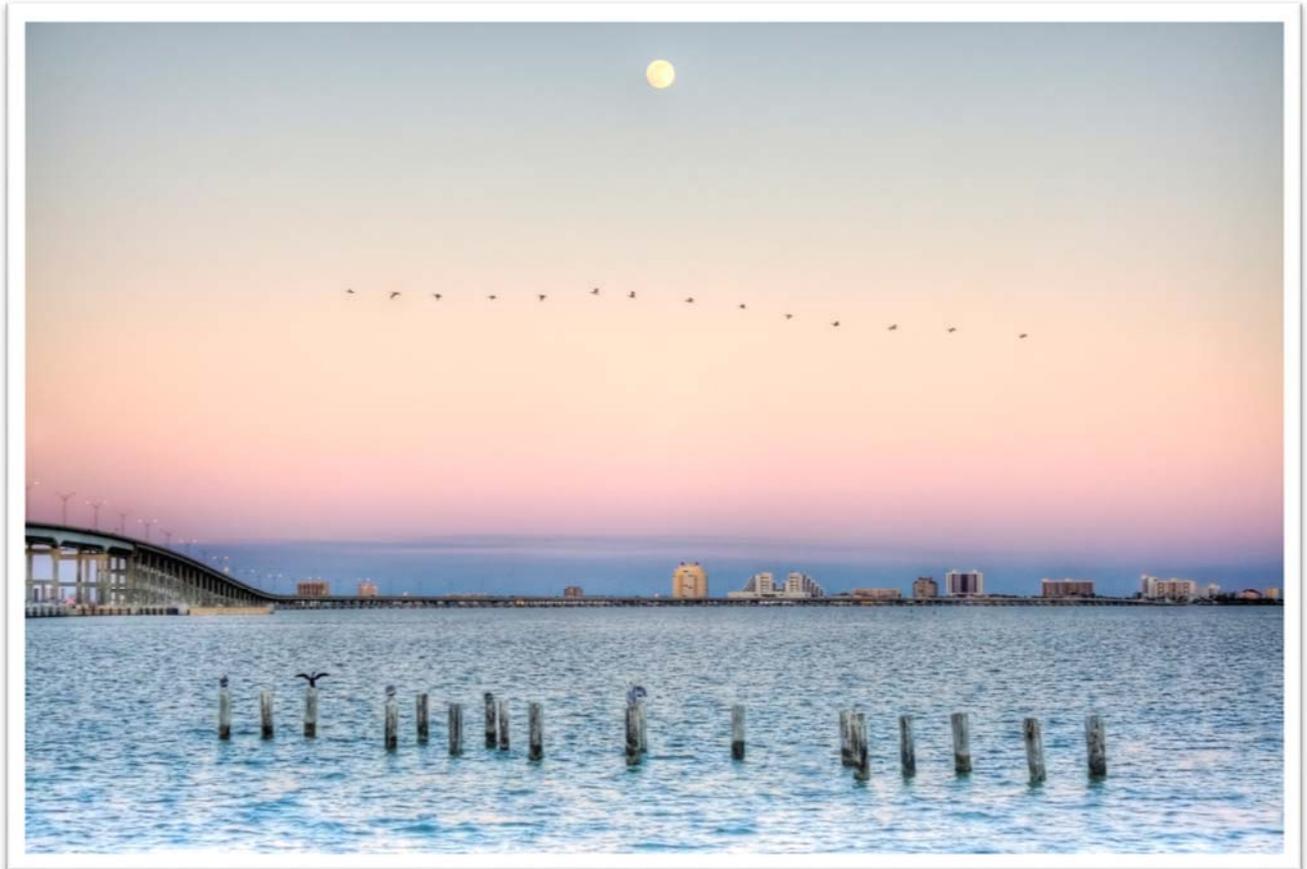




2013-2014 ADOPTED BUDGET



4601 Padre Blvd., South Padre Island, TX 78597

Mayor and City Council

Robert Pinkerton, Jr., Mayor

Jo Ann Evans, Mayor Pro-Tem, Place 4

Bob Fudge, City Council Member, Place 1

Alex Avalos, City Council Member, Place 2

Sam Listi, City Council Member, Place 3

Alita Bagley, City Council Member, Place 5

Paul Cunningham, Jr., City Attorney

**Darla Jones
Interim City Manager**

**(Vacant)
Assistant City Manager**

**Randy Smith
Police Chief**

**Marcus Smith
Fire Chief**

**Marcy Newman
Public Works Director**

**Wendi Delgado
Human Resources Director**

**Dr. Sungman Kim
Development Services
Director**

**Victor Baldovinos
Environmental Health
Services Director**

**Susan Hill
City Secretary**

**Paul Holthusen
Information Technology
Manager**

**Rodrigo Gimenez
Finance Director**

**Sylvia Soliz
Convention and Visitors
Bureau Director**

TABLE OF CONTENTS

TABLE OF CONTENTS.....	3
BUDGET TRANSMITTAL LETTER	11
BASIS OF BUDGETING.....	14
STRATEGIC GOALS AND VISION STATEMENT	15
VISION STATEMENT	16
MISSION STATEMENT	16
ORGANIZATIONAL CHART	18
FUND DESCRIPTIONS AND FUND STRUCTURE.....	19
NON-MAJOR SPECIAL REVENUE FUNDS	20
NON-MAJOR CAPITAL PROJECT FUNDS.....	20
USE OF FUNDS BY DEPARTMENTS	21
FINANCIAL POLICIES	22
OVERVIEW AND STATEMENT OF PURPOSE.....	22
FIVE YEAR FINANCIAL PLAN	22
ANNUAL OPERATING BUDGET	24
REVENUE MANAGEMENT.....	27
EXPENDITURE POLICIES.....	28
STAFFING.....	29
ECONOMIC DEVELOPMENT.....	29
INTERGOVERNMENTAL RELATIONS.....	30
CAPITAL MAINTENANCE AND REPLACEMENT	30
ACCOUNTING, AUDITING AND FINANCIAL REPORTING.....	31
RISK AND ASSET MANAGEMENT	31
DEBT MANAGEMENT	32
OTHER FUNDING ALTERNATIVES:	35
FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS	36
INTERNAL CONTROLS	37
BUDGET	37
BUDGET PROCESS	37
BUDGET PROCESS SCHEDULE.....	39
BUDGET REVIEW.....	41
EFFECTIVE TAX RATE.....	41
ALL FUNDS SUMMARY: REVENUES.....	42

FINANCIALS OF THE LAST THREE FISCAL YEARS.....	47
BUDGET DOCUMENT BY FUND	48
BUDGET DOCUMENT.....	49
Expenditures by Governmental Activities.....	49
GENERAL FUND SUMMARY	50
General Fund Revenues	50
General Fund Expenditures.....	51
DEPARTMENTAL GOALS & PROGRAMS	53
CITY COUNCIL	53
CITY MANAGER’S OFFICE	53
City Managers Organizational Chart	53
Who Are We / What We Do:.....	54
Major Goals:	54
City Manager Strategies and Programs for the Next Five Years:.....	55
City Manager Position Control	56
Work Plans for City Manager’s Office	57
City Managers Budget Numbers.....	59
FINANCE DEPARTMENT.....	60
Finance Organizational Chart	60
Who Are We / What We Do:.....	60
Finance Department Strategies and Programs for the Next Five Years:	61
Finance Department Position Control.....	62
Work Plan for Finance Department	63
Finance Department Budget Numbers.....	64
PLANNING DEPARTMENT.....	65
Planning Department Organizational Chart.....	65
Who Are We / What We Do:.....	65
Planning Department Strategies and Programs for the Next Five Years:.....	66
Planning Department Position Control	67
Work Plan for Planning Department.....	67
Planning Budget Numbers	69
INFORMATION SERVICES	70
Information Services Organizational Chart	70
Who Are We / What We Do:.....	70
Information Technology Strategies and Programs for the Next Five Years:.....	71
Information Technology Position Control	73
Work Plan for Information Technology	73
Information Services Budget Numbers.....	75
ADMINISTRATIVE DEPARTMENT – HUMAN RESOURCES DIVISION	76
Human Resources Organizational Chart.....	76
Who Are We / What We Do:.....	76
Human Resource Strategies and Programs for the Next Five Years:	78

Administrative Services Position Control.....	79
Human Resources Budget Numbers	80
ADMINISTRATIVE SERVICE DEPARTMENT – MUNICIPAL COURT DIVISION	81
Who Are We / What We Do:.....	81
Municipal Court Strategies and Programs for the Next Five Years:	81
Municipal Court Staffing Plan.....	82
Municipal Court Budget Numbers.....	83
POLICE DEPARTMENT.....	84
Police Department Organizational Chart	84
Who Are We/ What We Do:.....	85
Police Department Strategies and Programs for the Next Five Years:.....	86
Police Department Position Control	87
Work Plan for Police Department.....	88
Police Department Budget Numbers	90
Emergency Management Budget Numbers	91
FIRE DEPARTMENT	92
Fire Department Organizational Chart.....	92
Who Are We / What We Do:.....	93
Fire Department Strategies and Programs for the Next Five Years:	94
Fire Department Position Control.....	95
Work Plan for Fire Department	96
Fire Department Budget Numbers.....	98
ENVIRONMENTAL HEALTH SERVICE DEPARTMENT.....	99
Environmental Health Organizational Chart	99
Who Are We / What We Do:.....	99
Environmental Services Strategies and Programs for the Next Five Years:	100
Environmental Services Position Control.....	101
Environmental Health Services Work Plan 2012-2013	102
Environmental & Health Services Budget Numbers	105
PUBLIC WORKS DEPARTMENT.....	106
Public Works Organizational Chart	106
Who Are We / What We Do:.....	107
Public Works Strategies and Programs for the Next Five Years:.....	108
Public Works Position Control	110
Work Plan for Public Works Department.....	110
Fleet Maintenance Budget Numbers.....	112
Facilities and Grounds Maintenance Budget Numbers	113
Inspections Budget Numbers	114
Public Works Budget Numbers	115
GENERAL SERVICES BUDGET NUMBERS	116
SPECIAL PROJECTS BUDGET NUMBERS.....	117
HOTEL MOTEL TAX FUND.....	118
Hotel Motel Tax Revenue Budget Numbers.....	118
Hotel Motel Tax Budgeted Expenditures	119

Visitors Center.....	120
Who Are We / What We Do:	120
Visitor Center Strategies and Programs for the Next Five Years:	121
Visitors Center Staffing Plan	121
Visitors Center Budget Numbers	122
Sales & Administration Division.....	123
Sales & Administration Organizational Chart	123
Who Are We / What We Do:.....	123
Sales & Administration Strategies and Programs for the Next Five Years	125
Sales & Administration Staffing Plan.....	125
Sales and Administration Budget Numbers.....	126
Special Events Division.....	127
Who Are We / What We Do:	127
Special Events Strategies and Programs for the Next Five Years:	128
Special Events Staffing Plan:.....	128
Special Events Marketing Budget Numbers	129
Marketing Budget Numbers.....	130
CONVENTION CENTRE FUND	131
Who Are We / What We Do:	131
Convention Centre Strategies and Programs for the Next Five Years:	132
Convention Centre Budget Numbers	134
Convention Centre Revenue	134
Convention Centre Budgeted Expenditures.....	135
TRANSIT AND PLANNING DEPARTMENT.....	136
Transit Organizational Chart.....	136
Who Are We, What we do.....	136
Transit Strategies and Programs for the Next Five Years:	137
Transit Position Control.....	138
Work Plan for Transportation	139
Transit Budget Numbers	142
Transit Fund Revenues	142
Transit Budgeted Expenses.....	143
COASTAL RESOURCES.....	144
Who Are We / What We Do:	144
Coastal Resources Strategies and Programs for the Next Five Years:	145
Beach Maintenance Fund Budget Numbers	146
Beach Maintenance Revenue.....	146
Beach Maintenance Budgeted Expenditures	147
Beach Maintenance Fire Division Budgeted Numbers.....	148
Beach Maintenance Beach Maintenance Budgeted Numbers	149
Beach Nourishment Budget Numbers	150
Beach Nourishment Revenue Numbers	150
Beach Nourishment Budgeted Expenditures	150
OTHER NON MAJOR FUNDS	151

PARKS AND RECREATION BUDGET NUMBERS.....	151
Parks and Recreation Revenue.....	151
Parks and Recreation Expenses	151
MUNICIPAL COURT TECHNOLOGY BUDGET NUMBERS	152
Municipal Court Technology Revenue.....	152
Municipal Court Technology Budgeted Expenditures	152
MUNICIPAL COURT SECURITY BUDGET NUMBERS.....	153
Municipal Court Security Budgeted Revenue	153
Municipal Court Security Budgeted Expenditures	153
GENERAL DEBT SERVICE BUDGET NUMBERS	154
General Debt Service Budgeted Revenues	154
General Debt Service Budgeted Expenditures.....	154
BEACH ACCESS BUDGET NUMBERS	155
Beach Access Budgeted Revenue Numbers	155
Beach Access Budgeted Expenditures.....	155
BAY ACCESS BUDGET NUMBERS	156
Bay Access Budgeted Revenue Numbers.....	156
Bay Access Budgeted Expenditures	156
ECONOMIC DEVELOPMENT CORP. Budget Numbers	157
Economic Development Budget Revenue Numbers.....	157
Economic Devopment Corporation Budgeted Expenditures	158
EDC DEBT SERVICE BUDGET NUMBERS	159
EDC Debt Service Budgeted Revenue	159
EDC Debt Service Budgeted Expenditures	159
SUMMARY POSITION BY DEPARTMENT	160
CONSOLIDATED FINANCIAL STATEMENT.....	161
THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE.....	164
OUTSTANDING DEBT	171
Total Outstanding Debt.....	171
2005 General Obligation Bonds.....	172
2011 General Obligation Bonds.....	173
2012 General Obligation Bond Refunding	174
SCHEDULE OF OVERLAPPING DEBT	175
LEGAL DEBT MARGIN.....	175
CAPITAL IMPROVEMENT PLAN.....	176
CAPITAL ASSETS	176
ASSET CLASSES.....	176
LAND AND LAND IMPROVEMENTS	176
BUILDINGS	176
IMPROVEMENTS OTHER THAN BUILDINGS	177

FURNITURE & FIXTURES, MACHINERY & EQUIPMENT, VEHICLES, RADIO EQUIPMENT, SOFTWARE:.....	177
INFRASTRUCTURE.....	177
SUMMARY CAPITAL EXPENDITURES – 2013/14 BUDGET	178
NONROUTINE CAPITAL EXPENDITURES	178
PROJECT CRITERIA	178
CIP POLICIES AND PROCEDURES	180
CIP Introduction.....	180
Goals	182
Definition	183
CIP Development Process.....	183
Project Criteria.....	184
CIP Amendment.....	185
CIP Calendar	186
Community Center.....	187
Convention Centre Improvements/Expansion	189
Amphitheater.....	191
Welcome Center.....	193
Streets.....	195
Drainage.....	198
Parking Structure	200
Sidewalks	202
Padre Blvd Enhancement.....	204
Padre Boulevard Median Expansion.....	207
Gulf Boulevard.....	209
Street Lighting	211
Marina.....	215
Tompkins Channel Expansion	216
Boardwalk on the Bay.....	217
Beach.....	220
Parks.....	224
Electric Infrastructure	226
Rip Rap Street Ends	227
Land Purchase and Donation for Bay Access.....	229
COMPLETED PROJECTS.....	230
Fire Station.....	230
Tompkins Channel Dredging.....	234
Boat Ramps at Bay Endings	235
COMMUNITY STATISTICAL INFORMATION	236
COMMUNITY PROFILE	238
DEMOGRAPHICS	240

Climate	241
Economic Factors.....	241
Principal Property Taxpayers – Fiscal Year Ended September 30, 2013	242
Principal Employers.....	243
Percentage of Employees by Division	244
GLOSSARY	245
APPENDIX A BUDGET RESOLUTION.....	251



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of South Padre Island
Texas**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Movill

President

Jeffrey R. Egan

Executive Director

BUDGET TRANSMITTAL LETTER

It is our pleasure to present to you the 2013-2014 Annual Budget. The Annual Budget outlines the programs and services provided by the City to the citizens of South Padre Island. As such, the budget is one of the most important decisions that the City Council makes every year as it determines projects to be funded or unfunded, service levels provided to the citizens and the costs associated with providing those services.

Before discussing the 2013-2014 Budget, let us first look at the major accomplishments of the City during the past year:

- The City applied for and was awarded the GFOA's Distinguished Budget Award for the second time in the City's history.
- The City of South Padre Island received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for the 2012 Comprehensive Annual Financial Report. This is the 23rd consecutive year that the City has achieved this award.
- The City of South Padre Island was awarded the Scenic City Certification Silver Award by the Scenic City Certification Program of Texas.
- The City is proud to have the 2013 State's top Human Resources Management Professional of the Year. The prestigious award was presented to Administrative Services Director Wendi Delgado.
- The City's Environmental Health Services Department was recognized by the Texas Environmental Health Association (TEHA) with the Award of Excellence in October 2012.
- The Texas Municipal League (TML) awarded the City of South Padre Island the 2012 Municipal Excellence Award in Public Safety for cities of less than 25,000 population. The award was presented for the City's "Spring Break 2012 Emergency Medical Response."
- A Vehicle Replacement Committee was established to improve how vehicles are identified for replacement. The City will use the Vehicle Replacement Committee to help administer the vehicle replacement program by developing criteria that will ensure the City is making replacement decisions based on set criteria. The Committee also developed a standard operating procedure as it relates to vehicle maintenance.
- The Department of Development Services has been working on Parks and Open Space Master Plan and it is waiting for public input stages. This is a systematic approach to provide high quality services and opportunities for all residents, business owners, and their future generations.

- The “Treasure It, Don’t Trash It” anti-litter beach program was created to reduce littering on our beautiful beach. The program was in effect from May 27- September 2, 2013. EHS hired two litter patrol inspectors to educate beachgoers on keeping our beautiful beaches clean and enforce local ordinance violations.
- A Master Lease Agreement was approved in November 2012 with Merchants Leasing, as part of a fleet replacement program approved by Council in May 2012. We received the first of the leased vehicles in February 2013, which were outfitted and placed in service for use prior to Spring Break. Terms of the individual leases were finalized and all new leased vehicles have been received and placed in service.
- The Finance Department has been collaborating with Estrada Hinojosa, the City’s financial advisors, to fund the renovation and expansion of the Convention Centre with the sale of revenue bonds.
- Fire Department, Building Department, Police, and Laguna Madre Water District staff met with ISO (Insurance Service Office) representatives in September 2013 to begin the process of improving the City’s ISO rating. This rating may affect property insurance premiums, such that adopted changes could have a significant impact for SPI property owners.
- IT Manager, Paul Holthusen worked with ARes Travel in the development of a reservation booking engine for the City of South Padre Island. The reservation system offers area hotels, motels and rental agencies the ability to display their rates online. Visitors may filter properties by location: Beachside, Bayside or Inner Island. Visitors can also purchase admission tickets to local attractions or book their entire getaway package including a flight and rental car. The Booking Engine can be found at www.sopadre.com.
- The architectural and engineering phase of the future multi-modal transportation center has been performed. An archaeological excavation of the future Multi-Modal Project site was completed.
- According to the FY2012 Texas Rural Transit Districts Peer-To-Peer Comparison and Performance Data reports, The WAVE, the City’s free public transit system, had the 2nd highest ridership among the state’s 39 rural systems. The WAVE’s total ridership for FY2012 was 593,404. The average ridership for all rural systems in Texas for FY2012 was 181,017.
- The City of Brownsville, the City of McAllen, the City of South Padre Island, and Valley Transit Company have established a three legged intercity route that will provide non-stop intercity service from the University of Texas – Pan American to McAllen, from Brownsville to McAllen, and from Brownsville to South Padre Island. Connecting regional hubs in the area and a commitment to seamless transportation were the primary driving forces for this project.

- Full reconstruction of E. Huisache and spot repairs on Laguna and Gulf Blvd. started in August 2013. Additional work is being done to repair pavement on Gulf Blvd., Laguna Blvd., Acapulco, Campeche and Morningside. Design of parking and bike/pedestrian improvements on Gulf Blvd. is also part of the project.

One of the major accomplishments was the construction of the new Fire and Emergency Services Station which began operations at the beginning of last fiscal year. With the completion of the referenced project, priorities has shifted to the renovation of the Convention Centre. This project is currently in the design and development phase for a total cost of 15 million.

The South Padre Island Convention Centre was built in 1992 on a 30 acre tract of Cameron County land designed by LMN Architects of Seattle, Washington. The building was built for an original cost of \$12,750,000.

The current building square footage:

- Exhibit space - 22,500 (with 36' ceiling clearance)
- Meeting space - 9,000
- Theater - 3,000
- Lobby and circulation space- 16,000
- Administration space -2,500
- Kitchen space- 3,000
- Restroom and other support spaces- 15,000
- Storage -5,000
- Total square footage - 76,000

Currently there are 527 parking spaces

The general construction of the building is as follows: cast in place concrete slab on concrete piers with a class a structural steel - columns, bar joists, beams, purlins, and deck The Exterior building envelope is a hard shell, synthetic stucco on exterior insulated finish system on galvanized steel studs with painted sheet rock interior; the windows are 1" insulated glass (non-impact resistant) "Vista Wall" storefront. The front and rear exterior canopies are exposed steel (painted)

The Convention Centre is located on the northern end of the City of South Padre Island with vehicular access off of Highway 100. The building is surrounded by native vegetation and wetlands. To the north, the building is bound by a large expanse of tidal flats and to the south there is the Birding and Nature Centre. The Convention Centre overlooks the Laguna Madre to the west and is across Highway 100 from the County Park

In 2008, Hurricane Dolly caused extensive damage to the roof and some walls in the facility. Although the roof was replaced completely, the exterior walls and windows have not been replaced to the extent needed to bring it up to current code requirements.

The City of South Padre Island has completed several studies in order to determine the extent of

repair work that needs to be done to the existing facility and to determine the feasibility of expanding the facility to attract larger conventions and create needed business during the winter months.

The challenge in this fiscal year was continuing to meet the increase in demands for services while facing the slowdown in new development and a difficult economic environment. Departments have met this challenge head on by cutting all except the most essential items from their budget. This budget will continue to provide the level of quality services our citizens have come to expect.

The FY2013/2014 Budget includes a small tax increase from 0.252701 to 0.254384. The City Council chose to adopt the effective tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

The M&O portion of the total taxes increased by 1.9%. Total debt service payments for FY2013-2014 will consist of payments of \$645,738, which is composed of \$405,000 for principal and \$240,738 for interest.

Staff continued a conservative approach to forecasting revenues for the FY2012-2013 budget. Due to conservative budgeting practices in the past three years there has been a stable General Fund balance. In addition the City Charter requires that the City maintain a fund balance equal to six months of operating expenses. These two practices have kept the City healthy financially and at the end of 2012-2013 the unaudited fund balance in the General fund is \$6,301,195.

The City successfully worked with legislators on the passage of House Bill 3042 effective Sept. 1 2013. This bill resulted in an additional 1% of the State Hotel/Motel Occupancy tax for a total of 2% of the tax to be used for beach maintenance. This allowed the City meet increased demand for public safety by expanding beach patrol services. The increased funding will also allow the city in improve beach access to allow for emergency vehicle access to the beach.

Due to the balance budget practice that the City enforces, no major changes are expected in fund balance. It is anticipated that the excess of revenues over expenditures in the Convention Centre fund will be appropriated once a debt service payment for the renovation of the facility is established.

BASIS OF BUDGETING

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

Annual financial reports are prepared under the modified accrual and accrual basis of accounting, as required by Generally Accepted Accounting Principles (GAAP). The Comprehensive Annual Financial Report also compares actual revenues and expenditures to the budget so that performance can be measured. The City of South Padre Island budgetary basis of accounting differs from the

basis of accounting required by Generally Accepted Accounting Principles (GAAP) for preparing the City's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary basis of accounting and the basis of accounting required by GAAP are listed in the following paragraphs. A reconciliation of the budgetary basis and GAAP basis fund balances is provided each year in the CAFR.

1. For budgetary purposes, only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates along with unreserved fund balance expected to be used during the coming year. For GAAP purposes, governmental fund type revenues are recognized when they are both "*measurable and available*" according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting. The City of South Padre Island has no proprietary funds.
2. For budgetary purposes, only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting. Encumbered amounts are commonly treated as expenditures for budgetary purposes, while encumbrances are never treated as expenditures for GAAP purposes.
3. Transactions, such as transfers, classified as "*other financing sources (or uses)*" in the CAFR for GAAP purposes are classified as revenues and expenditures for budgetary purposes.

STRATEGIC GOALS AND VISION STATEMENT

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

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

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

realize tangible outcomes.”¹ During these meetings and in subsequent meetings with the CPAC a vision statement was developed for the Town of South Padre Island.

The entire 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.

VISION STATEMENT

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

- Community Character and Quality of Life
- Balanced Growth and Development
- Sound Infrastructure and Transportation
- Community Relations and Governance ²

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

MISSION STATEMENT

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

South Padre Island is a unique, friendly seaside resort community that values its residents and tourists, preserves and protects the natural environment, and provides for quality sustainable growth and development that is highly diverse and responsive to changing economic conditions.³

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

² From the 2008 Town of South Padre Island Comprehensive Plan, pg. 1-2

³ From the 2008 Town of South Padre Island Comprehensive Plan, pg. 1-7



CITY COUNCIL MEMBERS

Robert Fudge–Council Member

Sam Listi–Council Member

Robert N. Pinkerton Jr.–Mayor

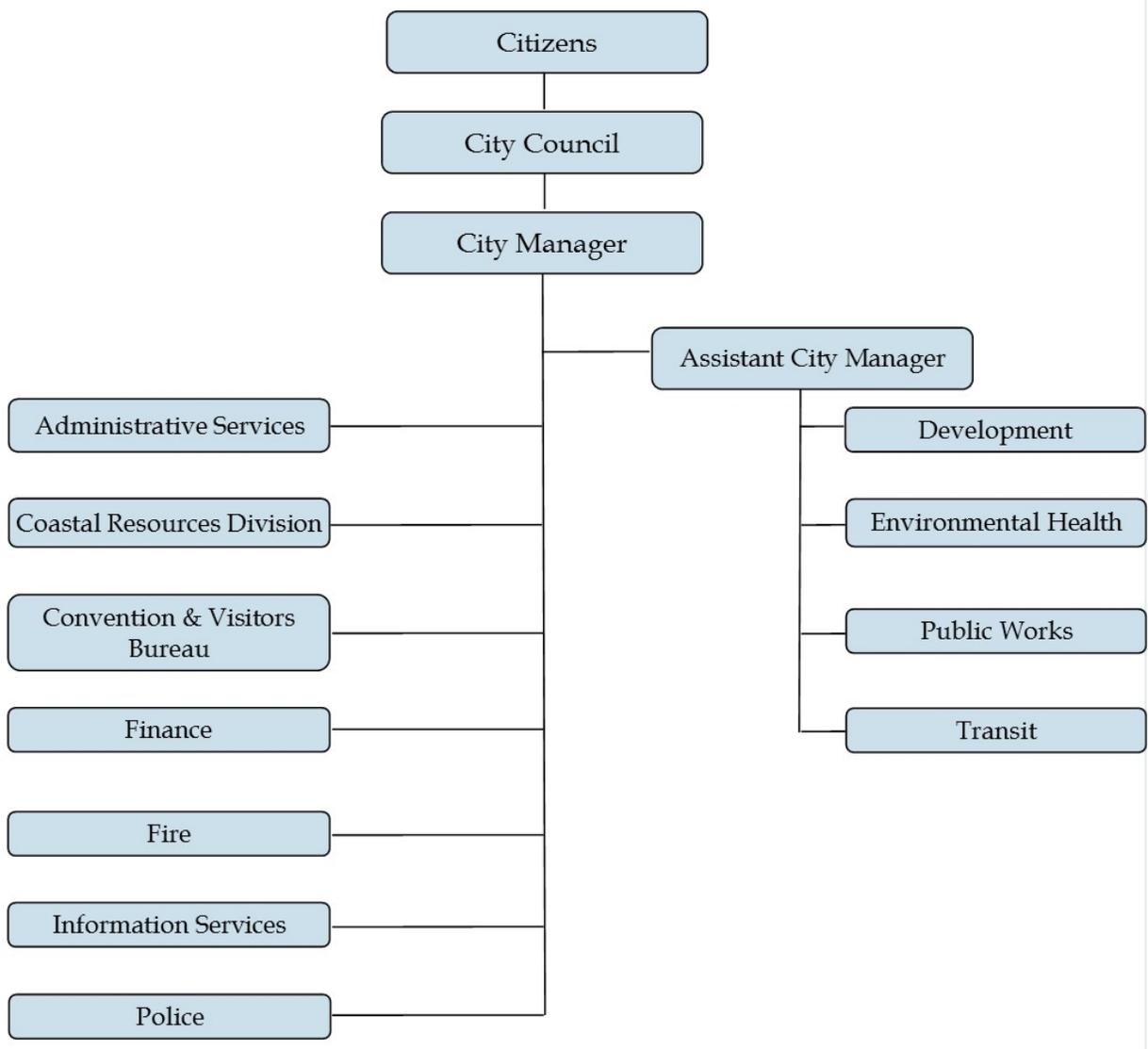
Jo Ann Evans–Mayor Pro Tem

Alex Avalos–Council Member

Alita Bagley–Council Member

* From left to right

ORGANIZATIONAL CHART



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. No funds are appropriated.

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.

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

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

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

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

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

NON-MAJOR SPECIAL REVENUE FUNDS

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

NON-MAJOR CAPITAL PROJECT FUNDS

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

USE OF FUNDS BY DEPARTMENTS

DEPARTMENT	FUND										
	GENERAL FUND	HOTEL MOTEL	CONV CENTER	TRANSP "THE WAVE"	BEACH MAINT	BEACH ACCESS	BAY ACCESS	BEACH NOURISH	COURT TECH	COURT SECURITY	EDC
City Council	X										
City Manager's Office	X										
Finance	X										
Planning	X										
Information Technology	X										
Human Resources	X										
Municipal Court	X							X	X		
Police	X										
Fire/EMS	X				X						
Environmental/Health Services	X										
Fleet Management	X										
Facilities & Grounds Maintenance	X										
Inspections	X										
Public Works	X				X	X	X				
Emergency Management	X										
General Service	X										
Special Projects	X										
Coastal Resources					X			X			
Visitors Bureau		X									
Sales & Administration		X									
Events Marketing		X									
Marketing		X									
Convention Centre			X								
Transportation				X							
EDC											X

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 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.

The City Council will annually review and approve the Fiscal and Budgetary Policy as a part of the budget process.

FIVE YEAR FINANCIAL PLAN

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

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

ANNUAL OPERATING BUDGET

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The “operating budget” is the City’s annual financial operating plan. The annual budget includes all of the operating departments of the general fund, hotel/motel fund, Convention Centre fund, police forfeiture fund, street improvement fund, debt service fund, transportation grant 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.

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

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

REVENUE MANAGEMENT

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

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

EXPENDITURE POLICIES

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

STAFFING

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

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

ECONOMIC DEVELOPMENT

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

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

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

INTERGOVERNMENTAL RELATIONS

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

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

CAPITAL MAINTENANCE AND REPLACEMENT

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

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

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

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

RISK AND ASSET MANAGEMENT

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

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

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

DEBT MANAGEMENT

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

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

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

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

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

B. **Types of Debt** –

1. **General Obligation Bonds (GO's)** – General obligation bonds must be authorized by a vote of the citizens of South Padre Island. They are used only to fund capital assets of the general government and are not to be used to fund operating needs of the City. The full faith and credit of the City as well as the City's ad valorem taxing authority back general obligation bonds. Conditions for issuance of general obligation debt include:

- When the project will have a significant impact on the tax rate;
- When the project may be controversial even though it is routine in nature; or
- When the project falls outside the normal bounds of projects the City has typically done.

2. **Revenue Bonds** – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for the continuation or expansion of a service. The improved activity shall produce a revenue stream to fund the debt service requirements of the necessary improvement to provide service expansion. The average life of the obligation should not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than twenty (20) years.

3. **Certificates of Obligation, Contract Obligations (CO's)** – Certificates of obligation or contract obligations may be used to fund capital requirements that are not otherwise covered either by general obligation or revenue bonds. Debt service for CO's may be either from general revenues (tax-supported) or supported by a specific revenue stream(s) or a combination of both. Typically, the City may issue CO's when the following conditions are met:

- When the proposed debt will have minimal impact on future effective property tax rates;
- When the projects to be funded are within the normal bounds of city capital requirements, such as for roads, parks, various infrastructure and City facilities; and
- When the average life of the obligation does not exceed the useful life of the asset(s) to be funded by the issue.

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

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

OTHER FUNDING ALTERNATIVES:

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

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

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

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

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

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

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

FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

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

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

INTERNAL CONTROLS

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

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 her direction and guidance, the annual budget is prepared. State law, City Home Rule Charter and local ordinances also impact the development of the annual budget.

BUDGET PROCESS

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

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

The budget shall provide a complete financial plan of all City funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the City Council may require for effective management and an understanding

of the relationship between the budget and the City's strategic goals. The budget shall begin with a clear general summary of its contents; shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged as to show comparative figures for actual and estimated income and expenditures of the current fiscal year and actual income and expenditures of the preceding fiscal year. The plan shall provide a complete program of action for the fiscal year. It shall contain the following:

- a. Objectives, established by the City Council.
- b. Goals, City Manager's program to meet the objectives of the Council.
- c. Budget, financial plan to meet the administrative needs of the City for the fiscal year consistent with the Objectives and Goals set by the City Council and City Manager.
- d. Staff Plan, a summary of the personnel requirements required to provide the services of the City. Additions or deletions of personnel must be specifically identified and justified.
- e. Measurement, methods to measure outcomes and performance of the fiscal year budget.⁴

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

⁴ From the Home Rule Charter, 2009

8. Budget adjustments between funds must be authorized by City Council. The City Manager may transfer funds among programs in a department, fund or service and shall report such transfers to the City council in writing.

BUDGET PROCESS SCHEDULE

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

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

Dates	Topics
May 3	Kick-Off Meeting for Staff: FY 2013/2014 Budget and Five Year Operational Plan forms and instructions distributed to City Departments.
May 6	Capital Improvement Plan (CIP) forms and instructions posted on the City’s website and distributed to City departments and public Outside Agency Funding Applications provided to agencies and posted on website
May 10	Staffing and Technology requests are due to HR and IS for review
May 20	Review Staffing Requests (HR, Finance, CM)
May 20	Review Technology Requests (HR, Finance, CM)
May 31	Due date for Revenue Projections from Departments Departmental Five Year Operational plan reviews with City Manager and Finance Director
June 3-7	Departmental Budget reviews with City Manager and Finance Dept.
June 5	City Council to appoint CIP Advisory Committee
June 6	CIP project request forms due from city staff and public Outside Agency Applications for Funding due to City Secretary
June 19	Budget Workshop
June 19	Agenda item for Council to evaluate Outside Agency Funding Requests
June 21	Preliminary list of projects, scoring criteria and score sheets distributed to CIP Advisory Committee

July 1	CIP Advisory Committee meetings to review projects and develop consensus scores
July 3	Budget Workshop Review projects for CIP Discuss funding for all 2013-2014 Projects
July 3	Agenda item to review fee schedule Agenda item to review EDC Budget
July 5	CIP Advisory Committee consensus project score sheet finalized
July 11	Publish Notice of meeting to discuss Tax Rate in Port Isabel Press (at least 72 hours prior to hearing on July 17) Publish the general summary of the CIP and note where copies of the CIP are available for inspection.
July 25	Cameron County Appraisal District certifies tax roll
July 29 Special Meeting	Proposed Budget and Proposed 5 year CIP submitted to City Council on or before 60 days from beginning of fiscal year (Home Rule Charter Section 5.02)
August 1	Last day to file budget with City Secretary, post on website
August 15	Publish Tax Rate 1 st Public Hearing Notice and public notice of the budget hearing.
August 21	Conduct 1 st Public Hearing for discussion of Tax Rate Conduct Public Hearing for discussion of 5 year CIP Conduct 1 st Public Hearing regarding FY 13/14 Budget.
August 29	Publish Tax Rate 2 nd Public Hearing Notice in Port Isabel Press.
September 4	Conduct 2 nd Public Hearing for discussion of Tax Rate Conduct 2 nd Public Hearing regarding FY 13/14 Budget.
September 10 Special Meeting	Consideration and action on approval of Resolution No._____ adopting the CIP with or without amendment Consideration and action on FIRST reading of Ordinance No._____ approving and adopting a fiscal year 2013-2014 Fee Schedule for the City of South Padre Island Consideration and action on FIRST reading of Ordinance No._____ establishing the ad valorem and personal tax rate for 2013 and setting the assessed valuation, providing for discounts, penalty, interest and severability Consideration and action on FIRST reading of Ordinance No._____ approving and adopting a fiscal year 2013-2014 budget for the City of South Padre Island

September 18	Consideration and action on SECOND and FINAL reading of Ordinance No._____ approving and adopting a fiscal year 2013-2014 Fee Schedule for the City of South Padre Island
	Consideration and action on SECOND and FINAL reading of Ordinance No. _____ establishing the ad valorem and personal tax rate for 2013-2014 and setting the assessed valuation, providing for discounts, penalty, interest, and severability
	Consideration and action on SECOND and FINAL reading of Ordinance No._____ approving and adopting a fiscal year 2013-2014 budget for the City of South Padre Island

BUDGET REVIEW

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

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

EFFECTIVE TAX RATE

The City Council has adopted an effective tax rate of \$0.254384 cents per \$100 valuation, which represents an increase of \$.001683 compared to the tax rate adopted last year. By adopting this new tax rate, the City is expecting to collect approximately \$19,276 in current property tax more than fiscal year 2012/13.

ALL FUNDS SUMMARY: REVENUES

Revenue projections are based in accordance to the guidance established by the financial policy. General Fund revenues are budgeted to total \$10,730,973. This represents a 0.4 % increase over the FY 2013 budgeted revenues, excluding other financing sources. The Hotel/Motel Fund and Convention Centre Fund have total projected revenue of \$6.3 million, which is a 5.44 % increase from the previous year.

Property tax represents 31% of total revenue. The effective property tax rate of \$0.254384 was adopted for the following uses: An annual tax of 0.227828 for each \$100 assessed value is levied for current City expenditures, general improvements of the City and its property. This tax rate will raise more taxes for maintenance and operations than last year's tax rate. A tax of 0.026556 for each \$100 worth of property was levied for purposes of creating an interest and sinking fund for the retirement of general obligation bonds. 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 \$10,730,973. This represents a 0.4% increase over the FY 2013 budgeted revenues.



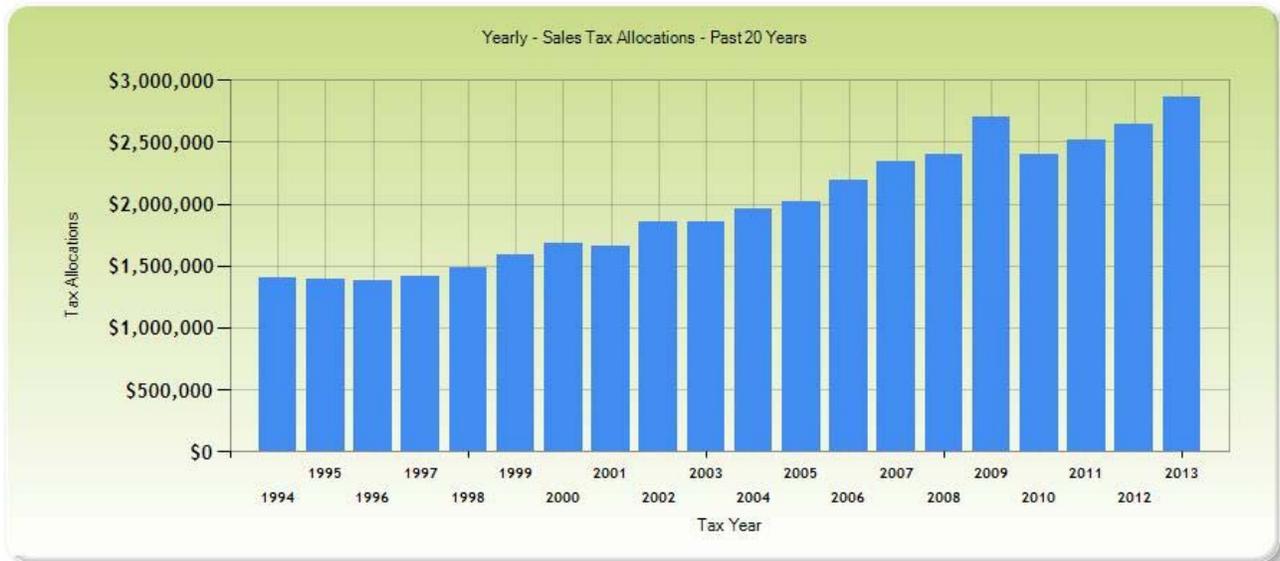
Non-property taxes include hotel/motel occupancy, sales tax, mixed beverage tax, and utility franchise taxes. The projections are based on historical trends analysis and any other relevant information available during the budgeting process.

*Local Hotel/Motel tax rate:
8.5%*

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

Hotel/motel taxes are estimated to be \$7,954,502 and are deposited into Hotel/Motel Fund, Convention Centre Fund, Beach Nourishment Fund, and Beach Maintenance Fund. This revenue represents 37% of the total estimated revenue. The City has a 14.5% Hotel/Motel tax (6% to State of Texas of which 2% is remitted back to the City to finance the Beach Maintenance Fund, 8% for use by the Convention and Visitors Bureau, and 0.5% for beach nourishment).

Sales tax revenues are anticipated to reach \$2,644,538, constituting 12% 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 ½% to City of SPI, ½% to EDC, and 6 ¼% to State of Texas. Sales tax revenue is forecasted to be \$187,000 more compared to the budgeted revenues for fiscal year 2012-2013.



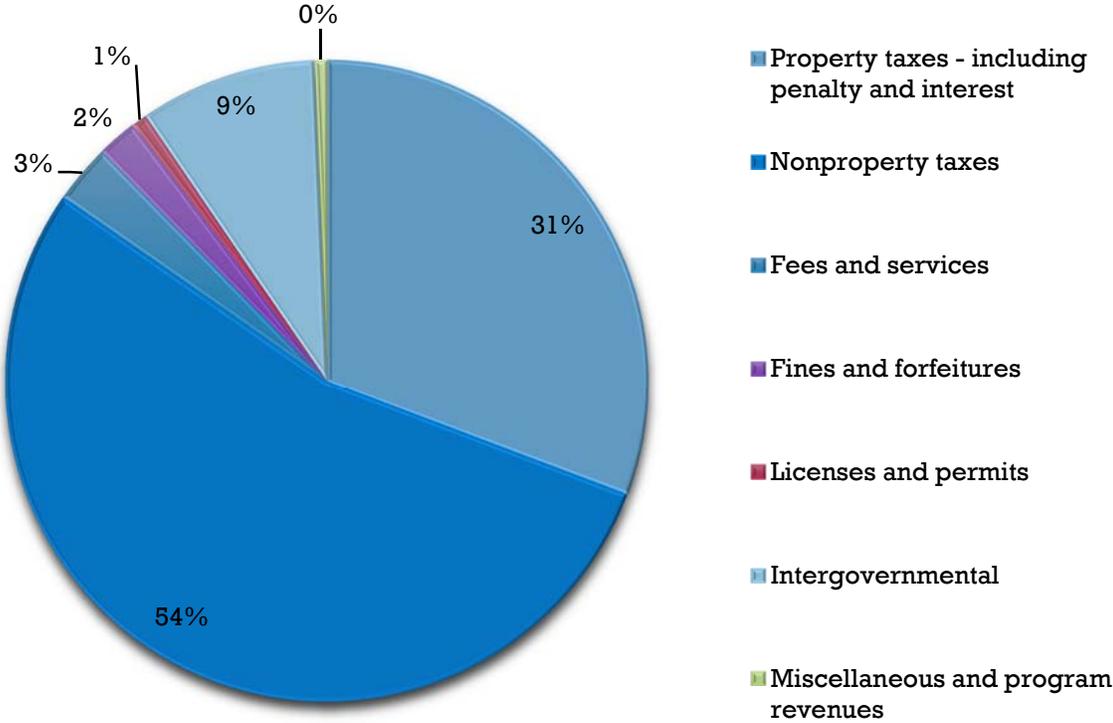
Franchise taxes are received from four utility providers. The estimated fees to be received are \$823,000 from electricity, telephone, cable television, and sold waste services. \$216,468 is expected to be received from mixed beverage taxes collected on the sale of alcohol. These two revenue items represent 5% 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 \$641,405, which is 3% of total revenue.

Fines and forfeitures resulting from municipal court activity are expected to increase over 5% to \$434,257. This projected revenue includes \$14,000 from Municipal Court fees collected in accordance with state law to enhance Court security, technology, and training.

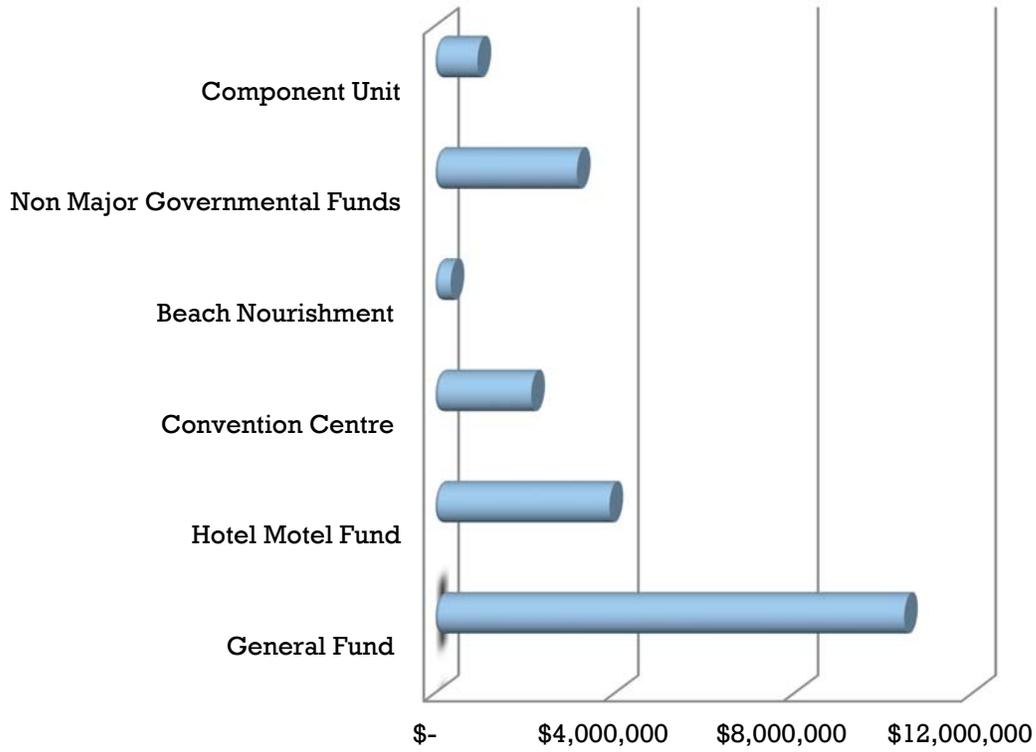
Federal and state grants represents 9% or \$1.9 million of total revenue. Transportation grants to finance the island’s free public transportation, known as the “Wave”, are expected to reach \$1.3 million.

Revenues by Source



• • •
Non property taxes is the major source of revenue (54%)
• • •

Revenues by Fund

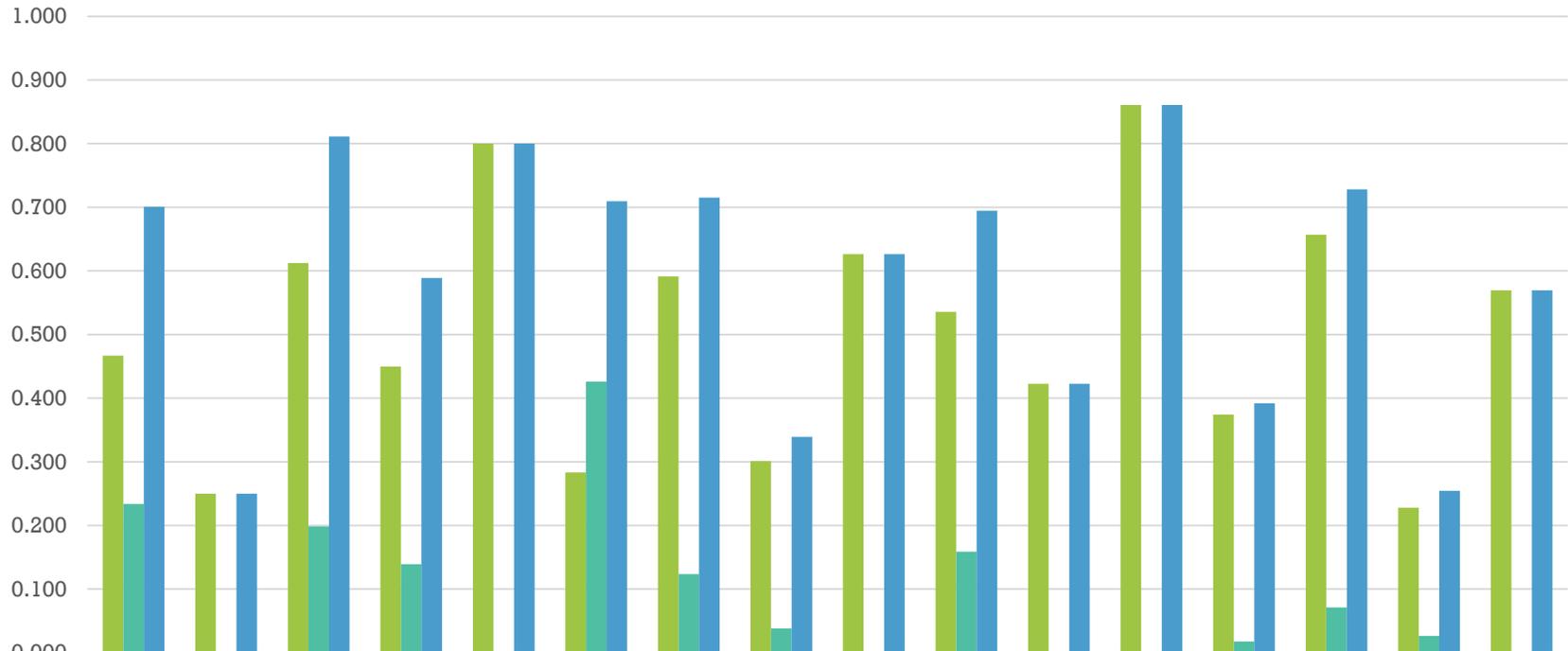


• • •

*General Fund revenues
represent 46.9% of total
revenues*

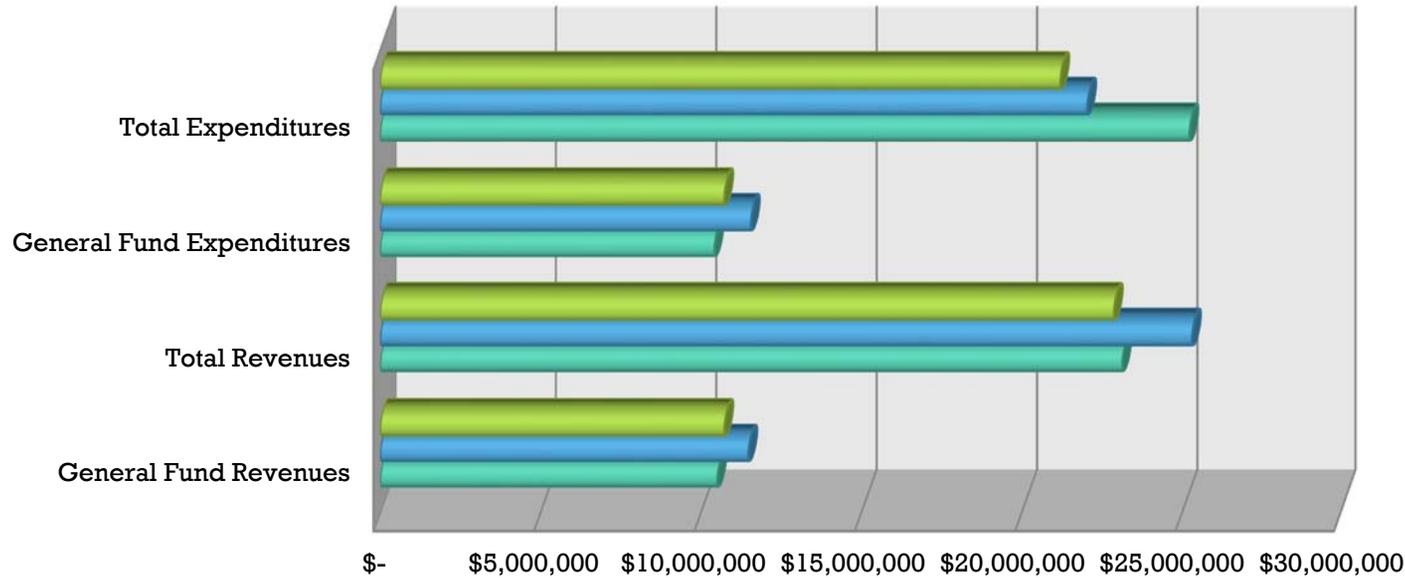
• • •

Cameron County Cities Tax Rates 2013



	Brownsville	Bayview	Combes	Harlingen	Indian Lake	La Feria	Los Fresnos	Laguna Vista	Port Isabel	Primera	Palm Valley	Rio Hondo	Rancho Viejo	San Benito	South Padre Island	Santa Rosa
M&O	0.46667	0.25000	0.61248	0.44972	0.80000	0.28320	0.59136	0.30102	0.62632	0.53571	0.42254	0.86060	0.37427	0.65684	0.22782	0.56952
I&S	0.23393	0.00000	0.19861	0.13910	0.00000	0.42611	0.12364	0.03807	0.00000	0.15890	0.00000	0.00000	0.01765	0.07128	0.02655	0.00000
Total	0.70061	0.25000	0.81109	0.58882	0.80000	0.70931	0.71500	0.33910	0.62632	0.69462	0.42254	0.86060	0.39193	0.72812	0.25438	0.56952

FINANCIALS OF THE LAST THREE FISCAL YEARS



	General Fund Revenues	Total Revenues	General Fund Expenditures	Total Expenditures
■ 2013/14	\$10,730,973	\$22,874,366	\$10,730,742	\$21,204,435
■ 2012/13	\$11,478,547	\$25,308,976	\$11,555,988	\$22,044,214
■ 2011/12	\$10,513,010	\$23,134,504	\$10,424,098	\$25,230,586

2013/2014 Budget
 2012/2013 Unaudited Actuals
 2011/2012 Actuals

BUDGET DOCUMENT BY FUND

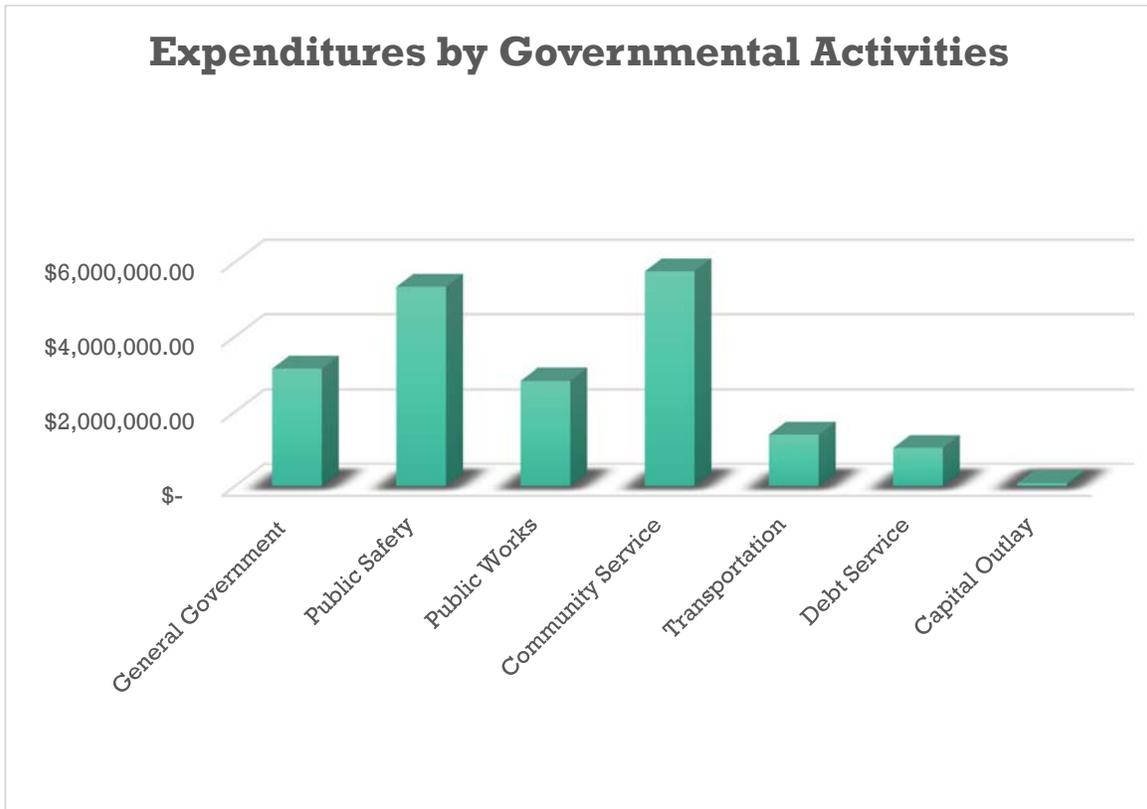
Budget Highlights

- *Revenue to remain flat compared to fiscal year 2012/2013 (excluding other financing sources)*
 - *New tax rate: 0.254384 (M&O 0.227828, I&S 0.026556)*
 - *Additional budgeted State Hotel Occupancy Tax (HB 3042) \$752,000*
 - *Purchase of new public transportation bus: \$119,547*
 - *City to provide expanded Beach Patrol services for the 2013/14 fiscal year, with an increase of \$211,000*
 - *Total City full time employees: 161*
 - *1% COLA effective April 1st 2014, \$36,000 increase*
 - *\$300,000 earmarked for street improvements*
 - *\$300,000 for emergency vehicle access*
-

- 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 Health/Code Enforcement
- 540 Fleet
- 541 Facilities and Grounds Maintenance
- 542 Inspections
- 543 Public Works
- 544 Emergency Management
- 570 General Services
- 572 Special Projects
- Fund 02 – Hotel Motel Tax
- 590 Visitors Bureau
- 592 Sales & Administration
- 593 Events Marketing
- 594 Marketing
- Fund 06 - Convention Centre
- Fund 09 - Parks & Beautification
- Fund 21 - Municipal Court Technology
- Fund 22 – Municipal Court Security
- Fund 30 – Transportation
- Fund 45 – Construction in Process
- Fund 50 – General Debt Service
- Fund 52 – EDC Debt Service
- Fund 60 – Beach Maintenance
- Fund 61 - Beach Access
- Fund 62 – Bay Access
- Fund 80 – Economic Development Corp.
- Fund 81 – Beach Nourishment

BUDGET DOCUMENT

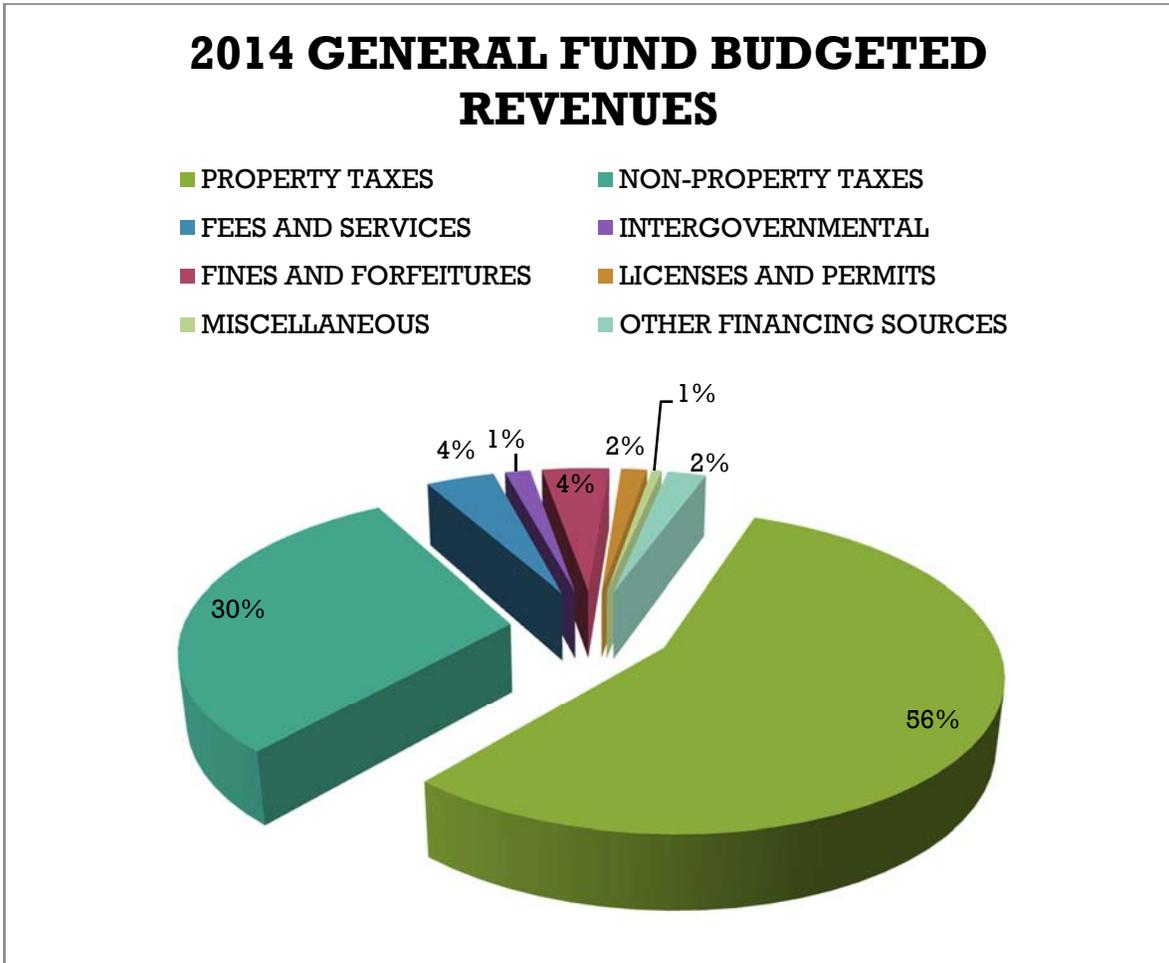
EXPENDITURES BY GOVERNMENTAL ACTIVITIES



EXPENDITURES BY GOV. ACTIVITY	BUDGET
GENERAL GOVERNMENT	\$3,107,091
PUBLIC SAFETY	\$5,340,815
PUBLIC WORKS	\$2,531,528
COMMUNITY SERVICE	\$5,620,070
TRANSPORTATION	\$1,340,353
DEBT SERVICE	\$1,031,951
CAPITAL OUTLAY	\$765,495
TOTAL EXPENSES	\$19,737,303

GENERAL FUND SUMMARY

GENERAL FUND REVENUES

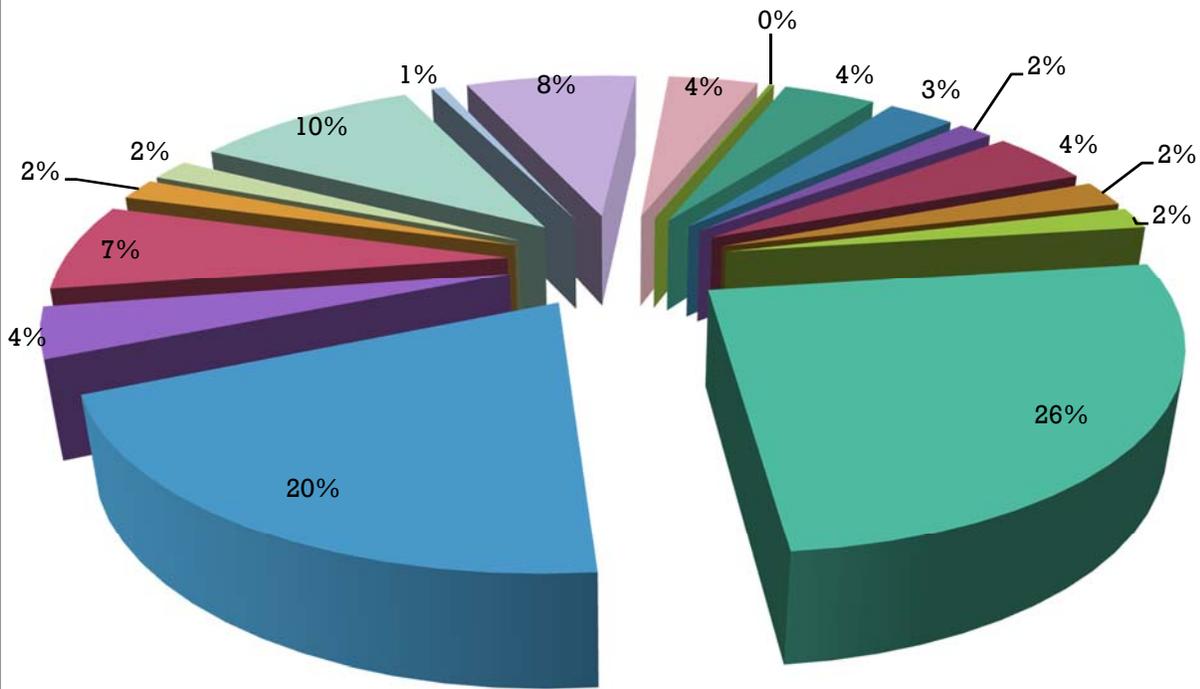


REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	2011	2012	2013	2014
PROPERTY TAXES	\$5,753,264	\$5,925,185	\$6,078,198	\$5,993,484
NON-PROPERTY TAXES	\$3,187,051	\$3,152,239	\$3,127,783	\$3,264,136
FEES AND SERVICES	\$43,455	\$304,151	\$403,005	\$427,405
INTERGOVERNMENTAL	\$148,801	\$204,584	\$169,084	\$158,051
FINES AND FORFEITURES	\$420,257	\$481,296	\$399,815	\$420,257
LICENSES AND PERMITS	\$222,572	\$191,125	\$216,000	\$162,475
MISCELLANEOUS	\$114,247	\$102,064	\$53,912	\$63,000
OTHER FINANCING SOURCES	\$926,896	\$119,200	\$550,894	\$242,165
TOTAL REVENUES	\$10,816,543	\$10,479,844	\$10,998,691	\$10,730,973

GENERAL FUND EXPENDITURES

**2014 GENERAL FUND BUDGETED EXPENDITURES
BY DEPARTMENT**

- CITY COUNCIL
- FINANCE
- TECHNOLOGY
- MUNICIPAL COURT
- FIRE
- FLEET MANAGEMENT
- INSPECTIONS
- EMERGENCY MANAGEMENT
- SPECIAL PROJECTS
- CITY MANAGER'S OFFICE
- PLANNING
- HUMAN RESOURCES
- POLICE
- HEALTH/CODE ENFORCEMENT
- FACILITIES & GROUNDS MTN
- PUBLIC WORKS
- GENERAL SERVICE



EXPENDITURES BY DEPARTMENT	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	2011	2012	2013	2014
CITY COUNCIL	\$17,499	\$20,440	\$42,500	\$24,000
CITY MANAGER'S OFFICE	\$438,659	\$399,028	\$507,604	\$450,932
FINANCE	\$335,230	\$321,516	\$337,773	\$323,304
PLANNING	\$391,856	\$152,518	\$161,719	\$163,842
TECHNOLOGY	\$429,864	\$450,023	\$521,880	\$475,643
HUMAN RESOURCES	\$191,304	\$191,987	\$219,075	\$228,736
MUNICIPAL COURT	\$168,727	\$163,547	\$185,447	\$186,886
POLICE	\$2,392,646	\$2,549,267	\$2,994,380	\$2,755,902
FIRE	\$1,724,127	\$2,078,558	\$2,118,286	\$2,137,548
HEALTH/CODE ENFORCEMENT	\$357,565	\$357,320	\$456,338	\$424,799
FLEET MANAGEMENT	\$1,458,426	\$831,935	\$805,374	\$760,102
FACILITIES & GROUNDS MTN	\$166,033	\$170,859	\$186,080	\$185,380
INSPECTIONS	\$186,435	\$186,447	\$186,772	\$185,583
PUBLIC WORKS	\$1,049,762	\$919,100	\$1,045,434	\$1,085,685
EMERGENCY MANAGEMENT	\$3,968	\$52,672	\$59,470	\$62,570
GENERAL SERVICE	\$1,055,260	\$773,924	\$892,226	\$838,630
SPECIAL PROJECTS	\$333,519	\$802,054	\$1,161,800	\$441,200
TOTAL EXPENDITURES	\$10,700,880	\$10,421,194	\$11,882,158	\$10,730,742

DEPARTMENTAL GOALS & PROGRAMS

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

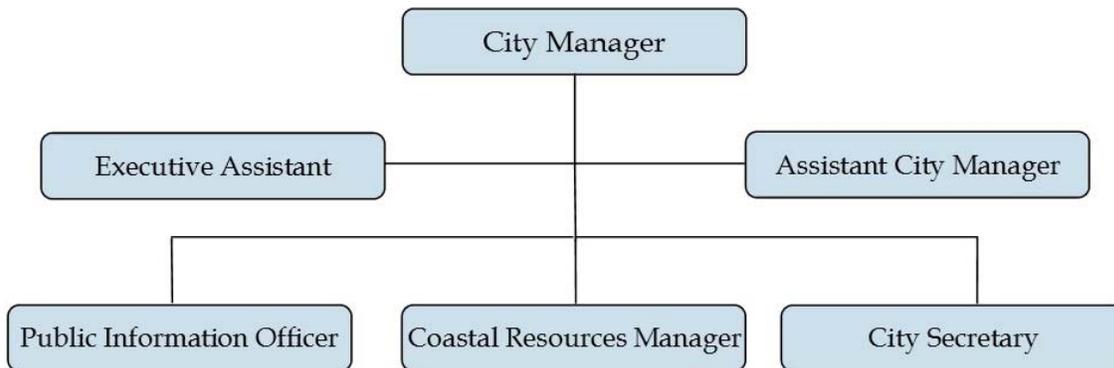
Of the projects included in the CIP, the City has started the engineering and design phases of the Convention Centre Renovation and Multi-Modal Parking facility.

CITY COUNCIL

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - CITY COUNCIL	2011	2012	2013	2014
GOODS AND SUPPLIES	\$0	\$0	\$13,500	\$0
MISCELLANEOUS SERVICES	\$15,863	\$20,440	\$29,000	\$24,000
OTHER	\$1,636	\$0	\$0	\$0
TOTAL EXPENDITURES	\$17,499	\$20,440	\$42,500	\$24,000

CITY MANAGER'S OFFICE

CITY MANAGERS ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

- Administrative Services
- Convention & Visitors Bureau
- Coastal Resources Division
- Development
- Environmental Health Services
- Finance
- Fire
- Information Services
- Police
- Public Works
- Transit

The vitality of the organizational development activity is a focal point of the City Manager's Office as well as ensuring fruitful intergovernmental relationships and participation in the federal and state legislative process. The City Manager's Office, through the City Secretary, supports facilitates and strengthens the City of South Padre Island governmental process, improves public access to municipal records, 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.

MAJOR GOALS:

1. Focus on major initiatives that enhance the economic environment, improve the quality of life for citizens, protect the environment and provide essential services:
 - a. Maintain a safe community
 - b. Redevelop the Convention Centre
 - c. Implement the Form Based Code
 - d. Redesign Padre Boulevard
 - e. Strive to have vibrant economy that is diverse and sustainable
 - f. Enhance the aesthetic appeal of the community
 - g. Sustain our beautiful beach and bay
 - h. Revitalize the entertainment district
 - i. Embrace the unique characteristics of our City
 - j. Maintain a relaxed island atmosphere where you can simply "Be Yourself"
2. Continual evaluation of programs for enhancements and benefits to the City.
3. Create a good organizational foundation through policy development and implementation.

4. Develop and sustain a productive relationship with the City Council to encourage policy development and effective communication.
5. Continued enhancement of public relations program to improve communication with the public and ensure a constructive relationship with the media.
6. Strive to encourage and facilitate the strategic planning (e.g., capital improvement plan, five year operational plan, core values for organization, etc.)
7. Encourage effective use of resources by eliminating duplication and streamlining operations.
8. Create an enjoyable work experience where all people feel appreciated and valued and instill the support of core values for the organization to encourage individual accountability.
9. Use technology effectively to operate effectively.

Our Planning Indicators and Focus:

According to the 2010 census, the City of South Padre Island’s population is 2,816 and the City’s average number of visitors is 30,000 per month which serves as an indicator for the increase demands for services. Monitoring causeway traffic counts can indicate the number of tourists coming to South Padre Island. Monitoring of media coverage and media contact to ensure effective dissemination of information to the public.

CITY MANAGER STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Support initiatives that enhance the quality of life for the citizens (Music, Art in Public Places, Community Events, Theatre Productions, etc.)	Ongoing	\$10,000
Embrace the use of technology to enhance operations and communication.	Ongoing	\$-0- Resources with Info Scvs
Continue to evaluate mobility & parking strategies.	Ongoing	\$-0- Resources with Public Works
Enhance financial management and the budget process	Ongoing	\$ -0- Resources with Finance

Create a Park and Recreation Division or Department (Two Positions: Recreation Coordinator and Park Maintenance Specialist)	2014/15	\$76,000
Create a comprehensive, updated Parks Master Plan with Development Director	2014/15	\$ -0-
Regional EOC	2014/15	\$150,000
Identify funding sources and strategies for priority Capital Improvement Projects	Ongoing	Varies

Programs Implemented:

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

CITY MANAGER POSITION CONTROL

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
City Manager	1	1	1	1	1	1
Assistant City Manager	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
City Secretary	1	1	1	1	1	1
Public Information Officer	0	.50	.50	.50	.50	.50
Total Positions	4	4.50	4.50	4.50	4.50	4.50

The Public Information Officer is split .50 in the City Manager's Office and .50 in the Convention and Visitors Bureau.

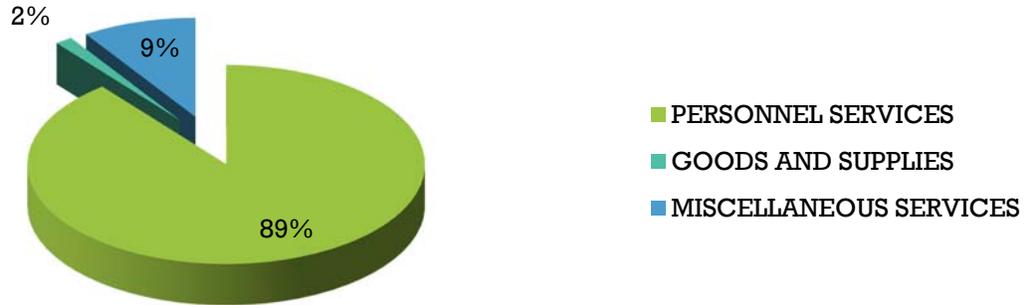
WORK PLANS FOR CITY MANAGER'S OFFICE

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
"Snapshot"	Create a reflective document of successes by fiscal year to tell our story	3.12	November 2013	Naida Robles
Council/Board Member Handbook	Create and update the handbook for new members of the City's: Council, Boards, Commissions and Committees that outlines rules and procedures to follow	7.18	October 2013	Susan Hill
Budget Document Enhancement	Create a budget document eligible for the GFOA Distinguished Budget Award	6.A	October - December 2013	Finance
Annexation	Expand City limit boundary through voluntary annexation.	6.1, 6.2, 6.5, 6.M, 6.N, 6.O, 6.P	Ongoing	Dr. Sungman Kim
Park Master Plan	Update current Parks Master Plan	Chapter 5	December 2013	Dr. Sungman Kim
Comprehensive Citizen Survey	Create a benchmark for performance measures	7.12, 7.31	January 2015	Naida Robles
Employee Appreciation Program	Implement an employee appreciation program to boost morale and productivity		Ongoing	Joni Clarke
Records Management Program	Update and enhance the City's Records Management Program	6.Q, 6.R, 6.S	February 2014, then annually	Susan Hill
Five Year Plan	Update the City's five-year plan by department establishing major goals and programs	7.A, 7.E, 7.C	April 2014	Joni Clarke
Municipal Complex Master Plan	Arrangement for effective use of Municipal Building and Facilities	6.I, 6.J	Ongoing	Joni Clarke

Technology	Embrace the use of technology to enhance operations and communication.	6.S, 7.5d	Ongoing	City Manager's Office
Capital Improvement Plan	Update the City's five- year plan with prioritization of capital projects.	6.A, 4.9, 4.15, 4.38	Updated Annually	Darla Jones
Tax Increment Reinvestment Zone (TIRZ)	Implement and manage TIRZ, TIRZ Board and TIRZ Project	7.7b	Ongoing	City Council
Implement Core Values	Implement the City's Core Values		Ongoing	Joni Clarke
Citizens Outreach and Special Events	Support initiatives that enhance the quality of life for citizens (Music, Art in Public Places, Community Events, Theater Productions, etc.)	5.V, 5.57, 7.3, 7.8, 7.13, 7.F, 7.G	Ongoing	Mary K Hancock

CITY MANAGERS BUDGET NUMBERS

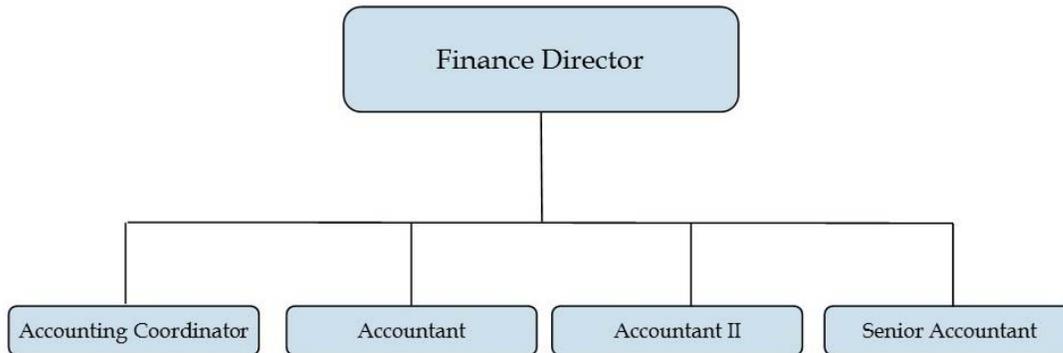
**2014 CITY MANAGER'S OFFICE
BUDGETED EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - CITY MANAGER'S OFFICE	2011	2012	2013	2014
PERSONNEL SERVICES	\$381,758	\$350,950	\$455,198	\$402,570
GOODS AND SUPPLIES	\$9,632	\$8,662	\$8,000	\$6,431
MISCELLANEOUS SERVICES	\$47,270	\$39,416	\$44,406	\$41,931
TOTAL EXPENDITURES	\$438,659	\$399,028	\$507,604	\$450,932

FINANCE DEPARTMENT

FINANCE ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

Major Goals:

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

Our Planning Indicators and Focus:

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

FINANCE DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Continue to promote a paperless Finance environment by reducing the number of printed reports with electronic copies.	Ongoing	\$ 0.-
Implement Tyler Output Processor in conjunction with Information Services in order to email payment notifications to employees and vendors.	2013/2014	\$ 4,781.-
Continue to strive to receive the Government Finance Officers Association Distinguished Budget Presentation Award.	Ongoing	\$ 280.-
Promote Automated Clearing House (ACH) which is an electronic network for financial transactions for payments to vendors.	Ongoing	\$ 0.-
Assist in the development, implementation and financing of a fleet replacement program.	Ongoing	\$ 0.-
Work with investment advisors in placement of bonds regarding the Convention Centre financing.	2013/2014	\$30,000,000.-
Continue to receive a Certificate of Achievement for Excellence in Financial Reporting presented by the GFOA to government units whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.	Ongoing	\$ 435.-
<p>Implement the CIPFA-GFOA FM Model Community Project. (Chartered Institute of Public Finance and Accountancy – Government Finance Officer Association Financial Management Model.)</p> <p>The CIPFA-GFOA FM Model provides governments with a detailed set of self-assessment questions. The model:</p> <ul style="list-style-type: none"> Assesses every major area of financial management — budgeting, debt management, financial planning, and more. <p>Covers additional issues such as transparency, citizen engagement, and use of technology.</p>	<p>2013/2014</p> <p>2014/2015</p>	\$ 750.-
Implement Accounts Receivable Module for centralized control of the City’s billing system.	2013/2014	\$ 0.-

Programs Implemented:

Strategy/Program	Fiscal Year	Budget Impact
Implement an automated payroll system to streamline the payroll process and enhance the efficiency of payroll record keeping.	2012/2013	\$ 13,000.-
Develop accounting procedures manual describing day to day operations in order to facilitate staff cross training.	2012/2013	\$ 0.-
Received the second award from the Government Finance Officers Association for Distinguished Budget Presentation.	2012/2013	\$ 280.-
Promote Automated Clearing House (ACH) which is an electronic network for financial transactions for payments to vendors.	2012/2013	\$ 0.-
Developed a user friendly monthly report to assist the public in understanding the City's finances.	2011/2012	\$ 0.-
Continue with implementation of Incode Project Tracking module to track and ascertain expenditures associated with new/specific projects.	2012/2013	\$ 5,813.-

FINANCE DEPARTMENT POSITION CONTROL

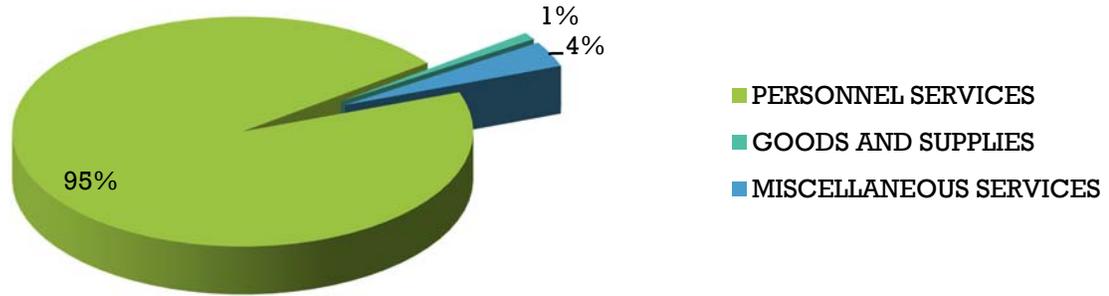
	Current Year	2012/13	2013/14	2014/15	2015/16	2016/17
Finance Director	1	1	1	1	1	1
Senior Accountant	1	1	1	1	1	1
Accountant II	1	1	1	1	1	1
Accountant	1	1	1	1	1	1
Accounting Coordinator	1	1	1	1	1	1
Total Positions	5	5	5	5	5	5

WORK PLAN FOR FINANCE DEPARTMENT

Project	Description	Estimated Completion Date	Team Leader	Team Members
GFOA Distinguished Budget Presentation Award	Continue to receive the award through application of the highest principles of governmental budgeting and satisfying nationally recognized guidelines for effective budget presentation.	Continuously ongoing	Finance Director	ES
Email Notifications of payments	Reduce printing of check stubs for payroll and accounts payable disbursements.	9/30/2014	DC, R Guzman	Finance Director, ES, CE
Payments to vendors using ACH	Continue to implement Automated Clearing House (ACH) electronic network for payments to vendors.	Continuously ongoing	R Guzman	DC
Accounting procedures	Develop accounting procedures manual describing day-to-day operations in order to facilitate staff cross training.	Ongoing	CE	Finance Director, ES, RG, DC
Electronic PO approval	Implement the Purchase Order authorizing hierarchy in Incode to expedite the approval process.	2013/2014	ES	Finance Director, CE, RG
Accounts Receivable	Implement Incode Accounts Receivable module for centralized control of the City's billing system.	9/30/2014	ES	All City Departments, Finance Director, CE
Cross Training	Implement cross training to have one backup for each position.	Ongoing	Finance Director	ES, CE, DC, RG

FINANCE DEPARTMENT BUDGET NUMBERS

2014 FINANCE BUDGETED EXPENDITURES

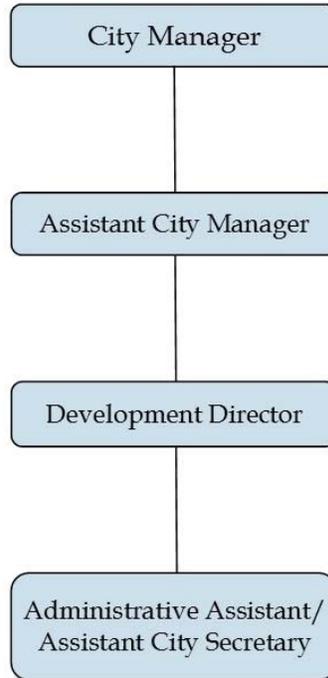


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FINANCE	2010	2011	2012	2013
PERSONNEL SERVICES	\$280,461	\$318,882	\$314,785	\$321,873
GOODS AND SUPPLIES	\$3,560	\$2,704	\$3,239	\$3,300
MISCELLANEOUS SERVICES	\$8,619	\$13,644	\$14,596	\$12,600
TOTAL EXPENDITURES	\$292,640	\$335,230	\$332,620	\$337,773

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FINANCE	2011	2012	2013	2014
PERSONNEL SERVICES	\$318,882	\$304,785	\$321,873	\$308,353
GOODS AND SUPPLIES	\$2,704	\$3,239	\$3,300	\$3,300
MISCELLANEOUS SERVICES	\$13,644	\$13,492	\$12,600	\$11,651
TOTAL EXPENDITURES	\$335,230	\$321,516	\$337,773	\$323,304

PLANNING DEPARTMENT

PLANNING DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

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

Major Goals:

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

- To create a predictable, fair & ethical land development regulatory framework.
- To create a sustainable and environmentally sensitive development code.
- To foster an innovative, diverse, and creative urban development environment.
- Implement the form based code for Padre Boulevard and the Entertainment District.
- To develop and administer an annexation plan.

- Update the City’s Zoning and Subdivision Regulations
- Develop and administer a Thoroughfare Plan
- Implement the City’s adopted Comprehensive Plan

Our Planning Indicators and Focus:

The Development Department coordinates approximately 36 city committee meetings annually. Meeting coordination includes: drafting and posting agendas, preparing meeting minutes, preparing mail out notices, preparing Local Government Code required notices, responding to meeting agenda content questions and processing development applications from the development community. The Development Department prepares a number of Zoning & Subdivision Code amendments and is required to prepare the amendments in accordance with the Texas Local Government Code.

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

PLANNING DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Implement Annexation Plan	2012/2013	-0-
Implement Form Based Code	Ongoing	-0-
Regional Initiatives/Intergovernmental.	Ongoing	-0-
TXDOT/Rural Transportation	Ongoing	-0-
Comprehensive Plan Update	2014/2015	\$100,000.00
Business Liaison	2013/2014	-0-

PLANNING DEPARTMENT POSITION CONTROL

	2013/14	2014/15	2015/16	2016/17	2017/18
Development Director	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Total Positions	2	2	2	2	2

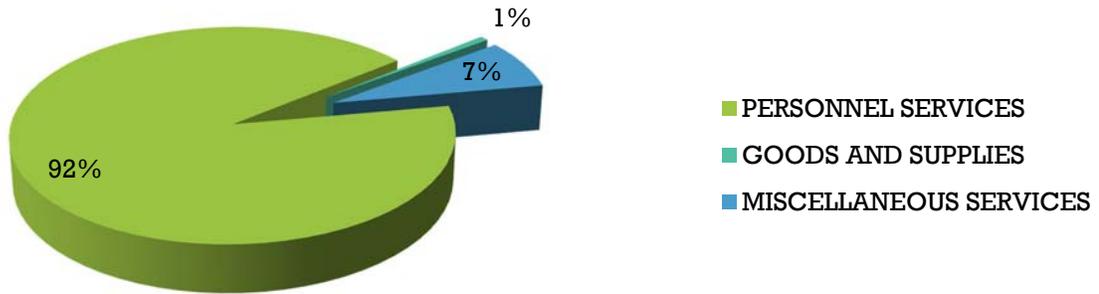
WORK PLAN FOR PLANNING DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
General Administration	Administer Subdivision and Zoning Ordinance	Efficient, effective, and harmonious customer service.	Daily	S. Kim
Variance Administration	Support Board of Adjustments	Minimize number of potential cases.	Occasional Event	S. Kim
Form-Based Code	Administer Padre Boulevard and Entertainment District Code	Streamline the process.	Daily	S. Kim
Comprehensive Plan	Review, application, analysis, and update	Structural analysis and revision for year 2025.	09/30/14	S. Kim

Economic Development	Coordinate with EDC, development of policies, projects, incentives, programs	Enhance City's economic resources.	Daily	S. Kim
Intergovernmental Coordination	Monitor TxDOT for Padre Blvd funding opportunities	Maximize potential collaborative powers between agencies.	Daily	S. Kim
Convention Centre	Participate in Redevelopment of Convention Centre	Provide appropriate assistances	N/A	N/A
WAVE Park & Ride Facility	Participate in design and development	Provide landscaping ideas and needed resources.	N/A	N/A
GIS Management	Quality Management	Update and develop GIS structure.	Occasional Event	S. Kim

PLANNING BUDGET NUMBERS

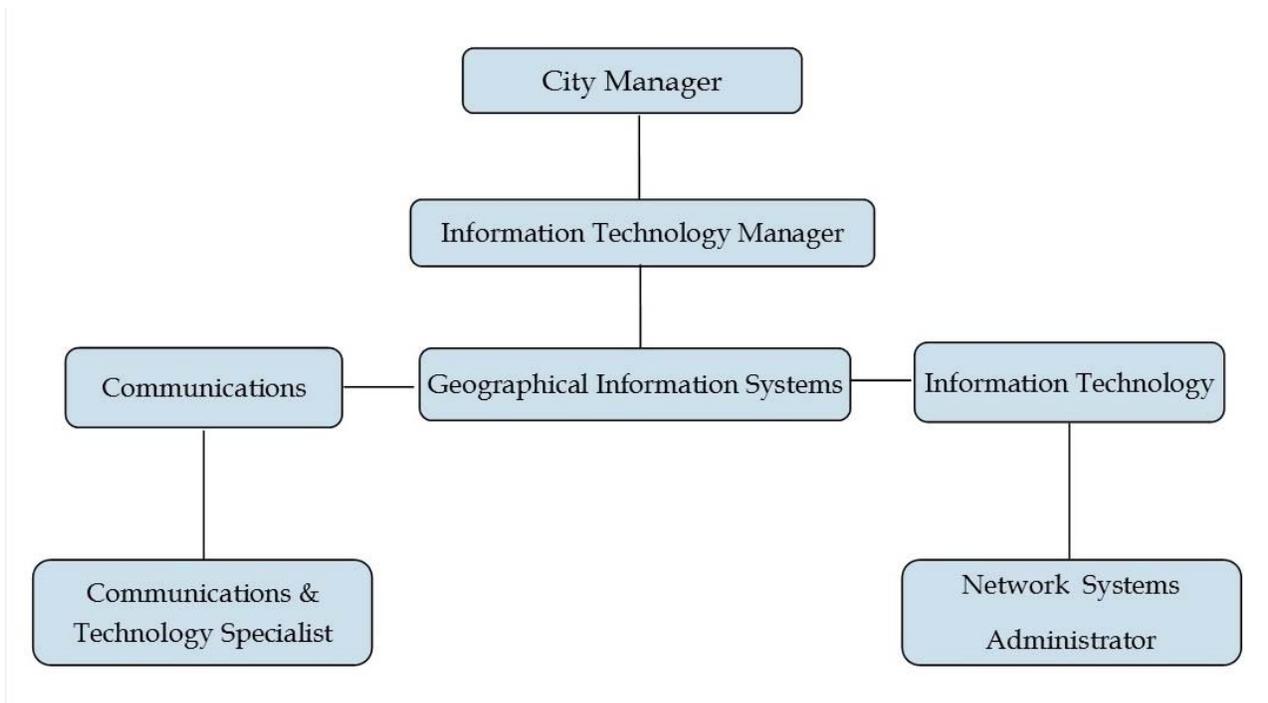
2014 PLANNING BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - PLANNING	2011	2012	2013	2014
PERSONNEL SERVICES	\$128,268	\$145,259	\$150,644	\$150,552
GOODS AND SUPPLIES	\$2,363	\$2,420	\$1,150	\$1,150
MISCELLANEOUS SERVICES	\$261,224	\$4,839	\$9,925	\$12,140
TOTAL EXPENDITURES	\$391,856	\$152,518	\$161,719	\$163,842

INFORMATION SERVICES

INFORMATION SERVICES ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

Major Departmental Goals:

1. Build the systems and processes necessary to enable cross departmental collaboration and access to shared information.
2. 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.

Communication Goals:

1. Promote transparency and an abundance of information through the use of online resources, such as the City's website, social networking, Web 2.0 and other similar online resources.
2. Make it easy for constituents to be involved and stay informed through the use of online and offline resources.

Geographical Information Systems Goals:

1. Assist Development Department with obtaining updated aerial images of the City and surrounding areas for use in city maps.
2. Create and maintain maps that provide information for departments to use to make complex decisions. The maps could show statistical information, trends and provide a bigger picture on specific areas, such as draining, parking, beach access and zoning.

Information Technology Goals:

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

Our Planning Indicators and Focus:

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

INFORMATION TECHNOLOGY STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Website Enhancements and Additional Online Tools to Support the City’s Communication Initiatives (Com.)	2013-14 / 2015-16	\$6,000
Purchase Updated Aerial Images of the City.	2013-14 / 2015 -16	\$100,000
Microsoft Office 365, Cloud based Exchange Server	2013-14	\$15,000
Redundant Storage Infrastructure to protect the City’s electronic data.	2014-15	\$40,000

City Website Redesign Using Latest Website Design Standards.	2015-16	\$30,000
Rewire City Hall networking cables with Cat6 and a centralized Interface.	2015-16	\$25,000
Rewire Convention Centre and Visitor Center networking cables with Cat6.	2015-16	\$8,000
Upgrade City Council Board Room AV equipment with state of the art HD monitors and microphones	2015-16	\$30,000
Purchase additional virtualization server capacity and expand virtualization software.	2016-17	\$35,000
Expand Storage Capacity to meet the needs of growing amounts of data and build in redundancy.	2016-17	\$80,000

Programs Implemented:

Strategy/Program	Fiscal Year
Configured 30 new computer systems for multiple departments.	2012-13
Created a Virtual Private Network/Terminal Services Infrastructure for CVB staff.	2012-13
Upgraded AV equipment for City Hall Board Room	2012-13
Configured Wi-Fi access for City Hall and Fire Department staff	2012-13
Implemented a city-wide VOIP phone system for all departments, projected completion date 8/1/2013	2012-13
Developed an asset database to track Information Technology assets by employees and departments	2012-13
Upgraded Tyler Technology software: RMS to the latest version and Incode to version 9	2012-13
Switched cellular provider from Sprint to T-Mobile for connectivity assurance and reduced monthly expenses.	2012-13
Outfitted police vehicles with HID card readers for compliance with Advanced Authentication requirements as defined in the CJIS Security Policy.	2012-13

INFORMATION TECHNOLOGY POSITION CONTROL

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Information Technology Manager	1	1	1	1	1	1
Communication Technology Specialist	1	1	1	1	1	1
GIS Coordinator	0	0	1	1	1	1
Network Systems Administrator	1	1	1	1	1	1
Total Positions	3	3	4	4	4	4

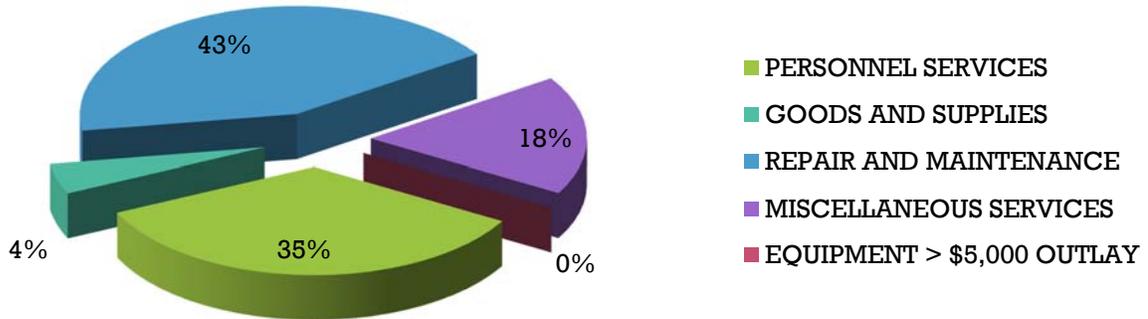
WORK PLAN FOR INFORMATION TECHNOLOGY

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader	Team Members
RMS Training	Train the PD Chief & Staff RMS Property Room Management	Provide training on the software and allow the Police department the opportunity to be in compliance with use of proper property room management.	10/01/13	Paul Holthusen	Frank Washington Carlos Centeno Randy Smith
Website Redesign	Redesign of Sopadre.com	Refresh the City's website with the input of the team members.	10/01/13	Paul Holthusen	Frank Washington Carlos Centeno Lori Moore Sylvia Soliz Joni Clarke
Incode Upgrade	Tyler Output Processor (TOP) A feature which will allow us the ability to	This feature will save the city money. The time it takes an hourly employee to manually fold bi-weekly paystubs is nearly 45 minutes not to mention	10/01/13	Paul Holthusen	Frank Washington Carlos Centeno Rodrigo Gimenez

	send paystubs via e-mail.	the reams of paper and cost of toner yearly. We are saving the environment by sending our paystubs electronically via e-mail.			
Migrate to Microsoft Office 2013	Upgrade all computer systems to Microsoft Office 2013.	Goal is to provide the resources for our staff to staff current with the latest technology.	11/01/13	Paul Holthusen	Frank Washington Carlos Centeno
Contract Services	Review and negotiate pricing on all contracts.	Lower annual expenses by 15%.	Ongoing	Paul Holthusen	Carlos Centeno
SOP's	Create Standard Operating Procedures	Provide Standard Operating Procedures for the use of hardware and software utilized by the City staff.	Ongoing	Frank Washington	Carlos Centeno Paul Holthusen

INFORMATION SERVICES BUDGET NUMBERS

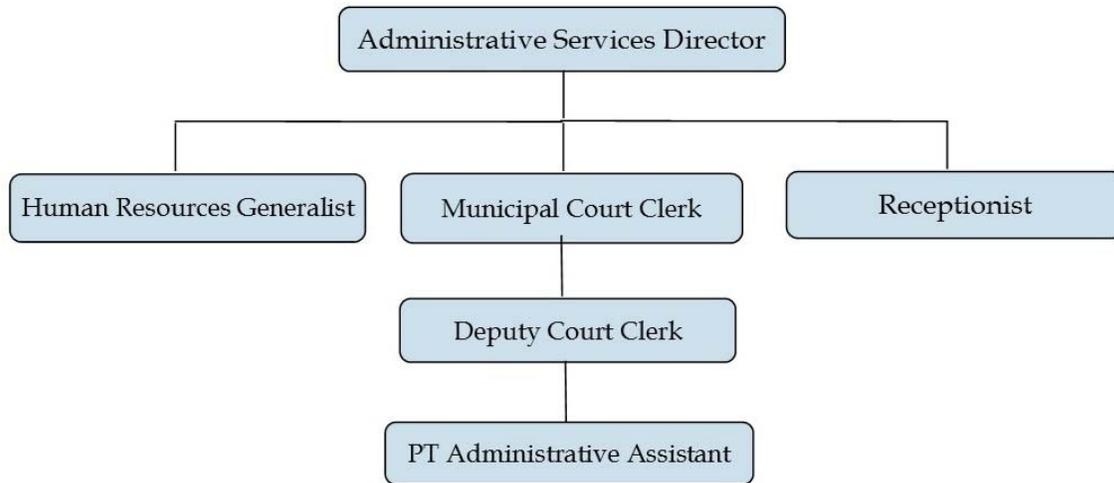
2014 TECHNOLOGY BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - TECHNOLOGY	2011	2012	2013	2014
PERSONNEL SERVICES	\$180,468	\$181,783	\$200,185	\$165,217
GOODS AND SUPPLIES	\$19,562	\$9,287	\$19,950	\$21,325
REPAIR AND MAINTENANCE	\$122,683	\$151,431	\$179,650	\$204,831
MISCELLANEOUS SERVICES	\$56,163	\$73,523	\$84,595	\$84,270
EQUIPMENT > \$5,000 OUTLAY	\$50,989	\$34,000	\$37,500	\$0
TOTAL EXPENDITURES	\$429,864	\$450,023	\$521,880	\$475,643

ADMINISTRATIVE DEPARTMENT – HUMAN RESOURCES DIVISION

HUMAN RESOURCES ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

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

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

Major Goals:

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

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

Our Planning Indicators and Focus:

As the City of South Padre Island's citizen and visitor population increases, the demand for public service will also increase. The HR Division will use the number of employees hired annually as an indicator for the increased demand for services. The current number of employees serviced by the

HR Division is 161 full-time equivalents (FTE's) and an estimated 150 part-time employees annually. Currently (fiscal year 2012/2013), the total FTE's authorized is 3 positions. One of the three positions serves as the City Hall Receptionist.

HUMAN RESOURCE STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Create and manage a Volunteer Program. (3000 hours) The cost is for the liability insurance for hours with TMLIRP.	2013/2014	\$1500
Create and implement an Employee Handbook with clear and straightforward policies (legal review and printing)	2013/2014	\$5000
Embrace the use of technology to enhance operations and communication.	Ongoing	\$0
Create electronic forms for all City documents.	Ongoing	\$0
Create and effectively manage a City-wide training program to include employee development, safety and a supervisor orientation program.	Ongoing	\$8000
Create an organized and effective records management program that encompasses all records related to Human Resource Management.	2014/2015	\$0
Create an online application program enhancement using our current People-Trak software system.	2014/2015	\$6000
Create and implement an effective written safety program.	2015/2016	\$1000
Create a paperless HR environment	2016/2017	\$5000

Programs Implemented:

Program	Fiscal Year	Budget Impact
Creation of Employee Benefit Statements: 2011/2012/2013	2011/2012 & Ongoing	\$0
Creation of Employee ID Badges for all full-time and regular part-time staff.	2011/2012	\$0
Job Descriptions Completed for all full-time and regular part-time positions.	2011/2012	\$0

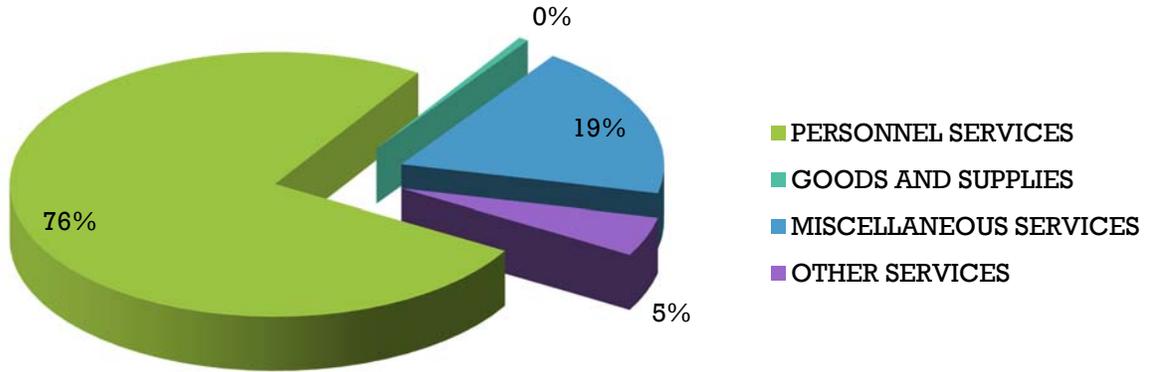
A 5 year compensation strategy was approved by the City Council in November of 2011 and phase 1 was implemented in 2012.	2011/2012 & Ongoing	Amount Changes each year.
Create and manage an effective performance review system to evaluate and track employee performance.	2011/2012	\$0
Coordinated City Wide Training during 2010-2012. (Conflict Resolution, Ethics, Sexual Harassment, Supervisor)	2011/2012 & Ongoing	\$6000
Fire Drills were conducted and Safety Evacuation Maps were created and posted by the Safety Committee.	2012/2013	\$0

ADMINISTRATIVE SERVICES POSITION CONTROL

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Administrative Services Director	1	1	1	1	1	1
Receptionist/AA	1	1	1	1	1	1
Human Resources Generalist	1	1	1	1	1	1
Total Positions	3	3	3	3	3	3

HUMAN RESOURCES BUDGET NUMBERS

2014 HUMAN RESOURCES BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - HUMAN RESOURCES	2011	2012	2013	2014
PERSONNEL SERVICES	\$143,036	\$153,665	\$172,853	\$173,244
GOODS AND SUPPLIES	\$1,644	\$1,616	\$1,400	\$1,400
MISCELLANEOUS SERVICES	\$44,709	\$33,242	\$34,822	\$43,092
OTHER SERVICES	\$1,915	\$3,464	\$10,000	\$11,000
TOTAL EXPENDITURES	\$191,304	\$191,987	\$219,075	\$228,736

ADMINISTRATIVE SERVICE DEPARTMENT – MUNICIPAL COURT DIVISION

WHO ARE WE / WHAT WE DO:

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

Major Goals:

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

Our Planning Indicators and Focus:

The planning indicators monitored by the Municipal Court will be the number of cases, collection of new court fees imposed by the Texas Legislature and increases in enforcement activity which impacts the number of citations issued. These factors will be used to evaluate the demand for increased services. Currently (fiscal year 2012/2013), the total full-time equivalents (FTE’s) authorized are 2 positions. The Municipal Court also has three part-time employees: Municipal Court Judge, Prosecutor, and Administrative Assistant.

MUNICIPAL COURT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Increase the use of electronic data transfers between the Court and the collection agency, Omni-base and the Scofflaw program.	Ongoing	\$0
Embrace the use of technology to enhance operations and communication.	Ongoing	\$0
Continue to evaluate collection strategies.	Ongoing	\$0
Review, annually, the opportunities available to increase fines to support court programs.	Ongoing	\$0
Create a Municipal Court Administrator position and eliminate the Deputy Court Clerk position.	2014/2015	\$
Research voice payment systems so that individuals can pay fines by phone if they do not have internet access. (Interactive Voice Response)	2015/2016	\$18,000

Programs Implemented:

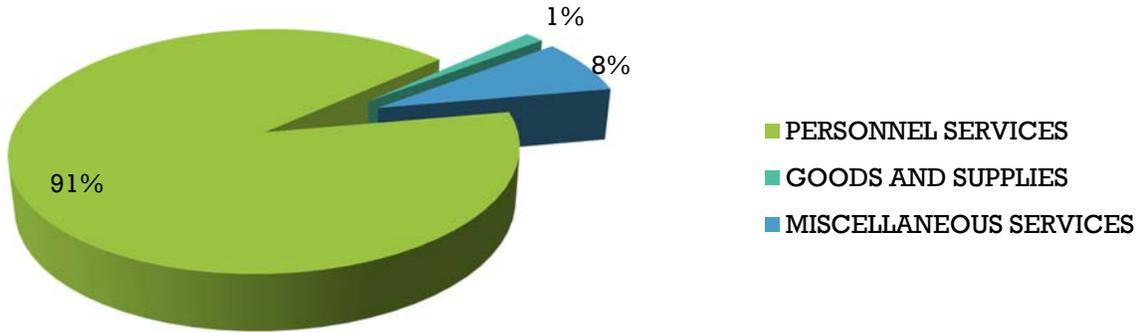
Program	Fiscal Year	Budget Impact
Signed Contract with Municipal Services Bureau (Collection Agency):04/07/2010	2009/2010	\$0
Implemented Omnibase Collection Tool: 7/21/2010	2009/2010	\$0
Implemented Scofflaw Collection Tool: 12/10/2010	2010/2011	\$0
Municipal Court Audio System: 02/01/2011	2010/2011	\$4,629
Implemented Online Payments: 10/21/2011	2011/2012	\$3,000
Amnesty Program: 01/16/2012 - 01/27/2012	2011/2012	\$117
Soft Warrant Roundup: 02/2012 – 04/2012	2011/2012	\$250
Warrant Roundup: 03/2013 (Collected \$38,891.25)	2012/2013	\$2500

MUNICIPAL COURT STAFFING PLAN

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Municipal Court Clerk	1	1	1	1	1	1
Deputy Court Clerk	1	1	0	0	0	0
Court Administrator	0	0	1	1	1	1
Administrative Assistant	.5	.5	.5	.5	.5	.5
Municipal Judge	.5	.5	.5	.5	.5	.5
Prosecutor	.5	.5	.5	.5	.5	.5
Total Positions	3.5	3.5	3.5	3.5	3.5	3.5

MUNICIPAL COURT BUDGET NUMBERS

2014 MUNICIPAL COURT BUDGETED EXPENDITURES

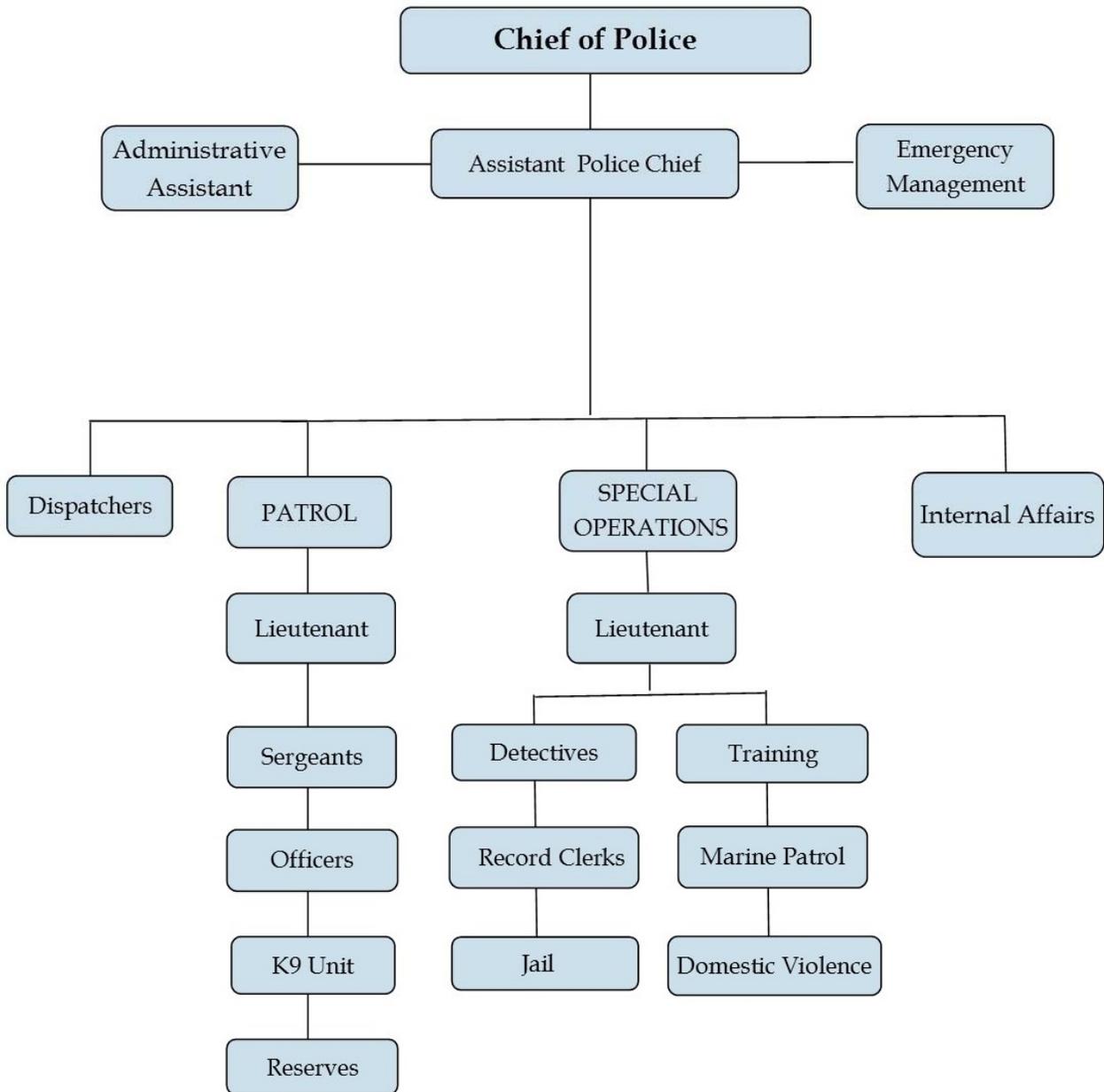


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - MUNICIPAL COURT	2010	2011	2012	2013
PERSONNEL SERVICES	\$152,487	\$151,639	\$161,354	\$169,762
GOODS AND SUPPLIES	\$1,953	\$2,023	\$1,825	\$1,500
REPAIR AND MAINTENANCE	\$189	\$0	\$0	\$0
MISCELLANEOUS SERVICES	\$11,598	\$15,065	\$13,455	\$14,185
TOTAL EXPENDITURES	\$166,227	\$168,727	\$176,634	\$185,447

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - MUNICIPAL COURT	2011	2012	2013	2014
PERSONNEL SERVICES	\$151,639	\$150,083	\$169,762	\$170,060
GOODS AND SUPPLIES	\$2,023	\$1,562	\$1,500	\$2,750
MISCELLANEOUS SERVICES	\$15,065	\$11,902	\$14,185	\$14,076
TOTAL EXPENDITURES	\$168,727	\$163,547	\$185,447	\$186,886

POLICE DEPARTMENT

POLICE DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE/ WHAT WE DO:

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

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

Major Goals:

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

Our Planning Indicators and Focus:

The number of "calls for service" is our primary indicator of current use of resources and serves as a benchmark for future needs. As illustrated in the following diagrams, our call volume has doubled in four years. Research indicates our call volume increases approximately 15-20% each year. Other indicators are; South Padre Island has seven million cars traveling over its causeway annually. We are also impacted with special events, wherein we provide traffic assistance and security. Currently, SPI-PD employs 28 certified police officers, 7 dispatcher, 3 clerical, and 14 part-time officer positions.

POLICE DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
TPCA Recognition program, revamp Policies and Procedures, and SOP's	2013/2014	N/A
Train 2 scuba divers as forensic specialist evidence divers	2013/2014	1,600
Increase In-service training	2013/2014	1,500
Build-out new detective area and update patrol offices	2013/2014	14,000
Fitness for duty program	2014/2015	2,000
License plate recognition readers on causeway	2014/2015	60,000
Evaluate impact/ needs due to 2 nd causeway	2017/2018	N/A

Programs Implemented:

Program	Fiscal Year	Budget Impact
Marine Patrol	2012/2013	N/A

POLICE DEPARTMENT POSITION CONTROL

Fulltime personnel

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Police Chief	1	1	1	1	1	1
Assistant Chief	1	1	1	1	1	1
Administrative Assistant / Clerical	3	3	3	3	3	3
Lieutenant	2	2	2	2	2	2
Sergeants	4	4	4	4	4	4
Detectives	4	4	4	4	4	4
Officers	16	16	16	16	16	16
Dispatchers	7	7	7	7	7	7
Total Positions	38	38	38	38	38	38

Part-time personnel

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Part-time (Reserve) Officers	14	14	14	15	16	16
Part-time Dispatchers	2	3	3	4	5	5
Total Part-Time Positions	16	17	17	19	21	21

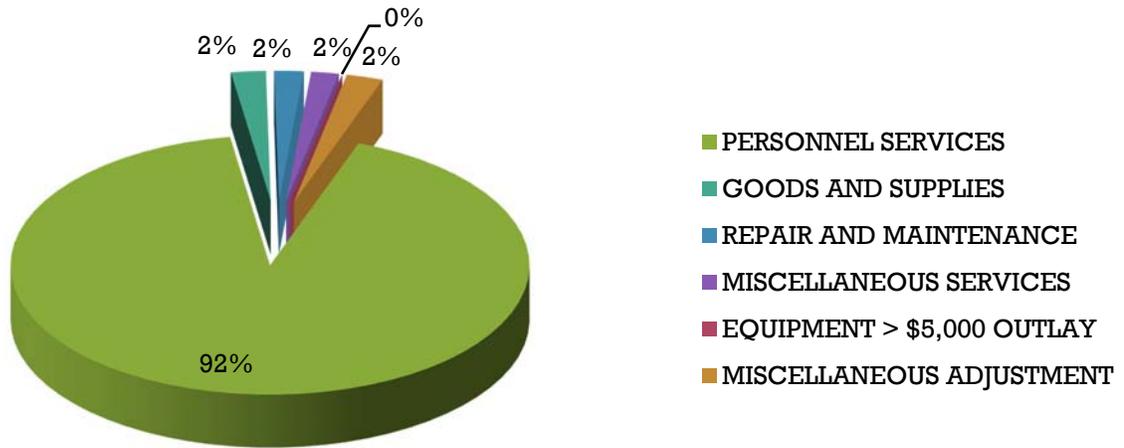
WORK PLAN FOR POLICE DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Training	Have all officers continue to receive quality training that will assist them in their job performance.	To increase work related performance and overall knowledge among our staff.	On-going	O'Carroll
Policy/Procedures	Continue to update, review and improve on our TPCA Best Practices program.	To meet the requirements of the Texas Police Chief's Association and the needs of our agency.	On-going	O'Carroll
Part-time Officers	Utilize part-time officers to fill patrol vacancies.	To due diligence with lessening overtime expenditures, while increasing our agency's capabilities.	On-going	Lt. Herrera
Special Event	Work with promoters of special event to best evaluate the overall impact, their security needs and a plan for any emergency response.	To reassure safe events, while aligning the appropriate staffing needed.	On-going	R. Smith
Retention and organization of our filing system.	To review and organize our filing system. Determine files to be retained and those to be eliminated.	To create space while becoming better organized. Also to meet the requirements of the Texas Police Chief's Association Best Practices.	12/01/13	Rachel Gonzalez

Computerize property inventory	Enter all items in the property room into the Taylor RMS system for inventory reasons	To create an efficient systemized and categorized inventory that meets the requirements of our new TPCA policies.	12/01/13	Det. Rodriguez
Train two forensic scuba divers.	Forensic scuba divers will be trained on proper methods of recovering evidence for investigative reasons.	To best preserve evidence and to increase our chances of solving crimes wherein submerged items are involved.	02/01/2014	O'Carroll

POLICE DEPARTMENT BUDGET NUMBERS

2014 POLICE BUDGETED EXPENDITURES

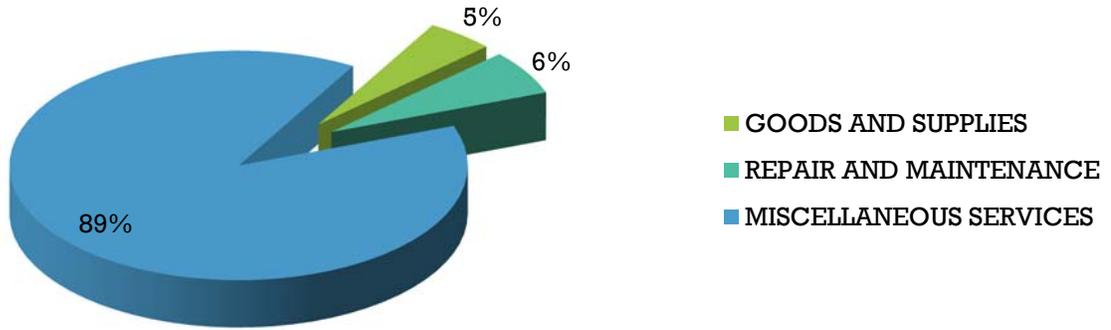


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - POLICE	2010	2011	2012	2013
PERSONNEL SERVICES	\$2,244,178	\$2,215,937	\$2,422,183	\$2,448,581
GOODS AND SUPPLIES	\$66,023	\$58,109	\$62,700	\$59,740
REPAIR AND MAINTENANCE	\$42,514	\$47,945	\$40,014	\$50,700
MISCELLANEOUS SERVICES	\$27,681	\$28,995	\$34,899	\$46,433
MISCELLANEOUS ADJUSTMENT	\$0	\$41,661	\$0	\$0
TOTAL EXPENDITURES	\$2,380,396	\$2,392,646	\$2,559,796	\$2,605,454

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - POLICE	2011	2012	2013	2014
PERSONNEL SERVICES	\$2,215,937	\$2,422,183	\$2,448,581	\$2,535,030
GOODS AND SUPPLIES	\$58,109	\$56,834	\$59,740	\$59,740
REPAIR AND MAINTENANCE	\$47,945	\$38,462	\$50,700	\$50,678
MISCELLANEOUS SERVICES	\$28,995	\$31,787	\$46,433	\$47,391
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$388,926	\$0
MISCELLANEOUS ADJUSTMENT	\$41,661	\$0	\$0	\$63,063
TOTAL EXPENDITURES	\$2,392,646	\$2,549,267	\$2,994,380	\$2,755,902

EMERGENCY MANAGEMENT BUDGET NUMBERS

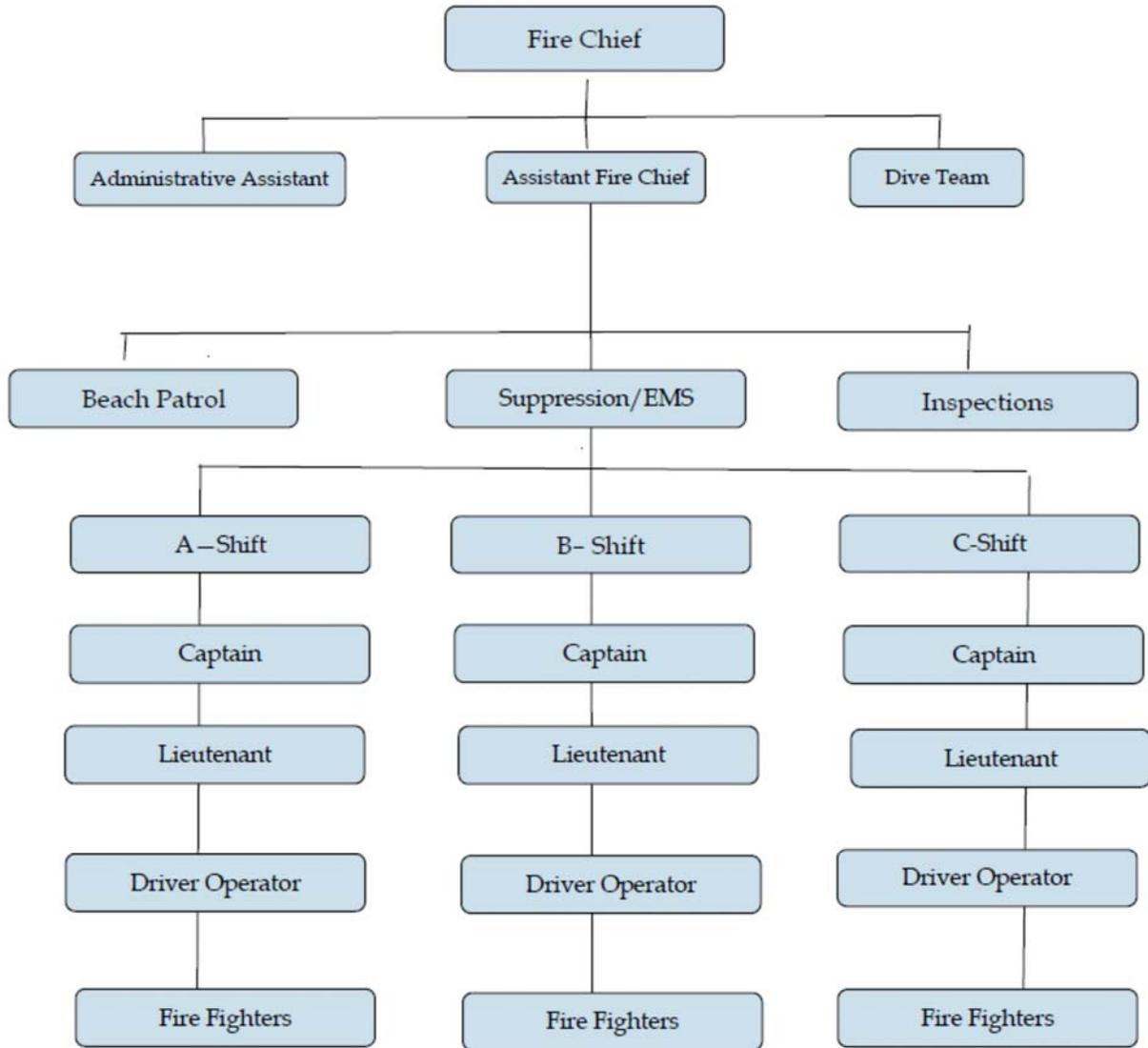
**2014 EMERGENCY MANAGEMENT
BUDGETED EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - EMERGENCY MANAGEMENT	2011	2012	2013	2014
GOODS AND SUPPLIES	\$300	\$0	\$0	\$3,000
REPAIR AND MAINTENANCE	\$0	\$0	\$6,920	\$3,920
MISCELLANEOUS SERVICES	\$3,668	\$52,672	\$52,550	\$55,650
TOTAL EXPENDITURES	\$3,968	\$52,672	\$59,470	\$62,570

FIRE DEPARTMENT

FIRE DEPARTMENT ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

The Fire Department is responsible for the life 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
- Mobi-Chairs
- Public Safety Education Programs
- Emergency Management Activities

Service to our community is the Fire Department's focus. The safety of our citizens and visitors is of utmost importance.

Major Goals:

1. Continual evaluation of programs for enhancements and benefits to the City.
2. Activation of a new Emergency Services Station.
3. Enhance EMS Operations to meet demand for service.
4. Continued enhancement of electronic recordkeeping.
5. Create an enjoyable work experience where all people feel appreciated and valued.

Our Planning Indicators and Focus:

The number of Emergency responses is our primary indicator of current use of resources and serves as a benchmark for future needs. In 2012, the Department responded to 2,079 calls. As the chart below indicates, that is an increase of over 76% in five years. Trending indicates that the call volume will increase 10-15 % each year. Currently (fiscal year 2012/13), the total full-time equivalents (FTEs) authorized is 27 positions.

FIRE DEPARTMENT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Enhance Life Safety enforcement (Fire Marshall)	2013/2014	\$ 0.00
Increase staffing to meet demand for service (3 FFs).	2014/2015	\$ 96,000.00
Conduct ISO evaluation and review (Outside vendor) Waiting for new ISO to be finalized – Spring 2014	2015/2016	\$ 35,000.00
Integrate Risk Assessment and analysis into ISO recommendations	2016/2017	\$ 0.00
Evaluate impact/ needs due to 2 nd causeway	2017/2018	\$ 0.00

Programs Implemented:

Program	Fiscal Year	Budget Impact
Implemented “Triage Tent” for Spring Break	2012/2013	
Partnership with TRAC and EMS TF-11 for Spring Break Response	2012/2013	

FIRE DEPARTMENT POSITION CONTROL

	2013/14	2014/15	2015/16	2016/17	2017/18
Fire Chief	1	1	1	1	1
Assistant Chief	1	1	1	1	1
Fire Marshall	1	1	1	1	1
Executive Administrative Assistant	1	1	1	1	1
Captain	3	3	3	3	3
Lieutenant	3	3	3	3	3
Driver	3	3	3	3	3
Firefighters	15	18	18	18	18
Total Positions	28	31	31	31	31

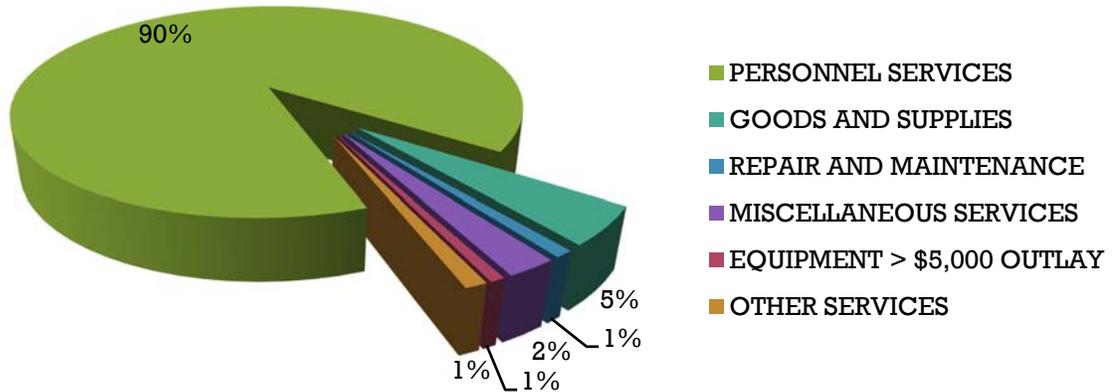
WORK PLAN FOR FIRE DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Continue "Occupancy Vulnerability Assessment Profile"	OVAP is used to determine ISO rating	6.I. Continue to provide adequate public services including public works, fire and police protection.	Sept 30 2014	Asst. Chief
Temporary employees	Establish program to utilize temp employees in lieu of overtime	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Chief/ Asst. Chief
Dive Team	upgrade dive team and expand its participation with PD	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Lt Waters/ Chief Smith
Electronic record keeping	Utilize RMS and other methods to reduce paper copies and increase electronic storage of required records	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Yolanda Cruz
Beach Patrol	Enhance/strengthen Beach Patrol activities	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	FF Jim Pigg
Regional Initiatives	Continue to work with regional partners on EMS, Fire Response, EOC, Regional Response Teams	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Chief

Certifications and Classifications	Maintain Dept. requirements per State certification and work towards improving ISO rating	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Capt
Public Education and outreach	Begin Community Wide CPR and First Aid programs	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Capt
EMS Mission	Bring QA/QI in house and tie results into Training Objectives	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	FF Smith
Improve Inspections	Establish Fire Marshal position to oversee Fire Code compliance	6.I. Continue to provide adequate public services including public works, fire and police protection.	Ongoing	Asst. Chief

FIRE DEPARTMENT BUDGET NUMBERS

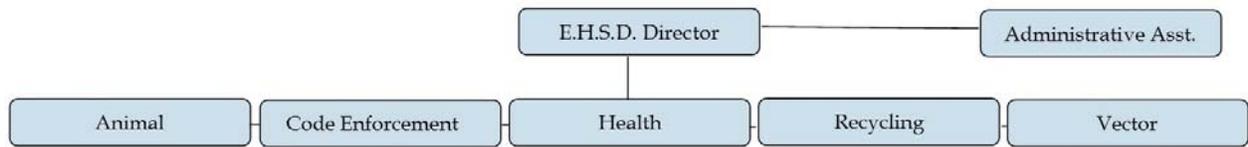
2014 FIRE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FIRE	2011	2012	2013	2014
PERSONNEL SERVICES	\$1,534,080	\$1,804,901	\$1,911,703	\$1,925,048
GOODS AND SUPPLIES	\$99,209	\$125,714	\$109,454	\$104,000
REPAIR AND MAINTENANCE	\$63,698	\$14,245	\$15,500	\$19,500
MISCELLANEOUS SERVICES	\$27,140	\$63,124	\$54,155	\$51,500
EQUIPMENT > \$5,000 OUTLAY	\$0	\$57,319	\$7,224	\$15,000
OTHER SERVICES	\$0	\$13,254	\$20,250	\$22,500
TOTAL EXPENDITURES	\$1,724,127	\$2,078,558	\$2,118,286	\$2,137,548

ENVIRONMENTAL HEALTH SERVICE DEPARTMENT

ENVIRONMENTAL HEALTH ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

Major Goals:

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

4. Vector Control – Continue to seek new and improve methods to enhance mosquito minimization practices; thus reducing the threat and spread of viruses such as H1N1 and West Nile.
5. Green Initiatives – Continue to enhance our green initiatives through education and public outreach in order to increase awareness and promote a positive impact on our environment.

Our Planning Indicators and Focus:

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

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

ENVIRONMENTAL SERVICES STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Improve Technology for Code Enforcement, Health Department & Vector Control by implementing new software applications	2013/2017	\$31,000
Enhance Recycling Effectiveness	2013/2017	\$60,000
Continued Support for Community Events (Recycle Land, Farmers Market, Keep South Padre Island Beautiful Beach Clean-ups)	2013/2017	\$2,000
Standardization for inspectors of food establishments by working cooperatively with Texas Department State Health Services (TDSHS) and United States Food Drug Administration (USFDA)	2013/2014	\$1,500
Improve the retail food safety program through the Professional Development Certified Environmental Health Tech and Certified Professional of Food Safety	2013/2017	\$5,000

Programs Implemented:

Program	Fiscal Year	Budget Impact
Adjusted Recycling hours to 8-11 for efficient use of staff	2011/2012	\$0
Conducted recycling presentations to local schools	2012/2013	\$200
Expanded recycling to all public buildings	2012/2013	\$0
Enhance recycling to include Christmas tree, phone book and tire recycling	2012/2013	\$0
Implementation of Natural Habitat Lot(s)	2011/2012	\$0
Established animal shelter with Friends of the Animal Rescue	2012/2013	\$40,000
FDA grant for program standards	2012/2013	-\$2,500
Continue with Scenic City certification	2012/2013	\$600
Amend and Implement Brush and Bulky Items ordinance	2012/2013	\$500

ENVIRONMENTAL SERVICES POSITION CONTROL

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Director of Environmental Health	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Full Time Code Enforcement Officers	4	4	4	4	4	4
Part Time Code Enforcement Officers	3	3	3	3	3	3
Special Programs (Litter Patrol)	2	2	2	2	2	2
Total Positions	11	11	11	11	11	11

ENVIRONMENTAL HEALTH SERVICES WORK PLAN 2012-2013

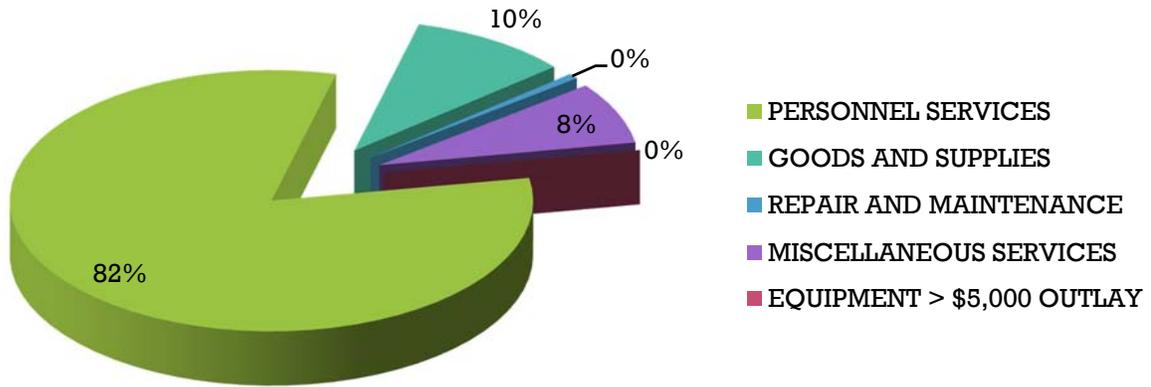
Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Adopt-a-Block Campaign	Create and implement an Adopt-a-Block campaign	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 6.I. - Continue to provide adequate public services	Ongoing	Cipriano Torres
Improve animal services with assistance of Friends of Animal Rescue	Building positive relations to ensure compliance with DSHS regulations	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 6.I. - Continue to provide adequate public services	1-Oct-13	J Victor Baldovinos
Vector Control Room	To meet the regulations of the Texas Department of Agriculture	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 6.I. - Continue to provide adequate public services	15-Oct-13	Josh Garza
Plastic Bag Reduction Program	Education and enforcement of the Plastic Bag Reduction Ordinance	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 4. Preserving our natural assets.	31-Dec-13	Cipriano Torres
Responsible Pet Owner's Course	Develop and implement a course that promotes responsible pet ownership and educates on local and state animal laws	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 6.I. - Continue to provide adequate public services	31-Dec-13	David Travis

Non-Smoking Ordinance Program	Education and enforcement of the Non-Smoking Ordinance	3-1 Premise - 1. Preserving and enhancing the Quality of Life.	31-Dec-13	Josh Garza
Retail Food Inspection Program	DSHS Standardization, Certifications and Auditing	6.I. - Continue to provide adequate public services	Ongoing	Cipriano Torres
Educate public and enhance recycling program including City Hall	Develop and Implement new techniques for reducing, reusing and recycling.	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 4. Preserving our natural assets.	Ongoing	David Travis
Anti-litter Beach Program	Reduction of trash on the beach by educating to the public	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 6.I. - Continue to provide adequate public services	Ongoing	Edgar Cruz
Farmer's Market	Continue to provide staff support, inspection services and budget management.	Page 7-1 Develop a year-round economy with increased residents and tourists.	Ongoing	Josh Garza & Judith Lehn
Keep South Padre Island Beautiful Committee	Continue to provide staff and budget management.	3-1 Premise - 1. Preserving and enhancing the Quality of Life.	Ongoing	J. Victor Baldovinos
Umbrella Permitting and Enforcement	Education and enforcement of the Umbrella Ordinance	3-1 Premise - 1. Preserving and enhancing the Quality of Life.	Ongoing	Edgar Cruz
Valley Environmental Summit	Participate in monthly meetings and host 2014 summit in SPI	3-1 Premise - 1. Preserving and enhancing the Quality of Life.	Ongoing	J. Victor Baldovinos

Garment Pricing Inspections	Permitting and Enforcement	6.I. - Continue to provide adequate public services	Ongoing	David Morales
Promote Natural Habitat Lot(s)	Promote natural ecology for City of South Padre Island	3-1 Premise - 1. Preserving and enhancing the Quality of Life. 6.I. - Continue to provide adequate public services	Ongoing	Edgar Cruz

ENVIRONMENTAL & HEALTH SERVICES BUDGET NUMBERS

**2014 HEALTH/CODE ENFORCEMENT
BUDGETED EXPENDITURES**

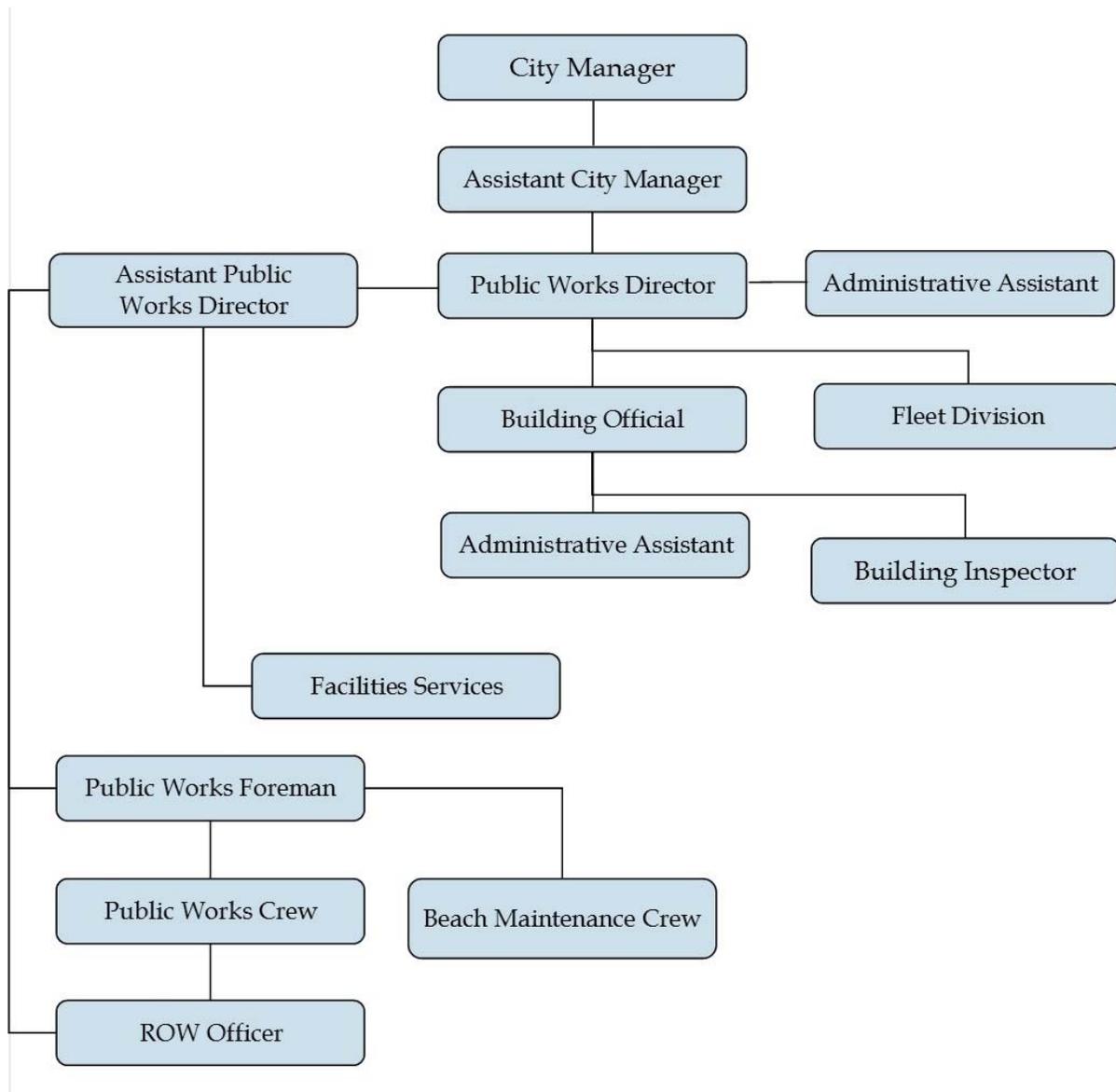


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - HEALTH/CODE ENF.	2011	2012	2013	2014
PERSONNEL SERVICES	\$273,450	\$291,386	\$347,178	\$347,324
GOODS AND SUPPLIES	\$32,363	\$31,840	\$45,121	\$42,040
REPAIR AND MAINTENANCE	\$3,030	\$5,827	\$3,800	\$2,800
MISCELLANEOUS SERVICES	\$17,322	\$28,267	\$40,239	\$32,635
EQUIPMENT > \$5,000 OUTLAY	\$31,400	\$0	\$20,000	\$0
TOTAL EXPENDITURES	\$357,565	\$357,320	\$456,338	\$424,799

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - HEALTH/CODE ENF.	2010	2011	2012	2013
PERSONNEL SERVICES	\$314,273	\$273,450	\$299,560	\$331,133
GOODS AND SUPPLIES	\$36,828	\$32,363	\$35,713	\$44,000
REPAIR AND MAINTENANCE	\$1,945	\$3,030	\$5,827	\$2,800
MISCELLANEOUS SERVICES	\$15,855	\$17,322	\$28,267	\$30,475
EQUIPMENT > \$5,000 OUTLAY	\$7,195	\$31,400	\$0	\$200
TOTAL EXPENDITURES	\$376,095	\$357,565	\$369,367	\$408,608

PUBLIC WORKS DEPARTMENT

PUBLIC WORKS ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

The Public Works Department is comprised of the following divisions:

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

Major Goals:

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

The Public Works Department goals by Division are:

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

Our Planning Indicators and Focus:

Our planning strategies are based on the priorities that emerged from the development of the Capital Improvements Plan. An example of this is the reconstruction of city streets. This one item

incorporates the highest priorities in the CIP, Side Street Rehabilitation and Reconstruction, Gulf Boulevard Improvements, Parking Enhancements, and Padre Boulevard Enhancement.

PUBLIC WORKS STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Reconstruction of one mile of streets incorporating improved parking, sidewalks, curb & gutter, street lighting and new water lines.	2013/17	\$1,000,000 Per year
Improve and/or install 1,000 feet of storm sewer where needed on city streets as curb & gutter is installed.	2013/17	\$100,000 Per year
Install ½ mile of new sidewalk in existing location along Padre Boulevard in areas where there are no driveway conflicts exist.	2013/17	\$170,000 Per year
Install ½ mile of new sidewalk in new location with angled parking along Padre Boulevard.	2013/17	\$5,500,000 Per year
Install seven blocks of sidewalk with curb & gutter along Gulf Boulevard with improved parking for beach access.	2013/17	\$400,00 Per year
Improve the public beach access north of the Pearl by adding steps and restore vehicular access.	2013	\$25,000
Add sidewalk or mobi-mat to Starlight Circle Beach Access to separate vehicles from pedestrians.	2013	\$15,000
Add sidewalk or mobi-mat at Sapphire, Seaside, Sea Island, White Cap, Riviera, Daydream and Ocean to improve Beach Access.	2013/17	\$30,000 Per year
Train Facilities Personnel about Chiller Maintenance.	2013	\$22,000
Train the right-of-way officer in construction inspections and GPS. This may cause the need for another officer to be hired.	2013	\$35,000
Train Public Works staff in paving maintenance, drainage pipe maintenance, and landscaping practices.	2013/17	\$10,000 per year
Remove and replace the deteriorated wooden dune walk-over at Poinsettia Circle.	2013	\$300,000
Install a vehicle concrete or wooden drive-over structure at Beach Circle.	2014/15	\$450,000
Install a vehicle drive-over structure at White Sands street along with a structure to prevent storm surge wash-overs.	2015/16	\$400,000

Improve an underutilized beach access to expand parking and incorporate a new dune walkover.	2015/16	\$300,000
--	---------	-----------

Programs Implemented:

Program	Fiscal Year	Budget Impact
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2012/13	\$200,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard (includes 2012 carryover)	2013/14	\$500,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2014/15	\$400,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2015/16	\$400,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2016/17	\$400,000
Installation of seven blocks of parking, concrete curb & gutter and sidewalk along Gulf Boulevard	2017/18	\$400,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2012/13	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2013/14	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2014/15	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2015/16	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2016/17	\$300,000
Reconstruction of one E-W street, addition of concrete curb & gutter, sidewalk and rehabilitation of three streets.	2017/18	\$300,000
Pavement preservation through crack sealing and spot repairs	2012/17	\$100,000 per year

PUBLIC WORKS POSITION CONTROL

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Public Works Director	1	1	1	1	1	1
Assistant Public Works Director	1	1	1	1	1	1
PW Administrative Assistant	1	1	1	1	1	1
Right-of-Way Officer	1	1	1	1	1	1
Public Works Foreman	1	1	1	1	1	1
Equipment Operator II	2	2	2	2	2	2
Equipment Operator I	2	2	2	2	2	2
Public Works Maintenance*	14	14	15	15	16	16
Beach Maintenance	3	3	3	3	3	3
Building Official	1	1	1	1	1	1
Building Admin. Assistant	1	1	1	1	1	1
Building Inspector**	1	1	1	1	2	2
Total Positions	29	29	30	30	32	32

* The addition of new beach access structures as well as the improvement of various beach accesses over this five year plan will require a gradual increase in Public Works personnel.

** Anticipated increases in building permits will require an increase in Building Inspections personnel.

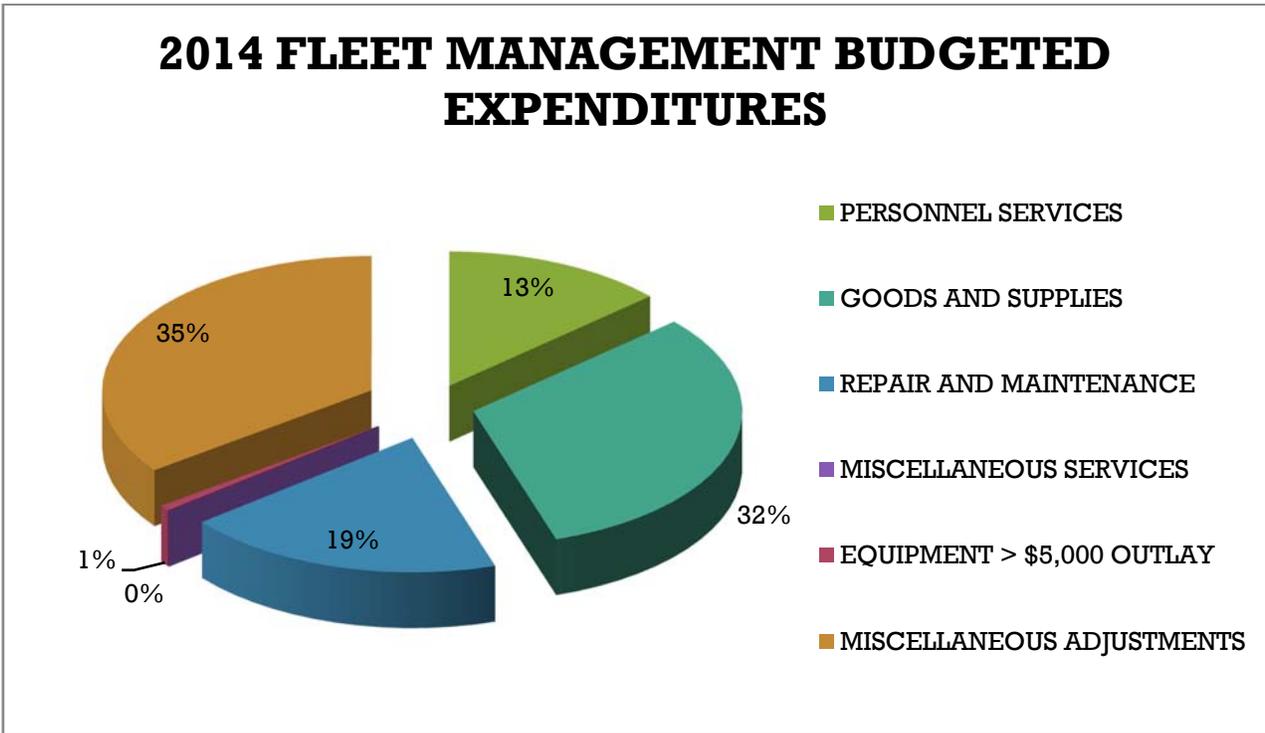
WORK PLAN FOR PUBLIC WORKS DEPARTMENT

Project	Description	Comprehensive Plan Goal	Estimated Completion Date	Team Leader
Develop Thoroughfare Plan	Develop a Thoroughfare Plan consistent with planning guidelines for transportation improvements	4.Q. Plan in advance for an efficient street network	3/31/2014	Newman
Paving Improvement (as budgeted)	Improve city streets	4.P Ensure suitable street infrastructure commensurate w/traffic demands & volumes	10/31/2014	Newman

Beach Access Improvements	Improve, repair and replace beach accesses as budget permits and grants are received from GLO	4.P Ensure suitable street infrastructure commensurate w/traffic demands & volumes	10/31/2014	Moya
Padre Boulevard Improvements	Identify costs, funding sources, and planning needs for future Padre Boulevard Improvements	4.R. Implement up-to-date transportation policies and standards & 4.S. Enhance street right-of-way appearance and contribution to Town character	7/31/2014	Newman
Parking, Pedestrian and Bicycle Lane Improvements	Improve City safety, pedestrian access, bicycle lanes, streets and beach access parking and ensure adequate parking for beach and City visitors	4.F. Provide a safe and attractive environment for walking and bicycling & 4.H. Develop walking and biking paths that are coordinated with existing businesses, residences, street infrastructure, and transit opportunities and that contribute to the character and identity of the Island and the individual corridors on which the paths are located.	10/31/2014	Newman
Palm Tree Trimming	Trim City owned trees.	N/A	5/31/2014	Moya
Medians, Landscape & Maintenance at Bay street ends	Maintain landscape at the bay ends of the local streets	5.J Continue maintaining and beautifying street ends.	9/30/2014	Moya
Regular Beach Maintenance	Emergency access lane delineations, Litter pick up and raking seaweed as directed by the Coastal Resources Manager	5.D Dedicate funding for beach and dune development and maintenance.	9/30/2014	Moya

Storm Sewer Cleaning (As budgeted)	Maintenance on City storm sewers.	6.L Improve storm water management system	9/30/2014	Moya
---	-----------------------------------	---	-----------	------

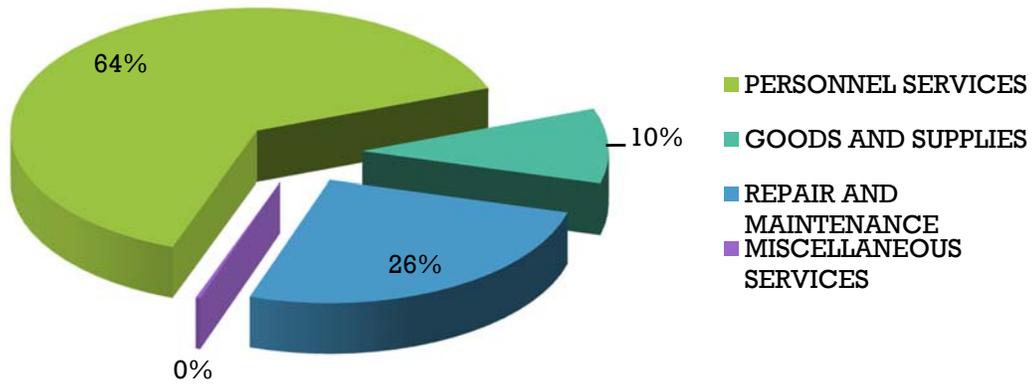
FLEET MAINTENANCE BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FLEET MANAGEMENT	2010	2011	2012	2013
PERSONNEL SERVICES	\$102,962	\$106,953	\$115,904	\$101,814
GOODS AND SUPPLIES	\$200,435	\$226,891	\$235,500	\$240,450
REPAIR AND MAINTENANCE	\$75,061	\$108,706	\$117,782	\$146,000
MISCELLANEOUS SERVICES	\$0	\$200	\$0	\$0
EQUIPMENT > \$5,000 OUTLAY	\$950,298	\$235,565	\$139,968	\$5,000
MISCELLANEOUS ADJUSTMENTS	\$129,670	\$153,620	\$196,220	\$266,838
TOTAL EXPENDITURES	\$1,458,426	\$831,935	\$805,374	\$760,102

FACILITIES AND GROUNDS MAINTENANCE BUDGET NUMBERS

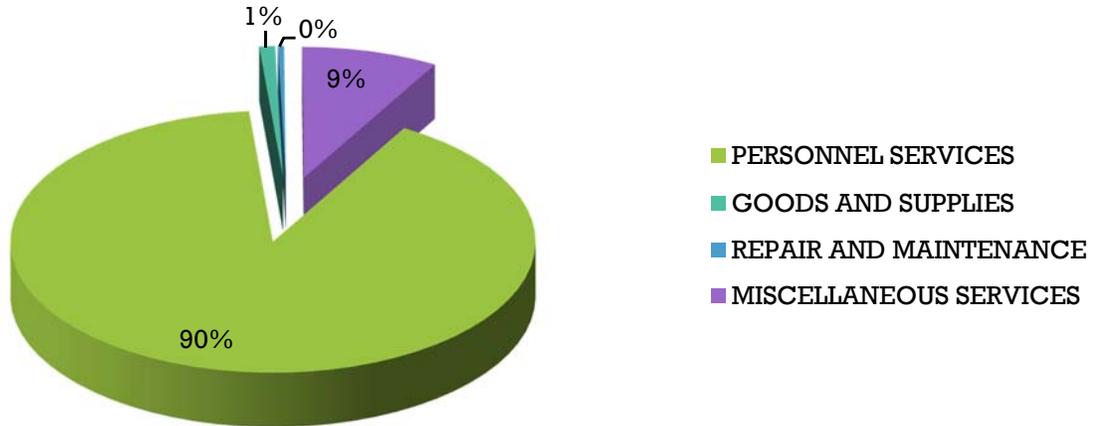
**2014 FACILITIES & GROUNDS
MAINTENANCE BUDGETED
EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - FACILITIES MAINT.	2011	2012	2013	2014
PERSONNEL SERVICES	\$110,865	\$113,390	\$117,582	\$118,327
GOODS AND SUPPLIES	\$14,521	\$16,137	\$17,250	\$18,250
REPAIR AND MAINTENANCE	\$40,647	\$41,046	\$50,650	\$48,228
MISCELLANEOUS SERVICES	\$0	\$286	\$598	\$575
TOTAL EXPENDITURES	\$166,033	\$170,859	\$186,080	\$185,380

INSPECTIONS BUDGET NUMBERS

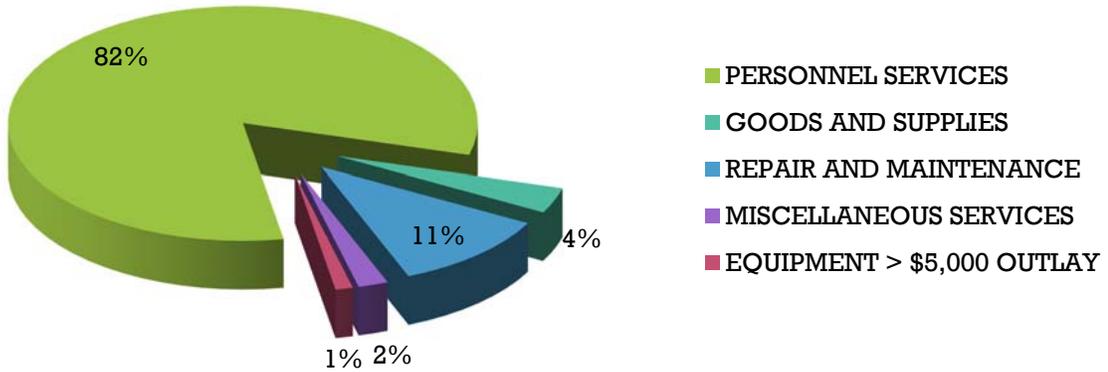
2014 INSPECTIONS BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - INSPECTIONS	2011	2012	2013	2014
PERSONNEL SERVICES	\$165,677	\$166,344	\$167,086	\$167,423
GOODS AND SUPPLIES	\$3,592	\$2,979	\$3,300	\$1,800
REPAIR AND MAINTENANCE	\$735	\$0	\$700	\$700
MISCELLANEOUS SERVICES	\$16,431	\$17,123	\$15,686	\$15,660
TOTAL EXPENDITURES	\$186,435	\$186,447	\$186,772	\$185,583

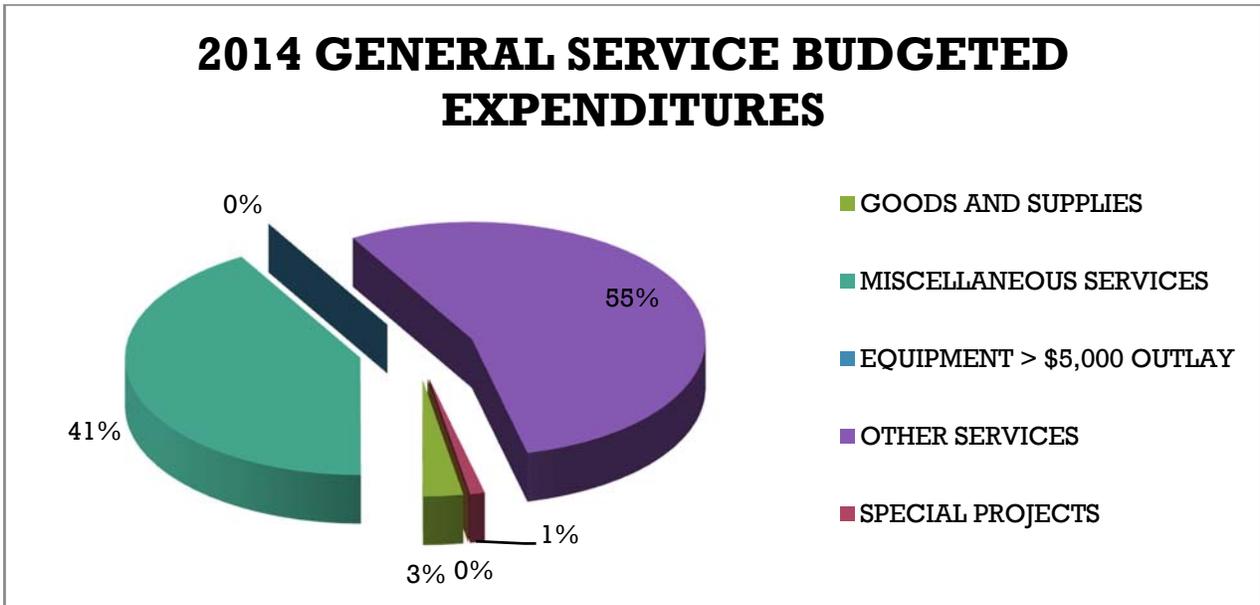
PUBLIC WORKS BUDGET NUMBERS

2014 PUBLIC WORKS BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - PUBLIC WORKS	2011	2012	2013	2014
PERSONNEL SERVICES	\$879,535	\$795,686	\$869,836	\$891,991
GOODS AND SUPPLIES	\$36,590	\$35,545	\$38,000	\$38,300
REPAIR AND MAINTENANCE	\$101,176	\$71,750	\$123,000	\$120,000
MISCELLANEOUS SERVICES	\$24,991	\$16,118	\$14,598	\$22,394
EQUIPMENT > \$5,000 OUTLAY	\$7,470	\$0	\$0	\$13,000
TOTAL EXPENDITURES	\$1,049,762	\$919,100	\$1,045,434	\$1,085,685

GENERAL SERVICES BUDGET NUMBERS

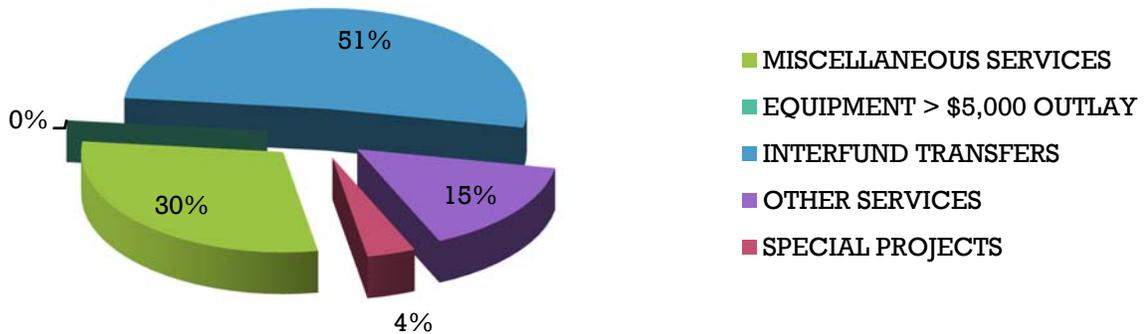


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - GENERAL SERVICE	2011	2012	2013	2014
GOODS AND SUPPLIES	\$21,141	\$15,271	\$22,000	\$23,000
MISCELLANEOUS SERVICES	\$407,170	\$366,411	\$394,500	\$348,830
EQUIPMENT > \$5,000 OUTLAY	\$0	\$8,850	\$0	\$0
OTHER SERVICES	\$608,928	\$377,041	\$467,226	\$458,300
SPECIAL PROJECTS	\$9,131	\$6,351	\$8,500	\$8,500
MISCELLANEOUS ADJUSTMENTS	\$8,890	\$0	\$0	\$0
TOTAL EXPENDITURES	\$1,055,260	\$773,924	\$892,226	\$838,630

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

SPECIAL PROJECTS BUDGET NUMBERS

2014 SPECIAL PROJECTS BUDGETED EXPENDITURES

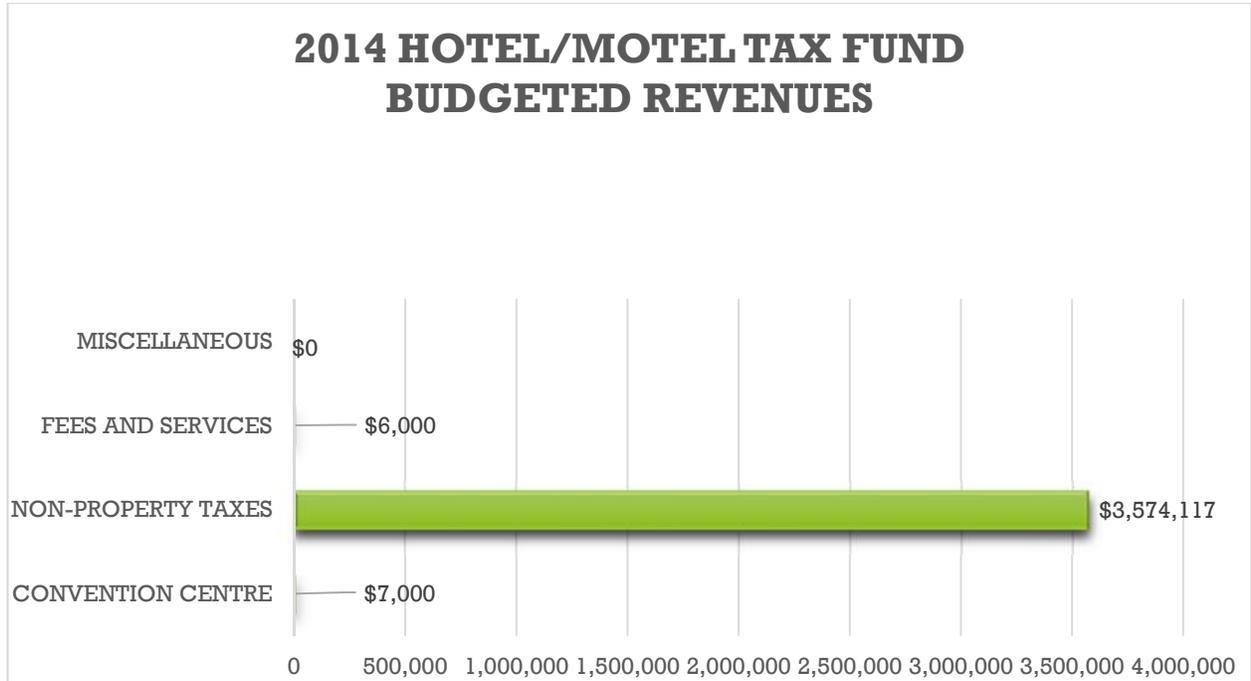


DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GEN. FUND - SPECIAL PROJECTS	2011	2012	2013	2014
MISCELLANEOUS SERVICES	\$163,289	\$154,675	\$167,500	\$130,000
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$100,000	\$0
INTERFUND TRANSFERS	\$15,000	\$549,560	\$776,500	\$226,500
OTHER SERVICES	\$136,744	\$89,037	\$67,500	\$67,500
SPECIAL PROJECTS	\$18,486	\$8,781	\$50,300	\$17,200
TOTAL EXPENDITURES	\$333,519	\$802,054	\$1,161,800	\$441,200

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

HOTEL MOTEL TAX FUND

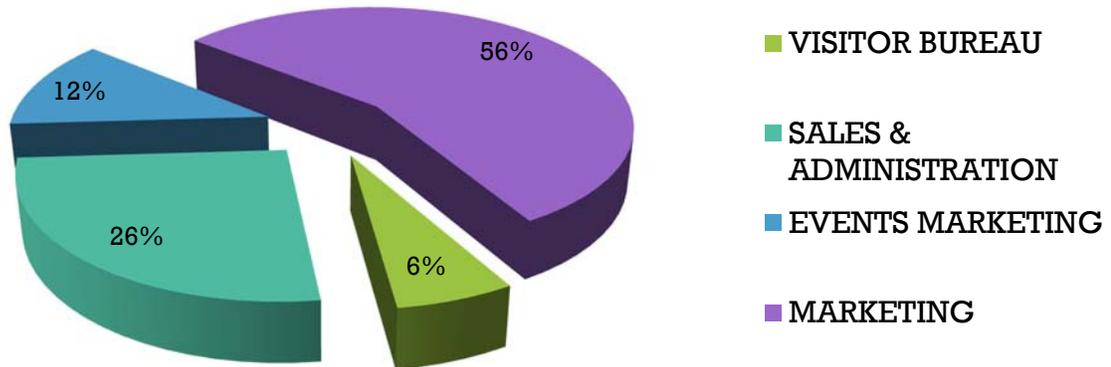
HOTEL MOTEL TAX REVENUE BUDGET NUMBERS



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL TAX FUND	2011	2012	2013	2014
CONVENTION CENTRE	\$0	\$34,301	\$7,000	\$7,000
NON-PROPERTY TAXES	\$3,855,071	\$4,106,114	\$3,883,271	\$3,574,117
FEES AND SERVICES	\$21,061	\$17,421	\$6,000	\$6,000
MISCELLANEOUS	\$250	\$931	\$0	\$0
TOTAL REVENUES	\$3,876,382	\$4,158,767	\$3,896,271	\$3,587,117

HOTEL MOTEL TAX BUDGETED EXPENDITURES

**2014 HOTEL/MOTEL TAX FUND
BUDGETED EXPENDITURES BY
DEPARTMENT**



EXPENDITURES BY DEPARTMENT	ACTUAL		BUDGET	
	2011	2012	2013	2014
HOTEL/MOTEL TAX FUND				
VISITOR BUREAU	\$322,891	\$327,162	\$220,304	\$222,496
SALES & ADMINISTRATION	\$2,751,590	\$2,665,424	\$931,742	\$939,104
EVENTS MARKETING	\$614,791	\$477,222	\$872,909	\$425,517
MARKETING	\$0	\$0	\$1,832,000	\$2,000,000
TOTAL EXPENDITURES	\$3,689,272	\$3,469,808	\$3,856,955	\$3,587,117

VISITORS CENTER

WHO ARE WE / WHAT WE DO:

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

Major Goals:

1- Building Upgrade- Because tourism is the economic engine for the city, the Visitors Center must be maintained as the city's hospitality headquarters to ensure information is readily available in an aesthetically pleasing setting.

2- Update the technology to better serve our guest and community; this includes:

- a. A new telephone system to allow for more efficient use of staff time, including inter-office communication and after hours answering service.
- b. Add two new computers at the reception area, one server, and two new laptops for visitor use within the next two years.

3- The Visitors Center will also serve as an information center for area businesses. We will keep updated businesses information and what they offer to assist city businesses in promotion of their products and services; this will also allow us to give area businesses feedback from our guests.

Our Planning Indicators and Focus:

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

- The number of businesses that display brochures at the Center.
- Events that are held at the Center.
- Number of walk-ins to the Center.
- Number of information requests.
- Number of international visitors.
- Opening and closing of Island businesses.

VISITOR CENTER STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

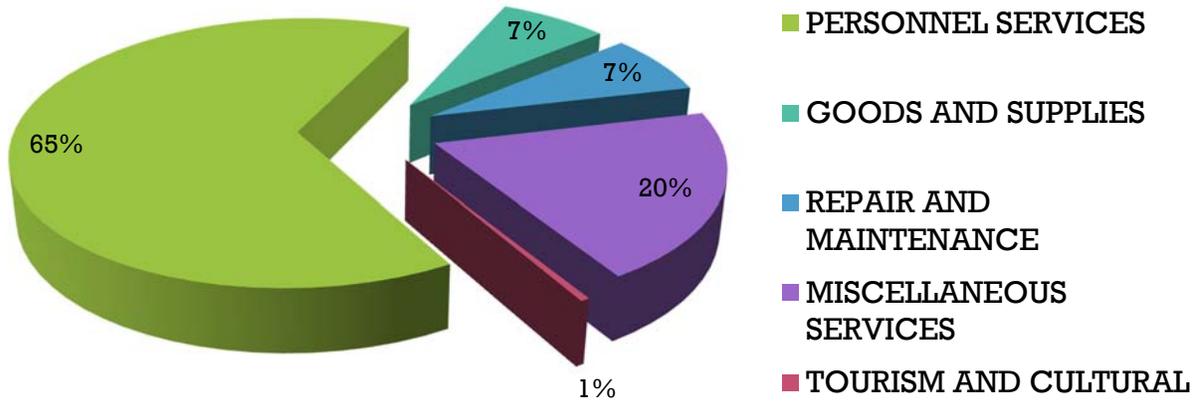
Strategy/Program	Fiscal Year	Budget Impact
Maintain the interior & exterior of the Visitors Center to provide a pleasant atmosphere and to positively represent South Padre Island and make our visitors stay happy and comfortable.	2013/2018	\$10,000
Renovate interior back offices to keep building presentable and inspire pride of the Visitors Center work areas.	2013/2018	\$10,000
Update technology of computers, programs, and other software, and keeping up with new technology trends as needed.	2013/2018	\$5,000
Create quarterly mini events that will showcase our Island to attract and increase the number of visitors in a fun atmosphere and generate a positive economic impact.	2013-2018	\$5,000
Asphalt overlay for the front entrance and back parking lot, along with painting the yellow stripes. Parking lot is worn and dirty with oil spots; repairs are needed soon. The parking lots were maintained or patched over the years; a complete refurbish was done more than 10 years ago. The estimate to do a 2" overlay on the parking lot is \$24,544. The total square yards is 1,888 at \$13 a square yard. Bids will be provided.	2013-2018	\$24,544.00

VISITORS CENTER STAFFING PLAN

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Visitors Center Manager	1	1	1	1	1	1
Fulltime Information Counselor	2	2	2	2	2	2
Part-time Custodial Position	.5	.5	.5	.5	.5	.5
Total Positions	3.5	3.5	3.5	3.5	3.5	3.5

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

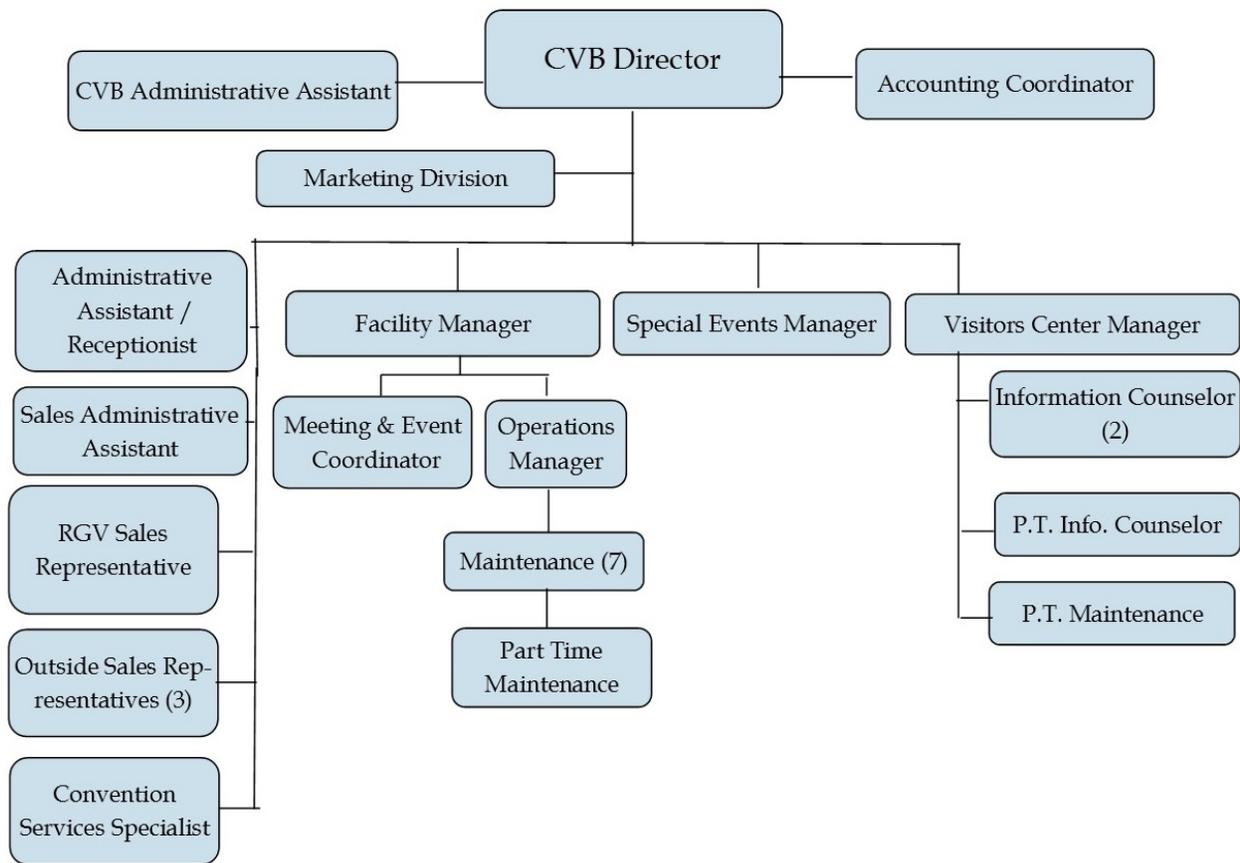
2014 VISITOR'S BUREAU BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- VISITOR'S BUREAU	2011	2012	2013	2014
PERSONNEL SERVICES	\$115,446	\$141,134	\$135,367	\$144,896
GOODS AND SUPPLIES	\$146,448	\$71,832	\$20,600	\$16,150
REPAIR AND MAINTENANCE	\$20,328	\$55,910	\$22,300	\$16,086
MISCELLANEOUS SERVICES	\$40,670	\$58,287	\$41,037	\$44,364
TOURISM AND CULTURAL	\$0	\$0	\$1,000	\$1,000
TOTAL EXPENDITURES	\$322,891	\$327,162	\$220,304	\$222,496

SALES & ADMINISTRATION DIVISION

SALES & ADMINISTRATION ORGANIZATIONAL CHART



WHO ARE WE / WHAT WE DO:

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

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

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

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

Major Goals:

7. Develop marketing/advertising efforts that achieve economic success for South Padre Island
8. Develop hospitality education for area businesses.
9. Maintain positive relationships with regular news media and travel writers.
10. Continue to enhance relationships with local hospitality industry.
11. Continue to maintain strong, positive relationships with all City departments.
12. Assist with the renovation and possible expansion of the Convention Centre.

Our Planning Indicators and Focus:

Our CVB Sales Team, along with our CVTB, will work on developing a comprehensive list of tradeshows that directly tie into the strategies of the marketing campaign in specific areas.

We will monitor local HOT collections, changes in lodging inventory, occupancy rates and other trends with area businesses, the Rio Grande Valley and the State of Texas.

SALES & ADMINISTRATION STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS

Strategy/Program	Fiscal Year	Budget Impact
Maintain an innovative, effective and measurable advertising campaign.	2013/2014	No less than \$1,600,000
Increase our presence in the meetings sales area.	2013/2014	\$120,000
Continue developing innovate opportunities for marketing, considering all niche aspects and opportunities, including history and culture.	2013/2014	\$50,000
Renovate the Convention Centre	2013/14	\$25,000,000
Expand the Convention Centre.	2013/2017	TBD
Improve local awareness of tourism, including CVB-led training.	2013/2014	\$5,000

Programs Implemented:

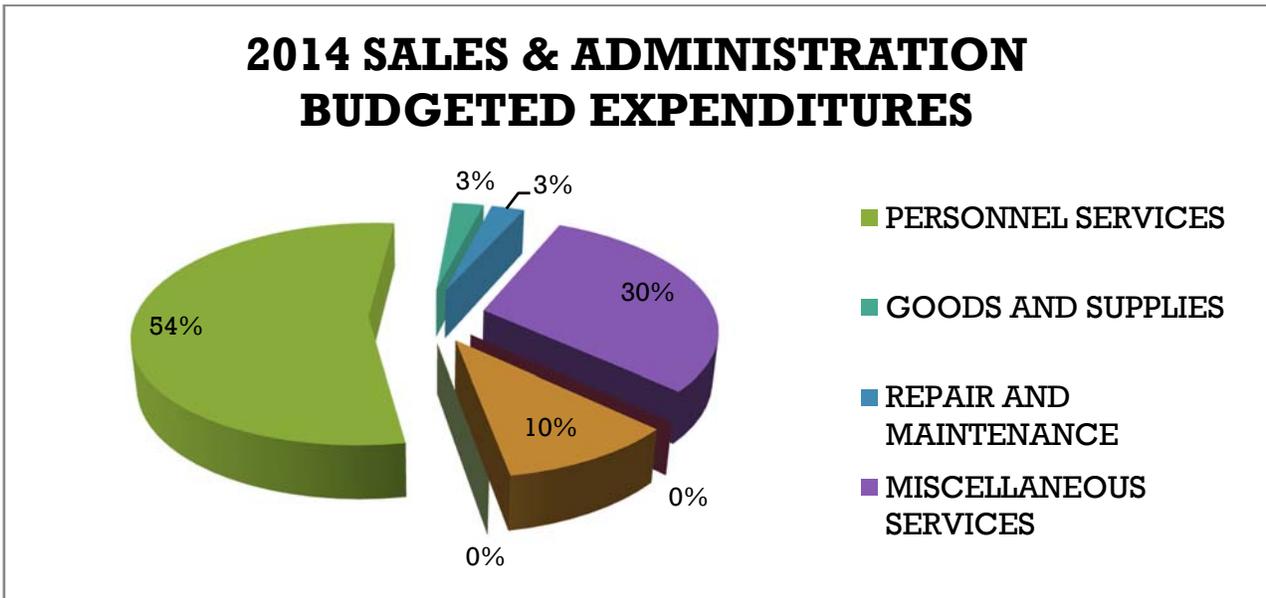
Program	Fiscal Year	Budget Impact
Maintain an innovative, effective and measurable advertising campaign.	2013/2014	\$1,600,000

SALES & ADMINISTRATION STAFFING PLAN

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
CVB Director	1	1	1	1	1	1
Outside Sales Rep-RGV	1	1	1	1	1	1
Outside Sales Rep-Houston/San Antonio	1	1	1	1	1	1
Outside Sales Rep-Austin	1	1	1	1	1	1
Outside Sales Rep-DFW area	1	1	1	1	1	1
CVB Admin Assistant	1	1	1	1	1	1

Sales Admin Assistant	1	1	1	1	1	1
Convention Services Manager	0	1	1	1	1	1
Convention Services Specialist	1	1	1	1	1	1
Total Positions	8	9	9	9	9	9

SALES AND ADMINISTRATION BUDGET NUMBERS



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- SALES & ADMIN.	2011	2012	2013	2014
PERSONNEL SERVICES	\$581,746	\$537,762	\$533,042	\$509,104
GOODS AND SUPPLIES	\$52,674	\$66,803	\$31,600	\$24,000
REPAIR AND MAINTENANCE	\$21,238	\$17,470	\$22,320	\$25,500
MISCELLANEOUS SERVICES	\$2,095,260	\$2,043,389	\$244,875	\$284,095
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$3,500	\$0
INTERFUND TRANSFERS	\$0	\$0	\$96,405	\$96,405
MISCELLANEOUS ADJUSTMENTS	\$672	\$0	\$0	\$0
TOTAL EXPENDITURES	\$2,751,590	\$2,665,424	\$931,742	\$939,104

SPECIAL EVENTS DIVISION

WHO ARE WE / WHAT WE DO:

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

- Marketing programs for Special Events including median banners, social media, City websites (sopadre.com, whosyourpadre.com)
- SPI Logo Usage
- Recently appointed as Staff liaison to Parks & Recreation & Beautification Committee

Major Goals:

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

Our Planning Indicators and Focus:

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

We now have staff who attend special events and survey participants to aid in obtaining data. Even with this, we must balance any overlap in regards to hotel reports and room pickup. The difficulty here is that the majority of these properties release room blocks 30 days in advance of a special event. Another issue is that the front desk personnel are not adequately trained to monitor this as the employee turnover is frequent.

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

SPECIAL EVENTS STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
This division's goal is to aid in recruiting events that are sustainable, generate overnight stays and enhance the overall Island experience for our visiting public as well as our residents.	Ongoing	
Development of a venue and facilities to encourage special events to be held on the Island.	2014/2015	

Programs Implemented:

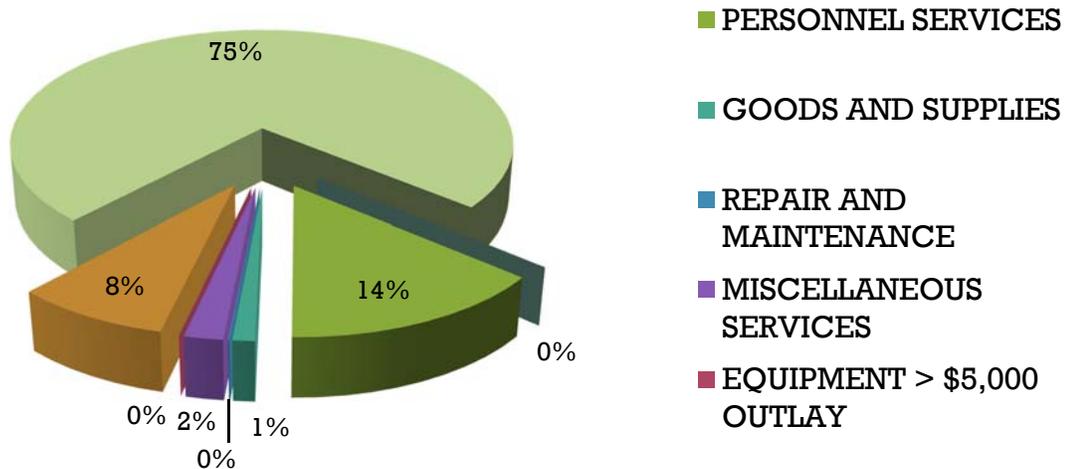
Program	Fiscal Year	Budget Impact
Staff attends selected special events in order to survey participants. We now have more complete info regarding room nights and overnight visitor attendance during these events.	2012/13	
2013 has brought four new events that align with our efforts to bring sustainable events that produce room nights.	2012/13	

SPECIAL EVENTS STAFFING PLAN:

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Special Event Manager	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Total Positions	2	2	2	2	2	2

SPECIAL EVENTS MARKETING BUDGET NUMBERS

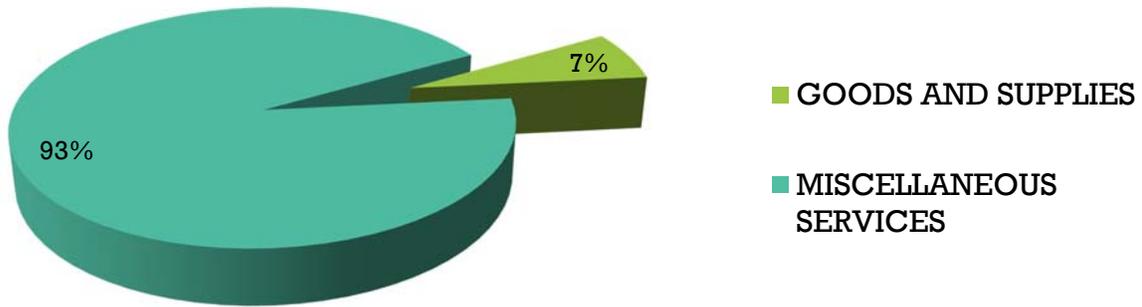
2014 EVENTS MARKETING BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- EVENTS MARKETING	2011	2012	2013	2014
PERSONNEL SERVICES	\$59,118	\$66,616	\$60,049	\$60,517
GOODS AND SUPPLIES	\$1,024	\$3,184	\$4,900	\$4,900
REPAIR AND MAINTENANCE	\$28	\$157	\$250	\$250
MISCELLANEOUS SERVICES	\$1,662	\$7,396	\$11,710	\$8,640
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$4,500	\$0
SPRING BREAK	\$24,671	\$16,444	\$35,000	\$35,000
TOURISM AND CULTURAL	\$478,287	\$333,425	\$756,500	\$316,210
INTERFUND TRANSFERS	\$50,000	\$50,000	\$0	\$0
TOTAL EXPENDITURES	\$614,791	\$477,222	\$872,909	\$425,517

MARKETING BUDGET NUMBERS

**2014 MARKETING
BUDGETED EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
HOTEL/MOTEL- MARKETING	2011	2012	2013	2014
GOODS AND SUPPLIES			\$145,000	\$135,000
MISCELLANEOUS SERVICES			\$1,687,000	\$1,865,000
TOTAL EXPENDITURES	-	-	\$1,832,000	\$2,000,000

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

CONVENTION CENTRE FUND

WHO ARE WE / WHAT WE DO:

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

- Visitors Center
- Sales and Marketing
- Events Marketing

Major Goals:

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

Our Planning Indicators and Focus:

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

CONVENTION CENTRE STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Painting of building interior and complete repairs of problem areas.	2014/2015	\$5000
Assess and work on improvement of landscaping	2013/2015	\$5000
Clean and organize storage areas and inventory chairs, tables, podiums etc.	2013/2014	N/A
Purchase replacements for outdated 20- year-old kitchen equipment: warmers, portable servers, stove, convection ovens, etc. Replace painted kitchen floor with appropriate flooring; these items to be completed as the budget allows.	2013/2016	\$50,000
Expand the Convention Centre.	2013/2017	\$30,000,000
Repair and pave existing parking and access areas, to include restriping and possibly scheduling in conjunction with other City street or lot paving projects to reduce cost.	2014/2017	\$200,000
Repair plugs and lighting system in parking areas, install lighting as needed to ensure the safety of guests and staff.	2014/2016	\$25,000
Schedule refurbishing of Wyland Whaling Wall to maintain integrity of workmanship.	2013/2014	\$12,000
Retractable Bleachers/ purchase would allow for less set-up and tear down time and allow for more available Convention Centre leasable days, possibly resulting in more rental income. This expense might be considered if the expansion of the Convention Centre is not approved and we only do a renovation.	2015/2017	\$120,000
Install a security camera system for building and parking areas	2014/2016	\$8,000
Replace existing manual lettering marquee with remote electronic model.	2015/2017	\$75,000
Painting of building exterior.	2014/2015	\$250,000
2 Gas powered, new or used, golf carts to be used to transport crews and material for grounds maintenance repairs and as needed during special events	2014/2015	\$15,000- \$20,000

Note: Some of the goals mentioned above will be impacted by the Convention Centre Renovation and Expansion Project.

Staffing Plan:

	Current	2013/14	2014/15	2015/16 Based on Possible Expansion	2016/17	2017/18
Facility Manager	0	0	1	1	1	1
Operations Manager	1	1	1	1	1	1
Asst. Convention Centre Manager	0	0	1	1	1	1
Meeting Events Coordinator	1	1	1	1	2	2
Maintenance personnel	7.5	7.5	9.5	11	14	15
TOTAL	9.5	9.5	13.5	15	19	20

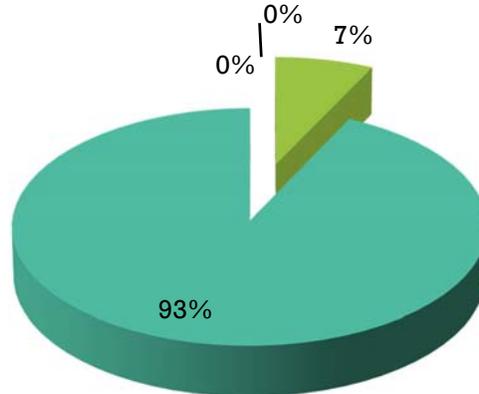
If the City decides to expand the Convention Centre, the Convention Centre Division will need to be expanded into a team of employees and be funded appropriately based on expanded markets.

CONVENTION CENTRE BUDGET NUMBERS

CONVENTION CENTRE REVENUE

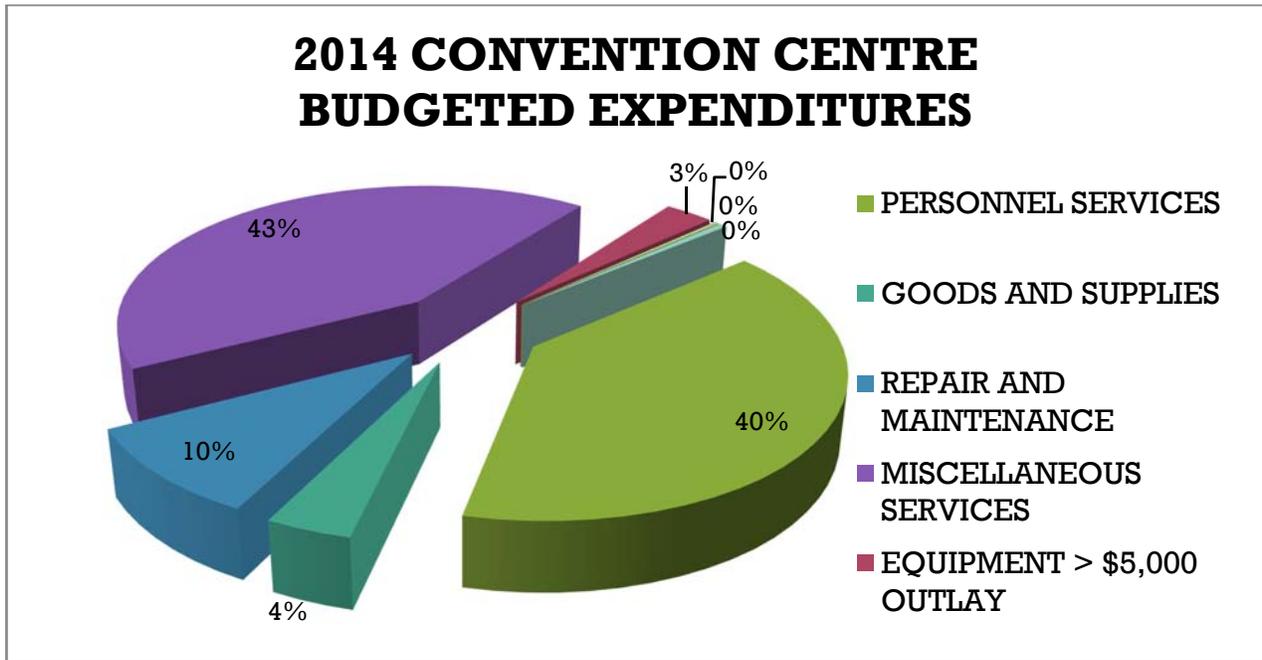
**2014 CONVENTION CENTRE FUND
BUDGETED REVENUES**

■ CONVENTION CENTRE ■ NON-PROPERTY TAXES
■ INTERGOVERNMENTAL ■ MISCELLANEOUS



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
CONVENTION CENTRE FUND	2011	2012	2013	2014
CONVENTION CENTRE	\$249,777	\$193,028	\$201,000	\$201,000
NON-PROPERTY TAXES	\$1,803,484	\$2,060,880	\$1,949,253	\$2,592,877
INTERGOVERNMENTAL	\$0	\$22,118	\$0	\$0
MISCELLANEOUS	\$24,428	\$8,120	\$5,000	\$0
TOTAL REVENUES	\$2,077,689	\$2,284,147	\$2,155,253	\$2,793,877

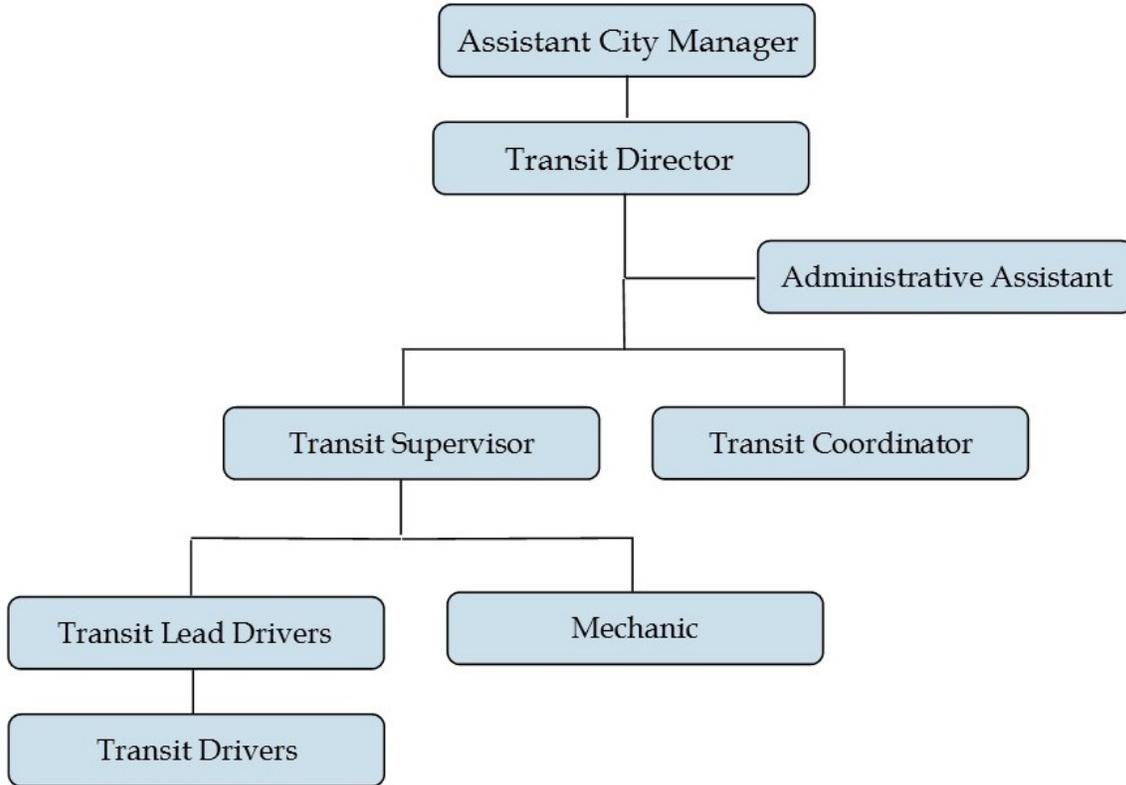
CONVENTION CENTRE BUDGETED EXPENDITURES



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
CONVENTION CENTRE	2011	2012	2013	2014
PERSONNEL SERVICES	\$456,349	\$430,796	\$445,910	\$461,582
GOODS AND SUPPLIES	\$75,004	\$34,831	\$61,700	\$44,583
REPAIR AND MAINTENANCE	\$319,768	\$302,791	\$393,000	\$113,500
MISCELLANEOUS SERVICES	\$480,661	\$537,459	\$1,222,421	\$498,005
EQUIPMENT > \$5,000 OUTLAY	\$0	\$29,689	\$129,135	\$35,000
INTERFUND TRANSFERS	\$427,964	\$426,069	\$0	\$0
OTHER SERVICES	\$0	\$14,575	\$6,250	\$3,000
MISCELLANEOUS ADJUSTMENTS	\$1,020	\$0	\$2,365	\$5,912
TOTAL EXPENDITURES	\$1,760,765	\$1,776,209	\$2,260,781	\$1,161,582

TRANSIT AND PLANNING DEPARTMENT

TRANSIT ORGANIZATIONAL CHART



WHO ARE WE, WHAT WE DO

The WAVE is the rural transit agency for the City of South Padre Island. Our fixed route and free transportation to all riders has proven to be very successful, with annual ridership exceeding 593,000 for fiscal year 2012. The WAVE provides public transportation for South Padre Island, Port Isabel, Laguna Heights, and through the connection with Valley Metro, the Laguna Madre area. The bus routes cover approximately a 23- mile loop from the north end of South Padre Island at the Convention Centre, to a transit shelter near the intersection of State Highway 100 and State Highway 48 in Port Isabel, to Laguna Heights and back again. The WAVE 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 WAVE transit system has been developed with the input of our drivers, passengers, and citizens and business persons on both sides of the Queen Isabella Memorial Bridge. The WAVE routes have been designed to provide stops for the greatest number of work, play, and essential needs areas such as post offices, city halls, 23 of the 24 public beach accesses within the City of South Padre Island, Port Isabel's Historical Lighthouse, Museum, and Library/Community Center, grocery stores, pharmacies, medical facilities, retail, restaurant, and hotel establishments. Our

mission is to provide safe, reliable, and friendly service to all residents, employees, employers, and tourists in the area in a non-discriminatory manner.

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

The Transit Department provides comprehensive management of TxDOT and Federal Transit Administration rural transportation grants. Leveraging \$100,000.00 in local resources, the Transit Department annually captures over \$1.2 million in local match, TxDOT and FTA grant funds.

Major Goals:

Our Planning Indicators and Focus:

1. Lead the development of a transit multi-modal center.
2. The WAVE will be the preferred mode of transportation for the City’s residents, workforce and vacationers.
3. To reduce transit headway on Padre Boulevard.
4. To continue developing relationships with local, state and federal funders.
5. To secure grant to build out bus shelters on Padre and Gulf Blvd.
6. To begin planning for a possible direct shuttle to/from the Brownsville/South Padre Island International Airport.
7. Sell advertising space on WAVE buses to generate local revenue.

TRANSIT STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Multi-Modal Facility	2012/2015	\$3,500,000
Park & Ride	2012/2014	\$1,000,000
Padre Blvd. headway reduction (pick-up schedule on Padre Blvd.)	2012/2015	\$440,000
Gulf Blvd. passenger bus stops	2014/2016	\$150,000
Brownsville/SPI direct airport shuttle	2015/2016	\$600,000
Remodel old fire station	2013/2014	\$50,000
Sell advertising space on WAVE buses	2014/2015	\$0
Harlingen/SPI direct airport shuttle	2015/2016	\$600,000

Programs Implemented:

Program	Fiscal Year	Budget Impact
Purchased two new buses	2012/2013	\$140,000
Added new passenger bus stop on Harding Blvd.	2012/2013	\$2,000
Beach route- realignment of Padre Blvd.	2012/2013	\$2,000
Driver training-quarterly	2012/2013	\$500
Purchased new support truck	2012/2013	\$16,000
Developed QR code	2012/2013	\$0

TRANSIT POSITION CONTROL

	Current	2013/14	2014/15	2015/16	2016/17	2017/18
Transit Director	1	1	1	1	1	1
Transit Supervisor	1	1	1	0	0	0
Operations Manager	0	0	0	1	1	1
Transit Coordinator	1	1	1	1	1	1
Transit Manager	0	0	1	1	1	1
Administrative Assistant	1	1	0	0	0	0
Mechanic	1	1	0	0	0	0
Master Mechanic	0	0	1	1	1	1
Maintenance	0	1	1	1	1	1
Lead Driver	2	2	2	2	2	2
Driver	11	14	20	20	26	26
Total Positions	18	22	28	28	34	34

WORK PLAN FOR TRANSPORTATION

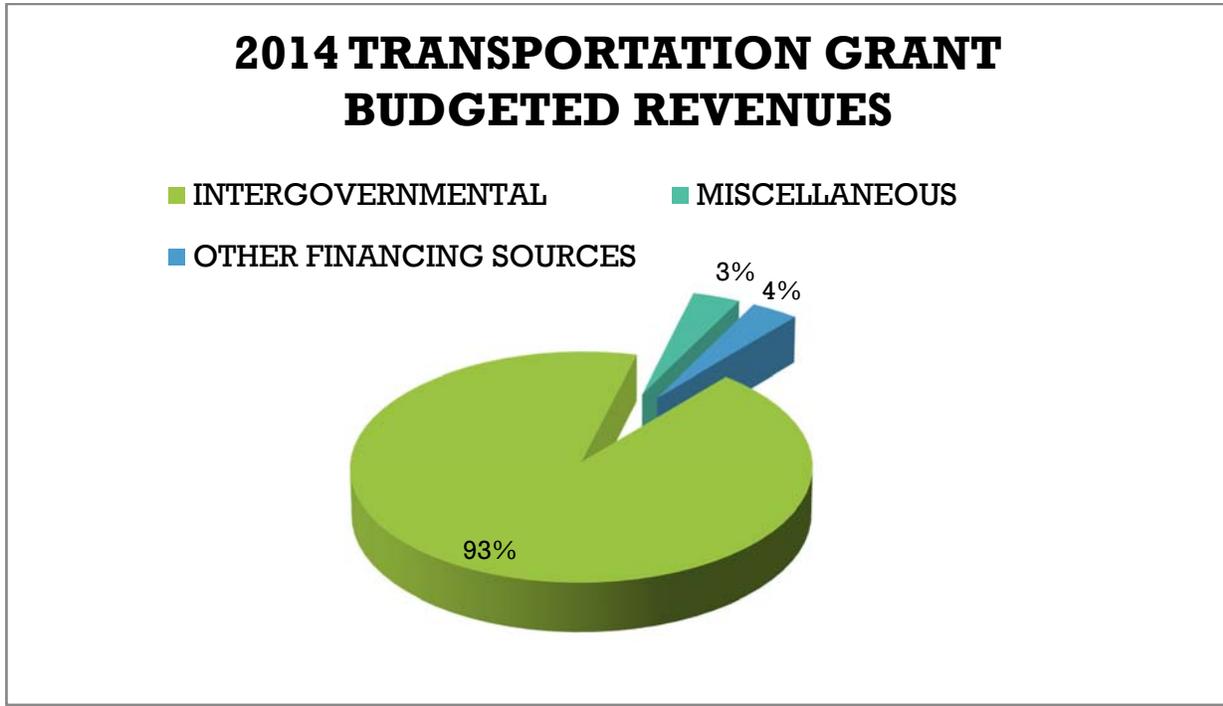
Project	Description	Comprehensive Plan Goal	Estimated Completion Date
Multi-Modal Transit Center	Development of Multi-Modal Transit Center	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Dec-15
Remodel Old Fire Station	Remodel old Fire Station and convert the building to a bus storage facility	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Dec-13
Advertising	Sell advertising space on Wave buses to generate local revenue	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Dec-13
Driver Training	Driver Training	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Sep-13
State of Good Repair Grant	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Mar-14
Brownsville Route	Secure funding to implement new route to Brownsville	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Sep-13
Coordinated Call for RFP's	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Dec-13
Texas Rural Transportation Plan	System projected needs through year 2035	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jan-14
Bus Livability Grant	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Mar-14
Master Grant Application Part 1	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jun-13
Master Grant Application Part 2	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jan-14
PIEDC Grant Application	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jun-13

Elderly & Disabled Grant Application	Application to secure grant funds	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jul-13
Drafted L.E.P. Plan (Update)	Limited English Proficiency Plan as required by FTA	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Mar-14
Drafted Hurricane Plan (Update)	Drafted Hurricane Plan to coordinate & follow local guidelines	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jun-12
Drafted Improvement Action Plan	Made required changes to operations to comply with FTA & TxDOT rules	Goal 4.I Increase ridership on the WAVE both residents & visitors.	May-13
Truck Procurement	Followed FTA, TxDOT, & local guidelines for grant funded procurement	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jan-13
Revised Maintenance Plan	Made required changes to maintenance plan to comply with FTA & TxDOT rules	Goal 4.I Increase ridership on the WAVE both residents & visitors.	May-13
Bus Procurement	Followed FTA, TxDOT, & local guidelines for grant funded procurement	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Aug-13
Drafted RFP for Architectural Services	Followed FTA, TxDOT, & local guidelines for grant funded bid procurement	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jan-13
New bus stop in Laguna Heights	Added new bus stop on Harding Blvd.	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jan-13
Bus Shelter Maintenance	Power wash bus shelters and replacing bus schedules and maps as needed	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing
Beach Route	Realignment of Padre Blvd. route.	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jun-13
QR Code	Developed QR code	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Jul-13

TxDOT Audit	Prepare binder with various documents to show compliance with TxDOT requirements	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing
Daily Reports	Enter daily operations onto a spreadsheet including; ridership, mileage, hours, fuel usage, bike riders, etc.	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing
Work Orders	Enter daily maintenance information onto a spreadsheet including; description of job performed, mileage, and materials used	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing
Notifications	Prepare and place ads for various public notices regarding changes in routes, hours, etc.	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing
TxDOT Monthly Billings	Assist with preparing invoices for TxDOT billing information	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing
TxDOT Scholarships	Apply for training scholarships when applicable	Goal 4.I Increase ridership on the WAVE both residents & visitors.	Ongoing

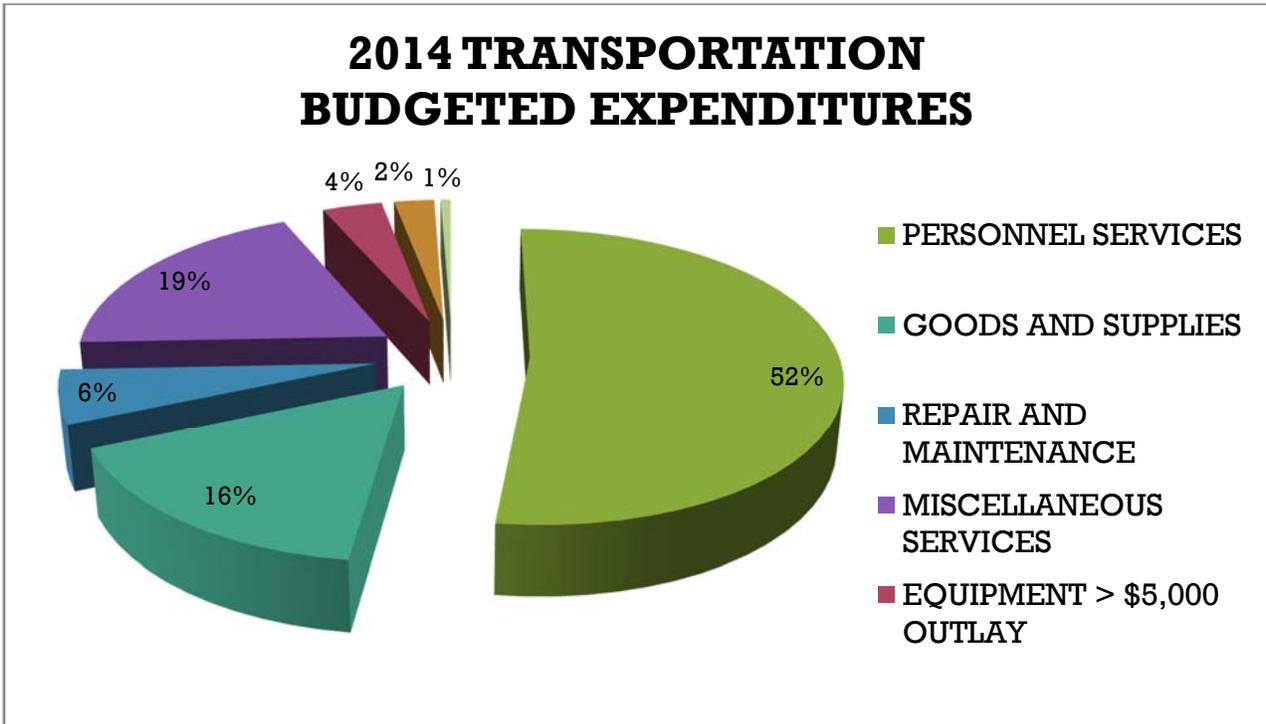
TRANSIT BUDGET NUMBERS

TRANSIT FUND REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION GRANT	2011	2012	2013	2014
INTERGOVERNMENTAL	\$1,247,101	\$1,249,161	\$1,523,309	\$1,290,353
MISCELLANEOUS	\$50,086	\$57,947	\$50,000	\$50,000
OTHER FINANCING SOURCES	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUES	\$1,347,187	\$1,357,108	\$1,623,309	\$1,390,353

TRANSIT BUDGETED EXPENSES



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
TRANSPORTATION	2011	2012	2013	2014
PERSONNEL SERVICES	\$538,000	\$665,012	\$694,799	\$723,973
GOODS AND SUPPLIES	\$189,799	\$199,693	\$234,665	\$228,713
REPAIR AND MAINTENANCE	\$78,132	\$84,154	\$81,804	\$81,200
MISCELLANEOUS SERVICES	\$118,061	\$103,483	\$456,736	\$264,429
EQUIPMENT > \$5,000 OUTLAY	\$343,030	\$193,396	\$161,738	\$50,000
OTHER SERVICES	\$33,500	\$30,000	\$33,500	\$33,500
MISCELLANEOUS ADJUSTMENTS	\$0	\$0	\$4,008	\$8,538
TOTAL EXPENDITURES	\$1,300,523	\$1,275,737	\$1,667,250	\$1,390,353

COASTAL RESOURCES

WHO ARE WE / WHAT WE DO:

The Coastal Resources Division is responsible for the implementation of the South Padre Island Beach and Dune Plan and provides support to the Shoreline Task Force in recommending policy to the City Council. The Coastal Resources Division has oversight over beach nourishment, beneficial use of dredge material and dune restoration projects. This division administers the beach and dune permitting process and serves as the lead in acquiring grant funding for beach-related projects. A newly acquired area of responsibility involves the management of the Laguna Madre Bay as the City tries to balance recreation demands and environmental impact.

Major Goals:

- Continual evaluation of the City's beach access points and grant programs for enhancing beach access.
- Continue to improve the City's working relationships with the General Land Office, Cameron County, and United States Army Corps of Engineers.
- Continue to educate other departments within the city regarding the City's Beach and Dune Plan.
- Develop and sustain a productive relationship with the Shoreline Task Force to encourage policy development and effective communication.
- Work with the Shoreline Task Force and Information Services Dept. to enhance public relations through educating and informing the public and media.
- Continue with the Dune Restoration Volunteer events.
- Provide an enjoyable and memorable experience for our residents and visitors whenever they visit the City's beach.

Our Planning Indicators and Focus:

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

The development of an environmentally friendly beach maintenance program that balances the importance of satisfying our visitors while protecting the City's number one asset is the focal point of the Coastal Resources Manager.

COASTAL RESOURCES STRATEGIES AND PROGRAMS FOR THE NEXT FIVE YEARS:

Strategy/Program	Fiscal Year	Budget Impact
Sustain an annual Dune Restoration Program that establishes a vegetated dune system.	Annually	CMP Funded Vol Hrs. Match
Enhance beach access for public and emergency vehicles access along the City Limits. (ex. Walkovers, Mobi-Mats, and parking improvements)	On going	Seeking Grant Funds- CMP cycle 19
Protection and enhancement of the continuous dune line and to manage erosion-contributing influences.	On going	Varies depending on project
Dune Ridge Mitigation Program to manage sand allocation within the City's beaches.	2013/2014	\$10,000 per project
Sustaining the quality and environmental value of Laguna Madre through education and public outreach (Brochures, Public Speaking engagements, etc.)	2014/2015	\$2,500
Create a summer Internship program to keep abreast of best practices for beach management.	2015/2016	\$5,000
Enhance public access to the Laguna Madre Bay in partnership with the Public Works Department.	2014/2015	Undetermined

Programs Implemented:

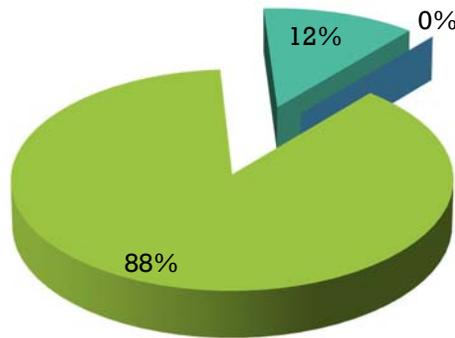
Program	Fiscal Year	Budget Impact
Dune Volunteer program funded by CMP cycle 18	2012/2013 2013/2014	Vol Match
Enhance public beach access along CMP cycle 18 funded Gulf Blvd improvements and the installation of an Emergency vehicle access.	2013/2014	\$300,000 Required for match

BEACH MAINTENANCE FUND BUDGET NUMBERS

BEACH MAINTENANCE REVENUE

**2014 BEACH MAINTENANCE FUND
BUDGETED REVENUES**

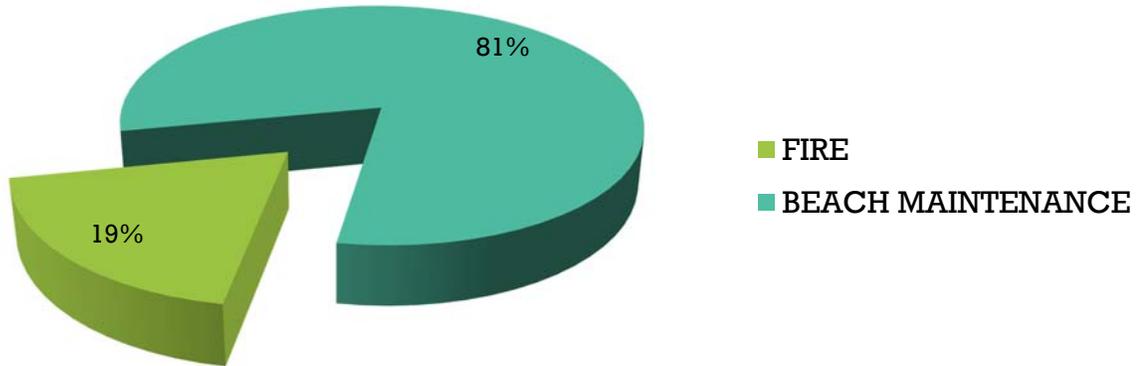
■ NON-PROPERTY TAXES ■ INTERGOVERNMENTAL
■ OTHER FINANCING SOURCES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE FUND	2011	2012	2013	2014
NON-PROPERTY TAXES	\$634,577	\$701,412	\$650,251	\$1,402,824
INTERGOVERNMENTAL	\$0	\$107,200	\$46,000	\$193,000
OTHER FINANCING SOURCES	\$2,250	\$0	\$0	\$0
TOTAL REVENUES	\$636,827	\$808,612	\$696,251	\$1,595,824

BEACH MAINTENANCE BUDGETED EXPENDITURES

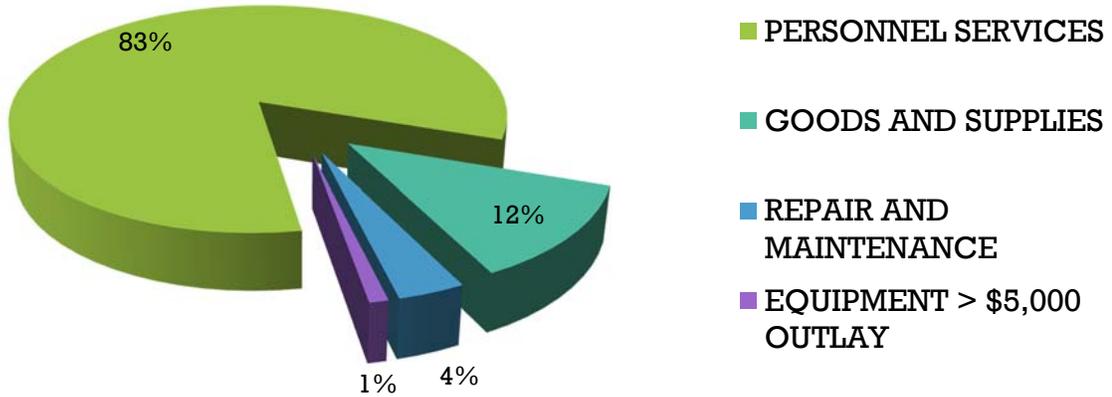
**2014 BEACH MAINTENANCE FUND
BUDGETED EXPENDITURES BY
DEPARTMENT**



EXPENDITURES BY DEPARTMENT	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE FUND	2011	2012	2013	2014
CITY COUNCIL	\$14,654	\$0	\$0	\$0
CITY MANAGER'S OFFICE	\$2,475	\$0	\$0	\$0
FIRE	\$123,255	\$199,448	\$125,923	\$195,486
FLEET MANAGEMENT	\$9,221	\$0	\$0	\$0
BEACH MAINTENANCE	\$573,805	\$424,309	\$615,608	\$827,278
TOTAL EXPENDITURES	\$723,410	\$623,757	\$741,531	\$1,022,764

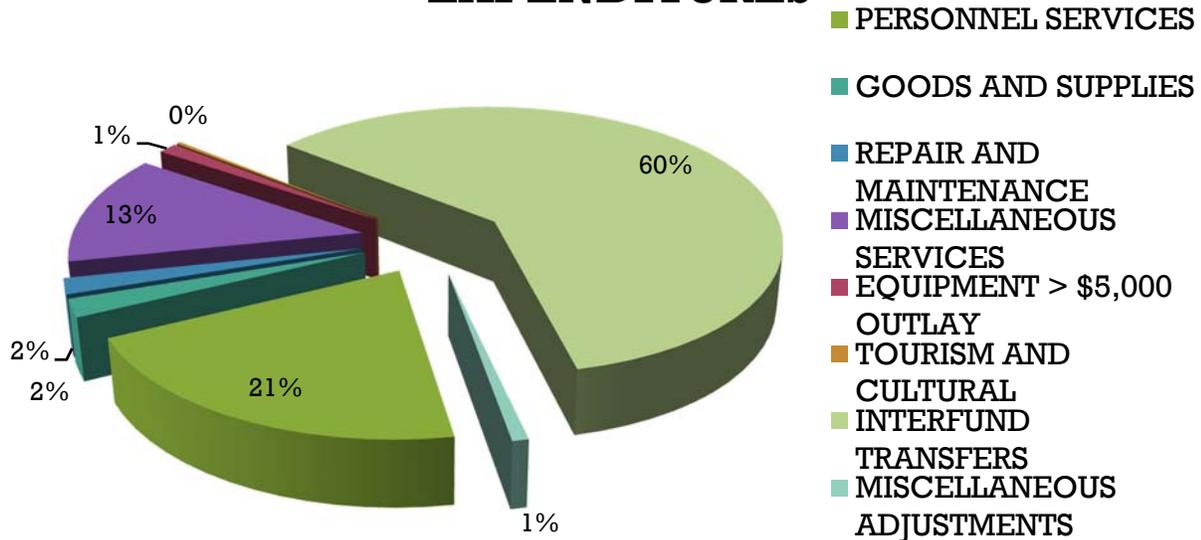
BEACH MAINTENANCE FIRE DIVISION BUDGETED NUMBERS

**2014 BEACH MAINTENANCE- FIRE
BUDGETED EXPENDITURES**



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE- FIRE	2011	2012	2013	2014
PERSONNEL SERVICES	\$99,659	\$145,574	\$103,591	\$162,286
GOODS AND SUPPLIES	\$12,965	\$23,632	\$20,332	\$24,200
REPAIR AND MAINTENANCE	\$3,632	\$6,423	\$2,000	\$7,000
EQUIPMENT > \$5,000 OUTLAY	\$6,999	\$23,819	\$0	\$2,000
TOTAL EXPENDITURES	\$123,255	\$199,448	\$125,923	\$195,486

2014 BEACH MAINTENANCE- BEACH MAINTENANCE BUDGETED EXPENDITURES



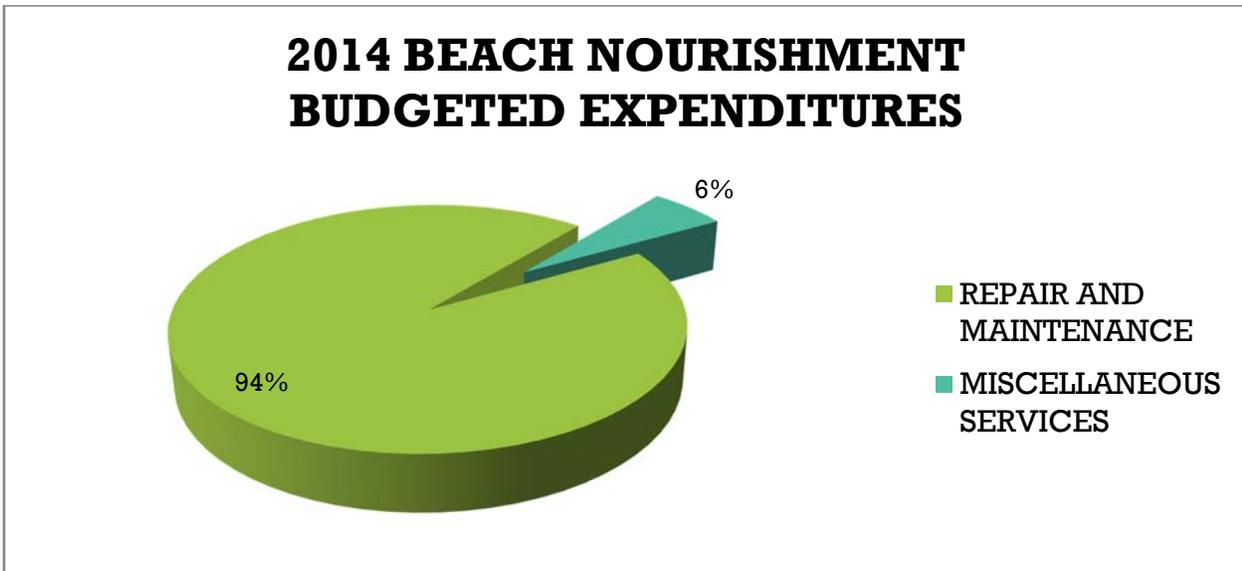
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH MAINTENANCE- BEACH MAINTENANCE	2011	2012	2013	2014
PERSONNEL SERVICES	\$166,239	\$165,127	\$170,019	\$169,978
GOODS AND SUPPLIES	\$15,522	\$13,075	\$16,700	\$17,100
REPAIR AND MAINTENANCE	\$97	\$16,861	\$10,000	\$15,000
MISCELLANEOUS SERVICES	\$62,019	\$54,787	\$109,170	\$106,278
EQUIPMENT > \$5,000 OUTLAY	\$0	\$0	\$81,704	\$10,000
TOURISM AND CULTURAL	\$0	\$0	\$0	\$2,500
INTERFUND TRANSFERS	\$329,928	\$174,460	\$225,000	\$500,000
MISCELLANEOUS ADJUSTMENTS	\$0	\$0	\$3,015	\$6,422
TOTAL EXPENDITURES	\$573,805	\$424,309	\$615,608	\$827,278

BEACH NOURISHMENT BUDGET NUMBERS

BEACH NOURISHMENT REVENUE NUMBERS

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH NOURISHMENT	2011	2012	2013	2014
NON-PROPERTY TAXES	\$353,571	\$385,637	\$361,189	\$384,684
INTERGOVERNMENTAL	\$20,309	\$60,733	\$170,000	\$0
MISCELLANEOUS	\$0	\$0	\$0	\$0
OTHER FINANCING SOURCES	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$373,880	\$446,370	\$531,189	\$384,684

BEACH NOURISHMENT BUDGETED EXPENDITURES



EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH NOURISHMENT	2011	2012	2013	2014
REPAIR AND MAINTENANCE	\$781,431	\$0	\$651,825	\$650,000
MISCELLANEOUS SERVICES	\$27,825	\$97,839	\$74,000	\$40,000
TOTAL EXPENDITURES	\$809,256	\$97,839	\$725,825	\$690,000

OTHER NON MAJOR FUNDS

For a complete description of the Non-Major Funds, see page 17. What will be presented here are the budget numbers, both revenue and expenditures.

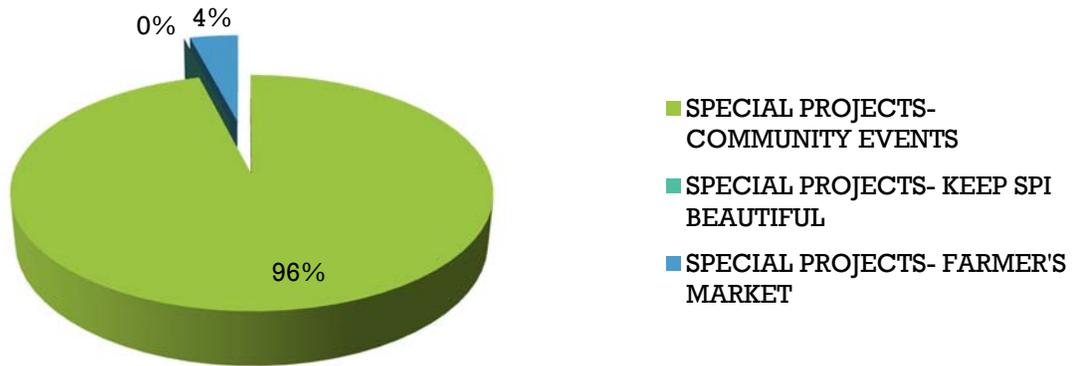
PARKS AND RECREATION BUDGET NUMBERS

PARKS AND RECREATION REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
PARKS, RECREATION & BEAUTIFICATION	2011	2012	2013	2014
MISCELLANEOUS	\$7,713	\$10,648	\$4,000	\$6,500
OTHER FINANCING SOURCES	\$6,000	\$11,000	\$11,000	\$11,000
TOTAL REVENUES	\$13,713	\$21,648	\$15,000	\$17,500

PARKS AND RECREATION EXPENSES

2014 PARKS, RECREATION & BEAUTIFICATION BUDGETED EXPENDITURES



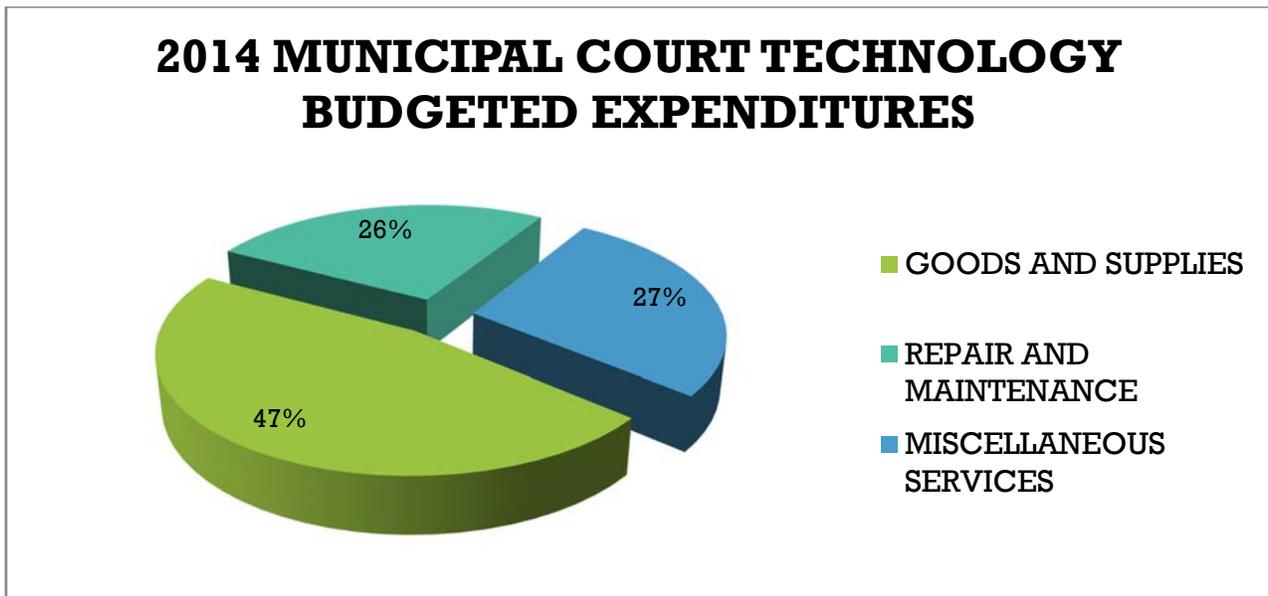
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
PARKS, RECREATION & BEAUTIFICATION	2011	2012	2013	2014
SPECIAL PROJECTS- COMMUNITY EVENTS	\$11,528	\$19,780	\$14,400	\$17,500
SPECIAL PROJECTS- KEEP SPI BEAUTIFUL	\$0	\$1,680	\$0	\$0
SPECIAL PROJECTS- FARMER'S MARKET	\$0	\$0	\$600	\$600
TOTAL EXPENDITURES	\$11,528	\$21,461	\$15,000	\$18,100

MUNICIPAL COURT TECHNOLOGY BUDGET NUMBERS

MUNICIPAL COURT TECHNOLOGY REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT TECHNOLOGY	2011	2012	2013	2014
FINES AND FORFEITURES	\$8,729	\$8,149	\$8,000	\$8,000
MISCELLANEOUS	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$8,729	\$8,149	\$8,000	\$8,000

MUNICIPAL COURT TECHNOLOGY BUDGETED EXPENDITURES



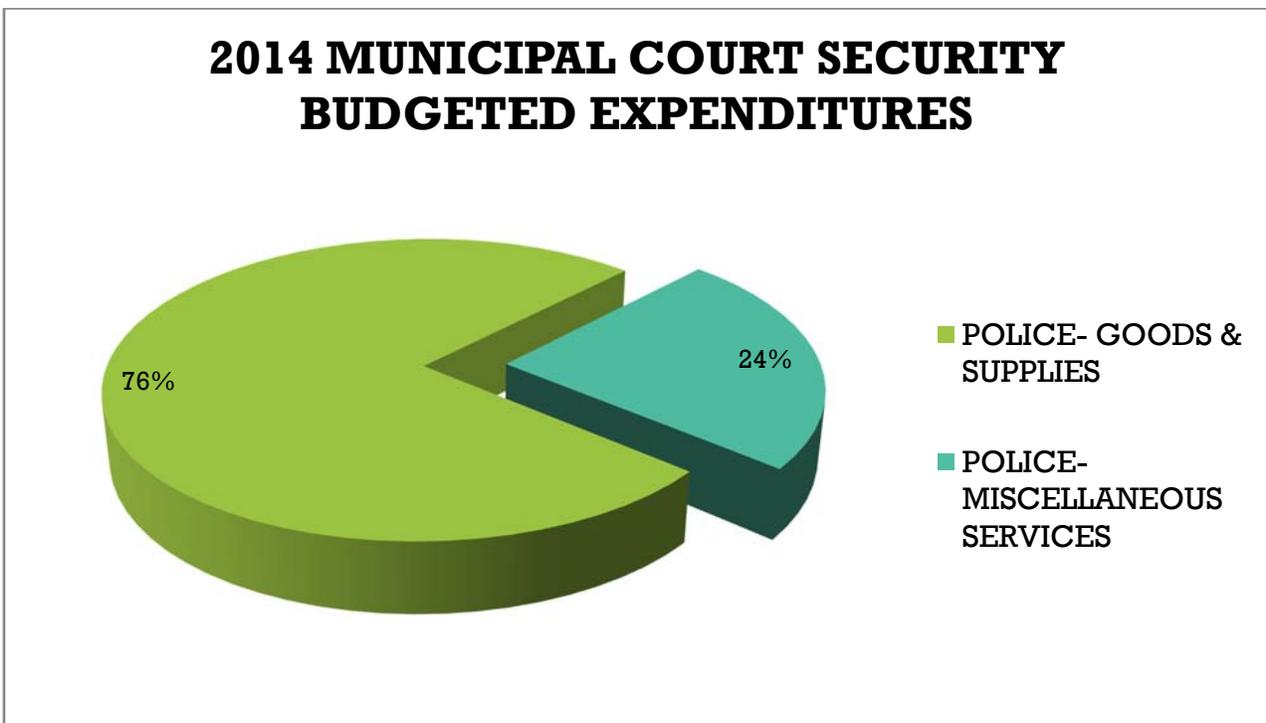
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT TECHNOLOGY	2011	2012	2013	2014
GOODS AND SUPPLIES	\$11,864	\$185	\$3,000	\$6,300
REPAIR AND MAINTENANCE	\$4,390	\$2,100	\$6,000	\$3,500
MISCELLANEOUS SERVICES	\$3,119	\$3,625	\$3,680	\$3,680
TOTAL EXPENDITURES	\$19,374	\$5,910	\$12,680	\$13,480

MUNICIPAL COURT SECURITY BUDGET NUMBERS

MUNICIPAL COURT SECURITY BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT SECURITY	2011	2012	2013	2014
FINES AND FORFEITURES	\$6,547	\$6,112	\$6,000	\$6,000
MISCELLANEOUS	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$6,547	\$6,112	\$6,000	\$6,000

MUNICIPAL COURT SECURITY BUDGETED EXPENDITURES



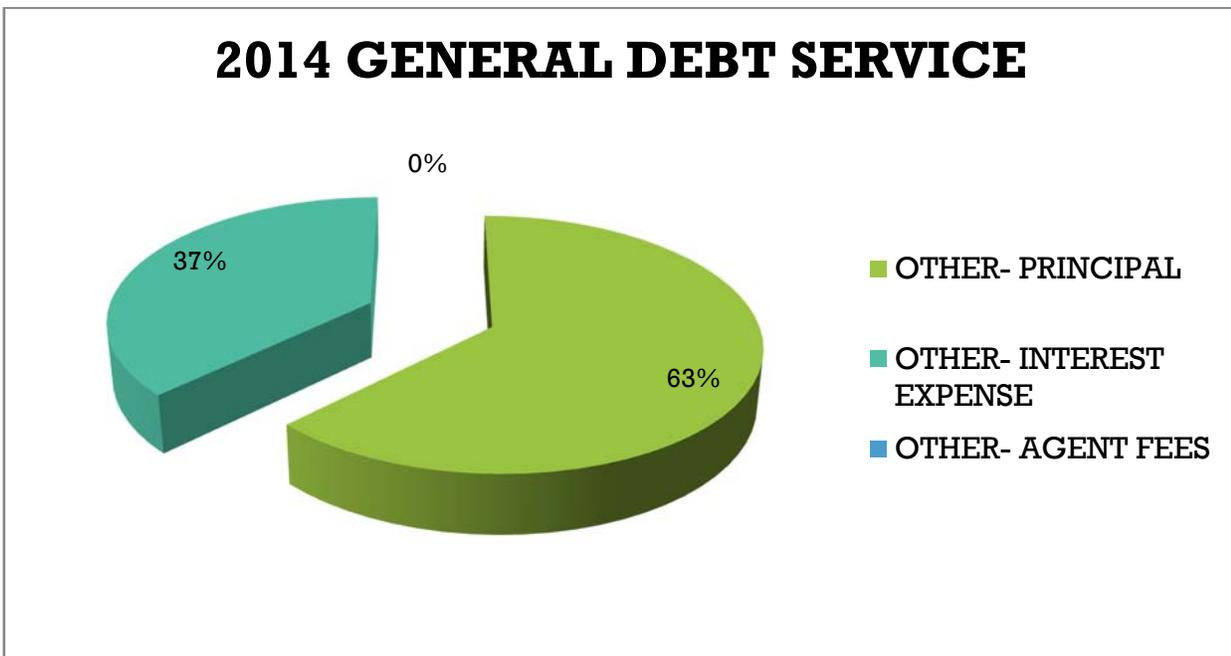
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL COURT SECURITY	2011	2012	2013	2014
POLICE- GOODS & SUPPLIES	\$0	\$3,000	\$3,000	\$3,000
POLICE- MISCELLANEOUS SERVICES	\$0	\$0	\$0	\$943
TOTAL EXPENDITURES	\$0	\$3,000	\$3,000	\$3,943

GENERAL DEBT SERVICE BUDGET NUMBERS

GENERAL DEBT SERVICE BUDGETED REVENUES

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2011	2012	2013	2014
PROPERTY TAXES	\$654,635	\$646,850	\$734,271	\$645,738
MISCELLANEOUS	\$0	\$0	\$0	\$0
OTHER FINANCING SOURCES	\$427,964	\$3,881,059	\$0	\$0
TOTAL REVENUES	\$1,082,599	\$4,527,909	\$734,271	\$645,738

GENERAL DEBT SERVICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2011	2012	2013	2014
OTHER- PRINCIPAL	\$850,000	\$4,221,703	\$475,000	\$405,000
OTHER- INTEREST EXPENSE	\$216,080	\$358,770	\$259,271	\$240,738
OTHER- AGENT FEES	\$300	\$104,087	\$0	\$0
TOTAL EXPENDITURES	\$1,066,380	\$4,684,561	\$734,271	\$645,738

BEACH ACCESS BUDGET NUMBERS

BEACH ACCESS BUDGETED REVENUE NUMBERS

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH ACCESS FUND	2011	2012	2013	2014
FEES AND SERVICES	\$200,000	\$0	\$0	\$0
INTERGOVERNMENTAL	\$145,800	\$0	\$0	\$0
MISCELLANEOUS	\$0	\$0	\$0	\$0
OTHER FINANCING SOURCES	\$81,400	\$0	\$0	\$300,000
TOTAL REVENUES	\$427,200	\$0	\$0	\$300,000

BEACH ACCESS BUDGETED EXPENDITURES

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BEACH ACCESS- PUBLIC WORKS	2011	2012	2013	2014
OTHER SERV.- CONSTRUCTION	\$404,885	\$55,552	\$0	\$0
OTHER SERV. - CONSTR. CAP. OUTLAY	\$0	\$0	\$0	\$300,000
TOTAL EXPENDITURES	\$404,885	\$55,552	\$0	\$300,000

BAY ACCESS BUDGET NUMBERS

BAY ACCESS BUDGETED REVENUE NUMBERS

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
BAY ACCESS FUND	2011	2012	2013	2014
OTHER FINANCING SOURCES	\$15,000	\$17,000	\$15,500	\$15,500
TOTAL REVENUES	\$15,000	\$17,000	\$15,500	\$15,500

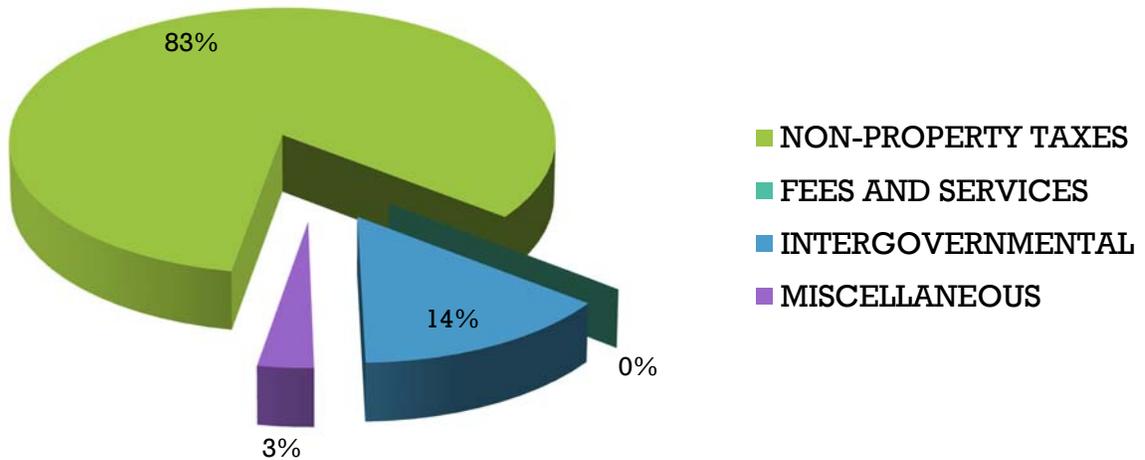
BAY ACCESS BUDGETED EXPENDITURES

DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
BAY ACCESS- PUBLIC WORKS	2011	2012	2013	2014
REPAIR AND MAINTENANCE	\$12,675	\$13,388	\$15,500	\$15,500
MISCELLANEOUS SERVICES	\$20,306	\$275,142	\$0	\$0
TOTAL EXPENDITURES	\$32,981	\$288,529	\$15,500	\$15,500

ECONOMIC DEVELOPMENT CORP. BUDGET NUMBERS

ECONOMIC DEVELOPMENT BUDGET REVENUE NUMBERS

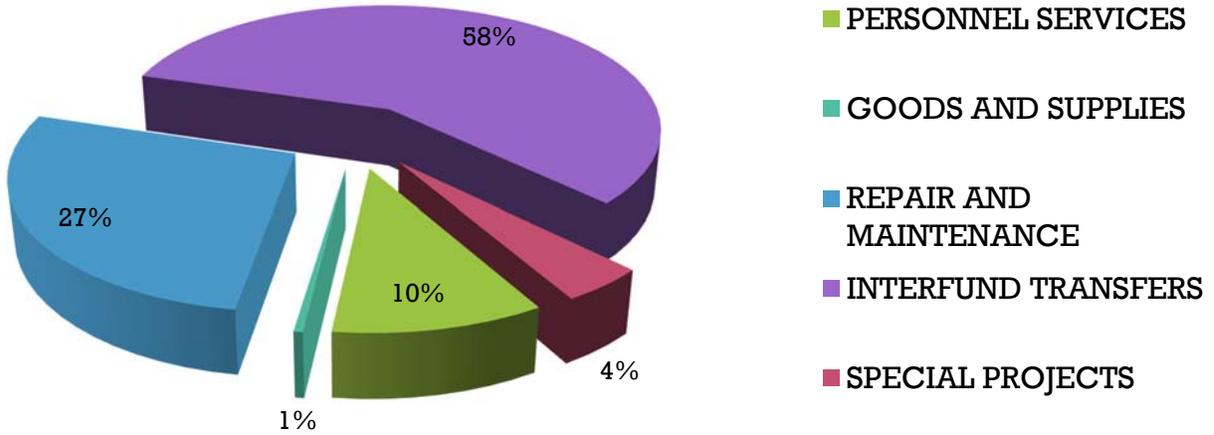
2014 ECONOMIC DEVELOPMENT CORPORATION BUDGETED REVENUES



REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
ECONOMIC DEVELOPMENT CORP	2011	2012	2013	2014
NON-PROPERTY TAXES	\$628,723	\$655,191	\$550,000	\$575,000
FEES AND SERVICES	\$323,697	\$0	\$0	\$0
INTERGOVERNMENTAL	\$114,150	\$0	\$275,000	\$100,000
MISCELLANEOUS	\$11,604	\$39,176	\$18,609	\$21,738
TOTAL REVENUES	\$1,078,174	\$694,367	\$843,609	\$696,738

ECONOMIC DEVELOPMENT CORPORATION BUDGETED EXPENDITURES

2014 EDC- ECONOMIC DEVELOPMENT CORPORATION BUDGETED EXPENDITURES



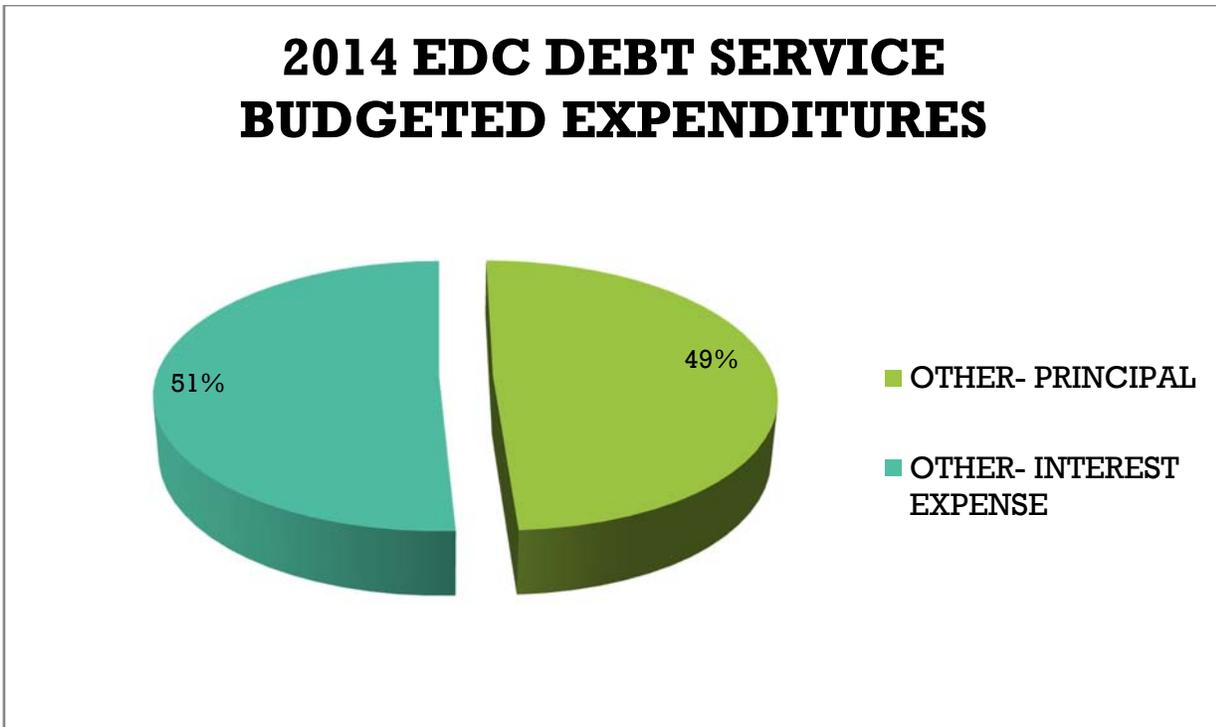
DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC- ECONOMIC DEVELOPMENT CORP	2011	2012	2013	2014
PERSONNEL SERVICES	\$68,470	\$68,507	\$71,660	\$71,337
GOODS AND SUPPLIES	\$3,253	\$2,155	\$3,100	\$3,100
REPAIR AND MAINTENANCE	\$182,388	\$50,702	\$373,921	\$190,676
INTERFUND TRANSFERS	\$357,912	\$372,575	\$390,365	\$402,062
SPECIAL PROJECTS	\$0	\$0	\$4,563	\$29,563
TOTAL EXPENDITURES	\$612,022	\$493,940	\$843,609	\$696,738

EDC DEBT SERVICE BUDGET NUMBERS

EDC DEBT SERVICE BUDGETED REVENUE

REVENUES	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL DEBT SERVICE	2011	2012	2013	2014
MISCELLANEOUS	\$3	\$25	\$0	\$0
OTHER FINANCING SOURCES	\$380,526	\$372,575	\$390,365	\$402,062
TOTAL REVENUES	\$380,529	\$372,600	\$390,365	\$402,062

EDC DEBT SERVICE BUDGETED EXPENDITURES



DEPT. EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET
EDC DEBT SERVICE	2011	2012	2013	2014
OTHER- PRINCIPAL	\$125,000	\$145,000	\$190,000	\$190,000
OTHER- INTEREST EXPENSE	\$216,643	\$210,726	\$200,365	\$196,213
TOTAL EXPENDITURES	\$341,643	\$355,726	\$390,365	\$386,213

SUMMARY POSITION BY DEPARTMENT

Function	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Fund										
City Administration	5	5	5	5	6	6	4	4	4	4.5
Finance	4	4	5	5	4	5	5	5	5	5
Planning	2	2	2	2	2	2	1.75	1.75	2	2
Technology	1	2	2	2	2	2	3	3	3.5	3
Human Resources	0	0	0	0	1	2	3	3	3	3
Municipal Court	2	2	2	2	2	3	2	2	2	2
Police	33	34	34	34	39	39	39	38	38	38
Fire	18	18	18	18	21	21	21	27	27	27
Code Enforcement	2	3	4	4	6	6	5	5	6	6
Fleet Management	0	0	0	0	2	2	2	2	2	2
Building Maintenance	0	0	0	0	3	3	3	3	3	3
Inspections	3	4	4	4	4	4	3	3	3	3
Public Works	21	22	22	22	18	18	19	19	18	19
Hotel Motel Fund										
Visitor's Center	2	2	2	2	2	2	2	2	2	3
Hotel Motel	11	12	13.5	13	13	9.5	9.5	9.5	8.5	9.5
Events Marketing	1	1	2	2	2	1	1	1	2	1
Convention Centre										
Convention Centre	10	11	13.5	13	13	13.5	11.5	10.5	12	10
Transportation										
Transportation	5	6	7	7	7	9	9.25	15.25	15	16
Beach Maintenance										
Beach Maintenance						4	4	4	4	4
Total Operating Budget FTE's	120	128	136	135	147	152	148	158	160	161

Source: City of South Padre Island Annual Budget

Note: Full-time budgeted positions are shown

The increase of 1 FT position in the General Fund is due to the addition of a Public Works Director. Other changes in the General Fund are new allocations of existing full time positions.

Combined decrease of 1 FT employee in the Hotel Motel and Convention Centre funds.

Increase of 1 FT employee in Transportation due to a new vehicle operator.

CONSOLIDATED FINANCIAL STATEMENT

For the Year Ended September 30, 2014

	General Fund	Hotel/Motel Fund	Convention Centre Fund	Beach Nourishment Fund	Non Major Governmental Funds	Component Unit	2013-2014 Totals
REVENUES AND OTHER SOURCES							
Property taxes - including penalty and interest	\$ 5,993,484	\$ -	\$ -	\$ -	\$ 645,738	\$ -	\$ 6,639,222
Non-property taxes	3,064,136	3,574,117	2,592,877	384,684	1,402,824	575,000	11,593,638
Fees and services	427,405	13,000	201,000	-	-	-	641,405
Fines and forfeitures	420,257	-	-	-	14,000	-	434,257
Licenses and permits	162,475	-	-	-	-	-	162,475
Intergovernmental	158,051	-	-	-	1,633,353	100,000	1,891,404
Miscellaneous and program revenues	63,000	-	-	-	56,500	21,738	141,238
Other Financing Sources	442,165	-	-	-	526,500	402,062	1,370,727
Total revenues	10,730,973	3,587,117	2,793,877	384,684	4,278,915	1,098,800	22,874,366
EXPENDITURES							
General government							
City Council	24,000	-	-	-	-	-	24,000
City Administration	450,932	-	-	-	-	-	450,932
Finance	323,304	-	-	-	-	-	323,304
Planning	163,842	-	-	-	-	-	163,842
Information Services	438,148	-	-	-	-	-	438,148

Human Resources	228,736	-	-	-	-	-	228,736
Environmental Health Services	424,799	-	-	-	-	-	424,799
General services	838,630	-	-	-	-	-	838,630
Special projects	214,700	-	-	-	-	-	214,700
Total general government	3,107,091	-	-	-	-	-	3,107,091
Public safety							
Municipal court	186,886	-	-	-	13,480	-	200,366
Police	2,755,902	-	-	-	3,943	-	2,759,845
Fire	2,122,548	-	-	-	195,486	-	2,318,034
Emergency management	62,570	-	-	-	-	-	62,570
Total public safety	5,127,906	-	-	-	212,909	-	5,340,815
Public works							
Building maintenance	185,380	-	-	-	-	-	185,380
Inspections	185,583	-	-	-	-	-	185,583
Fleet Management	755,102	-	-	-	-	-	755,102
Public works	1,072,685	-	-	-	332,778	-	1,405,463
Total public works	2,198,750	-	-	-	332,778	-	2,531,528
Community service							
Visitors Bureau	-	222,496	-	-	-	-	222,496
Sales and Marketing	-	842,699	-	-	-	-	842,699
Events Marketing	-	425,517	-	-	-	-	425,517

Marketing		2,000,000					2,000,000
Convention Centre	-	-	1,126,582	-	-	-	1,126,582
Component Unit	-	-	-	-	-	294,676	294,676
Parks & Recreation	-	-	-	-	18,100	-	18,100
Beach Nourishment	-	-	-	690,000	-	-	690,000
Total community service	-	3,490,712	1,126,582	690,000	18,100	294,676	5,620,070
Transportation	-	-	-	-	1,340,353	-	1,340,353
Debt Service	-	-	-	-	645,738	386,213	1,031,951
Capital Outlay	70,495	-	35,000	-	660,000	-	765,495
Other Financing Uses	226,500	96,405	-	-	742,165	402,062	1,467,132
Total expenditures	10,730,742	3,587,117	1,161,582	690,000	3,952,042	1,082,951	21,204,435
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	231	-	1,632,295	(305,316)	326,873	15,849	1,669,931
Fund Balance -- beginning	6,277,027	1,981,046	3,135,636	2,074,453	2,193,586	725,474	16,387,222
Fund Balance -- ending	6,277,258	1,981,046	4,767,931	1,769,137	2,520,459	741,323	18,057,153

THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE

	General Fund			Hotel/Motel & Convention Centre		
	2011/12 Actual	2012/13 Unaudited	2013/14 Budget	2011/12 Actual	2012/13 Unaudited	2013/14 Budget
REVENUES AND OTHER SOURCES						
Property taxes - including penalty and interest	\$ 5,925,185	\$ 5,959,192	\$ 5,993,484	\$ -	\$ -	\$ -
Nonproperty taxes	2,977,779	3,155,171	3,064,136	6,166,994	6,534,215	6,166,994
Fees and services	434,845	370,471	331,000	244,750	286,963	214,000
Fines and forfeitures	503,515	449,828	420,257	-	-	-
Licenses and permits	191,105	150,648	162,475	-	-	-
Intergovernmental	84,839	138,805	158,051	22,118	-	-
Miscellaneous and program revenues	102,082	70,429	63,000	9,051	18,172	-
Other Financing Sources	293,660	1,184,005	538,570	-	26,243	-
Total revenues	10,513,010	11,478,547	10,730,973	6,442,913	6,865,592	6,380,994
EXPENDITURES						
General Government						
City Council	20,441	31,719	24,000	-	-	-
City Administration	399,028	486,470	450,932	-	-	-
Finance	321,516	321,135	323,304	-	-	-
Planning	152,518	133,074	163,842	-	-	-
Information Services	418,323	473,966	438,148	-	-	-

Human Resources	191,987	205,695	228,736	-	-	-
Environmental Health Services	357,320	386,654	424,799	-	-	-
General services	801,884	816,569	838,630	-	-	-
Special projects	249,638	166,651	214,700	-	-	-
Total general government	2,912,655	3,021,933	3,107,091	-	-	-
Public Safety						
Municipal court	163,547	167,259	186,886	-	-	-
Police	2,552,085	2,514,865	2,755,902	-	-	-
Fire	2,021,238	2,054,236	2,122,548	-	-	-
Emergency management	52,672	56,742	62,570	-	-	-
Total public safety	4,789,542	4,793,101	5,127,906	-	-	-
Public Works						
Building maintenance	153,533	173,685	185,380	-	-	-
Inspections	186,447	175,069	185,583	-	-	-
Fleet Management	442,750	649,790	755,102	-	-	-
Public works	919,100	997,239	1,072,685	-	-	-
Total public works	1,701,830	1,995,783	2,198,750	-	-	-
Convention Centre						
Visitors Bureau	-	-	-	327,162	214,420	222,496

Sales and Administration	-	-	-	2,665,424	717,418	842,699
Events Marketing	-	-	-	427,372	774,213	425,517
Marketing				-	1,749,322	2,000,000
Convention Centre	-	-	-	1,320,451	1,860,509	1,126,582
Total Convention and Visitors Bureau	-	-	-	4,740,409	5,315,882	4,617,294
Community Service						
Component Unit	-	-	-	-	-	-
Parks & Recreation	-	-	-	-	-	-
Beach Nourishment	-	-	-	-	-	-
Total community service	-	-	-	-	-	-
Transportation	-	-	-	-	-	-
Debt Service	153,620	-	-	-	-	-
Capital outlay	316,891	163,845	70,495	29,688	61,483	35,000
Other Financing Uses	549,560	1,581,325	226,500	476,069	122,648	96,405
Total expenditures	10,424,098	11,555,988	10,730,742	5,246,166	5,500,012	4,748,699

EXCESS (DEFICIENCY) OF REVENUES OVER
(UNDER) EXPENDITURES

	88,912	(77,441)	231	1,196,747	1,365,580	1,632,295
Fund Balance -- beginning	6,289,723	6,378,635	6,301,195	2,554,352	3,751,099	5,116,679
Fund Balance -- ending	6,378,635	6,301,195	6,301,426	3,751,099	5,116,679	6,748,974

	Other Funds & Component Unit			Total Funds		
	2011/12 Actual	2012/13 Unaudited	2013/14 Budget	2011/12 Actual	2012/13 Unaudited	2013/14 Budget
REVENUES AND OTHER SOURCES						
Property taxes - including penalty and interest	\$ 646,850	\$ 767,894	\$ 645,738	\$ 6,572,035	\$ 6,727,086	\$ 6,639,222
Nonproperty taxes	1,742,112	2,350,137	2,362,508	10,886,885	12,039,522	11,593,638
Fees and services	167,933	1,300	-	847,528	658,734	545,000
Fines and forfeitures	14,261	15,213	14,000	517,776	465,040	434,257
Licenses and permits	-	-	-	191,105	150,648	162,475
Intergovernmental	2,095,931	2,473,517	1,733,353	2,202,888	2,612,322	1,891,404
Miscellaneous and program revenues	108,519	100,728	78,238	219,652	189,329	141,238
Other Financing Sources	1,402,975	1,256,048	928,562	1,696,635	2,466,295	1,467,132
Total revenues	6,178,581	6,964,836	5,762,399	23,134,504	25,308,976	22,874,366
EXPENDITURES						

General Government

City Council	-	-	-	20,441	31,719	24,000
City Administration	-	-	-	399,028	486,470	450,932
Finance	-	-	-	321,516	321,135	323,304
Planning	-	-	-	152,518	133,074	163,842
Information Services	-	-	-	418,323	473,966	438,148
Human Resources	-	-	-	191,987	205,695	228,736
Environmental Health Services	-	-	-	357,320	386,654	424,799
General services	-	-	-	801,884	816,569	838,630
Special projects	-	24,103	-	249,638	190,754	214,700
Total general government	-	24,103	-	2,912,655	3,046,036	3,107,091

Public Safety

Municipal court	8,910	9,972	13,480	172,457	177,231	200,366
Police	-	4,160	3,943	2,552,085	2,519,025	2,759,845
Fire	8,312	205,765	195,486	2,029,550	2,260,000	2,318,034
Emergency management	-	-	-	52,672	56,742	62,570
Total public safety	17,222	219,896	212,909	4,806,764	5,012,998	5,340,815

Public Works

Building maintenance	-	-	-	153,533	173,685	185,380
Inspections	-	-	-	186,447	175,069	185,583

Fleet Management	-	-	-	442,750	649,790	755,102
Public works	722,593	286,815	332,778	1,641,693	1,284,054	1,405,463
Total public works	722,593	286,815	332,778	2,424,423	2,282,598	2,531,528
Convention Centre						
Visitors Bureau	-	-	-	327,162	214,420	222,496
Sales and Administration	-	-	-	2,665,424	717,418	842,699
Events Marketing	-	-	-	427,372	774,213	425,517
Marketing	-	-	-		1,749,322	2,000,000
Convention Centre	-	-	-	1,320,451	1,860,509	1,126,582
Total Convention and Visitors Bureau	-	-	-	4,740,409	5,315,882	4,617,294
Community Service						
Component Unit	208,743	528,616	294,676	208,743	528,616	294,676
Parks & Recreation	21,461	16,512	18,100	21,461	16,512	18,100
Beach Nourishment	97,839	401,640	690,000	97,839	401,640	690,000
Total community service	328,043	946,768	1,002,776	328,043	946,768	1,002,776
Transportation	1,078,641	1,173,193	1,340,353	1,078,641	1,173,193	1,340,353
Debt Service	1,585,296	1,095,372	1,031,951	1,738,916	1,095,372	1,031,951

Capital outlay	5,281,492	502,520	660,000	5,628,071	727,848	765,495
Other Financing Uses	547,035	739,545	1,144,227	1,572,664	2,443,518	1,467,132
Total expenditures	9,560,322	4,988,213	5,724,993	25,230,586	22,044,214	21,204,435
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	(3,381,741)	1,976,623	37,406	(2,096,082)	3,264,762	1,669,931
Fund Balance -- beginning	5,877,122	2,495,381	4,472,003	14,721,197	12,625,115	15,889,877
Fund Balance -- ending	2,495,381	4,472,003	4,509,409	12,625,115	15,889,877	17,559,808

OUTSTANDING DEBT

TOTAL OUTSTANDING DEBT

Date	Principal	Interest	Total Debt Service
9/1/2012	870,000	296,095	1,166,095
9/1/2013	475,000	259,272	734,272
9/1/2014	405,000	240,738	645,738
9/1/2015	420,000	225,163	645,163
9/1/2016	435,000	210,700	645,700
9/1/2017	450,000	197,425	647,425
9/1/2018	460,000	183,775	643,775
9/1/2019	480,000	168,775	648,775
9/1/2020	500,000	152,225	652,225
9/1/2021	510,000	135,150	645,150
9/1/2022	525,000	118,650	643,650
9/1/2023	545,000	102,338	647,338
9/1/2024	560,000	86,150	646,150
9/1/2025	575,000	70,400	645,400
9/1/2026	235,000	57,700	292,700
9/1/2027	245,000	48,100	293,100
9/1/2028	255,000	38,100	293,100
9/1/2029	265,000	27,700	292,700
9/1/1930	275,000	16,900	291,900
9/1/1931	285,000	5,700	290,700
9/1/1932	-	-	-
Total	<u>\$ 8,770,000</u>	<u>\$ 2,641,054</u>	<u>\$ 11,411,054</u>

2005 GENERAL OBLIGATION BONDS

SOUTH PADRE ISLAND

General Obligation Bonds, Series 2005

Debt Service Schedule

Date	Principal	Coupon	Interest	Total Debt Service	Annual Total
3/1/2012	205,000	4.500%	83,936.88	288,936.88	
9/1/2012			15,187.50	15,187.50	304,124.38
3/1/2013	215,000	4.500%	15,187.50	230,187.50	
9/1/2013			10,350.00	10,350.00	240,537.50
3/1/2014	225,000	4.500%	10,350.00	235,350.00	
9/1/2014			5,287.50	5,287.50	240,637.50
3/1/2015	235,000	4.500%	5,287.50	240,287.50	
9/1/2015			-	-	240,287.50
3/1/2016	-	4.000%	-	-	
9/1/2016			-	-	-
3/1/2017	-	4.000%	-	-	
9/1/2017			-	-	-
3/1/2018	-	4.000%	-	-	
9/1/2018			-	-	-
3/1/2019	-	4.100%	-	-	
9/1/2019			-	-	-
3/1/2020	-	4.125%	-	-	
9/1/2020			-	-	-
3/1/2021	-	4.200%	-	-	
9/1/2021			-	-	-
3/1/2022	-	4.500%	-	-	
9/1/2022			-	-	-
3/1/2023	-	4.500%	-	-	
9/1/2023			-	-	-
3/1/2024	-	4.625%	-	-	
9/1/2024			-	-	-
3/1/2025	-	4.625%	-	-	
9/1/2025			-	-	-
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>\$ 880,000</u>		<u>\$ 145,587</u>	<u>\$ 1,025,587</u>	<u>\$ 1,025,587</u>

These bonds were issued in 2005 for the purpose of constructing a new City Hall.

2011 GENERAL OBLIGATION BONDS

SOUTH PADRE ISLAND

General Obligation Bonds, Series 2011

Debt Service Schedule

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

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

2012 GENERAL OBLIGATION BOND REFUNDING

SOUTH PADRE ISLAND
General Obligation Refunding Bonds, Series 2012
Debt Service Schedule

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

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

SCHEDULE OF OVERLAPPING DEBT

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes			
Cameron County	\$ 115,470,000	16.54%	\$ 19,098,738
Point Isabel Independent School District	20,786,260	70.99%	14,756,166
Laguna Madre Water District #1	18,459,000	74.27%	13,709,499
Texas Southmost College	67,450,000	24.12%	<u>16,268,940</u>
Subtotal, overlapping debt			63,833,343
City direct debt	7,425,000	100.00%	<u>7,425,000</u>
Total direct and overlapping debt			<u>\$ 71,258,343</u>

LEGAL DEBT MARGIN

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

The Town does not have a legal debt limit mandated by law.

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, 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 – 2013/14 BUDGET

Description	Funding Source	Amount
Public Safety-Equipment	General Fund	\$ 78,063
Public Safety-Automobile leases	General Fund	\$ 251,777
Public Works-Automobile leases	General Fund	\$ 15,061
Public Works-Equipment	General Fund	\$ 13,000
Fleet-Equipment	General Fund	\$ 5,000
Convention Center-Bldg. Imp.	Convention Centre	\$ 20,000
Convention Center-Equipment	Convention Centre	\$ 15,000
Convention Center-Automobile lease	Convention Centre	\$ 5,912
Transit-Multi Modal Building	Transportation	\$ 100,000
Transit-Automobile lease	Transportation	\$ 8,538
Gulf Blvd Project-Street Imp.	Street Improvement	\$ 300,000
Beach Maintenance-Equipment	Beach Maintenance	\$ 10,000
Beach Maintenance-Automobile lease	Beach Maintenance	\$ 6,422
Emergency Vehicle Beach Access	Beach Access	\$ 300,000
Total		\$ 1,128,773

- All expenditures described above are recurring capital expenditures with exception of the Transit Multi-Modal facility.
- The Convention Centre Renovation is projected to cost \$15 million dollars. Design development is still in progress. The guaranteed maximum price for the project is pending approval.

NONROUTINE CAPITAL EXPENDITURES

PROJECT CRITERIA

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

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

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

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

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

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

GENERAL SUMMARY

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

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

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

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

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

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

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

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

CIP POLICIES AND PROCEDURES

CIP INTRODUCTION

The City of South Padre Island Capital Improvements Plan (CIP) is a valuable part of the community planning process. The CIP links local infrastructure investments with comprehensive plan goals, land use ordinances and economic development efforts. The CIP bridges the gap between planning and spending, between the visions of the comprehensive plan and the fiscal

realities of improving and expanding community facilities. The purpose of the Capital Improvement Plan (CIP) policy is to create a fair and consistent process outlining procedures for proposing, evaluating, and adopting capital projects creating long-term benefits.

GOALS

Preserving public health, safety and welfare

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

Anticipating the demands of growth

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

Supporting economic development

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

Developing a fair distribution of capital costs

The CIP process allows for public discussion of the preferred means of distributing capital costs not only over time, but also among users of the facilities to be financed. Some communities prefer to pay for capital costs out of current revenues and absorb a high but single year tax increase. Other communities prefer to establish annual appropriations to capital reserve accounts to save for future projects. Still others feel that construction should take place as needed, and be funded by debt, returned by both existing and future users of the facility. In some cases, user fees may be deemed more appropriate than property taxes. Federal or state funds may also be available to help finance specific projects. The CIP process can promote discussion of fairness in fiscal policy.

Avoiding undue tax increases

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

DEFINITION

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

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

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

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

CIP DEVELOPMENT PROCESS

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

Departments will include as part of their project proposal:

1. A **Project Description** providing an overview and justification of the project. Requests should be made and include estimated linear feet, square feet, or other applicable measurements.
2. In the **Comprehensive Plan Section**, each project submission must illustrate compliance with the Comprehensive Plan by linking the project to a specific goal and/or objective.
3. Under **Fiscal**, possible funding options must be identified including:
 - a. Operating Revenues
 - b. Reserves and/or Debt
 - c. Grants
 - d. Partnerships with Other Organizations
 - e. Dedicated Fees

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

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

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

PROJECT CRITERIA

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

- A. **Public Health and Safety** – Project improving the public health and safety of the community will be rated with highest priority. Projects must demonstrate the benefit provided to the community and possible risks from not completing the project. Compliance with state and federal mandates fall under this category.
- B. **Promote Tourism** – Projects enhancing and promoting tourism including but not limited to beach re-nourishment project and the economic support of the convention and hotel industry.
- C. **Recreation and Aesthetics** – Projects promoting recreational and aesthetic improvements opportunities for the City of South Padre Island citizens are considered priority.
- D. **Funding** – Funding availability considerations are included when ranking projects. Grants and funding partnerships are considered first followed by operating revenues, fund balance, and debt.

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

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

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

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

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

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

CIP AMENDMENT

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

CIP CALENDAR

DATE	ITEM
May 6, 2013	Capital Improvement Plan forms and instructions posted on the City's website and distributed to city departments and public.
June 6, 2013	Project request forms due from city staff and public.
June 21, 2013	Preliminary list of projects, scoring criteria, and score sheets distributed to CIP Advisory Committee.
July 2-10, 2013	CIP Advisory Committee meetings to review projects and develop consensus scores.
July 12, 2013	CIP Advisory Committee Consensus Project Score Sheet finalized.
August 1, 2013	Publish the general summary of the CIP and note the time and places where copies of the CIP are available for inspection.
August 21, 2013	Not less than two weeks after publication, schedule and hold a public meeting on the CIP.
September 4, 2013	The City Council shall by resolution adopt the CIP with or without amendment after the public hearing and at the same time adopting the ensuing fiscal year budget.

Project Description

Currently the City of South Padre Island leases space to provide its citizens and visitors alike with recreational space. While participants tend to be mature adults, all ages are welcomed. While the City of South Padre Island continues to grow and its popularity for retirees to live during winter months continues to thrive, the demand for this facility and its programmatic development is also increasing.

At the Community Center, bridge currently occupies a position of great entertainment and it is more comprehensively organized than any other card game. To players, bridge has many varieties and certain forms of the game and styles of play can be more appealing to different individuals...make that partners or pairs.

This Center also acts as a hub to bring people together from various backgrounds who share a common interest in learning and helps meet the desire for intellectual stimulation. Through the lecture series, the Community Center encourages a deeply-held belief in, and practice of, education as a lifelong enterprise which invigorates the mind and enriches life.

The Community Center acts as a meeting place for people, who share an interest in current events, hear different views and gain perspective on events that shape our world and our City. The Center serves as a reading room and a satellite office of the Port Isabel Library. Advocacy is encouraged and many participants from the Community Center provide a volunteer base to support City activities.

The City is in desperate need of a new or renovated facility to provide the basic necessities such as a kitchen, office space and storage together with multi-purpose space.

Issues for consideration:

1. Multi-purpose – general meeting space
2. Needs commercial kitchen space
3. Rental fee
4. Training Equipment
5. Multi-purpose rooms
6. Fitness programs
7. Audio visual
8. Parking
9. In this particular setting we would be competing against the private sector
10. Needs to be defined by the community
11. Run by the City – Parks and Recreation
12. Should it be available to non-residents with a two-tier rental fees

Comprehensive Plan

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Unencumbered Reserves Amount	\$ 0
Debt Issuance	\$ 225,000
TPWD Indoor Recreation Grant	\$ 225,000
TOTAL FUNDS	\$ 550,000
<u>ESTIMATED COSTS</u>	
Design	\$ 50,000
Construction	<u>\$ 500,000</u>
TOTAL COSTS	\$ 550,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 50,000
Supplies & Materials	\$ 18,100
Repairs and Maintenance	\$ 29,000
Capital and Other	<u>\$ 29,000</u>
TOTAL IMPACTS	\$126,100

Project Leader

DARLA A. JONES Assistant City Manager City of South Padre Island 4601 Padre Blvd, South Padre Island, TX 78597 Voice: 956-761-3037 Fax: 956-761-3888 Email: djones@myspi.org
--

CONVENTION CENTRE IMPROVEMENTS/EXPANSION

Project Description

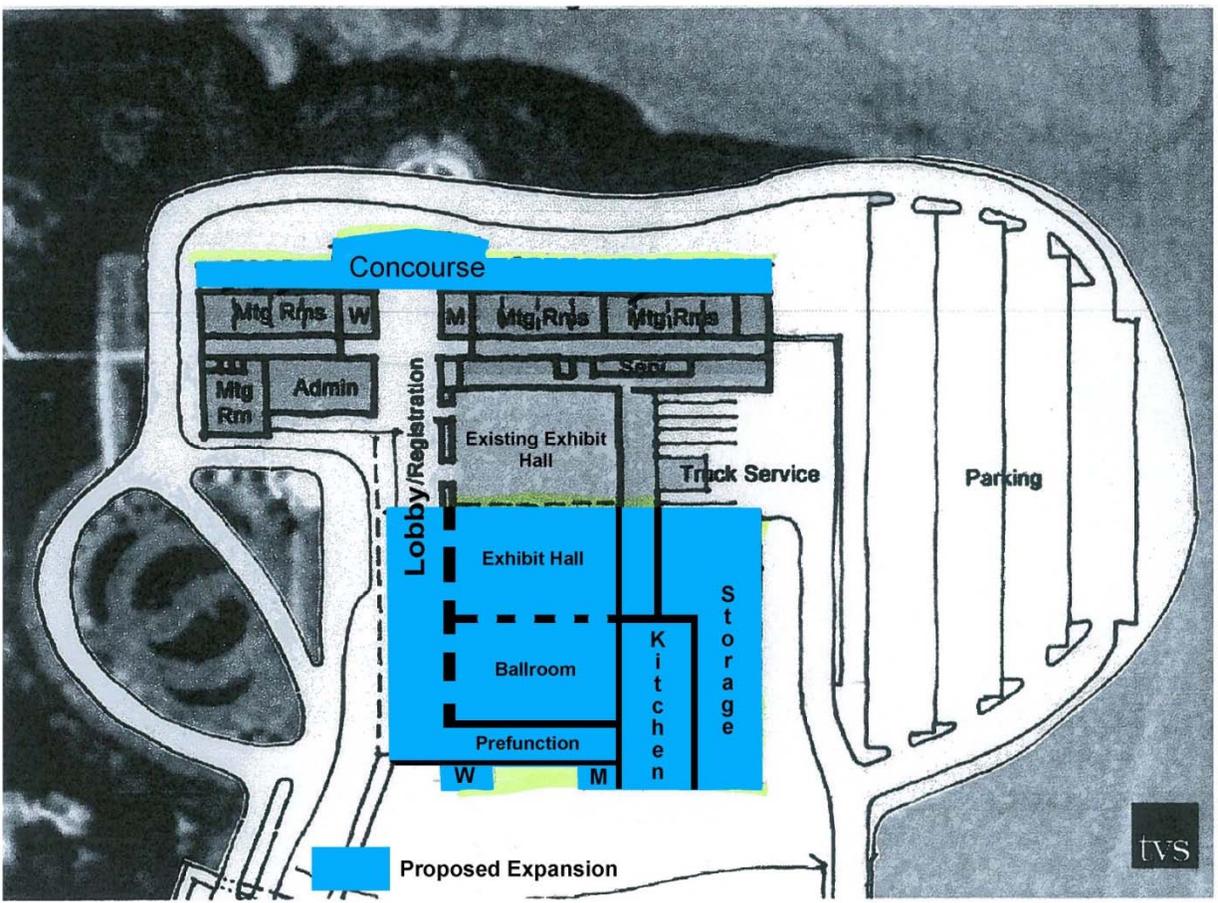
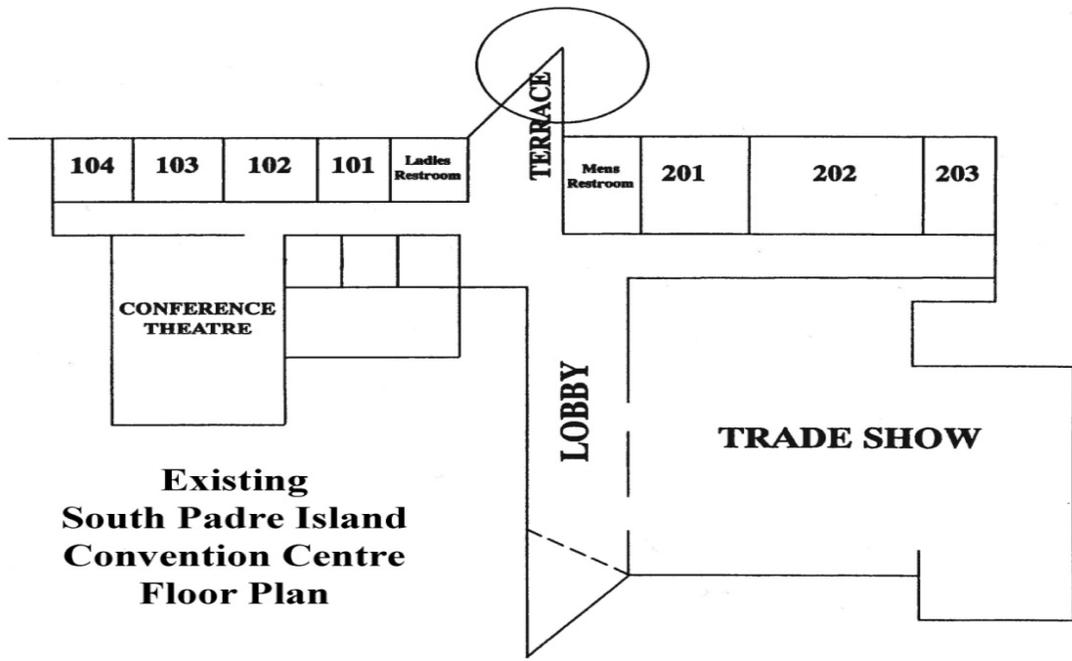
The current South Padre Island Convention Centre's 45,000 square feet of meeting space include 22,500 square feet of exhibit hall space, an auditorium with a capacity of 250 (2,633 square feet) and 9,000 square feet of meeting rooms in various sizes and parking for 500 cars. This facility opened in 1992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

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

The South Padre Island Convention and Visitors Bureau (SPICVB) engaged C. H. Johnson Consulting Inc. in 2005 to conduct an evaluation of the South Padre Island Convention Centre (Convention Centre) as well as the state of the overall convention product.

The Convention Centre, while appropriate perhaps when built, has become outmoded and lacks certain amenities and components necessary to remain competitive in the convention marketplace and the decline in the convention activity on the Island is not believed due exclusively to the recession. The Johnson Study indicates that groups have either outgrown SPICVB or the facility has not kept pace with desired amenities such as the ability to offer a full-service hotel in the package.

The Convention Centre building is missing certain components which must be improved. The expansion of the exhibit hall is necessary to attract a larger share of the market and 30,000 square feet is considered the minimum exhibit hall size in the industry today. More pressing, however, is the lack of a ballroom which inhibits the building's ability to attract events. An addition of a 12,000-square foot ballroom adjacent to the exhibit hall designed to meet the needs of civic, entertainment and sports users would be a key component together with an additional 5,000 square feet of meeting rooms to bring the building up to an acceptable industry standard.



Project Description

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



The “Flats”

Comprehensive Plan

7.13 – Continue to work to bring people to the Island during the “off-seasons” with festivals and events such as water sport activities, a Christmas Mercado, music festivals, etc.

7.18 – Support ordinances, events and policies that enhance the Island’s economic development potential.

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT Funding	\$XXXXXXXX
Debt Issuance	\$XXXXXXXX
TOTAL FUNDS	\$ XXXX
<u>ESTIMATED COSTS</u>	
Land Acquisition	\$XXXXXXXX
Design	\$XXXXXXXX
Construction (Convention Centre)	\$60,000,000
Amphitheater	\$ 9,000,000
TOTAL COSTS	\$ XXXX

OPERATIONAL IMPACTS	
Personnel	\$ 50,000
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 0
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 50,000

Project Leader

<p>SYLVIA SOLIZ Director City of South Padre Island Convention Centre 4601 Padre Blvd, South Padre Island, TX 78597 Voice: 956-761-8388 Fax: 956-761-3024 Email: sylvia@sopadre.com</p>
--

WELCOME CENTER

Project Description

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

Comprehensive Plan

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Chamber of Commerce Participation	\$ 50,000
Debt Issuance	\$ 950,000
TOTAL FUNDS	\$ 1,000,000 (5,000 sf @ \$200)
<u>ESTIMATED COSTS</u>	
Construction	\$1,000,000
TOTAL COSTS	\$ 1,000,000

OPERATIONAL IMPACTS

Personnel	\$	0
Supplies & Materials	\$	0
Repairs and Maintenance	\$	0
Capital and Other	\$	<u>0</u>

Project Leader

SYLVIA SOLIZ
Director
City of South Padre Island Convention Centre
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-8388
Fax: 956-761-3024
Email: sylvia@sopadre.com

Project Description

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



Street Repair

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

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

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

Specifically, this CIP includes the improvement of all side streets as previously described, the addition of curb and gutter to the west side of Laguna Boulevard and the west side of Gulf Boulevard.

Comprehensive Plan

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

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

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Debt Issuance	
Maintenance Projects	
TOTAL FUNDS	\$ XXXX
<u>ESTIMATED COSTS</u>	
Pave East-West streets 32' wide with curb and gutter, add curb and gutter to west sides of Laguna and Gulf Boulevards (engineering and contingencies included)	\$12,047,000
TOTAL COSTS	\$ 12,047,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 0
Capital and Other	\$ <u>0</u>
TOTAL IMPACTS	\$ 0

Financial Plan

Prior Years	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	Future Years	TOTAL
	\$264,372		\$562,409.61	\$2,000,000	\$2,000,000	\$6,200,000	\$14,200,000
(not incl in total)							

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Phase 1 (10 streets)	9 months	October 2012	June 2013
Phase 2 (10 streets)	9 months	October 2013	June 2014
Phase 3 (10 streets)	9 months	October 2014	June 2015

Project Leader

MARCY NEWMAN, P.E.
Public Works Director
 City of South Padre Island
 Public Works Department
 4601 Padre Blvd, South Padre Island, TX 78597
 Voice: 956-761-3044
 Fax: 956-761-3898
 Email: mnewman@myspi.org

Project Description

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

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

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

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

Comprehensive Plan

6.K. Employ best management practices (Drainage)

6.L. Improve storm water management systems.

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

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

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

6.25. Amend the development ordinances to:

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

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

Fiscal

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

Financial Plan

Prior Years	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	Future Years	TOTAL
		\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000	\$5,000,000

Schedule

PHASE	TOTAL TIME	START	COMPLETION
Phase 1	12 months	October 2012	September 2013
Phase 2	12 months	October 2013	September 2014

Project Leader

MARCY NEWMAN, P.E.
Public Works Director
City of South Padre Island
Public Works Department
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3044
Fax: 956-761-3898
Email: mnewman@myspi.org

PARKING STRUCTURE

Project Description

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



Example of Parking Structure

Comprehensive Plan

4.41. The City needs to develop and implement a comprehensive parking program.

7.7c. Construct a City-owned or privately managed parking garage when needed.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Public/Private Partnership	\$
Debt Issuance	\$
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Per space - \$10,900 x 500 spaces	\$5,450,000
TOTAL COSTS	\$ 5,450,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 5,000 annually
Capital and Other	<u>\$ 0</u>
TOTAL IMPACTS	\$ 5,000 annually

Project Leader

MARCY NEWMAN, P.E.
Public Works Director
City of South Padre Island
Public Works Department
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3044
Fax: 956-761-3898
Email: mnewman@myspi.org

SIDEWALKS

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

Project Description

Several City projects such as Padre and Gulf Boulevards have components addressing pedestrian pathways. Under consideration would be to create a pedestrian mobility plan taking a comprehensive look at the entire pedestrian system throughout the Island. Such a pedestrian system will enhance the safety of users and compliment the natural beauty. The plan evaluates the connection of focal points throughout the Island. An evaluation of materials and features should be considered such as brick pavers being used at intersection crosswalks. Of equal importance is the contribution in encouraging healthy lifestyles for residents and visitors.

Comprehensive Plan

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

4.G. Encourage transportation forms other than the automobile

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

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

4.12. Clearly delineate sidewalks, trails and bike lanes.

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

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

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
General Fund	\$
Debt Issuance	\$
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Construction of 6' sidewalk on one side of the east/west local streets	\$ 2,153,000
TOTAL COSTS	\$ 2,153,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 5,000 annually
Capital and Other	\$ <u>0</u>
TOTAL IMPACTS	\$ 5,000 annually

Financial Plan

Prior Years	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	Future Years	TOTAL
	Included in paving	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,092,200	\$16,092,200

Project Leader

MARCY NEWMAN, P.E.
Public Works Director
 City of South Padre Island
 Public Works Department
 4601 Padre Blvd, South Padre Island, TX 78597
 Voice: 956-761-3044
 Fax: 956-761-3898
 Email: mnewman@myspi.org

Project Description

The geographical area of South Padre Island is approximately four miles long and one-half mile wide and Padre Boulevard is the major thoroughfare for travel north and south. The City of South Padre Island completed a Parking and Transportation Study in April of 2007 that identified the necessary improvements that should be implemented to enhance the safety of both vehicular and pedestrian flow.

The vision for South Padre Boulevard is to provide for the safe and efficient movement of people while maintaining a distinctive “South Padre Style” which reflects the ambiance and unique character of this seaside community. This project will reduce traffic congestion during special events and peak periods by improving access to the public transportation system and the use of pedestrian pathways.

To complement the findings of the Parking and Transportation Study, the City Council for the City of South Padre Island has established the Padre Boulevard Revitalization Implementation Committee to achieve the goals of the Comprehensive Plan by developing a specific implementation plan to rejuvenate Padre Boulevard to entice visitors and encourage residents to travel along an attractive and pedestrian friendly Padre Boulevard in an effort to support local businesses and enhance safety. The City Council has appointed eight citizens to serve on this committee to guide the overall design and redevelopment efforts.

Sidewalks – Reconstruction of the sidewalks on both the east and west sides of Padre Boulevard with a minimum width of eight feet to comply with accessibility standards. All crosswalks must be clearly delineated and, given the Island’s environment, thermal plastic striping or other durable and reflective materials would need to be utilized. Reconstruction of existing asphalt pathways on both sides would also be necessary as well as adding new sidewalk to areas currently without any walkways. This component of the project would create three miles of 8 foot wide concrete sidewalk that would serve as the backbone of the pedestrian system beginning at the Causeway traveling north to “The Shores” development. Additional right-of-way acquisition may be necessary to complete this section of the project and designated bike lanes will be established on both sides of the Boulevard.

Signage – Create an initial “system orientation” sign to be placed at the entry point to the Island near the causeway. Establishment of an integrated way-finding system should be implemented to guide visitors to the beach access areas, using Padre Boulevard as the primary route in order to introduce arriving visitors to retail opportunities along the road. Add “turn” signs to identifying routes to the numbered beach access points.

Comprehensive Plan

3.6 Develop and implement a “Main Street” enhancement program for Padre Boulevard.

3.7 Enhance the standards and appearance of public rights-of-way and properties.

4.6 Coordinate with TXDOT to request funding for the reconstruction/replacement of the sidewalks and landscaping on Padre Boulevard.

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Local Funds	\$ 3,418,100
TxDOT Enhancement Grant	\$ not funded
Local Enhancement Match	\$ not required
TOTAL FUNDS	\$ 3,418,100
<u>ESTIMATED COSTS</u>	
Engineering	\$ 1,600,000
Sidewalks	\$ 1,800,000
Benches	\$ 8,000
Signage	\$ 6,000
Bike Racks	\$ 4,100
TOTAL COSTS	\$ 3,418,100 (does not include utility undergrounding)
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 29,000
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 29,000

Project Leader

SUNGMAN KIM
PHD, MBA, MLA, AICP, ASLA/RLA, GISP
DIRECTOR OF DEVELOPMENT SERVICES
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-8113
Fax: 956-761-3898
Email: skim@myspi.org

Project Description

In 2007, the City partnered with the Texas Department of Transportation to install raised medians on Padre Boulevard from the 800 Block north to Kingfish Street. These medians include landscaping, irrigation systems, electrical for street lighting and brick pavers for sidewalks. The City is proposing the expansion of these medians to the north city limits, a distance of approximately 17,600 linear feet in two phases. Phase I includes medians from Kingfish, where they currently end, north to Morningside Drive, a distance of 7,500 feet. Phase II includes from Morningside Drive to the north city limits, a distance of 10,100 feet. Medians provide numerous benefits including a respite for pedestrians attempting to cross Padre Boulevard, they provide a “break” in the asphalt to allow for landscaping, they allow for the installation of street lighting for improved safety and they provide a traffic calming effect by narrowing the visual openness that can cause excessive vehicular speeds.



Padre Boulevard Medians

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
	\$
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Raised Medians with landscaping, electrical, lighting, irrigation, and brick pavers	
Phase I (7,500 lf @ \$70/lf)	\$ 525,000
Phase II (10,100 lf @ 70/lf)	\$ 707,000
Total:	\$1,232,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 20,000 (landscaping, lighting)
Repairs and Maintenance	\$ 7,000 (lighting, irrigation, landscaping)
Capital and Other	\$ <u>0</u>
TOTAL IMPACTS	\$ 27,000

Project Leader

<p>MARCY NEWMAN, P.E. PUBLIC WORKS DIRECTOR City of South Padre Island 4601 Padre Blvd, South Padre Island, TX 78597 Voice: 956-761-3044 Fax: 956-761-3098 Email: mnewman@myspi.org</p>
--

Project Description

There are three principal north-south roadways running the length of the City of South Padre Island, Laguna Boulevard on the bay side (west), Padre Boulevard acting as the most central corridor and Gulf Boulevard, nearest to the Gulf of Mexico and beach access points to the east. This eastern area along the coast is the location of an increasing number of high-rise condominium developments. This high-density area's primary transportation route is Gulf Boulevard and this project addresses the necessary reconstruction of Gulf Boulevard consisting of the following major design efforts:

- Drainage (including curb and gutter)
- Utility relocation
- Lighting
- Landscaping
- Raised profile for access

The key areas of concentration will address the following:

Bike Lanes & Pedestrian Pathways – An additional strip of pavement on the east side of the parking spaces on Gulf is designated as a bicycle and pedestrian lane. It being adjacent to vehicular traffic and running perpendicular to head-in parking for several condo complexes is a safety concern. A lack of pedestrian facilities and crosswalks results in pedestrians walking in hazard. Existing sidewalk striping on the asphalt pavement creates confusion among drivers trying to find a parking space resulting in the bicycle and pedestrian lane being blocked. Adding a sidewalk to west side would increase pedestrian mobility. Devices that will separate vehicular traffic from pedestrian and bicycle flow is an essential safety feature of this project.

Parking – In some areas along the east side of the northbound travel lane is a row of striped parking spaces and the grass-covered right-of-way on the west side of Gulf Boulevard provides additional parking for visitors and businesses. During peak periods parking spills over into the side streets which is an ongoing issue for permanent residents along those streets. The City Council addressed this concern with the passage of an ordinance restricting parking on the east-west residential streets.

Economic Sustainability – There are several businesses with cultural significance that must have an environment to substantially remedy any barriers to their long-term viability. Addressing both parking and pedestrian mobility will enhance the accessibility to these unique beachside businesses to ensure their survival.

Beach access points need to be improved to ensure public access to the beach as well as address the public safety and health of beachgoers. The following items must be considered to help meet the public right to use community beaches:

- Paved parking for unimproved areas
- Restroom facilities
- Wooden walkovers or Moby Mats
- ADA compliance

Comprehensive Plan

4.10 Consider the redesign of Gulf Blvd.

4.36 Delineate a combined 8 ft. sidewalk/bikeway along Gulf Blvd. separated from travel lanes; conveniently place bike racks.

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Debt Issuance	\$3,000,000
TOTAL FUNDS	\$ 3,000,000
<u>ESTIMATED COSTS</u>	
Construction/ Design \$4,500 per linear foot	\$15,000,000
TOTAL COSTS	\$ 15,000,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 45,000
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 0

Project Leader

MARCY NEWMAN, P.E.
Public Works Director
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3044
Fax: 956-761-3898
Email: mnewman@myspi.org

STREET LIGHTING

Project Description

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

OPTION 1:

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

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

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

OPTION 2:

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



14' Arm with 250 HPS Lighting

OPTION 3:

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

South PR 100 Street Lighting

As a safety enhancement, cost estimates were obtained from American Electric Power (AEP) to install street lighting on the south end of Padre Boulevard, near the Isla Blanca entry gate, north up to the first grassy medians. The estimates include the options of concrete, wooden or aluminum poles. Included is a total of five poles with eight High Pressure Sodium (HPS) streetlights (some double armed-some single).

Concrete Poles	\$41,125.24
Aluminum Poles	\$44,702.60
Wooden Poles	\$37,677.78

Comprehensive Plan

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

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

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

OPTION 1:

FISCAL

INCOME AND COST ANALYSIS

FUNDING SOURCES

\$

TOTAL FUNDS

\$

ESTIMATED COSTS

70 lights/poles \$ 154,000

South Padre Blvd Lighting:

Concrete Poles \$41,125.24

Aluminum Poles \$44,702.60

Wooden Poles \$37,677.78

TOTAL COSTS

\$ 195,125.24, 198,702.60 or \$191,677.78

OPERATIONAL IMPACTS

Personnel \$ 0

Supplies & Materials \$ 0

Repairs and Maintenance \$ 0 (Maintained by AEP)

Capital and Other \$ 0

TOTAL IMPACTS

\$ 0

OPTION 2:

FISCAL

INCOME AND COST ANALYSIS

FUNDING SOURCES

\$

TOTAL FUNDS

\$

<u>ESTIMATED COSTS</u>	
Upgrade 300 lights @ \$600/ea.	\$ 180,000
TOTAL COSTS	\$ 180,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	\$ 0
Capital and Other	<u>\$ 0</u>
TOTAL IMPACTS	\$ 0

OPTION 3:

FISCAL

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

Project Leader

<p>MARCY NEWMAN, P.E. PUBLIC WORKS DIRECTOR City of South Padre Island 4601 Padre Blvd, South Padre Island, TX 78597 Voice: 956-761-3044 Fax: 956-761-3898 Email: mnewman@myspi.org</p>

MARINA

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

Comprehensive Plan

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

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

Fiscal

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

Project Leader

SUNGMAN KIM
PHD, MBA, MLA, AICP, ASLA/RLA, GISP
DIRECTOR OF DEVELOPMENT SERVICES
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-8113
Fax: 956-761-3898
Email: skim@myspi.org

TOMPKINS CHANNEL EXPANSION

Project Description

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT Funds	\$
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Dredging	\$ 500,000
Total:	\$ 500,000

OPERATIONAL IMPACTS

Personnel	\$	0	
Supplies & Materials	\$	0	
Repairs and Maintenance	\$	2,000 annually	(\$200,000 every ten years)
Capital and Other	\$	<u>0</u>	
TOTAL IMPACTS	\$	2,000	

Project Leader

MARCY NEWMAN, P.E.
PUBLIC WORKS DIRECTOR
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3044
Fax: 956-761-3898
Email: mnewman@myspi.org

BOARDWALK ON THE BAY

Project Description

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

boardwalk will cantilever out over the bay and be constructed adjacent to a bulkhead and the proposed Marina (addressed elsewhere in this document). Permits from the General Land Office will be required.



Schematic Showing Proposed Boardwalk

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
	\$
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
3400 lf, 12' wide boardwalk, bulkhead needed in certain areas, lighting	\$ 5,100,000
Total:	\$ 5,100,000

<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 2,000 (lighting, decking repair)
Capital and Other	\$ <u>0</u>
Total:	\$ 2,000

Project Leader

SUNGMAN KIM
 PHD, MBA, MLA, AICP, ASLA/RLA, GISP
DIRECTOR OF DEVELOPMENT SERVICES
 City of South Padre Island
 4601 Padre Blvd, South Padre Island, TX 78597
 Voice: 956-761-8113
 Fax: 956-761-3898
 Email: skim@myspi.org

Project Description

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

Dredging of Brazos Santiago Pass (Ship Channel)

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

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

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

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

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



Re-nourishment from Dredge Material

Off Shore Source for Beach Re-nourishment

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

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

Geotechnical investigations were performed in March and April of 2008 to delineate potential areas for this project. Based on these result of these investigations, a series of offshore ridges located approximately 20 miles north of the City and 5 miles offshore were found to contain beach

quality material and appear suitable as borrow sources. Utilizing the geotechnical data and design criteria for hopper dredge operations, four borrow areas were delineated. These areas contain approximately 2,047,800 cubic yards of beach quality sand. This quantity is sufficient for the proposed placement layout.

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

Dune Walkovers

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



Recently Completed Aquarius Circle Walkover

Comprehensive Plan

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

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

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
HOT Funding (Local Match)	\$ 650,000
CEPRA	\$1,850,000
TOTAL FUNDS	\$ 2,500,000
<u>ESTIMATED COSTS</u>	
Dredging and Beneficial Placement	\$500,000
Off Shore Source	\$16,000,000
Walkover Construction	\$ 1,350,000
TOTAL COSTS	\$18,050,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 10,000 (walkover maintenance annually)
Capital and Other	\$ <u>0</u>
TOTAL IMPACTS	\$ 10,000

REUBEN TREVINO
Coastal Resources Manager
 City of South Padre Island
 4601 Padre Blvd, South Padre Island, TX 78597
 Voice: 956-761-3035
 Fax: 956-761-3898
 Email: rtrevino@myspi.org

Project Description

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

“TRAVEL LODGE” PROPERTY

Project Description

In December of 2002, the City Council purchased a 1.97 acre tract of land immediately south of the Travel Lodge site located at 6100 Padre Boulevard. The City Council then decided to 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. It is estimated that with a jogging trail around the perimeter, a small splash pad, a small version of a soccer field, and associated parking, the cost to develop will be approximately \$300,000.

Comprehensive Plan

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

5.59 Continue to maintain and upgrade existing parks.

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Reserve Funds	\$
Debt Issuance	\$
TOTAL FUNDS	\$
<u>ESTIMATED COSTS</u>	
Park Equipment	\$ 300,000
TOTAL COSTS	\$ 300,000
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 2,000 annually
Capital and Other	\$ 0
TOTAL IMPACTS	\$ 2,000

Project Leader

DARLA A. JONES
ASSISTANT CITY MANAGER
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3037
Fax: 956-761-3898
Email: djones@myspi.org

ELECTRIC INFRASTRUCTURE

Project Description

Upgrading of wooden poles to round spun concrete poles will greatly improve the reliability and safety of the electric infrastructure on South Padre Island. Concrete poles are able to withstand much higher wind loads and are less prone to corrosion in the salty environment than wooden poles. In addition, wooden poles tend to deteriorate over time and tend to decrease the overall aesthetic qualities of the area.

Comprehensive Plan

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

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
	\$1,440,986
TOTAL FUNDS	\$1,440,986
<u>ESTIMATED COSTS</u>	
AEP	\$1,440,986
TOTAL COSTS	\$ 1,440,986
<u>OPERATIONAL IMPACTS</u>	
Personnel	\$ 0
Supplies & Materials	\$ 0
Repairs and Maintenance	\$ 0
Capital and Other	\$ <u>0</u>
TOTAL IMPACTS	\$ 0

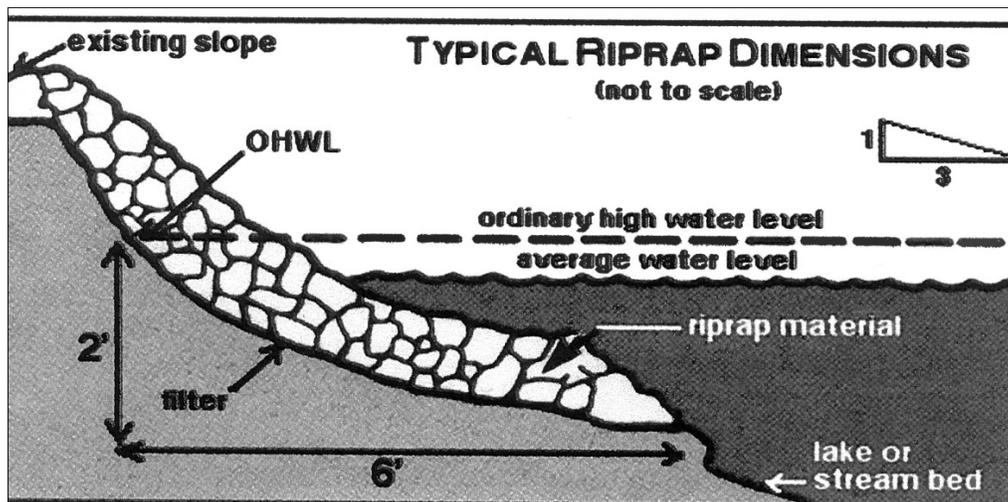
Project Leader

Marcy Newman, P.E
Public Works Director
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3077
Fax: 956-761-3898
Email: mnewman@myspi.org

RIP RAP STREET ENDS

Project Description

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



Comprehensive Plan

5.J. Continue maintaining and beautifying street ends

5.K. Protect public access

Fiscal

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

Project Leader

MARCY NEWMAN, P.E.
PUBLIC WORKS DIRECTOR
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3077
Fax: 956-761-3898
Email: mnewman@myspi.org

LAND PURCHASE AND DONATION FOR BAY ACCESS

Project Description

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

COMPREHENSIVE PLAN

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

Fiscal

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

Project Leader

MARCY NEWMAN, P.E.
PUBLIC WORKS DIRECTOR
City of South Padre Island
4601 Padre Blvd, South Padre Island, TX 78597
Voice: 956-761-3077
Fax: 956-761-3898
Email: mnewman@myspi.org

COMPLETED PROJECTS

FIRE STATION



Proposed Fire Station

Project Description

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

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

- 4 drive-through apparatus bays with the capacity to store two units per bay
- A storage room to accommodate 30 sets of gear (separate from the bay area to avoid contamination)
- Decontamination room (EMS) for cleaning equipment
- Compressor Room for SCBA storage
- Two laundry rooms (one must have a protective gear extractor)
- EMS storage room with double locking system
- Small shop and repair room with adequate storage space for lawn equipment
- Kitchen with commercial grade appliances
- Dining room to accommodate 12
- Dayroom and sleeping area to accommodate 10
- Adequate toilet/showers for 10 with appropriate locker room space
- Janitors closet with utility sink (one in bay area and one for inside space)
- Training room/community education room – convertible to emergency operations center
- Administrative Space
 - Reception area and visitors lobby
 - Public restroom
 - Chief's office
 - Assistant Chief's office
 - Staff work areas
 - EMS office
 - File room/storage area

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

Comprehensive Plan

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

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

Sustainability

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

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
Debt Issuance	\$3,800,000
TDRA (GLO) Grant Funds	\$1,095,436
TOTAL FUNDS	\$ 4,895,436
<u>ACTUAL COSTS</u>	
Design	\$ 73,278
Construction	<u>\$ 4,822,158</u>
TOTAL COSTS	\$ 4,895,436

OPERATIONAL IMPACTS	
Personnel	\$ 0
Supplies & Materials	\$ 49,000
Repairs and Maintenance	\$ (12,000) savings annually from energy efficiency
Capital and Other	\$ <u>0</u>
TOTAL IMPACTS	\$ 37,000

Financial Plan

Prior Years	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	Future Years	TOTAL
\$4,895,436							\$4,895,436

Schedule

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

Project Leader

MARCUS SMITH
 FIRE CHIEF
 City of South Padre Island
 Fire Department
 4601 Padre Blvd, South Padre Island, TX 78597
 Voice: 956-761-3831
 Fax: 956-761-2792
 Email: msmith@myspi.org

Project Description

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

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

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

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

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

BOAT RAMPS AT BAY ENDINGS

Project Description

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



Recently completed Polaris Street Boat Ramp

Financial Plan

Prior Years	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	Future Years	TOTAL
\$40,000							
(Palm/Polaris)							

COMMUNITY STATISTICAL INFORMATION

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

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

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

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

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



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

COMMUNITY PROFILE

The Island is a year-round vacation destination, because it enjoys a sub-tropical climate. South Padre Island's primary industry is tourism and recreation related support businesses. Due to the growth on the Island, the tourism industry is continuing to thrive.

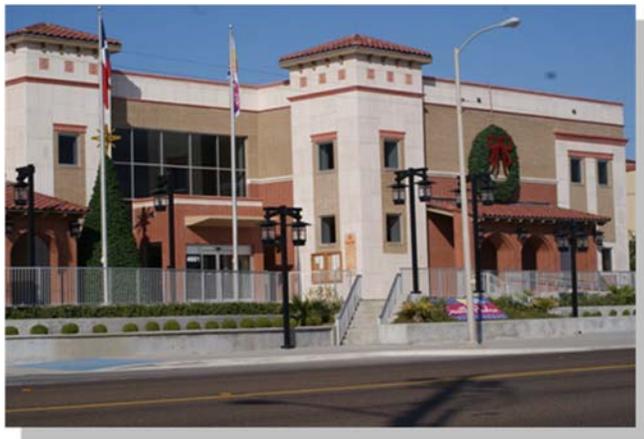
The City of South Padre Island is home to an estimated 5,000 people, and according to the Convention and Visitors Bureau, over one million people visit the Island every year. It is a hotspot for retirees from northern regions to stay throughout the winter months. These residents are known throughout the Rio Grande Valley as "Winter Texans."



The South Padre Island Birding & Nature Center



The "Wave" – Free Transportation

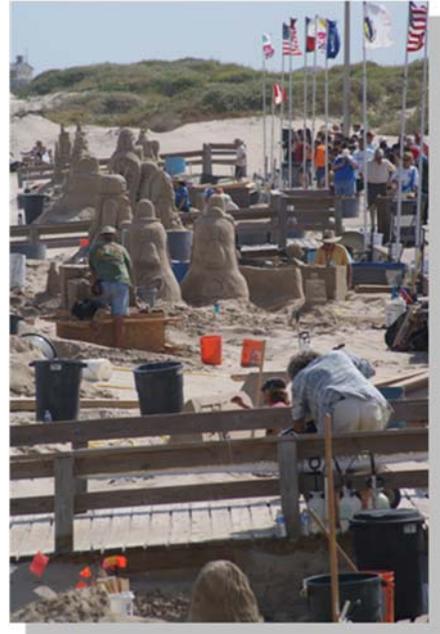


Municipal
Complex



South Padre Island

Sand Castle Days Event



Bikefest Event

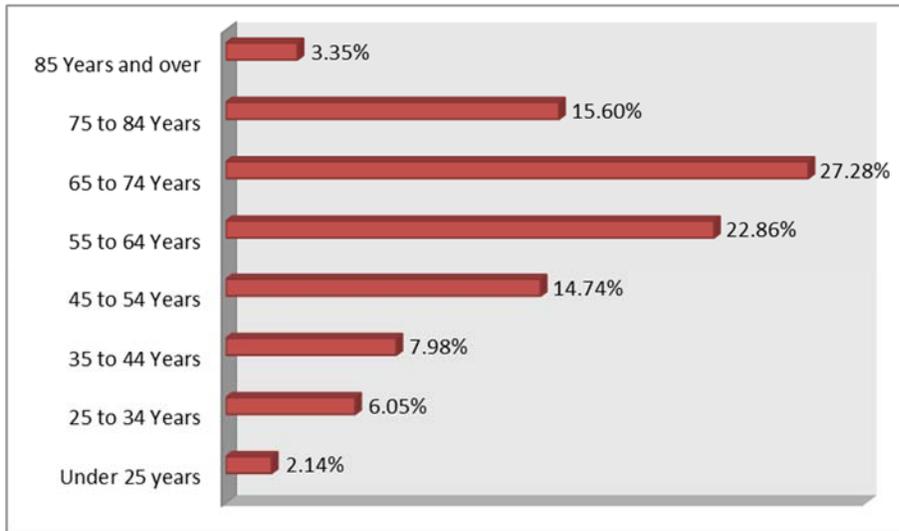


Fireworks display

DEMOGRAPHICS

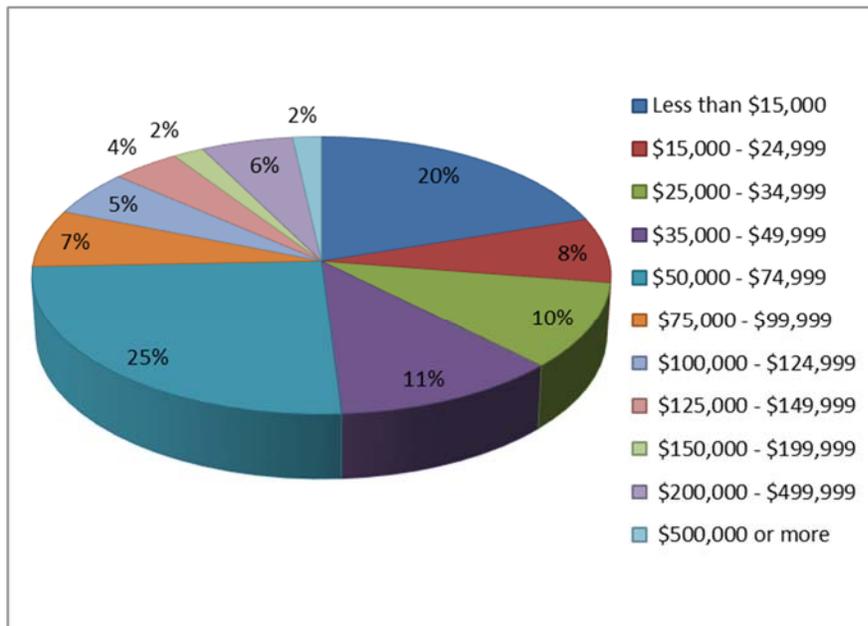
The current median age for the City of South Padre Island is 58.7, while the average age is 53.3. Five years from now, the median age is projected to be 60.4.

Estimated Households by Age of Householder



The average household income is estimated to be \$73,460 for the 2010 year and is projected to be \$79,585 in 2019.

Estimated Households by Household Income



Source of Demographics Statistics: South Padre Island Economic Development Corporation

CLIMATE

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

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

ECONOMIC FACTORS

Assessed Value and Actual Value of Taxable Property

Fiscal Year Ended September 30,	<u>Net Taxable Assessed Value</u>		Less:	Total Taxable	Total
	Real	Personal	Exempt	Assessed	Direct
	Property	Property	Property	Value	Tax
					Rate
2003	1,037,328,591	25,832,316	35,218,564	1,027,942,343	0.25811
2004	1,222,211,135	26,540,260	44,573,534	1,204,177,861	0.25811
2005	1,503,904,613	28,449,556	77,073,416	1,455,280,753	0.25811
2006	1,712,735,440	31,000,283	83,532,833	1,660,202,890	0.25311
2007	1,941,204,388	32,472,880	61,850,862	1,911,826,406	0.25311
2008	2,305,658,543	34,289,547	71,535,213	2,268,412,877	0.24561
2009	2,545,047,287	33,419,535	78,289,018	2,500,177,804	0.24561
2010	2,539,540,899	29,230,095	76,526,864	2,492,244,130	0.24561
2011	2,635,413,859	30,316,814	84,535,004	2,581,195,669	0.24561
2012	2,656,625,431	29,055,461	77,035,264	2,608,645,628	0.25040
2013	2,653,041,784	28,324,135	75,246,646	2,606,119,273	0.252701

Source: Cameron County Appraisal District

PRINCIPAL PROPERTY TAXPAYERS – FISCAL YEAR ENDED SEPTEMBER 30, 2013

Taxpayer	Taxable Assessed Valuation	Percentage of Total Assessed Valuation
Bahia Mar Tower LLC	\$ 24,996,527	0.96%
Sapphire VP LP (ID 516435)	19,035,555	0.73%
Agora USA LP	11,239,668	0.43%
SPI Beach Water Resort Waterpark LLC	10,743,489	0.41%
Sapphire VP LP (ID 526932)	10,164,460	0.39%
ICS Management Company	8,540,278	0.33%
Peninsula Island Resort & Spa LLC	8,233,286	0.32%
First National Bank	7,378,638	0.28%
Shores Development Inc.	7,451,714	0.29%
SPI La Copa Ltd	6,377,206	0.24%

Source: Cameron Appraisal District

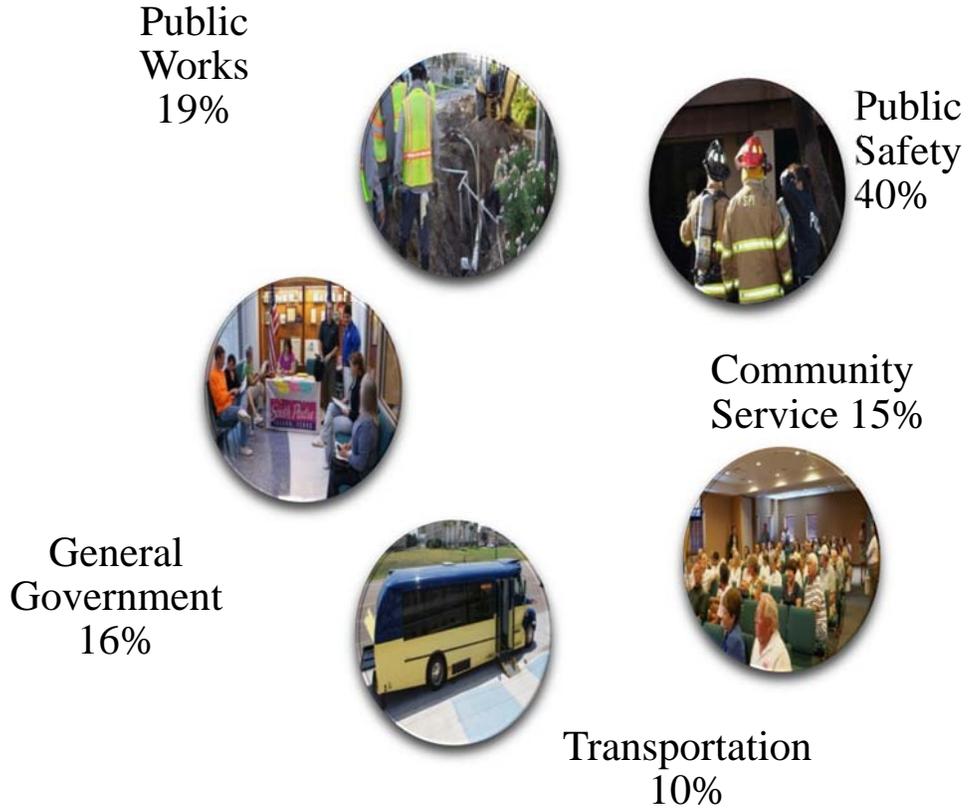


Bahia Mar Resort & Conference Center

PRINCIPAL EMPLOYERS

<u>Employer</u>	<u>Number of Employees (Peak)</u>
Schlitterbahn Beach Water Park	976
City of South Padre Island	250
The Pearl Beach Resort	242
Isla Grand Resort	207
Blackbeard's Restaurant	176
Hilton Garden Inn	150
Louie's Backyard	130
La Quinta Inn & Suites	120
Sea Ranch Enterprises	120
La Copa Inn	<u>110</u>
Total	<u><u>2,481</u></u>

PERCENTAGE OF EMPLOYEES BY DIVISION



GLOSSARY

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

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

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

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

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

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

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

ASSET-Resources owned or held which have monetary value.

AUDIT- A certified public accountant issues an opinion of the presentation of financial statements, tests the controls over the safekeeping of assets, and makes recommendations for improvements where necessary, as the result of a comprehensive review of the manner in which the government's resources were actually utilized.

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

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

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

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

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

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

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

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

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

CERTIFICATES OF OBLIGATION-See definition of bond.

CPM – The ICMA Center for Performance Management.

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

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

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

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

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

EHS- Environmental Health Services Department

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

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

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

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

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

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

FDA- Food and Drug Administration.

FEMA-Federal Emergency Management Association.

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

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

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

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

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

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

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

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

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

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

GFOA- Government Finance Officers Association.

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

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

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

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

HOT – An acronym for Hotel Motel Tax.

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

ICMA- International City Managers Association.

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

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

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

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

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

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

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

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

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

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

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

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

SALES TAX-A general “sales tax” is levied on all persons and businesses selling merchandise in the City limits on a retail basis. The current sales tax rate for the City is 8.25% (1/2% to Economic Development, 1 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

APPENDIX A BUDGET RESOLUTION

ORDINANCE NO. 13-14

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, 2013 AND ENDING SEPTEMBER 30, 2014; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

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

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

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

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

GENERAL FUND:

Beginning Fund Balance	\$	5,557,741
Operating Revenue		10,730,973
Total Resources		<u>16,288,714</u>
Expenditures		(10,730,742)
Ending Fund Balance	\$	<u>5,557,972</u>
Total Regular Personnel: 117.40		

HOTEL/MOTEL FUND:

Beginning Fund Balance	\$	1,137,840
Operating Revenue		3,587,117
Total Resources		<u>4,724,957</u>
Expenditures		(3,587,117)
Ending Fund Balance	\$	<u>1,137,840</u>
Total Regular Personnel: 13.50		

CONVENTION CENTRE FUND:

Beginning Fund Balance	\$	2,399,510
Operating Revenue		<u>2,793,877</u>
Total Resources		5,193,387
Expenditures		<u>(1,161,582)</u>
Ending Fund Balance	\$	<u>4,031,805</u>

Total Regular Personnel: 10

PARKS, RECREATION & BEAUTIFICATION FUND

Beginning Fund Balance	\$	2,372
Operating Revenue		<u>17,500</u>
Total Resources		19,872
Expenditures		<u>(18,100)</u>
Ending Fund Balance	\$	<u>1,772</u>

MUNICIPAL COURT TECHNOLOGY FUND

Beginning Fund Balance	\$	9,208
Operating Revenue		<u>8,000</u>
Total Resources		17,208
Expenditures		<u>(13,480)</u>
Ending Fund Balance	\$	<u>3,728</u>

MUNICIPAL COURT SECURITY FUND

Beginning Fund Balance	\$	38,025
Operating Revenue		<u>6,000</u>
Total Resources		44,025
Expenditures		<u>(3,943)</u>
Ending Fund Balance	\$	<u>40,082</u>

TRANSPORTATION GRANT FUND

Beginning Fund Balance	\$	193,060
Operating Revenue		<u>1,390,353</u>
Total Resources		1,583,413
Expenditures		<u>(1,390,353)</u>
Ending Fund Balance	\$	<u>193,060</u>

Total Regular Personnel: 16.10

STREET IMPROVEMENT FUND

Beginning Fund Balance	\$	7,912
Operating Revenue		<u>300,000</u>
Total Resources		307,912
Expenditures		<u>(300,000)</u>
Ending Fund Balance	\$	<u>7,912</u>

CONSTRUCTION IN PROGRESS FUND

Beginning Fund Balance	\$	6,664
Operating Revenue		<u>-</u>
Total Resources		6,664
Expenditures		<u>(6,664)</u>
Ending Fund Balance	\$	<u>-</u>

DEBT SERVICE FUND

Beginning Fund Balance	\$	273,133
Operating Revenue		<u>645,738</u>
Total Resources		918,871
Expenditures		<u>(645,738)</u>
Ending Fund Balance	\$	<u>273,133</u>

EDC DEBT SERVICE FUND

Beginning Fund Balance	\$	316,399
Operating Revenue		<u>402,062</u>
Total Resources		718,461
Expenditures		<u>(386,213)</u>
Ending Fund Balance	\$	<u>332,248</u>

BEACH MAINTENANCE FUND

Beginning Fund Balance	\$	219,465
Operating Revenue		<u>1,595,824</u>
Total Resources		1,815,289
Expenditures		<u>(1,022,763)</u>
Ending Fund Balance	\$	<u>792,526</u>
Total Regular Personnel:		4

BEACH ACCESS FUND

Beginning Fund Balance	\$	4,495
Operating Revenue		300,000
Total Resources		304,495
Expenditures		(300,000)
Ending Fund Balance	\$	4,495

BAY ACCESS FUND

Beginning Fund Balance	\$	(8,694)
Operating Revenue		15,500
Total Resources		6,806
Expenditures		(15,500)
Ending Fund Balance	\$	(8,694)

CAPITAL REPLACEMENT FUND

Beginning Fund Balance	\$	54,500
Operating Revenue		-
Total Resources		54,500
Expenditures		(54,500)
Ending Fund Balance	\$	-

EDC FUND

Beginning Fund Balance	\$	343,387
Operating Revenue		696,738
Total Resources		1,040,125
Expenditures		(696,738)
Ending Fund Balance	\$	343,387

BEACH NOURISHMENT FUND

Beginning Fund Balance	\$	1,357,252
Operating Revenue		384,684
Total Resources		1,741,936
Expenditures		(690,000)
Ending Fund Balance	\$	1,051,936

HURRICANE RECOVERY (DOLLY)

Beginning Fund Balance	\$	181,000
Operating Revenue		-
Total Resources		181,000
Expenditures		(181,000)
Ending Fund Balance	\$	0

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 4th day of September 2013.

PASSED, APPROVED AND ADOPTED on Second Reading, this 18th day of September 2013.

ATTEST:

**CITY OF SOUTH PADRE
ISLAND, TEXAS**



Susan Hill, City Secretary



Robert N. Pinkerton, Jr., Mayor

