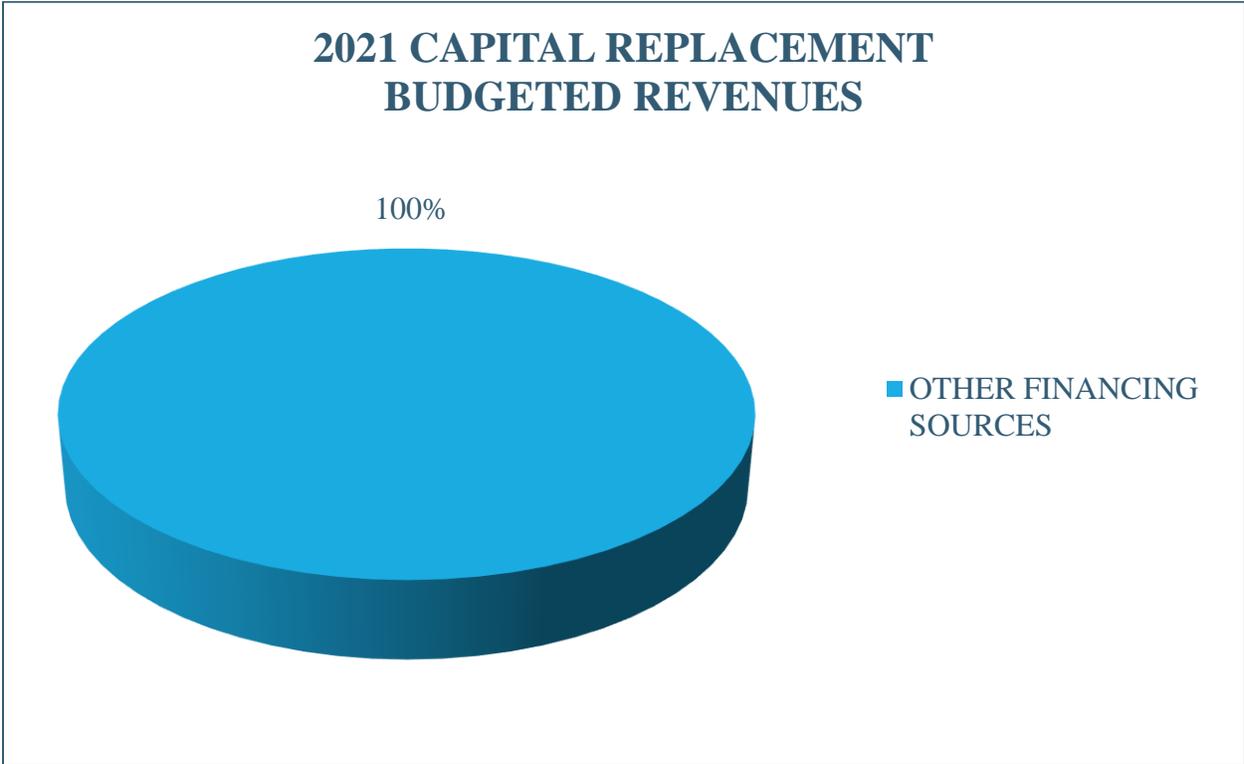
REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT RESERVE	2018	2019	2020	2021
MISCELLANEOUS	\$5,255	\$8,187	\$0	\$0
TOTAL REVENUES	\$5,255	\$8,187	\$0	\$0

EDC DEBT RESERVE BUDGETED EXPENDITURES

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT RESERVE	2018	2019	2020	2021
OTHER SERVICES	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0

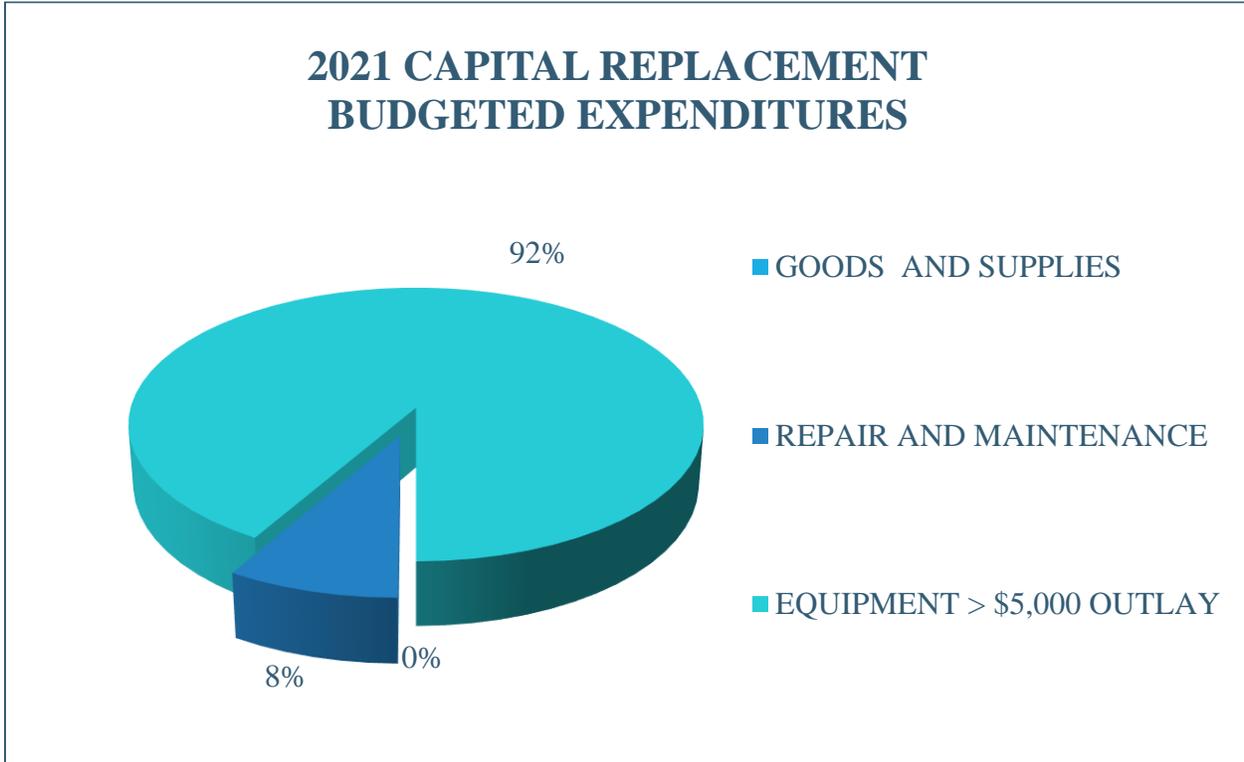
CAPITAL REPLACEMENT BUDGET

CAPITAL REPLACEMENT BUDGETED REVENUE



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
CAPITAL REPLACEMENT	2018	2019	2020	2021
OTHER FINANCING SOURCES	\$255,000	\$225,000	\$225,000	\$225,000
TOTAL REVENUES	\$255,000	\$225,000	\$225,000	\$225,000

CAPITAL REPLACEMENT BUDGETED EXPENDITURES



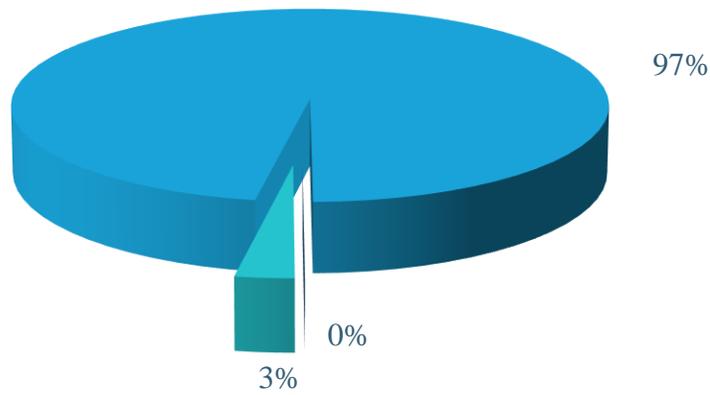
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
CAPITAL REPLACEMENT	2018	2019	2020	2021
GOODS AND SUPPLIES	\$2,060	\$0	\$0	\$0
REPAIR AND MAINTENANCE	21,879	0	0	9,147
EQUIPMENT > \$5,000 OUTLAY	212,809	163,254	44,596	99,479
TOTAL EXPENDITURES	\$236,748	\$163,254	\$44,596	\$108,626

ECONOMIC DEVELOPMENT CORP. BUDGET

ECONOMIC DEVELOPMENT BUDGET REVENUE

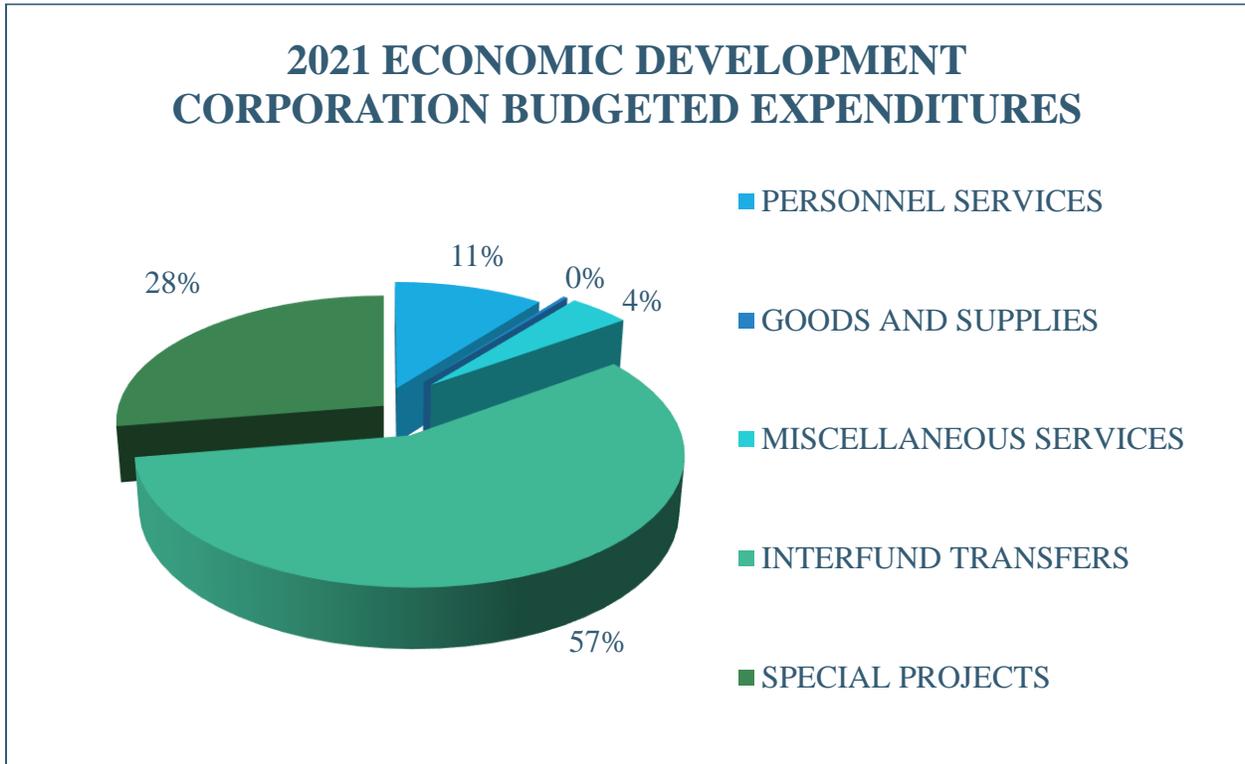
2021 ECONOMIC DEVELOPMENT CORPORATION BUDGETED REVENUES

■ NON-PROPERTY TAXES ■ INTERGOVERNMENTAL ■ MISCELLANEOUS



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
ECONOMIC DEVELOPMENT CORP	2018	2019	2020	2021
NON-PROPERTY TAXES	\$852,284	\$909,877	\$850,000	\$850,000
INTERGOVERNMENTAL	0	1,886	0	0
MISCELLANEOUS	22,145	39,295	28,775	25,276
TOTAL REVENUES	\$874,429	\$951,058	\$878,775	\$875,276

ECONOMIC DEVELOPMENT CORPORATION BUDGETED EXPENDITURES

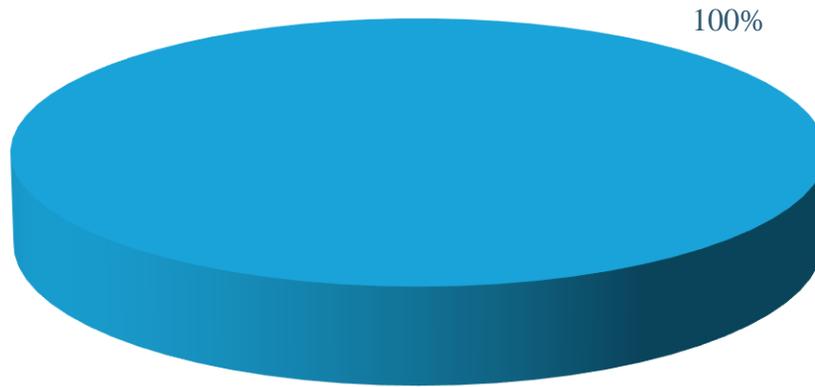


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
ECONOMIC DEVELOPMENT CORP	2018	2019	2020	2021
PERSONNEL SERVICES	\$78,556	\$76,682	\$83,466	\$84,367
GOODS AND SUPPLIES	2,295	2,203	2,700	2,700
MISCELLANEOUS SERVICES	28,656	29,440	36,400	35,300
INTERFUND TRANSFERS	496,850	488,250	464,754	464,451
SPECIAL PROJECTS	235,267	159,857	706,935	223,458
TOTAL EXPENDITURES	\$841,624	\$756,432	\$1,294,255	\$810,276

BNC FACILITY MAINTENANCE BUDGET REVENUE

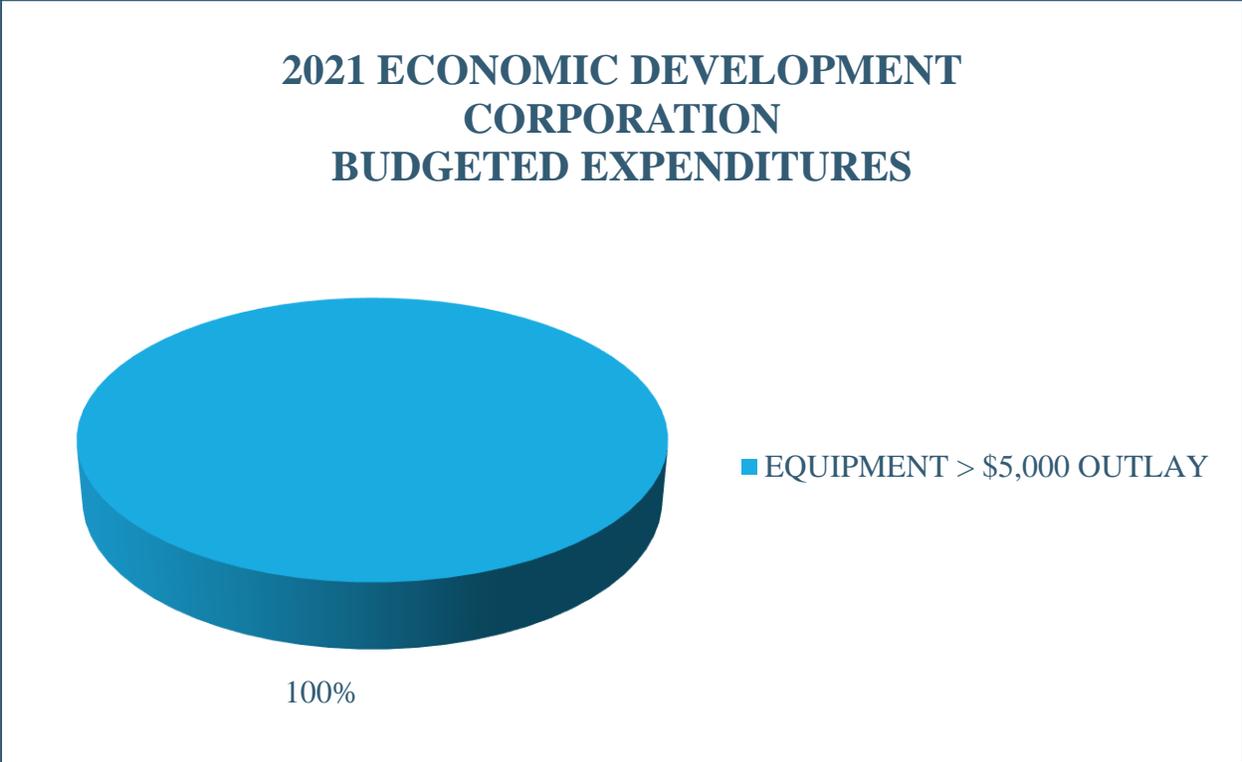
**2021 ECONOMIC DEVELOPMENT
CORPORATION
BUDGETED REVENUES**

■ OTHER FINANCING SOURCES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
	2018	2019	2020	2021
EDC- BNC FACILITY MAINT.				
OTHER FINANCING SOURCES	\$0	\$97,600	\$70,304	\$76,041
TOTAL EXPENDITURES	\$0	\$97,600	\$70,304	\$76,041

BNC FACILITY MAINTENANCE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC- BNC FACILITY MAINT.	2018	2019	2020	2021
REPAIR AND MAINTENANCE	\$0	\$3,910	\$0	\$0
EQUIPMENT > \$5,000 OUTLAY	0	30,000	65,965	53,086
TOTAL EXPENDITURES	\$0	\$33,910	\$65,965	\$53,086

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
-----------	----------

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, and 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 – 2020/21 BUDGET

Recurring Capital Expenditures

Description	Funding Source	Amount
Automobile Leases - Public Safety	General Fund	52,879
Automobile Leases - Public Works	General Fund	21,311
Total		\$ 74,190

Non-Recurring Capital Expenditures

Description	Funding Source	Amount
Machinery & Equipment - Fleet	General Fund	\$ 8,132
Motor Vehicles - Fleet	General Fund	127,000
Machinery & Equipment - Public Works	General Fund	10,000
Building Improvements - Convention Center	Convention Centre Fund	171,844
Machinery & Equipment - Convention Center	Convention Centre Fund	9,958
Motor Vehicles - SPI Metro	Transportation Fund	480,513
Motor Vehicles - Shoreline	Beach Maintenance Fund	93,000
Buildings & Structures - Special Projects	Capital Replacement Fund	99,479
Building Improvements - Bird & Nature Center	BNC Facility Maintenance	53,086
Total		\$ 1,053,012
Total Capital Expenditures		\$ 1,127,202

A total of \$700,513 has been budgeted for the purchase of motor vehicles.

The motor vehicle budgeted amount allocated to the General fund is for the purchases of a Tahoe for \$40,000 and a Ford Explorer for \$5,000 for the Police Department for and a Ford Ranger for \$35,000 for the Environmental Health Services Department.

Furthermore, the total budgeted motor vehicle amount includes \$480,513 for the purchase of three buses to be used in the operation of SPI Metro. It also includes \$93,000 for the purchase of three ATVs and three UTVs for the Shoreline Department.

The majority of the amounts budgeted for building improvement and buildings & structures relate to the City's facilities maintenance plan which was approved by City Council.

NONROUTINE CAPITAL EXPENDITURES

PROJECT CRITERIA

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

1. **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. (25 points)
2. **Recreation and Aesthetics** – Projects promoting recreational and aesthetic improvements opportunities for the City of South Padre Island citizens are considered priority. (10 points)
3. **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 benefiting future citizens only after alternative funding sources are explored. (15 points)
4. **Economic Development/Tourism** – Projects promoting desirable economic development and or enhancing tourism within the City shall be rated including but not limited to beach re-nourishment projects and the economic support of the convention and hotel industry. (20 points)
5. **Service and Operational Impact** – The service category prioritizes projects including promotion of improved service delivery or reduction of increased 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. (10 points)
6. **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. (10 points)

7. **Sustainability** – Projects designed with environmental impact consideration and creation of the smallest possible ecological footprint and produces the lowest 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. (10 points)

GENERAL SUMMARY

A capital improvement program (CIP) is a multi-year plan that identifies and prioritizes projects related to public facilities and services. On November 3rd, 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 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 improvement 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 hearing on the capital program.

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 ensuring fiscal year budget.

CIP POLICIES AND PROCEDURES

CAPITAL IMPROVEMENTS PLAN INTRODUCTION

The City of South Padre Island Capital Improvement 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 to 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 City Manager, or designee is responsible for coordinating the CIP process each year. Each Department Director will submit projects in a form and timeframe annually established by the 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 Project Request 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 City Manager or designee 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
 - e. Dedicated Fees
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 by City Manager/designee 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 the evaluation process:

1. **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. (25 points)
2. **Recreation and Aesthetics** – Projects promoting recreational and aesthetic improvements opportunities for the City of South Padre Island citizens are considered priority. (10 points)
3. **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 benefiting future citizens only after alternative funding sources are explored. (15 points)
4. **Economic Development/Tourism** – Projects promoting desirable economic development and or enhancing tourism within the City shall be rated including but not limited to beach re-nourishment projects and the economic support of the convention and hotel industry. (20 points)
5. **Service and Operational Impact** – The service category prioritizes projects including promotion of improved service delivery or reduction of increased 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. (10 points)
6. **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. (10 points)
7. **Sustainability** – Projects designed with environmental impact consideration and creation of the smallest possible ecological footprint and produces the lowest 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. (10 points)

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.

ATTACHMENT A: CIP PROJECT EVALUATION SCORECARD

Project Name: _____

Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	
10	Recreation and Aesthetics	
15	Funding	
20	Economic Development/Tourism	
10	Service and Operational Impact	
10	Strategic Alignment	
10	Sustainability	

TOTAL POINTS: _____

PROJECTS

BENEFICIAL USAGE DREDGE MATERIAL

Project Description

The beneficial use of dredge material project restores and protects the quality and function of the beach and dunes on South Padre Island by adding sand to the system and nourishing the beach. The beaches of South Padre Island are engineered beaches and by continually nourishing them, the project ensures there is continued access to and along the beach for the public, as well as for the endangered Kemp's ridley sea turtle and other wildlife.

The entrance channel of the Brazos Santiago Pass needs to continually be maintained to ensure access to the Port of Brownsville. The goal of this project is to place the beach quality sediment from the maintenance dredging onto South Padre Island's beaches. The City of South Padre Island works very closely with Cameron County, the US Army Corps of Engineers (USACE), and the Texas General Land Office (GLO) to place material onshore. The City coordinates with the USACE to determine how much sediment has shoaled in and the specific placement locations to develop an engineered beach template. The City partners with the GLO through the Coastal Erosion Planning & Response Act (CEPRA) to help fund this project.

CPI Project Evaluation Scorecard

Project Name: Beneficial Usage Dredge Material



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 100

Comprehensive Plan:

Chapter III: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	\$1,898,750
HOT-FUND 81	
CEPRA-GLO	\$4,346,250
TOTAL FUNDS	\$6,245,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$2,602,500	\$2,911,250	\$731,250				\$6,245,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	On Going	2020/2021	2024/2025

Project Leader:

Kristina Boburka | Shoreline Director
City of South Padre Island
321 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3837
Email: kboburka@myspi.org

COASTAL MANAGEMENT PROGRAM (CMP)

Project Description

The Texas Coastal Management Program (CMP) is funded through the National Oceanic and Atmospheric Administration (NOAA) and focuses on the state's coastal natural resource areas. The program is managed by the Texas Land Commissioner. The Texas General Land Office awards approximately \$2.2 million annually in grants, reviews federal actions in the Texas coastal zone to ensure consistency with the goals and policies of the CMP, supports protection of natural habitats and wildlife, and provides baseline data on the health of Gulf waters.

The federally approved program brings about \$2.2 million in federal Coastal Zone Management Act (CZMA) funds to Texas, most of which goes to state and local entities to implement projects and program activities. Texas is one of only a handful of coastal states that pass substantial amounts of CZMA funds through coastal communities for projects in the coastal zone.

In the past, the City has successfully applied for funding to improve beach accesses and an updated beach/dune study. The City is currently in the middle of working on the White Sands Street Drive-Over and Storm Surge Barrier and will start an updated beach/dune study in June 2020 (Cycle 24). The City was awarded Cycle 25 funds to improve Whitecap Beach Access and is currently working on Cycle 26 pre-proposals.

CPI Project Evaluation Scorecard

Project Name: Coastal Management Program



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 100

Comprehensive Plan:

Chapter III: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
FUND 61	\$666,340
FUND 81	\$60,000
CMP FUND	\$1,088,000
TOTAL FUNDS	\$1,814,340
<u>OPERATIONAL IMPACTS</u>	
REPAIRS AND MAINTENANCE	\$10,000 annually
TOTAL IMPACTS	\$50,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$481,000	\$333,335	\$333,335	\$333,335	\$333,335		\$1,814,340

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	On Going	2020/2021	

Project Leader:

Kristina Boburka | Shoreline Director
City of South Padre Island
321 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3837
Email: kboburka@myspi.org

RESTORE ACT- BOAT RAMP AND INFRASTRUCTURE

Project Description

In 2016, the City applied for three grants from the RESTORE Act fund. These funds are being distributed to the states that were impacted by the Deep Water Horizon/BP Oil Spill. Of the three grant applications, one was chosen to move forward, the Laguna Madre Boat Ramp. This project will encompass the purchase of land, construct a boat ramp, bulkhead, fish-cleaning stations, dock renovation/replacement, and the paving of a parking area to accommodate truck and boat trailers.

CPI Project Evaluation Scorecard

Project Name: RESTORE Act- Boat Ramp and Infrastructure



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 65

Comprehensive Plan:

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
CITY OF SPI	\$457,207
RESTORE ACT	\$1,869,290
TOTAL FUNDS	\$2,326,497
<u>OPERATIONAL IMPACTS</u>	
REPAIRS AND MAINTENANCE	\$10,000
TOTAL IMPACTS	\$50,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$1,143,561	\$65,000	\$1,117,936				\$2,326,497

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	MULTI-YEAR	2019/2020	2023/2024

Project Leader:

Kristina Boburka | Shoreline Director
City of South Padre Island
321 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3837
Email: kboburka@myspi.org

Project Description

Tompkins Channel currently runs from the north side of the Queen Isabella Causeway, along the bayside of South Padre Island until it terminates near Sunset Drive. This project would extend the Channel approximately 10,000 linear feet further north and terminate about one mile north of the Convention Centre where the projected landing site of the new causeway would be. It is a well-known fact that Tompkins Channel is a tremendous asset to the City and extending it Northward by almost two miles will enable vessels to continue northward where future development is being planned. This will 'open up' the Convention Centre to potential fishing tournaments and therefore increasing tourism for the Laguna Madre area.

Back in 1988, Central Power and Light (CPL) installed an underwater electrical transmission line beneath the Laguna Madre to have redundancy in the electrical grid on South Padre Island. The existing overhead transmission line near the old Queen Isabella Causeway experiences numerous outages due to the corrosive environment and storm-related damages. The underwater line extends 7.27 miles across the bay from the Port Isabel substation and connects into the substation just south of the Convention Centre. As it was installed three feet below the sea floor, it will have to be lowered to accommodate the Tompkins Channel extension. The cost for this portion of the Channel extension is unknown at this time.

CPI Project Evaluation Scorecard

Project Name: Tompkins Channel Expansion



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 75

Comprehensive Plan:

Chapter III: Goal 1 & 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$1,000,000
TOTAL FUNDS	\$1,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$4,000
TOTAL IMPACTS	\$4,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	150,000	100,000	750,000				1,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	2020/2021	2024/2025

Project Leader

Kristina Boburka | Shoreline Director
City of South Padre Island
321 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3837
Email: kboburka@myspi.org

Project Description

This project will encompass restoring and improving the City's bay street endings, bay side wetlands, and develop a living shoreline.

Wetlands are one of the fastest declining habitats in the US, with over half of America's wetlands experiencing degradation or lost entirely since 1780. Anthropogenic and environmental stressors on South Padre Island have cause the Island's wetlands to decline. This project could utilize beneficial use of dredge material that is non-beach quality material to help rebuild degraded wetlands.

Wetland restoration in conjunction with a living shoreline would provide a buffer for storm water runoff as well as storm surge during large weather events. Traditionally, 'hard, gray' materials have been utilized on the Island's bay side for protection. This project would allow more 'green' infrastructure to be used in place of the concrete bulkheads and rip rap. The living shoreline would restore black mangroves, sea grasses, and oyster habitats that are declining in the region due to a variety of natural and human-induced causes.

CPI Project Evaluation Scorecard

Project Name: Bayside Restoration



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 75

Comprehensive Plan:

Chapter III: Goal 1 & 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT- FUND 60	\$250,000
HOT- FUND 62	
UNKNOWN	\$2,150,000
TOTAL FUNDS	\$2,400,000
 <u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
HOT-FUND 60	\$5,000
HOT-FUND 62	\$3,000
TOTAL IMPACTS	\$8,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
		\$300,000	\$850,000	\$750,000	\$500,000		\$2,400,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	On Going	2020/2021	2024/2025

Project Leader

Kristina Boburka | Shoreline Director
City of South Padre Island
321 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3837
Email: kboburka@myspi.org

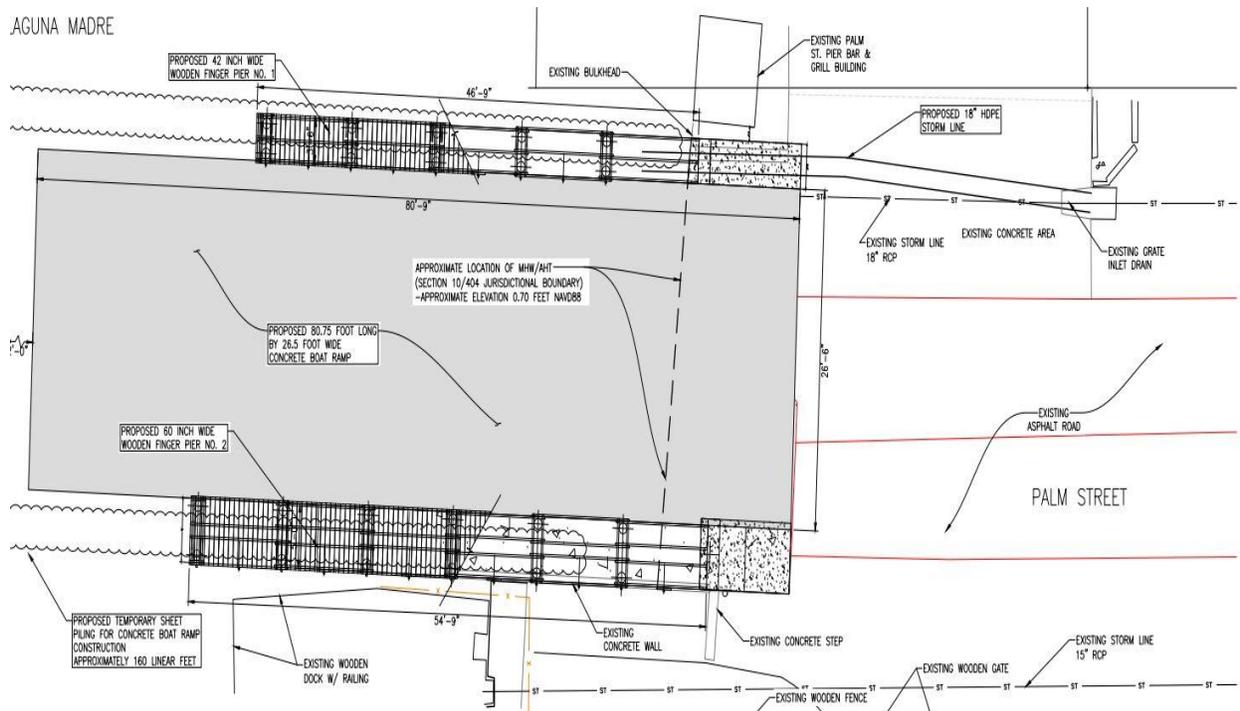
PALM STREET BOAT RAMP

Project Description

To improve access to the Laguna Madre, the City had been working on improving the boat ramp at the Palm Street bay ending, one of the two free, public boat ramps on the Island. The boat ramp here was originally designed and constructed for small boats and kayaks to launch from. The desire to launch larger fishing craft and boats had not come until recently. The City has worked with Hanson Professional Services Inc. (Hanson) to secure necessary leases and permits for this location. They have submitted to the City final drawings to widening and lengthen this boat ramp. This project is construction ready when the City is ready to move forward.

CPI Project Evaluation Scorecard

Project Name: Palm Street Boat Ramp



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 50

Comprehensive Plan:

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT- FUND 62	Unknown
TOTAL FUNDS	Unknown

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	Unknown	Unknown	Unknown	Unknown	Unknown		Unknown

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi- Year	2017/2018	Unknown

Project Leader

Kristina Boburka | Shoreline Director

City of South Padre Island

321 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-3837

Email: kboburka@myspi.org

Project Description

The revitalization of the Entertainment District has been identified by the City as a priority for many reasons, including economic development.

A major component of this is the boardwalk on the bay. The proposed boardwalk will be 12 feet wide and made of recycled plastic material that closely resembles wood to increase the life expectancy and decrease 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 for +/- 3,400 linear feet from approximately Sunny Isle Drive to Swordfish Street. It 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 Texas General Land Office will be required.

CPI Project Evaluation Scorecard

Project Name: Boardwalk on the Bay



Schematic Showing Proposed Boardwalk

Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 50

Comprehensive Plan:

Chapter II: Goal 1: Strategy 1.1.1.9

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$5,200,000
TOTAL FUNDS	\$5,200,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$200,000	\$2,500,000	\$2,500,000				\$5,200,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi- Year	Unknown	Unknown

Project Leader

Kristina Boburka | Shoreline Director

City of South Padre Island

321 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-3837

Email: kboburka@myspi.org

Project Description

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 to 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 will allow for a place to 'park' boats for a few hours or a few weeks while the owners enjoy what the Entertainment District has to offer. This addition will encourage the use and enjoyment of not only the bay, but the entire island. Approximately 120 boat slips are needed for this area, but there are currently very few boat slips available for public use. A public-private partnership (PPP) might be worth exploring.

CPI Project Evaluation Scorecard

Project Name: Marina



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 50

Comprehensive Plan:

Chapter VI: Goal 1: Strategy 1.1.8.1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$1,066,083
TOTAL FUNDS	\$1,066,083
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$10,000
TOTAL IMPACTS	\$10,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$103,040	\$103,040	\$220,000	\$540,000	\$100,000		\$1,066,083

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi- Year	Unknown	Unknown

Project Leader

Kristina Boburka | Shoreline Director

City of South Padre Island

321 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-3837

Email: kboburka@myspi.org

DRAINAGE IMPROVEMENTS

Project Description

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 directly 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 cleans out storm water inlets annually. Current storm water inlets that have been identified as problems are being addressed with TX DOT to be repaired/replaced. In addition, the City has embarked on the preparation of a Master Drainage Plan to identify deficiencies in our storm water system.

CPI Project Evaluation Scorecard

Project Name: Drainage-SPI



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	0
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 75

Comprehensive Plan:

Chapter IV: Goal 4

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
General Fund	\$10,000,000
TOTAL FUNDS	\$10,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$225,000
01-543-0417	
TOTAL IMPACTS	\$225,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$141,000	\$150,000	TBD	TBD	TBD		\$10,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	On-Going	Unknown	Unknown

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8158
Email: csanchez@myspi.org

STREET REPAIR

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. 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.
- Barricade 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").

2015/2016: 587,819 (PC), 147,528 (OC)

2016/2017: 2,549,585 (PC), 38,000 (OC)

2017/2018: 1,142,984 (PC), 37,000 (OC)

CPI Project Evaluation Scorecard

Project Name: Street Repair



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 85

Comprehensive Plan:

Chapter III: Goal 1

RANK	STREET NAME	SEGMENT	LIMITS	Total Estimated Repair Cost
1	Laguna	All	South of Palm St to Morningside Dr	\$3,481,090.00
2	Morningside	W	Laguna Cir to Laguna Blvd	\$278,595.00
3	Sunset	W	Laguna Cir to PR 100 (Padre Blvd)	\$201,046.00
4	Acapulco	C	Laguna Blvd to PR 100 (Padre Blvd)	\$121,254.00
5	Marlin	C	Laguna Blvd to PR 100 (Padre Blvd)	\$101,692.55
6	Retama	E	PR 100 (Padre Blvd) to Gulf Blvd	\$283,071.00
7	Mars	E	PR 100 (Padre Blvd) to Gulf Blvd	\$278,904.00
8	Morningside	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,625.00
9	Georgia Ruth	E	PR 100 (Padre Blvd) to Gulf Blvd	\$237,354.00
10	Capricorn	E	PR 100 (Padre Blvd) to Gulf Blvd	\$222,396.00
11	Amberjack	E	PR 100 (Padre Blvd) to Gulf Blvd	\$236,732.00
12	Hibiscus	W	West of Laguna Blvd	\$240,625.00
13	Lantana	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,625.00
14	Bahama	E	PR 100 (Padre Blvd) to Gulf Blvd	\$227,796.00
15	Kingfish	E	PR 100 (Padre Blvd) to Gulf Blvd	\$220,371.00

16	Aries	E	PR 100 (Padre Blvd) to Gulf Blvd	\$289,821.00
17	Harbor	E	East of PR 100 (Padre Blvd)	\$108,214.00
18	Kingfish	C	Laguna Blvd to PR 100 (Padre Blvd)	\$108,375.00
19	Capricorn	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,121.00
20	Gardenia	E	PR 100 (Padre Blvd) to Gulf Blvd	\$227,796.00
21	Palmetto	E	PR 100 (Padre Blvd) to Gulf Blvd	\$226,211.00
22	Red Snapper	E	PR 100 (Padre Blvd) to Gulf Blvd	\$186,664.00
23	Amberjack	C	Laguna Blvd to PR 100 (Padre Blvd)	\$66,014.00
24	Campeche	C	Laguna Blvd to PR 100 (Padre Blvd)	\$107,979.00
25	Oleander	W	West of Laguna Blvd	\$242,607.00
26	Dolphin	C	Laguna Blvd to PR 100 (Padre Blvd)	\$87,621.00
27	Esperanza	C	Laguna Blvd to PR 100 (Padre Blvd)	\$110,004.00
28	Sheepshead	C	Laguna Blvd to PR 100 (Padre Blvd)	\$137,054.00
29	Gardenia	C	Laguna Blvd to PR 100 (Padre Blvd)	\$87,204.00
30	Red Snapper	C	Laguna Blvd to PR 100 (Padre Blvd)	\$86,529.00
31	Pike	C	Laguna Blvd to PR 100 (Padre Blvd)	\$60,279.00
32	Ling	C	Laguna Blvd to PR 100 (Padre Blvd)	\$79,078.00
33	Palm	E	PR 100 (Padre Blvd) to Gulf Blvd	\$69,397.00
34	Gardenia	W	West of Laguna Blvd	\$195,436.00
35	Campeche	W	West of Laguna Blvd	\$152,879.00
36	Polaris	W	West of Laguna Blvd	\$66,800.00
37	Pompano	C	Laguna Blvd to PR 100 (Padre Blvd)	\$133,403.00
38	Marlin	E	PR 100 (Padre Blvd) to Gulf Blvd	\$117,493.00
39	Dolphin	E	PR 100 (Padre Blvd) to Gulf Blvd	\$257,196.00
40	Esperanza	E	PR 100 (Padre Blvd) to Gulf Blvd	\$243,771.00
41	Acapulco	W	West of Laguna Blvd	\$117,761.00
42	Tarpon	E	PR 100 (Padre Blvd) to Gulf Blvd	\$176,753.00
43	Cora Lee	W	West of Laguna Blvd	\$187,339.00
44	Huisache	C	Laguna Blvd to PR 100 (Padre Blvd)	\$94,329.00
45	Bahama	C	Laguna Blvd to PR 100 (Padre Blvd)	\$70,104.00
46	Parade	E	PR 100 (Padre Blvd) to Gulf Blvd	\$220,811.00
47	Esperanza	W	West of Laguna Blvd	\$184,639.00
48	Whiting	E	PR 100 (Padre Blvd) to Gulf Blvd	\$206,100.00
49	Pike	E	PR 100 (Padre Blvd) to Gulf Blvd	\$171,814.00
50	Cora Lee	E	PR 100 (Padre Blvd) to Gulf Blvd	\$229,147.35
51	Carolyn	C	Laguna Blvd to PR 100 (Padre Blvd)	\$77,979.00
52	Cora Lee	C	Laguna Blvd to PR 100 (Padre Blvd)	\$77,979.00
53	Atol	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,679.00
54	Corral	C	Laguna Blvd to PR 100 (Padre Blvd)	\$159,643.00
55	Carolyn	E	PR 100 (Padre Blvd) to Gulf Blvd	\$224,421.00

56	Swordfish	E	PR 100 (Padre Blvd) to Gulf Blvd	\$216,321.00
57	Ling	E	PR 100 (Padre Blvd) to Gulf Blvd	\$170,196.00
58	Constellation	E	PR 100 (Padre Blvd) to Gulf Blvd	\$287,679.00
59	Acapulco	E	PR 100 (Padre Blvd) to Gulf Blvd	\$221,721.00
60	Marisol	E	East of PR 100 (Padre Blvd)	\$98,325.00
61	Morningside	E	PR 100 (Padre Blvd) to Gulf Blvd	\$275,100.00
62	Hibiscus	C	Laguna Blvd to PR 100 (Padre Blvd)	\$93,096.00
63	Oleander	C	Laguna Blvd to PR 100 (Padre Blvd)	\$92,979.00
64	Laguna Circle	N	South end to north of Sunset Dr	\$258,150.00
65	Saturn	C	Laguna Blvd to PR 100 (Padre Blvd)	\$76,746.00
66	Aries	W	West of Laguna Blvd	\$40,186.00
67	Tarpon	C	Laguna Blvd to PR 100 (Padre Blvd)	\$108,782.00
68	Carolyn	W	West of Laguna Blvd	\$148,186.00
69	Venus	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,625.00
70	Huisache	W	West of Laguna Blvd	\$145,297.00
71	Campeche	E	PR 100 (Padre Blvd) to Gulf Blvd	\$229,821.00
72	Coronado	E	Morningside Dr to Gulf Blvd	\$232,132.00
73	Georgia Ruth	W	West of Laguna Blvd	\$76,189.00
74	Bahama	W	West of Laguna Blvd	\$137,100.00
75	Havana	N	Palmetto Dr to Sunset Dr	\$106,018.00
76	Saturn	E	PR 100 (Padre Blvd) to Gulf Blvd	\$217,554.00
77	Mezquite	C	Laguna Blvd to PR 100 (Padre Blvd)	\$79,329.00
78	Pompano	E	PR 100 (Padre Blvd) to Gulf Blvd	\$125,654.00
79	Sheepshead	W	West of Laguna Blvd	\$60,568.00
80	Whiting	C	Laguna Blvd to PR 100 (Padre Blvd)	\$44,272.00
81	Marlin	W	West of Laguna Blvd	\$21,479.00
82	Swordfish	W	West of Laguna Blvd	\$83,096.00
83	Saturn	W	West of Laguna Blvd	\$109,978.00
84	Mezquite	W	West of Laguna Blvd	\$139,125.00
85	Retama	W	West of Laguna Blvd	\$136,929.00
86	Atol	W	West of Laguna Blvd	\$133,050.00
87	Lantana	W	West of Laguna Blvd	\$175,596.00
88	Lynda	N	Coronado Dr to Parade Dr	\$60,279.00
89	Swordfish	C	Laguna Blvd to PR 100 (Padre Blvd)	\$58,193.00
90	Jupiter	W	West of Laguna Blvd	\$72,000.00
91	Marisol	W	West of PR 100 (Padre Blvd)	\$77,971.00
92	Yucca	N	South end to Sunset Dr	\$100,625.00
93	Laguna Circle	S	Morningside Dr to North end	\$132,429.00
94	Sheepshead	E	PR 100 (Padre Blvd) to Gulf Blvd	\$106,928.00
95	Corral	W	West of Laguna Blvd	\$54,728.00

96	Tarpon	W	West of Laguna Blvd	\$42,922.00
97	Sunny Isle	W	West of PR 100 (Padre Blvd)	\$87,932.00
98	Dolphin	W	West of Laguna Blvd	\$71,950.00
99	Circe	N	Morningside Dr to North end	\$158,421.00
100	Tropical	N	Palmetto Dr to Sunset Dr	\$88,472.00
101	Pompano	W	West of Laguna Blvd	\$53,378.00
102	Capricorn	W	West of Laguna Blvd	\$81,300.00
103	Haas	E	East of PR 100 (Padre Blvd)	\$118,800.00
104	Corral	E	PR 100 (Padre Blvd) to Gulf Blvd	\$104,400.00
105	Lynda	S	Morningside Dr to Coronado Dr	\$69,679.00
TOTAL COSTING (see right)				\$18,061,306.90

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$17,368,300
TOTAL FUNDS	\$17,368,300
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	Unknown
01-543-0416	
TOTAL IMPACTS	Unknown

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	TBD	TBD	TBD	TBD	TBD		\$17,368,300

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	On-Going	2015/2016	Unknown

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-8158

Email: csanchez@myspi.org

RECONSTRUCTION OF LAGUNA BOULEVARD

Project Description

Improve Laguna Boulevard from Palm Street to Morningside Drive adding curb and gutter to the west side of the road and drainage system to accommodate drainage flows. Improvement will also add sidewalk on the west of the street and possible bike lane.

CPI Project Evaluation Scorecard

Project Name: Reconstruction of Laguna Boulevard



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 85

Comprehensive Plan:

Chapter III: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
General Fund	\$50,000
BUILD Grant Laguna	\$6,430,000
TOTAL FUNDS	\$6,480,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	Unknown
General Fund	
TOTAL IMPACTS	Unknown

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$50,000	\$65,000	\$2,000,000	\$2,150,000	\$2,215,000		\$6,430,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	2017/2018	Unknown

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8158
Email: csanchez@myspi.org

STREET LIGHTS (OPTION 1)

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 feel 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. 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. (70 Poles)

CPI Project Evaluation Scorecard

Project Name: Street Lights (Option1)

Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	0
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	0

TOTAL POINTS: 55

Comprehensive Plan:

Chapter II: Goal 1: Strategy 1.2.3.2.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$195,500
TOTAL FUNDS	\$195,500

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$195,500						\$195,500

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	One Year	Unknown	Unknown

Project Leader

<p>Carlos Alejandro Sanchez, P.E. Public Works Director City of South Padre Island 4601 Padre Blvd., South Padre Island, TX 78597 Voice: (956)761-8158 Email: csanchez@myspi.org</p>

STREET LIGHTS (OPTION 2)

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 feel 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.

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.

Total of 300 lights.

CPI Project Evaluation Scorecard

Project Name: Street Lights (Option2)



14' Arm with 250 HPS Lighting - (Image of Option 2)

Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	0
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	0

TOTAL POINTS: 55

Comprehensive Plan:

Chapter II: Goal 1: Strategy 1.2.3.2.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$180,000
TOTAL FUNDS	\$180,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$180,000						\$180,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	One Year	Unknown	Unknown

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-8158

Email: csanchez@myspi.org

STREET LIGHTS (OPTION 3)

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 feel 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.

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 photo-voltaic panels and battery packs. (400 Lights)

Repairs and Maintenance: \$40,000

Reduction of Energy: (\$38,400)

CPI Project Evaluation Scorecard

Project Name: Street Lights (Option3)

Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	0
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	0

TOTAL POINTS: 55

Comprehensive Plan:

Chapter II: Goal 1: Strategy 1.2.3.2.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$4,000,000
TOTAL FUNDS	\$4,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$6,400
TOTAL IMPACTS	\$6,400

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$4,000,000						\$4,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	One Year	Unknown	Unknown

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8158
Email: csanchez@myspi.org

JOHN L. TOMPKINS PARK PHASE II

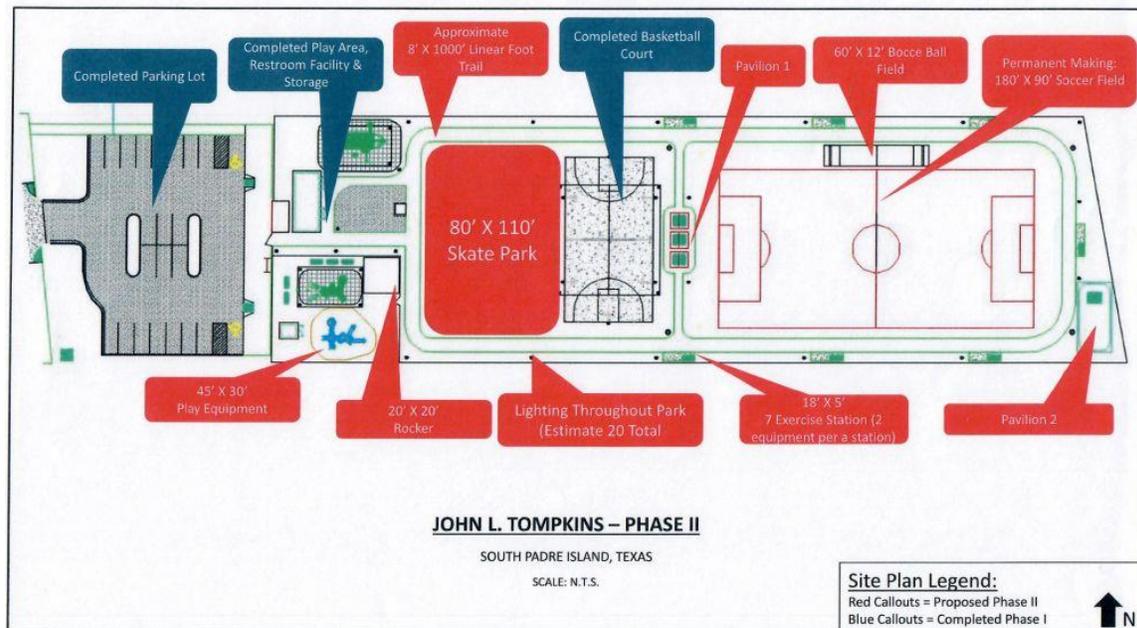
Project Description

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 again in November of 2013 and many of the established goals in the Plan revolve around providing recreational opportunities in the form of indoor and outdoor recreational facilities. The South Padre Island Master Parks Plan was completed and adopted in July 2018.

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 has broken the project down into two phases. Phase one included 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 includes 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.

CPI Project Evaluation Scorecard

Project Name: John L. Thompkins Park Phase II



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 65

Comprehensive Plan:

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
TPWD Grant	\$500,000
Skate Park Fund	\$138,920
TOTAL FUNDS	\$638,920
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$48,000
TOTAL IMPACTS	\$48,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$638,920						\$638,920

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
II	One Year	2019/2020	2020/2021

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-8158

Email: csanchez@myspi.org

PICKLEBALL COURT

Project Description

Pickleball is a paddle sport created for all ages and skill levels. Pickleball combines many elements of tennis, badminton and ping-pong. The proposed project would be located on the city owned land behind the visitor's center. The project would include 4 standard courts and one tournament court and a possible future shade structure. Currently the John. L Tompkins basketball court area is used for pickleball when not being used. The Parks Department has 4 nets that are regularly checked out. The Convention Centre has also hosted many Pickleball related activities.

CPI Project Evaluation Scorecard

Project Name: Pickleball Court



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	0
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 30

Comprehensive Plan:

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$108,053
TOTAL FUNDS	\$108,053
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$2,500 annually
General Fund	
TOTAL IMPACTS	\$12,500

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$108,053						\$108,053

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	One Year	Unknown	Unknown



Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-8158

Email: csanchez@myspi.org

Project Description

The City maintains the free public transportation system, South Padre Island Metro, for 365 days per year. Encouraging people to use the alternative transportation methods helps alleviate challenges experienced with parking and traffic congestion. Parking has always been a problem during peak seasons on South Padre Island. Having an adequate system of sidewalks with shade devices that encourage people to walk to particular destinations, also improves public health. The addition of shade devices on this street will create a more pedestrian friendly environment for the community and visitors.

CPI Project Evaluation Scorecard

Project Name: Padre Boulevard Beautification & Shade Structure Project



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 75

Comprehensive Plan:

Chapter II: Goal 1 (Policy 1.1.1.)

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	\$100,000
TOTAL FUNDS	\$100,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	Unknown
TOTAL IMPACTS	Unknown

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$100,000						\$100,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	2019/2020	2020/2021

Project Leader

Victor Baldovinos | Environmental Health Director

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-8124

Email: vbaldovinos@myspi.org

QUEEN ISABELLA CAUSEWAY ILLUMINATION

Project Description

To provide illumination to the Queen Isabella Causeway, creating a tourist attraction for South Padre Island.

CPI Project Evaluation Scorecard

Project Name: Queen Isabella Causeway Illumination



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	0

TOTAL POINTS: 40

Comprehensive Plan:

Chapter VI: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	Unknown
TOTAL FUNDS	Unknown
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$100,000
TOTAL IMPACTS	\$100,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
							Unknown

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	Unknown	Unknown

Project Leader

Randy Smith | City Manager
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8107
Email: rsmith@myspi.org

Project Description

Improve the jail/holding facility security systems. Background - the holding facility was built prior to 2008 and when the security protocols or measures were put into use, the city used a sole source provider with specific software and equipment to be used. This Dibos system (cameras, door access, control panel, software etc.) is managed by a company based in Houston. The current equipment being used is outdated and constantly breaking down. The cameras are no longer serviceable as the parts are no longer being made - equipment is all outdated. The company does not have cameras anymore that are compatible with the system and so we attempt to find elsewhere. The control panel that monitors the cell cameras is also outdated and there is no replacement board that can be used with DiBos as there are only 2 remaining boards in service nationwide (as of 2017). The software is also outdated and at this time IT does not have the capability to install DiBos on any new computers replaced within the City so it can only be monitored from 3-4 computers within the City. The intercoms in the jail do not work. This project needs to upgrade the entire jail security system features to include cameras, software, computer access, recording capabilities, storage, control board or panel, microphones, intercoms etc. As this system shuts down it cannot be fixed and the jail must have surveillance. It is necessary for the safety of inmates and officers, also for evidential purposes and for building and access security. Currently there are less expensive systems that offer higher quality picture resolution and audio that can be clearly understood. The jail may also need sound panels to control noise and pick up less feedback.

CPI Project Evaluation Scorecard

Project Name: Upgrade Jail/ Holding Facility Security and Cameras



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	0
15	Funding	0
20	Economic Development/Tourism	0
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	0

TOTAL POINTS: 45

Comprehensive Plan:

Chapter VIII: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unknown	Unknown
TOTAL FUNDS	Unknown
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	Unknown
TOTAL IMPACTS	Unknown

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
							Unknown

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	One-Year	Unknown	Unknown

Project Leader

Claudine O’Carroll | Chief of Police
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8142
Email: cocarroll@myspi.org

Project Description

In 2008, the City embarked on a strategy to install raised concrete medians on Padre Boulevard to improve traffic and pedestrian safety. Raised medians were constructed from the “Padre Boulevard Frontage Road” north to Kingfish. To further that initial project, the City has now decided to extend those medians north to the Convention Centre. A Raised Median Analysis was completed, and the existing medians and crash reports analyzed. These studies determined that the accident rates between vehicles and vehicles/pedestrians dropped by 38% where the medians currently exist, hence the need to extend the raised medians. In addition to the safety factor, the raised medians will have lush tropical landscaping added to improve the aesthetics of the main corridor through the City. The Padre Boulevard sidewalks currently end at the Convention Centre. With the second causeway currently under Environmental Clearance proceedings, the northern areas of South Padre Island will be ripe for development. With this in mind, the City has begun the steps of extending those sidewalks further north to the northern end of the city limits. The new sidewalks will have to cross two wetland areas and will be converted to “boardwalks” at those locations so environmental damage can be minimized. The new sidewalks will be 6’ wide and ADA compliant. This project was approved by the voters in November of 2016 as part of the Venue Tax Project.

CPI Project Evaluation Scorecard

Project Name: Median, Boardwalk, & Sidewalk Improvements (Venue Tax)



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	25
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 100

Comprehensive Plan:

Chapter II: Goal 1, Chapter VI: Goal 1 & 3

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Venue Tax	\$8,618,725
TOTAL FUNDS	\$8,618,725
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$67,000
TOTAL IMPACTS	\$67,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$575,725	\$7,578,000	\$465,000	\$0	\$0		\$8,618,725

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	2016/2017	2020/2021

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8158
Email: csanchez@myspi.org

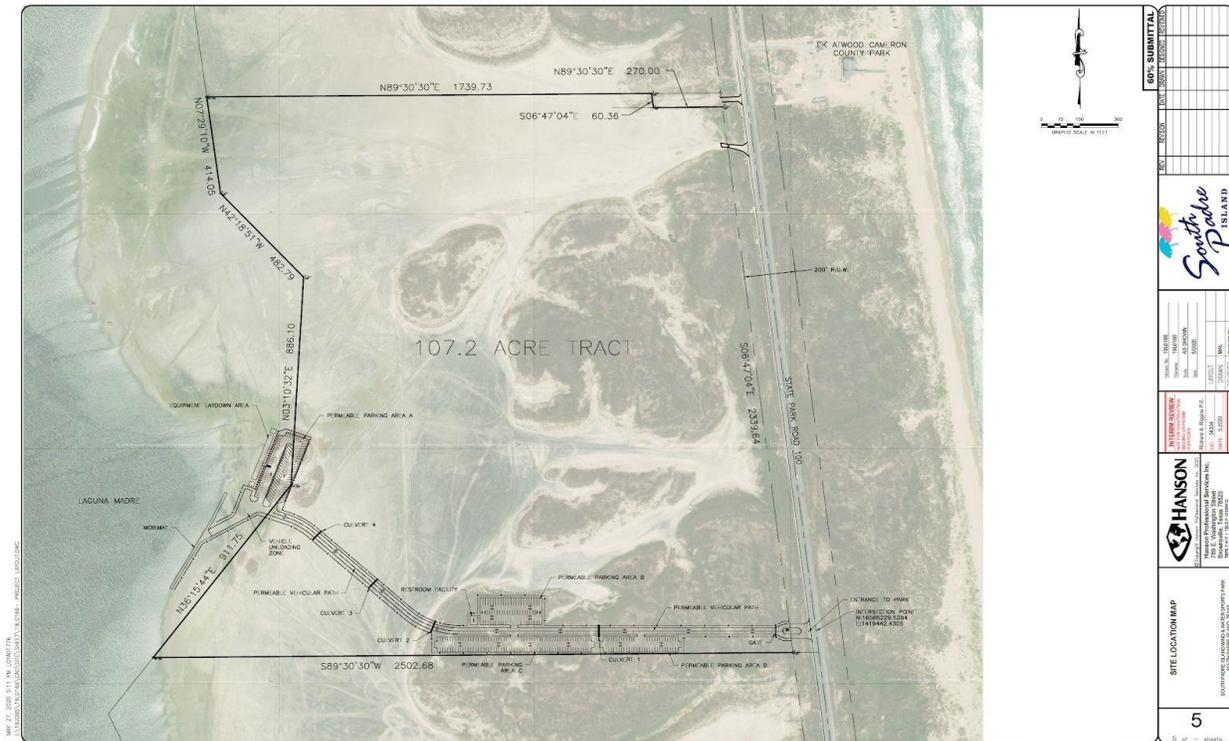
LAND PURCHASE AND DEVELOPMENT FOR WIND SPORTS PARK (VENUE)

Project Description

Maintaining and preserving access to the Laguna Madre is vital to South Padre Island for many reasons. Presently, bay access is available but is very limited. Kite boarders, kayakers and other personal watercraft users have a few areas where they can launch their equipment from, but additional access points are needed. As South Padre Island grows further 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. Discussions on land acquisitions started to acquire approximately 137 acres north of The Shores on the bay side. On this property, a silent water sports venue will be built to accommodate a structure for launching kayaks, kiteboards, paddle boards, and any other non-motorized personal watercraft.

CPI Project Evaluation Scorecard

Project Name: Land Purchase and Development for Wind Sports Park (Venue)



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	0
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 65

Comprehensive Plan:

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Venue Tax	\$956,083
TOTAL FUNDS	\$956,083
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$10,000
TOTAL IMPACTS	\$10,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$206,083	\$0	\$750,000	\$0	\$0		\$956,083

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	2019/2020	2022/2023

Project Leader

Kristina Boburka | Shoreline Director
City of South Padre Island
321 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3837
Email: kboburka@myspi.org

AMPHITHEATER/EVENTS CENTER/CONVENTION CENTRE EXPANSION (VENUE)

Project Description

This project includes an expansion of the existing facility's event space to include a theater adjacent the Convention Centre attracting local drama presentations, community events, concerts, etc. By combining this new venue with the existing Convention Centre, venues requiring indoor and outdoor areas can be accommodated. Details related to this are included in the 2019 C.H Johnson Consulting study. This is a VENUE Tax Project approved by the voters of South Padre Island.

CPI Project Evaluation Scorecard

Project Name: Amphitheater/Events Center/ Convention Centre Expansion (Venue)



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	15
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 75

Comprehensive Plan:

Chapter VI: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Venue Tax	\$9,000,000
TOTAL FUNDS	\$9,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	Unknown
TOTAL IMPACTS	Unknown

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
							\$9,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	Unknown	2025

Project Leader

Ed Caum | CVB Director
City of South Padre Island
7355 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-3000
Email: ed@sopadre.com

PARKING STRUCTURE (VENUE)

Project Description

Creation of a parking facility serving the basic function of parking vehicles as it relates to those visiting a venue, as well as designed to incorporate multi-use features including availability for residential and/or commercial development. The structure would facilitate visitors and/or residents' transition to and from their vehicles. Users of the facility need access to the beach benefiting local business and increase use of public transportation. The facility could also be a pick-up location for the City's free transportation system – Island Metro. This parking structure was approved by the voters in November of 2016 as piece of the Venue Tax project.

CPI Project Evaluation Scorecard

Project Name: Parking Structure (Venue)



Maximum Points	Project Criteria	Number of Points Given by the Rater
25	Public Health and Safety/ Federal Mandate	0
10	Recreation and Aesthetics	10
15	Funding	0
20	Economic Development/Tourism	20
10	Service and Operational Impact	10
10	Strategic Alignment	10
10	Sustainability	10

TOTAL POINTS: 60

Comprehensive Plan:

Chapter II: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Venue Tax	\$2,710,000
TOTAL FUNDS	\$2,710,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$5,000
TOTAL IMPACTS	\$5,000

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$350,000	\$360,000	\$675,000	\$675,000	\$650,000		\$2,710,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
	Multi-Year	Unknown	Unknown

Project Leader

Carlos Alejandro Sanchez, P.E. | Public Works Director
City of South Padre Island
4601 Padre Blvd., South Padre Island, TX 78597
Voice: (956)761-8158
Email: csanchez@myspi.org

OUTSTANDING DEBT

TOTAL OUTSTANDING GENERAL OBLIGATION DEBT, ANTICIPATION NOTES, AND REVENUE BONDS

Fiscal Year Ended	General Obligation Debt			Tax Anticipation Notes			Venue Tax Revenue Bonds			Total Principal & Interest	% of Principal Retired
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total		
2020	\$ 500	\$ 152	\$ 652	\$ 980	\$ 101	\$ 1,081	\$ 190	\$ 317	\$ 507	\$ 2,241	9.75%
2021	510	135	645	1,010	72	1,082	195	314	509	2,235	19.76%
2022	525	119	644	1,050	36	1,086	200	310	510	2,239	30.12%
2023	545	102	647	600	9	609	205	304	509	1,765	38.00%
2024	560	86	646	-	-	-	210	298	508	1,154	42.50%
2025-2029	1,575	242	1,817	-	-	-	1,150	1,387	2,537	4,354	58.41%
2030-2034	560	23	583	-	-	-	1,380	1,154	2,534	3,117	69.73%
2035-2039	-	-	-	-	-	-	1,700	841	2,541	2,541	79.66%
2040-2044	-	-	-	-	-	-	2,065	470	2,535	2,535	91.71%
2044-2047	-	-	-	-	-	-	1,420	101	1,521	1,521	100.00%
	<u>\$ 4,775</u>	<u>\$ 859</u>	<u>\$ 5,634</u>	<u>\$ 3,640</u>	<u>\$ 217</u>	<u>\$ 3,857</u>	<u>\$ 8,715</u>	<u>\$ 5,495</u>	<u>\$ 14,210</u>	<u>\$ 23,702</u>	

Note: The schedule above is in thousands.

2011 GENERAL OBLIGATION BONDS

SOUTH PADRE ISLAND
General Obligation Bonds, Series 2011
Debt Service Schedule

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Annual Total</u>
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

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Annual Total</u>
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, 4/15/16 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.

2017 REVENUE BOND

BOND DEBT SERVICE

South Padre Island (Venue HOT)
 Venue Hotel Occupancy Tax Revenue Bonds, Series 2017
 -- FINAL Pricing Numbers, 6/20/17 11:30 AM--

Period Ending	Principal	Coupon	Interest	Debt Service
09/30/2018	185,000	2.000%	324,837.50	509,837.50
09/30/2019	185,000	2.000%	321,137.50	506,137.50
09/30/2020	190,000	2.000%	317,437.50	507,437.50
09/30/2021	195,000	2.000%	313,637.50	508,637.50
09/30/2022	200,000	3.000%	309,737.50	509,737.50
09/30/2023	205,000	3.000%	303,737.50	508,737.50
09/30/2024	210,000	3.000%	297,587.50	507,587.50
09/30/2025	215,000	3.000%	291,287.50	506,287.50
09/30/2026	225,000	3.000%	284,837.50	509,837.50
09/30/2027	230,000	3.000%	278,087.50	508,087.50
09/30/2028	235,000	4.000%	271,187.50	506,187.50
09/30/2029	245,000	4.000%	261,787.50	506,787.50
09/30/2030	255,000	4.000%	251,987.50	506,987.50
09/30/2031	265,000	4.000%	241,787.50	506,787.50
09/30/2032	275,000	4.000%	231,187.50	506,187.50
09/30/2033	285,000	4.000%	220,187.50	505,187.50
09/30/2034	300,000	4.250%	208,787.50	508,787.50
09/30/2035	310,000	4.250%	196,037.50	506,037.50
09/30/2036	325,000	4.250%	182,862.50	507,862.50
09/30/2037	340,000	4.250%	169,050.00	509,050.00
09/30/2038	355,000	4.500%	154,600.00	509,600.00
09/30/2039	370,000	4.500%	138,625.00	508,625.00
09/30/2040	385,000	3.500%	121,975.00	506,975.00
09/30/2041	400,000	3.500%	108,500.00	508,500.00
09/30/2042	415,000	3.500%	94,500.00	509,500.00
09/30/2043	425,000	3.500%	79,975.00	504,975.00
09/30/2044	440,000	3.500%	65,100.00	505,100.00
09/30/2045	455,000	3.500%	49,700.00	504,700.00
09/30/2046	475,000	3.500%	33,775.00	508,775.00
09/30/2047	490,000	3.500%	17,150.00	507,150.00
	9,085,000		6,141,087.50	15,226,087.50

A hotel occupancy tax was approved by the voters at the November 8, 2016 election. This additional tax shall be used to finance a portion of the Venue Projects approved by the voters. During the regular council meeting of November 16 2016, City Council approved Resolution 2016-35 to establish a venue project fund. The two percent (2%) tax on hotel rooms in the City began to be imposed and collected on January 1, 2017.

SCHEDULE OF OVERLAPPING DEBT

Taxing Body	Debt Amount	As Of	% Ovlpg	Ovlpg Amt
Brownsville Nav Dist	\$1,225,000 *	09/30/20	**	\$0
Cameron Co	199,365,000 *	09/30/20	12.39	24,701,324
Laguna Madre Water Dist	12,610,000 *	09/30/20	72.72	9,169,992
Point Isabel ISD	11,280,000 *	09/30/20	64.96	7,327,488
Texas Southmost College	35,065,000 *	09/30/20	18.76	<u>6,578,194</u>
Total Overlapping Debt:				<u>\$47,776,998</u>
South Padre Island, City of		09/30/20		\$6,935,000*
Total Direct and Overlapping Debt:				\$54,711,998
Total Direct and Overlapping Debt % of A.V.:				2.04%
Total Direct and Overlapping Debt per Capita:				\$19,157

* 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.

** Less than 0.01%

Source: Municipal Advisory Council of Texas

LEGAL DEBT MARGIN

The Citizens adopted the Home Rule Charter for the City of South Padre Island Local Government at an election held on November 3, 2009. The City is permitted by Article II, Section 5 of the State of Texas Constitution to levy taxes up to \$2.50 per \$100 of assessed valuation for general governmental services including the payment of principal and interest on general obligation long-term debt consequently, no legal debt margin can be calculated. A practical limitation on taxes levied for debt service is \$1.50 per \$100 of assessed valuation as established by the Attorney General of the State of Texas.

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 Director of Operations coordinates the annual update and adoption of the five-year Capital Improvement Plan (CIP) as a part of the annual budget process. The Director of Operations 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 Chief Financial Officer 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.

- G. **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.
- H. **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.
- I. **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.
5. 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.

L. **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.

M. **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-five percent (95%) budgeted collection rate for current ad valorem taxes. Two percent (2%) 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 95%, 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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer 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. 20-06

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, 2020 AND ENDING SEPTEMBER 30, 2021; 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	\$	7,628,619
Operating Revenue		12,400,060
Total Resources		<u>20,028,679</u>
Expenditures		<u>(12,386,335)</u>
Ending Fund Balance	\$	<u>7,642,344</u>

Total Regular Personnel: 120.12

HOTEL/MOTEL FUND:

Beginning Fund Balance	\$	3,235,786
Operating Revenue		6,525,106
Total Resources		<u>9,760,892</u>
Expenditures		<u>(6,351,187)</u>
Ending Fund Balance	\$	<u>3,409,705</u>

Total Regular Personnel: 14.00

Ord 20-06

1

VENUE PROJECT FUND:

Beginning Fund Balance	\$	5,586,359
Operating Revenue		<u>1,952,569</u>
Total Resources		7,538,928
Expenditures		<u>(542,138)</u>
Ending Fund Balance	\$	<u><u>6,996,790</u></u>

CONVENTION CENTRE FUND:

Beginning Fund Balance	\$	3,343,950
Operating Revenue		<u>1,590,174</u>
Total Resources		4,934,124
Expenditures		<u>(1,590,174)</u>
Ending Fund Balance	\$	<u><u>3,343,950</u></u>

Total Regular Personnel: 10.00

**PARKS, RECREATION AND
BEAUTIFICATION**

Beginning Fund Balance	\$	37,956
Operating Revenue		<u>92,728</u>
Total Resources		130,684
Expenditures		<u>(92,728)</u>
Ending Fund Balance	\$	<u><u>37,956</u></u>

Total Regular Personnel: 1.00

**MUNICIPAL COURT
TECHNOLOGY FUND**

Beginning Fund Balance	\$	12,178
Operating Revenue		<u>3,500</u>
Total Resources		15,678
Expenditures		<u>(15,145)</u>
Ending Fund Balance	\$	<u><u>533</u></u>

**MUNICIPAL COURT SECURITY
FUND**

Beginning Fund Balance	\$	53,904
Operating Revenue		<u>5,000</u>
Total Resources		58,904
Expenditures		<u>(7,832)</u>
Ending Fund Balance	\$	<u><u>51,072</u></u>

Ord 20-06

2

TRANSPORTATION GRANT

Beginning Fund Balance	\$	115,969
Operating Revenue		3,354,262
Total Resources		3,470,231
Expenditures		(3,354,262)
Ending Fund Balance	\$	115,969
Total Regular Personnel: 21.00		

DEBT SERVICE:

Beginning Fund Balance	\$	286,125
Operating Revenue		1,609,676
Total Resources		1,895,801
Expenditures		(1,729,676)
Ending Fund Balance	\$	166,125

TIRZ

Beginning Fund Balance	\$	226,822
Operating Revenue		95,569
Total Resources		322,391
Expenditures		(50,000)
Ending Fund Balance	\$	272,391

EDC DEBT SERVICE

Beginning Fund Balance	\$	394,323
Operating Revenue		388,050
Total Resources		782,373
Expenditures		(391,250)
Ending Fund Balance	\$	391,123

VENUE DEBT SERVICE

Beginning Fund Balance	\$	396
Operating Revenue		509,638
Total Resources		510,034
Expenditures		(509,638)
Ending Fund Balance	\$	396

BEACH MAINTENANCE

Beginning Fund Balance	\$	2,369,182
Operating Revenue		1,952,569
Total Resources		4,321,751
Expenditures		(1,838,581)
Ending Fund Balance	\$	2,483,170
Total Regular Personnel: 9.88		

BEACH ACCESS FUND

Beginning Fund Balance	\$	448,915
Operating Revenue		-
Total Resources		<u>448,915</u>
Expenditures		<u>(280,000)</u>
Ending Fund Balance	\$	<u>168,915</u>

CAPITAL REPLACEMENT PLAN

Beginning Fund Balance	\$	284,533
Operating Revenue		225,000
Total Resources		<u>509,533</u>
Expenditures		<u>(108,626)</u>
Ending Fund Balance	\$	<u>400,907</u>

ECONOMIC DEVELOPMENT CORPORATION

Beginning Fund Balance	\$	571,580
Operating Revenue		875,276
Total Resources		<u>1,446,856</u>
Expenditures		<u>(875,276)</u>
Ending Fund Balance	\$	<u>571,580</u>

BEACH NOURISHMENT

Beginning Fund Balance	\$	3,509,829
Operating Revenue		488,142
Total Resources		<u>3,997,971</u>
Expenditures		<u>(80,000)</u>
Ending Fund Balance	\$	<u>3,917,971</u>

BNC FACILITY MAINTENANCE

Beginning Fund Balance	\$	68,029
Operating Revenue		76,041
Total Resources		<u>144,070</u>
Expenditures		<u>(53,086)</u>
Ending Fund Balance	\$	<u>90,984</u>

Ord 20-06

4

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.

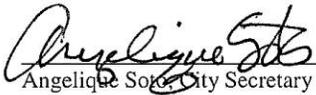
Section 4. This Ordinance shall become effective immediately.

PASSED, APPROVED AND ADOPTED on First Reading, this 19th day of August 2020.

PASSED, APPROVED AND ADOPTED on Second Reading, this 2nd day of September 2020.

ATTEST:

**CITY OF SOUTH PADRE
ISLAND, TEXAS**


Angelique Soto, City Secretary


Patrick McNulty, 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.

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.

ADOPTED BUDGET-A plan of financial operation, legally adopted by City Council, providing an estimate of expenditures for a given fiscal year and proposed means of financing them.

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

BUDGET DOCUMENT-The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts, which in total comprises the annual revenue and expenditure plan.

BUDGET MESSAGE-The opening section of the budget, which provides the reader with a general summary of the most important aspects of the budget and a review of the prior fiscal year.

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.

CERTIFICATES OF OBLIGATION-See definition of bond.

CURRENT PROPERTY 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 PROPERTY 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.

DIVISION-A basic organizational unit that is functionally unique and provides service under the administrative direction of a department.

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.

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

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 TAXES-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- 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 17% with 6% to the State of Texas of which 2% is remitted back to the City to finance the Beach Maintenance Fund, and 0.5% is for the County Venue Project. The remaining 10.5% of Hotel/Motel tax is used by the City (8% for use by the Convention and Visitors Center, 2% to finance a local Venue Project and 0.5% for beach nourishment).

HOT – An acronym for Hotel Occupancy Tax, also known as Hotel/Motel Tax.

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

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

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 ACCRUAL 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.

PERSONNEL SERVICES-Costs related to compensating employees which include salaries, wages, insurance, payroll taxes, and retirement contributions.

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 ½% 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

TOC- Table of Contents

VENUE TAX- A hotel occupancy tax at a rate of two percent of the price paid for a hotel room that a city or county is authorized to levy to fund a “venue” project. A “venue” is an arena, coliseum, stadium or any other facility built to accommodate professional and amateur sports events or community events. Additionally, it can be a convention center or any of several types of related improvements in its vicinity.