



# City of South Padre Island FY 2022 Budget





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# **INTRODUCTION**

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## Distinguished Budget Presentation Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of South Padre Island, Texas, for its Annual Budget for the fiscal year beginning October 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the tenth consecutive year the City has received this award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**City of South Padre Island  
Texas**

For the Fiscal Year Beginning

**October 01, 2020**

*Christopher P. Morrill*

Executive Director

# Mayor, City Council, and Staff

Patrick McNulty, Mayor

Ken Medders, Jr., City Council Member, Place 1

Kerry Schwartz, Mayor Pro-Tem, Place 2

Joe Ricco, City Council Member, Place 3

Lydia Caballero, City Council Member, Place 4

Eva-Jean Dalton, City Council Member, Place 5

Edmund K. Cyganiewicz, City Attorney

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Randy Smith  
City Manager

Wendi Delgado  
Director of Operations

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Angelique "Nikki" Soto  
City Secretary

Carlos Sanchez  
Public Works Director

Claudine O 'Caroll  
Chief of Police

James Pigg  
Fire Chief

Jesse Arriaga  
Transit Director

Kristina Boburka  
Shoreline Director

Lori Moore  
Interim Convention  
and Visitors Bureau  
Director

Rodrigo Gimenez  
Chief Financial Officer

Victor Baldovinos  
Environmental Health  
Services Director

Victor Martinez  
Information Technology  
Director

**City Council**



Patrick McNulty

Mayor



Ken Medders Jr.

Council Member





Kerry Schwartz  
Council Member



Joe Ricco  
Council Member



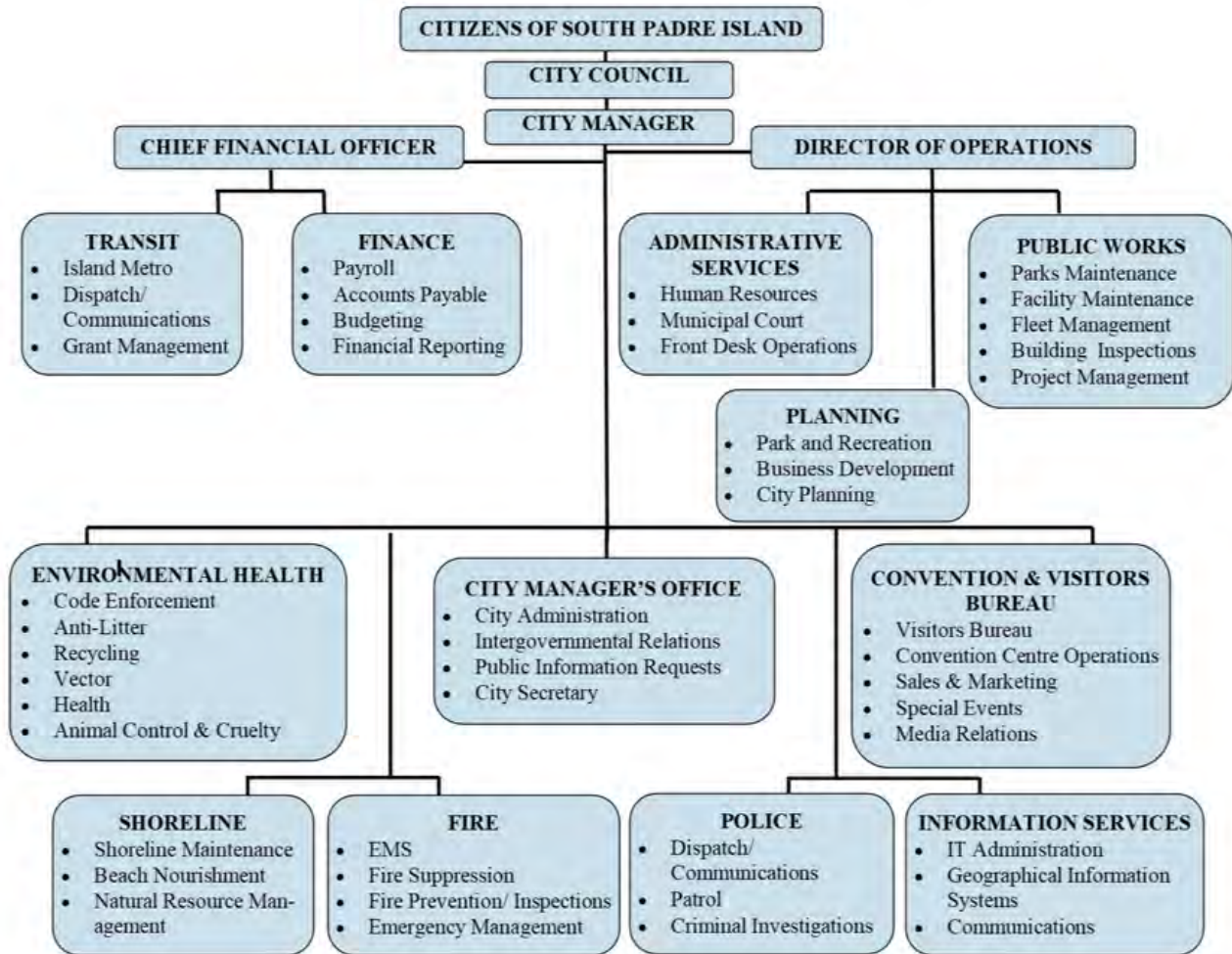
Lydia Caballero  
Council Member



Eva-Jean Dalton  
Council Member



# Organization Chart





## **Transmittal Letter**

**Randy Smith, City Manager**

### **Fiscal Year 2021-2022 Budget Message**

It is our pleasure to present the 2021-2022 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. It determines projects to be funded, service levels provided to citizens, and the costs associated with providing those services. We believe this budget is realistic and cost-effectively meets the existing level of services provided to our citizens and addresses the matters that arose during the budget process.

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

### **Economic Environment**

It is important to note the Texas economy has recovered strongly since the COVID-19 pandemic. The pandemic recession stands apart from others with a sharp and short-lived decline and steeper recovery. The increase in personal income, labor shortages, and high demand for goods and housing has resulted in an unusual economic outcome. During 2021, Texas outperformed the nation in growth despite the impact of the pandemic on labor supply and public health. Texas growth is expected to continue through 2022, but risks to consider include COVID waves, constraints on supply, and high inflation.

Although the pandemic initially led to over 1.4 million losses of Texas jobs, over 95% had been recovered by the end of 2021. Since the April 2020 unemployment peak of 13.5%, the unemployment rate has declined sharply to 5.6% as of September 2021. Furthermore, Texas job growth has risen to an annualized 4.5%. Texas experienced the sharpest employment growth in Oil & Gas Extraction & Mining (10.3%), Professional Business Service (10.2%), and Leisure & Hospitality (8.9%) sectors. Texas' initial unemployment claims have declined sharply since the peak in 2020 and are approaching pre-pandemic levels at the end of 2021. The Dallas Fed's Texas employment forecast predicts a 2022 employment growth rate between 2% and 4%.

During 2021, manufacturing indexes reflected a slower but above-average pace of expansion while the service sector continues recovering strongly and experienced robust growth. The service industry, which accounts for over 70% of the private sector, makes up the bulk of the Texas economy. As the #1 producer of oil and natural gas in the U.S., Texas produces 30% of the nation's refinery capacity and 75% of the nation's petrochemicals. Therefore, low energy prices would negatively impact the economy.

Texas accounts for 20% of U.S. exports, making it the top exporting state. Texas' combination of strategic location, vast ports of entry, largest U.S. rail and road infrastructure, immense multilingual workforce, and concentration of financial and corporate resources continues to make Texas an international trade leader. Per Texas Economic Development & Tourism, Texas exports were valued at over \$375 billion during 2021. The Texas economy remains most vulnerable to tariffs, energy price volatility, and changes in trade policies. These issues increase trade uncertainty, especially with Mexico, and may obstruct economic growth. Mexico currently receives 30% of Texas' exports, making Mexico Texas' top trading partner. In addition, the Texas-Mexico border ports process over 50% of Texas' exports.

Since the Great Recession, Texas house prices have shadowed the nation. The Texas housing market remains constricted by the surge in housing demand and record low inventories. The pandemic has led to a reduced demand for housing in neighborhoods with a high population density. The relocation of citizens out of high-density and high cost-of-living areas benefit Texas growth. Such relocation has led to growth in median home prices across Texas. During 2021, Texan median home prices hit a record high, averaging between \$306,000 and \$481,000.

In terms of the City's economy, South Padre Island strongly relies on the Texas economy as well as that of Mexico. Located only 26 miles from the nearest international bridge, South Padre Island is a popular vacation spot among Mexican tourists. All business and economic activity on the Island centers on tourism. A good indicator of the City's

economy is the collection of hotel occupancy taxes. During the fiscal year 2020-2021, the City experienced record high collections. A 70% increase was recognized compared to fiscal year 2019-2020. The highly seasonal nature of tourist activity means that almost half of the lodging sales come in June, July, and August. Another key economic indicator for the City is the sales tax growth rate. The City recognized a 47% increase in sales tax while the increase statewide was 3%. In addition, the City's property values increased slightly, which represents a stronger taxable base.

South Padre Island continues to establish itself as a premier visitor destination, with its unique setting, pristine beach environment, and abundant water and outdoor activities. As the area gains more recognition as a year-round vacation retreat, there will be a growing need to preserve, improve, and add to the amenities and attractions sought by the rising tide of tourists.

## **The Fiscal Year in Review**

Before discussing the 2021-2022 Budget, let us first look at the City's major accomplishments during the past year. The following are a few of the departments' highlights.

### *Comprehensive Plan*

The City focused on finalizing the City's comprehensive plan during the beginning months of the 2020/21 fiscal year. "The Island Way: The South Padre Island Comprehensive Plan," outlines a path for achieving the shared vision for the City described by community members through the visioning and goal-setting process. It succeeds, updates, and replaces the Town of South Padre Island, Texas Comprehensive Plan 2008, which was drafted more than a decade earlier. The Island Way synthesizes a series of component master plans into one, seamless document that will guide the growth and evolution of the City between the writing of this plan and its horizon of 2050. It will be updated every 5 to 10 years. The Component Plans included in the document are the Land Use Plan; Business, Economy, and Tourism; Master Thoroughfare Plan; Parks and Recreation Master Plan; City Facilities Master Plan; Shoreline Master Plan; and Implementation Plan. The project was placed on hold as COVID-19 placed group setting restrictions on the steering committee in addition to staff shortages. As of September 30th, 2020, the plan was substantially complete with some minor edits being made by staff at the request of the steering committee. The steering committee revisited this document in 2021 and has one final meeting in January of 2022 to finalize some minor details. Once all edits are completed, the document will be presented to City Council for consideration and adoption in 2022.

### *Tompkins Park*

The City of South Padre Island partnered with the Texas Department of Parks and Wildlife to complete Phase II of John L. Tompkins Park. The park will include a soccer field, a walking trail, exercise stations, a bocce ball court, benches, and shade structures. The construction on the base design was completed in June of 2020. The construction of the skate park was completed in May 2021. By the end of 2021, 90% of the Phase II grant has been completed. In 2021, an additional grant for Phase III of John L. Tompkins was received from Texas Parks and Wildlife to add solar lighting and a shade pavilion over the basketball court to the park. Phase III is scheduled to begin in 2022.

### *Infrastructure*

The Public Works Department continues to improve infrastructure and provide safer streets for all modes of travel. The PR 100 Median, Boardwalk, Sidewalk, and Traffic Signal Improvements project is at 99% completion, pending upgraded crosswalk lighting to improve motorist visibility. The project stayed on budget with a grand total of approximately \$7,530,000 and provides increased pedestrian and traffic mobility along Padre Boulevard. The traffic signal improvements added two new intersections on Esperanza Street and Padre Boulevard, as well as at a yet unnamed intersection near 6600 Padre Blvd. In addition, 3.7 miles of center medians were built which included the installation of new 6-inch irrigation water meters. This project is a component of the Venue Tax Project approved by voters in 2016.

In 2017, the City embraced a comprehensive approach to assess all City streets through the Master Thoroughfare Plan, which was finalized in October 2018, in which Laguna Boulevard was ranked number one. The initial 2019 concept was to improve lanes, drainage, and all intersections while incorporating low impact development to allow the City to become more resilient. In 2020, preliminary engineering commenced with in-house staff. This would be the City's first major improvement that has been designed in-house, saving a total of \$478,000 on the project design. Multiple workshops and open houses were held through the design process. By the end of the fiscal year, 90% of the reconstruction of Laguna Boulevard project planning was completed. A groundbreaking ceremony is scheduled for February 2022. The project is estimated to be complete in the Fall of 2023.

In addition, the City applied for various grants to improve mobility throughout the City as well as infrastructure. The City submitted applications for the TxDOT Transportation Alternative grants in the amount of approximately \$246,000 and was awarded. The City also submitted an application to the Army Corps of Engineering to finalize the City's Master Drainage Study that was coordinated for contract execution by the end of the fiscal year.

#### *Transit*

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

The department continues to obtain funding from the Texas Department of Transportation (TxDot), which is heavily relied upon to continue providing transit services. During the fiscal year 2020-2021, the department received an allocation from the TxDot CARES ACT Funding Project in the total amount of \$877,390. The funds were spent on hazardous pay for drivers and maintenance staff, as well as, purchasing Covid-19 related personal protective equipment and sanitation services. Furthermore, the department invested in the purchase of five new buses. The cost of the buses amounted to approximately \$836,000.

Projects in process, with TxDot funding, include the purchase and construction of nineteen bus shelters and the purchase and installation of one emergency facility generator in the total amounts of \$158,627 for the shelters and \$159,535 for the generator. These projects are scheduled to be completed by mid-year of 2022.

#### *Finance*

The City has been awarded with the Triple Crown medallion by the Government Finance Officers Association (GFOA). This award recognizes governments who have received the GFOA's Certificate of Achievement for Excellence in Financial Reporting, the Popular Financial Reporting Award, and the Distinguished Budget Presentation Award.

The City was awarded the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Finance for the 31st consecutive year for its 2020 fiscal year's Comprehensive Annual Report. The City was also awarded the GFOA's Distinguished Budget Presentation Award for the 10th consecutive year for the 2021 fiscal year's budget document as well as the Popular Annual Financial Report for 2020.

During fiscal year 2020-2021, the City refunded the 2011 General Obligations Bonds, which resulted in net present value savings of approximately \$300,000 and a percentage of savings of refunded bonds of 12.38%. Additionally, 2021 Tax Notes with project fund deposits of \$5 million were issued for the Laguna Boulevard project. The true interest cost (TIC) for this note was 0.759688%

#### *Convention Center and Tourism*

The South Padre Island Convention and Visitors Bureau (CVB) works to generate tourism through leisure, group travel, meetings, and convention markets. As tourism is the Island's primary economic engine, success is critical. Marketing efforts have guests visiting South Padre Island from Mexico, Canada, and European countries. Over nine million people visited the Island in 2021. The CVB booked over 17,000 group room nights throughout 2021.

The CVB Special Events division assisted and worked closely with promoters to bring year-round business. The CVB sponsored and guided 24 events during the fiscal year 2020-2021. Hotel occupancy tax collections increased by 70% during the fiscal year.

The Convention Centre Expansion is a transformative project that embraces the future of South Padre Island as a prominent destination for event planners. In June 2021, the City selected a firm to update the Feasibility Study and Business Plan for the project. According to the study's projections, an expansion of the Convention Centre could bring an 82% increase in direct and supporting revenues within five years and a 107% increase in ten years.

#### *Shoreline, Park, and Beautification*

South Padre Island is committed to preserving and restoring the local beaches and bay to maintain our quality of life and sustain the local tourism-based economy. Through the years, it has received many accolades for being one of the most desirable coastal communities in the nation. The City works extremely hard to protect and maintain our beach

to ensure that our citizens and visitors can continue to have memorable and enjoyable experiences while also increasing resiliency to protect the community and the Island from major storms and tides.

In May 2021, the City, in partnership with the US Army Corps of Engineers, Texas General Land Office and Cameron County, placed approximately 355,000 cubic yards of sediment on our beaches. The material, which is dredged from the Brazos Santiago Pass, is beneficially used to combat erosional challenges. The last time material was placed onshore was in 2016.

During the fiscal year 2020-2021, the Shoreline Department received \$150,000 from the National Fish and Wildlife Foundation to perform a feasibility study for a living shoreline on the Island's bayside. Funding will also be utilized to begin the designs which will help to decrease erosion and attenuate waves from flooding. Additionally, just over \$375,000 in grant funds from the Coastal Management Program was awarded to the City for beach access improvements, the construction of lifeguard towers, and dune restoration to build back the dune system that was damaged during the 2020 Atlantic hurricane season.

The City purchased bayside land in June 2021 as a part of the RESTORE Act grant where a boat ramp and associated trailer-sized parking will be constructed. The City was awarded over \$140,000 from the Texas Parks and Wildlife Department for the engineering and permitting phase of the project.

The South Padre Island Wind and Water Sports Park is still underway. The project is currently waiting for permit approval from the United States Army Corps of Engineers and a General Land Office lease. This project is a component of the Venue Tax Project approved by voters in 2016. The park will provide a dedicated access point for wind and water sport athletes and will decrease the amount of damage to the wetlands that currently occur. The design includes parking areas and a laydown area where the athletes can set up their equipment and launch.

#### *Environmental Health Services*

The City's Environmental Health Services Department and the City's Recycling and Education Outreach team are committed to protecting the Island by providing environment-friendly solutions to waste management. This year, Keep Texas Beautiful (KTB) named South Padre Island a Gold Star Affiliate. KTB works with governments, businesses, civic groups, and volunteers to ensure that every Texan has the opportunity to take individual responsibility for making Texas the cleanest, most beautiful state in the nation. The Gold Star recognition is the highest status any community affiliate can achieve.

Over 50,000 pounds of recyclable materials were collected during fiscal year 2021. Successful programs maintained by the Environmental Health Services Department include the following:

- Weekly recycling - for household items.
- Annual Recycle Land Event - hosts local presenters to educate the community on how we can all do our part in keeping SPI Beautiful. .
- "I Love SPI" Valentine's Day Campaign - held every year to help the residents and businesses by adding an extra brush and bulky item pick-up services.
- Composter Loan Program - allows residents to lease a manual composter to create organic compost soil and provide nutrients to lawns and plants all year long.
- Annual E-Waste Event - allows the community to recycle unwanted electronics.
- Utility Easement Enforcement Program - surveys all utility easements and educates property owners on the importance of eliminating high grass and dead vegetation.

#### *Public Safety*

During the fiscal year, the Police Department purchased four new vehicles and had them equipped for a total of approximately \$183,000. In addition, audio recording software/hardware and a new jail surveillance system was purchased and installed for a total cost of approximately \$18,907 and \$47,055, respectively. The department received a total of \$39,885 from the Homeland Security Grant Program for operations related to Operation Stonegarden. This program provides funding to enhance cooperation and coordination among state, local, tribal, territorial, and federal law enforcement agencies to jointly enhance security along the United States land and water borders. In addition, the department received \$57,093 in funding to be allocated to the Local Border Security Program. The purpose of the program is to sustain interagency law enforcement operations and enhance local law enforcement patrols to facilitate directed actions to deter and interdict criminal activity.

In fiscal year 2020-21, the City's Fire Department purchased and equipped a new ambulance for a total of \$129,392. The Fire Department also applied for and received a total of \$52,652 from the US HHS Phase 3 COVID-19 Provider Relief Distribution. The US HHS designed this funding to balance an equitable payment of 2 percent of annual revenue from patient care for all applicants plus an add-on payment to account for revenue losses and expenses attributable to COVID-19. Furthermore, the department was awarded funding from the Texas Intrastate Fire Mutual Aid System Grant program in the amount of \$7,600 for training expenses and the Trauma Regional Advisory Council - V grant of \$11,242 for medical supplies.

### *Economic Development*

In 2021, the South Padre Island Economic Development Corporation (EDC) initiated a feasibility study for a deep water marina. The results of the study will be presented in March 2022. The feasibility study includes site recon & data collection, marina market analysis, physical feasibility & environmental review, and financial analysis. The deep water marina project is a project incorporated in the City's Capital Improvement Plan. The EDC has supported the Friends of RGV Reef artificial reef project for four consecutive years now. The success of the artificial reef project has attracted larger offshore boats and further added to the logic of developing a deep water marina.

The EDC has selected a firm to complete the conceptual exhibit design for a South Padre Island Aquarium and Butterfly Pavilion. The EDC has property adjacent to the South Padre Birding and Nature Center that would be developed to add these amenities to the existing Birding Center. Ecotourism is a big economic driver for the Island and with Sea Turtle Inc. as neighbors, the Island is creating a true eco-tourism district to provide environmental education and conservation awareness to our residents and visitors.

The Art Business Incubator had a remarkable year in 2021! The program included six accomplished artists from around the country. Minnesota, Colorado, and Michigan artists moved to South Padre Island for their one-year residency in the program. This public/private partnership has been a success. The artists are permanently relocating to the Island and three additional art galleries will open in 2022 with graduates from the 2021 class. The mission to add to the Island's economy by creating an arts destination is set in motion.

In 2021, the EDC awarded a Façade Improvement Grant to Calypso. This is an incentive program that allows businesses within the Form Based Code area to apply for a 50/50 grant to improve the appearance of their storefront. The EDC will contribute up to \$25,000 for their 50% match.

The EDC provides capital funding for businesses through another grant program: Sand Dollars for Success. Through a business plan competition, a maximum of \$25,000 can be awarded to a business that qualifies and wins the competition. In 2021, the EDC Sand Dollars for Success grants were awarded to Café Karma and Isla Tours.

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

### *Impact of COVID-19 Pandemic*

A year ago, we shared the many challenges our community faced. This year, however, we are proud to say we have made great strides towards an even brighter future for our Island.

With Texas opening up fully in March of 2021, businesses were able to operate without restrictions to better serve the community and visitors. There's been a positive growth in tax revenues as the Island became an idyllic retreat for many. Additionally, the City maintained its annual expenditures within budget and increased excess reserves to fund critical projects. The City continues to be fiscally prudent and the 2020-2021 fiscal year reflects our strong financial position.

Although there has been great growth throughout the last year, our community continues to face the effects of COVID, such as staffing shortages in local businesses, lack of necessary inventory and variants of COVID causing even further disruptions to our daily lives.

In 2021, the City received reimbursement for fiscal year 2019-20 COVID-19 related expenses from the Federal Emergency Management Agency of \$15,028. In addition, the City received \$344,175 from the American Rescue Plan Act Coronavirus Local Fiscal Recovery Fund for eligible costs obligated between March 3, 2021 and December 31, 2024.

Despite the multiple challenges caused by the COVID-19 pandemic, the City continues to remain resilient through pro-active, conservative, and coordinated planning and execution.

## The Fiscal Year 2021-2022 Budget

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

City staff developed replacement programs for computers and vehicles as well as a preventive maintenance program for the City's buildings. These programs were developed through DMAIC processes, which is a data-driven improvement cycle used for improving, optimizing and stabilizing processes. The DMAIC improvement cycle (Define, Measure, Analyze, Improve and Control) is the core tool to drive process improvements. Funding for the fifth year of these programs is included in the proposed FY 2021-22 budget.

A thorough analysis has indicated a need to replace a few of the City's vehicles. A regularly scheduled replacement program for vehicles will allow for a manageable annual budget. This will help avoid vehicle failure and unavailability. The leases of a fire truck & ladder and a case tractor loader backhoe are included in the Fleet Management division's budget for a total of \$74,414.

In accordance with the facilities maintenance plan approved by City Council, the City is budgeting \$106,600 for facilities maintenance costs. A few of the major repairs/improvements include the following: replacement of the fire station's fitness equipment, painting of the Fire Station's interior and exterior, and repairs to City Hall's and the Community Center's parking lots.

The proposed budget includes a 3% cost of living adjustment (COLA). The citywide cost of the proposed COLA is approximately \$280,000, of which \$202,000 is allocated to the General Fund. The citywide's total proposed payroll costs is \$13,283,000 with \$9,326,000 allocated to the General Fund. In addition, the proposed budget includes a maximum increase of 7% for medical benefits. The budgeted medical benefit cost for the General Fund totaled \$975,000 and \$1.4 million for the City.

For the 2021-21 fiscal year, the proposed budget for the Beach Maintenance Fund includes \$279,300 for the rental of portable toilets and extra servicing during the summer months, as well as an additional \$20,700 for rent expenses for the use of offices located in the new multimodal building.

Additionally, major capital outlay purchases include \$12,000 for the purchase of a wave runner and trailer for the Beach Patrol division. Additionally, the Shoreline Department has budgeted \$80,000 in the Beach Nourishment Fund for costs related to professional services, specifically coastal engineering services for erosion control purposes.

The combined budgets for the Hotel Motel and Convention Centre funds reflect revenues in excess of expenditures by approximately \$1,300,000. In order to generate more tourism and promote the hospitality industry, the CVB allocated \$424,072 for event sponsorships, and \$3,615,500 for marketing expenses. The majority of this marketing is for media placement, which accounts for 71% of the marketing budget or \$2,556,000.

South Padre Island is a community with a challenging task of balancing the needs and desires of our permanent residents, along with the need to attract thousands of visitors each year. We feel that with the efforts of exceptional staff and dedicated elected officials, we have achieved our goals of delicately balancing the daily operations to create an environment suitable for all stakeholders. South Padre Island will always be a unique seaside community, our beaches and other amenities attract pleasure-seeking tourists, visitors, permanent and seasonal residents. Our Island offers some of the cleanest, most scenic beaches in the Gulf and a variety of activities for everyone to enjoy.

We look forward to the coming year and all the great things it will bring to South Padre Island!

Respectfully



William Randall Smith, City Manager



## History of City



South Padre Island was a beautiful, desolate place where native Karankawa Indians, migratory birds, and sea turtles were the only residents.

The Island was granted to Nicolás Ballí by King Carlos III of Spain in 1759 and later passed to Ballí's grandson, Padre José Nicolás Ballí. Soon after, Padre José brought the first permanent settlers, establishing a church and teaching Christianity to the Karankawa Indians.

When Padre Ballí owned the Island, it was known as the Isla de Santiago. Due to the Padre's reputation as a kind man, the people to whom he ministered affectionately referred to the Island as La Isla Padre – Padre Island.

While the Island's population has grown significantly since then, the sandy, white beaches, and calm ocean waters still attract migratory birds and sea turtles, and the strong sense of community and acceptance Padre Ballí taught continues to live on today. That's one of the many reasons why so many people choose to live on and visit South Padre Island every year.



JOSÉ NICOLÁS BALLÍ

The Island's founder.



EL CRISTO DE LOS PESCADORES

This memorial is for the fishermen who were lost at sea.

## HOME RULE CHARTER



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

The City Council, which consists of the Mayor and five Council Members, and the City Manager's Office, which is comprised of the City Manager, Director of Operations, City Secretary, Public Information Officer, and Executive Assistant, form the City's strategic team. These two bodies are responsible for the formulation and communication of public policy to meet community needs, assure orderly development in the City, and provide for the general administration of the City.

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

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

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

## The Island Way: Vision, Mission, and Strategic Goals

Beginning in 2002, the Town of South Padre Island convened a series of community forums. The goal of these Town Hall meetings was to find out from the citizens the concerns and priorities for the Island.

In 2005, a twelve person Comprehensive Plan Advisory Committee (CPAC) was assembled to re-start the community outreach and planning process. The resulting plan was the product of the original community forums and extensive deliberation by the CPAC. The resulting plan consists of the following elements:

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

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

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

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

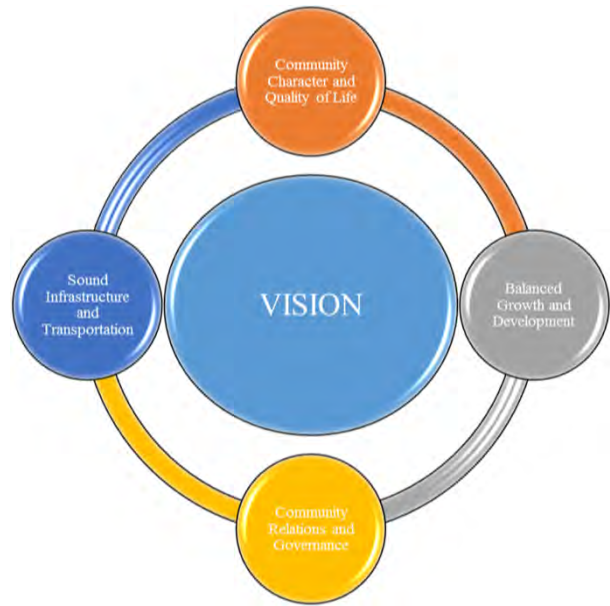
The resulting Comprehensive Plan will be the official statement of South Padre Island’s Long Term vision for its future. In addition, to addressing current and future land use decisions, it will coordinate and incorporate components associated with the following actions;

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

## Vision Statement

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

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



## Mission Statement

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

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



## Community Profile



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

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

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

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



According to the last census, the City of South Padre Island is home to an estimated 2,900 people, and based on statistics provided by the Convention and Visitors Bureau, over 1 million people visit the Island every year. It is a hotspot for retirees from northern regions to stay throughout the winter months. These residents are known throughout the Rio Grande Valley as "Winter Texans."

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



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

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



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

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



## Climate

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

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

Climatic Profile	
Winter Average Temp.	65 degrees
Summer Average Temp.	82 degrees
Average Daily Temp.	74 degrees
Average Sunshine Days	253 days
Average Growing Season	336 days
Average Annual Rainfall	27 inches

## Economic Factors

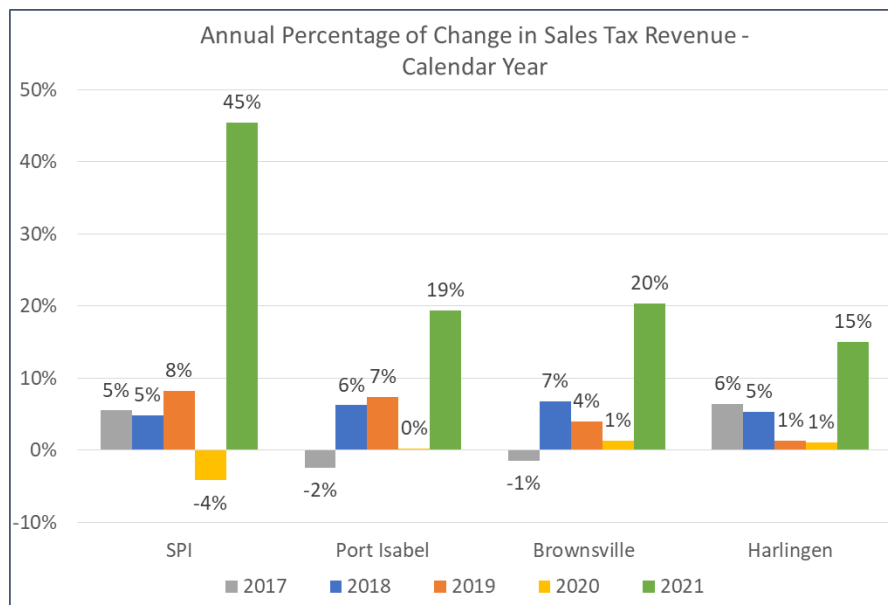
Assessed Value and Actual Value of Taxable Property: The City of South Padre Island has experienced stable assessed property values for the past ten years.

Fiscal Year Ended September 30,	Net Taxable Assessed Value		Less: Exempt Property & Homestead Cap	Total Taxable Assessed Value	Total Direct Tax Rate
	Real Property	Personal Property			
2011	2,635,413,859	30,316,814	84,535,004	2,581,195,669	0.24561
2012	2,656,625,431	29,055,461	77,035,264	2,608,645,628	0.25040
2013	2,653,041,784	28,324,135	75,246,646	2,606,119,273	0.25270
2014	2,629,536,569	31,256,298	77,229,580	2,583,563,287	0.25438
2015	2,574,041,045	32,621,783	90,276,002	2,516,386,826	0.26275
2016	2,535,461,500	34,181,366	91,123,668	2,478,519,198	0.28564
2017	2,553,862,437	33,883,054	91,934,403	2,495,811,088	0.30564
2018	2,579,281,031	35,135,283	90,801,714	2,523,614,600	0.31564
2019	2,613,444,214	39,663,066	94,519,162	2,558,588,118	0.31564
2020	2,707,741,919	34,551,698	97,017,507	2,645,276,110	0.31564

Source: Cameron County Appraisal District

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

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



Source: Texas Comptroller of Public Accounts



## Principal Property Taxpayers

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

Source: Cameron Appraisal District – 2020 Top Taxpayers



## Principal Employers

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

Source: South Padre Island Economic Development Corporation

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

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

\*\*\* Includes Sea Ranch, Pier 19, Laguna bob's, and F&B

### Beach Park



# Percentage of Employees by Governmental Activity



# Population Overview



TOTAL POPULATION

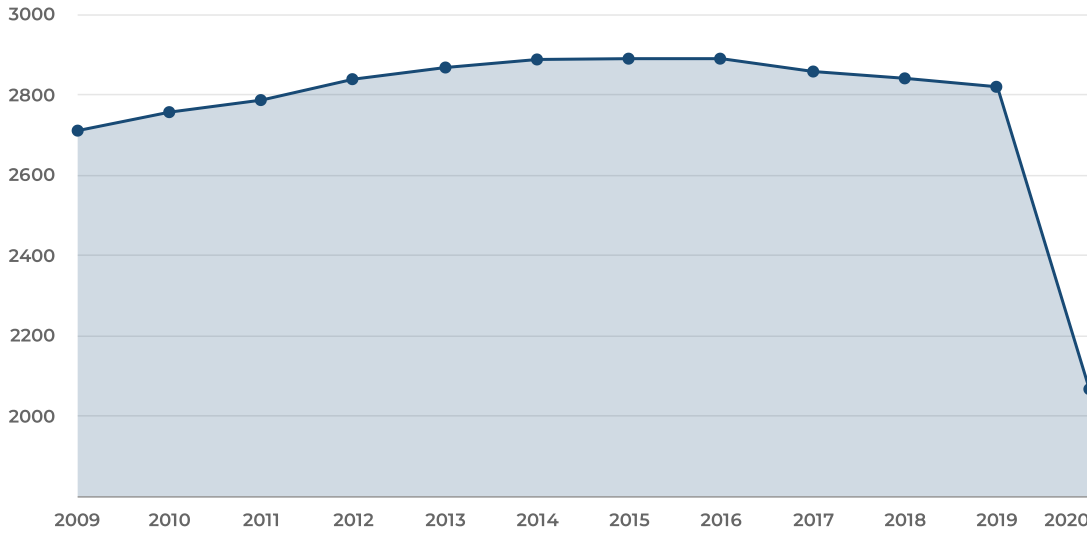
**2,066**

▼ **26.7%**  
vs. 2019

GROWTH RANK

**1045** out of **1218**

Municipalities in Texas



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



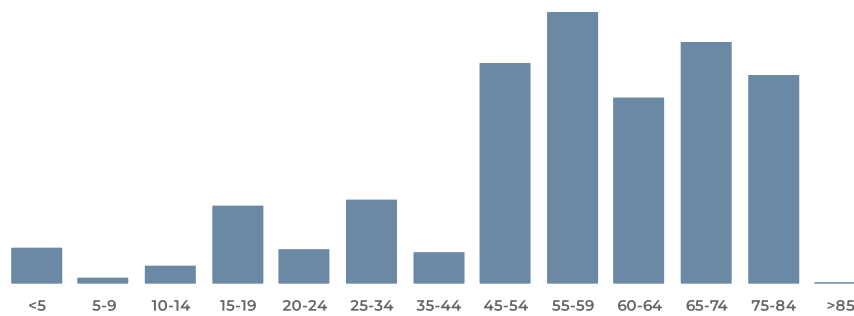
DAYTIME POPULATION

**4,913**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

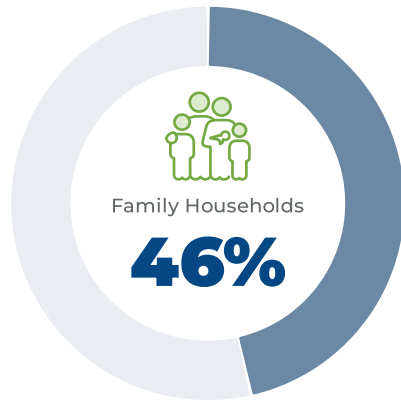
\* Data Source: American Community Survey 5-year estimates

# Household Analysis

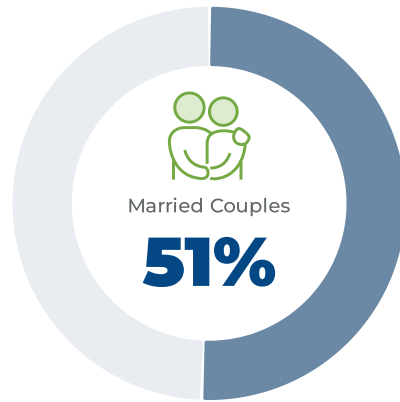
TOTAL HOUSEHOLDS

**1,477**

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▼ 8%  
lower than state average



▲ .4%  
higher than state average

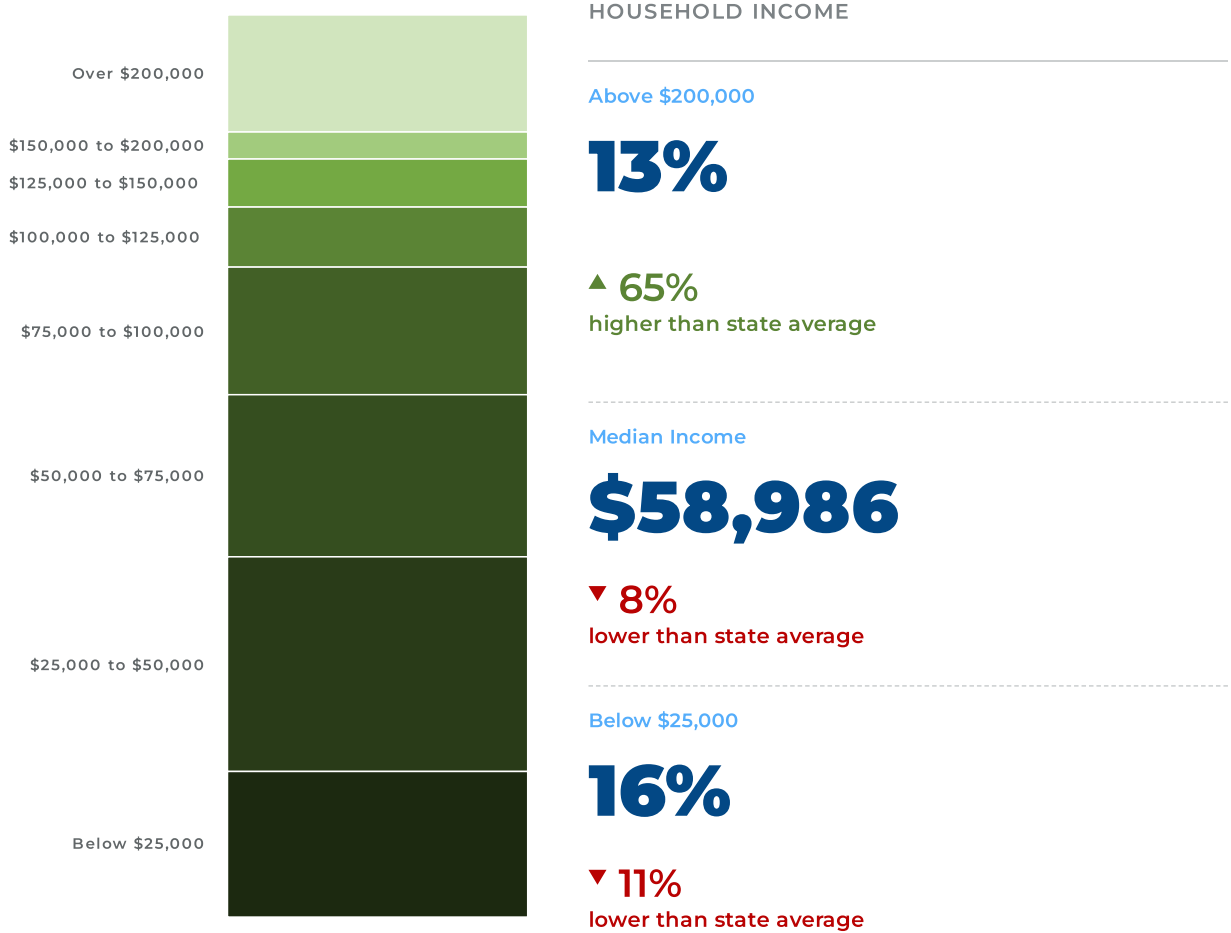


▼ 22%  
lower than state average

\* Data Source: American Community Survey 5-year estimates

## Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.

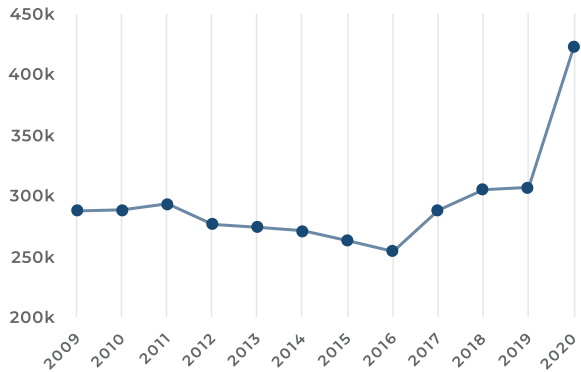


\* Data Source: American Community Survey 5-year estimates

# Housing Overview



2020 MEDIAN HOME VALUE  
**\$422,700**



*\* Data Source: 2020 US Census Bureau  
 (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.*

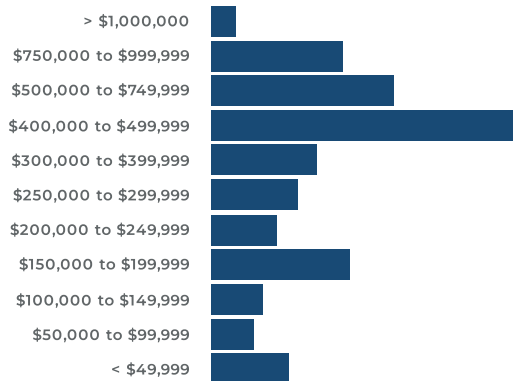
## HOME OWNERS VS RENTERS

South Padre Island State Avg.



*\* Data Source: 2020 US Census Bureau  
 (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.*

## HOME VALUE DISTRIBUTION



*\* Data Source: 2020 US Census Bureau  
 (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.*

## Financial Policies

The following sections encompass the City's financial policies, which include (but are not limited to) (1) financial planning policies, (2) revenue policies, and (3) expenditure policies.

The policies support a financial planning process that assesses the long-term financial implications of current and proposed operating and capital budgets, budget policies, and cash management and investment policies.

### Overview and Statement of Purpose

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

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

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

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



## Five Year Financial Plan

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

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

1. **Preparation** – The Director of Operations coordinates the annual update and adoption of the five-year Capital Improvement Plan (CIP) as a part of the annual budget process. The Director of Operations will lead an administrative committee established to review and prioritize capital projects. This committee shall prioritize and rank projects according to the criteria listed in Project Criteria Section. The CIP includes all costs associated with the design, rights of way, acquisition and construction of a project, as well as the estimated operating and maintenance costs, which impacts future operating budgets. The following guidelines will be utilized in developing the CIP:

- Needed capital improvements and major maintenance projects are identified through system models, repair and maintenance records and growth demands.
- A team approach will be used to prioritize CIP projects, whereby City staff from all operational areas provide input and ideas relating to each project and its effect on operations.
- Citizen involvement and participation will be solicited in formulating the capital budget.

2. **Financing Programs** – Where applicable, impact fees, assessments, pro-rata charges or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners. Recognizing that Long Term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

3. **Control** – All capital project expenditures must be appropriated in the capital budget. The Chief Financial Officer or City Manager must certify the availability of resources before any capital project contract is presented to the City Council for approval.

4. **Reporting** – Periodic financial reports will be prepared to enable the Department Directors to manage their capital budgets and to enable the Finance Department to monitor and control the budget as authorized. Capital project status reports will be presented to City Council.

B. **Operations Plan** – Each Department Director will provide a plan for each division in the department for each of the upcoming five years. The plan will include estimated operating expenses, the cost of new programs being contemplated and staffing needs for the five year period.

C. **Revenues and Financing Plan** - The Finance Department will develop conservative, five year revenue forecasts based upon current and known future revenue streams. The Plan will illustrate the impact of the Capital and Operations Plan on the property tax rate and other fees.

D. **Performance Measures** - Department Directors will develop program performance measures to evaluate the impact of new programs and growth on the departments. Existing programs will also be evaluated as a part of the five year planning process and annual budget process to determine whether certain programs should continue to be funded.

# Annual Operating Budget

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

A. **Planning** – The budget process will include City Council participation in the identification of major policy issues. The budget process will be a part of an overall strategic planning process for the City. The process will also allow for citizen input.

B. **Preparation** – The *Charter (Section 5.02)* requires “On or before sixty (60) days prior to the beginning of each fiscal year, the City Manager shall submit to the City Council a budget for the ensuing fiscal year. The budget shall be adopted not later than the last day of the last month of the fiscal year currently ending per Charter Section 5.05(c).

1. **Proposed Budget** – A proposed budget shall be prepared by the City Manager with the 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 *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 1<sup>st</sup>.

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's 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 made 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 requires enhanced guidelines for spending and operations, which shall include:

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

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

1. Number of South Padre Island citizens served by the organization;
2. Type of service provided and whether other organizations in the community provide the service;
3. Availability of other funding sources for the organization;
4. Demonstration of ability to adhere to the guidelines outlined by this policy.
5. All funded agencies shall be required to submit quarterly reports with performance measures to the City Manager.

J. **Periodic Program Reviews** – The City Manager and Department Directors will periodically review programs for efficiency and effectiveness. Programs not meeting efficiency or effectiveness objectives shall be brought up to required standards, or be subject to reduction or elimination.

K. **Budget Contingency Plan** – This policy is intended to establish general guidelines for managing revenue shortfalls resulting from factors such as local and economic downturns that affect the City's revenue streams.

L. **Immediate Action** - Once a budgetary shortfall is projected, the City Manager will take the necessary actions to offset any revenue shortfall with a reduction in current expenses. The City Manager may:

- a) Freeze all new hire and vacant positions except those deemed to be a necessity.
- b) Review all planned capital expenditures.
- c) Delay all "non-essential" spending or equipment replacement purchases.

M. **Further Action** - If the above actions are insufficient to offset the revenue deficit and the shortfall continues to increase, the City Manager will further reduce operating expenses to balance the variance. The City Manager may ask Department Directors for recommendations on reductions of service levels in order to reduce expenditures to balance the budget. Any resulting service level reductions, including workforce reductions, will be finalized by the City Council.

## Revenue Management

A. **Optimum Characteristics** – The City will strive for the following optimum characteristics in its revenue system:

1. **Simplicity** – The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient.
2. **Certainty** – A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budget and plans.
3. **Equity** – The City shall make every effort to maintain equity in its revenue system; i.e., the City should seek to minimize or eliminate all forms of subsidization between funds.
4. **Revenue Adequacy** – The City should require there be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.
5. **Realistic and Conservative Estimates** - Revenues will be estimated realistically, and conservatively, taking into account the volatile nature of various revenue streams.
6. **Administration** – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. Where appropriate, the City will use the administrative processes of State, Federal or County collection agencies in order to reduce administrative costs.
7. **Diversification and Stability** – A diversified revenue system with a stable source of income shall be maintained.

B. **Other Considerations** – The following considerations and issues will guide the City in its revenue policies concerning specific sources of funds:

1. **Non-Recurring Revenues** – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not for budget balancing purposes.
2. **Property Tax Revenues** – All real and business personal property located within the City will be valued at 100% of the fair market value for any given year based on the current appraisal supplied by the Cameron County Appraisal District. Reappraisal and reassessment shall be done a minimum of once every three years as determined by the Appraisal District.

Conservative budgeted revenue estimates result in a projected ninety-five percent (95%) budgeted collection rate for current ad valorem taxes. Two percent (2%) of the current ad valorem taxes will be projected as the budget for delinquent ad valorem tax collection. For budgeting purposes, the City will forecast the current year's effective tax rate at the current collection rate of 95%, unless directed otherwise by the City Council.

3. **Investment Income** – Earnings from investments will be distributed to the Funds in accordance with the equity balance of the fund from which the monies were provided to be invested.
4. **User-Based Fees and Service Charges** – For services associated with a user fee or charge, the direct or indirect costs of that service will be offset by a fee where possible. The City will review fees and charges no less than once every three years to ensure that fees provide adequate coverage for the cost of services. The City Council will determine how much of the cost of a service should be recovered by fees and charges.

5. **Intergovernmental Revenues** – All potential grants will be examined for matching requirements and must be approved by the City Council prior to submission of the grant application. It must be clearly understood that operational requirements (on-going costs) set up as a result of a grant program could be discontinued once the term and conditions of the program have been completed.

6. **Revenue Monitoring** – Revenues as they are received will be regularly compared to budgeted revenues and variances will be investigated. Any abnormalities will be included in the monthly general fund revenue report as posted on the City's web-site.

## **Expenditure Policies**

A. **Appropriations** – The point of budget control is at the department level budget for all funds. The Department Directors shall manage budgets to ensure that appropriations are not exceeded. Budgets are approved by the City Council within a department (personnel costs, supplies, maintenance, operations/maintenance and capital.)

B. **Central Control** – No recognized or significant salary or capital budgetary savings in any Department shall be spent by the Department Head without prior authorization from the City Manager. This control will realize budget savings each year that will be available for transfer by the City Manager, without further City Council action.

C. **Budget Transfers** – The *Charter (Section 5.07(d))* provides that the City Manager may transfer balances within departments and programs. A Department Director may request a transfer between line items, or categories of items through the City Manager. Finance will make the adjustment upon approval from the City Manager.

D. **Purchasing** – All City purchases of goods or services will be made in accordance with the City's current Purchasing Policy and Procedures and with State law.

E. **Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid within thirty (30) calendar days of receipt of goods or services or invoice date, whichever is later, in accordance with State law. The City will take advantage of all purchase discounts, when possible.

## Staffing

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

A. **Adequate Staffing** – Staffing levels will be adequate for the operations and programs of the City to be conducted efficiently and effectively. In order to provide continuing services to a developing community, as well as add new services, staffing levels will be evaluated regularly to determine workloads. Workload allocation alternatives, such as contract labor and contracted services, will be explored before adding additional staff.

B. **Market Adjustments** – The City shall utilize the Texas Municipal League (TML) salary survey data, specific municipalities, as well as data from other sources and consultants, as a reference for making market-based adjustments. Market based adjustments are based upon the job duties and job descriptions of the position, not on performance of the employee within the position.

C. **Merit Adjustments** – The City utilizes a merit-based pay plan as a part of the overall compensation system. City Council may fund merit increases annually during the budget process to aid in retaining and rewarding quality employees for productivity and job performance. These merit-based adjustments are recommended by the employee's immediate supervisor and reviewed by both the Department Director and the City Manager. Employees may receive a merit increase upon approval of the City Manager based upon performance, or when other situations warrant this type of increase, such as a reclassification due to additional job duties.

D. **Cost of Living Adjustment (COLA)** - In order to sustain employee compensation levels within the competitive job market, the City may fund an annual COLA for all regular employees not included in a defined pay plan. The COLA will be based on the Consumer Price Index-Urban Wage Earners and Clerical Workers for the south urban area.

## Economic Development

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

A. **Cost/Benefit of Incentives for Economic Development** - The City will use due caution in the analysis of any incentives that are used to encourage development. A cost/benefit (fiscal impact) analysis will be performed as part of the evaluation.

B. **Commitment to Expansion and Diversification** – The City shall encourage and participate in economic efforts to expand the City of South Padre Island's economy and tax base, to increase local employment and to invest when there is a defined, specific long-term return to the community. These efforts shall focus on new areas, as well as other established sections of the City where economic development can generate additional jobs, sales tax, property tax and other economic benefits.

C. **Tax Exemptions** - The City Council may authorize an exemption from ad valorem taxes in accordance with the Code of Ordinances, Chapter 17, Section 5.

D. **Increase Non-residential Share of Tax Base** – The City's economic development program shall seek to expand the non-residential share of the tax base to decrease the tax burden on residential homeowners.

E. **Coordinate Efforts with Other Jurisdictions** – The City's economic development program shall encourage close cooperation with other local jurisdictions to promote the economic well-being of this area.

## Intergovernmental Relations

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

A. **Interlocal Cooperation in Delivery of Services** – In order to promote the effective and efficient delivery of services, the City shall work with other local jurisdictions to share on an equitable basis the cost of services, to share facilities and to develop joint programs to improve service to its citizens.

B. **Legislative Program** – The City shall cooperate with other jurisdictions to actively oppose any state or federal regulation or proposal that mandates additional City programs or services and does not provide the funding necessary for implementation.

## Capital Maintenance and Replacement

The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of all individual funds for 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 coats and other general system maintenance.

B. **Streets capital maintenance and replacement** - It is the policy of the City to annually provide funding for the Public Works Department to use for a street maintenance program.

C. **Building capital replacement and maintenance** – It is the policy of the City to annually provide funding for major maintenance on its buildings, such as air conditioning replacements, flooring, painting and other maintenance.

D. **Technology** – It is the policy of the City to fund the maintenance and replacement of its personal computers and network servers. Major replacements for computer systems will be anticipated for a five-year period and included with capital project presentations in the annual budget process.

E. **Fleet and equipment replacement** – The City will anticipate replacing existing cars, trucks, tractors, backhoes, trailers and other equipment as necessary.

1. **Capital Replacement Fund** - The City shall establish a Capital Replacement Fund to provide financial resources to replace aging fleet and equipment. Only fleet and equipment included on the City's Fixed Assets inventory will be included on the replacement schedule.

a) Funding - Funding will be set aside each year through the annual budget process to fund the future replacement of fleet and equipment.

b) Sale of fleet vehicles and equipment - Any revenue generated from the sale of fleet and equipment may be deposited in the Capital Replacement Fund at the discretion of the City Manager.



## **Accounting, Auditing, and Financial Reporting**

A. **Accounting** – The City is responsible for the recording and reporting of its financial affairs, both internally and externally. The City's Chief Financial Officer is responsible for establishing the structure for the City's Chart of Accounts and for assuring that procedures are in place to properly record financial transactions and report the City's financial position.

B. **Audit of Accounts** – In accordance with the *Charter Section 5.12*, an independent audit of the City accounts will be performed every year. The auditor is retained by and is accountable directly to the City Council.

C. **External Reporting** – Upon completion and acceptance of the annual audit by the City's auditors, the City shall prepare a written Annual Comprehensive Financial Report (ACFR) which shall be presented to the City Council within 180 calendar days of the City's fiscal year end. The ACFR shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP) and shall be presented annually to the Government Finance Officer Association (GFOA) for evaluation and consideration for the Certificate of Achievement in Financial Reporting. If City staffing limitations preclude such timely reporting, the Chief Financial Officer will inform the City Council of the delay and the reasons therefore.

D. **Internal Reporting** – The Finance Department will prepare internal financial reports, sufficient to plan, monitor and control the City's financial affairs.

## Risk and Asset Management

A. **Risk Management** - The City will utilize a safety program, an employee wellness program, and a risk management program to prevent and/or reduce the financial impact on the City due to claims and losses. Transfer of liability for claims through transfer to other entities through insurance and/or by contract will be utilized where appropriate. Prevention of loss through the safety program and the employee wellness program will be used.

B. **Cash Management** - The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections. The City shall maintain a comprehensive cash management program to include the effective collection of accounts receivable, the prompt deposit of receipts to the City's depository, the payment of obligations, and the prudent investment of idle funds in accordance with this policy.

C. **Investments** - The City Council has formally approved a separate Investment Policy for the City of South Padre Island that meets the requirements of the Public Funds Investment Act (PFIA), Section 2256 of the Texas Government Code. This policy is reviewed annually by the City Council and applies to all financial assets held by the City.

D. **Fixed Assets and Inventory** - The City Council has approved the City's Fixed Assets Policies and Procedures. The basic goal and objective of this policy is to define and describe a set of standard procedures necessary to record and control the changes in the fixed asset system in accordance with Generally Accepted Accounting Principles.

E. **Computer System/Data Security** - The City shall provide security of its computer/network system and data files through physical and logical security systems that will include, but not limited to, a firewall, intrusion prevention appliance, and two-tier spam/virus protection system.

1. **Physical location** - The location of computer/network systems shall be in locations inaccessible to unauthorized personnel.

2. **Access** - The Information Services department will be responsible for setting up access to the City's network and files. The Chief Financial Officer shall have responsibility for setting security levels for employees within the financial system for internal control purposes. However, these levels may be administered by the IT 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 the 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:

- o Grants
- o Use of Reserve Funds
- o Use of Current Revenues
- o Contributions from developers and others
- o 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 the 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:

- o When the project will have a significant impact on the tax rate;
- o When the project may be controversial even though it is routine in nature; or
- o 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 for 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:

- o When the proposed debt will have minimal impact on future effective property tax rates;
- o 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
- o 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 the 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 the level of debt service unless operational matters dictate otherwise. Market factors, such as the effects of tax-exempt designations, the cost of early redemption options and the like, will be given consideration during the structuring of long-term debt instruments.

G. Debt Coverage Ratio – Refers to the number of times the current combined debt service requirements or payments would be covered by the current operating revenues. The City will maintain a minimum debt service coverage ratio of 1.0 times.

H. Bond Reimbursement Resolutions – The City may utilize bond reimbursements as a tool to manage its debt issues, due to arbitrage requirements and project timing. In so doing, the City uses its capital reserve “cash” to delay bond issues until such time when issuance is favorable and beneficial to the City.

## Other Funding Alternatives

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

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

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

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

**Grant Review** – The City Manager and Chief Financial Officer shall review all grant submittals to determine the 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 postponing a bond issue until market conditions are more beneficial or the timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt. Unappropriated fund balance in excess of operating reserves may be used for one-time projects, but not on-going operating expenses.

C. **Leases** - The City may authorize the use of lease financing for certain operating equipment when it is determined that the cost benefit of such an arrangement is advantageous to the City.

## Financial Conditions, Reserves, and Stability Ratios

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

A. **Operational Coverage** – The City's goal is to maintain operations coverage of 1.00, such that operating revenues will at least equal or exceed current operating expenditures. Deferrals, Short Term loans, or one-time sources will be avoided as budget balancing techniques.

B. **Operating Reserves** – In accordance with the Charter Section 5.04, the City will strive to maintain emergency reserves of six (6) months of the City operating expenses. Reserves are defined as the amount of the unreserved fund balance of the most recent audited financial statements. Operating expenses are defined as the expenses included in the most recent City Council approved annual budget reduced by major one time expenditures not typical for the maintenance and operations of the City prorated evenly over a six month period. Excess reserve fund balance equals audited reserve fund balance less six (6) months operating expenses as defined above.

Reserve requirements will be calculated as part of the annual budget process and any additional required funds to be added to the reserve balances will be appropriated within the budget. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council for one time projects once it has been determined that use of the excess will not endanger reserve requirements in future years.

C. **Liabilities and Receivables** - Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within 30 days of receiving the invoice. Accounts Receivable procedures will target collection for a maximum of 30 days of service. The Chief Financial Officer is authorized to write-off non-collectible accounts that are delinquent for more than 180 days, provided proper delinquency procedures have been followed, and include this information in the annual report to the City Council.

D. **Capital Project Funds** – Every effort will be made for all monies within the Capital Project Funds to be expended within thirty-six (36) months of receipt. The fund balance will be invested and income generated will offset increases in construction costs or other costs associated with the project. Capital project funds are intended to be expended totally, with any unexpected excess to be transferred to the Debt Service fund to service project-related debt service.

E. **General Debt Service Funds** – Revenues within this fund are stable, based on property tax revenues. Balances are maintained to meet contingencies and to make certain that the next year's debt service payments may be met in a timely manner.

F. **Investment of Reserve Funds** – The reserve funds will be invested in accordance with the City's investment policy.

## Internal Controls

A. **Written Procedures** –Written procedures will be established and maintained by the Finance Department for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

B. **Department Directors Responsibility** – Each Department Director is responsible for ensuring that good internal controls and adherence to the City's Fiscal and Budgetary Policy are followed throughout their department and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.

C. **Fraud Risk Assessment** – The City will conduct bi-annual fraud risk self-assessment exercises with all departments. The exercise will include the identification of opportunities for the misappropriation of assets, which assets are susceptible to misappropriation, and how could the misappropriation of assets be hidden from management.

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# **BUDGET OVERVIEW**

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## **Budget Overview**

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

## **Basis of Budgeting**

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

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

## **Budget Process**

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

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

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

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

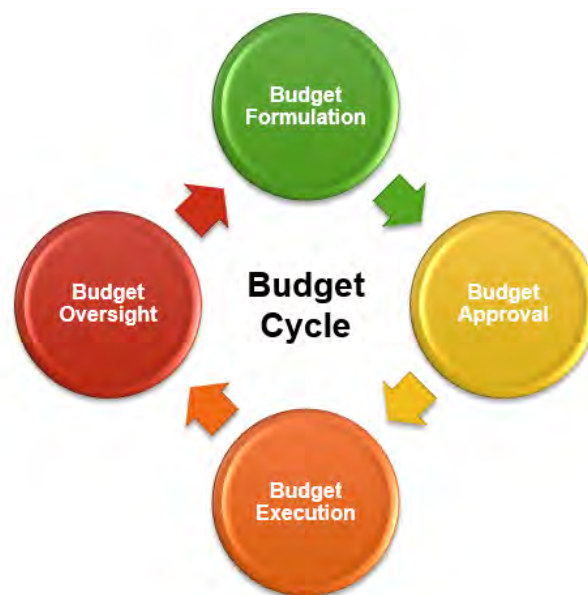
The Board adopts an "appropriated budget" on a basis consistent with GAAP for the General Fund, certain special revenue funds and the Debt Service Fund. The City is required to present the original and the final amended budgets for revenues and expenditures compared to actual revenues and expenditures 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<sup>st</sup>.
3. The operating budget includes proposed expenditures for funds, functions, and activities and the means of financing them.
4. Public hearings and workshops are conducted at the City Hall to obtain taxpayer and elected officials' comments. Revisions which alter budgets at the department level within a fund must be approved by the City Council. Actual expenditures and operating transfers may not legally exceed budget appropriations at the individual fund level.
5. Formal budgetary integration is employed as a management control device during the year for the General, certain special revenue, and Debt Service Funds.
6. Annual appropriated budgets are adopted for the General, certain Special Revenue, and Debt Service Funds. All annual appropriations lapse at year-end to the extent they have not been expended or encumbered.
7. Before October 1<sup>st</sup>, the proposed budget is presented to the City Council for review. The City Council holds public hearings and may add to, subtract from, or change appropriations.
8. Budget adjustments between funds must be authorized by City Council. The City Manager may transfer funds between programs in a department, fund, or service and shall report such transfers to the City Council in writing.

## 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.

Due to 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 financial information.



## Budget Process Schedule

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

Dates with one asterisk (\*) represent City Council workshops and meetings.

Dates	Topics
<b>April 8</b> 09:00 am Board Room	Kick-Off Meeting for Staff: FY 2021/22 Budget, Business Plan and Fee Schedule. Forms and instructions distributed to City Departments. (Finance)
<b>April 15</b>	Capital Improvement Plan (CIP) forms and instructions posted on the City's website and distributed to City departments and public (Director of Operations or her designee)
<b>April 30</b>	Technology requests are due to IT for review Staffing and personnel budget related items are due to HR for review Fleet requests are due to PW for review Fee Schedule, Revenue Projections from departments and Business Plan due in the shared drive
<b>May 10</b>	Review technology requests (IT and Budget Committee) Review staffing and personnel budget items (HR and Budget Committee) Review vehicle requests with Fleet Committee (PW Director, Director of Operations and CFO) Review Business Plans and Fee Schedule (Budget Committee)
<b>May 11-13</b>	Departmental budget reviews with Budget Committee
<b>May 21</b>	CIP project request forms due (Director of Operations or her designee)
<b>June 16</b> 03:00 pm Board Room	<b>Budget Workshop</b> Budget Workshop for the following funds: General Fund (Fund 01) Venue Tax (Fund 03) Parks, Recreation & Beautification (Fund 09) Municipal Court Technology (Fund 21) Municipal Court Security (Fund 22) Transportation Fund (Fund 30) Padre Blvd Improvement (Fund 41) Street Improvement (Fund 43) General Debt Service (Fund 50) TIRZ (Fund 51) Venue Tax Construction (Fund 57) Beach Maintenance (Fund 60) Beach Access (Fund 61) Bay Access (Fund 62) Capital Replacement Fund (Fund 65) Beach Nourishment (Fund 81) Review projects for CIP (Director of Operations or her designee) Review fee schedule (Finance) – if necessary

<b>July 7</b> 04:00 pm Board Room	<b>Budget Workshop</b> Budget Workshop: Hotel/ Motel Tax (Fund 02) Convention Center (Fund 06)
<b>*July 7</b> 05:30 pm Board Room	Agenda item to review EDC Budget (EDC Director)
<b>July 15</b>	Publish the general summary of the CIP and note where copies of the CIP are available for inspection. (Director of Operations or her designee)
<b>July 25</b>	Cameron County Appraisal District certifies tax roll - By July 25th, Chief appraisers certify the approved appraisal roll to the taxing units
<b>July 27</b> Noon	Publish Notice of meeting to discuss Tax Rate in Port Isabel Press (at least 72 hours prior to hearing on Aug. 4) <i>Publication Deadline is at noon.</i>
	Publish Notice of meeting to discuss FY 2021/2022 Budget in Port Isabel Press (Publish the notice no earlier than the 30th day and not later than the 10th day before the hearing on Aug. 18)
<b>*July 28</b> 10:00 am Board Room	<b>Special Meeting</b> Proposed Budget and Proposed 5 year CIP submitted to City Council on or before 60 days from beginning of fiscal year (Home Rule Charter Section 5.02)
	Consideration and action on FIRST reading of Ordinance No._____ approving and adopting a fiscal year FY 2021/2022 Fee Schedule for the City of South Padre Island
<b>July 31</b>	Last day to file budget with City Secretary, and post on website (Finance) Post notice of proposed tax rate on our website, continuing until the tax rate is adopted (Comptroller's format)
<b>*August 4</b> 05:30 pm Board Room	Conduct Public Hearing for discussion of Tax Rate <i>(only if necessary)</i>
	Public Hearing for discussion of 5 year CIP (Dir. of Operations or designee)
	Consideration and action on SECOND and FINAL reading of Ordinance No._____ approving and adopting a FY 2021/22 Fee Schedule for the City of South Padre Island
	Publish Budget Notice in newspaper
<b>*August 18</b> 05:30 pm Board Room	Conduct Public Hearing regarding FY 2021/2022 Budget
	Consideration and action on FIRST reading of Ordinance No._____ approving and adopting a FY 2021/2022 budget for the City of South Padre Island
	Consideration and action on FIRST reading of Ordinance No._____ establishing the ad valorem and personal tax rate for 2021 and setting the assessed valuation, providing for discounts, penalty, interest and severability
	Consideration and action on approval of Resolution No._____ adopting the CIP (Director of Operations or her designee)
<b>*Sept. 1</b> 05:30 pm Board Room	Consideration and action on SECOND and FINAL reading of Ordinance No. _____ establishing the ad valorem and personal tax rate for FY 2021/2022 and setting the assessed valuation, providing for discounts, penalty, interest, and severability
	Consideration and action on SECOND and FINAL reading of Ordinance No._____ approving and adopting a FY 2021/2022 budget for the City of South Padre Island

<b>Sept. 16</b>	Publish notice of the final rate on the home page of any internet website operated by the taxing unit, before imposing the property tax rate for the year. The wording for this notice is set out in Tax Code 26.05(b)(2) (same as ordinance wording). There is not a time frame specified, so a few weeks should be sufficient.
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## Executive Overview

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

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

Provided below are some highlights and major projects of the City included in the 2021-2022 Budget:

### Revenues

- The 2021 proposed tax rate remains at the current fiscal year's rate of \$.313740/\$100.
- Considering sales tax collections prior to the COVID19 pandemic and taking a conservative approach, the FY 2021-22 sales tax projection was calculated as 107% of FY 2018-19 collections, which results in a total budgetary amount of \$2,920,706.
- The City's Hotel Occupancy tax collections allocated to the Hotel Motel and Convention Centre Funds are expected to produce revenues in the amount of \$9,047,551. Total Hotel Motel and Convention Centre revenue is anticipated to be \$9,295,551.
- The Beach Nourishment Fund is funded with one-half percent of the local hotel motel tax collected by the City. This fund's projected revenue for the 2021-22 fiscal year is \$565,472.
- State Occupancy Tax, which is allocated to the Beach Maintenance Fund, is projected to be \$2,261,888.
- The Venue Project Fund established in Jan. 2017 to provide for the development of a venue project is projected to collect revenues in the amount of approximately \$2,261,888 for FY 2021-22.

### Expenditures

- The proposed budget includes a 3% cost of living adjustment (COLA). The citywide cost of the proposed COLA is approximately \$280,000, of which \$202,000 is allocated to the General Fund. The citywide's total proposed payroll costs is \$13,283,000 with \$9,326,000 allocated to the General Fund.
- The proposed budget includes a maximum increase of 7% for medical benefits. The budgeted medical benefit cost for the General Fund totaled \$975,000 and \$1.4 million for the City.
- The City has budgeted for the following payroll changes:
  - One police officer for a total cost of \$64,000 to replace the position transferred to the Municipal Court department for the City Marshal in fiscal year 2018-2019.
  - One beach maintenance position for \$37,000 to assist with cleaning and maintaining the beach and bay as well as perform in numerous Shoreline related projects.
  - \$30,000 to hire extra part-time temporary personnel for the Fire department.
  - Public works is requesting a total of \$8,000 for four Leadership or Lead Pay positions to assist with special projects, median landscapes, street repairs, and facilities. These four positions will serve as leaders, making sure that each crew is staying on pace to accomplish daily goals.
  - \$10,000 for a part-time maintenance employee in Facilities and Grounds Maintenance to assist with maintaining the interior and exterior of City Hall, the Police Jail, and Fire department.
  - \$37,000 for a full-time Public Works position to assist with the maintenance related to the new medians and additional landscaping on Padre Boulevard. This position would be funded mainly with venue tax revenues as it is related to the maintenance of one of the components of the venue tax project.
- The Information Technology (IT) Department has budgeted the following:

- \$2,700 for access points to expand Wi-Fi signal
  - \$2,800 for body cameras for the Police department
  - \$8,500 for ticket writers for the Police department
  - \$1,200 for Google Appsheet software
  - Expenses for services related to copier machines of \$50,000 were reclassified from the General Services department. An additional \$3,700 for copier machine services was reclassified from the Municipal Court Technology fund due to a reduction of revenue in this fund.
  - Gsuite changed to Google Workspace, resulting in an expense increase of \$8,000 for a total of \$23,070.
  - \$5,500 for Cisco Umbrella ransomware, which includes 140 licenses to protect City computers.
- The City Manager's Office's budget shows an increase of \$4,104, which is mainly due to additional travel related expenses.
  - The Human Resources budget increased by approximately \$4,300. Of this increase, \$3,408 is related to additional training and travel expenses. There were also increases in advertising of the CVB job fair, membership costs for new personnel, and a price increase for a job posting annual subscription.

Additionally, the tuition assistance line item increased by \$40,000 for a total allocation of \$60,000. The total new proposed benefit per employee would be \$4,000, up from the previous \$2,500 budgeted per employee. Increases in tuition assistance are offset by a decrease in professional services line item due to a one-time expense associated with the compensation plan study in the amount of \$40,000.

- The Municipal Court proposed an increase of \$12,933. The increase is attributed to communications for \$2,400, which has been reclassified to the General Fund due to the decrease in fines collected in the Municipal Court Technology fund, and increases in professional services related to services provided by the prosecutor totaling \$3,980 and auditing services totaling \$7,000.
- The Police Department proposed a decrease of \$11,914. This decrease is due to a one-time expense that was approved by City Council in fiscal year 2020-2021 for an audio recording system which was purchased for \$18,907. This decrease was offset by increases to the auto allowance line item in the amount of \$1,200, the training budget for \$1,300, and memberships for \$563. There were also increases in the goods and supplies category for a total of \$4,705.
- The Fire Department's operating expense budget (excluding payroll) is approximately \$342,394. The increase of \$31,300 is mainly due to an increase in funding for safety supplies in the amount of \$10,000, an increase in the building maintenance line item also by \$10,000, as well as new allocations related to the Fire Marshal position of approximately \$11,000.
- The Environmental Health Services' budget includes a decrease of \$2,500, which is mainly due to less wearing apparel being budgeted.
- The Fleet Management division's budget (excluding payroll) is \$374,046. There was an overall decrease to this department's budget of \$354,946. The main reason for this decrease is due to one-time expenditures budgeted in FY 2020-21 for motor vehicles and machinery and equipment of \$317,000. Other contributors to this decrease came from line items associated with repairs and maintenance for a total of \$45,600, as well as a decrease to generators of \$3,700. The decrease is partially offset by increases of approximately \$11,300 to goods and supplies, of which will be used for fuel, lubricants, and batteries.
- The Facilities and Grounds Maintenance division's budget (excluding payroll) increased by \$3,300 or 3.20% from the year prior for a total budget in the amount of \$106,442. Of the budgeted expenditures, there was an increase of \$9,500 to buildings and structures for a new public works storage area. Partially offsetting this increase was a decrease of \$6,200 in machinery and equipment.
- The Public Works' budget (excluding payroll) is \$264,781. There was an overall decrease in this department of approximately \$63,000. This is due to one-time expenditures budgeted in FY 2020-21 for surveying

equipment and traffic light signals which were purchased for \$63,000.

- The Emergency Management division's budget (excluding payroll) remains flat at \$19,144.
- The General Services budget is to cover the general overhead of the City's shared resources such as electricity, water/sewer, insurance, auditing, and legal services. This division is projected to have an increase of approximately \$22,000 for a total amount of \$990,061.

There is a decrease in rental of equipment of \$50,000 due to funds being transferred to IT, which is offset by an increase in electricity of \$23,000 and water, sewer, and garbage of \$10,000, resulting in a \$17,000 decrease in the miscellaneous services category. A net increase of \$39,600 in the other services category is also noteworthy. The increase is mainly due to services provided for auditing, legal services, and windstorm insurance.

- The Special Project's budget is to cover transfers to other funds for special projects as well as miscellaneous services. Included in this department are transfers to the Transit Department of \$100,000, to the Capital Replacement Fund in the amount of \$225,000, as well as a transfer to the Parks, Recreation and Beautification Fund for \$94,926. Additionally, this department includes \$55,000 budgeted for animal services. The total proposed budget for Special Projects amounts to \$483,926.
- The Parks and Recreation Committee uses the Parks, Recreation, and Beautification Fund to cover expenses related to hosting community events. A total of \$11,425 is budgeted for these types of events. The maintenance and improvement costs associated with park developments are also included in this fund. The proposed budget for parks maintenance is \$12,500.
- The Transportation Fund's anticipated revenues consist of state and federal funds in the amount of approximately \$2.2 million, along with local funds from the Port Isabel EDC for \$50,000 and a \$100,000 contribution from the General Fund.

Additionally, \$47,250 has been budgeted for revenue associated with office rental at the Multimodal. The City's General Fund also receives an indirect cost allocation from the Transit Department in the amount of \$120,000 to help finance administrative costs.

During the fiscal year 2020-21, one-time grant funding from the CARES Act was granted to support capital, operating, and other expenses generally eligible under federal share to prevent, prepare for, and respond to COVID-19. The majority of these allocations have been depleted, creating a total net decrease in grant funding of approximately \$1.7 million for fiscal year 2021-22.

- Debt Service payments are budgeted for an amount of \$2,207,938 for fiscal year 2021-22, which includes the payment for the Venue Hotel Occupancy Tax Revenue Bonds.

<b>Debt Service Payments 2021-22</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Municipal Complex	\$ 325,000	\$ 28,825	\$ 353,825
Gulf Blvd.	465,000	9,300	474,300
Padre Blvd.	585,000	26,775	611,775
Venue Project	200,000	309,738	509,738
Fire Station	-	68,100	68,100
Laguna Blvd	45,000	145,199	190,199
<b>Total</b>	<b>\$ 1,620,000</b>	<b>\$ 587,937</b>	<b>\$ 2,207,937</b>

- An annual debt service transfer associated with the issuance of the 2017 Venue Tax Bond is budgeted in the amount of \$509,638. In addition, \$32,000 is budgeted to cover the wind sports venue lease. The land leased is 137 acres of land and is for the purpose of operating a Windsport Venue, including but not limited to windsurfing, kiteboarding, paddle boarding, kayaking, and ancillary activities such as picnicking, and birdwatching.



- The Tax Incremental Reinvestment Zone (TIRZ) 2021-22 fiscal year Cameron County contribution is estimated to be \$122,428 while the City's payment is estimated to be \$133,506.

Currently, an allocation of \$50,000 is budgeted for debt service payments associated with the 2016 Tax Note.

- The proposed budget for the Beach Maintenance Fund includes \$279,300 for the rental of portable toilets and extra servicing on a daily basis, as well as an additional \$20,700 for rent expenses for the use of offices located in the new Multimodal building.
  - Expenses for City Council are associated with the attendance of the annual American Shore and Beach Preservation Association (ASBPA) conference for one council member. The proposed budget is a total of \$3,500.
  - Expenses for the City Manager's Office are associated with travel costs to attend the annual ASBPA conference as well as any other meetings related to beach and bay maintenance. The proposed budget is \$4,000.
  - The Police Department's budget (excluding personnel costs) is \$3,000. These funds will be used for professional services that will assist with additional security on the beach during Spring Break.
  - The proposed budget for Fire/Beach Patrol includes goods and supplies, repair and maintenance, and miscellaneous services for a total of \$72,235. The purchase of a new Wave Runner & Trailer for a total of \$12,000 is budgeted for fiscal year 2021-22.
  - Code enforcement and administration of anti-litter beach programs are allocated to the Environmental Health Services division. Repair and maintenance costs for this division's beach vehicles will be budgeted in the amount of \$3,000. Goods and supplies are budgeted for \$6,100 which includes tires & lube, batteries, printing, wearing apparel, and minor tools and equipment.
- The Beach Access Fund is used to account for projects to improve access to the beaches of the City. The proposed budget is \$26,000 and is related to the replacement of older Mobi-Mats that have become damaged.
- In accordance with the facilities maintenance plan approved by City Council, the City is budgeting \$106,600 for facilities maintenance costs. These funds are allocated to the following repairs:
  - Replacement of the Fire Station's floor cover: \$8,107
  - Replacement of the Fire Station's fitness equipment: \$43,297
  - Repairs to City Hall's parking: \$866
  - Repairs to Community Center's parking: \$440
  - Refurbishment of the Fire Station's lighting: \$3,247
  - Paint Fire Station's exterior generator: \$1,624
  - Paint Fire Station's exterior: \$ 13,774
  - Paint Fire Station's interior offices: \$20,306
  - Paint Fire Station's interior restrooms: \$2,490
  - Repair Fire Station's water system-fountain: \$8,659
  - Replacement of the Fire Station's water heater: \$3,789
  - Shoreline has budgeted \$80,000 in the Beach Nourishment Fund for costs related to professional services, specifically for annual surveying completed by HDR. The continued study of nourishment success through particle tracing will lead to more efficient and effective future nourishment.
  - The total proposed expenditures for both the Hotel Motel and Convention Centre funds are \$7,990,269. Of this amount, \$1,569,122 or 20%, are personnel costs. The proposed budget includes a 3% cost of living adjustment (COLA). The proposed additional cost associated with this is approximately \$35,000.
- The Visitors Bureau division's budget, less personnel cost, is \$51,560. There is an increase to training and traveling expenses of \$2,500, which is partially offset by a decrease in tourism and cultural events of \$2,200.

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

- The Sales & Administration division's budget, less personnel costs, is \$1,201,524. The proposed budget reflects an increase of \$87,000. The increase is mainly due to the reopening of the airport shuttle services that were closed last fiscal year due to COVID-19. Airport shuttle services total \$100,000 in the FY 2021-2022 budget.
- The Events Marketing budget includes \$424,072 for sponsorships. The City also allocated local occupancy tax revenue for ecological tourism in the amount of \$50,000. Furthermore, known and/or recurring events that have been included in the budget are the choreographed fireworks display shows for three summer holidays, which have been budgeted for \$100,000, an increase of \$20,000 from previous years.
- The proposed Marketing budget for next fiscal year is approximately \$3.6 million. Of the \$3.6 million, 50% or \$1,811,000 is allocated to the expenditures associated with the marketing agency. The proposed contractual amount plus estimated travel expenses with the agency is as follows:

Public Relations	\$ 96,000
Advanced Analytics & Research	24,000
Account Services	162,000
Media Placement	1,031,000
Creative & Content	183,000
Production	150,000
Creation of Media Placement	100,000
Estimated Travel Expenditures	5,000
<u>Website &amp; Digital Development</u>	<u>60,000</u>
<u>Total</u>	<u>\$1,811,000</u>

In terms of media placement, the total budgetary amount for this line item is \$2,556,000, which includes \$1,031,000 allocated for the marketing agency, \$200,000 in group business, \$125,000 for in-house marketing and \$1,200,000 for in-house media placement.

- The SPI Historical Museum division was created to account for expenses related to the existing lease agreement with the South Padre Island Historical Foundation. This includes the payment of utilities, building maintenance, janitorial services, building insurance, and providing landscaping/grounds maintenance related to the building located at 600 Padre Blvd. The total proposed budget for this division amounts to \$34,000.
- The Convention Centre Fund budget includes a total allocation of \$889,982 (excluding payroll).

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

The significant variance noted in the Electricity line item of \$20,000 is directly related to the events hosted at the Convention Center. Due to several events being moved to the new fiscal year, it is anticipated that expenses related to electricity will increase.

# Financial Summary

	<b>Total Funds</b>	
	In thousands	
	<b>2020- 2021 Final Budget</b>	<b>2021-2022 Adopted Budget</b>
<b>REVENUES AND OTHER SOURCES</b>		
Property Taxes - Incl. Penalty & Interest	\$ 8,096	\$ 8,539
Nonproperty Taxes	16,985	19,185
Fees and Services	1,393	1,218
Fines and Forfeitures	324	324
Licenses and Permits	183	240
Intergovernmental	5,962	2,543
Miscellaneous and Program Revenues	212	183
Other Financing Sources	1,759	1,676
<b>Total Revenues</b>	34,913	33,907
<b>EXPENDITURES</b>		
General Government	4,561	4,058
Public Safety	6,710	6,865
Public works	2,310	2,258
Shoreline	1,807	1,267
Transportation	2,640	2,269
Community Service	994	590
Convention & Visitors Bureau	8,684	7,990
Capital Outlay	10,088	302
Debt Service	2,705	2,671
Other Financing Uses	1,642	1,628
<b>Total Expenditures</b>	42,141	29,898
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (7,227)</b>	<b>\$ 4,009</b>

## Long-Range Revenue Forecast

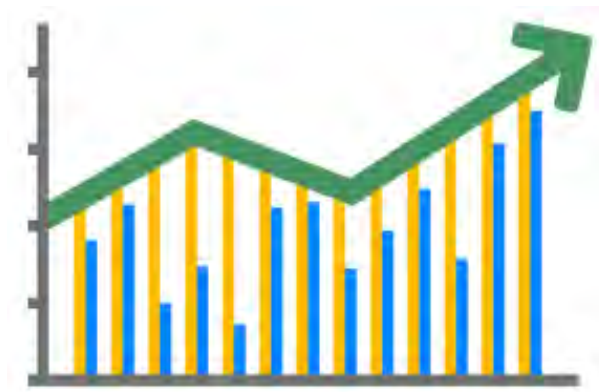
Budgeting is an essential element of the financial planning, control and evaluation process of a municipal government. The annual budget is a dynamic document that will be adjusted as the City proceeds through FY 2021-2022. This budget document continues our efforts to establish a strategic approach to align our resources and strategic objectives to the priorities of our citizens.

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

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

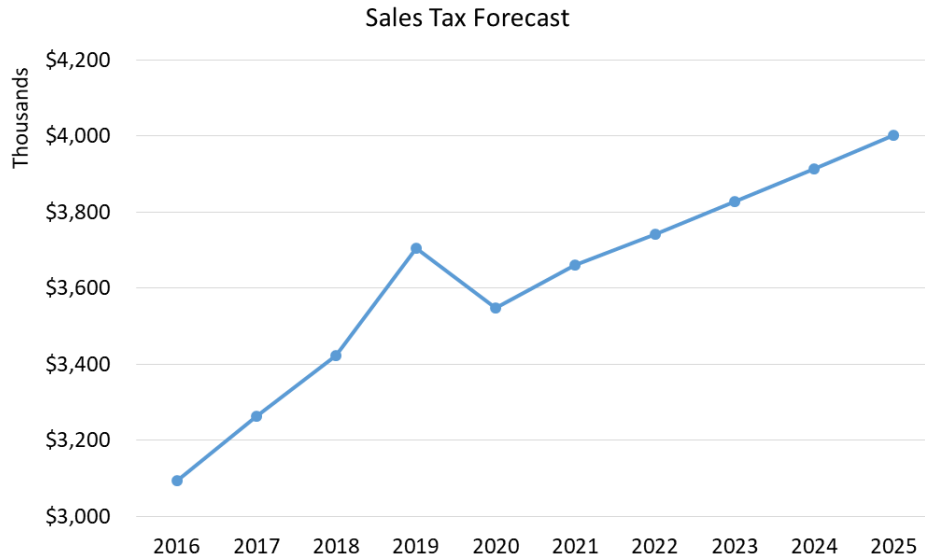
Projected increases in operating revenues, such as sales, hotel/motel occupancy, and property taxes, will be allocated to fund future increases in operating expenditures. The forecasts demonstrated below reflect a healthy increase in revenues. Furthermore, future capital improvements will be funded as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

City officials remain committed to a policy of maintaining a six-month reserve level for all operating funds. Based on the proposed budget for FY 2021-22, the General Fund required six months reserve for next fiscal year would be approximately \$6,500,000. It is projected that the unassigned fund balance will be approximately \$8,200,000, leaving excess reserves of \$1,700,000.



## Sales Tax

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

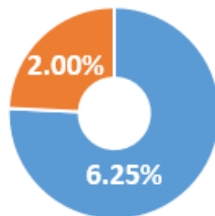


Sales Tax	
Calendar Year	Amount
2016	3,094,342
2017	3,264,105
2018	3,422,627
2019	3,704,353
2020	3,548,578
2021	3,660,334
2022	3,743,224
2023	3,827,991
2024	3,914,677
2025	4,003,327
	Actual
	Forecast

Forecasting Method:

Average percentage of increase over the past 5 years, which was calculated as a 2.26% increase.

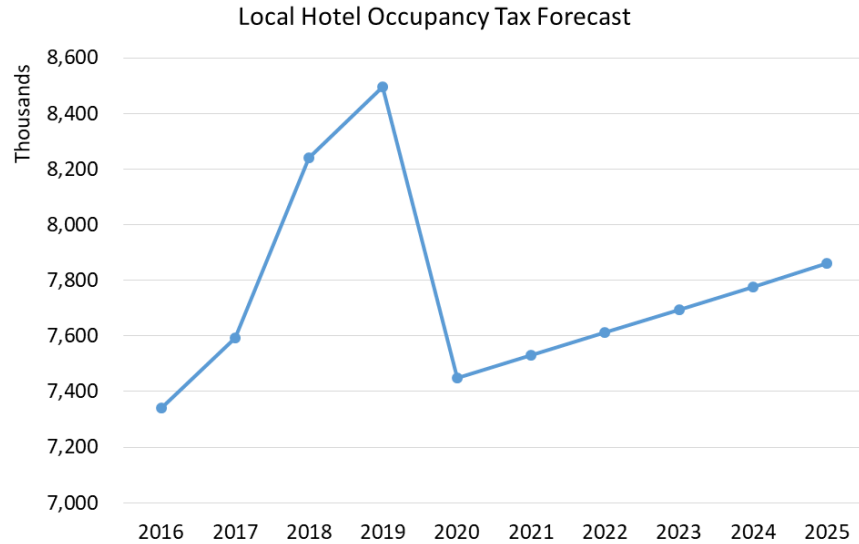
### 8.25% Sales Tax Rate Breakdown



■ Texas state sales tax    ■ South Padre Island tax

## Hotel Occupancy Tax

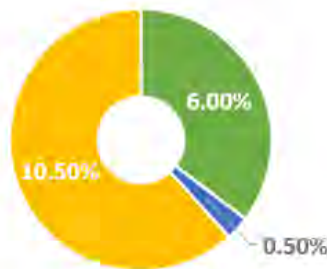
Hotel Motel tax collections are used for tourism, advertising and promotion (accounted for in the Hotel Motel Fund), Convention Centre operations (Convention Centre Fund), nourishment efforts on the beach (Beach Nourishment Fund), and financing future venue projects (Venue Project Fund). The Venue Project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



Local Hotel Occupancy Tax	
Fiscal Year	Amount
2016	7,341,767
2017	7,593,583
2018	8,241,155
2019	8,494,475
2020	7,449,334
2021	7,529,994
2022	7,611,527
2023	7,693,943
2024	7,777,251
2025	7,861,462
	Actual
	Forecast

Forecasting Method:  
Annual percent increase of 1.08 based on the average change in the last 5 years of collections.

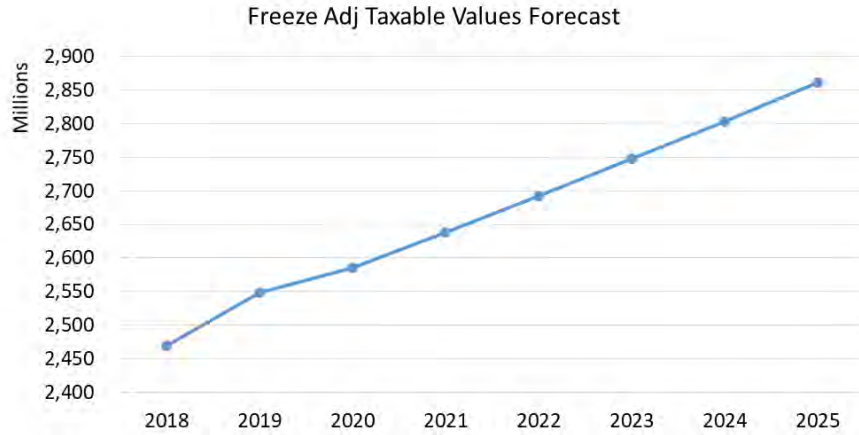
### 17% HOT Tax Rate Breakdown



■ Texas state tax   
 ■ Cameron County tax   
 ■ South Padre Island tax

## Property Tax

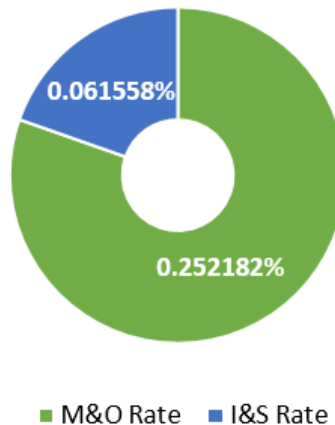
The City has experienced slight increases in property tax values for the past three tax years, the 3-year average change in Freeze Adjusted Taxable Values is 2.04%. During the past few years, the property tax rate of the City experienced slight increases associated with the financing of infrastructure developments and preventive maintenance expenditures for the City's buildings.



Property Tax	
Tax Year	Freeze Adjusted Taxable Values
2018	2,469,643,594
2019	2,548,728,580
2020	2,585,548,342
2021	2,638,376,723
2022	2,692,284,502
2023	2,747,293,735
2024	2,803,426,926
2025	2,860,707,040
	Actual
	Forecast

Forecasting Method: Annual increase of 2.04% based on the average change in last 3 tax years of freeze adjusted taxable values.

### Property Tax Rate Breakdown



## Property Tax Summary

The 2020/21 property tax rate is \$.313740 (31.37 cents per \$100 valuation). This budget will raise more property tax than last year's budget by a total amount of approximately \$440,000, which is a 5.47% increase. The property tax revenue to be raised from new property added to the tax roll this year is approximately \$31,000.

The City property tax rates for the current fiscal year and upcoming fiscal year are as follows:

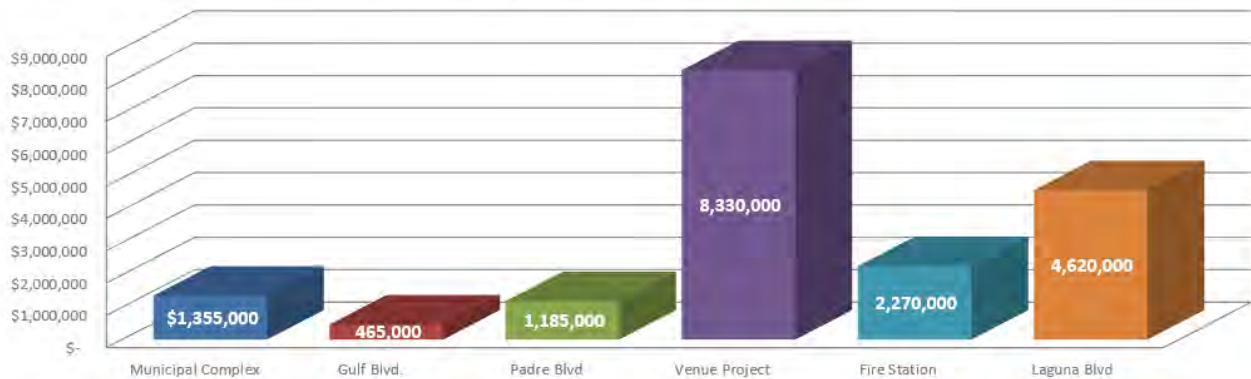
	Year ending <u>9/30/2021</u>	Year ending <u>9/30/2022</u>
	per \$100 valuation	
Total property tax rate	0.313740	0.313740
No-new-revenue tax rate*	0.313740	0.314167
No-new revenue maintenance and operations (M&O) rate	0.286080	0.285647
Voter-approval tax rate	0.323510	0.314632
Debt rate	0.061980	0.061558

\*Senate Bill 2, also known as the Texas Property Tax Reform and Transparency Act of 2019, changed the term "effective tax rate" to "no-new tax rate".

The total amount of municipal debt obligations as of October 1, 2021, is \$18,225,000, which includes principal only. Of this amount, \$9,895,000 is pledged with property taxes.



**Outstanding Debt Service as of Oct. 1, 2021**





# Ad Valorem & Personal Property Tax Rate Ordinance

## ORDINANCE NO. 21-13

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SOUTH PADRE ISLAND, TEXAS; ESTABLISHING THE AD VALOREM AND PERSONAL PROPERTY TAX RATE FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2022 AND THE TAX YEAR 2021, AND SETTING THE ASSESSED VALUATION AT ONE HUNDRED PERCENT (100%) OF THE FAIR MARKET VALUE AND PROVIDING FOR DISCOUNTS IN THE EVENT OF EARLY PAYMENT, AND PROVIDING FOR PENALTY AND INTEREST IN ACCORDANCE WITH STATE LAW; PROVIDING FOR CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Section 26.05 Texas Tax Code provides for the procedures for adoption of the annual ad valorem tax rate for municipalities, and

WHEREAS, THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

**SECTION 1.** There is hereby established a tax rate of \$0.313740 for each one hundred dollars (\$100.00) of assessed valuation on all ad valorem and personal property taxable under the laws of this State by the City of South Padre Island and said Municipal Tax is levied and fixed for the following purposes, to wit:

**First:** An annual tax of \$0.252182 for each \$100.00 worth of property within the limits of the City of South Padre Island, which is made taxable by law either for State or County purposes, is hereby levied and fixed for the current expenditures of the City of South Padre Island, Texas, and for the general improvements of the City and its property.

**Second:** A tax of \$0.061558 for each \$100.00 worth of all property within the limits of The City of South Padre Island, Texas, which is made taxable by law, either for State or County purposes, is hereby levied and fixed for the purposes of creating an interest and sinking fund for the retirement of general obligation bond.

**SECTION 2.** There is hereby granted a discount for early payment of the 2021 taxes, which discount shall be: three per cent (3%) on 2021 taxes paid during the month of October 2021; two percent (2%) on 2021 taxes paid during the month of November 2021; and one percent (1%) on 2021 taxes paid during the month of December 2021.

**SECTION 3.** Any payment not timely made shall bear such penalty and interest as is provided by state law.

**SECTION 4.** If any section, paragraph, subdivision, clause, phrase or provision of this ordinance shall be adjudged invalid or held unconstitutional, the same shall not affect the validity of this ordinance as a whole or any part or provision thereof, other than the part so decided to be invalid or unconstitutional.

### **SECTION 5.**

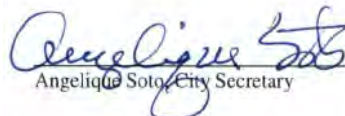
This Ordinance shall become effective upon the Second Reading.

PASSED, APPROVED AND ADOPTED on First Reading, this 18<sup>th</sup> day of August 2021.

PASSED, APPROVED AND ADOPTED on Second Reading, this 1<sup>st</sup> day of September 2021.

ATTEST:

CITY OF SOUTH PADRE  
ISLAND, TEXAS

  
Angelique Soto, City Secretary

  
Patrick McNulty, Mayor



## Summary Position by Department

Fund / Department	2018	2019	2020	2021	2022
<b>General Fund</b>					
City Administration	5.00	5.00	5.00	4.80	4.80
Finance	6.00	6.00	6.00	5.80	5.80
Planning	2.00	2.00	2.00	1.10	1.10
Technology	3.00	3.00	3.00	3.00	3.00
Human Resources	3.00	3.00	3.00	3.40	3.40
Municipal Court	3.00	3.00	4.00	4.00	4.00
Police	37.75	37.75	36.75	36.75	37.75
Fire	26.75	26.75	27.75	27.75	27.75
Environmental Health Serv.	5.85	5.85	5.85	5.77	5.77
Fleet Management	2.00	2.00	2.00	2.00	2.00
Building Maintenance	2.00	2.00	2.00	2.00	2.00
Inspections	3.00	3.00	4.00	4.00	4.00
Public Works	19.85	19.85	19.85	19.75	20.75
<b>Hotel Motel Fund</b>					
Visitor's Bureau	3.00	3.00	3.00	2.00	2.00
Sales & Administration	10.00	11.00	11.00	11.00	11.00
Special Events	1.00	1.00	1.00	1.00	1.00
<b>Convention Centre</b>					
Convention Centre	10.00	10.00	10.00	10.00	10.00
<b>Parks and Recreation</b>					
Parks and Recreation	1.00	1.00	1.00	1.00	1.00
<b>Transportation</b>					
Island Metro	14.00	14.00	21.00	21.00	22.00
Metro Connect	7.00	7.00	0.00	0.00	0.00
<b>Shoreline</b>					
Police/Beach Patrol	0.25	0.25	0.25	0.25	0.25
Fire/Beach Patrol	1.25	1.25	1.25	1.25	1.25
Environmental Health Serv.	0.15	0.15	0.15	0.23	0.23
Public Works	0.15	0.15	0.15	0.15	0.15
Beach Maintenance	7.00	8.00	9.00	8.00	9.00
Bay Access	1.00	1.00	0.00	0.00	0.00
<b>Total Operating Budget FTE's</b>	<b>175.00</b>	<b>177.00</b>	<b>179.00</b>	<b>176.00</b>	<b>180.00</b>

Source: City of South Padre Island Annual Budget

Note: Full-time budgeted positions are displayed.

## Variances in Position by Department

Fund/Department	FY 20	FY 21	Vacant Positions Eliminated	Positions Added for FY 22	FY 22	Variance FY 22 vs FY 21	<i>See Notes Below:</i>
<b>General Fund</b>							
City Administration	5.00	4.80	0.00	0.00	4.80	0.00	
Finance	6.00	5.80	0.00	0.00	5.80	0.00	
Planning	2.00	1.10	0.00	0.00	1.10	0.00	
Technology	3.00	3.00	0.00	0.00	3.00	0.00	
Human Resources	3.00	3.40	0.00	0.00	3.40	0.00	
Municipal Court	4.00	4.00	0.00	0.00	4.00	0.00	
Police	36.75	36.75	0.00	1.00	37.75	1.00	1
Fire	27.75	27.75	0.00	0.00	27.75	0.00	
Environmental Health Serv.	5.85	5.77	0.00	0.00	5.77	0.00	
Fleet Management	2.00	2.00	0.00	0.00	2.00	0.00	
Building Maintenance	2.00	2.00	0.00	0.00	2.00	0.00	
Inspections	4.00	4.00	0.00	0.00	4.00	0.00	
Public Works	19.85	19.75	0.00	1.00	20.75	1.00	2
<b>Hotel Motel Fund</b>							
Visitor's Center	3.00	2.00	0.00	0.00	2.00	0.00	
Hotel Motel	11.00	11.00	0.00	0.00	11.00	0.00	
Events Marketing	1.00	1.00	0.00	0.00	1.00	0.00	
<b>Convention Centre</b>							
Convention Centre	10.00	10.00	0.00	0.00	10.00	0.00	
<b>Parks &amp; Recreation</b>							
Parks & Recreation	1.00	1.00	0.00	0.00	1.00	0.00	
<b>Transportation</b>							
South Padre Island Metro	21.00	22.00*	0.00	0.00	22.00	0.00	
<b>Shoreline</b>							
Police/Beach Patrol	0.25	0.25	0.00	0.00	0.25	0.00	
Fire/Beach Patrol	1.25	1.25	0.00	0.00	1.25	0.00	
Environmental Health Serv.	0.15	0.23	0.00	0.00	0.23	0.00	
Public Works	0.15	0.15	0.00	0.00	0.15	0.00	
Beach Maintenance	9.00	8.00	0.00	1.00	9.00	1.00	3
<b>Total Operating Budget FTE's</b>	<b>179.00</b>	<b>177.00</b>	<b>0.00</b>	<b>3.00</b>	<b>180.00</b>	<b>3.00</b>	

Notes: Variance FY 22 vs FY 21

1) Added Police Officer Position

2) Added Public Works Position

3) Added Beach Maintenance Position

\*Note: 1 Position Added in FY 20/21.

# Budget Resolution

## ORDINANCE NO. 21-12

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, 2021 AND ENDING SEPTEMBER 30, 2022; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

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

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

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

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

### **GENERAL FUND:**

Beginning Fund Balance	\$	7,065,767
Operating Revenue		13,033,957
Total Resources		<u>20,099,724</u>
Expenditures		(13,032,435)
Ending Fund Balance	\$	<u>7,067,289</u>

### **HOTEL/MOTEL FUND:**

Beginning Fund Balance	\$	5,487,704
Operating Revenue		7,423,521
Total Resources		<u>12,911,225</u>
Expenditures		(6,529,526)
Ending Fund Balance	\$	<u>6,381,699</u>

**VENUE PROJECT FUND:**

Beginning Fund Balance	\$	7,073,518
Operating Revenue		2,261,888
Total Resources		9,335,406
Expenditures		(603,163)
Ending Fund Balance	\$	8,732,243

**CONVENTION CENTRE FUND:**

Beginning Fund Balance	\$	3,493,969
Operating Revenue		1,872,030
Total Resources		5,365,999
Expenditures		(1,460,743)
Ending Fund Balance	\$	3,905,256

**PARKS, RECREATION AND**

**BEAUTIFICATION**

Beginning Fund Balance	\$	57,475
Operating Revenue		98,426
Total Resources		155,901
Expenditures		(98,426)
Ending Fund Balance	\$	57,475

**MUNICIPAL COURT**

**TECHNOLOGY FUND**

Beginning Fund Balance	\$	3,170
Operating Revenue		3,500
Total Resources		6,670
Expenditures		(5,911)
Ending Fund Balance	\$	759

**MUNICIPAL COURT SECURITY**

**FUND**

Beginning Fund Balance	\$	58,984
Operating Revenue		5,000
Total Resources		63,984
Expenditures		(7,833)
Ending Fund Balance	\$	56,151

**TRANSPORTATION GRANT**

Beginning Fund Balance	\$	235,383
Operating Revenue		2,392,111
Total Resources		<u>2,627,494</u>
Expenditures		<u>(2,392,111)</u>
Ending Fund Balance	\$	<u>235,383</u>

**STREET IMPROVEMENT FUND**

Beginning Fund Balance	\$	3,348
Operating Revenue		-
Total Resources		<u>3,348</u>
Expenditures		<u>-</u>
Ending Fund Balance	\$	<u>3,348</u>

**DEBT SERVICE:**

Beginning Fund Balance	\$	270,322
Operating Revenue		1,642,000
Total Resources		<u>1,912,322</u>
Expenditures		<u>(1,701,200)</u>
Ending Fund Balance	\$	<u>211,122</u>

**TIRZ**

Beginning Fund Balance	\$	265,065
Operating Revenue		255,934
Total Resources		<u>520,999</u>
Expenditures		<u>(50,000)</u>
Ending Fund Balance	\$	<u>470,999</u>

**EDC DEBT SERVICE**

Beginning Fund Balance	\$	391,880
Operating Revenue		396,650
Total Resources		<u>788,530</u>
Expenditures		<u>(384,850)</u>
Ending Fund Balance	\$	<u>403,680</u>

**VENUE DEBT SERVICE**

Beginning Fund Balance	\$	396
Operating Revenue		510,738
Total Resources		<u>511,134</u>
Expenditures		<u>(510,738)</u>
Ending Fund Balance	\$	<u>396</u>

**VENUE TAX CONSTRUCTION**

Beginning Fund Balance	\$	341,296
Operating Revenue		-
Total Resources		341,296
Expenditures		-
Ending Fund Balance	\$	341,296

**BEACH MAINTENANCE**

Beginning Fund Balance	\$	2,859,660
Operating Revenue		2,264,388
Total Resources		5,124,048
Expenditures		(1,952,280)
Ending Fund Balance	\$	3,171,768

**BEACH ACCESS FUND**

Beginning Fund Balance	\$	178,087
Operating Revenue		-
Total Resources		178,087
Expenditures		(26,000)
Ending Fund Balance	\$	152,087

**BAY ACCESS**

Beginning Fund Balance	\$	43,796
Operating Revenue		-
Total Resources		43,796
Expenditures		-
Ending Fund Balance	\$	43,796

**CAPITAL REPLACEMENT PLAN**

Beginning Fund Balance	\$	235,926
Operating Revenue		225,000
Total Resources		460,926
Expenditures		(106,599)
Ending Fund Balance	\$	354,327

**ECONOMIC DEVELOPMENT CORPORATION**

Beginning Fund Balance	\$	921,704
Operating Revenue		922,500
Total Resources		1,844,204
Expenditures		(922,500)
Ending Fund Balance	\$	921,704

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**BEACH NOURISHMENT**

Beginning Fund Balance	\$	3,854,039
Operating Revenue		565,472
Total Resources		4,419,511
Expenditures		(80,000)
Ending Fund Balance	\$	4,339,511

**BNC FACILITY MAINTENANCE**

Beginning Fund Balance	\$	142,670
Operating Revenue		34,098
Total Resources		176,768
Expenditures		(34,098)
Ending Fund Balance	\$	142,670

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 18<sup>th</sup> day of August 2021.

PASSED, APPROVED AND ADOPTED on Second Reading, this 1<sup>st</sup> day of September 2021.

ATTEST:

**CITY OF SOUTH PADRE  
ISLAND, TEXAS**

  
Angelique Soto, City Secretary

  
Patrick McNulty, Mayor



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# FUND SUMMARIES

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## **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.

### **Fund Descriptions**

#### **Major Governmental Funds**

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

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

#### **Major Special Revenue Funds**

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

- The Hotel/Motel Fund is used to account for occupancy tax collections. This fund is used to account for the portion of collections used for tourism, advertising, and promotion.
- The Venue Project Fund is used to account for monies collected for assessment of hotel/motel tax collected by the City for repayment of venue projects.

#### **Major Capital Project Funds**

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

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

### **Non-Major Special Revenue Funds**

- The Beach Maintenance Fund is used to clean and maintain the beach. The State of Texas remits to the City 2% of the hotel motel tax collected by the State for these efforts.
- The Beach Nourishment Fund (Shoreline Department) is used to account for the portion of occupancy tax collections used for beneficial use of dredge material (BUDM), beach nourishment, and dune restoration projects.
- The Convention Center Fund is used to account for the portion of occupancy tax collections used for Convention Centre operations.
- The Municipal Court Technology Fund was established to account for monies collected on traffic fines. On each ticket, \$4.00 is collected and used specifically for technological improvements in the Municipal Court.
- The Municipal Court Security Fund was established to account for monies collected on traffic fines. On each ticket, \$3.00 is collected and used specifically for security needs in the Municipal Court.
- The Parks, Recreation, and Beautification Fund was established to account for funds set aside for upgrades to city parks.
- The Tax Increment Reinvestment Zone (TIRZ) fund was established by City Council to finance the cost of redevelopment and encourage development in an area that would otherwise not attract sufficient market development.
- The Transportation Fund is used to account for the State and Federal grants proceeds and expenditures that pertain to the South Padre Island Metro Transportation System.

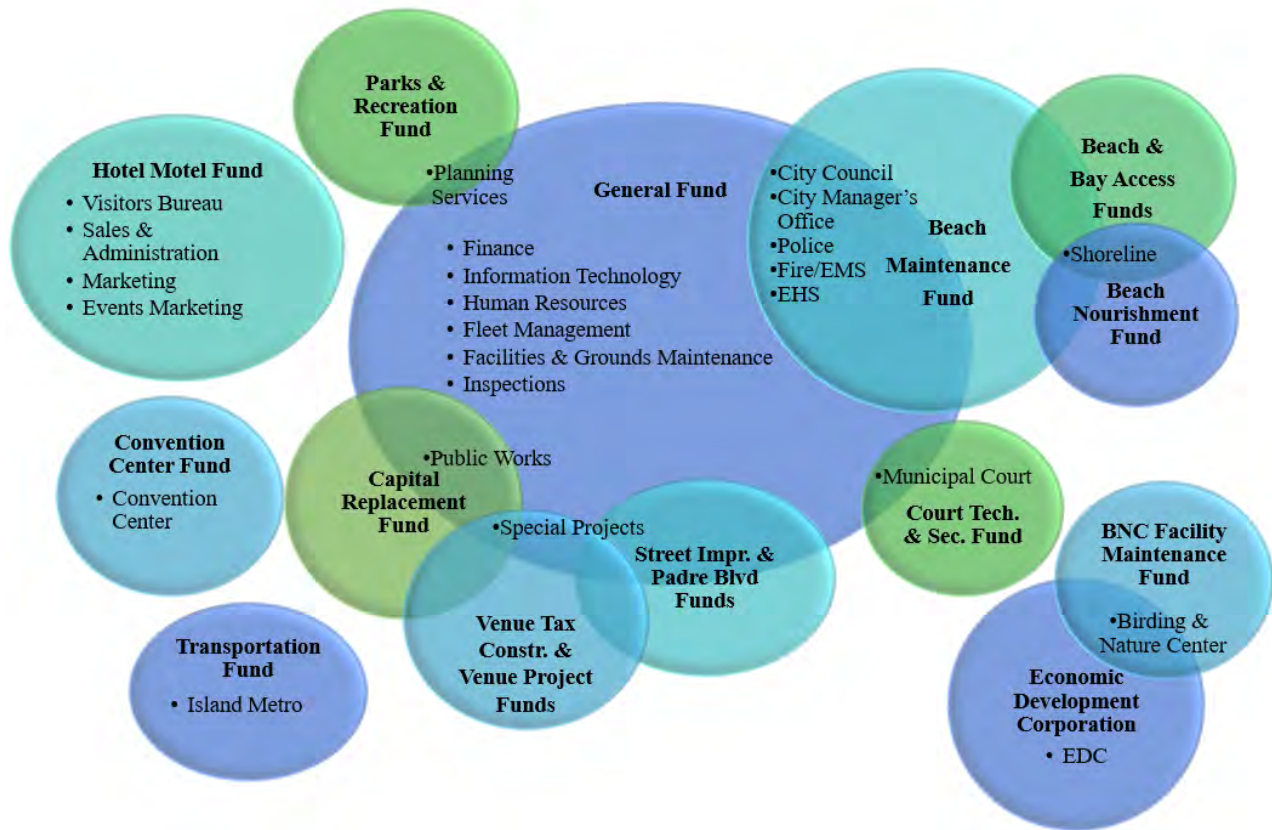
### **Non-Major Capital Project Funds**

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

## Debt Service

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

## **Department/Fund Relationship**



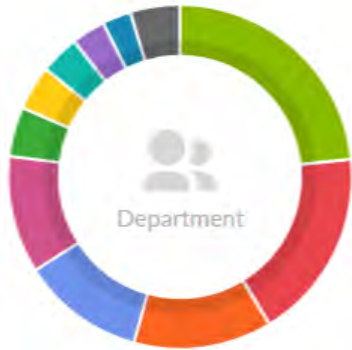
Department(s)	Governmental Funds													
	General Fund	Major Special Revenue Funds		Major Cap. Proj. Fund	Non-Major Special Revenue Funds						Non-Major Capital Project Funds			
		Hotel Motel	Venue Project	Venue Tax Construction	Beach Maintenance	Beach Nourishment	Convention Center	Mun. Court Tech.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

Department	Component Unit	
	Economic Development Corporation	BNC Facility Maintenance
EDC	X	
Birding & Nature Center	X	X



# Departmental Structure

A key element of the City's departmental structure is how certain activities are directed in order to achieve the goals of the City.



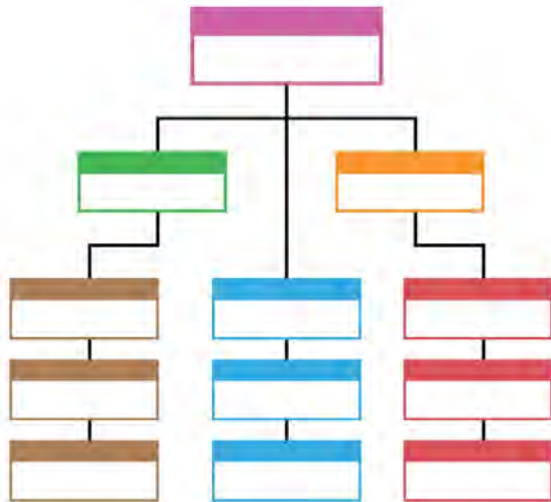
- o Fund 01 – General Fund
  - 511 City Council
  - 512 City Manager's Office
  - 513 Finance
  - 514 Planning
  - 515 Technology
  - 516 Human Resources
  - 520 Municipal Court
  - 521 Police
  - 522 Fire
  - 532 Environmental Health Services
  - 540 Fleet Management
  - 541 Facilities and Grounds Maintenance
  - 542 Inspections
  - 543 Public Works
  - 544 Emergency Management
  - 570 General Services
  - 572 Special Projects

- o Fund 02 – Hotel Motel Tax
  - 590 Visitors Bureau
  - 592 Sales & Administration
  - 593 Events Marketing
  - 594 Marketing
  - 596 SPI Historical Museum

- o Fund 03 – Venue Project Fund
- o Fund 06 – Convention Centre
- o Fund 09 – Parks, Recreation, & Beautification
- o Fund 21 – Municipal Court Technology
- o Fund 22 – Municipal Court Security
- o Fund 30 – Transportation
  - 591 Island Metro

- o Fund 43 – Street Improvement Fund
- o Fund 50 – General Debt Service
- o Fund 51 – TIRZ (Tax Increment Reinvestment Zone)
- o Fund 52 – EDC Debt Service
- o Fund 53 – Venue Debt Service
- o Fund 57 – Venue Tax Construction
- o Fund 60 – Beach Maintenance
  - 511 City Council
  - 512 City Manager's Office
  - 521 Police/Beach Patrol
  - 522 Fire/Beach Patrol
  - 532 Environmental Health Services
  - 540 Fleet Management
  - 560 Beach Maintenance

- o Fund 61 – Beach Access
- o Fund 62 – Bay Access
- o Fund 65 – Capital Replacement Fund
- o Fund 80 – Economic Development Corp.
- o Fund 81 – Beach Nourishment
- o Fund 82 – BNC Facility Maintenance





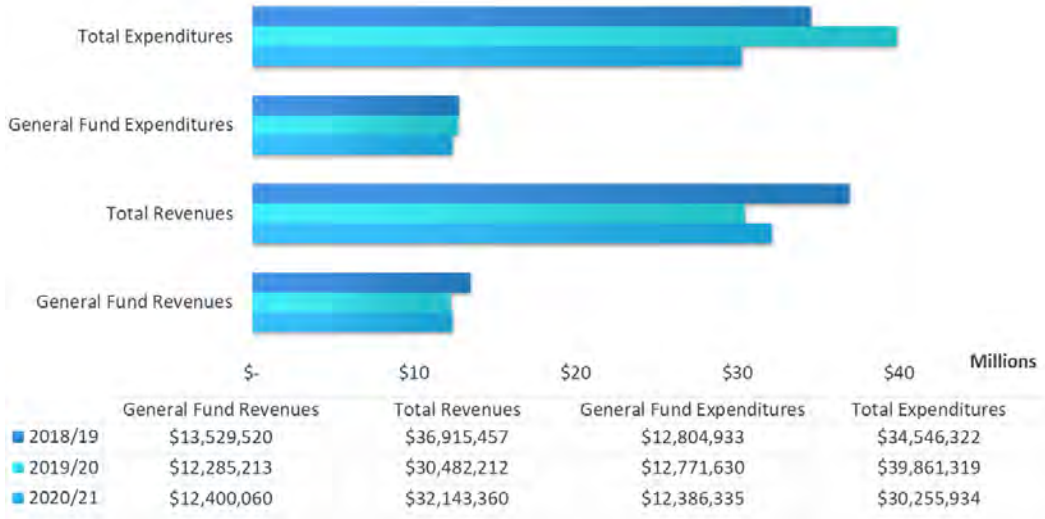
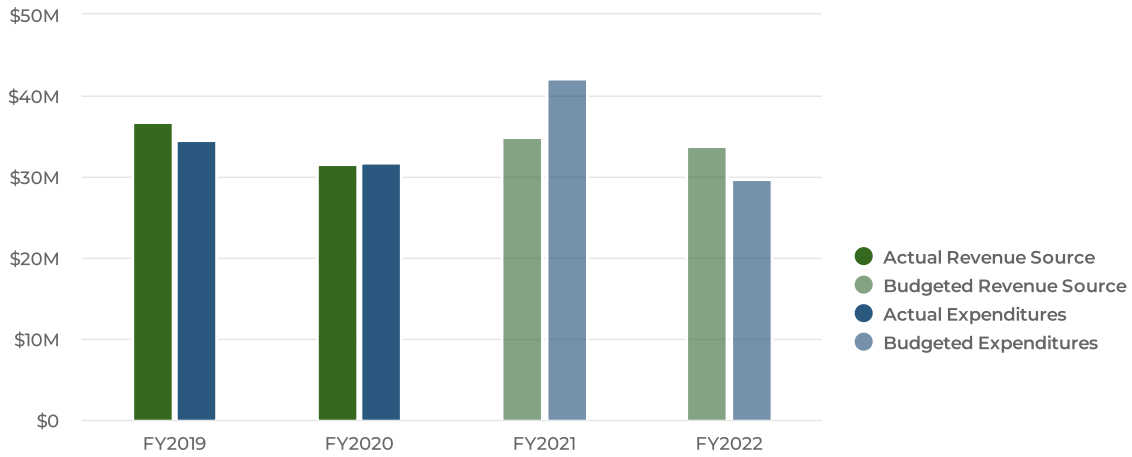
## All Funds Summary

General Governmental Fund Types (General Fund, Special Revenue Funds, and Debt Service Fund) account for a major portion of the City's operating revenues and expenditures. A fourth general governmental fund type is Capital Projects, which was established to account for major city improvements.

This summary outlines the Revenues and Expenses of the City by source, fund type, and department. Please reference the individual fund summary pages found in the Fund & Department Budgets section for more information on each fund.

## Summary

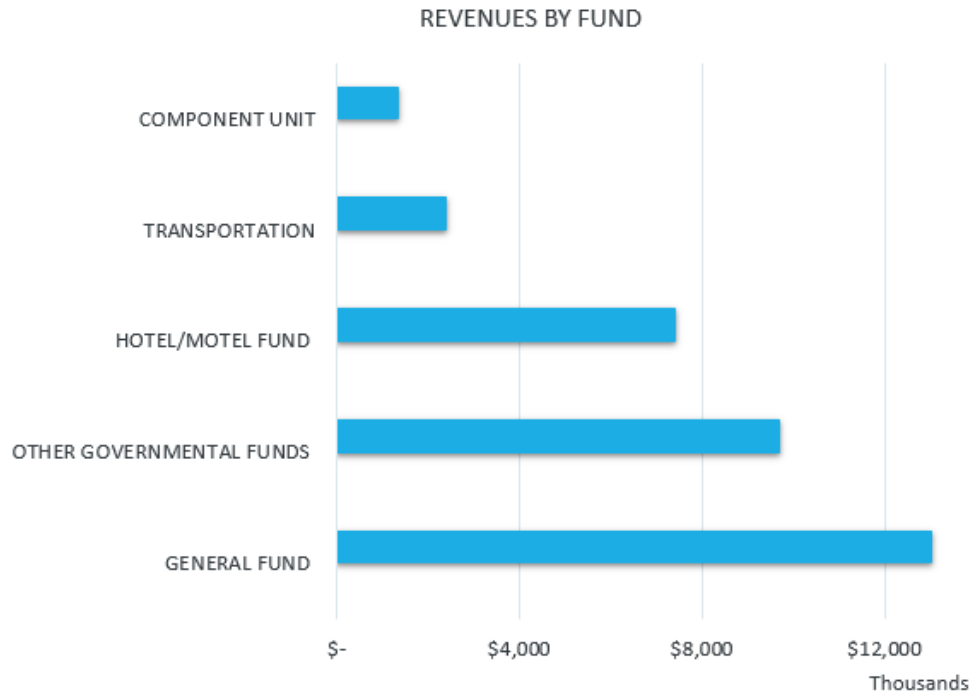
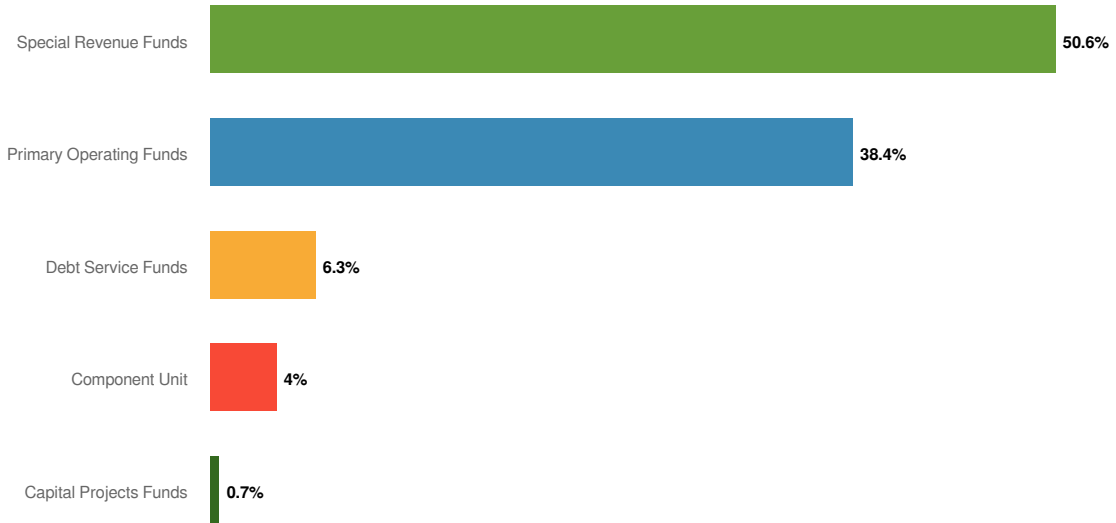
The City of South Padre Island is projecting \$33.91M of revenue in FY2022, which represents a 2.9% decrease over the prior year. Budgeted expenditures are projected to decrease by 29.1% or \$12.24M to \$29.9M in FY2022.



## Revenue by Fund Type

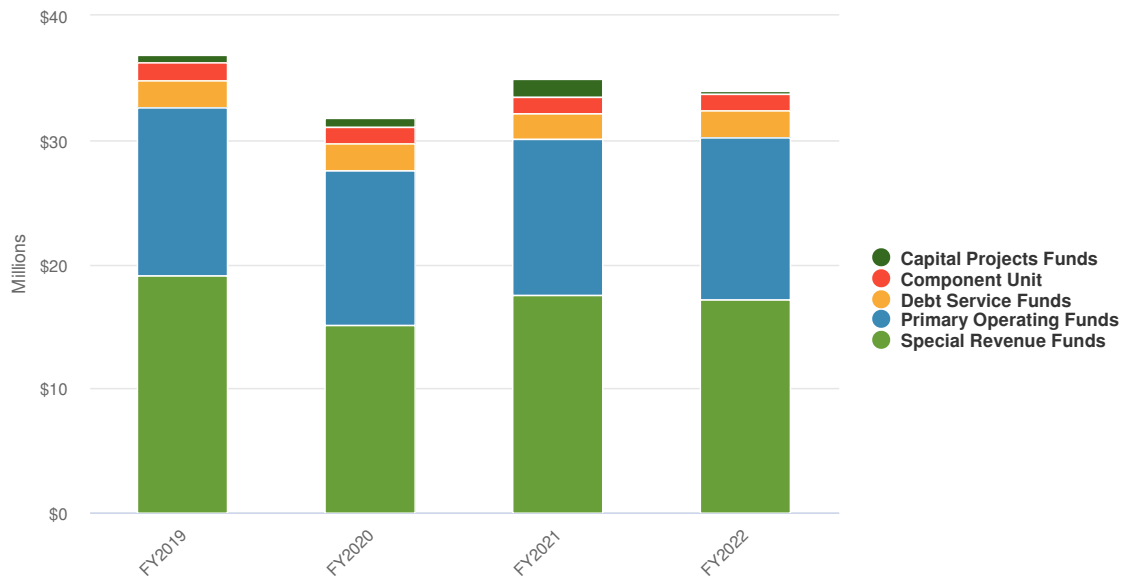
*General Fund revenues represent 38.4% of total revenues.*

### 2022 Revenue by Fund Type





## Budgeted and Historical 2022 Revenue by Fund Type



General Fund revenues are budgeted to total \$13.03M, including other financing sources. This represents an increase of 3.8% over the FY 2020/21 budgeted revenues.

The Hotel/Motel Fund and the Convention Centre Fund have total projected revenue of \$9.29M, which is a 14.5% increase from the previous year.

Projected revenues for the Venue Tax Fund total \$2.26M, a 15.8% increase from the prior year.

Revenues for the Beach Maintenance Fund are also projected to total \$2.26M, a 15.8% increase from the prior year.

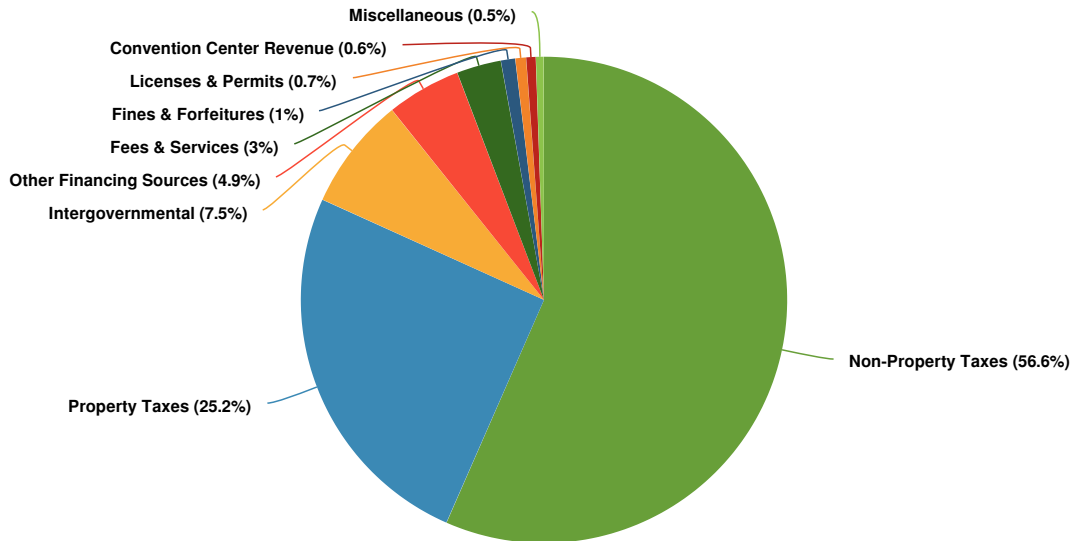
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Primary Operating Funds						
General Fund	\$13,022,918	\$13,484,898	\$12,373,127	\$12,562,379	\$13,033,957	3.8%
Forfeited Property Fund	\$15,963	\$44,622	\$276	\$0	\$0	0%
<b>Total Primary Operating Funds:</b>	<b>\$13,038,881</b>	<b>\$13,529,520</b>	<b>\$12,373,403</b>	<b>\$12,562,379</b>	<b>\$13,033,957</b>	<b>3.8%</b>
Special Revenue Funds						
Hotel/Motel Tax Fund	\$6,619,236	\$7,202,442	\$6,447,055	\$6,525,106	\$7,423,521	13.8%
Venue Project Fund	\$2,086,202	\$2,190,058	\$1,916,267	\$1,952,569	\$2,261,888	15.8%
Convention Center Fund	\$2,104,637	\$1,764,521	\$1,288,892	\$1,590,174	\$1,872,030	17.7%
Parks, Recreation, And Beautification Fund	\$92,946	\$218,588	\$95,431	\$608,728	\$98,426	-83.8%
Municipal Court Technology Fund	\$9,191	\$7,805	\$5,411	\$3,500	\$3,500	0%
Municipal Court Security Fund	\$7,377	\$6,638	\$5,815	\$5,000	\$5,000	0%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Transportation Fund	\$3,259,096	\$4,638,685	\$1,923,503	\$4,102,690	\$2,392,111	-41.7%
TIRZ Fund	\$73,773	\$94,324	\$89,600	\$95,569	\$255,934	167.8%
Beach Maintenance Fund	\$2,508,202	\$2,321,880	\$2,347,496	\$2,102,569	\$2,264,388	7.7%
Covid-19 Fund	\$0	\$0	\$361,052	\$0	\$0	0%
Beach Nourishment Fund	\$552,997	\$599,471	\$501,873	\$488,142	\$565,472	15.8%
Hurricane Recovery Fund	\$0	\$0	\$160,052	\$0	\$0	0%
<b>Total Special Revenue Funds:</b>	<b>\$17,313,658</b>	<b>\$19,044,415</b>	<b>\$15,142,447</b>	<b>\$17,474,047</b>	<b>\$17,142,270</b>	<b>-1.9%</b>
Capital Projects Funds						
Padre Blvd Improvement Fund	\$34,542	\$9,852	\$0	\$0	\$0	0%
Street Improvement Fund	\$1,028	\$0	\$0	\$0	\$0	0%
Venue Tax Construction Fund	\$166,906	\$228,177	\$100,239	\$0	\$0	0%
Beach Access Fund	\$3,319	\$153,245	\$330,837	\$0	\$0	0%
Bay Access Fund	\$36,542	\$38,256	\$173	\$1,193,125	\$0	-100%
Capital Replacement Fund	\$255,000	\$225,000	\$225,000	\$225,000	\$225,000	0%
<b>Total Capital Projects Funds:</b>	<b>\$497,337</b>	<b>\$654,530</b>	<b>\$656,249</b>	<b>\$1,418,125</b>	<b>\$225,000</b>	<b>-84.1%</b>
Debt Service Funds						
General Debt Service Fund	\$1,697,750	\$1,716,609	\$1,720,022	\$1,609,676	\$1,642,000	2%
Venue Debt Service Fund	\$438,950	\$506,138	\$508,188	\$509,638	\$510,738	0.2%
Venue Seasonal Reserve Fund	\$1,726	\$2,481	\$661	\$0	\$0	0%
Venue Debt Reserve Fund	\$6,700	\$10,438	\$2,777	\$0	\$0	0%
<b>Total Debt Service Funds:</b>	<b>\$2,145,125</b>	<b>\$2,235,665</b>	<b>\$2,231,649</b>	<b>\$2,119,314</b>	<b>\$2,152,738</b>	<b>1.6%</b>
Component Unit						
EDC Debt Service Fund	\$400,197	\$394,484	\$395,241	\$388,050	\$396,650	2.2%
EDC Debt Reserve Fund	\$5,255	\$8,187	\$2,179	\$0	\$0	0%
Economic Development Corporation Fund	\$874,429	\$951,058	\$885,680	\$875,276	\$922,500	5.4%
BNC Facility Maintenance Fund	\$0	\$97,600	\$70,304	\$76,041	\$34,098	-55.2%
<b>Total Component Unit:</b>	<b>\$1,279,881</b>	<b>\$1,451,330</b>	<b>\$1,353,404</b>	<b>\$1,339,367</b>	<b>\$1,353,248</b>	<b>1%</b>
<b>Total:</b>	<b>\$34,274,882</b>	<b>\$36,915,460</b>	<b>\$31,757,152</b>	<b>\$34,913,232</b>	<b>\$33,907,213</b>	<b>-2.9%</b>

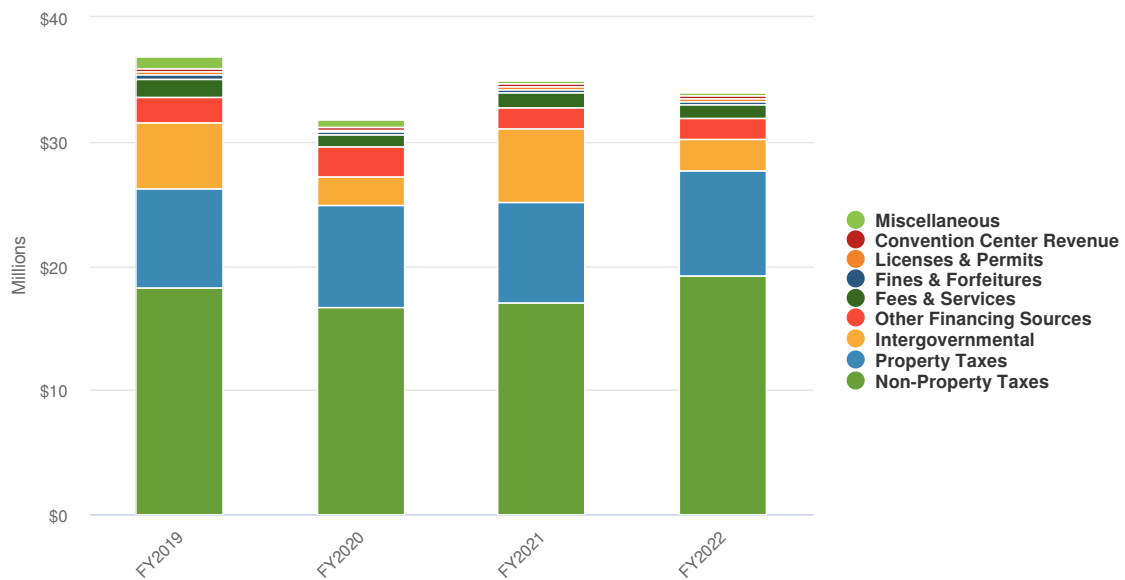
## Revenues by Source

Non-property taxes are the major source of revenue, representing 56.6%.

### Projected 2022 Revenues by Source



### Budgeted and Historical 2022 Revenues by Source

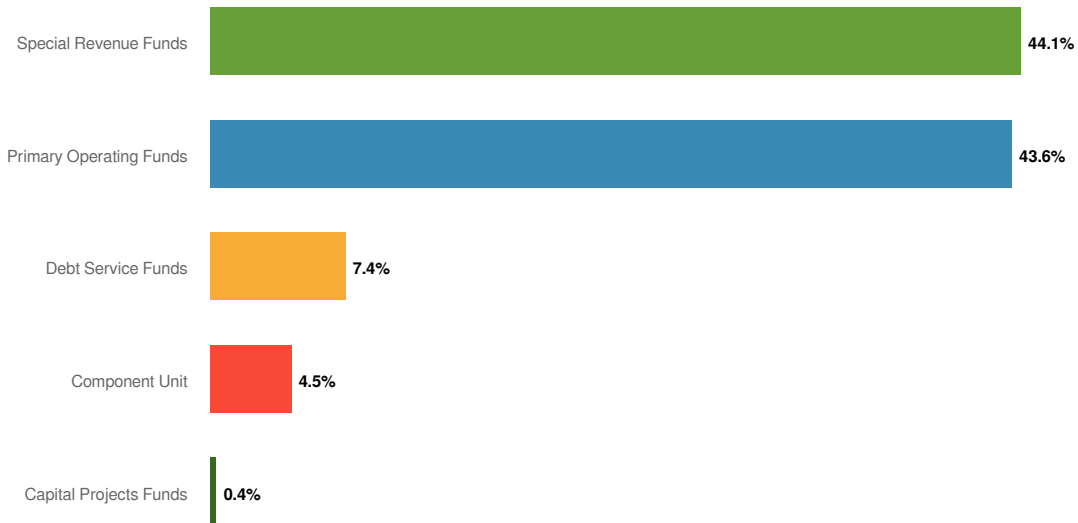


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Revenue Source						
Property Taxes	\$7,838,984	\$7,988,046	\$8,265,366	\$8,096,213	\$8,538,891	5.5%
Non-Property Taxes	\$17,588,005	\$18,272,612	\$16,655,561	\$16,985,440	\$19,184,686	12.9%
Fees & Services	\$1,338,359	\$1,445,072	\$966,867	\$1,122,884	\$1,003,485	-10.6%
Licenses & Permits	\$235,670	\$243,619	\$208,669	\$182,600	\$239,750	31.3%
Intergovernmental	\$3,807,989	\$5,251,309	\$2,224,818	\$5,961,772	\$2,543,439	-57.3%
Fines & Forfeitures	\$483,840	\$410,117	\$248,287	\$323,700	\$323,700	0%
Miscellaneous	\$736,566	\$985,879	\$608,777	\$211,813	\$182,600	-13.8%
Other Financing Sources	\$1,941,551	\$2,048,911	\$2,406,834	\$1,758,810	\$1,675,662	-4.7%
Convention Center Revenue	\$303,919	\$269,895	\$171,973	\$270,000	\$215,000	-20.4%
<b>Total Revenue Source:</b>	<b>\$34,274,882</b>	<b>\$36,915,460</b>	<b>\$31,757,152</b>	<b>\$34,913,232</b>	<b>\$33,907,213</b>	<b>-2.9%</b>

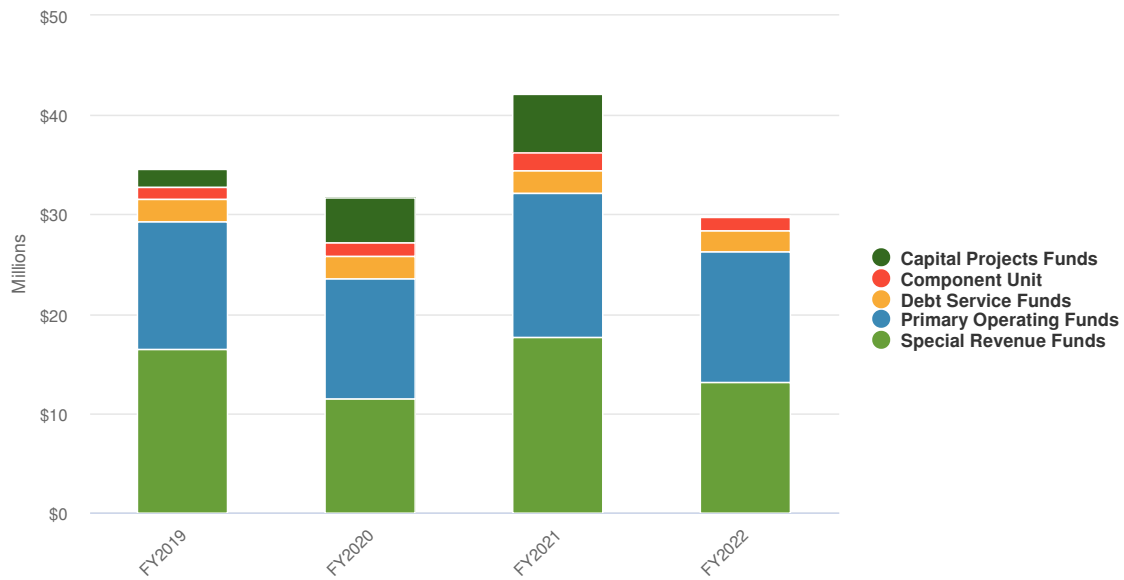
## Expenditures by Fund Type

*General Fund expenditures represent 43.6% of total expenditures.*

### 2022 Expenditures by Fund



## Budgeted and Historical 2022 Expenditures by Fund Type



General Fund expenditures are budgeted to total \$13.03M. This represents a decrease of 10.5% over the FY 2020/21 budgeted expenditures .

The Hotel/Motel Fund and the Convention Centre Funds have total projected expenditures of \$7.99M, which is a 12.6% decrease from the previous year.

Projected expenditures for the Transportation Fund total \$2.39M, a 41.8% decrease from the prior year.

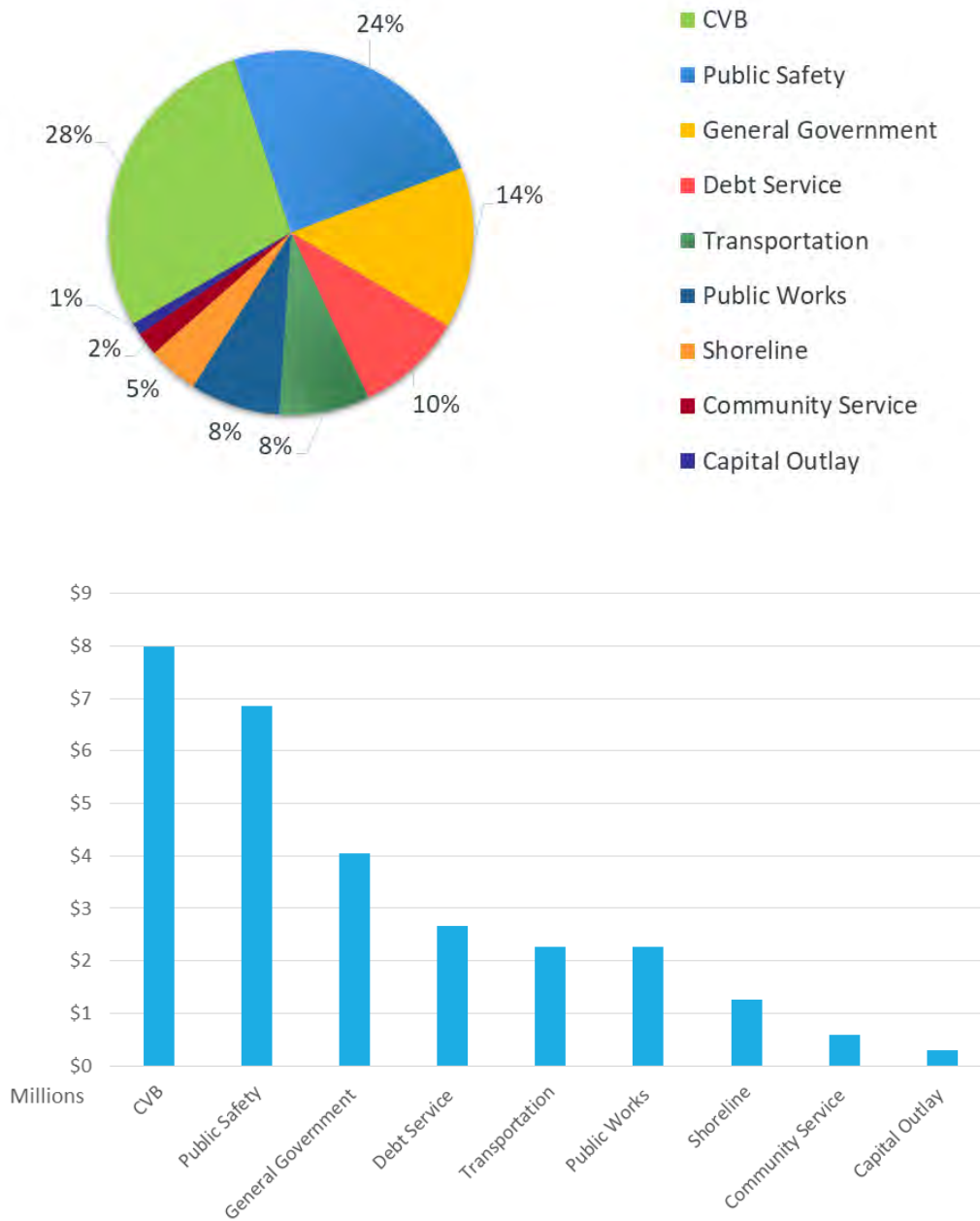
Beach Maintenance Fund expenditures are budgeted to total \$1.95M, a 29.4% decrease from FY 2020/21.

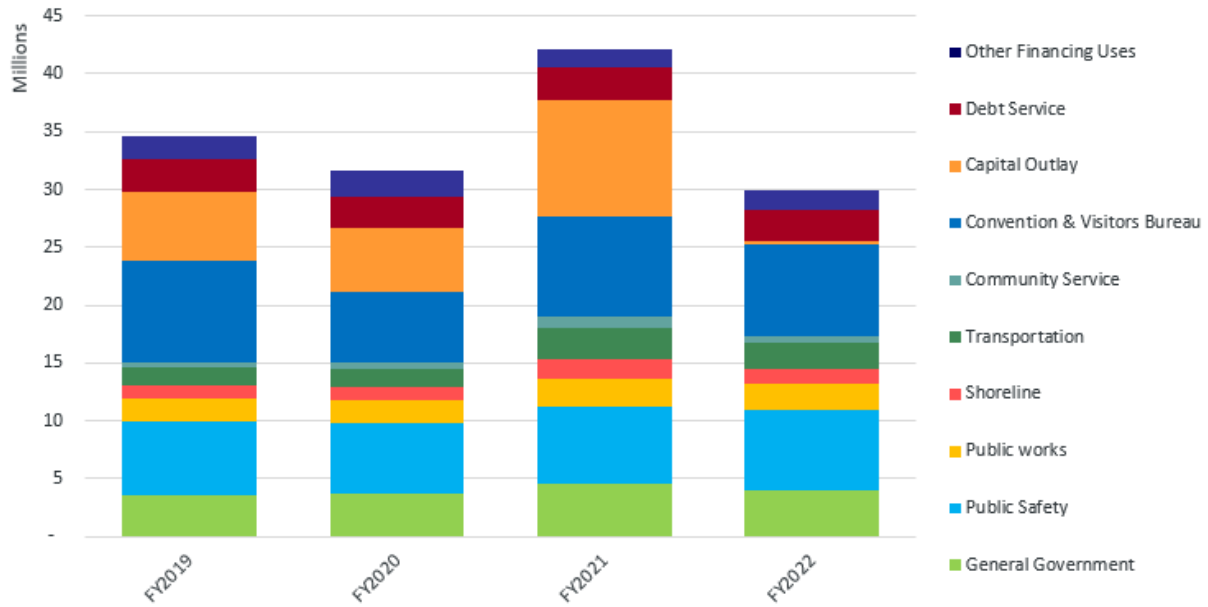
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Primary Operating Funds						
General Fund	\$12,692,387	\$12,782,651	\$12,134,119	\$14,568,888	\$13,032,435	-10.5%
Forfeited Property Fund	\$90,204	\$22,282	\$7,657	\$29,753	\$0	-100%
<b>Total Primary Operating Funds:</b>	<b>\$12,782,590</b>	<b>\$12,804,933</b>	<b>\$12,141,775</b>	<b>\$14,598,641</b>	<b>\$13,032,435</b>	<b>-10.7%</b>
Special Revenue Funds						
Hotel/Motel Tax Fund	\$6,991,670	\$7,529,783	\$4,906,614	\$7,273,392	\$6,529,526	-10.2%
Venue Project Fund	\$439,284	\$531,356	\$538,880	\$572,138	\$603,163	5.4%
Convention Center Fund	\$1,407,252	\$1,588,150	\$1,402,964	\$1,872,541	\$1,460,743	-22%
Parks, Recreation, And Beautification Fund	\$73,096	\$64,598	\$115,306	\$713,303	\$98,426	-86.2%
Municipal Court Technology Fund	\$9,365	\$8,060	\$10,619	\$15,145	\$5,911	-61%
Municipal Court Security Fund	\$2,109	\$2,761	\$1,972	\$7,832	\$7,833	0%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Transportation Fund	\$3,355,229	\$4,607,958	\$1,799,610	\$4,107,169	\$2,392,111	-41.8%
Criminal Justice Grant Fund	\$3,643	\$0	\$0	\$0	\$0	0%
TIRZ Fund	\$51,000	\$50,000	\$50,000	\$50,000	\$50,000	0%
Beach Maintenance Fund	\$1,705,702	\$2,044,012	\$2,024,607	\$2,765,211	\$1,952,280	-29.4%
Covid-19 Fund	\$0	\$0	\$361,052	\$0	\$0	0%
Beach Nourishment Fund	\$126,063	\$86,513	\$116,281	\$252,500	\$80,000	-68.3%
Hurricane Recovery Fund	\$0	\$0	\$160,052	\$0	\$0	0%
<b>Total Special Revenue Funds:</b>	<b>\$14,164,412</b>	<b>\$16,513,190</b>	<b>\$11,487,958</b>	<b>\$17,629,231</b>	<b>\$13,179,993</b>	<b>-25.2%</b>
Capital Projects Funds						
Padre Blvd Improvement Fund	\$1,268,735	\$1,123,748	\$9,829	\$10,161	\$0	-100%
Gulf Blvd Construction Fund	\$12,661	\$0	\$0	\$0	\$0	0%
Street Improvement Fund	\$219,500	\$10,000	\$0	\$0	\$0	0%
Venue Tax Construction Fund	\$350,109	\$255,775	\$4,568,743	\$4,108,831	\$0	-100%
Beach Access Fund	\$494,606	\$165,371	\$39,465	\$280,000	\$26,000	-90.7%
Bay Access Fund	\$35,559	\$36,024	\$0	\$1,193,125	\$0	-100%
Capital Replacement Fund	\$236,748	\$163,254	\$38,693	\$279,510	\$106,599	-61.9%
<b>Total Capital Projects Funds:</b>	<b>\$2,617,916</b>	<b>\$1,754,172</b>	<b>\$4,656,729</b>	<b>\$5,871,627</b>	<b>\$132,599</b>	<b>-97.7%</b>
Debt Service Funds						
General Debt Service Fund	\$1,728,950	\$1,730,950	\$1,735,825	\$1,729,676	\$1,701,200	-1.6%
Venue Debt Service Fund	\$510,588	\$506,938	\$508,188	\$509,638	\$510,738	0.2%
<b>Total Debt Service Funds:</b>	<b>\$2,239,538</b>	<b>\$2,237,888</b>	<b>\$2,244,013</b>	<b>\$2,239,314</b>	<b>\$2,211,938</b>	<b>-1.2%</b>
Component Unit						
EDC Debt Service Fund	\$388,340	\$393,750	\$387,550	\$391,250	\$384,850	-1.6%
Economic Development Corporation Fund	\$905,555	\$808,478	\$861,737	\$1,357,576	\$922,500	-32%
BNC Facility Maintenance Fund	\$0	\$33,910	\$14,279	\$53,086	\$34,098	-35.8%
<b>Total Component Unit:</b>	<b>\$1,293,895</b>	<b>\$1,236,138</b>	<b>\$1,263,566</b>	<b>\$1,801,912</b>	<b>\$1,341,448</b>	<b>-25.6%</b>
<b>Total:</b>	<b>\$33,098,352</b>	<b>\$34,546,320</b>	<b>\$31,794,040</b>	<b>\$42,140,725</b>	<b>\$29,898,413</b>	<b>-29.1%</b>

## Expenditures by Governmental Activity

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





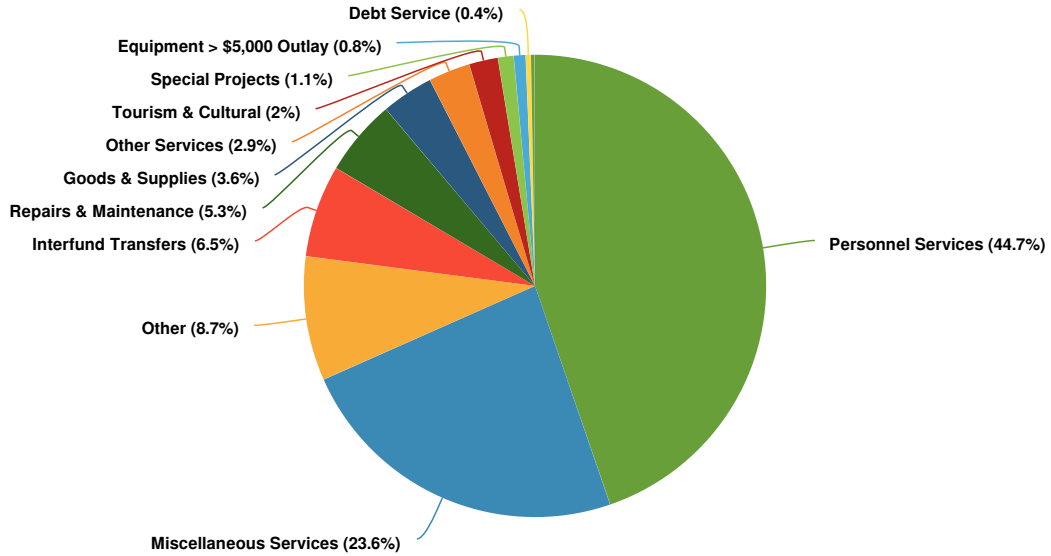
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expenditures					
General Government	\$3,661,979	\$3,611,969	\$3,758,802	\$4,561,149	\$4,057,987
Public Safety	\$6,011,367	\$6,277,546	\$5,987,220	\$6,710,141	\$6,865,041
Public Works	\$1,996,394	\$2,020,552	\$2,006,670	\$2,309,671	\$2,257,919
Shoreline	\$970,110	\$1,097,683	\$1,152,882	\$1,806,929	\$1,266,597
Transportation	\$1,787,580	\$1,611,150	\$1,572,096	\$2,639,937	\$2,268,948
Community Service	\$481,801	\$388,736	\$526,568	\$993,828	\$590,178
Convention & Visitors Bureau	\$8,187,123	\$8,779,956	\$6,128,032	\$8,684,131	\$7,990,269
Capital Outlay	\$5,245,665	\$5,976,505	\$5,479,646	\$10,087,690	\$301,860
Debt Service	\$2,863,057	\$2,793,661	\$2,765,447	\$2,704,754	\$2,671,202
Other Financing Uses	\$1,893,283	\$1,988,564	\$2,256,625	\$1,642,496	\$1,628,412
<b>Total Expenditures:</b>	<b>\$33,098,359</b>	<b>\$34,546,322</b>	<b>\$31,633,988</b>	<b>\$42,140,726</b>	<b>\$29,898,413</b>



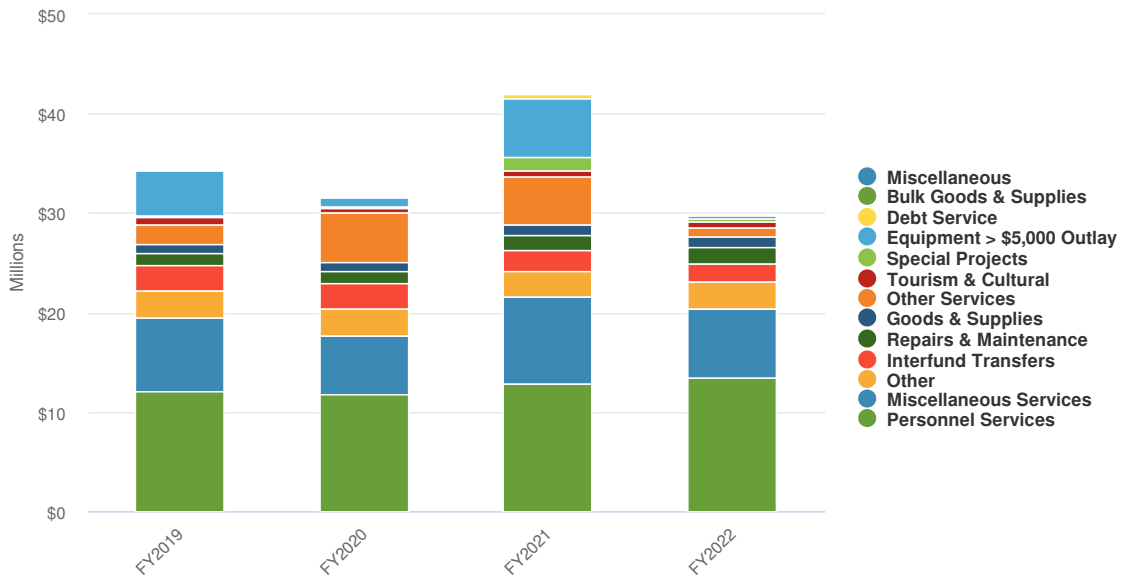
## Expenditures by Expense Type

*Personnel costs are the major expense type, representing 44.7%.*

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$11,682,107	\$12,090,026	\$11,839,935	\$12,909,488	\$13,376,703	3.6%
Goods & Supplies	\$994,022	\$882,081	\$829,804	\$1,055,003	\$1,090,349	3.4%
Bulk Goods & Supplies	\$50,627	\$66,630	\$25,130	\$90,000	\$80,000	-11.1%
Miscellaneous	\$5,894	\$4,298	\$2,511	\$5,000	\$5,000	0%
Repairs & Maintenance	\$1,164,108	\$1,150,381	\$1,239,748	\$1,532,224	\$1,595,304	4.1%
Miscellaneous Services	\$7,272,784	\$7,424,687	\$5,895,043	\$8,617,403	\$7,066,243	-18%
Equipment > \$5,000 Outlay	\$3,095,612	\$4,538,668	\$867,447	\$5,829,951	\$246,665	-95.8%
Tourism & Cultural	\$745,638	\$779,894	\$411,387	\$612,300	\$605,872	-1%
Other	\$2,627,878	\$2,631,638	\$2,631,563	\$2,630,564	\$2,596,788	-1.3%
Interfund Transfers	\$2,583,764	\$2,683,274	\$2,636,728	\$2,123,765	\$1,929,897	-9.1%
Other Services	\$2,322,596	\$1,919,172	\$4,961,210	\$4,882,576	\$870,839	-82.2%
Special Projects	\$303,053	\$192,771	\$290,958	\$1,294,564	\$328,339	-74.6%
Debt Service	\$250,269	\$182,800	\$162,577	\$557,888	\$106,414	-80.9%
<b>Total Expense Objects:</b>	<b>\$33,098,352</b>	<b>\$34,546,320</b>	<b>\$31,794,040</b>	<b>\$42,140,725</b>	<b>\$29,898,413</b>	<b>-29.1%</b>



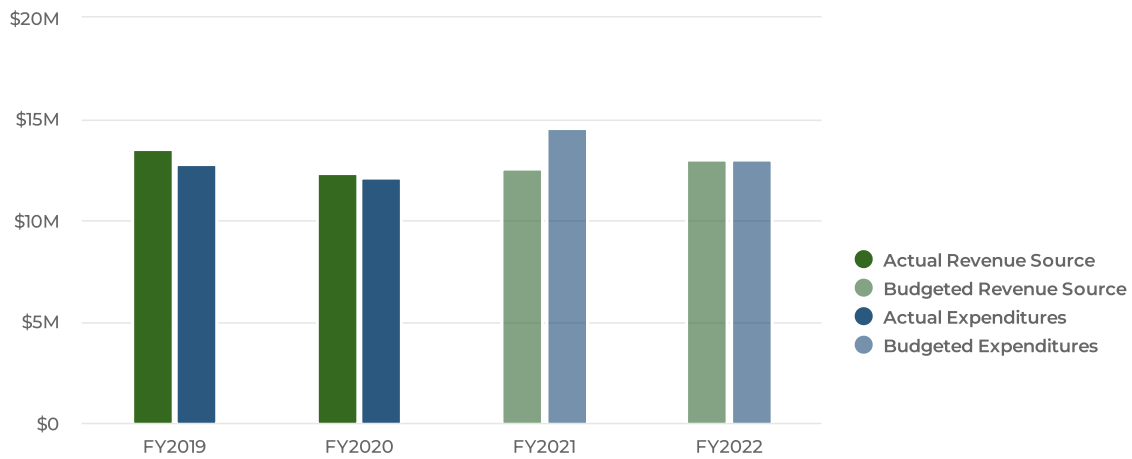
## General Fund

As the General Fund is a major fund of the City, we have highlighted this fund in this section. The General Fund accounts for the resources used to finance the fundamental operations of the City. It is the basic fund of the City and covers all activities for which a separate fund has not been established.

This section details the revenues by source and expenditures by function, department, and expense type. Charts and graphs have been used to illustrate the overall effect the revenues and expenditures have on the total General Fund budget.

### Summary

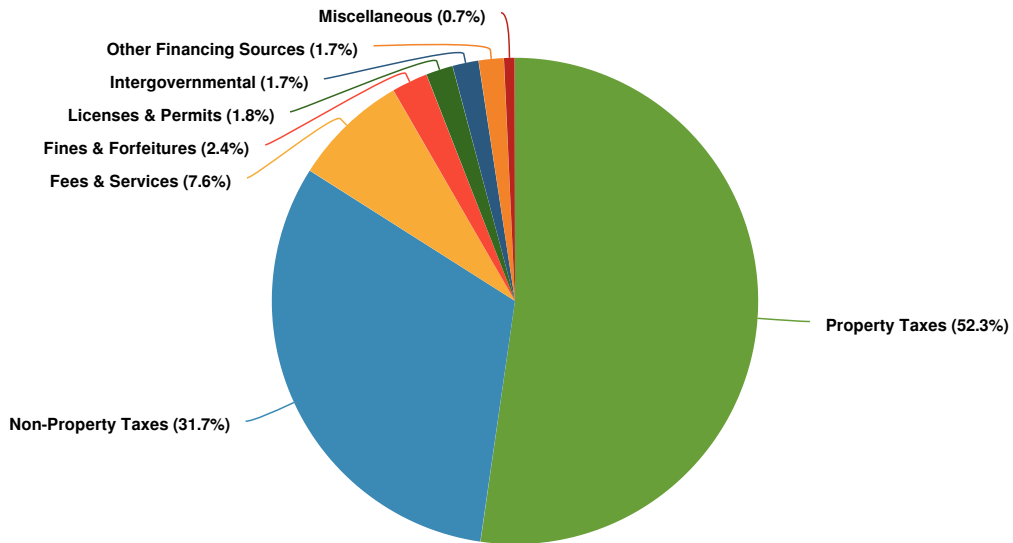
The City of South Padre Island is projecting \$13.03M of revenue in FY2022, which represents a 3.8% increase over the prior year. Budgeted expenditures are projected to decrease by 10.5% or \$1.54M to \$13.03M in FY2022.



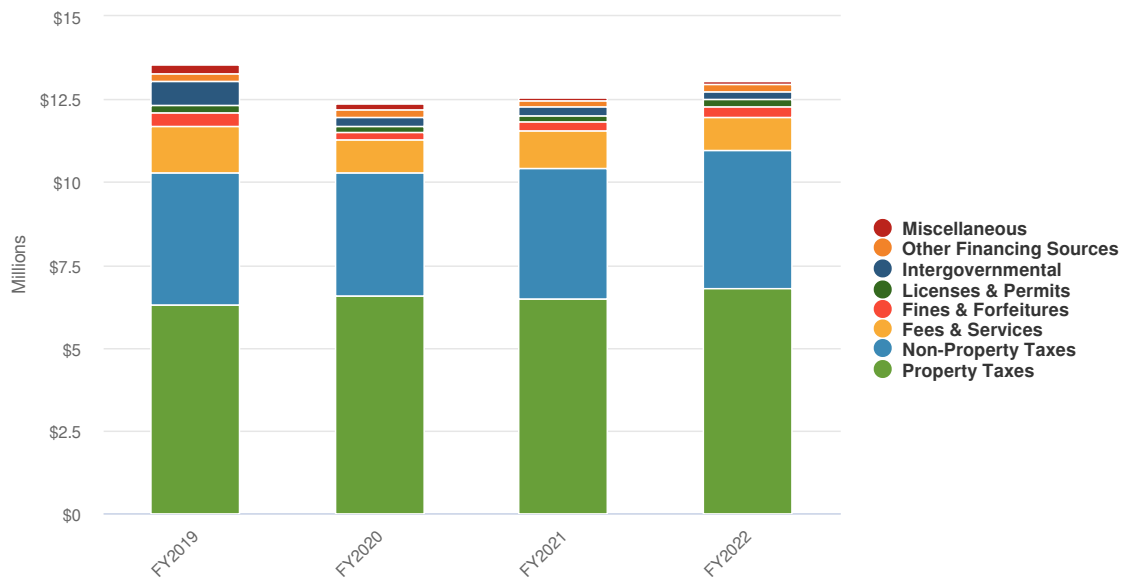
## Revenues by Source

Property taxes are the major source of revenue, representing 52.3%.

### Projected 2022 Revenues by Source



### 2022 Budgeted and Historical Revenues by Source



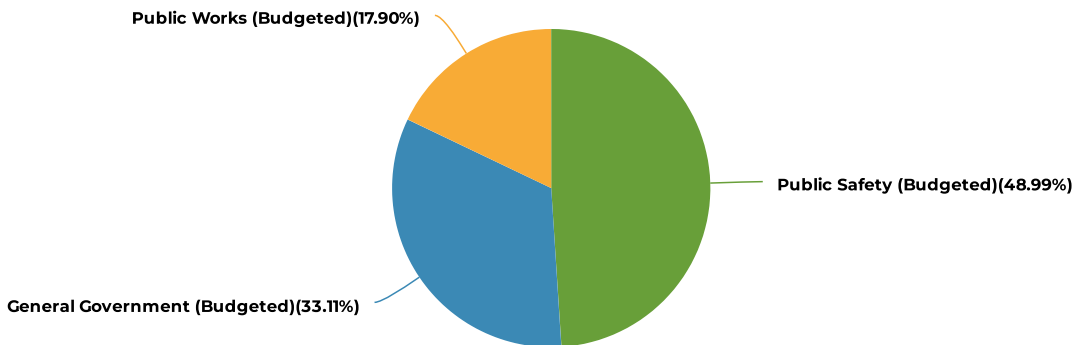
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>Revenue Source</b>						
<b>Property Taxes</b>						
CURRENT PROPERTY TAXES	\$5,986,543	\$6,090,841	\$6,304,041	\$6,286,387	\$6,603,385	5%
DELINQUENT PROPERTY TAXES	\$86,982	\$104,599	\$118,369	\$100,000	\$105,000	5%
PENALTY AND INTEREST	\$95,774	\$104,058	\$127,665	\$100,000	\$105,000	5%
REFUND OVERPAID TAXES	\$0	\$0	\$1,625	\$0	\$0	0%
<b>Total Property Taxes:</b>	<b>\$6,169,298</b>	<b>\$6,299,498</b>	<b>\$6,551,700</b>	<b>\$6,486,387</b>	<b>\$6,813,385</b>	<b>5%</b>
<b>Non-Property Taxes</b>						
SALES TAXES	\$2,556,853	\$2,729,632	\$2,558,059	\$2,675,039	\$2,920,706	9.2%
MIX BEVERAGE TAXES	\$339,170	\$361,391	\$332,058	\$361,392	\$376,241	4.1%
ELECTRIC FRANCHISE FEE	\$440,782	\$433,660	\$419,043	\$432,344	\$431,011	-0.3%
TELEPHONE FRANCHISE FEE	\$66,342	\$64,670	\$45,510	\$63,296	\$26,519	-58.1%
CABLE T.V. FRANCHISE FEE	\$208,835	\$208,676	\$207,774	\$209,862	\$198,646	-5.3%
SOLID WASTE FRANCHISE FEE	\$169,053	\$179,313	\$184,346	\$189,947	\$184,764	-2.7%
<b>Total Non-Property Taxes:</b>	<b>\$3,781,034</b>	<b>\$3,977,342</b>	<b>\$3,746,789</b>	<b>\$3,931,880</b>	<b>\$4,137,887</b>	<b>5.2%</b>
<b>Fees &amp; Services</b>						
PUBLIC SAFETY - EVENT	\$332,565	\$319,317	\$0	\$124,641	\$0	-100%
EMS REVENUE	\$533,953	\$607,896	\$463,571	\$546,000	\$546,000	0%
FIRE DEPT INSPECTION FEES	\$8,490	\$7,535	\$6,935	\$17,500	\$17,500	0%
ADMINISTRATIVE FEES	\$438,305	\$481,151	\$479,470	\$420,243	\$421,485	0.3%
LOT MOWS & LIEN FEES	\$7,843	\$13,795	\$13,266	\$7,000	\$11,000	57.1%
<b>Total Fees &amp; Services:</b>	<b>\$1,321,156</b>	<b>\$1,429,693</b>	<b>\$963,241</b>	<b>\$1,115,384</b>	<b>\$995,985</b>	<b>-10.7%</b>
<b>Licenses &amp; Permits</b>						
BUILDING PERMITS	\$88,375	\$108,001	\$91,144	\$95,000	\$100,000	5.3%
ELECTRICAL PERMITS	\$3,800	\$5,400	\$3,405	\$3,500	\$3,500	0%
MIX BEVERAGE PERMITS	\$21,470	\$21,330	\$20,228	\$18,000	\$19,000	5.6%
PLUMBING PERMITS	\$3,750	\$3,900	\$2,850	\$3,000	\$4,000	33.3%
MECHANICAL PERMITS	\$2,500	\$2,900	\$1,350	\$1,000	\$1,000	0%
TAXI PERMITS	\$6,150	\$4,175	\$4,775	\$5,000	\$5,500	10%
ENV HEALTH & OTHER PERMITS	\$36,350	\$42,675	\$46,020	\$19,600	\$40,000	104.1%
OTHER PERMITS	\$21,458	\$16,526	\$12,772	\$12,000	\$20,000	66.7%
L.P. GAS PERMIT	\$800	\$800	\$0	\$0	\$0	0%
DUNE PROT. PERMITS	\$3,300	\$1,085	\$180	\$0	\$0	0%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
STR PERMITS	\$13,200	\$10,350	\$7,500	\$6,000	\$7,000	16.7%
SPRING BREAK PERMITS	\$1,400	\$725	\$200	\$500	\$250	-50%
GOLF CART PERMITS	\$11,800	\$15,525	\$23,900	\$16,000	\$34,000	112.5%
ANIMAL/COMPOSTER SERVICES	\$400	-\$90	\$40	\$0	\$0	0%
SIDEWALK IN-LIEU FEES	\$17,667	\$7,092	-\$11,340	\$0	\$0	0%
<b>Total Licenses &amp; Permits:</b>	<b>\$232,420</b>	<b>\$240,394</b>	<b>\$203,024</b>	<b>\$179,600</b>	<b>\$234,250</b>	<b>30.4%</b>
<b>Intergovernmental</b>						
GENERAL LAND OFFICE (BEACH)	\$39,157	\$45,973	\$49,432	\$40,000	\$45,000	12.5%
COUNTY ESD - EMS	\$44,102	\$68,314	\$42,296	\$44,000	\$44,000	0%
COUNTY ESD- FIRE CALL REV.	\$56,274	\$66,860	\$53,669	\$44,000	\$44,000	0%
LEOSE TRAINING FUNDS	\$2,600	\$2,625	\$2,127	\$2,650	\$2,650	0%
GRANT REVENUE	\$143,938	\$502,644	\$95,635	\$104,741	\$90,500	-13.6%
<b>Total Intergovernmental:</b>	<b>\$286,072</b>	<b>\$686,416</b>	<b>\$243,158</b>	<b>\$235,391</b>	<b>\$226,150</b>	<b>-3.9%</b>
<b>Fines &amp; Forfeitures</b>						
FINES & FORFEITURES	\$435,435	\$333,599	\$221,829	\$300,000	\$300,000	0%
ONLINE CREDIT CARD FEE	\$2,280	\$2,808	\$3,147	\$2,200	\$2,200	0%
WARRANT COLLECT FEES	\$16,218	\$16,385	\$12,458	\$13,000	\$13,000	0%
FORFEITURES - FEDERAL	\$0	\$44,318	\$0	\$0	\$0	0%
FORFEITURES - STATE	\$14,306	\$0	\$0	\$0	\$0	0%
<b>Total Fines &amp; Forfeitures:</b>	<b>\$468,238</b>	<b>\$397,110</b>	<b>\$237,434</b>	<b>\$315,200</b>	<b>\$315,200</b>	<b>0%</b>
<b>Miscellaneous</b>						
INTEREST REVENUE	\$137,317	\$216,127	\$160,303	\$60,000	\$55,000	-8.3%
CASH OVER/SHORT	\$0	-\$9	\$10	\$0	\$0	0%
MISCELLANEOUS REVENUE	\$32,941	\$33,682	\$35,033	\$30,000	\$35,000	16.7%
ELECTRICITY REBATE	\$4,717	\$0	\$0	\$0	\$0	0%
INSURANCE PROCEEDS	\$13,952	\$0	\$4,137	\$16,437	\$0	-100%
CONTRIBUTIONS TO CITY PARK	\$21,253	\$0	\$0	\$0	\$0	0%
CONTRIB. ARSON DOG PROG.	\$3,096	\$3,027	\$688	\$0	\$0	0%
COPIES	\$205	\$312	\$112	\$100	\$100	0%
FUEL REBATE	\$4,440	\$7,250	\$4,243	\$2,000	\$4,000	100%
INTEREST INCOME - STATE	\$0	\$638	\$55	\$0	\$0	0%
INTEREST INCOME - FEDERAL	\$0	\$220	\$222	\$0	\$0	0%
INTEREST REVENUE	\$1,103	\$0	\$0	\$0	\$0	0%

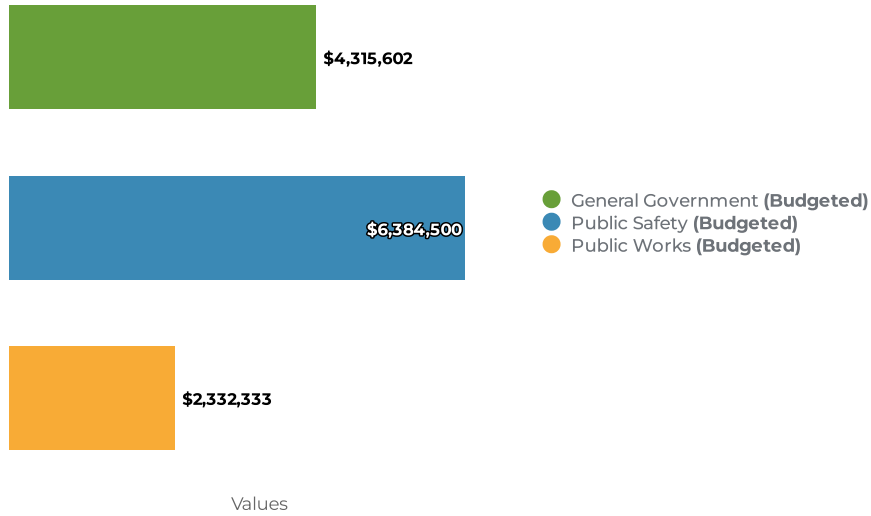
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>Total Miscellaneous:</b>	<b>\$219,025</b>	<b>\$261,247</b>	<b>\$204,802</b>	<b>\$108,537</b>	<b>\$94,100</b>	<b>-13.3%</b>
<b>Other Financing Sources</b>						
HOTEL/MOTEL TAX FROM FND 60	\$211,929	\$185,691	\$132,303	\$190,000	\$180,000	-5.3%
LEASE PROCEEDS	\$0	\$0	\$90,952	\$0	\$0	0%
SALE OF FIXED ASSETS	\$26,011	\$42,684	\$1	\$0	\$0	0%
TRANSFERS IN	\$323,143	\$10,000	\$0	\$0	\$37,000	N/A
SALE OF SEIZED ASSETS	\$555	-\$555	\$0	\$0	\$0	0%
<b>Total Other Financing Sources:</b>	<b>\$561,638</b>	<b>\$237,820</b>	<b>\$223,256</b>	<b>\$190,000</b>	<b>\$217,000</b>	<b>14.2%</b>
<b>Total Revenue Source:</b>	<b>\$13,038,881</b>	<b>\$13,529,520</b>	<b>\$12,373,403</b>	<b>\$12,562,379</b>	<b>\$13,033,957</b>	<b>3.8%</b>

## Expenditures by Function, Department, and Expense Type

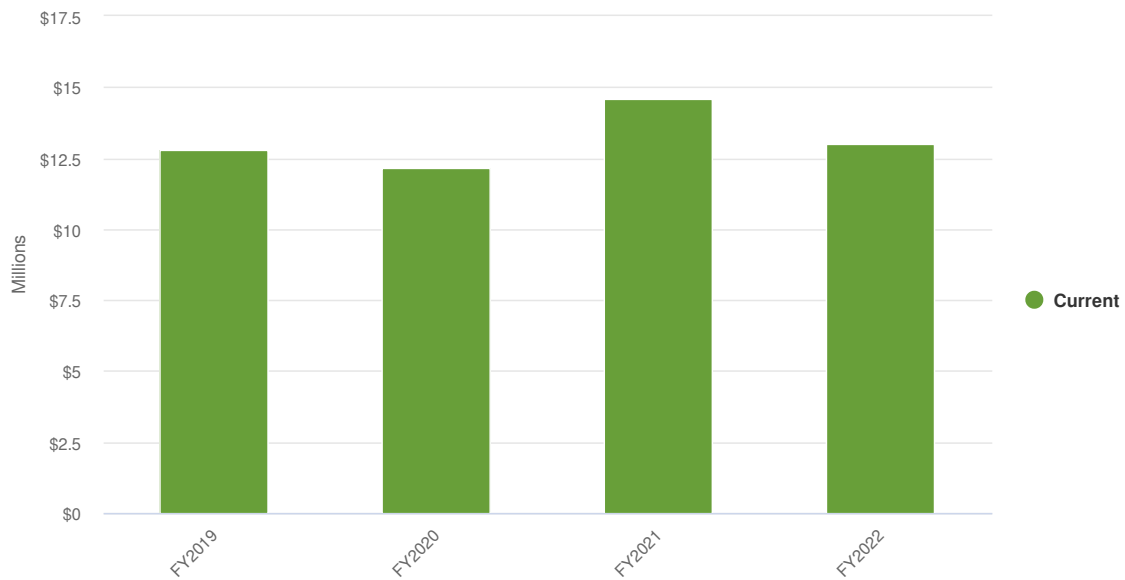
Budgeted Expenditures by Function



### Budgeted Expenditures by Function



### Budgeted and Historical Expenditures by Function



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expenditures						
General Government						
City Council	\$10,239	\$5,138	\$2,433	\$20,029	\$20,000	-0.1%
City Manager'S Office	\$622,282	\$601,470	\$540,238	\$620,937	\$663,498	6.9%
Finance	\$423,637	\$418,888	\$435,045	\$468,140	\$489,796	4.6%
Planning	\$157,219	\$170,823	\$141,534	\$82,966	\$90,315	8.9%
Information	\$552,858	\$585,416	\$497,481	\$751,648	\$734,738	-2.2%

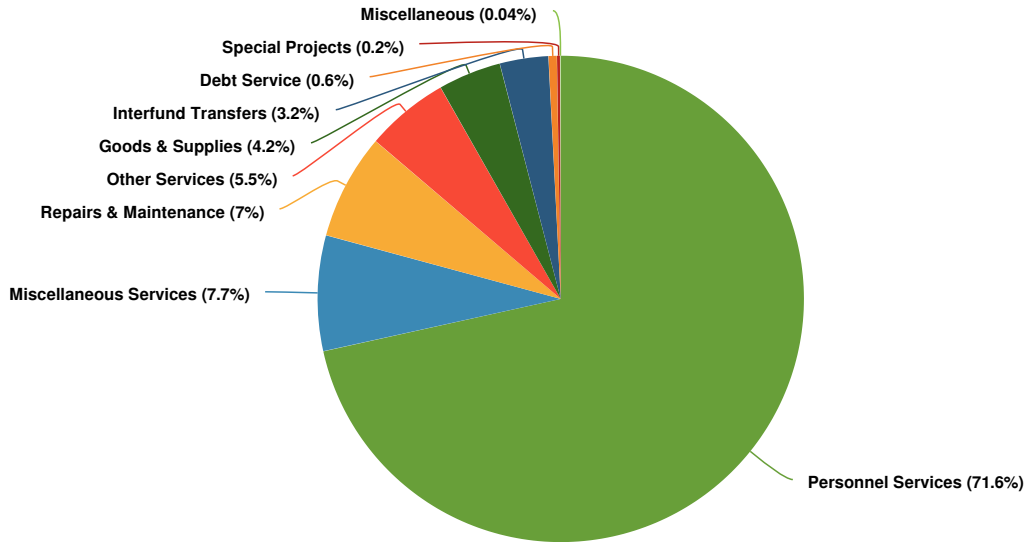


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Human Resources	\$267,665	\$270,006	\$229,300	\$332,926	\$345,076	3.6%
Environmental Health Services	\$426,391	\$442,455	\$432,701	\$485,136	\$496,764	2.4%
General Services	\$846,414	\$884,894	\$972,682	\$977,357	\$991,489	1.4%
Special Projects	\$746,773	\$735,597	\$853,097	\$1,223,949	\$483,926	-60.5%
<b>Total General Government:</b>	<b>\$4,053,477</b>	<b>\$4,114,687</b>	<b>\$4,104,512</b>	<b>\$4,963,088</b>	<b>\$4,315,602</b>	<b>-13%</b>
Public Safety						
Municipal Court	\$178,583	\$199,537	\$256,004	\$309,170	\$337,834	9.3%
Police	\$3,171,590	\$3,173,514	\$3,006,446	\$3,389,652	\$3,314,867	-2.2%
Fire	\$2,389,630	\$2,856,066	\$2,429,642	\$2,557,331	\$2,712,655	6.1%
Emergency Management	\$14,335	\$11,296	\$12,152	\$19,144	\$19,144	0%
<b>Total Public Safety:</b>	<b>\$5,754,139</b>	<b>\$6,240,415</b>	<b>\$5,704,244</b>	<b>\$6,275,297</b>	<b>\$6,384,500</b>	<b>1.7%</b>
Public Works						
Fleet Management	\$1,442,408	\$800,951	\$704,175	\$1,506,971	\$494,702	-67.2%
Facilities and Grounds Maintenance	\$143,449	\$163,004	\$162,630	\$181,892	\$198,376	9.1%
Public Works	\$1,197,265	\$1,282,640	\$1,251,231	\$1,412,135	\$1,367,407	-3.2%
Inspections	\$191,852	\$203,236	\$214,983	\$259,258	\$271,848	4.9%
<b>Total Public Works:</b>	<b>\$2,974,974</b>	<b>\$2,449,831</b>	<b>\$2,333,019</b>	<b>\$3,360,256</b>	<b>\$2,332,333</b>	<b>-30.6%</b>
<b>Total Expenditures:</b>	<b>\$12,782,590</b>	<b>\$12,804,933</b>	<b>\$12,141,775</b>	<b>\$14,598,641</b>	<b>\$13,032,435</b>	<b>-10.7%</b>

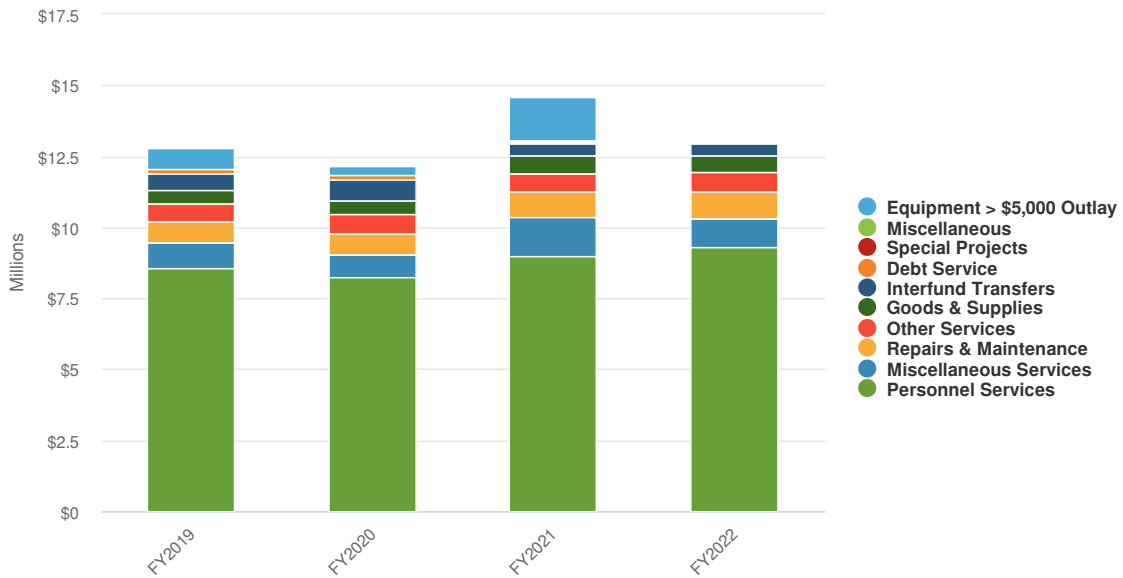
## Expenditures by Expense Type

*Personnel costs are the major expense type, representing 71.6%.*

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$8,273,080	\$8,583,186	\$8,224,528	\$8,973,795	\$9,325,967	3.9%
Goods & Supplies	\$520,673	\$500,855	\$485,191	\$604,884	\$546,686	-9.6%
Miscellaneous	\$5,894	\$4,298	\$2,511	\$5,000	\$5,000	0%
Repairs & Maintenance	\$726,877	\$704,941	\$743,500	\$906,840	\$914,931	0.9%
Miscellaneous Services	\$971,813	\$894,970	\$814,600	\$1,365,350	\$999,522	-26.8%
Equipment > \$5,000 Outlay	\$940,730	\$739,890	\$283,454	\$1,556,334	\$0	-100%
Interfund Transfers	\$442,203	\$560,123	\$771,381	\$428,407	\$419,926	-2%
Other Services	\$633,956	\$637,520	\$662,590	\$657,842	\$719,989	9.4%
Special Projects	\$43,217	\$25,753	\$20,135	\$26,000	\$26,000	0%
Debt Service	\$224,148	\$153,397	\$133,885	\$74,190	\$74,414	0.3%
<b>Total Expense Objects:</b>	<b>\$12,782,590</b>	<b>\$12,804,933</b>	<b>\$12,141,775</b>	<b>\$14,598,641</b>	<b>\$13,032,435</b>	<b>-10.7%</b>

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# **FUNDING SOURCES**

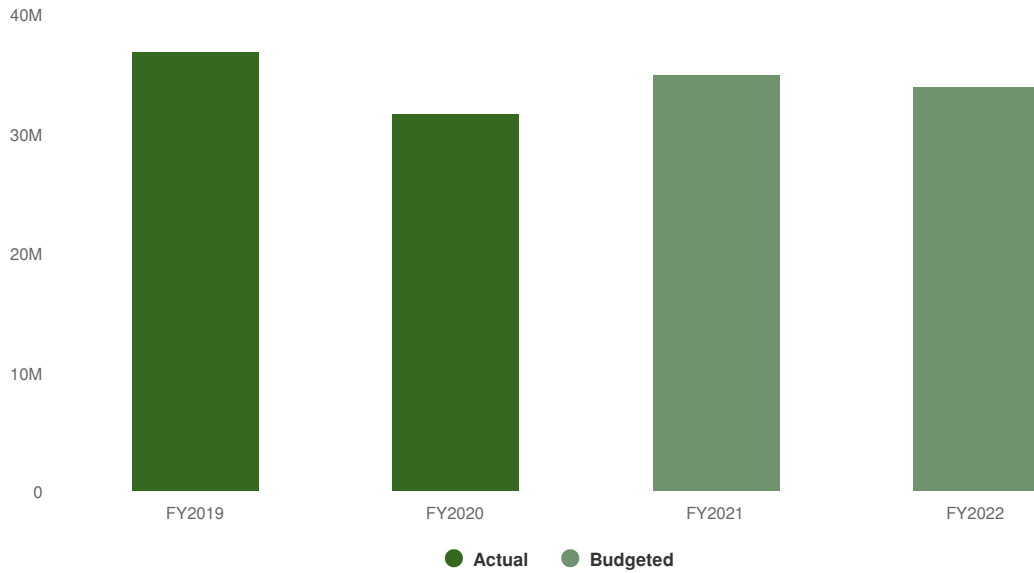
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## All Funds : Revenues Summary

Revenue projections are in accordance to the guidance established by the financial policy. Total revenues are budgeted to total \$33.9M, including other financing sources. This represents a minimal decrease of 2.88% over the FY 2020/21 budgeted revenues.

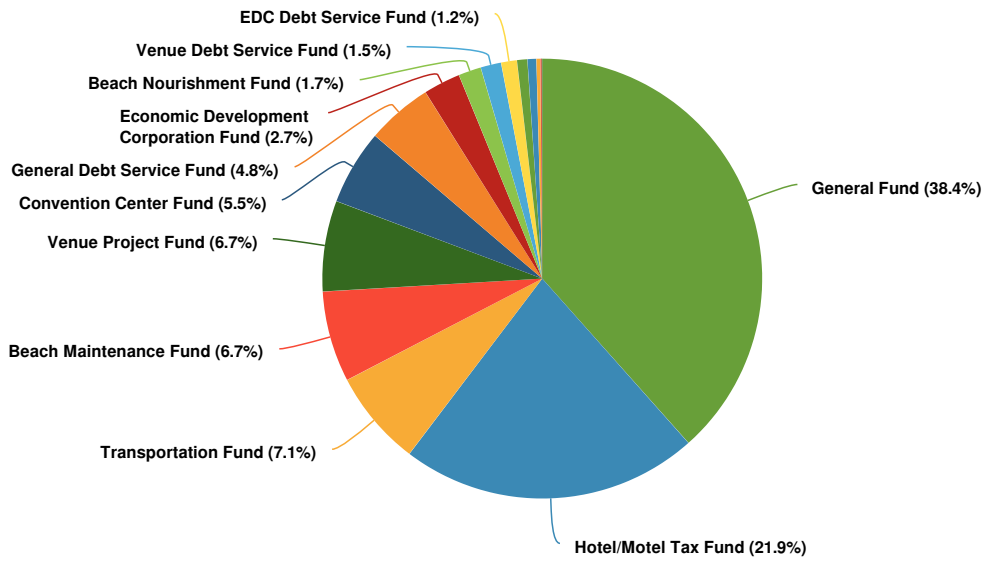
**\$33,907,213** **-\$1,006,019**  
(-2.88% vs. prior year)

### All Funds : Revenues Proposed and Historical Budget vs. Actual

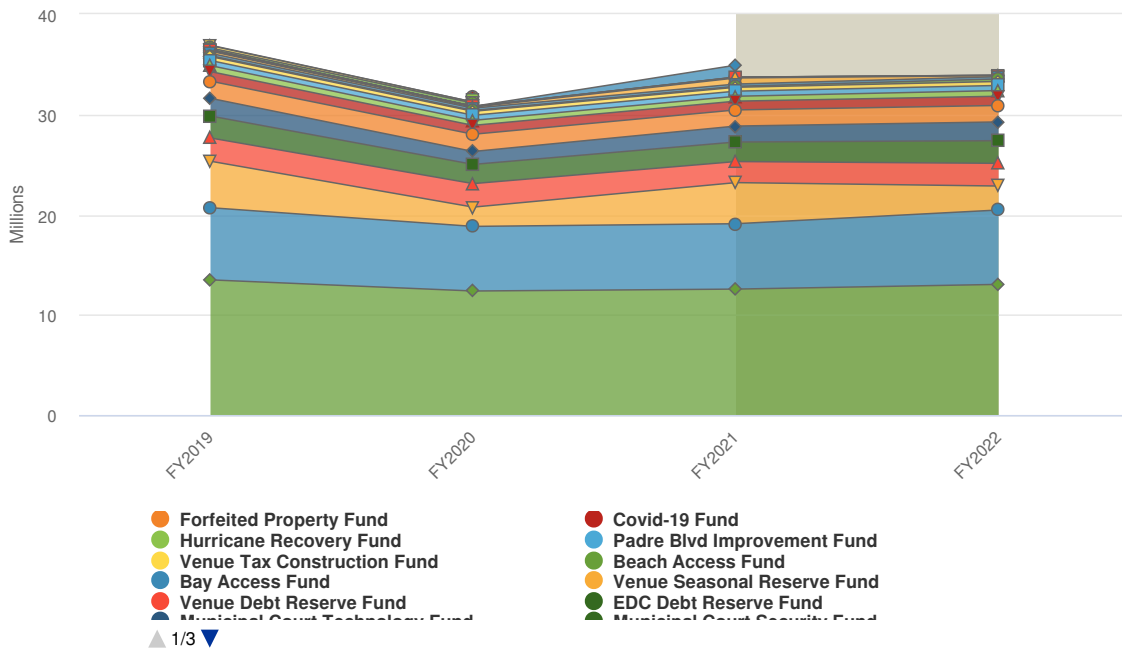


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
General Fund						
Property Taxes	\$6,169,298	\$6,299,498	\$6,551,700	\$6,486,387	\$6,813,385	5%
Non-Property Taxes	\$3,781,034	\$3,977,342	\$3,746,789	\$3,931,880	\$4,137,887	5.2%
Fees & Services	\$1,321,156	\$1,429,693	\$963,241	\$1,115,384	\$995,985	-10.7%
Licenses & Permits	\$232,420	\$240,394	\$203,024	\$179,600	\$234,250	30.4%
Intergovernmental	\$286,072	\$686,416	\$243,158	\$235,391	\$226,150	-3.9%
Fines & Forfeitures	\$453,933	\$352,791	\$237,434	\$315,200	\$315,200	0%
Miscellaneous	\$217,922	\$260,389	\$204,526	\$108,537	\$94,100	-13.3%
Other Financing Sources	\$561,083	\$238,375	\$223,256	\$190,000	\$217,000	14.2%
<b>Total General Fund:</b>	<b>\$13,022,918</b>	<b>\$13,484,898</b>	<b>\$12,373,127</b>	<b>\$12,562,379</b>	<b>\$13,033,957</b>	<b>3.8%</b>
Forfeited Property Fund						
Fines & Forfeitures	\$14,306	\$44,318	\$0	\$0	\$0	0%
Miscellaneous	\$1,103	\$858	\$276	\$0	\$0	0%
Other Financing Sources	\$555	-\$555	\$0	\$0	\$0	0%
<b>Total Forfeited Property Fund:</b>	<b>\$15,963</b>	<b>\$44,622</b>	<b>\$276</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Hotel/Motel Tax Fund						
Non-Property Taxes	\$6,511,634	\$7,096,414	\$6,383,471	\$6,495,106	\$7,393,521	13.8%
Fees & Services	\$11,522	\$11,924	\$3,501	\$7,000	\$7,000	0%
Miscellaneous	\$96,080	\$94,104	\$60,084	\$23,000	\$23,000	0%
<b>Total Hotel/Motel Tax Fund:</b>	<b>\$6,619,236</b>	<b>\$7,202,442</b>	<b>\$6,447,055</b>	<b>\$6,525,106</b>	<b>\$7,423,521</b>	<b>13.8%</b>
Venue Project Fund						
Non-Property Taxes	\$2,065,627	\$2,130,222	\$1,865,042	\$1,952,569	\$2,261,888	15.8%
Fees & Services	\$365	\$308	\$0	\$0	\$0	0%
Miscellaneous	\$20,210	\$59,528	\$51,225	\$0	\$0	0%
<b>Total Venue Project Fund:</b>	<b>\$2,086,202</b>	<b>\$2,190,058</b>	<b>\$1,916,267</b>	<b>\$1,952,569</b>	<b>\$2,261,888</b>	<b>15.8%</b>
Convention Center Fund						
Non-Property Taxes	\$1,758,362	\$1,417,208	\$1,081,821	\$1,315,174	\$1,654,030	25.8%
Fees & Services	\$1,039	\$1,876	\$0	\$0	\$0	0%
Miscellaneous	\$40,917	\$71,966	\$29,258	\$5,000	\$3,000	-40%
Other Financing Sources	\$400	\$3,576	\$5,840	\$0	\$0	0%
Convention Center Revenue	\$303,919	\$269,895	\$171,973	\$270,000	\$215,000	-20.4%
<b>Total Convention Center Fund:</b>	<b>\$2,104,637</b>	<b>\$1,764,521</b>	<b>\$1,288,892</b>	<b>\$1,590,174</b>	<b>\$1,872,030</b>	<b>17.7%</b>
Parks, Recreation, And Beautification Fund						
Fees & Services	\$4,025	\$900	\$125	\$500	\$500	0%
Licenses & Permits	\$3,250	\$3,225	\$3,425	\$3,000	\$3,000	0%
Intergovernmental	\$0	\$0	\$0	\$500,000	\$0	-100%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Miscellaneous	\$0	\$5,097	\$25	\$0	\$0	0%
Other Financing Sources	\$85,671	\$209,366	\$91,856	\$105,228	\$94,926	-9.8%
<b>Total Parks, Recreation, And Beautification Fund:</b>	<b>\$92,946</b>	<b>\$218,588</b>	<b>\$95,431</b>	<b>\$608,728</b>	<b>\$98,426</b>	<b>-83.8%</b>
Municipal Court Technology Fund						
Fines & Forfeitures	\$8,915	\$7,432	\$5,329	\$3,500	\$3,500	0%
Miscellaneous	\$276	\$373	\$82	\$0	\$0	0%
<b>Total Municipal Court Technology Fund:</b>	<b>\$9,191</b>	<b>\$7,805</b>	<b>\$5,411</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>0%</b>
Municipal Court Security Fund						
Fines & Forfeitures	\$6,686	\$5,574	\$5,524	\$5,000	\$5,000	0%
Miscellaneous	\$691	\$1,064	\$292	\$0	\$0	0%
<b>Total Municipal Court Security Fund:</b>	<b>\$7,377</b>	<b>\$6,638</b>	<b>\$5,815</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>0%</b>
Transportation Fund						
Intergovernmental	\$3,104,782	\$4,449,122	\$1,732,638	\$3,887,401	\$2,194,861	-43.5%
Miscellaneous	\$38,591	\$50,000	\$50,848	\$50,000	\$50,000	0%
Other Financing Sources	\$115,722	\$139,563	\$140,017	\$165,289	\$147,250	-10.9%
<b>Total Transportation Fund:</b>	<b>\$3,259,096</b>	<b>\$4,638,685</b>	<b>\$1,923,503</b>	<b>\$4,102,690</b>	<b>\$2,392,111</b>	<b>-41.7%</b>
TIRZ Fund						
Property Taxes	\$32,373	\$36,289	\$49,407	\$50,150	\$133,506	166.2%
Intergovernmental	\$39,663	\$54,772	\$39,180	\$45,419	\$122,428	169.6%
Miscellaneous	\$1,737	\$3,263	\$1,013	\$0	\$0	0%
<b>Total TIRZ Fund:</b>	<b>\$73,773</b>	<b>\$94,324</b>	<b>\$89,600</b>	<b>\$95,569</b>	<b>\$255,934</b>	<b>167.8%</b>
Beach Maintenance Fund						
Non-Property Taxes	\$2,102,221	\$2,210,084	\$2,259,173	\$1,952,569	\$2,261,888	15.8%
Licenses & Permits	\$0	\$0	\$2,220	\$0	\$2,500	N/A
Intergovernmental	\$377,472	\$59,114	\$43,895	\$150,000	\$0	-100%
Miscellaneous	\$25,041	\$51,846	\$29,442	\$0	\$0	0%
Other Financing Sources	\$3,469	\$837	\$12,766	\$0	\$0	0%
<b>Total Beach Maintenance Fund:</b>	<b>\$2,508,202</b>	<b>\$2,321,880</b>	<b>\$2,347,496</b>	<b>\$2,102,569</b>	<b>\$2,264,388</b>	<b>7.7%</b>
Covid-19 Fund						
Intergovernmental	\$0	\$0	\$165,815	\$0	\$0	0%
Other Financing Sources	\$0	\$0	\$195,237	\$0	\$0	0%
<b>Total Covid-19 Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$361,052</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

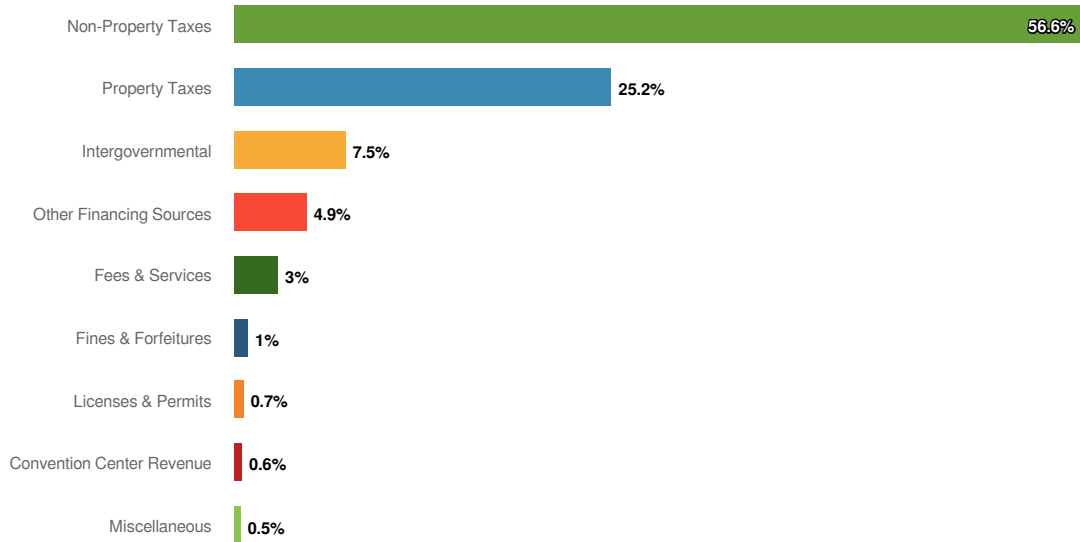


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Beach Nourishment Fund						
Non-Property Taxes	\$516,843	\$531,464	\$466,580	\$488,142	\$565,472	15.8%
Fees & Services	\$252	\$369	\$0	\$0	\$0	0%
Miscellaneous	\$35,902	\$67,638	\$35,293	\$0	\$0	0%
<b>Total Beach Nourishment Fund:</b>	<b>\$552,997</b>	<b>\$599,471</b>	<b>\$501,873</b>	<b>\$488,142</b>	<b>\$565,472</b>	<b>15.8%</b>
Hurricane Recovery Fund						
Intergovernmental	\$0	\$0	\$132	\$0	\$0	0%
Other Financing Sources	\$0	\$0	\$159,921	\$0	\$0	0%
<b>Total Hurricane Recovery Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,052</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Padre Blvd Improvement Fund						
Miscellaneous	\$34,542	\$9,852	\$0	\$0	\$0	0%
<b>Total Padre Blvd Improvement Fund:</b>	<b>\$34,542</b>	<b>\$9,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Street Improvement Fund						
Miscellaneous	\$1,028	\$0	\$0	\$0	\$0	0%
<b>Total Street Improvement Fund:</b>	<b>\$1,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Venue Tax Construction Fund						
Miscellaneous	\$166,906	\$228,177	\$100,239	\$0	\$0	0%
<b>Total Venue Tax Construction Fund:</b>	<b>\$166,906</b>	<b>\$228,177</b>	<b>\$100,239</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Beach Access Fund						
Miscellaneous	\$3,319	\$2,362	\$837	\$0	\$0	0%
Other Financing Sources	\$0	\$150,883	\$330,000	\$0	\$0	0%
<b>Total Beach Access Fund:</b>	<b>\$3,319</b>	<b>\$153,245</b>	<b>\$330,837</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Bay Access Fund						
Intergovernmental	\$0	\$0	\$0	\$1,143,561	\$0	-100%
Miscellaneous	\$745	\$777	\$173	\$0	\$0	0%
Other Financing Sources	\$35,797	\$37,479	\$0	\$49,564	\$0	-100%
<b>Total Bay Access Fund:</b>	<b>\$36,542</b>	<b>\$38,256</b>	<b>\$173</b>	<b>\$1,193,125</b>	<b>\$0</b>	<b>-100%</b>
Capital Replacement Fund						
Other Financing Sources	\$255,000	\$225,000	\$225,000	\$225,000	\$225,000	0%
<b>Total Capital Replacement Fund:</b>	<b>\$255,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>0%</b>
General Debt Service Fund						
Property Taxes	\$1,637,312	\$1,652,259	\$1,664,260	\$1,559,676	\$1,592,000	2.1%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Miscellaneous	\$10,437	\$14,350	\$5,762	\$0	\$0	0%
Other Financing Sources	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0%
<b>Total General Debt Service Fund:</b>	<b>\$1,697,750</b>	<b>\$1,716,609</b>	<b>\$1,720,022</b>	<b>\$1,609,676</b>	<b>\$1,642,000</b>	<b>2%</b>
Venue Debt Service Fund						
Miscellaneous	\$1,946	\$0	\$0	\$0	\$0	0%
Other Financing Sources	\$437,004	\$506,138	\$508,188	\$509,638	\$510,738	0.2%
<b>Total Venue Debt Service Fund:</b>	<b>\$438,950</b>	<b>\$506,138</b>	<b>\$508,188</b>	<b>\$509,638</b>	<b>\$510,738</b>	<b>0.2%</b>
Venue Seasonal Reserve Fund						
Miscellaneous	\$1,726	\$2,481	\$661	\$0	\$0	0%
<b>Total Venue Seasonal Reserve Fund:</b>	<b>\$1,726</b>	<b>\$2,481</b>	<b>\$661</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Venue Debt Reserve Fund						
Miscellaneous	\$6,700	\$10,438	\$2,777	\$0	\$0	0%
<b>Total Venue Debt Reserve Fund:</b>	<b>\$6,700</b>	<b>\$10,438</b>	<b>\$2,777</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
EDC Debt Service Fund						
Miscellaneous	\$3,347	\$3,834	\$791	\$0	\$0	0%
Other Financing Sources	\$396,850	\$390,650	\$394,450	\$388,050	\$396,650	2.2%
<b>Total EDC Debt Service Fund:</b>	<b>\$400,197</b>	<b>\$394,484</b>	<b>\$395,241</b>	<b>\$388,050</b>	<b>\$396,650</b>	<b>2.2%</b>
EDC Debt Reserve Fund						
Miscellaneous	\$5,255	\$8,187	\$2,179	\$0	\$0	0%
<b>Total EDC Debt Reserve Fund:</b>	<b>\$5,255</b>	<b>\$8,187</b>	<b>\$2,179</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Economic Development Corporation Fund						
Non-Property Taxes	\$852,284	\$909,877	\$852,686	\$850,000	\$910,000	7.1%
Intergovernmental	\$0	\$1,886	\$0	\$0	\$0	0%
Miscellaneous	\$22,145	\$39,295	\$32,994	\$25,276	\$12,500	-50.5%
<b>Total Economic Development Corporation Fund:</b>	<b>\$874,429</b>	<b>\$951,058</b>	<b>\$885,680</b>	<b>\$875,276</b>	<b>\$922,500</b>	<b>5.4%</b>
BNC Facility Maintenance Fund						
Other Financing Sources	\$0	\$97,600	\$70,304	\$76,041	\$34,098	-55.2%
<b>Total BNC Facility Maintenance Fund:</b>	<b>\$0</b>	<b>\$97,600</b>	<b>\$70,304</b>	<b>\$76,041</b>	<b>\$34,098</b>	<b>-55.2%</b>
<b>Total:</b>	<b>\$34,274,882</b>	<b>\$36,915,460</b>	<b>\$31,757,152</b>	<b>\$34,913,232</b>	<b>\$33,907,213</b>	<b>-2.9%</b>

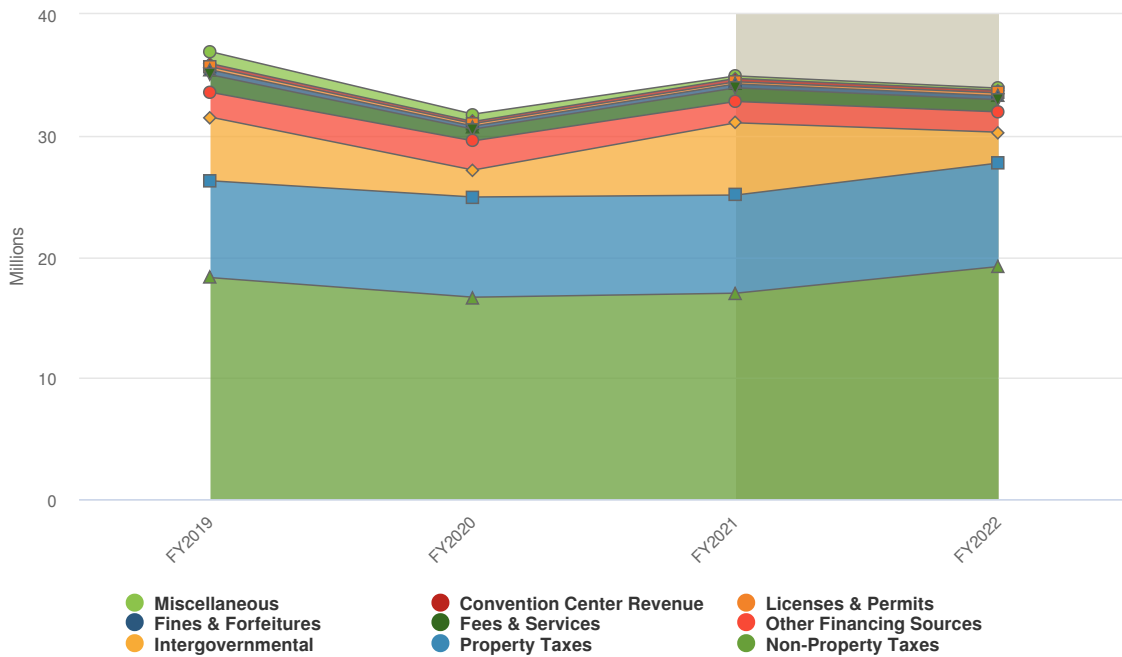
# Revenues by Source

## Projected 2022 Revenues by Source



Non-property taxes is the major source of revenue, representing 56.6%.

## Budgeted and Historical 2022 Revenues by Source



Grey background indicates budgeted figures.

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Revenue Source						
Property Taxes	\$7,838,984	\$7,988,046	\$8,265,366	\$8,096,213	\$8,538,891	5.5%
Non-Property Taxes	\$17,588,005	\$18,272,612	\$16,655,561	\$16,985,440	\$19,184,686	12.9%
Fees & Services	\$1,338,359	\$1,445,072	\$966,867	\$1,122,884	\$1,003,485	-10.6%
Licenses & Permits	\$235,670	\$243,619	\$208,669	\$182,600	\$239,750	31.3%
Intergovernmental	\$3,807,989	\$5,251,309	\$2,224,818	\$5,961,772	\$2,543,439	-57.3%
Fines & Forfeitures	\$483,840	\$410,117	\$248,287	\$323,700	\$323,700	0%
Miscellaneous	\$736,566	\$985,879	\$608,777	\$211,813	\$182,600	-13.8%
Other Financing Sources	\$1,941,551	\$2,048,911	\$2,406,834	\$1,758,810	\$1,675,662	-4.7%
Convention Center Revenue	\$303,919	\$269,895	\$171,973	\$270,000	\$215,000	-20.4%
<b>Total Revenue Source:</b>	<b>\$34,274,882</b>	<b>\$36,915,460</b>	<b>\$31,757,152</b>	<b>\$34,913,232</b>	<b>\$33,907,213</b>	<b>-2.9%</b>

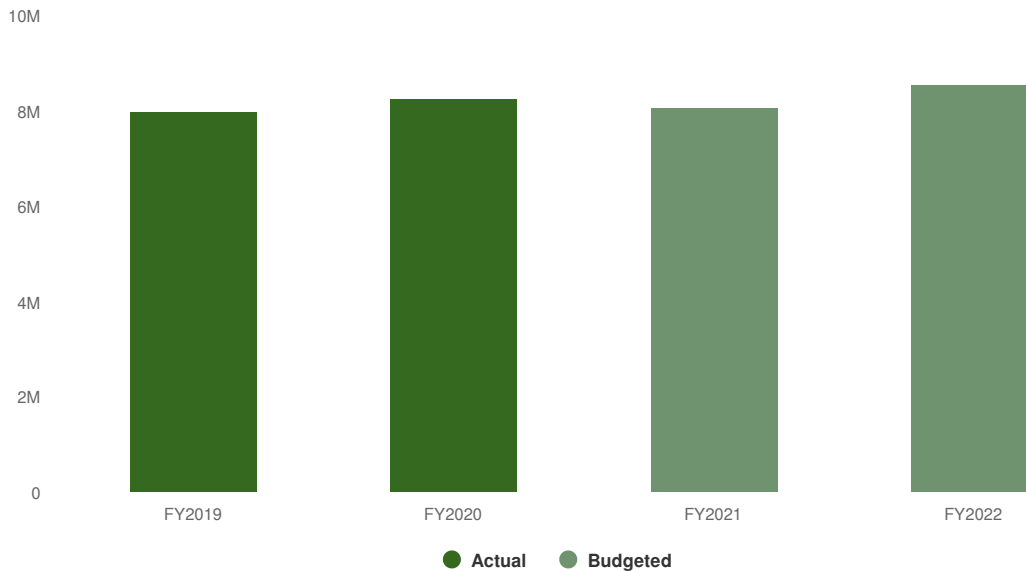
## Property Taxes Summary

Property taxes make up the largest single revenue source for General Fund operations. The property tax rate is made up of two segments. The first is the Maintenance and Operations (M&O) rate. This amount is dedicated to daily operations of the City that fall within the General Fund. The second segment of the tax rate is the Interest & Sinking (I&S) rate. This is the tax rate that is pledged to repay long term debt obligations of the City.

Property taxes are assessed on real and personal property based on the value of the property on January 1 of each year. A property tax rate of \$0.313740 was adopted by the City Council. An annual M&O tax of 0.252182 for each \$100 assessed value is levied for current City expenditures and general improvements to the City and its property. An I&S tax of 0.061558 for each \$100 worth of property was levied for the purpose of creating an interest and sinking fund for the retirement of general obligation bonds.

\$8,538,891
\$442,678  
(5.47% vs. prior year)

### Property Taxes Proposed and Historical Budget vs. Actual

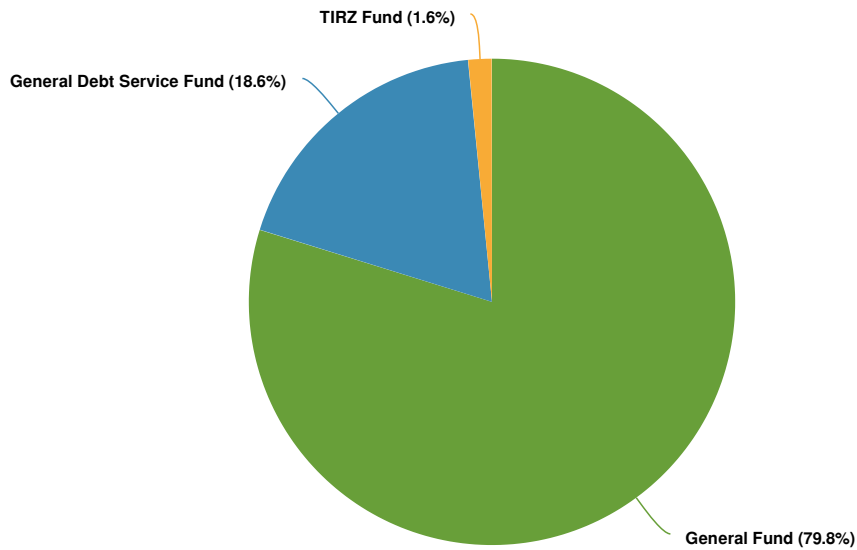


Current property tax collections are anticipated at \$8,278,897. The property taxes are billed and collected by the Cameron County Tax Assessor based on the Cameron County Appraisal District adjusted taxable property values. Discounts for early payment of current year's taxes apply from October through December of the current calendar year. Any payment not timely made shall bear penalty and interest as is provided by state law.

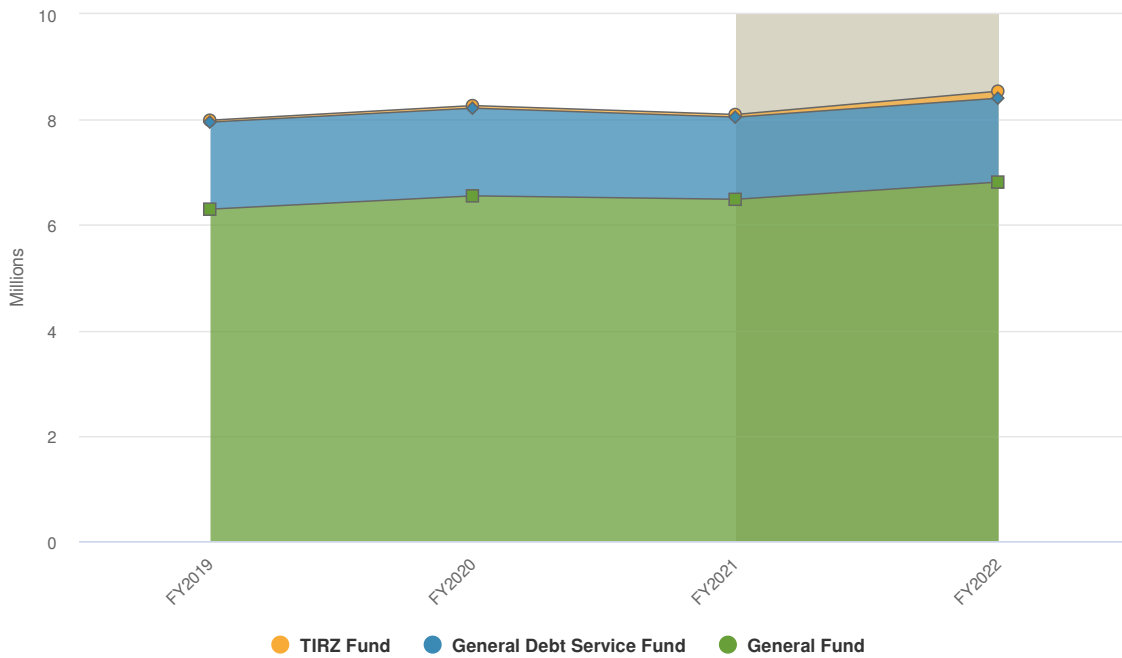
Council passed a resolution in January 2015 amending a 2011 ordinance that designated an area to be known as a tax increment reinvestment zone (TIRZ). The Cameron County contribution for the year 2021 is estimated to be \$122,428 while the City's own contribution is estimated to be \$133,506.

# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund

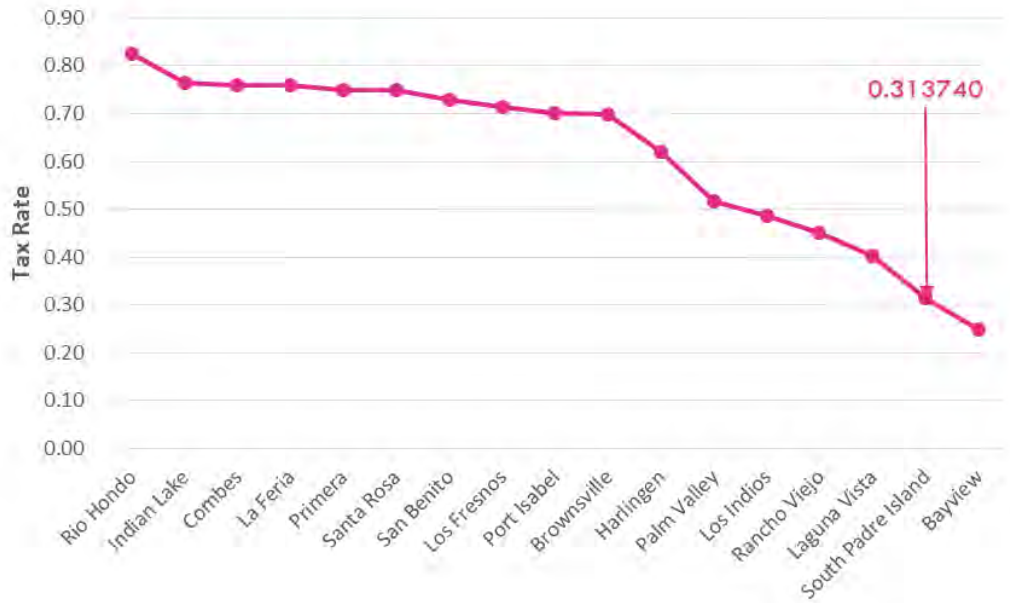
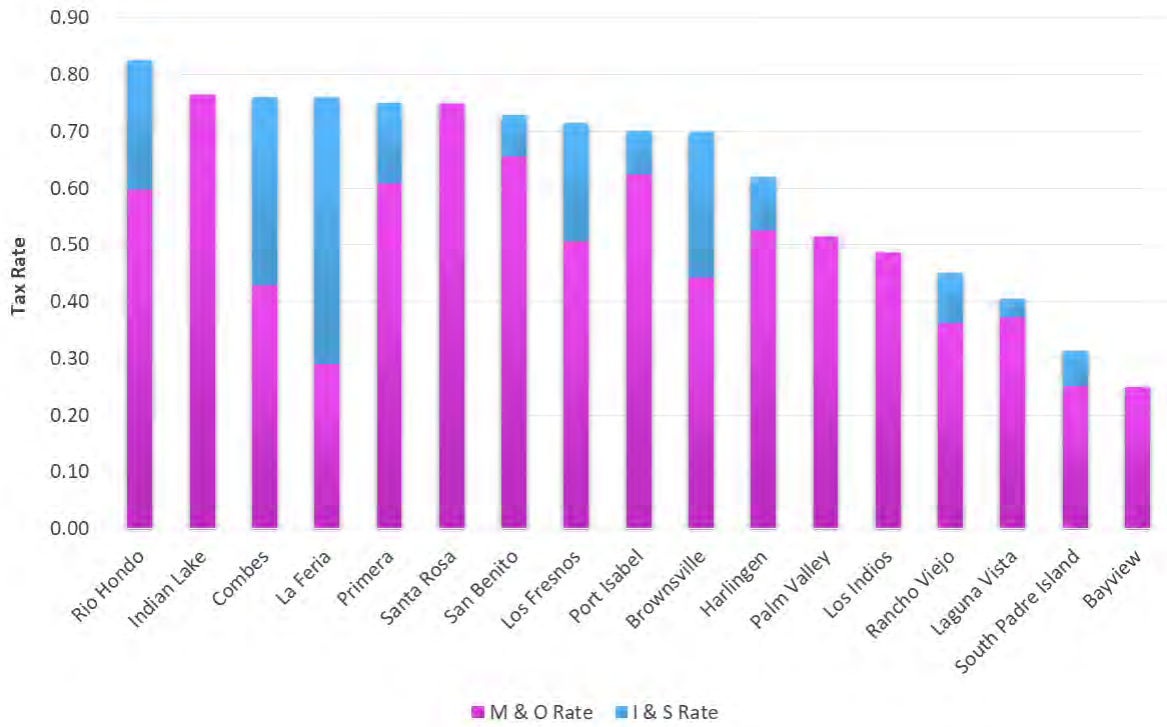


Grey background indicates budgeted figures.

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
<b>Property Taxes</b>						
CURRENT PROPERTY TAXES	\$5,986,543	\$6,090,841	\$6,304,041	\$6,286,387	\$6,603,385	5%
DELINQUENT PROPERTY TAXES	\$86,982	\$104,599	\$118,369	\$100,000	\$105,000	5%
PENALTY AND INTEREST	\$95,774	\$104,058	\$127,665	\$100,000	\$105,000	5%
REFUND OVERPAID TAXES	\$0	\$0	\$1,625	\$0	\$0	0%
<b>Total Property Taxes:</b>	<b>\$6,169,298</b>	<b>\$6,299,498</b>	<b>\$6,551,700</b>	<b>\$6,486,387</b>	<b>\$6,813,385</b>	<b>5%</b>
<b>Total General Fund:</b>	<b>\$6,169,298</b>	<b>\$6,299,498</b>	<b>\$6,551,700</b>	<b>\$6,486,387</b>	<b>\$6,813,385</b>	<b>5%</b>
<b>TIRZ Fund</b>						
<b>Property Taxes</b>						
CURRENT PROPERTY TAXES	\$32,373	\$36,289	\$49,407	\$50,150	\$133,506	166.2%
<b>Total Property Taxes:</b>	<b>\$32,373</b>	<b>\$36,289</b>	<b>\$49,407</b>	<b>\$50,150</b>	<b>\$133,506</b>	<b>166.2%</b>
<b>Total TIRZ Fund:</b>	<b>\$32,373</b>	<b>\$36,289</b>	<b>\$49,407</b>	<b>\$50,150</b>	<b>\$133,506</b>	<b>166.2%</b>
<b>General Debt Service Fund</b>						
<b>Property Taxes</b>						
CURRENT PROPERTY TAXES	\$1,590,934	\$1,601,109	\$1,603,474	\$1,559,676	\$1,542,000	-1.1%
DELINQUENT PROPERTY TAXES	\$22,064	\$25,703	\$29,761	\$0	\$30,000	N/A
PENALTY & INTEREST	\$24,315	\$25,448	\$31,025	\$0	\$20,000	N/A
<b>Total Property Taxes:</b>	<b>\$1,637,312</b>	<b>\$1,652,259</b>	<b>\$1,664,260</b>	<b>\$1,559,676</b>	<b>\$1,592,000</b>	<b>2.1%</b>
<b>Total General Debt Service Fund:</b>	<b>\$1,637,312</b>	<b>\$1,652,259</b>	<b>\$1,664,260</b>	<b>\$1,559,676</b>	<b>\$1,592,000</b>	<b>2.1%</b>
<b>Total:</b>	<b>\$7,838,984</b>	<b>\$7,988,046</b>	<b>\$8,265,366</b>	<b>\$8,096,213</b>	<b>\$8,538,891</b>	<b>5.5%</b>



## Municipal Tax Rates in Cameron County



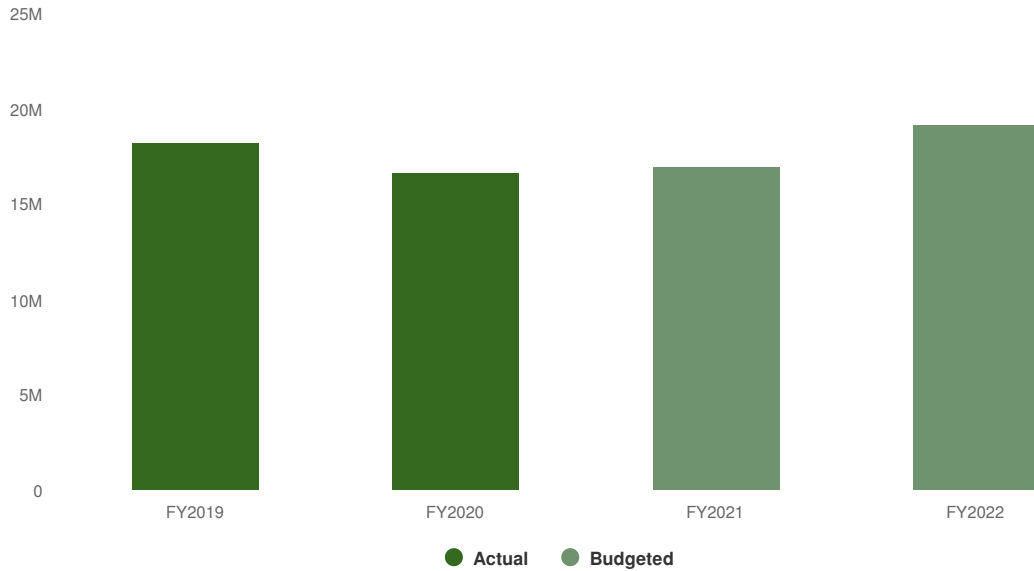


## Non-Property Taxes Summary

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

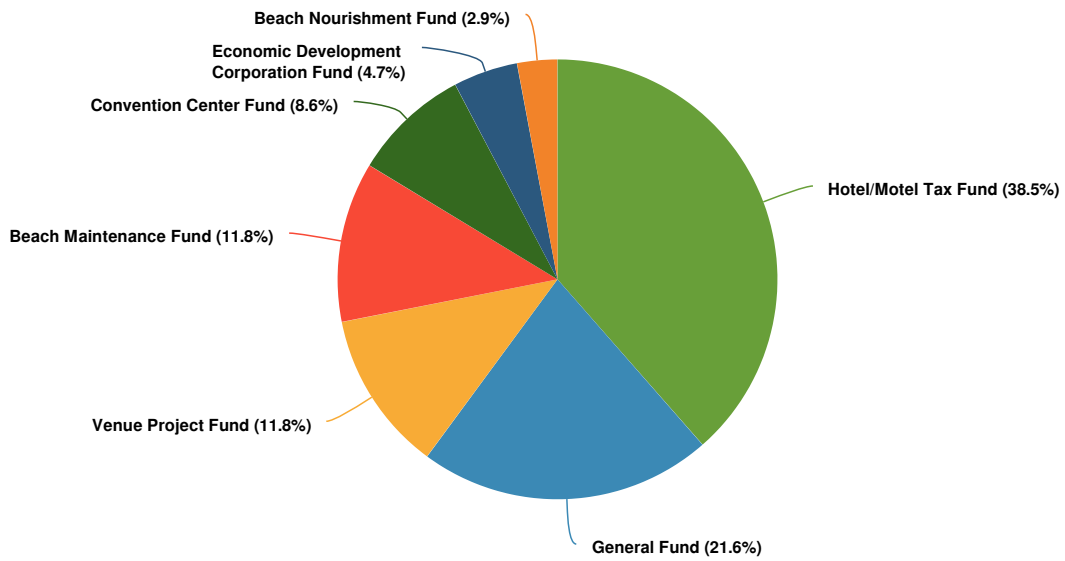
**\$19,184,686** **\$2,199,246**  
(12.95% vs. prior year)

Non-Property Taxes Proposed and Historical Budget vs. Actual

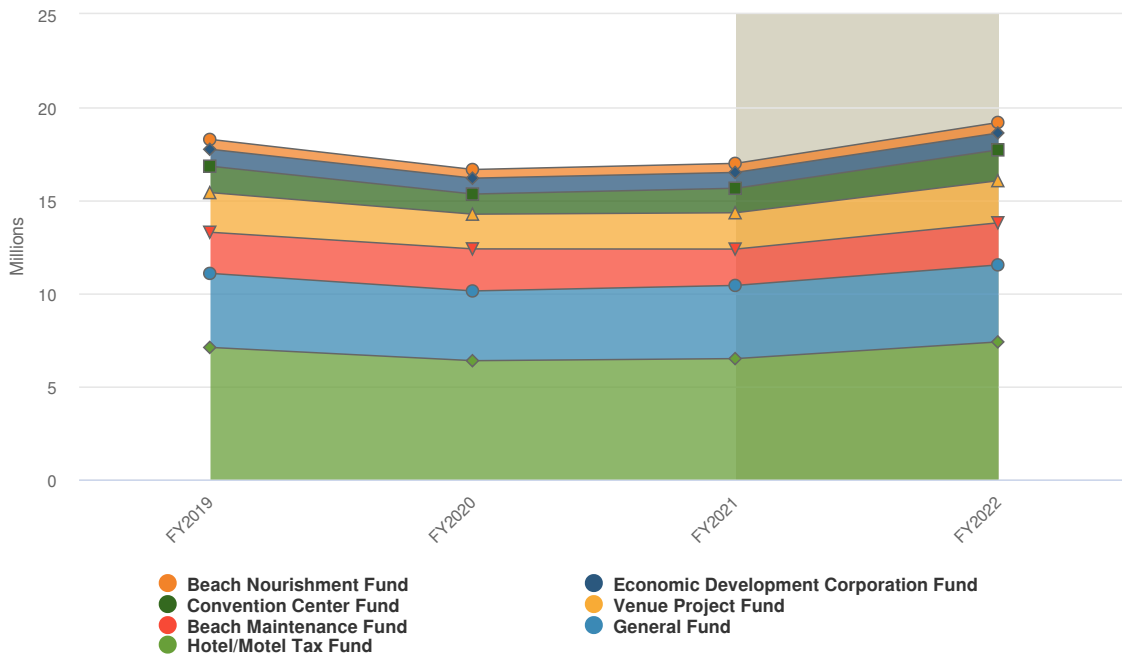


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
<b>Non-Property Taxes</b>						
SALES TAXES	\$2,556,853	\$2,729,632	\$2,558,059	\$2,675,039	\$2,920,706	9.2%
MIX BEVERAGE TAXES	\$339,170	\$361,391	\$332,058	\$361,392	\$376,241	4.1%
ELECTRIC FRANCHISE FEE	\$440,782	\$433,660	\$419,043	\$432,344	\$431,011	-0.3%
TELEPHONE FRANCHISE FEE	\$66,342	\$64,670	\$45,510	\$63,296	\$26,519	-58.1%
CABLE T.V. FRANCHISE FEE	\$208,835	\$208,676	\$207,774	\$209,862	\$198,646	-5.3%
SOLID WASTE FRANCHISE FEE	\$169,053	\$179,313	\$184,346	\$189,947	\$184,764	-2.7%
<b>Total Non-Property Taxes:</b>	<b>\$3,781,034</b>	<b>\$3,977,342</b>	<b>\$3,746,789</b>	<b>\$3,931,880</b>	<b>\$4,137,887</b>	<b>5.2%</b>
<b>Total General Fund:</b>	<b>\$3,781,034</b>	<b>\$3,977,342</b>	<b>\$3,746,789</b>	<b>\$3,931,880</b>	<b>\$4,137,887</b>	<b>5.2%</b>
<b>Hotel/Motel Tax Fund</b>						
<b>Non-Property Taxes</b>						
HOTEL/MOTEL OCCUPANCY TAX	\$6,488,932	\$7,080,443	\$6,369,863	\$6,495,106	\$7,393,521	13.8%
PENALTIES	\$14,529	\$8,140	\$5,264	\$0	\$0	0%
INTEREST	\$8,173	\$7,993	\$8,344	\$0	\$0	0%
REFUND OVERPAID TAXES	\$0	-\$161	\$0	\$0	\$0	0%
<b>Total Non-Property Taxes:</b>	<b>\$6,511,634</b>	<b>\$7,096,414</b>	<b>\$6,383,471</b>	<b>\$6,495,106</b>	<b>\$7,393,521</b>	<b>13.8%</b>
<b>Total Hotel/Motel Tax Fund:</b>	<b>\$6,511,634</b>	<b>\$7,096,414</b>	<b>\$6,383,471</b>	<b>\$6,495,106</b>	<b>\$7,393,521</b>	<b>13.8%</b>
<b>Venue Project Fund</b>						
<b>Non-Property Taxes</b>						
HOTEL/MOTEL OCCUPANCY	\$2,058,417	\$2,125,435	\$1,861,053	\$1,952,569	\$2,261,888	15.8%
PENALTIES	\$4,614	\$2,441	\$1,542	\$0	\$0	0%
INTEREST	\$2,597	\$2,397	\$2,447	\$0	\$0	0%
REFUND OVERPAID TAXES	\$0	-\$52	\$0	\$0	\$0	0%
<b>Total Non-Property Taxes:</b>	<b>\$2,065,627</b>	<b>\$2,130,222</b>	<b>\$1,865,042</b>	<b>\$1,952,569</b>	<b>\$2,261,888</b>	<b>15.8%</b>
<b>Total Venue Project Fund:</b>	<b>\$2,065,627</b>	<b>\$2,130,222</b>	<b>\$1,865,042</b>	<b>\$1,952,569</b>	<b>\$2,261,888</b>	<b>15.8%</b>
<b>Convention Center Fund</b>						
<b>Non-Property Taxes</b>						
HOTEL/MOTEL OCCUPANCY TAX	\$1,752,224	\$1,414,031	\$1,079,471	\$1,315,174	\$1,654,030	25.8%
PENALTIES	\$3,925	\$1,626	\$906	\$0	\$0	0%
INTEREST	\$2,213	\$1,596	\$1,444	\$0	\$0	0%
REFUND OVERPAID TAXES	\$0	-\$45	\$0	\$0	\$0	0%
<b>Total Non-Property Taxes:</b>	<b>\$1,758,362</b>	<b>\$1,417,208</b>	<b>\$1,081,821</b>	<b>\$1,315,174</b>	<b>\$1,654,030</b>	<b>25.8%</b>
<b>Total Convention Center Fund:</b>	<b>\$1,758,362</b>	<b>\$1,417,208</b>	<b>\$1,081,821</b>	<b>\$1,315,174</b>	<b>\$1,654,030</b>	<b>25.8%</b>
<b>Beach Maintenance Fund</b>						
<b>Non-Property Taxes</b>						
HOTEL/MOTEL OCCUPANCY TAX	\$2,102,221	\$2,210,084	\$2,259,173	\$1,952,569	\$2,261,888	15.8%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>Total Non-Property Taxes:</b>	<b>\$2,102,221</b>	<b>\$2,210,084</b>	<b>\$2,259,173</b>	<b>\$1,952,569</b>	<b>\$2,261,888</b>	<b>15.8%</b>
<b>Total Beach Maintenance Fund:</b>	<b>\$2,102,221</b>	<b>\$2,210,084</b>	<b>\$2,259,173</b>	<b>\$1,952,569</b>	<b>\$2,261,888</b>	<b>15.8%</b>
<b>Beach Nourishment Fund</b>						
<b>Non-Property Taxes</b>						
HOTEL/MOTEL OCCUPANCY TAX	\$515,040	\$530,267	\$465,583	\$488,142	\$565,472	15.8%
PENALTIES	\$1,153	\$610	\$386	\$0	\$0	0%
INTEREST	\$649	\$599	\$612	\$0	\$0	0%
REFUND OVERPAID TAXES	\$0	-\$13	\$0	\$0	\$0	0%
<b>Total Non-Property Taxes:</b>	<b>\$516,843</b>	<b>\$531,464</b>	<b>\$466,580</b>	<b>\$488,142</b>	<b>\$565,472</b>	<b>15.8%</b>
<b>Total Beach Nourishment Fund:</b>	<b>\$516,843</b>	<b>\$531,464</b>	<b>\$466,580</b>	<b>\$488,142</b>	<b>\$565,472</b>	<b>15.8%</b>
<b>Economic Development Corporation Fund</b>						
<b>Non-Property Taxes</b>						
ECON DEV SALES TAX	\$852,284	\$909,877	\$852,686	\$850,000	\$910,000	7.1%
<b>Total Non-Property Taxes:</b>	<b>\$852,284</b>	<b>\$909,877</b>	<b>\$852,686</b>	<b>\$850,000</b>	<b>\$910,000</b>	<b>7.1%</b>
<b>Total Economic Development Corporation Fund:</b>	<b>\$852,284</b>	<b>\$909,877</b>	<b>\$852,686</b>	<b>\$850,000</b>	<b>\$910,000</b>	<b>7.1%</b>
<b>Total:</b>	<b>\$17,588,005</b>	<b>\$18,272,612</b>	<b>\$16,655,561</b>	<b>\$16,985,440</b>	<b>\$19,184,686</b>	<b>12.9%</b>

## Hotel/Motel Taxes

Hotel/motel taxes are estimated to be \$14,136,799 and are deposited into Hotel/Motel Fund, Venue Project Fund, Convention Center Fund, Beach Maintenance Fund, and Beach Nourishment Funds. This revenue represents 98.3% of the estimated revenue for these funds and 41.7% of city-wide revenues.

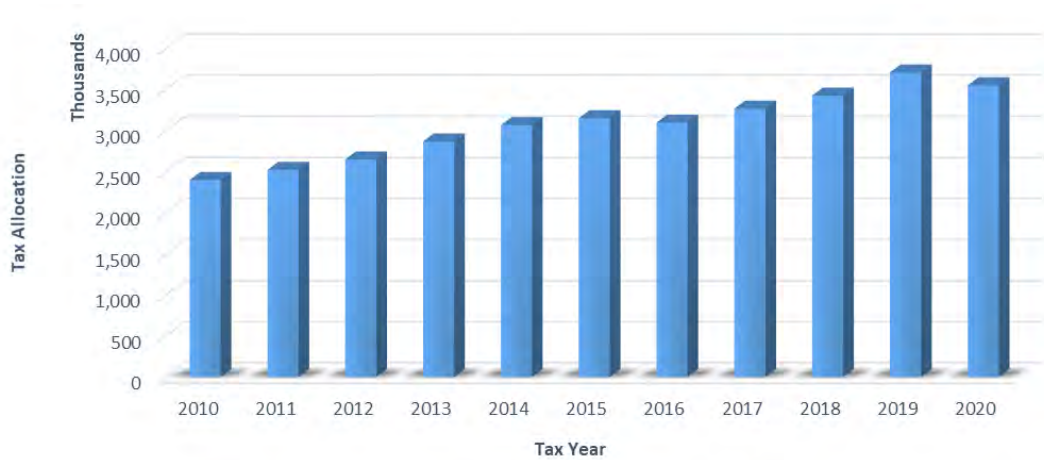
The total Hotel/Motel rate is 17%, including 6% charged by the State of Texas (2% is remitted back to the City to finance the Beach Maintenance Fund), and 0.5% for the Cameron County Venue Project. The remaining 10.5% of Hotel/Motel tax is used by the City in the following manner: 8% is allocated to the Convention Center and Visitors Bureau, 2% is used to finance a local Venue Project, and 0.5% is apportioned to beach nourishment.



## Sales tax

A sales tax is levied on all taxable goods and services sold within the city as defined by state law. The tax is remitted to the State Comptroller of Public Accounts who distributes a portion back to the city each month. The City has a total sales tax rate of 8.25% allocated as follows: 1.5% to City of SPI, 0.5% to EDC, and 6.25% to the State of Texas.

The City's sales tax revenue is anticipated to reach \$3,830,706, which constitutes 20% of total city-wide non-property tax revenue and 11.3% of total city-wide revenue. Sales tax revenue for the General Fund and EDC Fund is forecasted to increase compared to the budgeted revenues for fiscal year 2020-2021 by approximately 9.18% and 7.06%, respectively .



## Mixed Beverage Tax

The mixed beverage tax is levied by the State Comptroller of Public Accounts. This tax is imposed on the sale, preparation, or service of mixed beverages. A mixed beverage is any alcoholic beverage (beer, wine, ale and distilled spirits), or part of an alcoholic beverage, that a permittee sells or serves to be consumed on the permittee's premises.

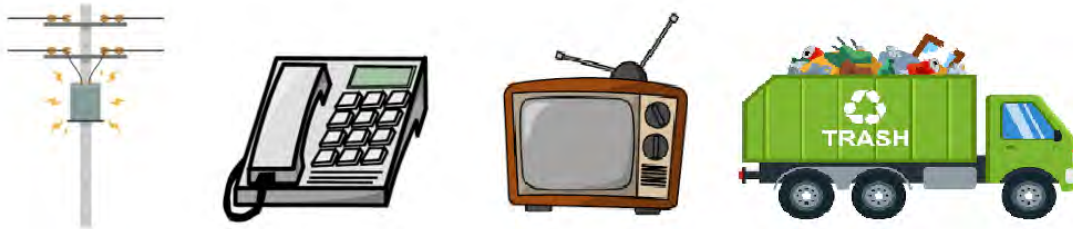
South Padre Island's share of mixed beverage tax collections is 10.7143% and is received from the state comptroller on a monthly basis. Mixed beverage tax revenues are anticipated to reach \$376,241 and are deposited into the General Fund. Mixed beverage tax revenue is forecasted to be approximately 4.1% more compared to the budgeted revenues for fiscal year 2020-2021. This revenue source represents 2% of total city-wide non-property tax revenue and 1.1% of total city-wide revenue.



## Franchise Taxes

This revenue source is composed of franchise tax or right-of-way fees paid by utility companies that install their service lines within the city right-of-way. These fees are calculated by several methods which include gross receipts basis, per kilowatt-hour of power consumed, per access line, etc.

There are four types of franchise fees; electric, telephone, cable, and solid waste. Franchise Fee revenues are anticipated to reach \$840,940 and are deposited into the General Fund. Franchise Fee revenue is forecasted to decrease by approximately 6.1%. Legislative changes, which took place in fiscal year 2019-2020, have had an adverse affect on this revenue source. Finance continues to review collections and adjust as necessary based on current trends. This revenue source represents 4.4% of total city-wide non-property tax revenue and 2.5% of total city-wide revenue.

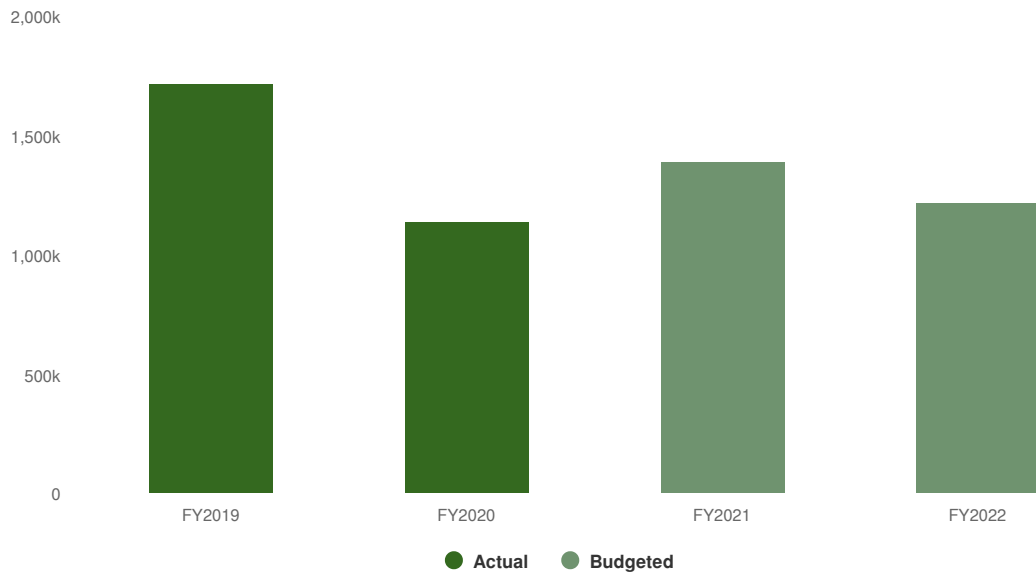


## Fees and Services Summary

Fees and services are generated from emergency medical services, fire department inspection fees, rental of the Convention Centre, catering commission, lot mows and lien fees. Fees and Services revenue is forecasted to be \$1,218,485, which is 3.6% of total revenue.

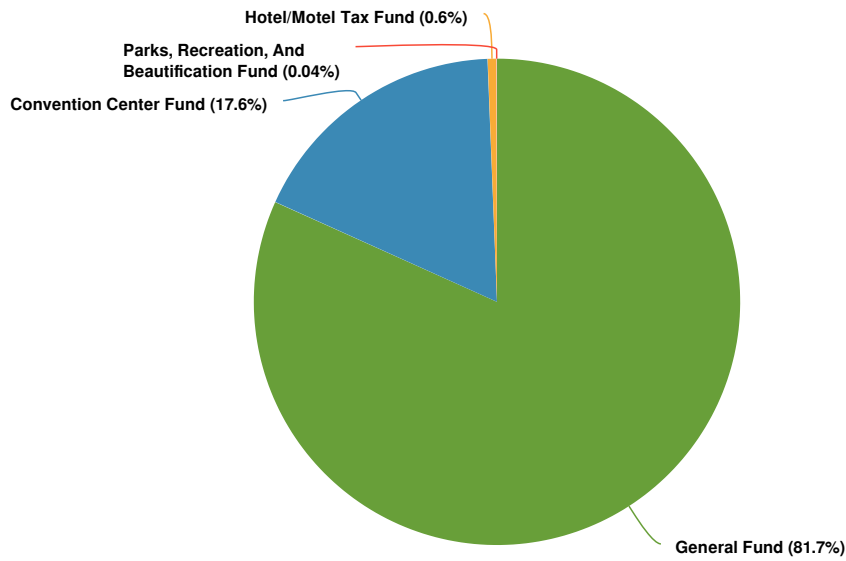
**\$1,218,485** **-\$174,399**  
(-12.52% vs. prior year)

### Fees and Services Proposed and Historical Budget vs. Actual

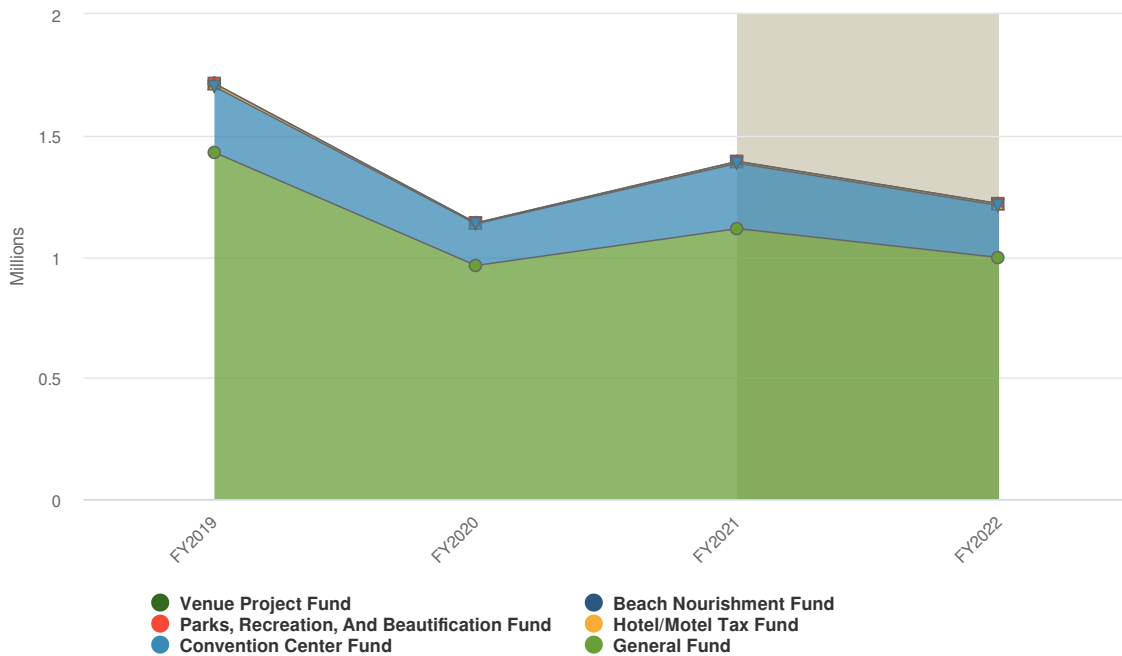


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.



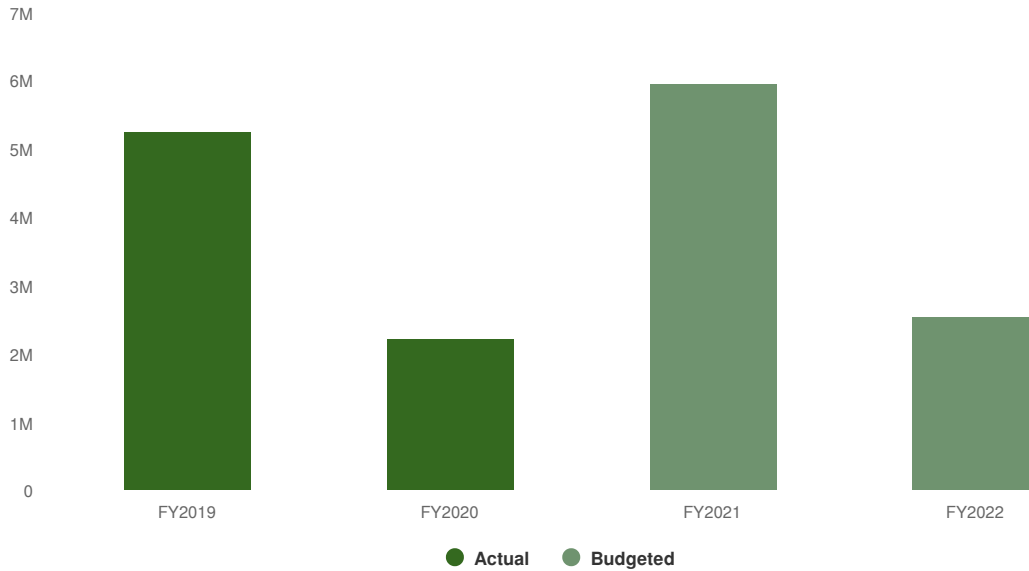
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
PUBLIC SAFETY - EVENT	\$332,565	\$319,317	\$0	\$124,641	\$0	-100%
EMS REVENUE	\$533,953	\$607,896	\$463,571	\$546,000	\$546,000	0%
FIRE DEPT INSPECTION FEES	\$8,490	\$7,535	\$6,935	\$17,500	\$17,500	0%
ADMINISTRATIVE FEES	\$438,305	\$481,151	\$479,470	\$420,243	\$421,485	0.3%
LOT MOWS & LIEN FEES	\$7,843	\$13,795	\$13,266	\$7,000	\$11,000	57.1%
<b>Total General Fund:</b>	<b>\$1,321,156</b>	<b>\$1,429,693</b>	<b>\$963,241</b>	<b>\$1,115,384</b>	<b>\$995,985</b>	<b>-10.7%</b>
<b>Hotel/Motel Tax Fund</b>						
REV DISC LOCAL OCCUPANCY TAX	\$2,997	\$4,036	\$0	\$0	\$0	0%
RENTAL INCOME -CHAMBER	\$8,525	\$7,889	\$3,500	\$7,000	\$7,000	0%
RENTAL INCOME - SPI HIST MUSEUM	\$0	\$0	\$1	\$0	\$0	0%
<b>Total Hotel/Motel Tax Fund:</b>	<b>\$11,522</b>	<b>\$11,924</b>	<b>\$3,501</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>0%</b>
<b>Venue Project Fund</b>						
REV DISC LOCAL OCCUPANCY TAX	\$365	\$308	\$0	\$0	\$0	0%
<b>Total Venue Project Fund:</b>	<b>\$365</b>	<b>\$308</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Convention Center Fund</b>						
REV DISC LOCAL OCCUPANCY TAX	\$1,039	\$1,876	\$0	\$0	\$0	0%
RENTAL FEES	\$276,367	\$251,664	\$165,018	\$250,000	\$200,000	-20%
CONCESSION COMMISSIONS & SA	\$987	\$0	\$0	\$0	\$0	0%
CATERING COMMISSIONS	\$25,776	\$18,231	\$6,954	\$20,000	\$15,000	-25%
AUDIO/VISUAL RENTAL COMMISS	\$380	\$0	\$0	\$0	\$0	0%
EQUIPMENT RENTAL	\$410	\$0	\$0	\$0	\$0	0%
<b>Total Convention Center Fund:</b>	<b>\$304,958</b>	<b>\$271,771</b>	<b>\$171,973</b>	<b>\$270,000</b>	<b>\$215,000</b>	<b>-20.4%</b>
<b>Parks, Recreation, And Beautification Fund</b>						
RENTAL INCOME-COMMUNITY CTR	\$4,025	\$900	\$125	\$500	\$500	0%
<b>Total Parks, Recreation, And Beautification Fund:</b>	<b>\$4,025</b>	<b>\$900</b>	<b>\$125</b>	<b>\$500</b>	<b>\$500</b>	<b>0%</b>
<b>Beach Nourishment Fund</b>						
REV DISC LOCAL OCCUPANCY TAX	\$252	\$369	\$0	\$0	\$0	0%
<b>Total Beach Nourishment Fund:</b>	<b>\$252</b>	<b>\$369</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total:</b>	<b>\$1,642,278</b>	<b>\$1,714,967</b>	<b>\$1,138,840</b>	<b>\$1,392,884</b>	<b>\$1,218,485</b>	<b>-12.5%</b>

## Intergovernmental Summary

Intergovernmental revenue is composed of federal and state grants as well as funding from Cameron County (TIRZ Fund), which represents 7.5% or \$2.5M of total revenue. Transportation grants to finance the island's free public transportation, known as South Padre Island Metro, are expected to reach over \$2.2M.

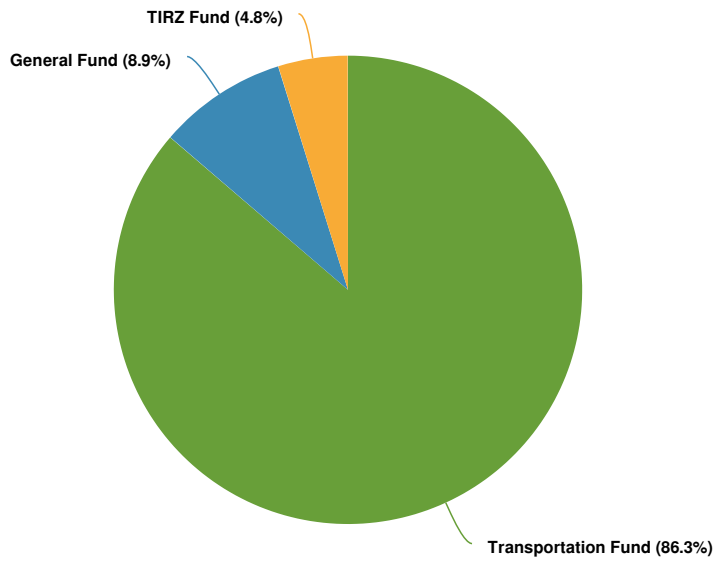
**\$2,543,439** **-\$3,418,333**  
(-57.34% vs. prior year)

### Intergovernmental Proposed and Historical Budget vs. Actual

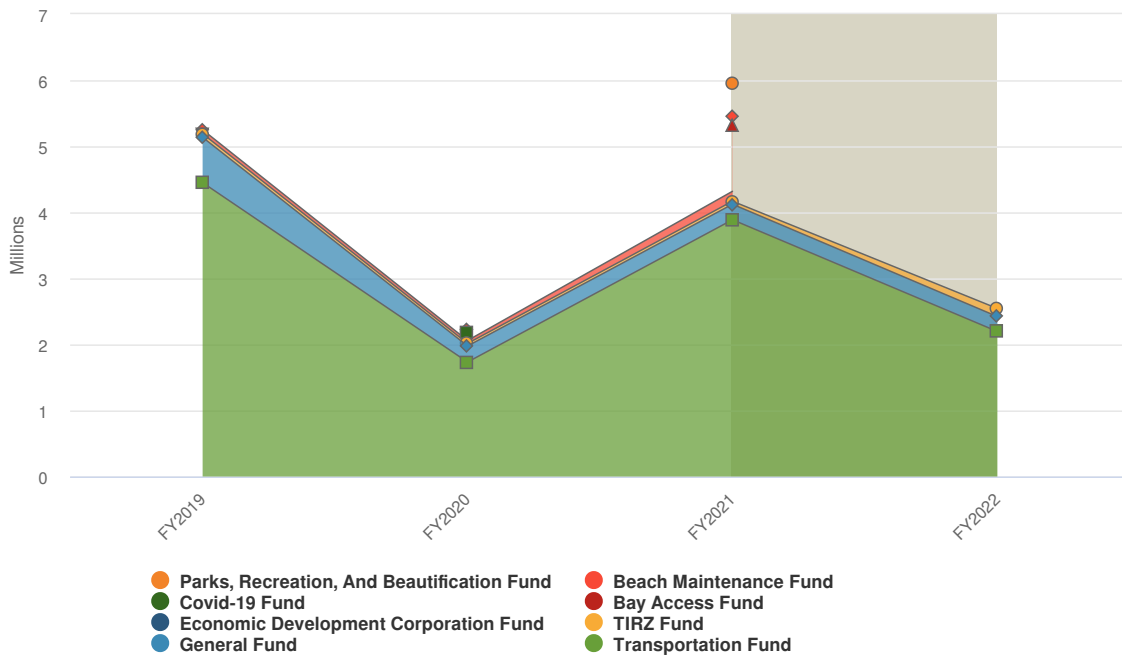


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

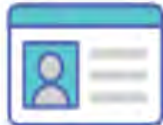
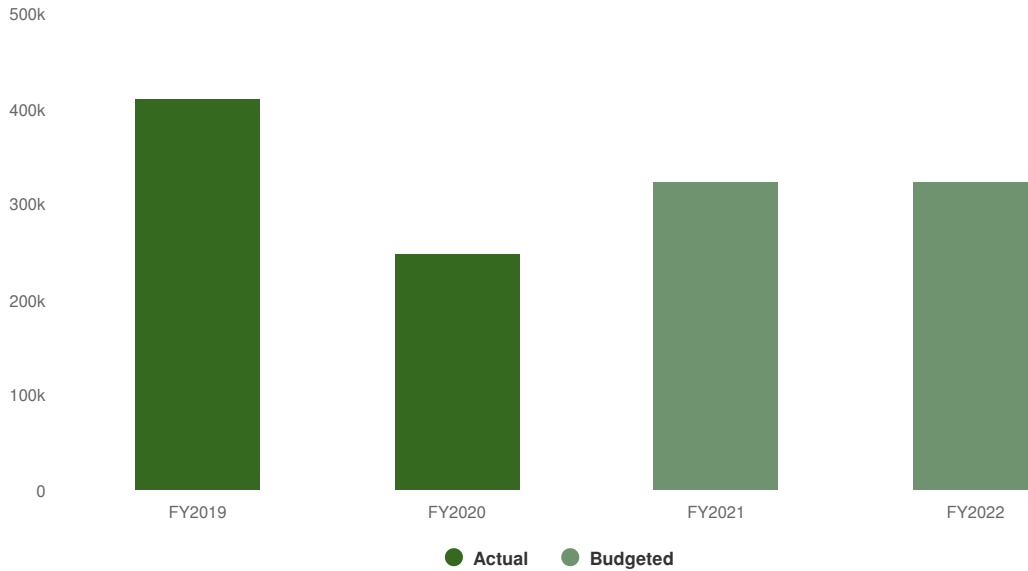
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
GENERAL LAND OFFICE (BEACH)	\$39,157	\$45,973	\$49,432	\$40,000	\$45,000	12.5%
COUNTY ESD - EMS	\$44,102	\$68,314	\$42,296	\$44,000	\$44,000	0%
COUNTY ESD- FIRE CALL REV.	\$56,274	\$66,860	\$53,669	\$44,000	\$44,000	0%
LEOSE TRAINING FUNDS	\$2,600	\$2,625	\$2,127	\$2,650	\$2,650	0%
GRANT REVENUE	\$143,938	\$502,644	\$95,635	\$104,741	\$90,500	-13.6%
<b>Total General Fund:</b>	<b>\$286,072</b>	<b>\$686,416</b>	<b>\$243,158</b>	<b>\$235,391</b>	<b>\$226,150</b>	<b>-3.9%</b>
<b>Parks, Recreation, And Beautification Fund</b>						
GRANT REVENUE	\$0	\$0	\$0	\$500,000	\$0	-100%
<b>Total Parks, Recreation, And Beautification Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>-100%</b>
<b>Transportation Fund</b>						
FEDERAL GRANT FUNDS	\$2,523,175	\$3,857,710	\$1,377,878	\$3,362,119	\$1,606,258	-52.2%
TXDOT GRANT FUNDS	\$540,390	\$579,732	\$354,760	\$525,282	\$588,603	12.1%
LOCAL -CITY OF BROWNSVILLE	\$41,217	\$11,680	\$0	\$0	\$0	0%
<b>Total Transportation Fund:</b>	<b>\$3,104,782</b>	<b>\$4,449,122</b>	<b>\$1,732,638</b>	<b>\$3,887,401</b>	<b>\$2,194,861</b>	<b>-43.5%</b>
<b>TIRZ Fund</b>						
CAMERON COUNTY	\$39,663	\$54,772	\$39,180	\$45,419	\$122,428	169.6%
<b>Total TIRZ Fund:</b>	<b>\$39,663</b>	<b>\$54,772</b>	<b>\$39,180</b>	<b>\$45,419</b>	<b>\$122,428</b>	<b>169.6%</b>
<b>Beach Maintenance Fund</b>						
GENERAL LAND OFFICE	\$373,314	\$0	\$34,995	\$0	\$0	0%
GRANT REVENUE	\$4,157	\$59,114	\$8,900	\$150,000	\$0	-100%
<b>Total Beach Maintenance Fund:</b>	<b>\$377,472</b>	<b>\$59,114</b>	<b>\$43,895</b>	<b>\$150,000</b>	<b>\$0</b>	<b>-100%</b>
<b>Covid-19 Fund</b>						
GRANT REVENUE	\$0	\$0	\$165,815	\$0	\$0	0%
<b>Total Covid-19 Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$165,815</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Bay Access Fund</b>						
GRANT FUNDS - FEDERAL	\$0	\$0	\$0	\$1,143,561	\$0	-100%
<b>Total Bay Access Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,143,561</b>	<b>\$0</b>	<b>-100%</b>
<b>Economic Development Corporation Fund</b>						
GRANT REVENUE	\$0	\$1,886	\$0	\$0	\$0	0%
<b>Total Economic Development Corporation Fund:</b>	<b>\$0</b>	<b>\$1,886</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total:</b>	<b>\$3,807,989</b>	<b>\$5,251,309</b>	<b>\$2,224,687</b>	<b>\$5,961,772</b>	<b>\$2,543,439</b>	<b>-57.3%</b>

## Fines and Forfeitures Summary

Fines and forfeitures resulting from municipal court activity are projected to reach \$323.7K. This projected revenue includes \$8,500 from Municipal Court fees collected in accordance with state law to enhance court security, technology, and training.

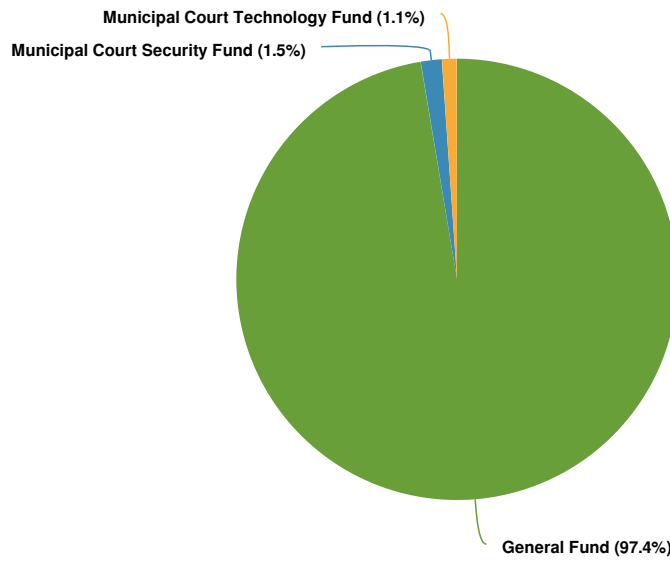
**\$323,700** **\$0**  
(0.00% vs. prior year)

### Fines and Forfeitures Proposed and Historical Budget vs. Actual

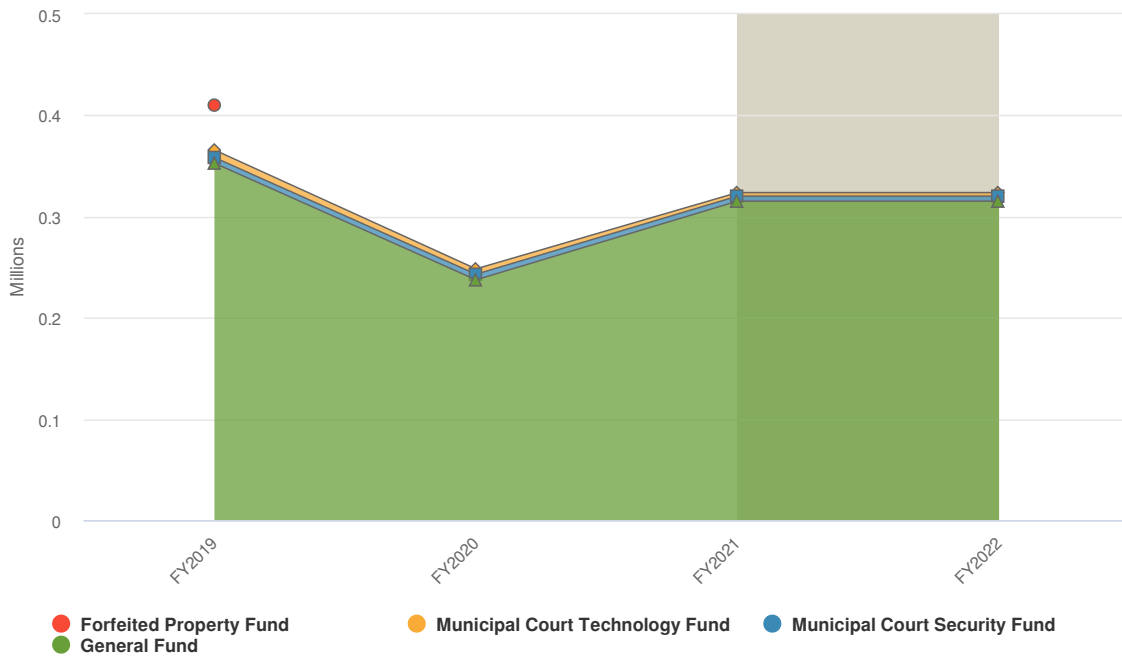


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

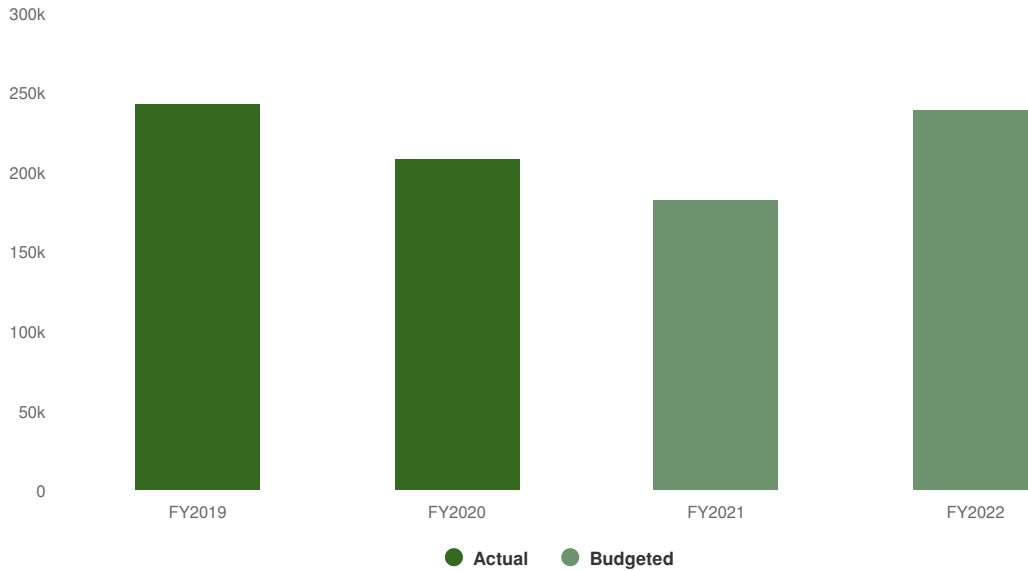
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
FINES & FORFEITURES	\$435,435	\$333,599	\$221,829	\$300,000	\$300,000	0%
ONLINE CREDIT CARD FEE	\$2,280	\$2,808	\$3,147	\$2,200	\$2,200	0%
WARRANT COLLECT FEES	\$16,218	\$16,385	\$12,458	\$13,000	\$13,000	0%
<b>Total General Fund:</b>	<b>\$453,933</b>	<b>\$352,791</b>	<b>\$237,434</b>	<b>\$315,200</b>	<b>\$315,200</b>	<b>0%</b>
<b>Forfeited Property Fund</b>						
FORFEITURES - FEDERAL	\$0	\$44,318	\$0	\$0	\$0	0%
FORFEITURES - STATE	\$14,306	\$0	\$0	\$0	\$0	0%
<b>Total Forfeited Property Fund:</b>	<b>\$14,306</b>	<b>\$44,318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Municipal Court Technology Fund</b>						
FINES & FORFEITURES	\$8,915	\$7,432	\$5,329	\$3,500	\$3,500	0%
<b>Total Municipal Court Technology Fund:</b>	<b>\$8,915</b>	<b>\$7,432</b>	<b>\$5,329</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>0%</b>
<b>Municipal Court Security Fund</b>						
FINES & FORFEITURES	\$6,686	\$5,574	\$5,524	\$5,000	\$5,000	0%
<b>Total Municipal Court Security Fund:</b>	<b>\$6,686</b>	<b>\$5,574</b>	<b>\$5,524</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>0%</b>
<b>Total:</b>	<b>\$483,840</b>	<b>\$410,117</b>	<b>\$248,287</b>	<b>\$323,700</b>	<b>\$323,700</b>	<b>0%</b>

## Licenses and Permits Summary

Licenses and Permits are generated from construction related permits, mixed beverage permits, taxi & golf cart permits, STR permits, environmental related permits, beach related permits, and other misc. permits. Licenses and Permits revenue is forecasted to be \$239.8K.

**\$239,750** **\$57,150**  
 (31.30% vs. prior year)

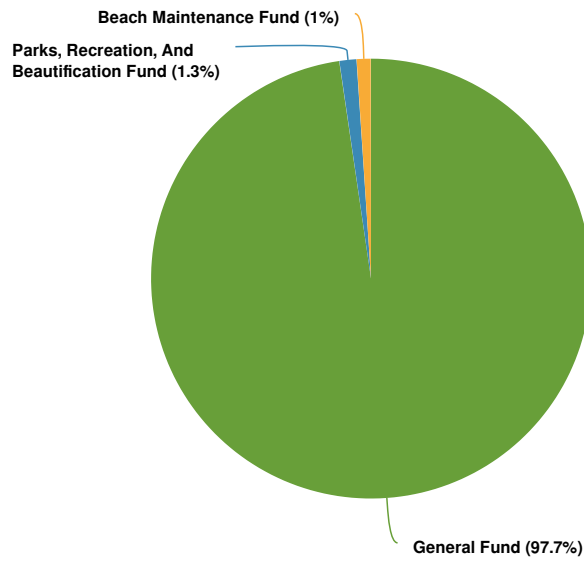
Licenses and Permits Proposed and Historical Budget vs. Actual



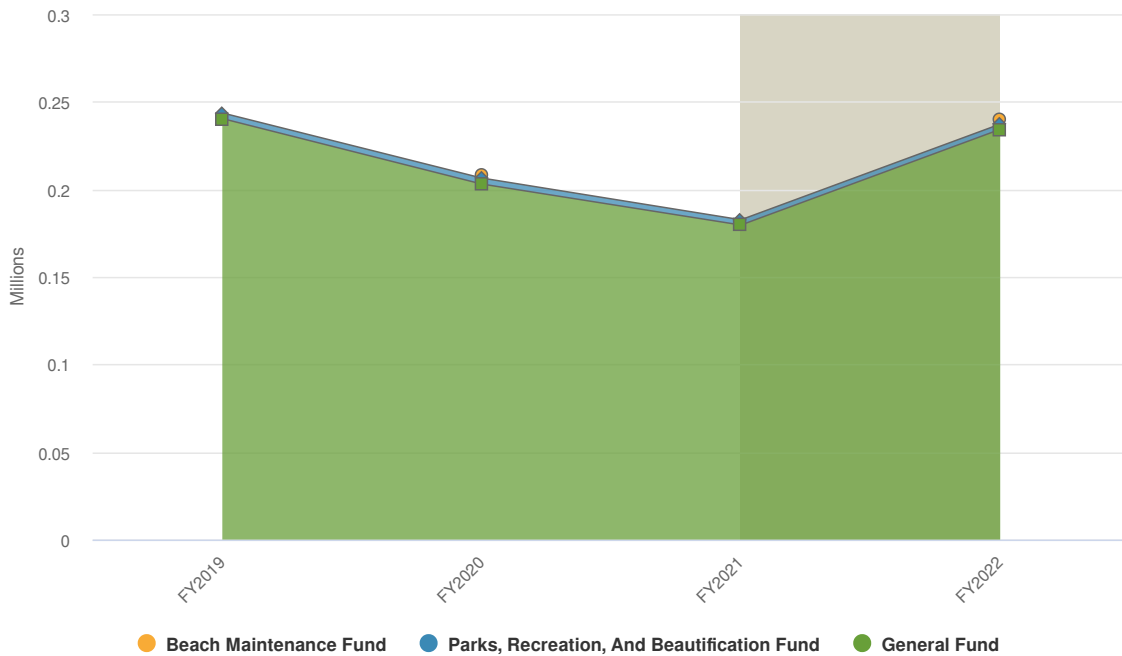


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

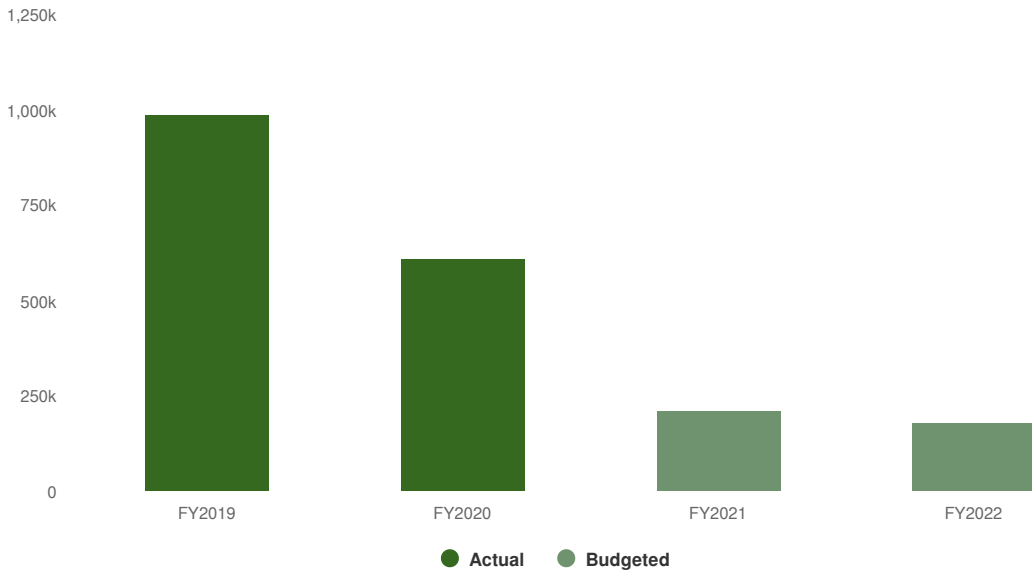
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
BUILDING PERMITS	\$88,375	\$108,001	\$91,144	\$95,000	\$100,000	5.3%
ELECTRICAL PERMITS	\$3,800	\$5,400	\$3,405	\$3,500	\$3,500	0%
MIX BEVERAGE PERMITS	\$21,470	\$21,330	\$20,228	\$18,000	\$19,000	5.6%
PLUMBING PERMITS	\$3,750	\$3,900	\$2,850	\$3,000	\$4,000	33.3%
MECHANICAL PERMITS	\$2,500	\$2,900	\$1,350	\$1,000	\$1,000	0%
TAXI PERMITS	\$6,150	\$4,175	\$4,775	\$5,000	\$5,500	10%
ENV HEALTH & OTHER PERMITS	\$36,350	\$42,675	\$46,020	\$19,600	\$40,000	104.1%
OTHER PERMITS	\$21,458	\$16,526	\$12,772	\$12,000	\$20,000	66.7%
L.P. GAS PERMIT	\$800	\$800	\$0	\$0	\$0	0%
DUNE PROT. PERMITS	\$3,300	\$1,085	\$180	\$0	\$0	0%
STR PERMITS	\$13,200	\$10,350	\$7,500	\$6,000	\$7,000	16.7%
SPRING BREAK PERMITS	\$1,400	\$725	\$200	\$500	\$250	-50%
GOLF CART PERMITS	\$11,800	\$15,525	\$23,900	\$16,000	\$34,000	112.5%
ANIMAL/COMPOSTER SERVICES	\$400	-\$90	\$40	\$0	\$0	0%
SIDEWALK IN-LIEU FEES	\$17,667	\$7,092	-\$11,340	\$0	\$0	0%
<b>Total General Fund:</b>	<b>\$232,420</b>	<b>\$240,394</b>	<b>\$203,024</b>	<b>\$179,600</b>	<b>\$234,250</b>	<b>30.4%</b>
<b>Parks, Recreation, And Beautification Fund</b>						
SPECIAL EVENTS PMTS	\$3,250	\$3,225	\$3,425	\$3,000	\$3,000	0%
<b>Total Parks, Recreation, And Beautification Fund:</b>	<b>\$3,250</b>	<b>\$3,225</b>	<b>\$3,425</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>0%</b>
<b>Beach Maintenance Fund</b>						
PERMITS	\$0	\$0	\$2,220	\$0	\$2,500	N/A
<b>Total Beach Maintenance Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,220</b>	<b>\$0</b>	<b>\$2,500</b>	<b>N/A</b>
<b>Total:</b>	<b>\$235,670</b>	<b>\$243,619</b>	<b>\$208,669</b>	<b>\$182,600</b>	<b>\$239,750</b>	<b>31.3%</b>

## Miscellaneous Summary

Miscellaneous revenue is mostly composed of interest income. In addition, insurance proceeds, rebates, and other miscellaneous revenue are included in this revenue source. Licenses and Permits revenue is forecasted to be \$182.6K.

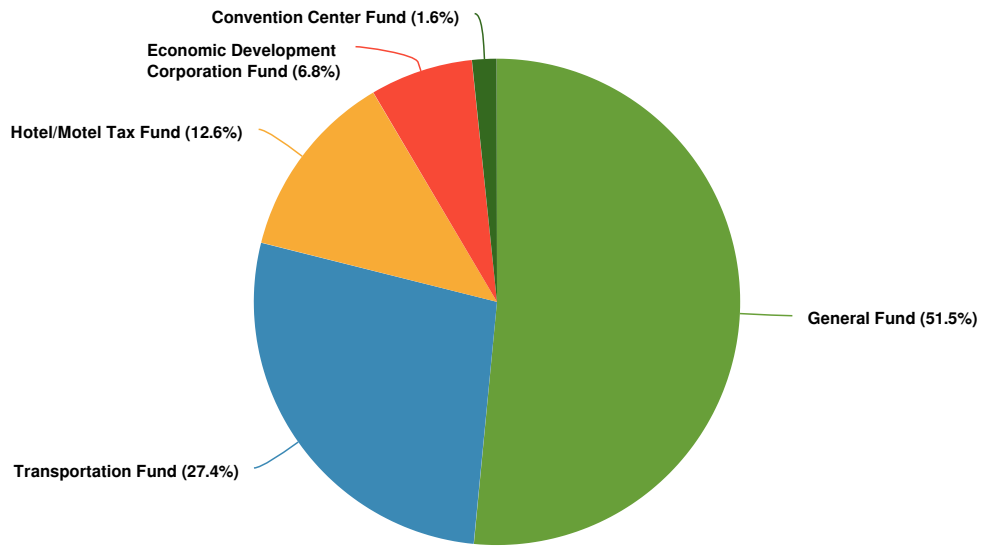
**\$182,600** **-\$29,213**  
 (-13.79% vs. prior year)

Miscellaneous Proposed and Historical Budget vs. Actual

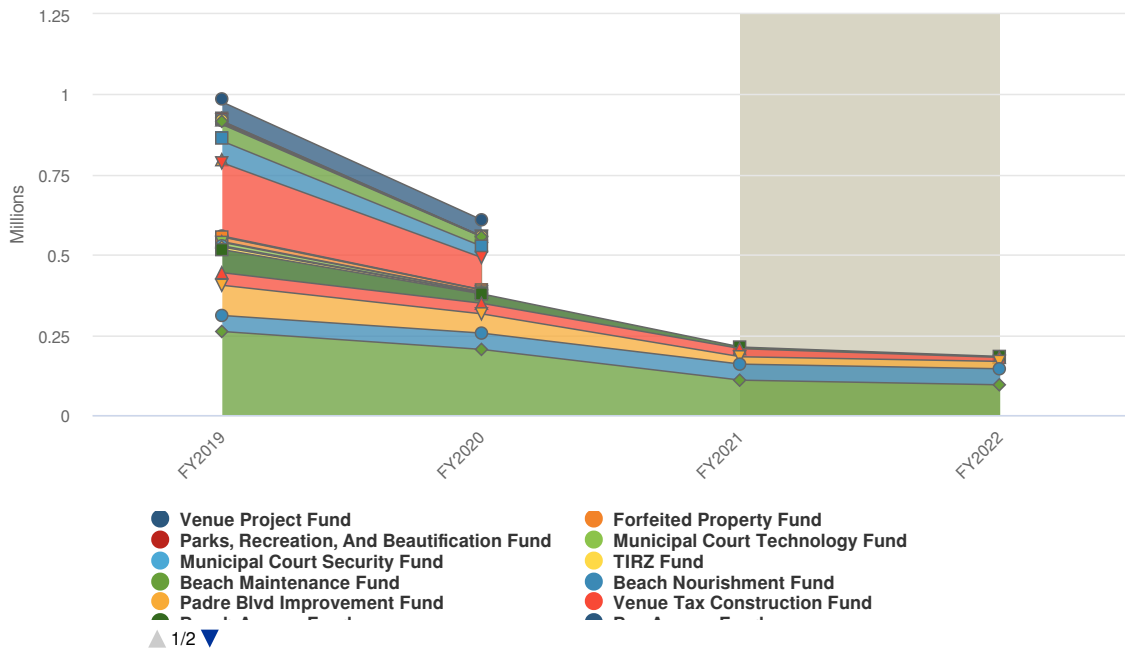


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
INTEREST REVENUE	\$137,317	\$216,127	\$160,303	\$60,000	\$55,000	-8.3%
CASH OVER/SHORT	\$0	-\$9	\$10	\$0	\$0	0%
MISCELLANEOUS REVENUE	\$32,941	\$33,682	\$35,033	\$30,000	\$35,000	16.7%
ELECTRICITY REBATE	\$4,717	\$0	\$0	\$0	\$0	0%
INSURANCE PROCEEDS	\$13,952	\$0	\$4,137	\$16,437	\$0	-100%
CONTRIBUTIONS TO CITY PARK	\$21,253	\$0	\$0	\$0	\$0	0%
CONTRIB. ARSON DOG PROG.	\$3,096	\$3,027	\$688	\$0	\$0	0%
COPIES	\$205	\$312	\$112	\$100	\$100	0%
FUEL REBATE	\$4,440	\$7,250	\$4,243	\$2,000	\$4,000	100%
<b>Total General Fund:</b>	<b>\$217,922</b>	<b>\$260,389</b>	<b>\$204,526</b>	<b>\$108,537</b>	<b>\$94,100</b>	<b>-13.3%</b>
<b>Forfeited Property Fund</b>						
INTEREST INCOME - STATE	\$0	\$638	\$55	\$0	\$0	0%
INTEREST INCOME - FEDERAL	\$0	\$220	\$222	\$0	\$0	0%
INTEREST REVENUE	\$1,103	\$0	\$0	\$0	\$0	0%
<b>Total Forfeited Property Fund:</b>	<b>\$1,103</b>	<b>\$858</b>	<b>\$276</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Hotel/Motel Tax Fund</b>						
INTEREST REVENUE	\$49,623	\$70,820	\$46,523	\$5,000	\$5,000	0%
MISCELLANEOUS REVENUE	\$62	\$0	\$577	\$0	\$0	0%
INSURANCE PROCEEDS	\$18,424	\$8,750	\$0	\$0	\$0	0%
ADVERTISING- WEB	\$27,972	\$14,535	\$12,984	\$18,000	\$18,000	0%
<b>Total Hotel/Motel Tax Fund:</b>	<b>\$96,080</b>	<b>\$94,104</b>	<b>\$60,084</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>0%</b>
<b>Venue Project Fund</b>						
INTEREST REVENUE	\$20,210	\$59,528	\$51,225	\$0	\$0	0%
<b>Total Venue Project Fund:</b>	<b>\$20,210</b>	<b>\$59,528</b>	<b>\$51,225</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Convention Center Fund</b>						
INTEREST REVENUE	\$37,591	\$65,124	\$26,192	\$5,000	\$3,000	-40%
CASH OVER/SHORT	\$30	\$0	\$0	\$0	\$0	0%
MISCELLANEOUS REVENUE	\$3,296	\$6,841	\$3,066	\$0	\$0	0%
<b>Total Convention Center Fund:</b>	<b>\$40,917</b>	<b>\$71,966</b>	<b>\$29,258</b>	<b>\$5,000</b>	<b>\$3,000</b>	<b>-40%</b>
<b>Parks, Recreation, And Beautification Fund</b>						
MISC REVENUE - PARKS, RECREATION, & BEAUTIFICATION	\$0	\$0	\$25	\$0	\$0	0%
CONTRIBUTIONS TO CITY PARK	\$0	\$5,097	\$0	\$0	\$0	0%
<b>Total Parks, Recreation, And Beautification Fund:</b>	<b>\$0</b>	<b>\$5,097</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>Municipal Court Technology Fund</b>						
INTEREST REVENUE	\$276	\$373	\$82	\$0	\$0	0%
<b>Total Municipal Court Technology Fund:</b>	<b>\$276</b>	<b>\$373</b>	<b>\$82</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Municipal Court Security Fund</b>						
INTEREST REVENUE	\$691	\$1,064	\$292	\$0	\$0	0%
<b>Total Municipal Court Security Fund:</b>	<b>\$691</b>	<b>\$1,064</b>	<b>\$292</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Transportation Fund</b>						
MISCELLANEOUS REVENUE	\$0	\$0	\$848	\$0	\$0	0%
INSURANCE PROCEEDS	\$1,091	\$0	\$0	\$0	\$0	0%
PORT ISABEL EDC MATCH	\$37,500	\$50,000	\$50,000	\$50,000	\$50,000	0%
<b>Total Transportation Fund:</b>	<b>\$38,591</b>	<b>\$50,000</b>	<b>\$50,848</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0%</b>
<b>TIRZ Fund</b>						
INTEREST REVENUE	\$1,737	\$3,263	\$1,013	\$0	\$0	0%
<b>Total TIRZ Fund:</b>	<b>\$1,737</b>	<b>\$3,263</b>	<b>\$1,013</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Beach Maintenance Fund</b>						
INTEREST REVENUE	\$25,041	\$49,582	\$29,442	\$0	\$0	0%
MISCELLANEOUS REVENUE	\$0	\$2,263	\$0	\$0	\$0	0%
<b>Total Beach Maintenance Fund:</b>	<b>\$25,041</b>	<b>\$51,846</b>	<b>\$29,442</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Beach Nourishment Fund</b>						
INTEREST REVENUE	\$35,896	\$67,638	\$35,293	\$0	\$0	0%
MISCELLANEOUS REVENUE	\$6	\$0	\$0	\$0	\$0	0%
<b>Total Beach Nourishment Fund:</b>	<b>\$35,902</b>	<b>\$67,638</b>	<b>\$35,293</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Padre Blvd Improvement Fund</b>						
INTEREST REVENUE	\$34,542	\$9,852	\$0	\$0	\$0	0%
<b>Total Padre Blvd Improvement Fund:</b>	<b>\$34,542</b>	<b>\$9,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Street Improvement Fund</b>						
INTEREST REVENUE	\$1,028	\$0	\$0	\$0	\$0	0%
<b>Total Street Improvement Fund:</b>	<b>\$1,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Venue Tax Construction Fund</b>						
INTEREST REVENUE	\$166,906	\$228,177	\$100,239	\$0	\$0	0%
<b>Total Venue Tax Construction Fund:</b>	<b>\$166,906</b>	<b>\$228,177</b>	<b>\$100,239</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Beach Access Fund</b>						
INTEREST REVENUE	\$3,319	\$2,362	\$837	\$0	\$0	0%

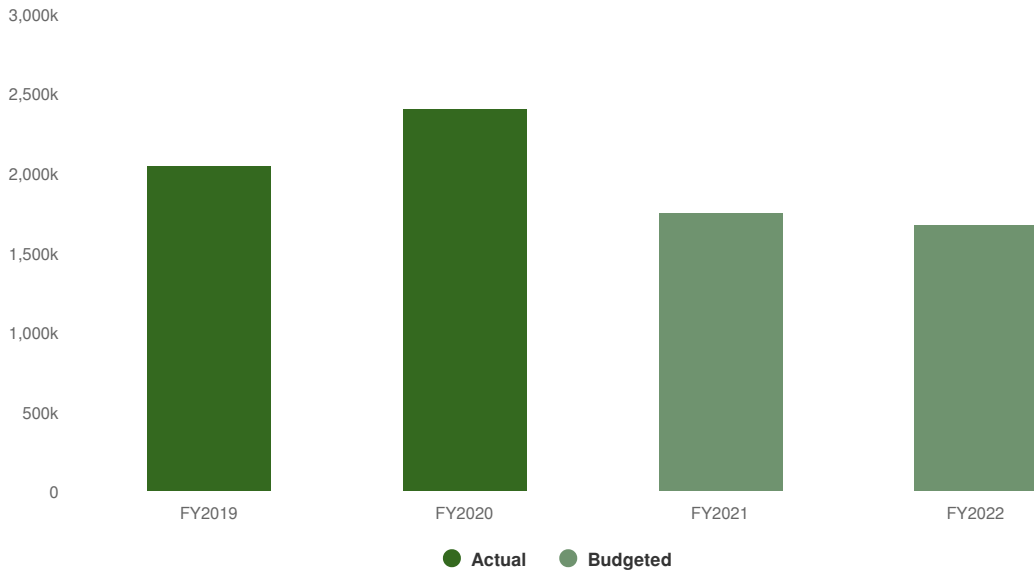
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>Total Beach Access Fund:</b>	<b>\$3,319</b>	<b>\$2,362</b>	<b>\$837</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Bay Access Fund</b>						
INTEREST REVENUE	\$745	\$777	\$173	\$0	\$0	0%
<b>Total Bay Access Fund:</b>	<b>\$745</b>	<b>\$777</b>	<b>\$173</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>General Debt Service Fund</b>						
INTEREST REVENUE	\$10,437	\$14,350	\$5,762	\$0	\$0	0%
<b>Total General Debt Service Fund:</b>	<b>\$10,437</b>	<b>\$14,350</b>	<b>\$5,762</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Venue Debt Service Fund</b>						
INTEREST REVENUE	\$1,946	\$0	\$0	\$0	\$0	0%
<b>Total Venue Debt Service Fund:</b>	<b>\$1,946</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Venue Seasonal Reserve Fund</b>						
INTEREST REVENUE	\$1,726	\$2,481	\$661	\$0	\$0	0%
<b>Total Venue Seasonal Reserve Fund:</b>	<b>\$1,726</b>	<b>\$2,481</b>	<b>\$661</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Venue Debt Reserve Fund</b>						
INTEREST REVENUE	\$6,700	\$10,438	\$2,777	\$0	\$0	0%
<b>Total Venue Debt Reserve Fund:</b>	<b>\$6,700</b>	<b>\$10,438</b>	<b>\$2,777</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>EDC Debt Service Fund</b>						
INTEREST REVENUE	\$3,347	\$3,834	\$791	\$0	\$0	0%
<b>Total EDC Debt Service Fund:</b>	<b>\$3,347</b>	<b>\$3,834</b>	<b>\$791</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>EDC Debt Reserve Fund</b>						
INTEREST REVENUE	\$5,255	\$8,187	\$2,179	\$0	\$0	0%
<b>Total EDC Debt Reserve Fund:</b>	<b>\$5,255</b>	<b>\$8,187</b>	<b>\$2,179</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Economic Development Corporation Fund</b>						
INTEREST REVENUE	\$11,007	\$14,768	\$8,941	\$897	\$500	-44.3%
LOAN REV REVENUE	\$11,128	\$11,581	\$12,053	\$12,379	\$0	-100%
MISCELLANEOUS REVENUE	\$10	\$12,946	\$12,000	\$12,000	\$12,000	0%
<b>Total Economic Development Corporation Fund:</b>	<b>\$22,145</b>	<b>\$39,295</b>	<b>\$32,994</b>	<b>\$25,276</b>	<b>\$12,500</b>	<b>-50.5%</b>
<b>Total:</b>	<b>\$736,566</b>	<b>\$985,879</b>	<b>\$608,777</b>	<b>\$211,813</b>	<b>\$182,600</b>	<b>-13.8%</b>

## Other Financing Sources Summary

Other financing sources revenue is mostly composed of funds transferred within City funds. In addition, lease proceeds and sales of fixed assets are included in this revenue source. Other financing sources revenue is forecasted to exceed \$1.6 million or 4.9% of total revenue.

**\$1,675,662** **-\$83,148**  
(-4.73% vs. prior year)

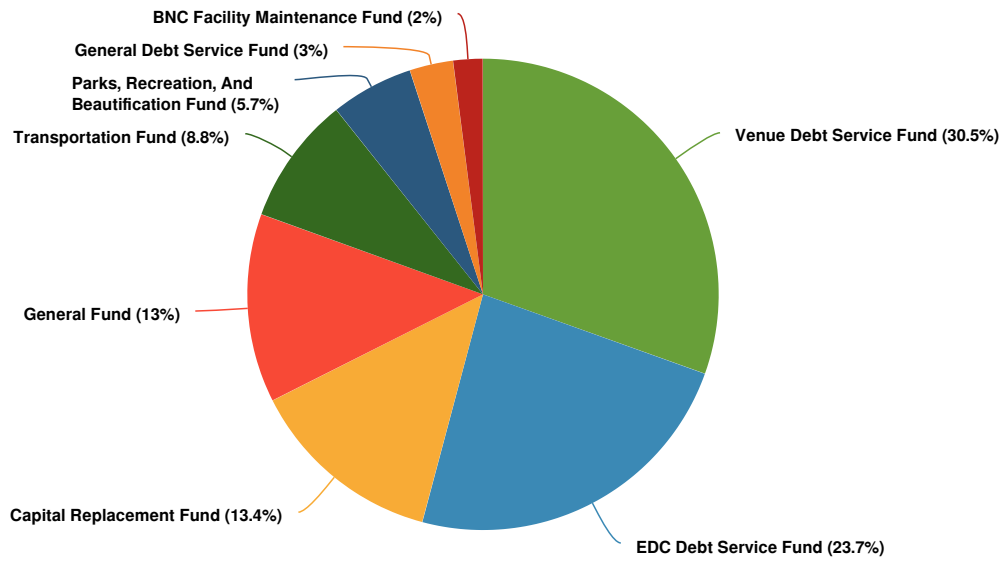
### Other Financing Sources Proposed and Historical Budget vs. Actual



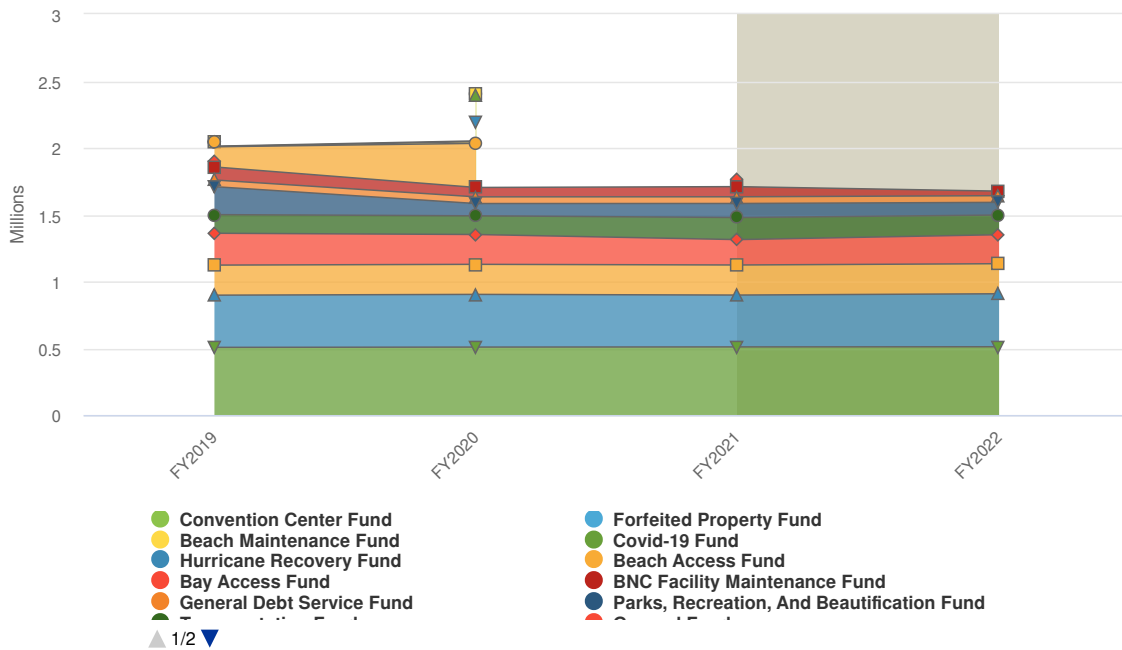


# Revenue by Fund

## 2022 Revenue by Fund



## Budgeted and Historical 2022 Revenue by Fund



Grey background indicates budgeted figures.

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>General Fund</b>						
HOTEL/MOTEL TAX FROM FND 60	\$211,929	\$185,691	\$132,303	\$190,000	\$180,000	-5.3%
LEASE PROCEEDS	\$0	\$0	\$90,952	\$0	\$0	0%
SALE OF FIXED ASSETS	\$26,011	\$42,684	\$1	\$0	\$0	0%
TRANSFERS IN	\$323,143	\$10,000	\$0	\$0	\$37,000	N/A
<b>Total General Fund:</b>	<b>\$561,083</b>	<b>\$238,375</b>	<b>\$223,256</b>	<b>\$190,000</b>	<b>\$217,000</b>	<b>14.2%</b>
<b>Forfeited Property Fund</b>						
SALE OF SEIZED ASSETS	\$555	-\$555	\$0	\$0	\$0	0%
<b>Total Forfeited Property Fund:</b>	<b>\$555</b>	<b>-\$555</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Convention Center Fund</b>						
SALE OF FIXED ASSETS	\$400	\$3,576	\$5,840	\$0	\$0	0%
<b>Total Convention Center Fund:</b>	<b>\$400</b>	<b>\$3,576</b>	<b>\$5,840</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Parks, Recreation, And Beautification Fund</b>						
TRANSFERS IN	\$85,671	\$209,366	\$91,856	\$105,228	\$94,926	-9.8%
<b>Total Parks, Recreation, And Beautification Fund:</b>	<b>\$85,671</b>	<b>\$209,366</b>	<b>\$91,856</b>	<b>\$105,228</b>	<b>\$94,926</b>	<b>-9.8%</b>
<b>Transportation Fund</b>						
LEASE PROCEEDS	\$0	\$13,613	\$40,650	\$52,110	\$47,250	-9.3%
SALE OF FIXED ASSETS	\$14,190	\$194	\$0	\$0	\$0	0%
TRANSFERS IN	\$101,532	\$125,757	\$99,367	\$113,179	\$100,000	-11.6%
<b>Total Transportation Fund:</b>	<b>\$115,722</b>	<b>\$139,563</b>	<b>\$140,017</b>	<b>\$165,289</b>	<b>\$147,250</b>	<b>-10.9%</b>
<b>Beach Maintenance Fund</b>						
SALE OF FIXED ASSETS	\$3,469	\$837	\$12,766	\$0	\$0	0%
<b>Total Beach Maintenance Fund:</b>	<b>\$3,469</b>	<b>\$837</b>	<b>\$12,766</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Covid-19 Fund</b>						
TRANSFER	\$0	\$0	\$195,237	\$0	\$0	0%
<b>Total Covid-19 Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,237</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Hurricane Recovery Fund</b>						
TRANSFERS IN	\$0	\$0	\$159,921	\$0	\$0	0%
<b>Total Hurricane Recovery Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$159,921</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Beach Access Fund</b>						
TRANSFERS IN	\$0	\$150,883	\$330,000	\$0	\$0	0%
<b>Total Beach Access Fund:</b>	<b>\$0</b>	<b>\$150,883</b>	<b>\$330,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
<b>Bay Access Fund</b>						
TRANSFERS IN	\$35,797	\$37,479	\$0	\$49,564	\$0	-100%
<b>Total Bay Access Fund:</b>	<b>\$35,797</b>	<b>\$37,479</b>	<b>\$0</b>	<b>\$49,564</b>	<b>\$0</b>	<b>-100%</b>
<b>Capital Replacement Fund</b>						
TRANSFERS IN	\$255,000	\$225,000	\$225,000	\$225,000	\$225,000	0%
<b>Total Capital Replacement Fund:</b>	<b>\$255,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>0%</b>
<b>General Debt Service Fund</b>						
TRANSFERS IN	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0%
<b>Total General Debt Service Fund:</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0%</b>
<b>Venue Debt Service Fund</b>						
TRANSFERS IN	\$437,004	\$506,138	\$508,188	\$509,638	\$510,738	0.2%
<b>Total Venue Debt Service Fund:</b>	<b>\$437,004</b>	<b>\$506,138</b>	<b>\$508,188</b>	<b>\$509,638</b>	<b>\$510,738</b>	<b>0.2%</b>
<b>EDC Debt Service Fund</b>						
TRANSFERS IN	\$396,850	\$390,650	\$394,450	\$388,050	\$396,650	2.2%
<b>Total EDC Debt Service Fund:</b>	<b>\$396,850</b>	<b>\$390,650</b>	<b>\$394,450</b>	<b>\$388,050</b>	<b>\$396,650</b>	<b>2.2%</b>
<b>BNC Facility Maintenance Fund</b>						
TRANSFERS IN	\$0	\$97,600	\$70,304	\$76,041	\$34,098	-55.2%
<b>Total BNC Facility Maintenance Fund:</b>	<b>\$0</b>	<b>\$97,600</b>	<b>\$70,304</b>	<b>\$76,041</b>	<b>\$34,098</b>	<b>-55.2%</b>
<b>Total:</b>	<b>\$1,941,551</b>	<b>\$2,048,911</b>	<b>\$2,406,834</b>	<b>\$1,758,810</b>	<b>\$1,675,662</b>	<b>-4.7%</b>

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# **FUND & DEPARTMENT BUDGETS**

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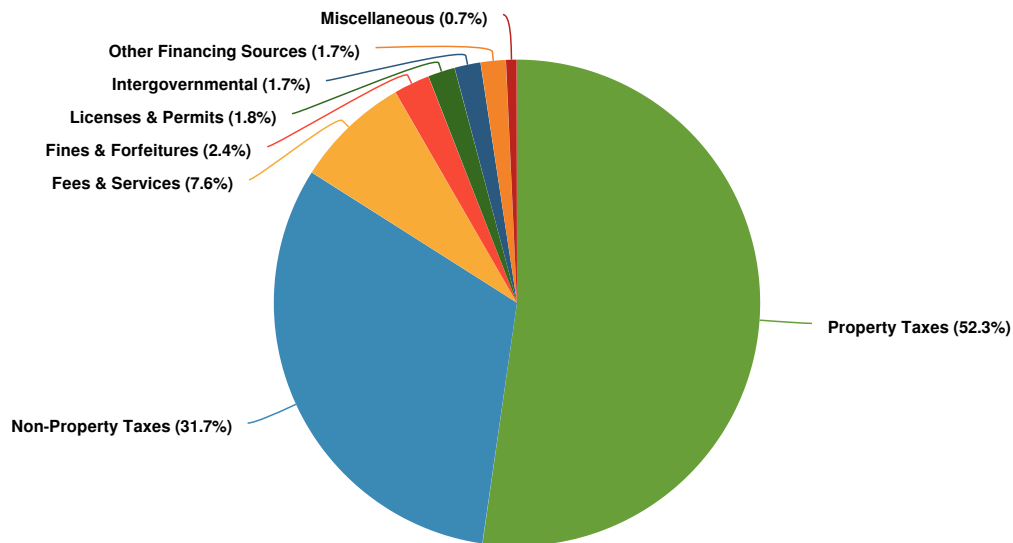
## General Fund Summary

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 administrative.

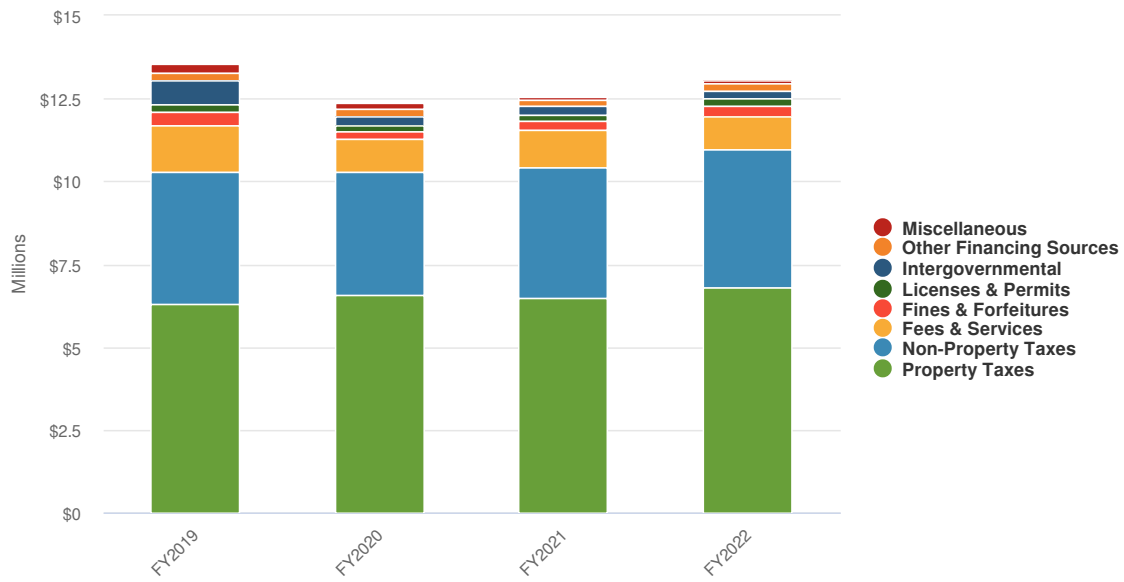
The City of South Padre is projecting \$13.03M of revenue in FY 2022, which represents a 3.75% increase over the prior year. Budgeted expenditures are projected to decrease by 10.73% to \$13.03M in FY 2022.

## General Fund Revenues

### Projected 2022 Revenues by Source



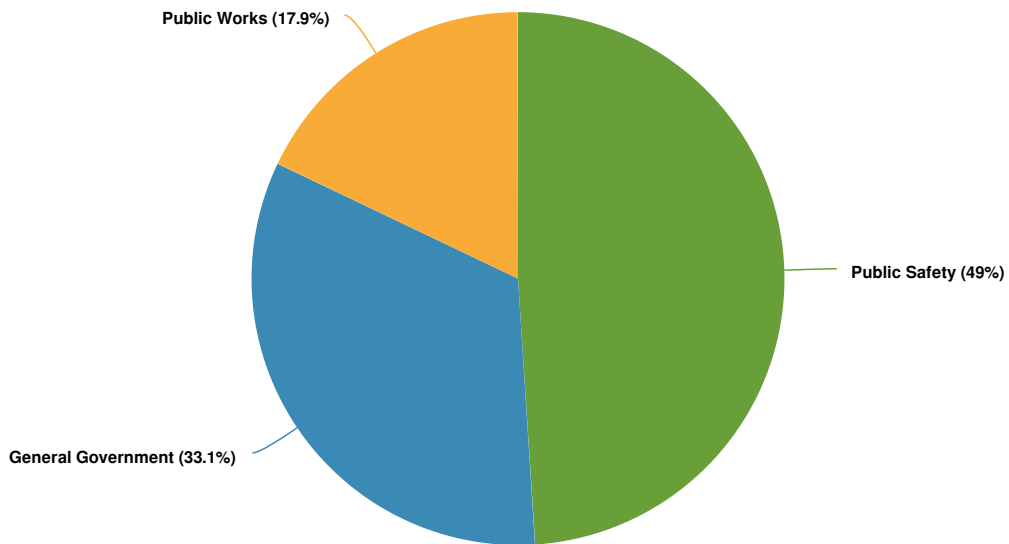
## Budgeted and Historical Revenues by Source



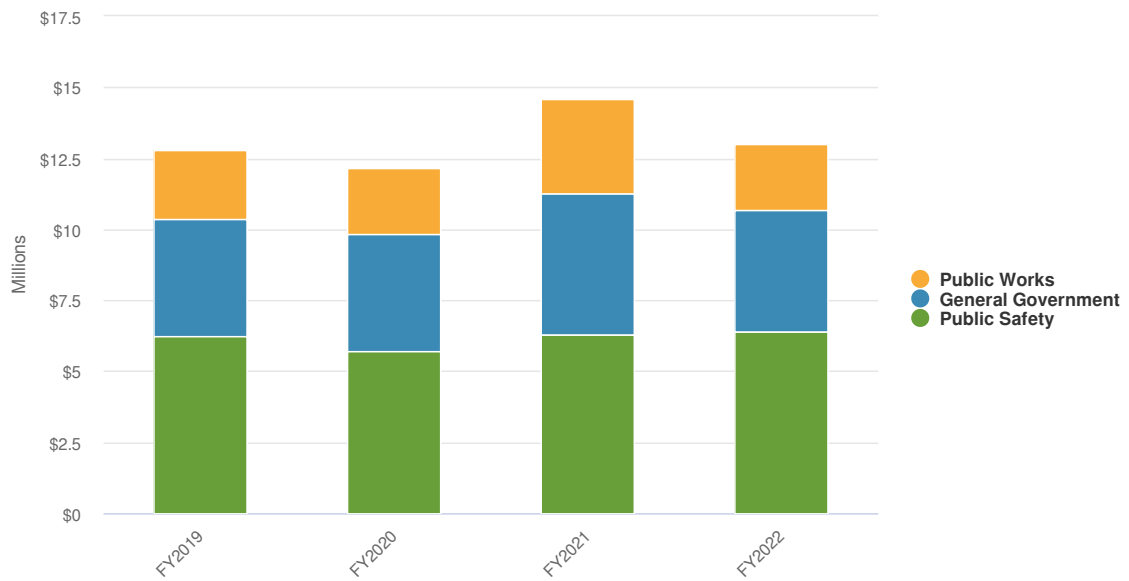
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Property Taxes	\$6,169,298	\$6,299,498	\$6,551,700	\$6,486,387	\$6,813,385
Non-Property Taxes	\$3,781,034	\$3,977,342	\$3,746,789	\$3,931,880	\$4,137,887
Fees & Services	\$1,321,156	\$1,429,693	\$963,241	\$1,115,384	\$995,985
Licenses & Permits	\$232,420	\$240,394	\$203,024	\$179,600	\$234,250
Intergovernmental	\$286,072	\$686,416	\$243,158	\$235,391	\$226,150
Fines & Forfeitures	\$468,238	\$397,110	\$237,434	\$315,200	\$315,200
Miscellaneous	\$219,025	\$261,247	\$204,802	\$108,537	\$94,100
Other Financing Sources	\$561,638	\$237,820	\$223,256	\$190,000	\$217,000
<b>Total Revenue Source:</b>	<b>\$13,038,881</b>	<b>\$13,529,520</b>	<b>\$12,373,403</b>	<b>\$12,562,379</b>	<b>\$13,033,957</b>

# Expenditures by Function

## Budgeted 2022 Expenditures by Function



## Budgeted and Historical Expenditures by Function

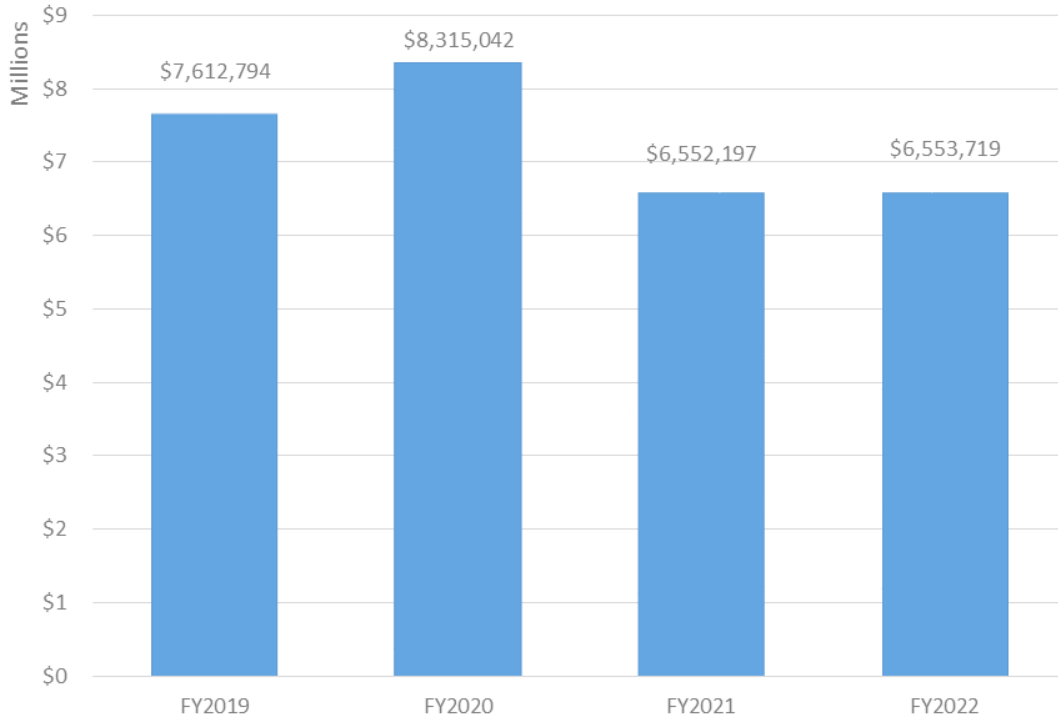


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expenditures					
Current					
City Council	\$10,239	\$5,138	\$2,433	\$20,029	\$20,000
<b>Total City Council:</b>	<b>\$10,239</b>	<b>\$5,138</b>	<b>\$2,433</b>	<b>\$20,029</b>	<b>\$20,000</b>
City Manager'S Office	\$622,282	\$601,470	\$540,238	\$620,937	\$663,498
<b>Total City Manager'S Office:</b>	<b>\$622,282</b>	<b>\$601,470</b>	<b>\$540,238</b>	<b>\$620,937</b>	<b>\$663,498</b>
Finance	\$423,637	\$418,888	\$435,045	\$468,140	\$489,796
<b>Total Finance:</b>	<b>\$423,637</b>	<b>\$418,888</b>	<b>\$435,045</b>	<b>\$468,140</b>	<b>\$489,796</b>
Planning	\$157,219	\$170,823	\$141,534	\$82,966	\$90,315
<b>Total Planning:</b>	<b>\$157,219</b>	<b>\$170,823</b>	<b>\$141,534</b>	<b>\$82,966</b>	<b>\$90,315</b>
Information	\$552,858	\$585,416	\$497,481	\$751,648	\$734,738
<b>Total Information:</b>	<b>\$552,858</b>	<b>\$585,416</b>	<b>\$497,481</b>	<b>\$751,648</b>	<b>\$734,738</b>
Human Resources	\$267,665	\$270,006	\$229,300	\$332,926	\$345,076
<b>Total Human Resources:</b>	<b>\$267,665</b>	<b>\$270,006</b>	<b>\$229,300</b>	<b>\$332,926</b>	<b>\$345,076</b>
Environmental Health Services	\$426,391	\$442,455	\$432,701	\$485,136	\$496,764
<b>Total Environmental Health Services:</b>	<b>\$426,391</b>	<b>\$442,455</b>	<b>\$432,701</b>	<b>\$485,136</b>	<b>\$496,764</b>
General Services	\$846,414	\$884,894	\$972,682	\$977,357	\$991,489
<b>Total General Services:</b>	<b>\$846,414</b>	<b>\$884,894</b>	<b>\$972,682</b>	<b>\$977,357</b>	<b>\$991,489</b>
Special Projects	\$746,773	\$735,597	\$853,097	\$1,223,949	\$483,926
<b>Total Special Projects:</b>	<b>\$746,773</b>	<b>\$735,597</b>	<b>\$853,097</b>	<b>\$1,223,949</b>	<b>\$483,926</b>
Public Safety					
Municipal Court	\$178,583	\$199,537	\$256,004	\$309,170	\$337,834
Police	\$3,171,590	\$3,173,514	\$3,006,446	\$3,389,652	\$3,314,867
Fire	\$2,389,630	\$2,856,066	\$2,429,642	\$2,557,331	\$2,712,655
Emergency Management	\$14,335	\$11,296	\$12,152	\$19,144	\$19,144
<b>Total Public Safety:</b>	<b>\$5,754,139</b>	<b>\$6,240,415</b>	<b>\$5,704,244</b>	<b>\$6,275,297</b>	<b>\$6,384,500</b>
Public Works					
Fleet Management	\$1,442,408	\$800,951	\$704,175	\$1,506,971	\$494,702
Facilities and Grounds Maintenance	\$143,449	\$163,004	\$162,630	\$181,892	\$198,376
Public Works	\$1,197,265	\$1,282,640	\$1,251,231	\$1,412,135	\$1,367,407
Inspections	\$191,852	\$203,236	\$214,983	\$259,258	\$271,848
<b>Total Public Works:</b>	<b>\$2,974,974</b>	<b>\$2,449,831</b>	<b>\$2,333,019</b>	<b>\$3,360,256</b>	<b>\$2,332,333</b>
<b>Total Current:</b>	<b>\$12,782,590</b>	<b>\$12,804,933</b>	<b>\$12,141,775</b>	<b>\$14,598,641</b>	<b>\$13,032,435</b>



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Total Expenditures:	\$12,782,590	\$12,804,933	\$12,141,775	\$14,598,641	\$13,032,435

## Fund Balance



## Departmental Descriptions, Goals, and Objectives

The City's long range operations and capital plans are included in this section. The plan includes all of the operating departments of the General Fund as well as the capital improvement funds of the City.

It is anticipated that long range operations will be financed with current resources while the projects included in the Capital Improvement Plan will require bond issuance or additional funds from state and federal grants. The following fund and department budget pages provide detailed information regarding department/fund descriptions, goals, and objectives.

## City Council



The City Council Members are dedicated to serving the community by volunteering their time and expertise to maintaining and improving the quality of life for the citizens. Their contribution is invaluable in shaping the future of South Padre Island.

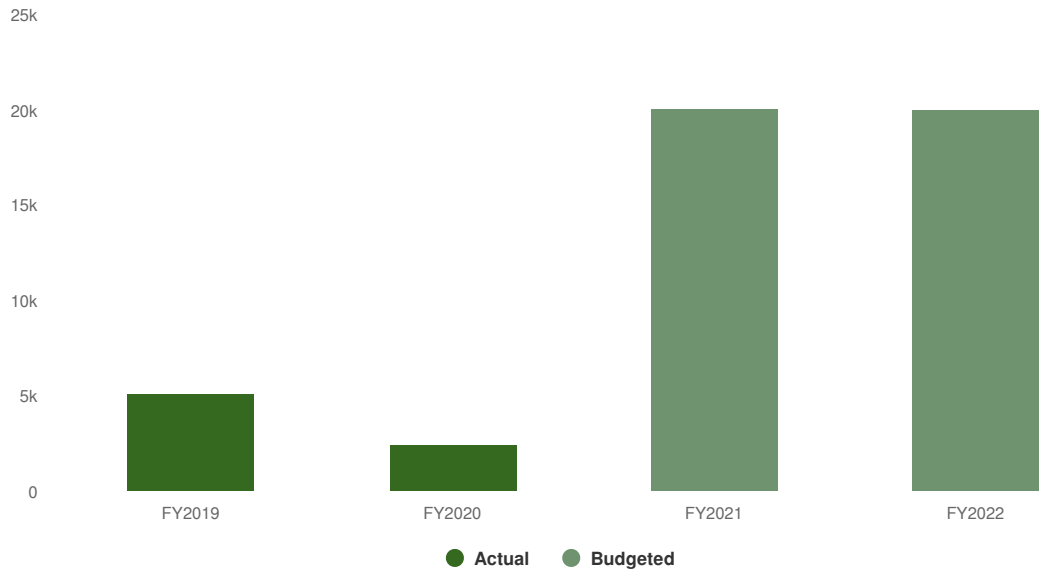
The Council is proud to represent the citizens and through policy-making and legislative authority, they are vested in a governing council consisting of the Mayor and five Council Members. The Mayor and Council serve three-year staggered terms and are elected at large.

The City Council is responsible for passing ordinances, adopting the budget, appointing committees, hiring the City Manager and the City Attorney.

### Expenditures Summary

**\$20,000** **-\$29**  
(-0.14% vs. prior year)

### City Council Proposed and Historical Budget vs. Actual



### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Miscellaneous Services	\$10,239	\$5,138	\$2,433	\$20,029	\$20,000	-0.1%
<b>Total Expense Objects:</b>	<b>\$10,239</b>	<b>\$5,138</b>	<b>\$2,433</b>	<b>\$20,029</b>	<b>\$20,000</b>	<b>-0.1%</b>

## City Manager's Office



**Randy Smith**  
City Manager

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

- Administrative Services
- Convention & Visitors Bureau
- Shoreline
- Planning
- Parks, Recreation, and Beautification
- Environmental Health Services
- Finance
- Information Services
- Police
- Fire
- Public Works
- Transit

Organizational development is a focal point of the City Manager's Office as ensuring the organization has the capacity to achieve the goals established by Council is critical to quality performance. The CMO also ensures fruitful intergovernmental relationships and participation in the legislative process. The City Manager's Office, through the City Secretary, facilitates and strengthens the City of South Padre Island's governmental process, safeguards and conducts the municipal election process, and protects and preserves official City records. It is also the responsibility of this department to assure that official City activities are in compliance with federal, state, and city policies and practices. Through the Public Information Officer, access to public information is enhanced.

### Major Goals:

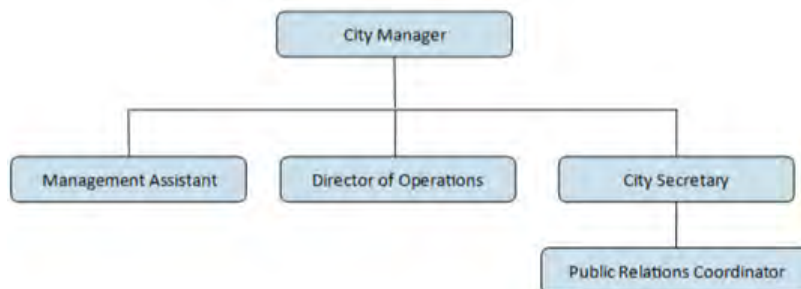
1. Focus on major initiatives that enhance the economic environment, improve the quality of life for citizens, protect the environment, and provide essential services:
  - a. Begin the construction of the North Padre Boulevard medians and sidewalks.
  - b. Strive to have a vibrant economy that is diverse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

- a. Develop a legislative priority list and work with representatives to achieve SPI goals.
- 4. Develop and sustain a productive relationship with the City Council to encourage policy development and effective communication.
- 5. Continue enhancement of the public relations program to improve communication with the public and ensure a constructive relationship with the media.
- 6. Strive to encourage and facilitate strategic planning (e.g., capital improvement plan, five year operational plan, departmental business plans and metrics, core values for organization, etc.)
- 7. Encourage effective use of resources by eliminating duplication and streamlining operations (eg. Ad hoc Committee, Process Charts).
- 8. Improve and expand our involvement with development and quality of life within the Lower Rio Grande Valley region.
- 9. Create an enjoyable work experience where all involved feel appreciated and valued, and instill the support of core values for the organization to encourage individual accountability.
- 10. Use technology effectively to operate effectively.

Our Planning Indicators and Focus:

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

## Organizational Chart



## Strategic Objectives and Work Plan for the Next Five Years

Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2020-21</b>						
Work with the Historical Museum Foundation to create a museum on the Island to preserve the Island's history.	21/22	R. Smith	HOT funding/ Foundation	N/A	Chapter I Goal 1	N/A
Enhance financial management and the budget process by continuing business plans for each department that include performance metrics.	Ongoing	R. Gimenez, R. Smith	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1 Objective 1.1 Policy 1.1.1	N/A
Create programs to be developed at the community center through the Parks Division.	21/22	D. Huffman	Resources within the Parks Fund	N/A	Chapter I Goal 1 Objective 1.2	N/A
Revamp the Capital Improvement Plan.	21/22	W. Delgado	Personnel related expenses for hours worked on project	N/A	Chapter VII Goal 1 Objective 1.1 Objective 1.2	N/A
Create and update comprehensive plan (internal or outsourced) that pulls in the GOMA plan, Master Thoroughfare Plan, Parks Plan, Annexation Plan, EDC Plan, Transit Plan, etc.	21/22	R. Smith	Partially paid for in FY 18/19 and remaining \$8,500 in FY 19/20	N/A	Chapter VII Goal 1 Objective 1.2	N/A
Implement Venue Tax projects, including a wind sports venue, sidewalks, medians, and possible expansion of the convention center.	Ongoing	R. Smith, W. Delgado	Resources in Venue Tax	N/A	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1 Strategy 1.1.1.2	Approved
Expand boat ramp access on Laguna Madre.	21/22	R. Smith, K. Boburka	HOT funding/Foundation	N/A	Chapter III Goal 1 Objective 1.2 Policy 1.2.1-2	Approved
Expand the use of citizen participation tools to enhance feedback and engagement (including providing training).	Ongoing	PIO	To be determined	N/A	Chapter VI Goal 4 Objective 4.3 Policy 4.3.1-3	N/A
<b>Mid Term - FY 2021-22 &amp; FY 2022-23</b>						

Embrace the use of technology to enhance operations and communication. Utilize software to monitor compliance with short term rentals as well as building permits. Add additional cameras for EOC and mass gatherings. Embrace new software for the police and fire departments.	Ongoing	V. Martinez, R. Smith	Resources within Info Technology Department's Budget	N/A	Chapter VII Goal2	N/A
<b>Long Term - FY 2023-24 &amp; FY 2024-25</b>						
Support initiatives that enhance the quality of life for citizens (music, art in public places, community events, theatre productions, etc.).	Ongoing	R. Smith	To be determined	N/A	Chapter I Goal 1	N/A
Continue to evaluate mobility & parking strategies and multi-modal means of enjoying the City. Continue to expand the City's complete street efforts through work, state, and regional organizations.	Ongoing	R. Smith, W. Delgado, J. Arriaga, C. Sanchez, R. Gimenez	Resources within Shoreline, Public Works, and Transit Departments	N/A	Chapter II Goal 1 Objective 1.1 Policy 1.1.1	N/A
Formulate effective economic development strategies and look for opportunities to fund a second causeway (RGV, MPO, etc.).	Ongoing	R. Smith	Resources within the EDC budget	N/A	Chapter VI Goal 1 Objective 1.1 Policy 1.1.1 Strategy 1.1.1.2	N/A
Identify funding sources and strategies for priority Capital Improvement Projects. Look into the possibility of moving the Laguna Blvd improvements to an earlier date by looking for grant opportunities.	Ongoing	R. Smith, W. Delgado	Varies, to be determined	N/A	Chapter VII Goal 1 Objective 1.1 Policy 1.1.1	Approved
Explore opportunities related to the lighting of the causeway and creating a visual landmark for SPI.	Ongoing	R. Smith	Unknown, to be determined	N/A	Chapter I Goal 1	Approved

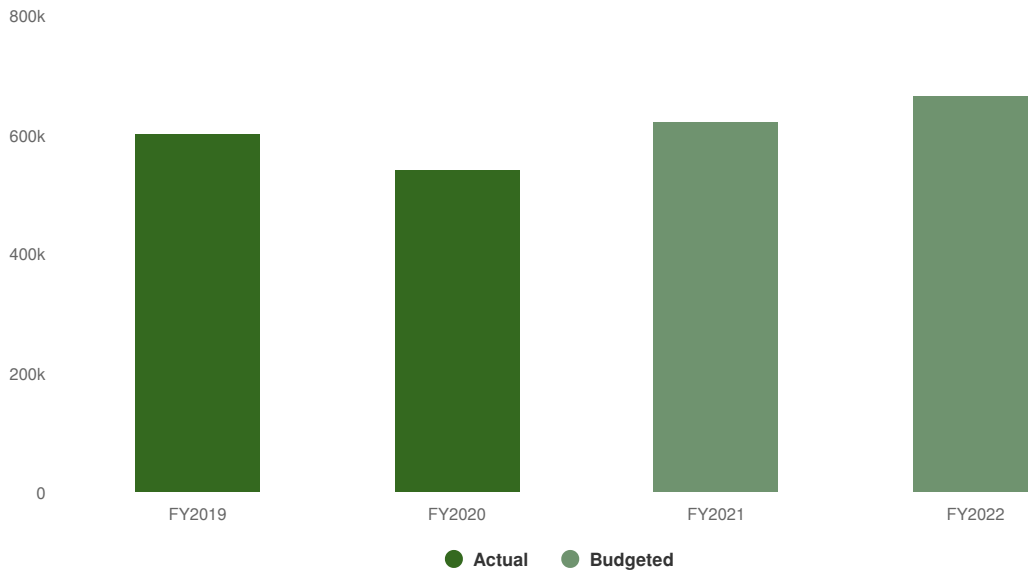
## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
City Manager	1	1	1	1	1	1
Director of Operations	1	1	1	1	1	1
City Secretary	1	1	1	1	1	1
Public Relations Coordinator	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
<b>Total Positions:</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Expenditures Summary

\$663,498
\$42,561  
 (6.85% vs. prior year)

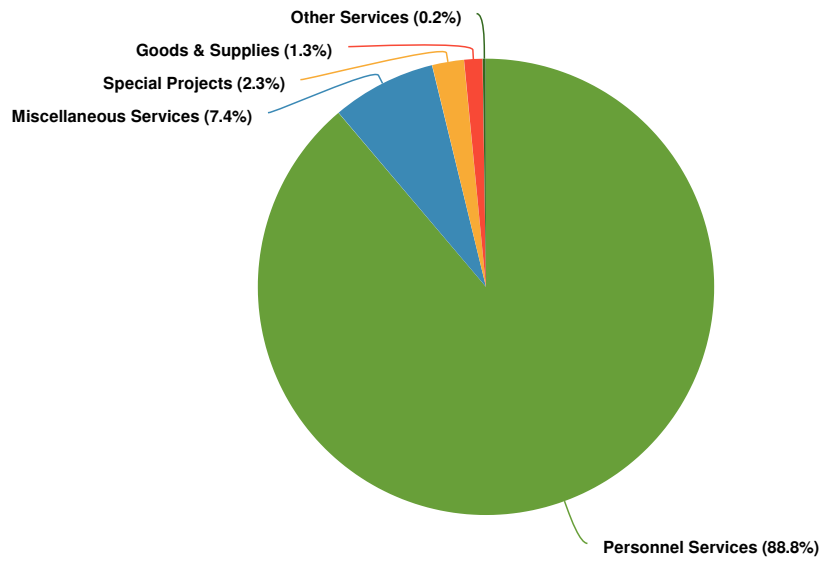
City Manager's Office Proposed and Historical Budget vs. Actual





# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$572,331	\$565,718	\$499,037	\$550,897	\$589,354	7%
Goods & Supplies	\$6,090	\$7,248	\$7,485	\$8,770	\$8,700	-0.8%
Repairs & Maintenance	\$0	\$0	\$0	\$3,500	\$0	-100%
Miscellaneous Services	\$43,861	\$28,504	\$33,717	\$41,270	\$48,944	18.6%
Other Services	\$0	\$0	\$0	\$1,500	\$1,500	0%
Special Projects	\$0	\$0	\$0	\$15,000	\$15,000	0%
<b>Total Expense Objects:</b>	<b>\$622,282</b>	<b>\$601,470</b>	<b>\$540,238</b>	<b>\$620,937</b>	<b>\$663,498</b>	<b>6.9%</b>

# Finance Department



**Rodrigo Gimenez**  
Chief Financial Officer

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

## Major Goals:

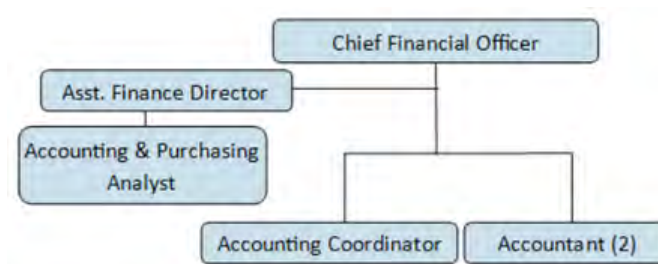
1. Manage resources as efficiently and effectively as possible and communicate the results of these efforts to the public.
2. Evaluate and make recommendations on City operations and procedures to ensure fiscal accountability.
3. Provide financial information in the form, frequency and timeliness needed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

## Our Planning Indicators and Focus:

The Finance Department is a support department; therefore, much of the planning is based upon the growth in other departments. Finance will provide overall fiscal leadership for the City's long range financial planning, and enhanced collection of data, reporting, and audits of financial records.

Audit results have shown no material weaknesses as well as no significant deficiencies over the past several years due to compliance with fiscal, purchasing, fixed assets, and investment policies. The department is also responsible for monitoring the City's budget.

## Organizational Chart



# Strategic Objectives and Work Plan for the Next Five Years

Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Continue to receive the GFOA Distinguished Budget Presentation Award through application of the highest principles of governmental budgeting and satisfying acclaimed guidelines for effective budget presentation.	12/31/21	CFO/ AFD/ AB	\$345	GFOA Budget Award	Chapter VII. Goal 1 Objective 1.1	N/A
Continue to receive the GFOA Certificate of Achievement for Excellence in Financial Reporting through preparation of annual comprehensive financial reports (ACFR) which enhance transparency and full disclosure.	3/31/22	CFO/ AFD/ AB	\$460	GFOA ACFR Award	Chapter VII. Goal 1 Objective 1.1	N/A
Continue to receive the GFOA Popular Annual Financial Report Award which enhances transparency and full disclosure.	3/31/22	GB	\$250	GFOA PAFR Award	Chapter VII. Goal 1 Objective 1.1	N/A
Provide formal training for all City employees on financial topics including purchase orders, time clock, fixed assets, disaster financial management, and purchasing cards to promote efficiency throughout the organization.	Ongoing	DC/ RG/ GB/ AB	Personnel related expenses for hours worked on project	SPI Connect Finance Trainings	Chapter VII. Goal 1 Objective 1.1	N/A
Maximize interest revenue through effective cash management.	Ongoing	CFO/ AFD/ GB	\$2,710	Total Interest Earnings	Chapter VII. Goal 1 Objective 1.1	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Participate in the Texas Comptroller of Public Accounts' Transparency Stars program and receive all stars. The program recognizes local governments for going above and beyond in their transparency efforts. The program has five stars: Traditional Finances, Contracts and Procurement, Economic Development, Public Pensions, and Debt Obligations.	Ongoing	CFO/ AFD/ GB/ AB	Personnel related expenses for hours worked on project	Transparency Stars	Chapter VII. Goal 1 Objective 1.1	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						

Minimize turnover by maintaining employee motivation through professional development, flex time, and fair compensation.	Ongoing	CFO	To be determined	N/A	Chapter VII. Goal 1 Objective 1.1	N/A
Centralize purchases by creating a Purchasing Agent position.	Ongoing	CFO	\$-	N/A	Chapter VII. Goal 1 Objective 1.1	N/A
Promote professional development, encourage participation, as well as review current processes.	Ongoing	CFO	\$6,089	N/A	Chapter VII. Goal 1 Objective 1.1	N/A
Enhance cross training to avoid interruptions in service.	Ongoing	CFO	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1 Objective 1.1	N/A

## Performance Metrics

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

GFOA Budget Award:

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

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020
Result	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

GFOA ACFR Award:

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

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020
Result	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

GFOA PAFR Award:

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

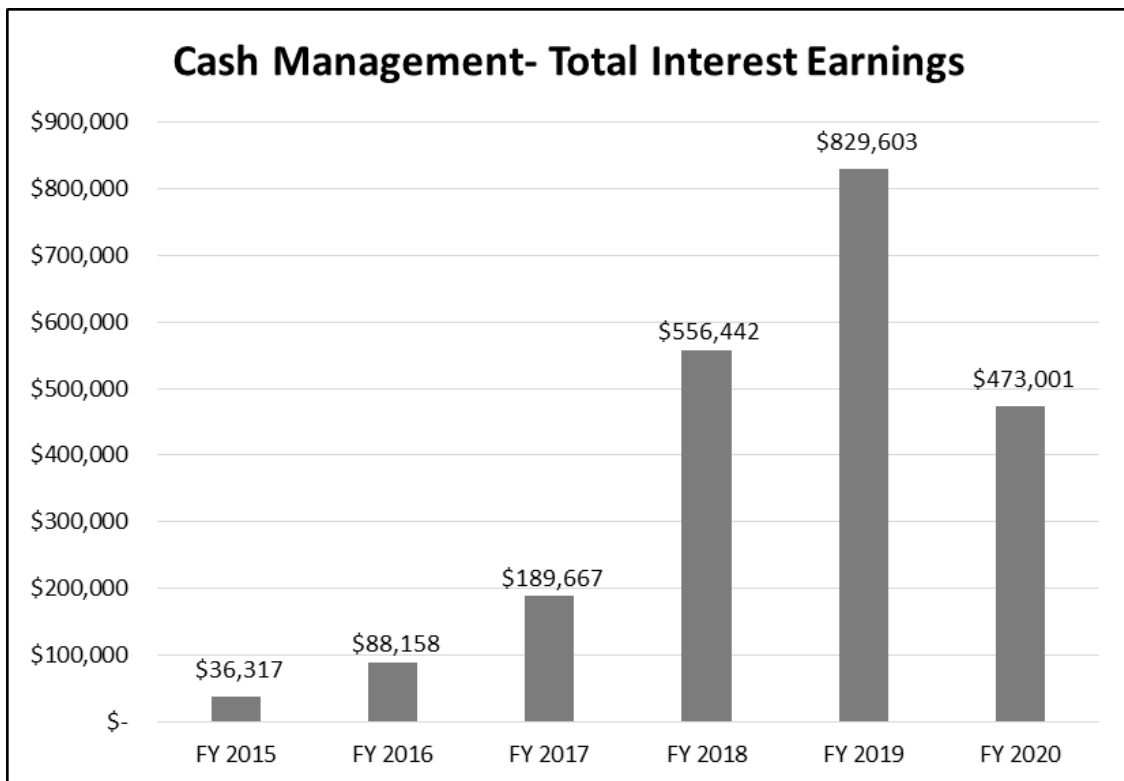
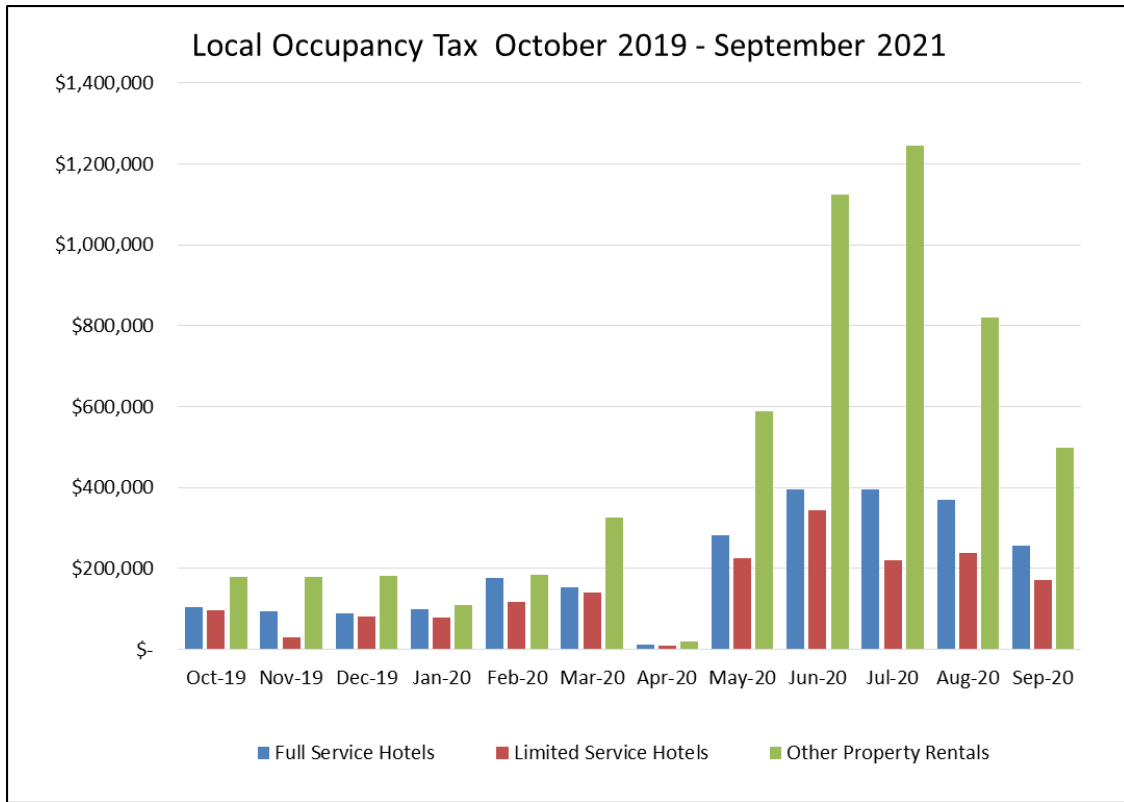
Fiscal Year	2019	2020
Result	Yes	Yes

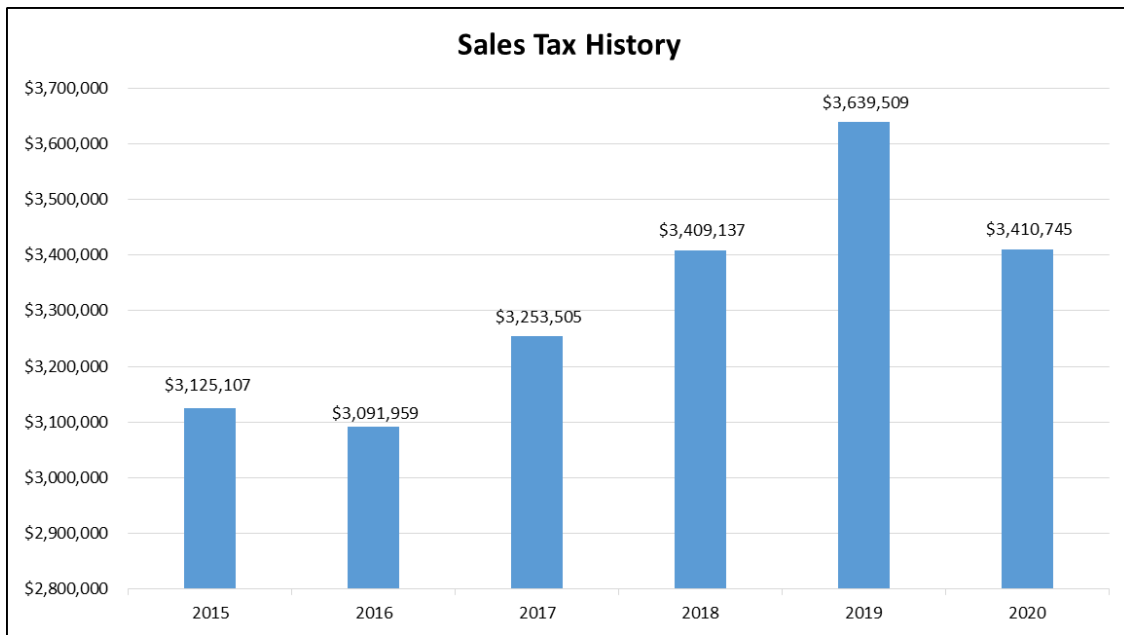
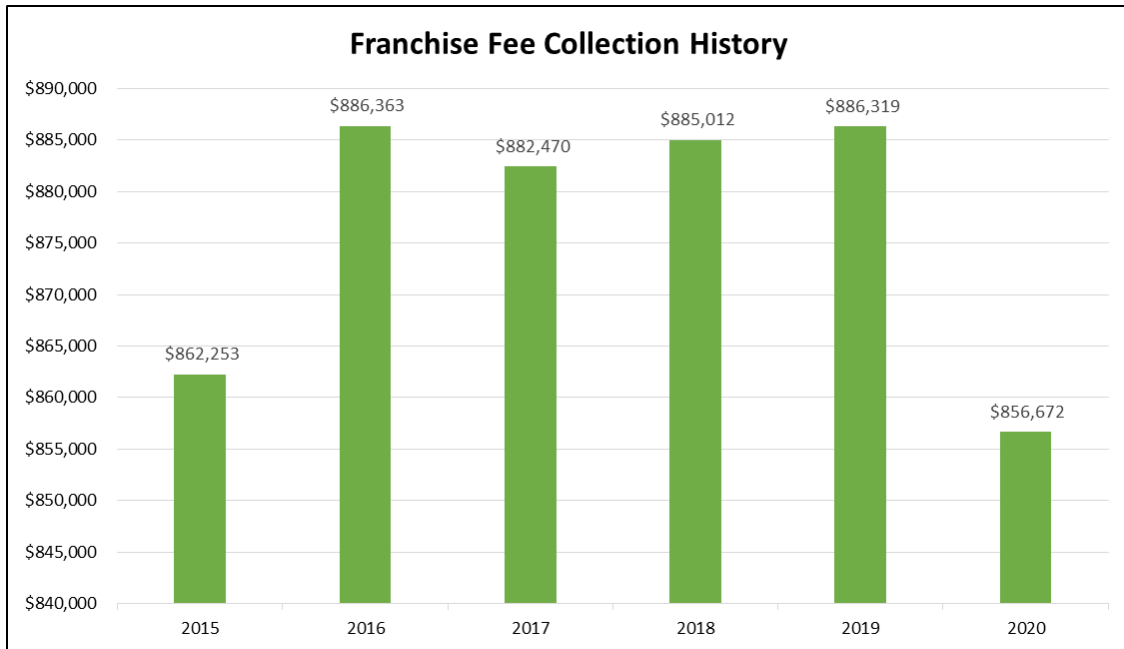
Bond Ratings:

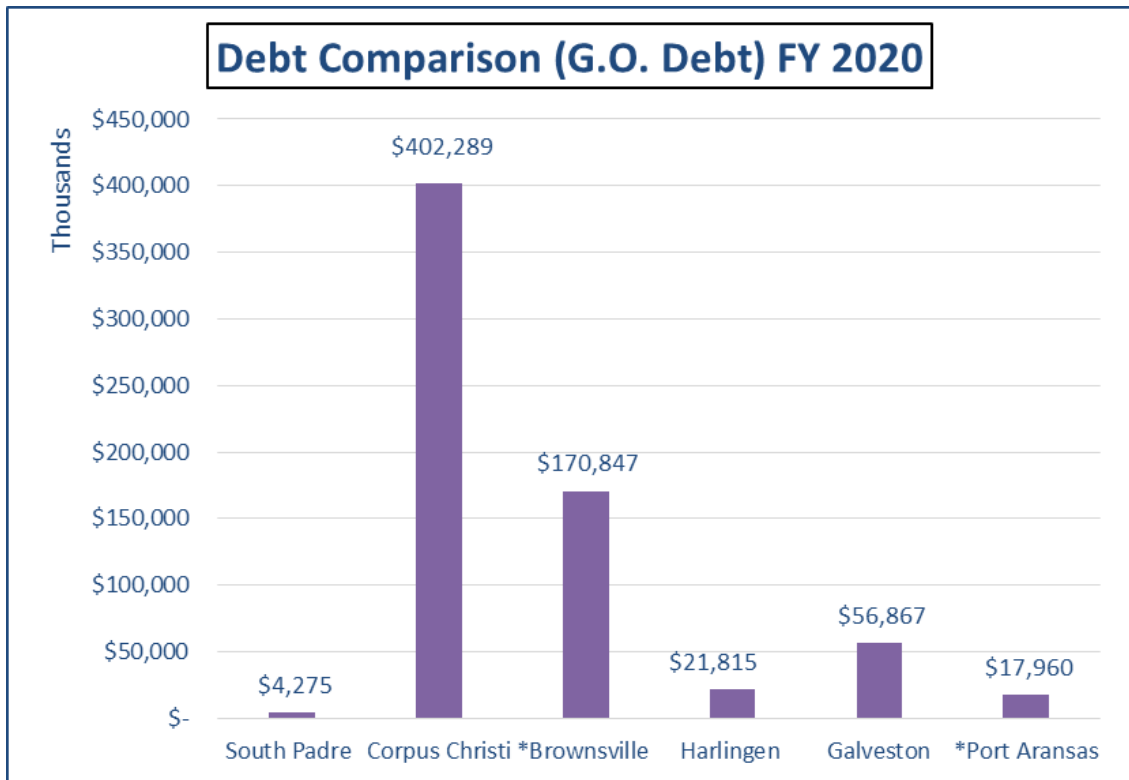
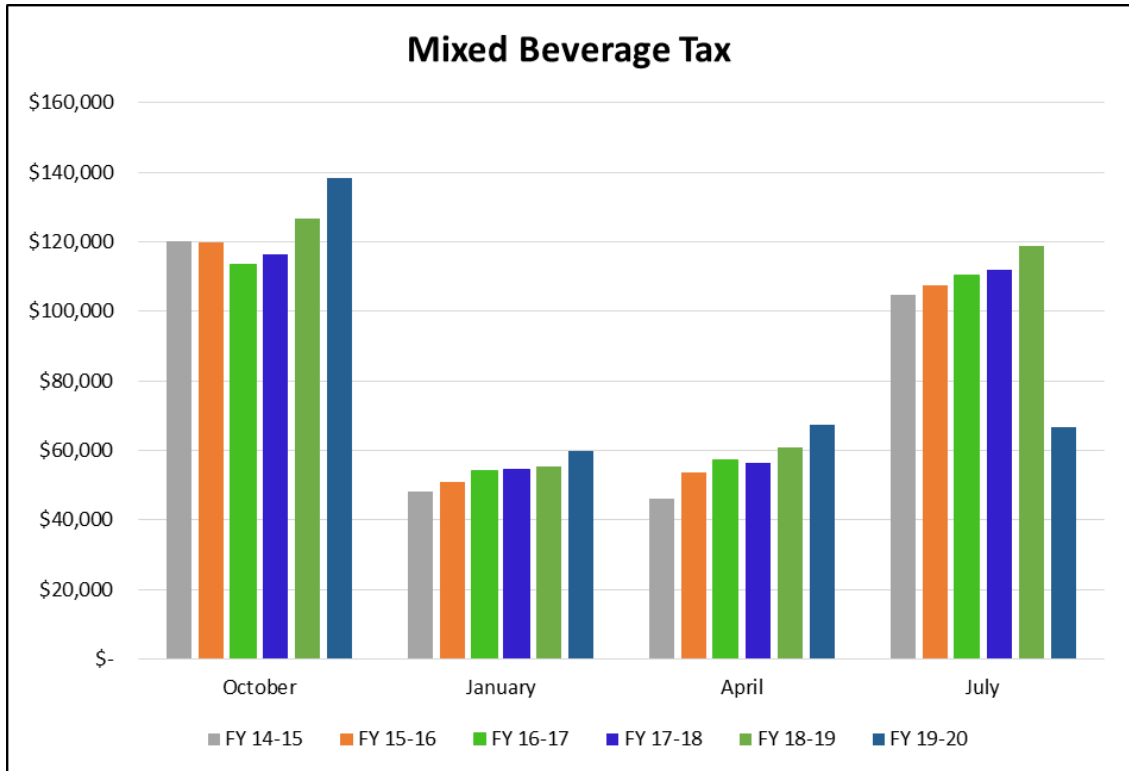
Bond ratings are a measure of the creditworthiness of both debt securities and their issuers. The City has a strong financial position with an AA general obligation bond rating through Standard & Poor's, which is a reflection of strong financial practices. The excellent bond rating allows the City to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

Bonds Issued	GO Bond Ratings		Revenue Bond Ratings
	S&P	Moody's	S&P
Description			
FY 2012 - Refunding Bonds - Municipal Complex	AA-	Aa2	-
FY 2015 - Tax Notes Series 2015 - Gulf Blvd	AA+	Aa2	-
FY 2016 - Tax Notes Series 2016 - Street Improvements	AA+	Aa2	-
FY 2017 - Venue Hotel Occupancy Tax Revenue Bonds	-	-	A
FY 2020 - Refunding Bonds - Fire Station	AA+	-	-

Financial Trends:

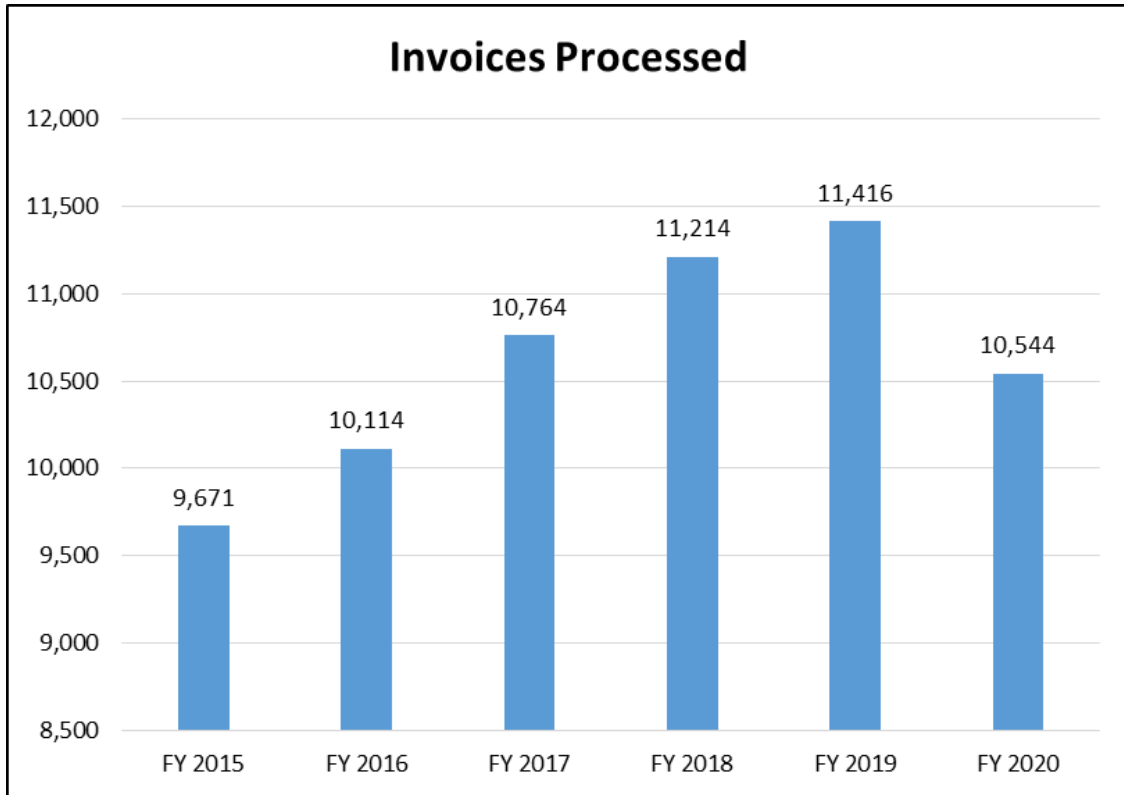






\* The City's Annual Comprehensive Financial Report for Fiscal Year 2020 was not available yet; thus, data from Fiscal Year 2019 was used.





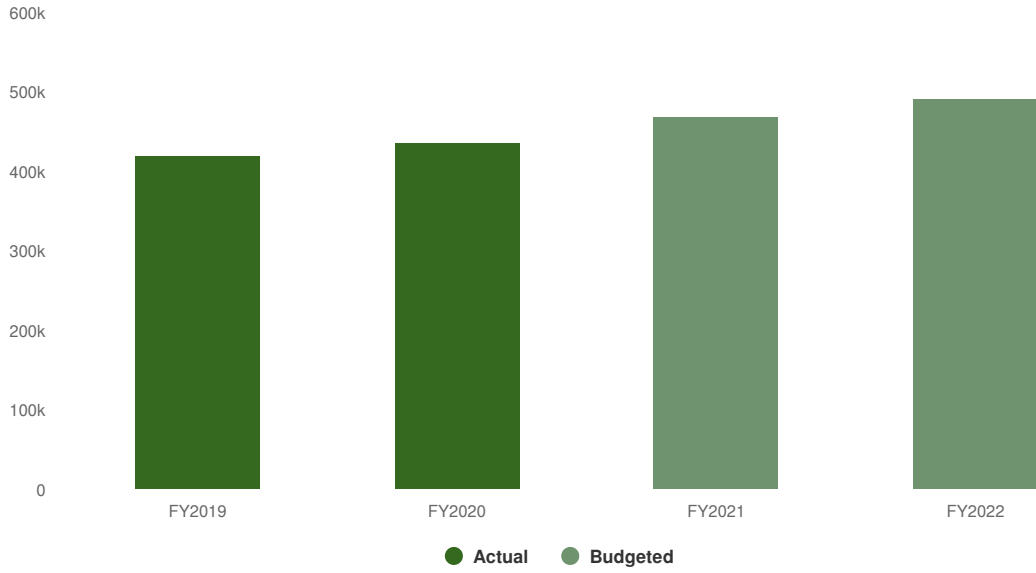
### Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Chief Financial Officer	1	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1	1
Accountant I	1	1	1	1	1	1
Accountant I (Payroll)	1	1	1	1	1	1
Accounting Coordinator	1	1	1	1	1	1
Purchasing & Account Analyst	1	1	1	-	-	-
Purchasing Agent	-	-	-	1	1	1
<b>Total Positions:</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

### Expenditures Summary

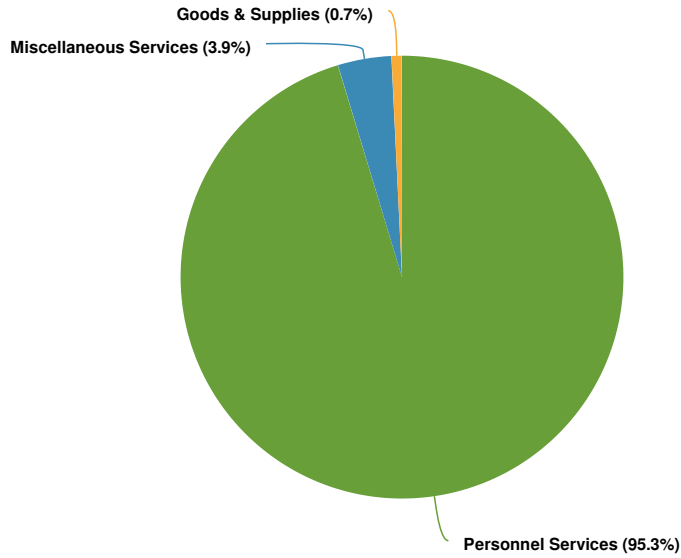
\$489,796
\$21,656  
 (4.63% vs. prior year)

## Finance Department Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$409,669	\$402,271	\$422,471	\$446,788	\$466,932	4.5%
Goods & Supplies	\$2,597	\$2,001	\$1,904	\$4,616	\$3,665	-20.6%
Miscellaneous Services	\$11,370	\$14,616	\$10,670	\$16,736	\$19,199	14.7%
<b>Total Expense Objects:</b>	<b>\$423,637</b>	<b>\$418,888</b>	<b>\$435,045</b>	<b>\$468,140</b>	<b>\$489,796</b>	<b>4.6%</b>

# Planning Department



**Marta Martinez**

Administrative Assistant/ Assistant City Secretary

The Planning Department administers the City's Land Planning and Development programs. The Department administers the City's Comprehensive Plan, Zoning Ordinance, Form-Based Codes, Subdivision Regulation, Site Plan Review, Annexation, Landscape Design, GIS and other services as assigned. The Department provides administrative & policy research services to the City Council, Planning and Zoning Commission, Zoning Board of Adjustments, the Development Standards Review Task Force, the City Manager, the Development Industry, and other inter/intra agencies while serving the public.

### Major Goals:

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

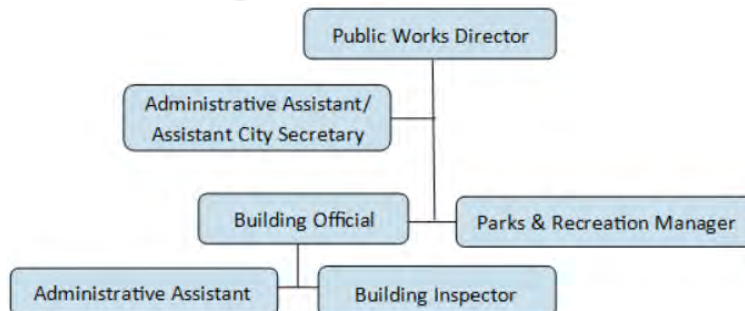
1. To create a predictable, fair, and ethical land development regulatory framework.
2. To create a sustainable and environmentally sensitive development code.
3. To foster an innovative, diverse, and creative urban development environment.
4. To implement the form-based code for Padre Boulevard and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

### Our Planning Indicators and Focus:

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

The land development process provides a good indicator of local economic development conditions. Subdivision development is typically the first step in the land development process and platting activity can provide insight into six month demand for housing & commercial land development. Demand for housing development in the City has been declining and population growth has become almost zero. Therefore, the future focus of planning should be on enhancing the quality of life while balancing it with economic development strategies.

## Organizational Chart

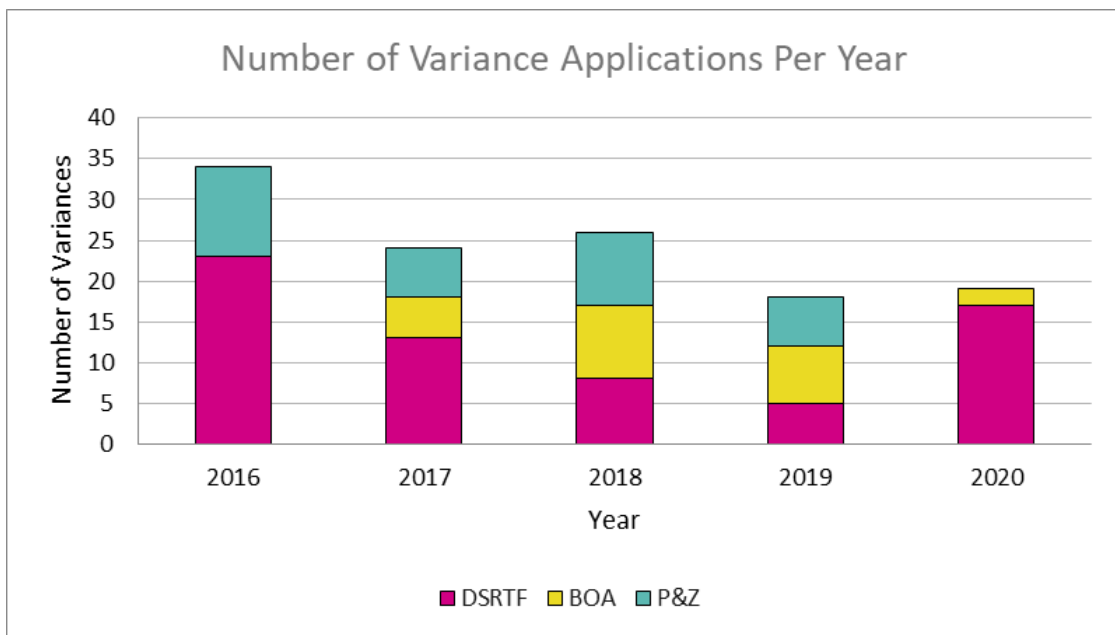
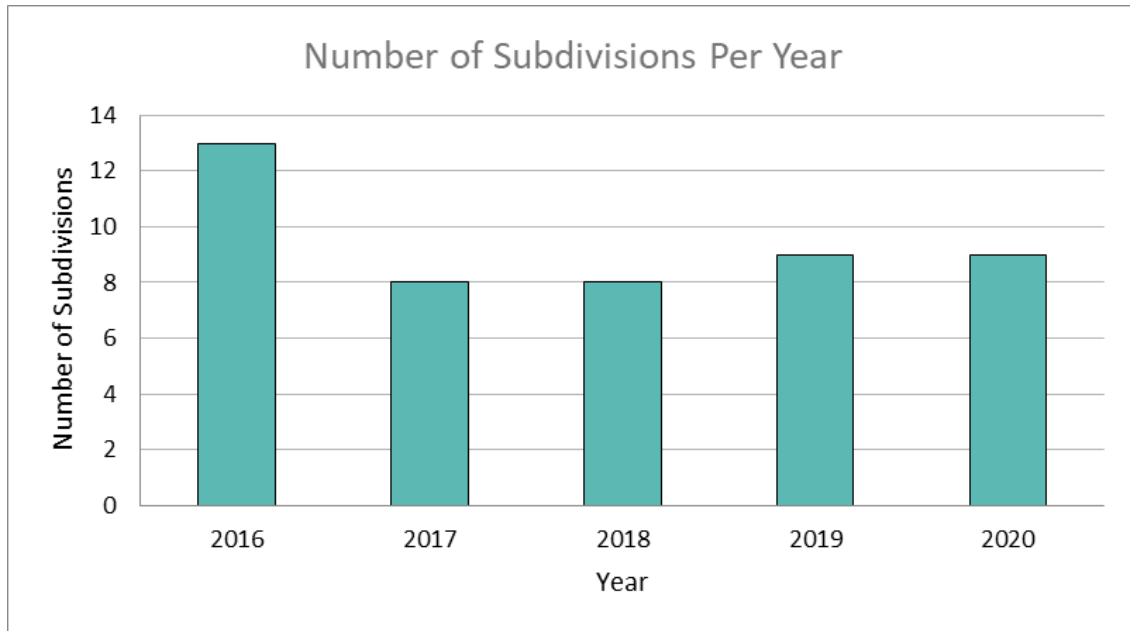


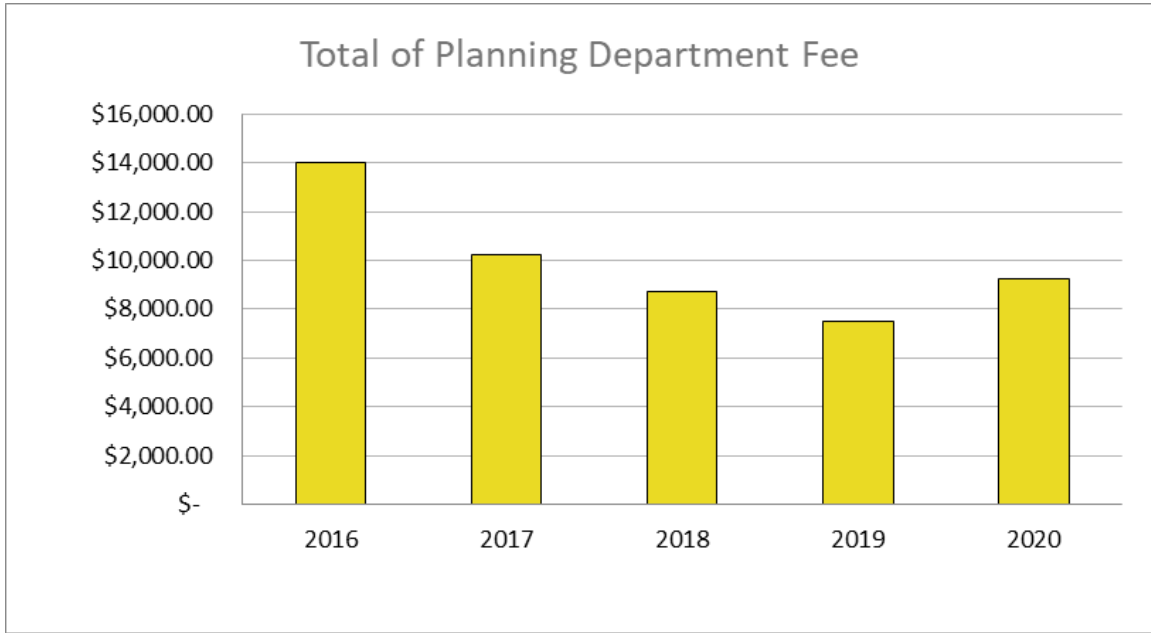
## Strategic Objectives and Work Plan for the Next Five Years

Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Adopt Comprehensive Plan to provide for better coordination of policies, studies, and procedures.	2021-22	Planning Coordinator	\$500 - Meetings	Adoption of new plan	Chapter I Goal 1 Obj. 1.1 Policy 1.1.1	N/A
Text/Map amendments to provide flexibility & streamline opportunities to promote development & allow for the highest and best use of property while preserving character.	2021-22	Planning Coordinator	Personnel related expenses for hours worked on project	N/A	Chapter I Goal 1 Objective 1.1 Policy 1.1.3 & 4	N/A
Evaluate/update/ implement form-based codes/policies/fees to ensure compliance with the Comprehensive Plan.	2021-22	Planning Coordinator	Personnel related expenses for hours worked on project	# of annual subdivisions, variances, and amount of fees	Chapter I Goal 2 Objective 2.1 Policy 2.1.2	N/A
Ad Hoc Committee: Review and Modify the City's Code of Ordinances to improve clarity.	2021-22	Planning Coordinator	Personnel related expenses for hours worked on project	N/A	Chapter I Goal 1 Obj. 1.1 Policy 1.1.1	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Promote sustainability by working with the EDC to identify community needs and economic development opportunities.	2022-23	A. Sanchez	Personnel related expenses for hours worked on project	Identification and execution of such opportunities	Chapter I Goal 2	N/A
Conduct annual SWOT analysis and business plan with the planning team.	2022-23	A. Sanchez	Personnel related expenses for hours worked on project	Completion of SWOT analysis and business plan	Chapter VII. Goal 1 Objective 1.2	N/A
Protect the banks from erosion with properly placed and sized riprap, eight streets have been identified.	2019-20 through 2023-24	A. Sanchez	\$1k annually w/ \$10k total cost	Maintenance of streets identified	Chapter I Goal 2	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Assess and re-evaluate the Comprehensive Plan as required every 5 years.	2025-26	A. Sanchez & Planning Coordinator	To be determined	Completion of assessment/ re-evaluation	Chapter VII. Goal 1 Objective 1.1	N/A

## Performance Metrics

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





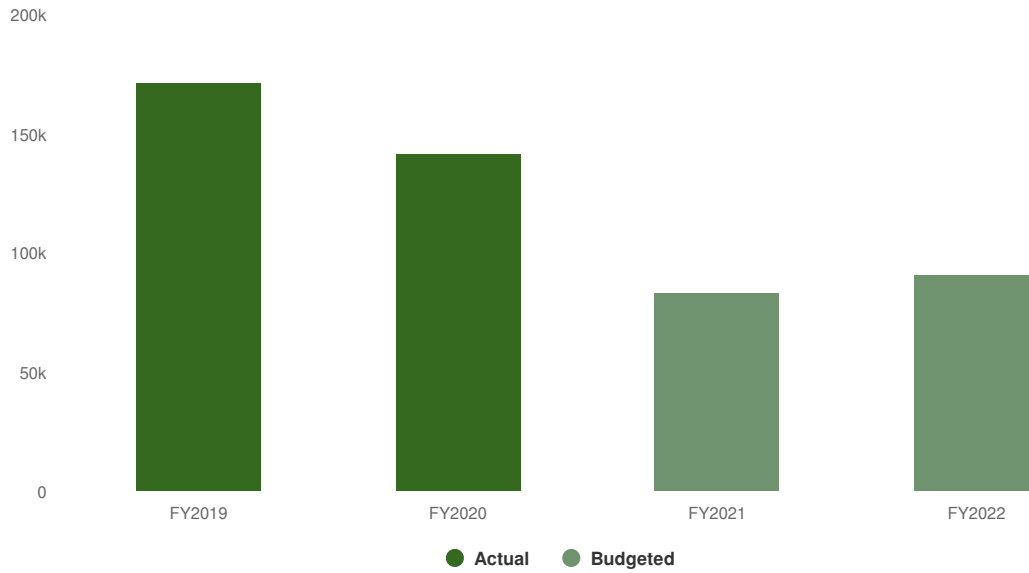
### Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Administrative Assistant/ Assistant City Secretary	1	1	1	1	1	1
<b>Total Positions:</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### Expenditures Summary

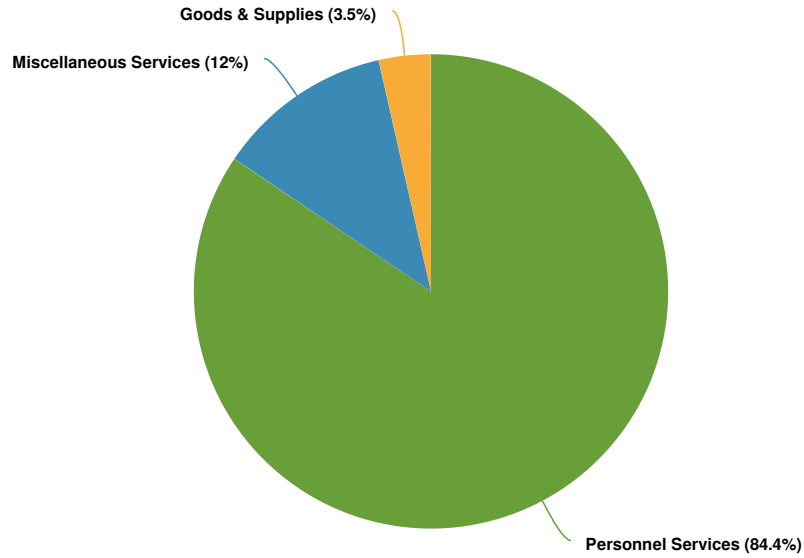
\$90,315
\$7,349  
 (8.86% vs. prior year)

## Planning Department Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$149,724	\$150,365	\$130,383	\$73,711	\$76,260	3.5%
Goods & Supplies	\$969	\$8,708	\$3,390	\$4,028	\$3,202	-20.5%
Repairs & Maintenance	\$0	\$0	\$8	\$0	\$0	0%
Miscellaneous Services	\$6,526	\$11,751	\$7,753	\$5,227	\$10,853	107.6%
<b>Total Expense Objects:</b>	<b>\$157,219</b>	<b>\$170,823</b>	<b>\$141,534</b>	<b>\$82,966</b>	<b>\$90,315</b>	<b>8.9%</b>

# Information Technology Department



**Victor Martinez**  
Information Technology Director

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

## Major Goals:

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

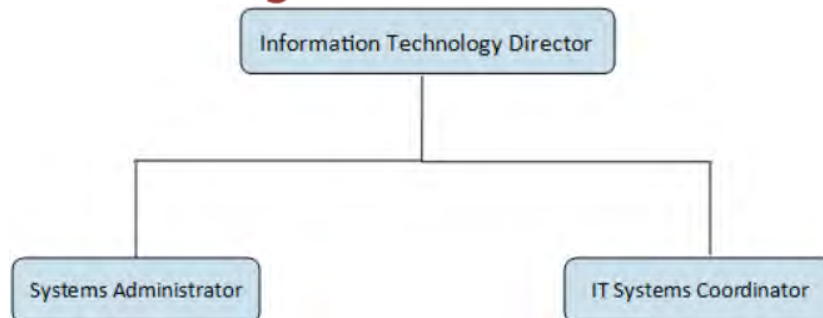
## Information Technology Goals:

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

## Our Planning Indicators and Focus:

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

## Organizational Chart





# Strategic Objectives and Work Plan for the Next Five Years

Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Improve policies and procedures by updating the Disaster Recovery Plan for infrastructure & services and by implementing GPO's.	2021-22	V. Martinez	Personnel related expenses for hours worked on project	1 & 2	Chapter V Goal 1 Objective 1.1 Policy 1.1.1 & Chapter VII Goal 2	N/A
Enhance City Hall's technology infrastructure by replacing network switches and upgrading the internet to 1GB.	2021-22	V. Martinez	To be determined	1 & 2	Chapter VII Goal 2	N/A
Improve security measures by updating the jail camera system.	2021-22	V. Martinez	To be determined	1 & 2	Chapter VII Goal 2	N/A
Enhance the network by implementing security software, installing new network drops for EOC, and upgrading the CVB network backbone.	2021-22	V. Martinez	To be determined	1 & 2	Chapter V Goal 1 Objective 1.1 Policy 1.1.1 & Chapter VII Goal 2	N/A
Boost wireless networking by obtaining certifications, replacing 4 access points at the Fire Department & adding 1 to City Hall, and conducting surveys.	2021-22	V. Martinez	To be determined	1 & 2	Chapter VII Goal 2	N/A
Improve safety by replacing and upgrading 911 Nice System.	2021-22	V. Martinez	\$5,860	1 & 2	Chapter VII Goal 2	N/A
Optimize computer utilization by executing the Annual PC Replacement Program.	2021-22	V. Martinez	\$25,000	1 & 2	Chapter VII Goal 2	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Install new audiovisual in Council Chambers.	2022-23	V. Martinez	Estimated cost of \$150,000	N/A	Chapter VIII Goal 2 Objective 2.1 Policy 2.1.6	N/A
Implement Tyler TCM paperless server.	2022-23	V. Martinez	Estimated cost of \$15,000 to obtain software	N/A	Chapter VIII Goal 2 Objective 2.1 Policy 2.1.6	N/A
Move the CVB ISP to Smartcom.	2022-23	V. Martinez	Cost of service	N/A	Chapter VII Goal 2	N/A

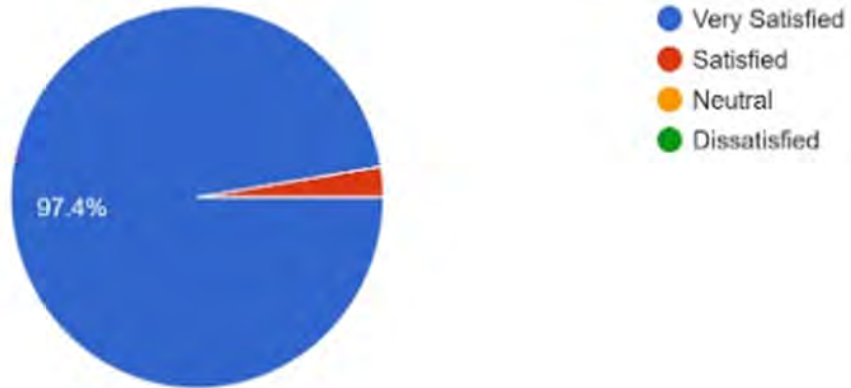
Implement a secondary domain controller.	2022-23	V. Martinez	Cost of equipment	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.1	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Enhance communications and provide free internet access by implementing city-wide park WIFI access.	2024-26	V. Martinez	Cost of additional internet	N/A	Chapter VI Goal 1 Objective 1.2 Policy 1.2.1 Strategy 1.2.1.3	N/A
Improve DSX access control system.	2024-26	V. Martinez	To be determined	N/A	Chapter VII Goal 2	N/A

# Performance Metrics

Metric 1:

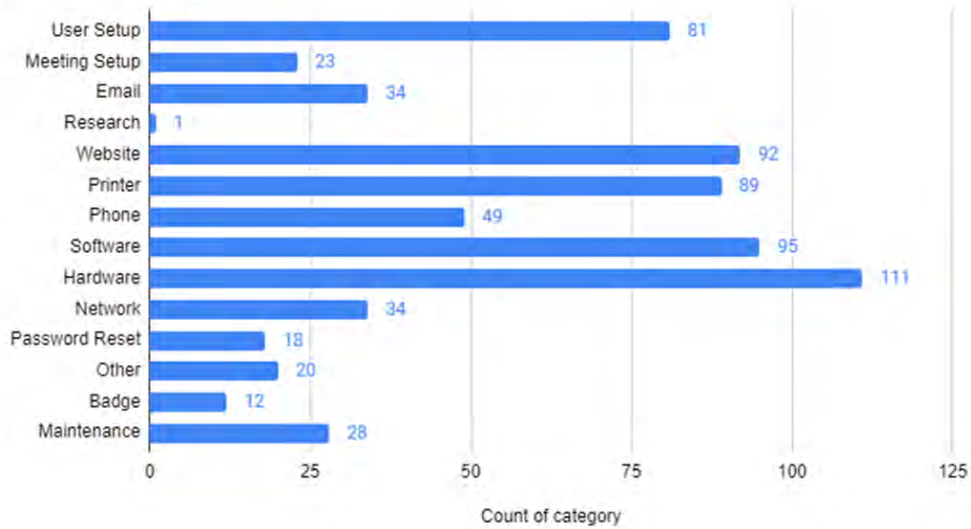
## Overall Quality of IT Support

155 responses



Metric 2:

## Count of category



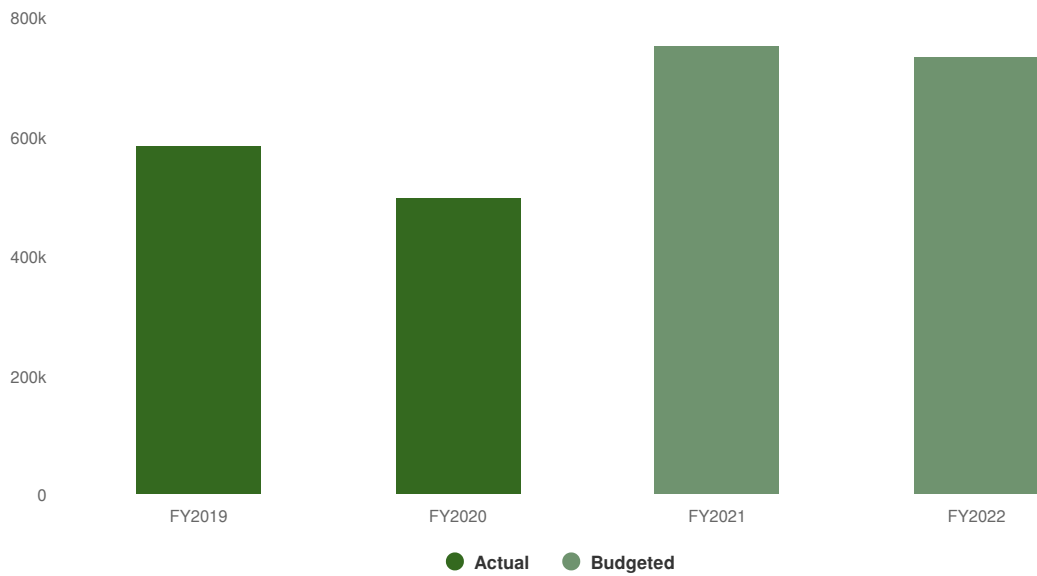
## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Director	1	1	1	1	1	1
Administrative Assistant	0	0	0	1	1	1
Systems Administrator	0	0	0	1	1	1
Systems Coordinator	1	1	1	1	1	1
<b>Total Positions:</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Expenditures Summary

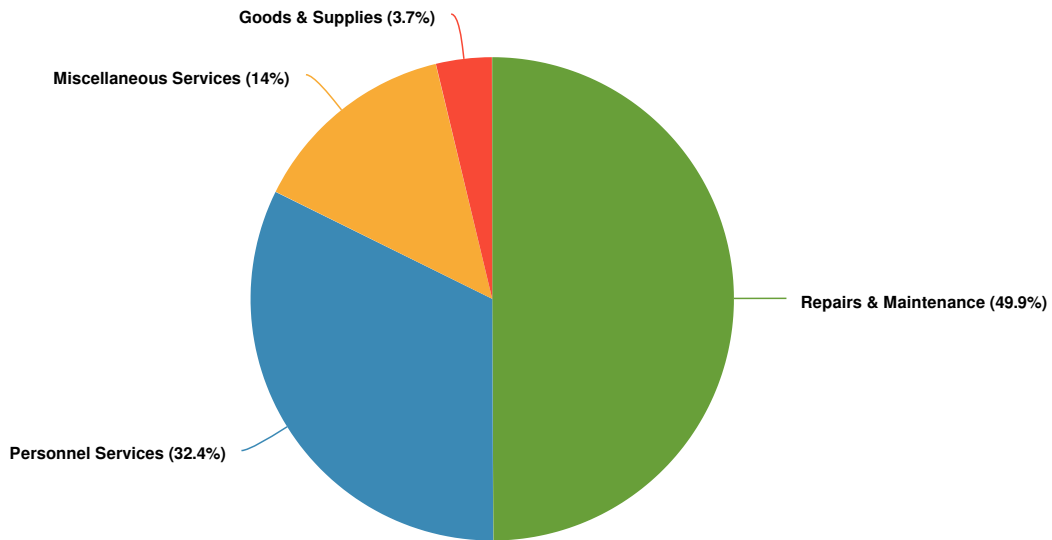
\$734,738
-\$16,910  
(-2.25% vs. prior year)

### Information Technology Department Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$212,904	\$218,474	\$200,938	\$200,590	\$237,796	18.5%
Goods & Supplies	\$5,915	\$4,003	\$5,957	\$30,158	\$27,474	-8.9%
Repairs & Maintenance	\$225,326	\$231,228	\$210,299	\$296,831	\$366,951	23.6%
Miscellaneous Services	\$78,040	\$81,712	\$80,287	\$98,094	\$102,517	4.5%
Equipment > \$5,000 Outlay	\$30,672	\$50,000	\$0	\$125,975	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$552,858</b>	<b>\$585,416</b>	<b>\$497,481</b>	<b>\$751,648</b>	<b>\$734,738</b>	<b>-2.2%</b>



# Administrative Services Department - Human Resources Division



**Wendy Saldana**  
Human Resources Manager

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

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

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

## Major Goals:

1. Recruitment and Selection
  - a. Recruit qualified and diverse candidates for employment.
  - b. Enhance technology to create more streamlined application procedures.
  - c. Establish, maintain, and monitor successful pre-employment testing programs.
2. Compliance with State and Federal Employment Laws
  - a. Measure and maintain best practices in the areas of equal employment.
  - b. Continue to monitor changing legislation to ensure that policy and practices comply with the law.
3. Employee Benefit Administration
  - a. Collaborate and communicate to employees, retirees, and others to assure that selected benefits are responsive to their needs.
  - b. Ensure timely reporting, enrollment, and processing of employee-benefit related information.
4. Risk Management/Safety
  - a. Ensure that all claims are handled equally and timely.
  - b. Work with employees, departments, medical providers and claim adjusters to comply with the Americans with Disabilities Act and Workers' Compensation laws to return disabled, injured or ill employees to suitable, gainful employment as soon as possible.
  - c. Ensure the City is in compliance with all State Workers' Compensation laws.
  - d. Continue to decrease the number of work injuries by providing increased training and awareness.
5. Employee Relations
  - a. Establish and maintain clear and open lines of communication to resolve discrimination or grievance issues and complaints in a fair and equitable manner.

b. Create a positive work culture where employees can develop their skills and feel comfortable in the workplace.

6. Training & Development

a. Create a supervisor training program for all employees hired or promoted to a supervisory position. This training would include City policy awareness along with general supervisory information.

b. Maintain an internal training program to help address work related issues such as the prevention of sexual harassment and ethics regarding municipal government.

7. Compensation

a. Maintain a compensation plan that promotes flexible and sound classification principles.

b. Continue to research and recommend equitable, consistent, and competitive salaries for City positions.

8. Administrative Services

a. Create a comprehensive set of clear and specific policies that are understood by the employee and administered correctly.

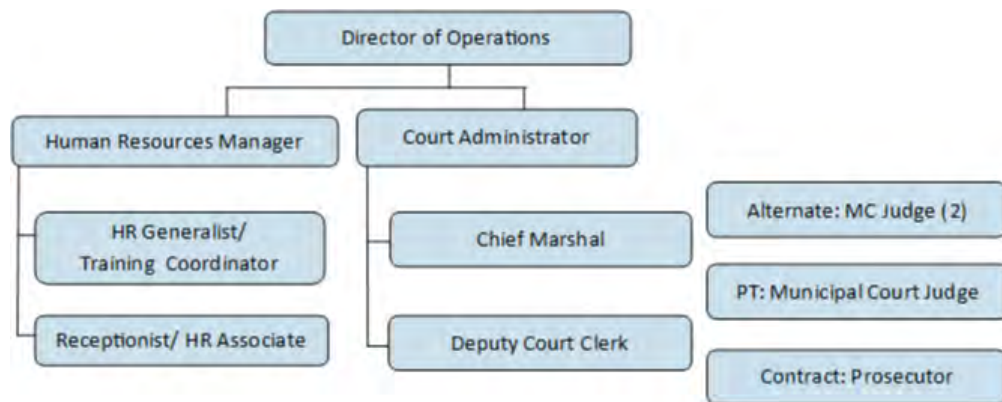
b. Increase the use of technology in the area of Human Resources to allow all members of the organization the ability to access their department information quickly and decrease workflow time between employees and departments.

c. Create a digital format of all internal and external forms so that employees and citizens can easily fill out required documentation for any purpose.

Our Planning Indicators and Focus:

As the City of South Padre Island's citizen and visitor population increases, the demand for public service will also increase. The Human Resources (HR) Division will use the number of employees hired annually as an indicator for the increased demand for services. The current number of employees serviced by the HR Division is 176 full-time equivalents (FTE's) and an estimated 150 part-time/temporary employees annually.

### Organizational Chart



## Strategic Objectives and Work Plan for the Next Five Years

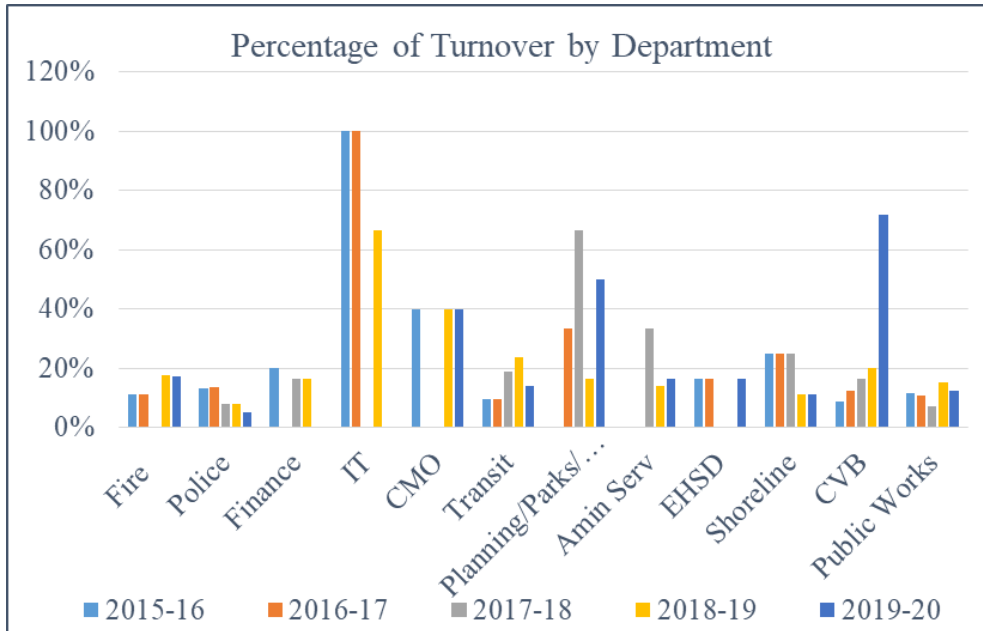
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Strengthen internal department relationships to build friendship in the workplace.	2021/22	A. Sanchez	Personnel related expenses for hours worked on project	1,2,3	Chapter VIII. Goal 2 & 3	N/A
Create a new compensation plan for City employees that will increase retention and recruitment efforts.	2021/22	W. Delgado, A. Sanchez	To be determined	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
Update the Employee Handbook.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	1,2,3	Chapter V. Goal 1 & 2 Chapter VIII. Goal 1 & 2	N/A
Purchase and implement a new HRIS system to increase department efficiency and quality of services (Onboarding, Recruitment, Risk Management, Performance Management, Training, etc.).	2021/22	W. Delgado, A. Sanchez	\$8,000	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
Conduct an annual SWOT analysis and business plan with the team.	Annually	W. Delgado	Personnel related expenses for hours worked on project	1,2,3	Chapter VIII. Goal 2 & 3	N/A
Review and plan to achieve goals from the Comprehensive Plan.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	N/A	Chapter V. Goal 1 & 2 Chapter VII. Goal 1 & 2 Chapter VIII. Goal 1 & 2	N/A
Conduct monthly department meetings to review business plan project status.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	1,2,3	Chapter VIII. Goal 2 & 3	N/A
Review customer feedback surveys and address any issues.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	1,2,3	Chapter VII. Goal 2	N/A
Hold quarterly one-on-ones with each staff member.	Ongoing	All Supervisors	Personnel related expenses for hours worked on project	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
Utilize SPI Connect to provide training to meet employee needs.	Ongoing	All Supervisors	\$7,600	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
Create professional development plans for all department staff.	Ongoing	All Supervisors	Personnel related expenses for hours worked on project	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A

Encourage department staff to pursue higher education.	Ongoing	All Supervisors	\$60,000	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Formalize succession planning.	2022-23	A. Sanchez	Personnel related expenses for hours worked on project	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
Complete record storage project to include a database of all permanent records.	2022-23	A. Sanchez	To be determined	N/A	Chapter V. Goal 1 Chapter VIII. Goal 2 & 3	N/A
Continue implementing the comprehensive internal employee training program (created in 2017/2018).	2022-23	W. Saldana	\$6,000	1,2,3	Chapter VIII. Goal 1, 2, & 3	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Develop SOP for risk management processes & process maps.	2024-25	W. Delgado	To be determined	N/A	Chapter V. Goal 1 Chapter VIII. Goal 2 & 3	N/A
Develop SOP for human resources processes and process maps.	2024-25	A. Sanchez	To be determined	N/A	Chapter V. Goal 1 Chapter VIII. Goal 2 & 3	N/A
Create a paperless HR environment.	2024-25	A. Sanchez	To be determined	N/A	Chapter V. Goal 1 Chapter VIII. Goal 2 & 3	N/A

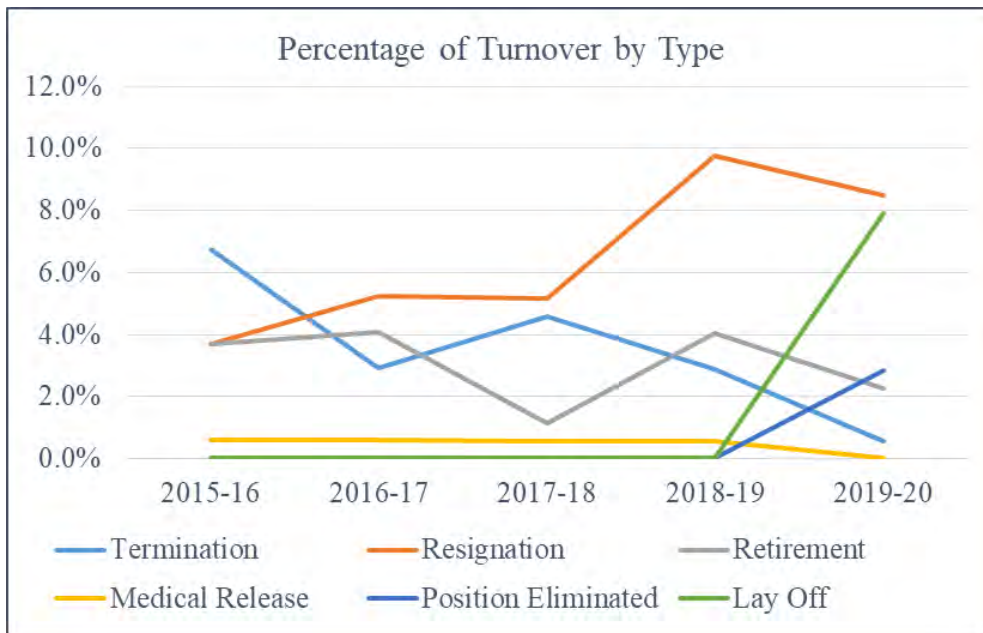
## Performance Metrics

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

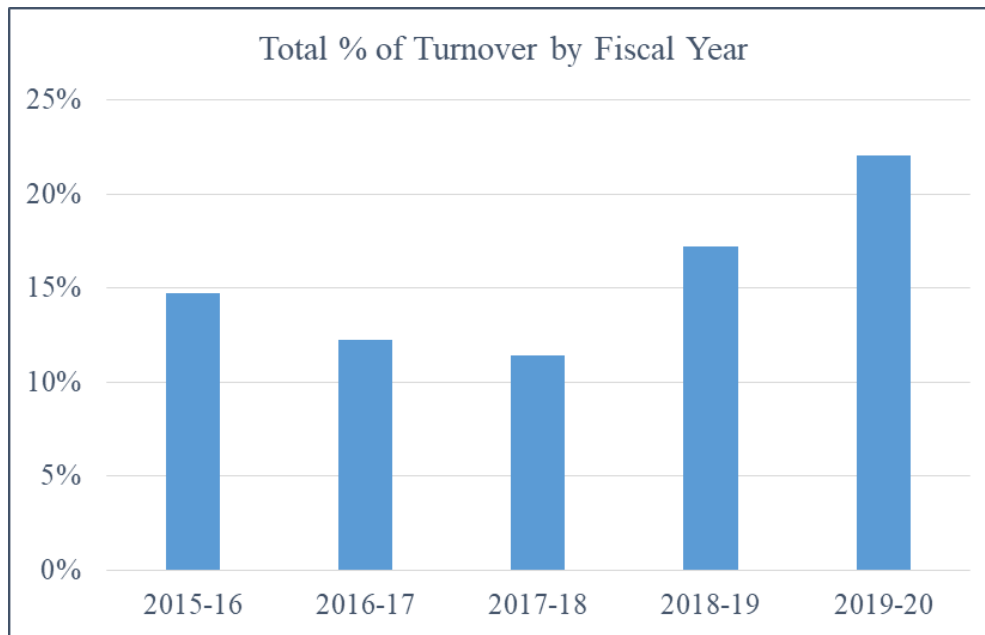
Metric 1:



Metric 2:



Metric 3:



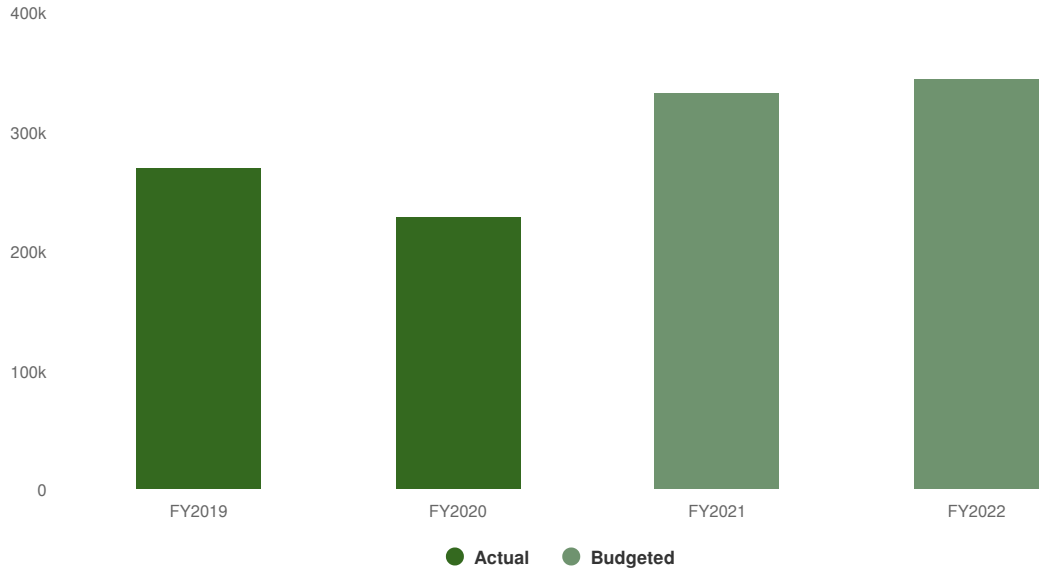
### Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Director of Operations	0.5	0.5	0.5	0	0	0
Human Resources Manager	1	1	1	0	0	0
HR Generalist/Training Coordinator	1	1	1	1	1	1
Receptionist/HR Associate	1	1	1	1	1	1
Human Resources Director	0	0	0	1	1	1
<b>Total Positions:</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Expenditures Summary

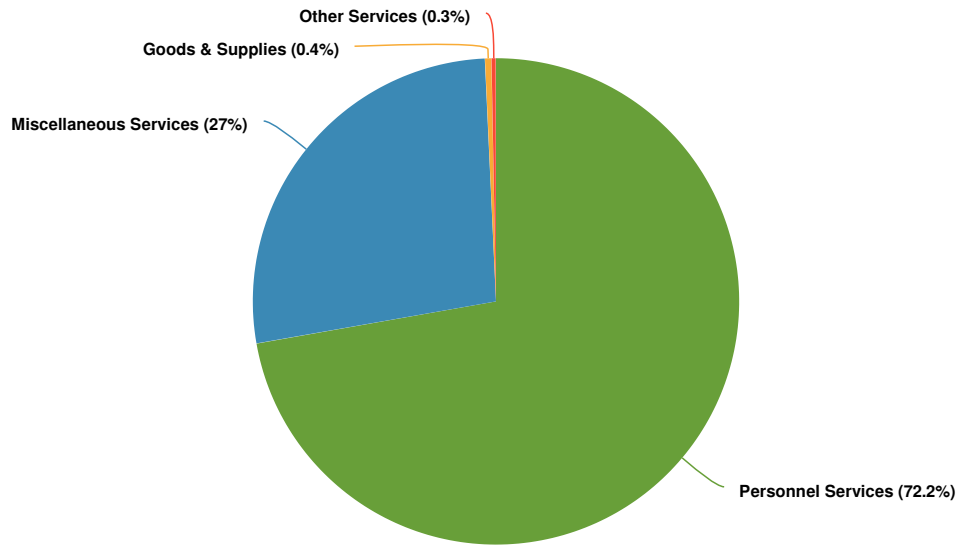
**\$345,076** **\$12,150**  
 (3.65% vs. prior year)

## Administrative Services Department - Human Resources Division Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$218,051	\$221,418	\$200,945	\$241,446	\$249,300	3.3%
Goods & Supplies	\$2,032	\$3,522	\$967	\$1,500	\$1,500	0%
Miscellaneous Services	\$44,815	\$44,191	\$27,061	\$88,980	\$93,276	4.8%
Other Services	\$2,767	\$875	\$327	\$1,000	\$1,000	0%
<b>Total Expense Objects:</b>	<b>\$267,665</b>	<b>\$270,006</b>	<b>\$229,300</b>	<b>\$332,926</b>	<b>\$345,076</b>	<b>3.6%</b>



# Administrative Services Department - Municipal Division



**Crystal Vasquez**  
Court Administrator

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

## Major Goals:

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

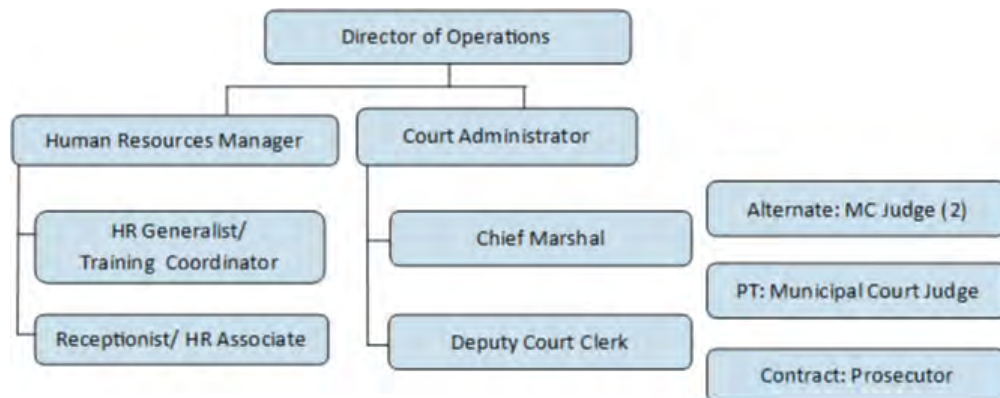
## Marshal's Office:

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

## Our Planning Indicators and Focus:

The planning indicators monitored by the Municipal Court Division will be the number of cases, collection of new court fees imposed by the Texas Legislature, and increases in enforcement activity which impacts the number of citations issued. These factors will be used to evaluate the demand for increased services.

## Organizational Chart



## Strategic Objectives and Work Plan for the Next Five Years

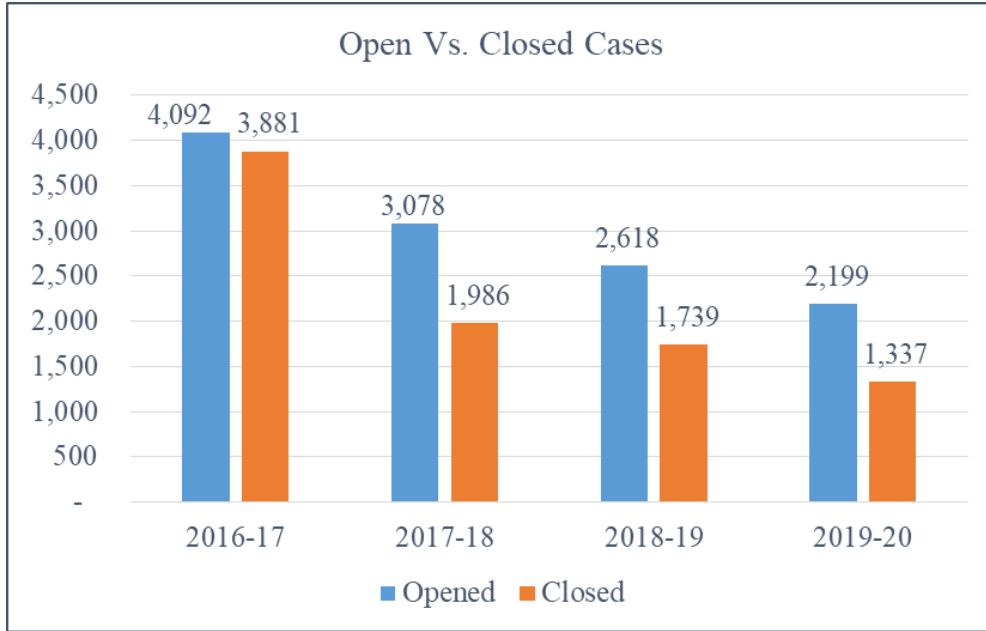
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Increase court collections/research and utilize all programs to the fullest.	2021/22	C. Vasquez	To be determined	2	Chapter VIII. Goal 3	N/A
Continue participating in the Annual Warrant Round-Up.	2021/22	C. Vasquez	\$15,000	2	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
Continue to implement a Municipal Court community outreach program (National Night Out, MC Week, Mock Trial).	2021/22	C. Vasquez	\$100	N/A	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
Conduct an annual SWOT analysis and business plan with the team.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	1,2	Chapter VIII. Goal 2, & 3	N/A
Review and plan to achieve goals from the Comprehensive Plan.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	1,2	Chapter V. Goal 1 & 2 Chapter VII. Goal 1 & 2 Chapter VIII. Goal 1, 2 & 3	N/A
Conduct monthly department meetings to review business plan project status.	2021/22	W. Delgado	Personnel related expenses for hours worked on project	1,2	Chapter VIII. Goal 2 & 3	N/A
Review customer feedback surveys and address any issues.	2021/22	C. Vasquez	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 2	N/A
Conduct a Municipal Court operations audit by 3rd party.	2021/22	C. Vasquez	\$7,000	1,2	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
Hold monthly one-on-ones with each staff member.	2021/22	W. Delgado, C. Vasquez	Personnel related expenses for hours worked on project	N/A	Chapter VIII. Goal 1, 2, & 3	N/A
Utilize SPI Connect to provide training to meet employee needs.	2021/22	W. Delgado, C. Vasquez	\$7,600	N/A	Chapter VIII. Goal 1, 2, & 3	N/A
Create professional development plans for all department staff.	Ongoing	W. Delgado, C. Vasquez	Personnel related expenses for hours worked on project	N/A	Chapter VIII. Goal 1, 2, & 3	N/A
Encourage department staff to pursue higher education.	Ongoing	W. Delgado, C. Vasquez	To be determined	N/A	Chapter VIII. Goal 1, 2, & 3	N/A

Update and enhance online services for the public-related to the SPI Courts (collections).	Ongoing	C. Vasquez	To be determined	1,2	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
Research new technology that may assist with court collections.	Ongoing	O. Olguin	Personnel related expenses for hours worked on project	2	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Continue building relationships in the community and with local law enforcement agencies, developing partnerships to aid in collections.	2022-23	A. Sanchez	Personnel related expenses for hours worked on project	2	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
Complete the DMAIC related to City Hall building security and provide a recommendation to the City Manager for improvement.	2022-23	A. Sanchez	To be determined	N/A	Chapter III. Goal 3	N/A
Reviewing documents related to building security assessments and developing plan for moving forward.	2022-23	W. Saldana	To be determined	N/A	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Develop SOP for Municipal Court processes & process maps.	2024-25	C. Vasquez	To be determined	N/A	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A
Develop SOP for Marshal's processes and process maps.	2024-25	O. Olguin	To be determined	N/A	Chapter VII. Goal 2 Chapter VIII. Goal 3	N/A

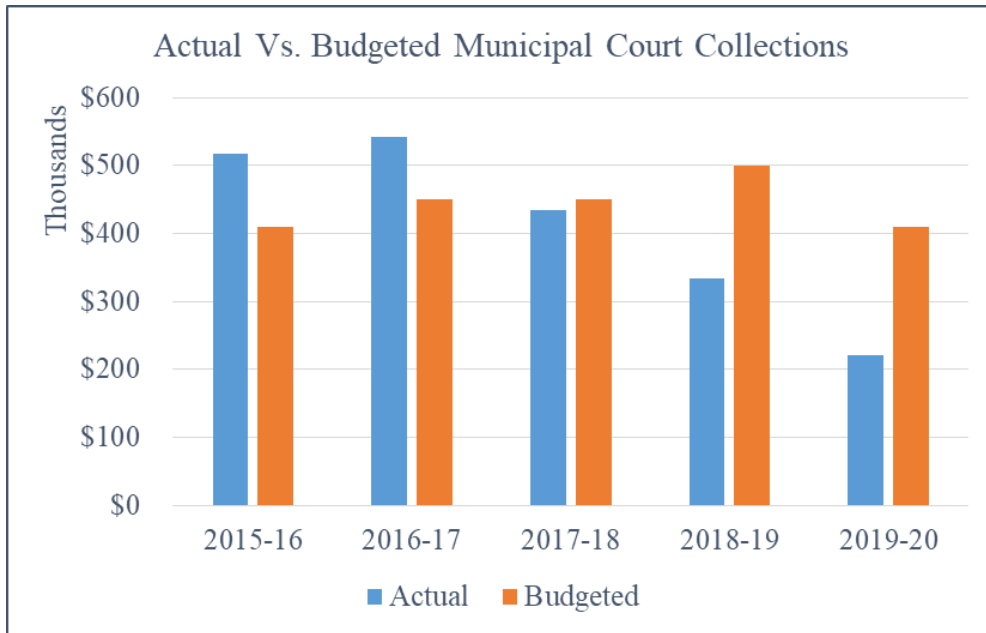
## Performance Metrics

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

Metric 1:



Metric 2:



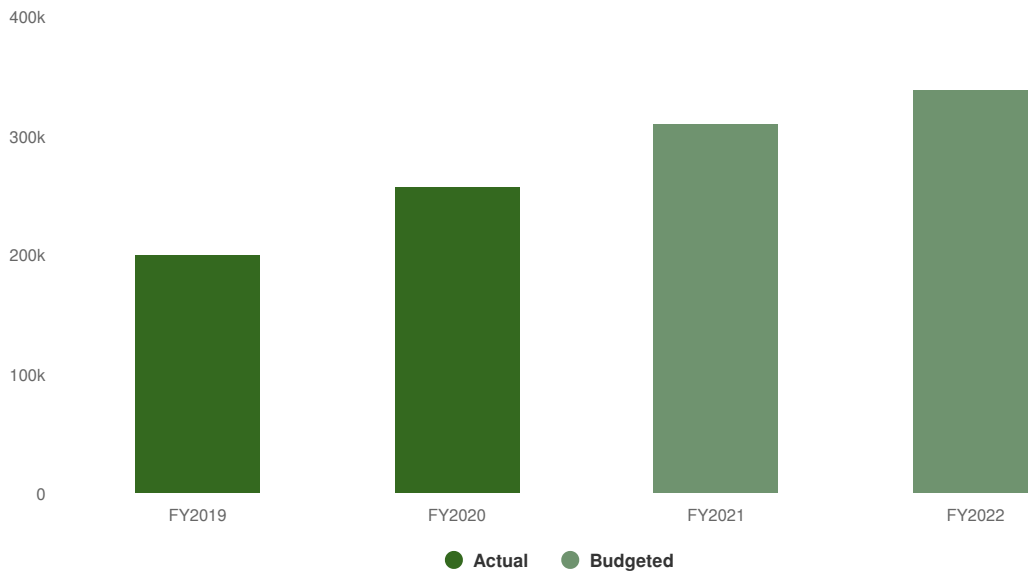
## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Court Administrator	1	1	1	1	1	1
Deputy County Clerk	1	1	1	1	1	1
Part-Time Administrator	1	1	1	1	1	1
Chief Marshal	1	1	1	1	1	1
<b>Total Positions:</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Expenditures Summary

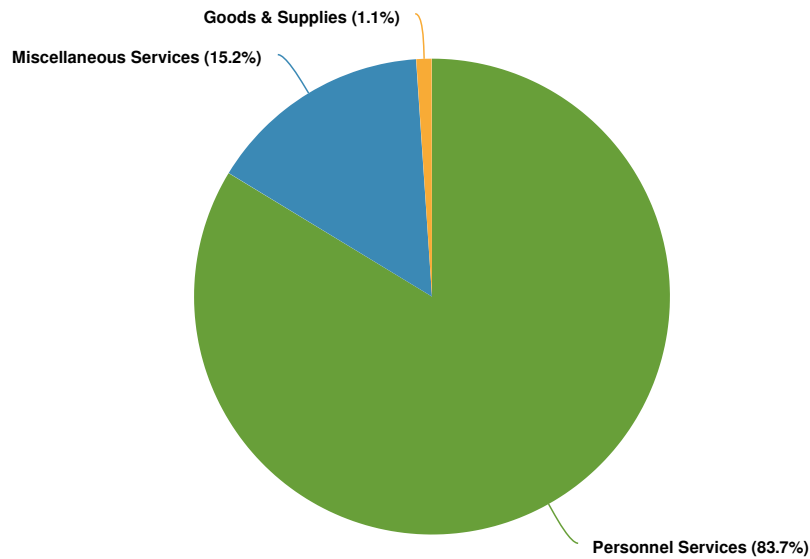
\$337,834
\$28,664  
 (9.27% vs. prior year)

Administrative Services Department - Municipal Division Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$146,935	\$163,358	\$232,234	\$267,037	\$282,768	5.9%
Goods & Supplies	\$2,372	\$2,126	\$3,520	\$3,450	\$3,550	2.9%
Repairs & Maintenance	\$0	\$526	\$175	\$0	\$0	0%
Miscellaneous Services	\$29,276	\$33,528	\$20,074	\$38,683	\$51,516	33.2%
<b>Total Expense Objects:</b>	<b>\$178,583</b>	<b>\$199,537</b>	<b>\$256,004</b>	<b>\$309,170</b>	<b>\$337,834</b>	<b>9.3%</b>

# Police Department



**Claudine O'Carroll**  
Police Chief

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

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

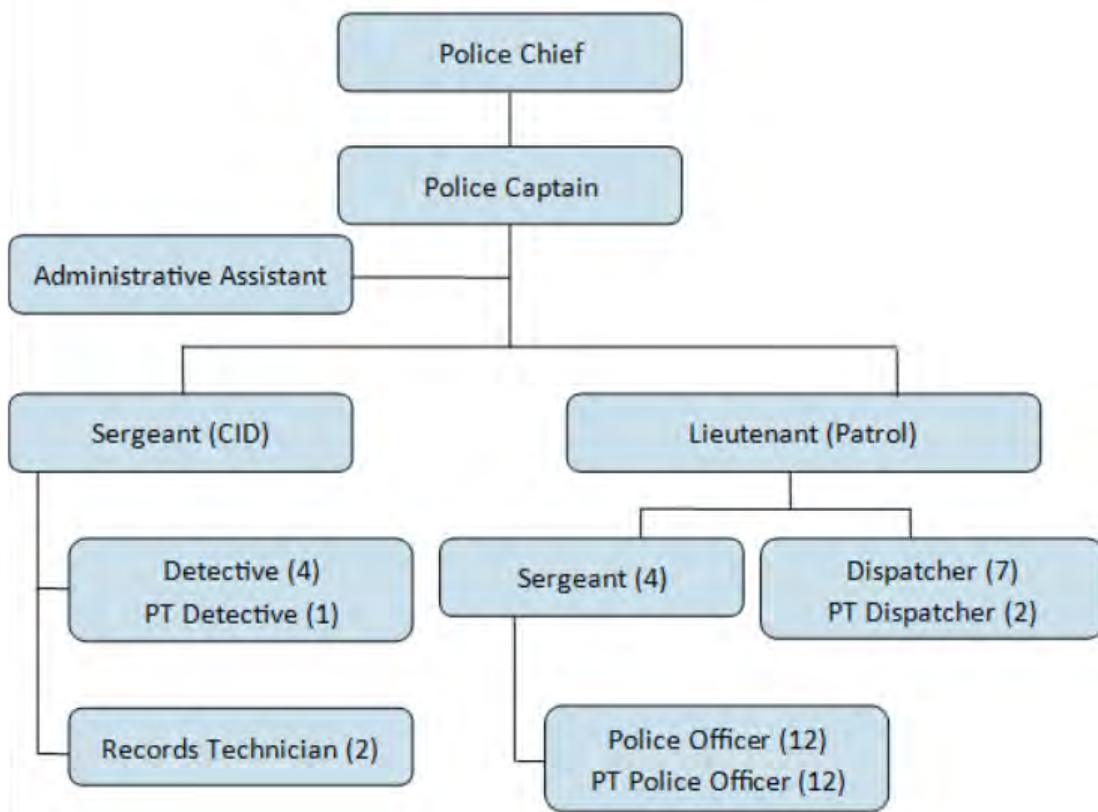
## Major Goals:

1. Continually evaluate overall operations for needed enhancements and/or benefits to the City.
2. Continue working on living-documents: The Department's Policies and Procedures and SOP's as set by the TPCA Recognition best practices.
3. Continue our efforts of proactive policing techniques vs. reactive (i.e. narcotics buys, bait board / Yeti cooler stings, etc).
4. Train a few more police officers as EMTs.
5. Improve dispatch capabilities and functions.
6. Renew the agency's scuba dive search and recovery team.
7. Search and obtain suitable grants for assistance with future identified projects.
8. Continue to locate free and/or low cost quality in-service training for officer enhancement.

## Our Planning Indicators and Focus:

The number of "calls for service" is our primary indicator of current use of resources and serves as a benchmark for future needs. As illustrated in the following diagrams, each year our call volume continues to rise. Research indicates our call volume increases approximately 10-15% yearly. Another indicator includes the number of cars traveling over the causeway annually. We are also impacted with special events, wherein we provide traffic assistance and security.

# Organizational Chart





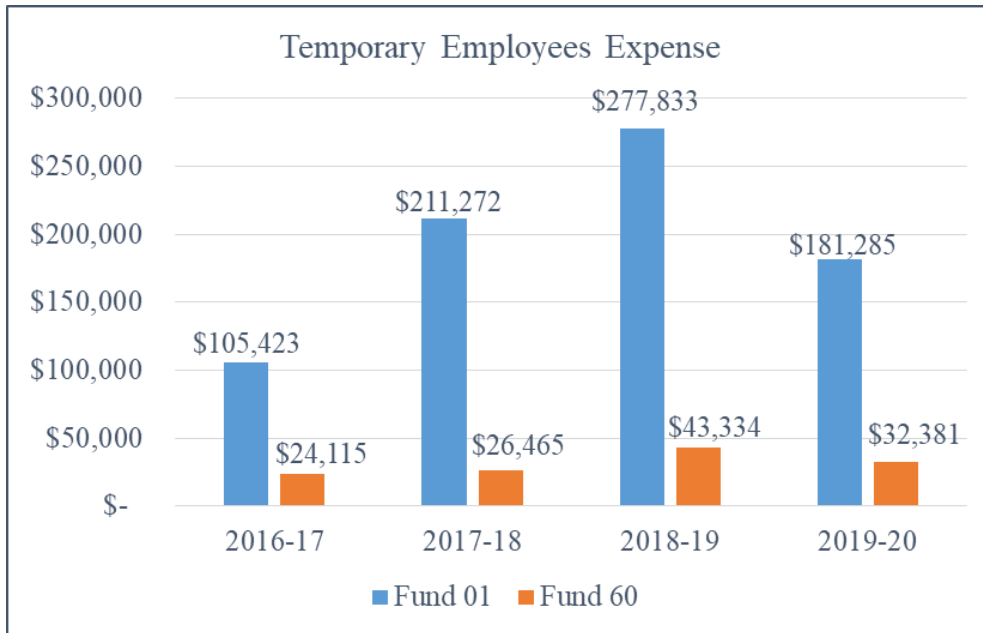
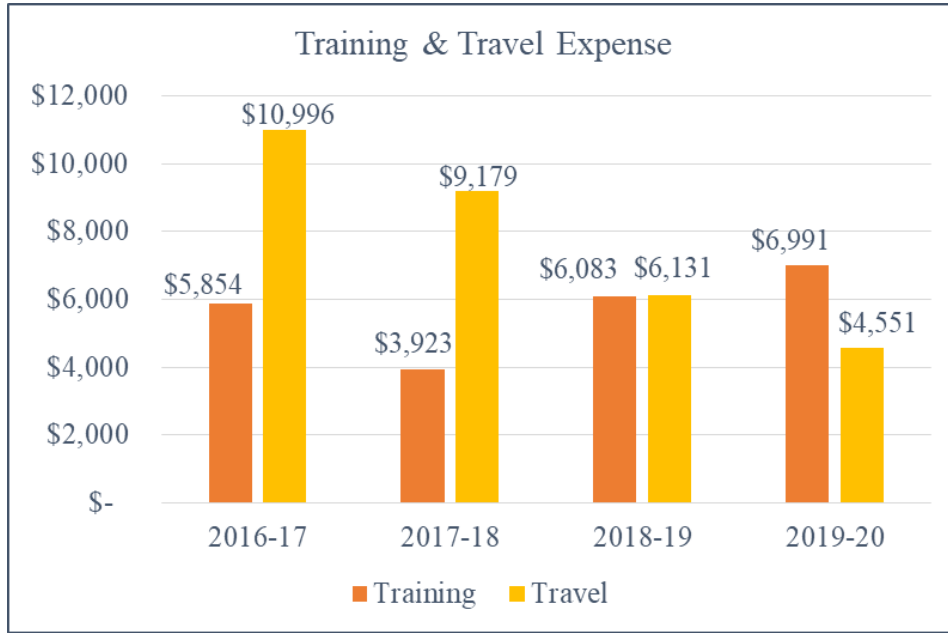
## Strategic Objectives and Work Plan for the Next Five Years

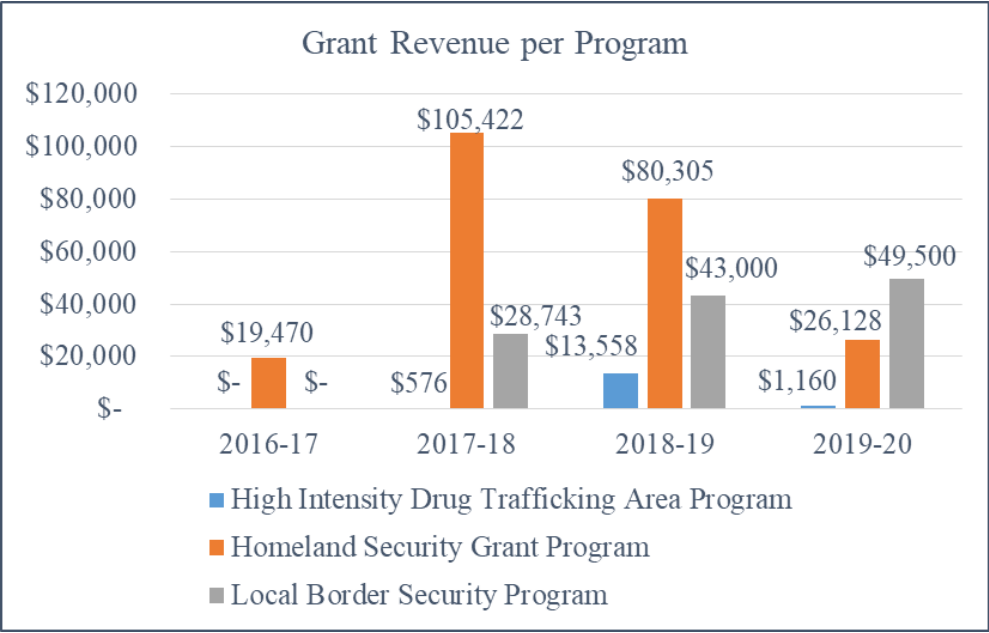
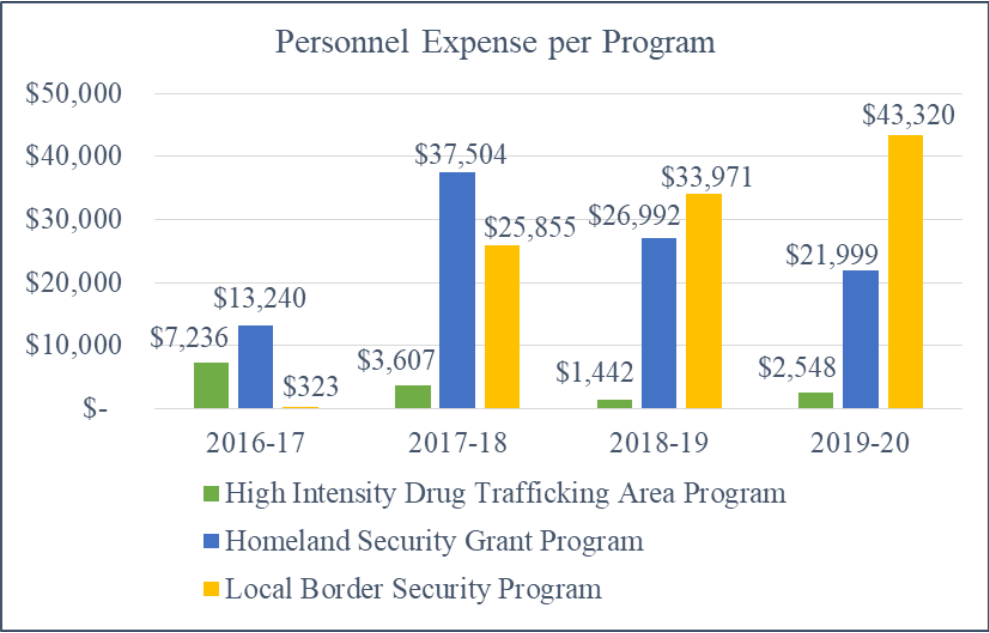
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Continue staff development and training by conducting periodic one on ones, developing teambuilding techniques, & developing a strategic training plan.	2021/22	Chief of Police, Captain, Lieutenant, & Sergeants	Training expense \$8,650 & Travel Expense \$12,000	Training & Travel Expense	Chapter VIII Goal 3 Objective 3.1 Policy 3.1.1	N/A
Continue working with lobbyists and Chiefs Association to combat bad laws.	2021/22	Chief of Police	Chiefs Association Dues & Membership \$2,556	N/A	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1	N/A
Building part time staff to support regular staff).	2021/22	Captain, Lieutenant, & Sergeants	Temporary Employees Budget \$150,000 (Fund 01) & \$55,000 (Fund 60)	Temporary Employees Expense	Chapter VIII Goal 3 Objective 3.3	N/A
Continue working on relationships and networking with outside agencies as unified partners.	2021/22	Chief of Police & Lieutenant	No impact as personnel expense related to staff assigned to task forces are reimbursed	Involvement with High Intensity Drug Trafficking Area Program, Homeland Security Grant Program, & Local Border Security Program	Chapter VIII Goal 3	N/A
Search for new suitable grants and maintain current ones.	2021/22	Captain, Lieutenant, & Sergeants	Personnel related expenses for hours worked on project	Grant Revenue	Chapter VIII Goal 3	N/A
Continue building relationships city-wide and maintaining community trust.	2021/22	All Staff	Meetings/events budget \$2,000	Number of Calls for Service, Arrests, & Incidents Processed	Chapter VIII Goal 3 Objective 3.1 Policy 3.1.1	N/A
Employ technology and equipment enhancements to improve data accuracy in criminal activity reporting/record keeping and processing.	2021/22	Chief of Police & IT Department	\$2,800 for bodycams, \$8,500 for ticket writers, \$3,800 for high-end desktops for Dispatch, \$7,500 for WatchGuard Services	N/A	Chapter VIII Goal 3 Objective 3.2 Policy 3.2.1	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Monitor progress, evaluate, and update SWOT.	2022-23	Chief of Police & Lieutenant	Personnel related expenses for hours worked on project	Annual mid-year review & new fiscal year business plan	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1	N/A
Evaluate benchmarks for updating purposes.	2022-23	Chief of Police & Lieutenant	Personnel related expenses for hours worked on project	Annual mid-year review & new fiscal year business plan	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1	N/A

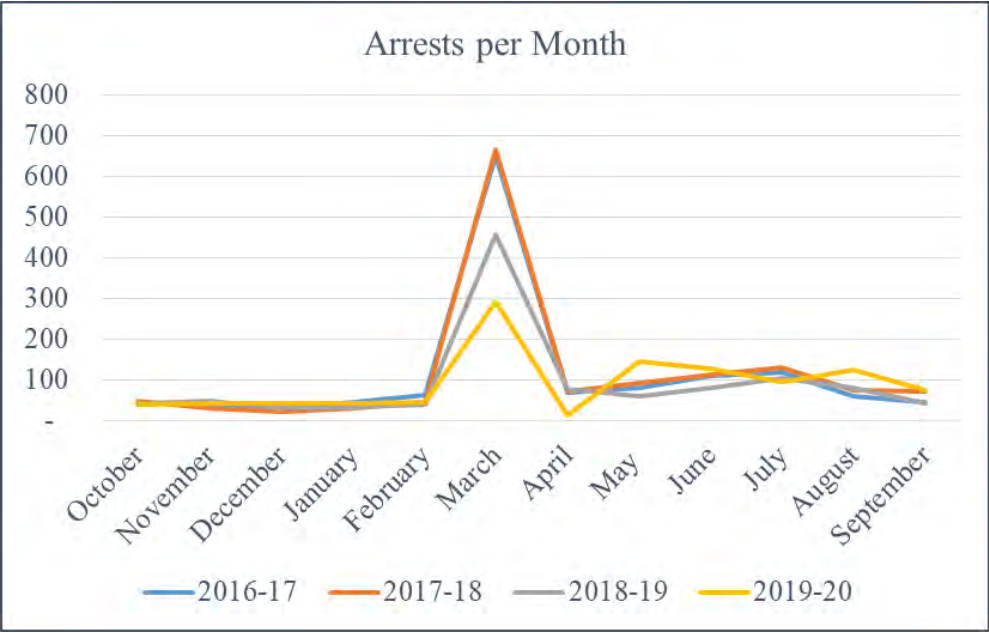
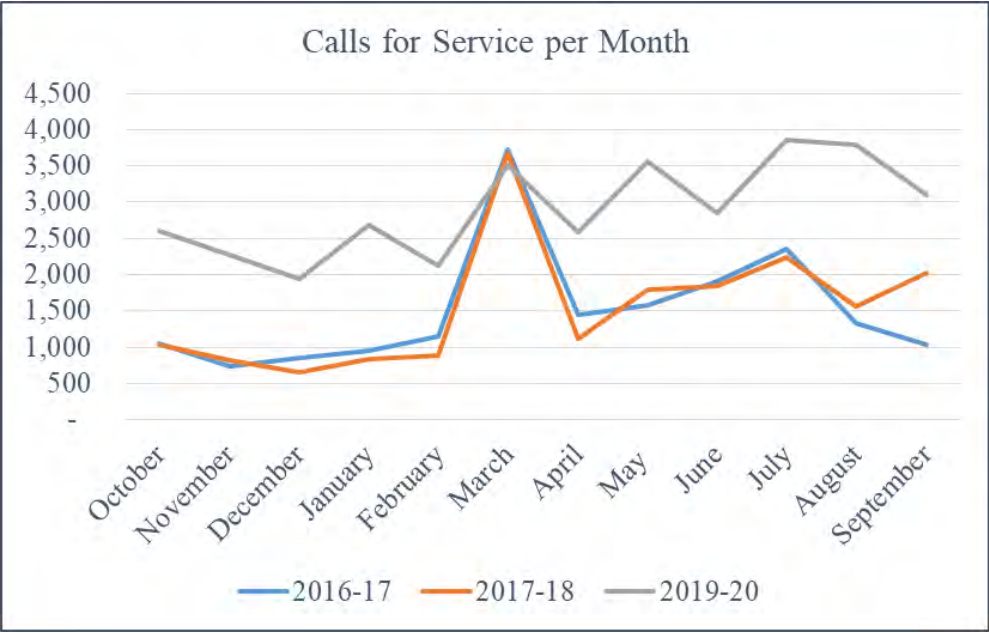
Embrace Texas Police Chiefs Association (TPCA) Best Practices.	2022-23	Chief of Police	To be determined – current dues for membership are \$3.00 per \$1,000 of annual salary for the Chief of Police	N/A	Chapter VIII Goal 3 Objective 3.5 Policy 3.5.1-1	N/A
Updated SOPs for Key Processes.	2022-23	Chief of Police & Lieutenant	Personnel related expenses for hours worked on project	N/A	Chapter VIII Goal 3 Objective 3.3	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Upgrade Jail / Holding Facility Security	2024-25	Chief of Police	To be determined as this project is in the proposal phase	N/A	Chapter VIII Goal 1 Objective 1.1 Policy 1.1.1	N/A

## Performance Metrics

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







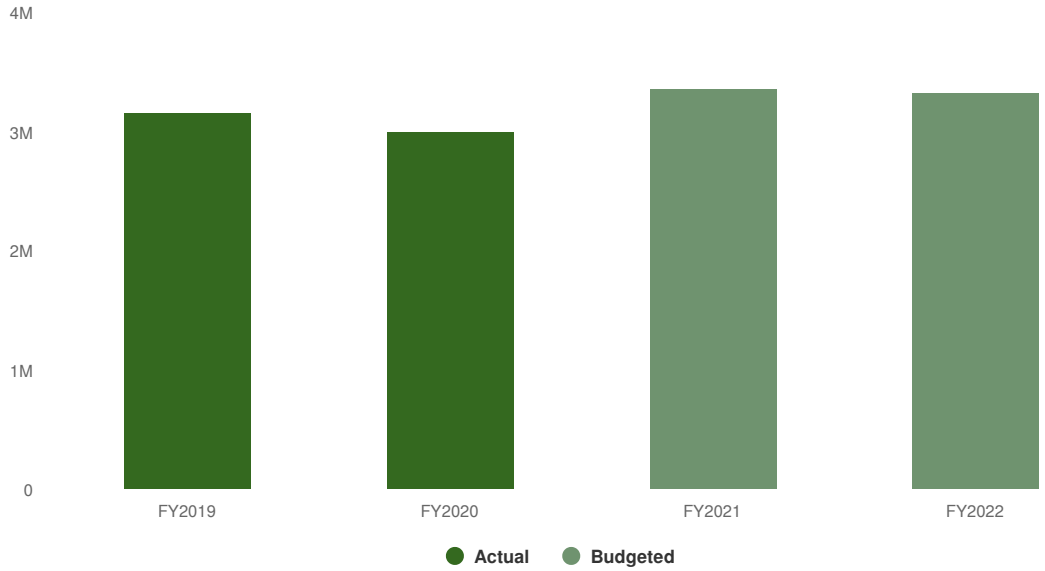
## Staffing Plan

Position		Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Police Administration	Police Chief	1	1	1	1	1	1
	Police Captain	1	1	1	1	1	1
	Police Lieutenant	1	1	1	1	1	1
Patrol	Police Patrol Sergeants	4	4	4	4	4	4
	Police Officers	16	20	20	20	22	22
	Police Officers - Tropical Texas	1	1	1	1	1	1
	Police Community Resource Officer	1	1	1	1	1	1
Investigations	Police Investigations Sergeant	1	1	1	1	1	1
	Police Detectives	4	4	4	5	5	5
	Police Detective - HIDTA	1	1	1	1	1	1
Part Time	Part-Time Police Detective	1	1	1	1	1	1
	Part-Time Police Officers - Active	14	14	14	14	14	14
	Part-Time Police Officers - Inactive	1	1	1	1	1	1
Communications	Police TAC Operator	1	1	1	1	1	1
	Police Dispatch Supervisor	0	1	1	1	1	1
	Police Dispatchers	7	7	8	8	8	8
	Police Part-Time Dispatchers	1	2	2	2	2	2
Administrative Support	Administrative Assistant to Chief	1	1	0	0	0	0
	Executive Assistant to Chief & Administration	0	0	1	1	1	1
	Records Technicians	2	2	1	1	1	1
	Office Managers - Records/Investigations	0	0	1	1	1	1
	Part-Time Records Technicians Filing Clerk	0	0	1	1	1	1
<b>Total Positions:</b>		<b>59</b>	<b>65</b>	<b>67</b>	<b>68</b>	<b>70</b>	<b>70</b>

## Expenditures Summary

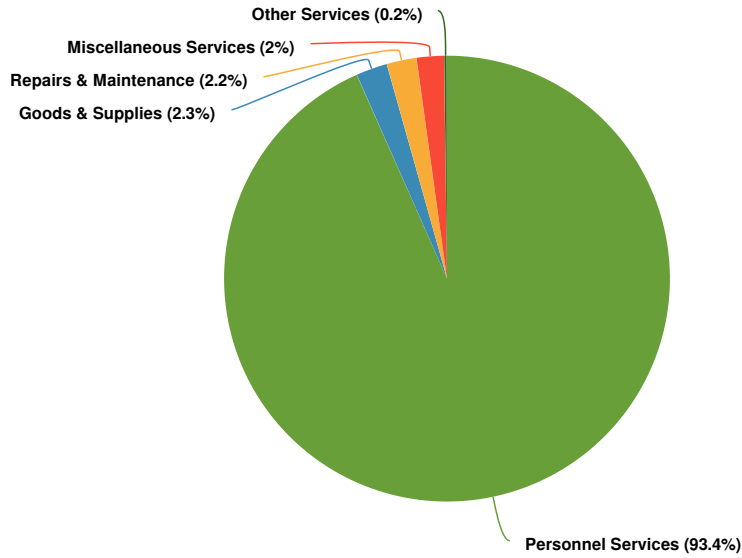
\$3,314,867 -\$45,032  
 (-1.34% vs. prior year)

## Police Department Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$2,798,580	\$2,913,235	\$2,733,329	\$3,081,447	\$3,095,385	0.5%
Goods & Supplies	\$117,683	\$64,441	\$72,093	\$88,400	\$75,480	-14.6%
Repairs & Maintenance	\$57,241	\$61,852	\$70,187	\$66,156	\$71,306	7.8%
Miscellaneous Services	\$44,820	\$42,273	\$44,043	\$54,433	\$66,196	21.6%
Equipment > \$5,000 Outlay	\$0	\$0	\$11,296	\$65,963	\$0	-100%
Other Services	\$0	\$6,370	\$4,780	\$3,500	\$6,500	85.7%
Debt Service	\$63,062	\$63,062	\$63,062	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$3,081,386</b>	<b>\$3,151,232</b>	<b>\$2,998,789</b>	<b>\$3,359,899</b>	<b>\$3,314,867</b>	<b>-1.3%</b>



# Fire Department



**Jim Pigg**  
Fire Chief

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

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

Our responsibility is to be as prepared and competent as possible to be able to help people, no matter what the emergency is that day.

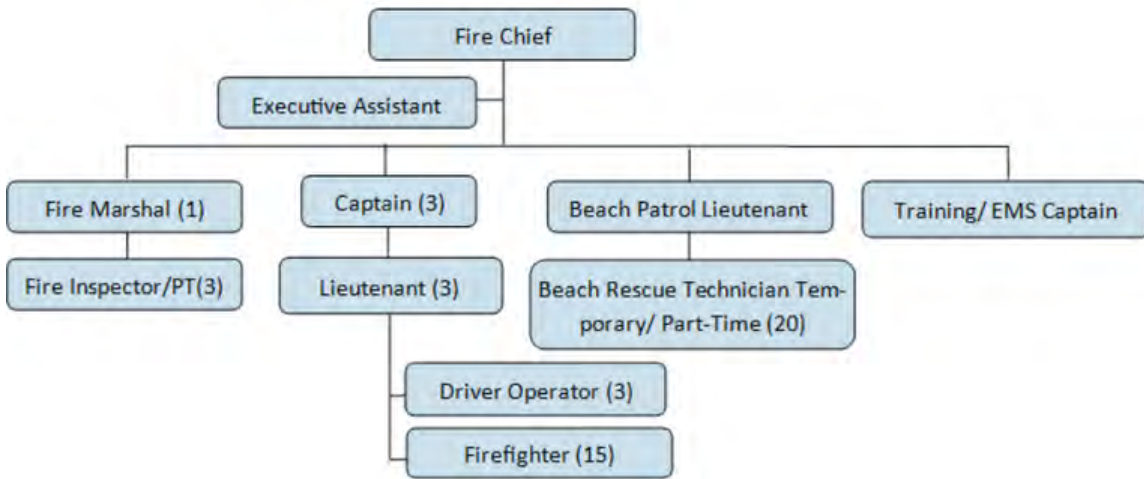
## Major Goals:

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

## Our Planning Indicators and Focus:

The number of emergency responses is our primary indicator of the effectiveness of the current use of resources and serves as a benchmark for future needs.

# Organizational Chart



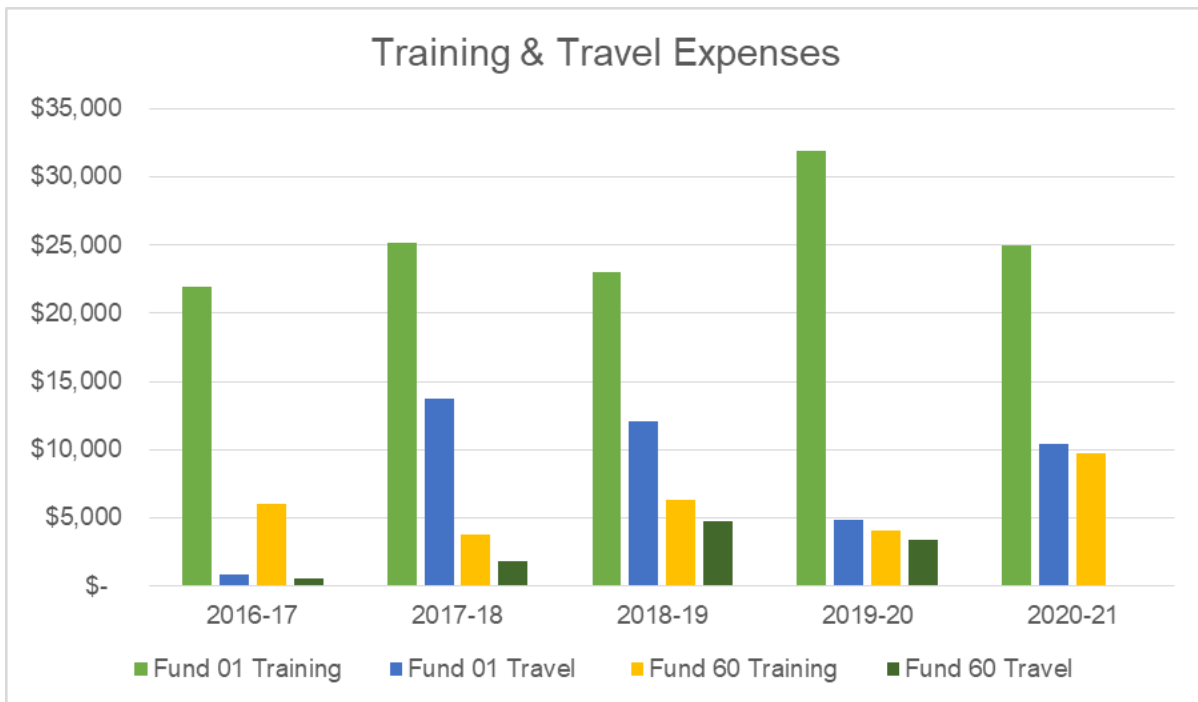
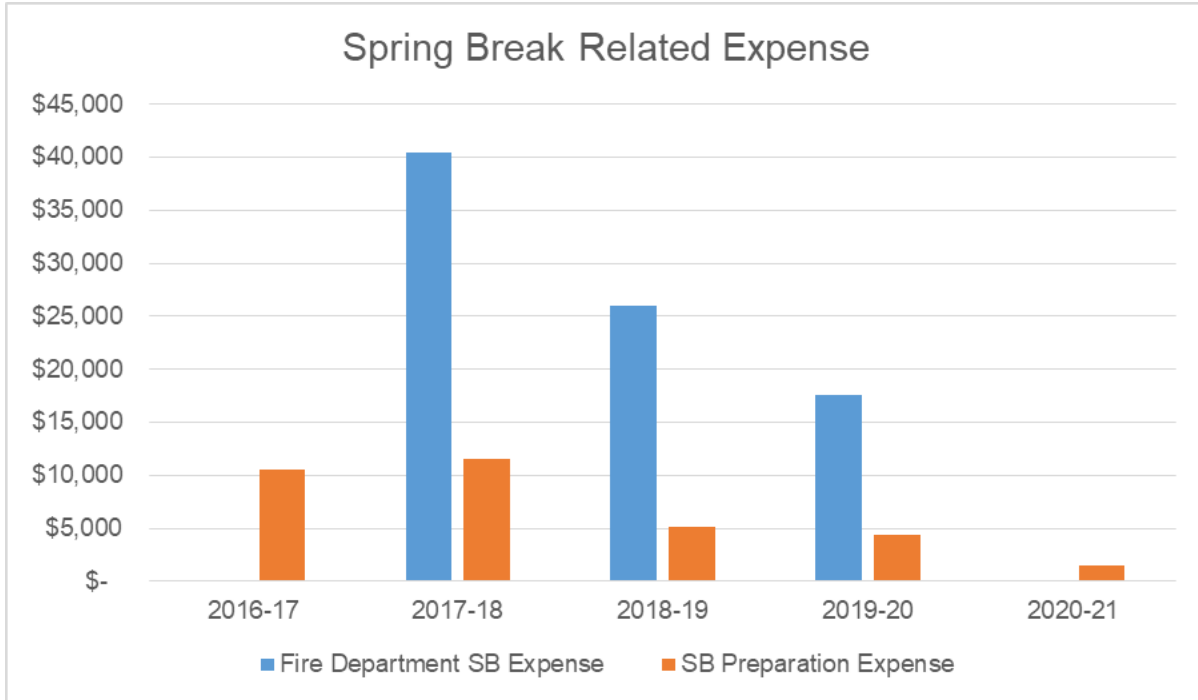
## Strategic Objectives and Work Plan for the Next Five Years

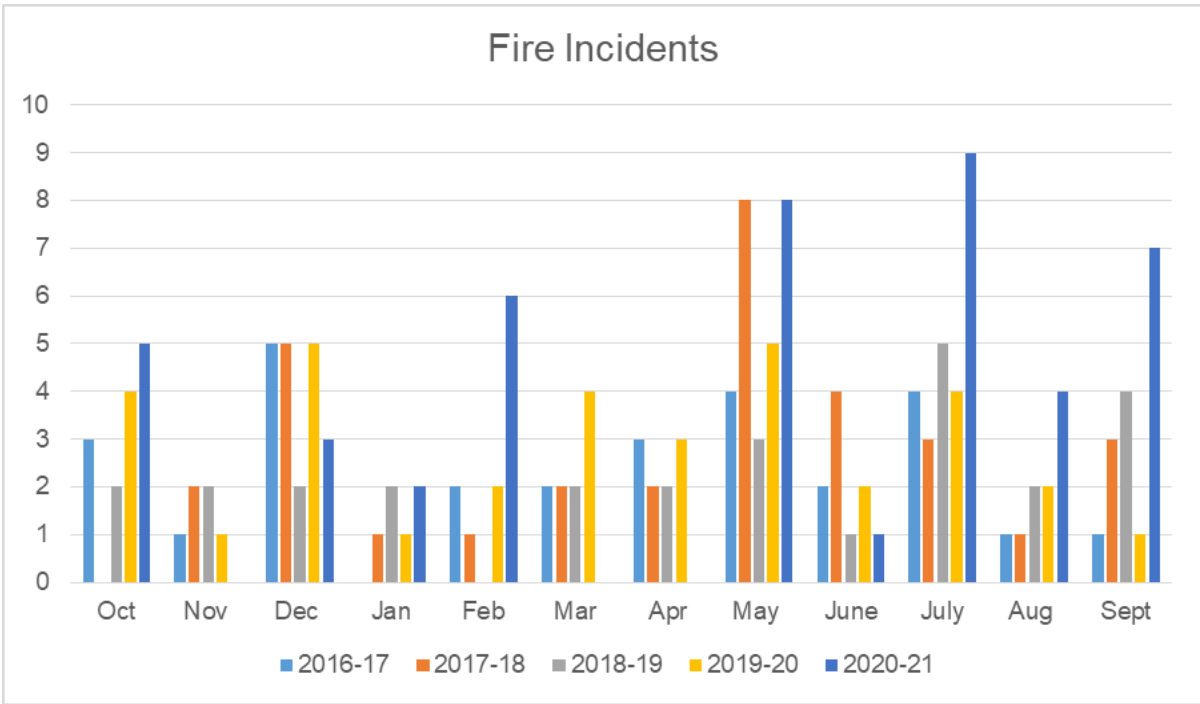
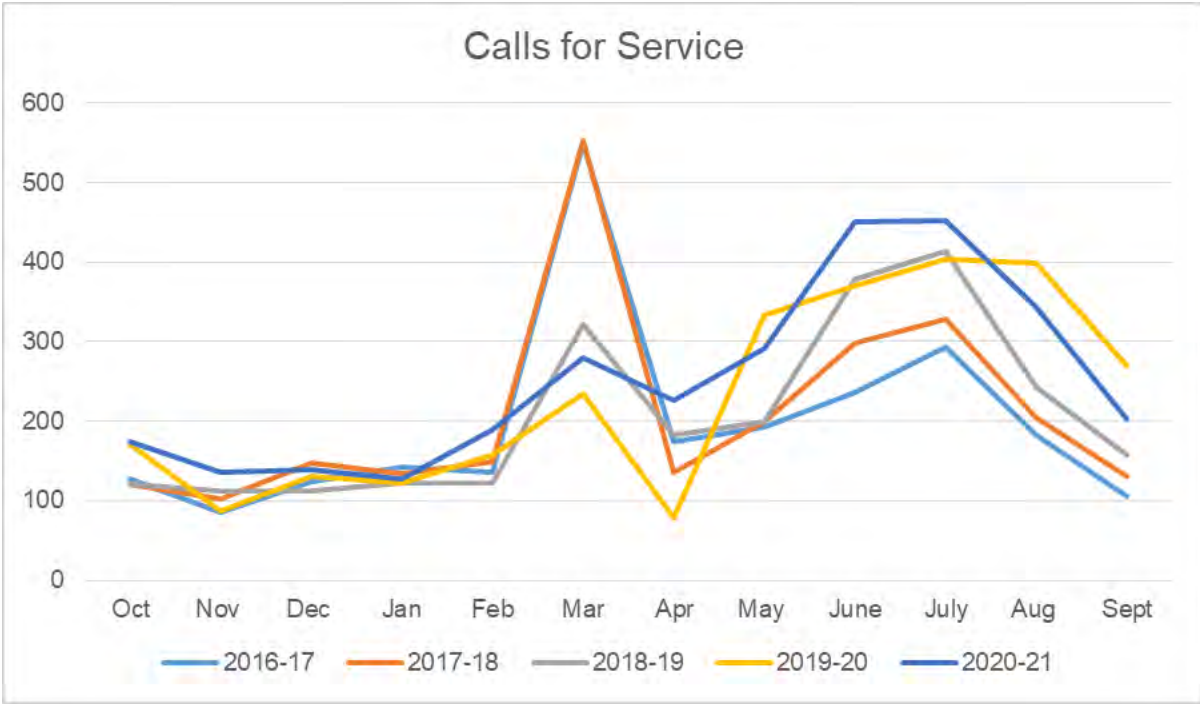
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Review and refine hurricane plans.	2021-22	Fire Chief	Personnel related expenses for hours worked on project	Updated hurricane plans	Chapter IV. Goal 1	N/A
Monitor Pier and evaluate plans for protection.	2021-22	Fire Chief	Personnel related expenses for hours worked on project	N/A	Chapter IV. Goal 2 Objective 2.1 Policy 2.1.5	N/A
Continue Spring Break Planning year round.	2021-22	Fire Chief	\$25,000	Spring Break expenses	Chapter VII. Goal 2 Objective 2.1 Policy 2.1.1	N/A
Seek Community Feedback.	2021-22	Executive Assistant & EMS Captain	N/A	N/A	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.3	N/A
Widen area of help (Wave Watchers & Surfers).	2021-22	Beach Patrol Lieutenant	N/A	N/A	Chapter VIII. Goal 2 Objective 2.1 Policy 2.3.1	N/A
Monitor progress, ensure annual SWOT analysis	2021-22	Fire Chief	Personnel related expenses for hours worked on project	Annual mid-year review & new fiscal year business plan	Chapter VIII. Goal 1 Objective 1.1	N/A
Continue to build tracking tools	2021-22	EMS Captain	Personnel related expenses for hours worked on project	Calls for Service, EMS Ambulance Transports, Fire Incidents, & Drownings	Chapter VIII. Goal 2 Objective 2.1 Policy 2.1.6.1	N/A

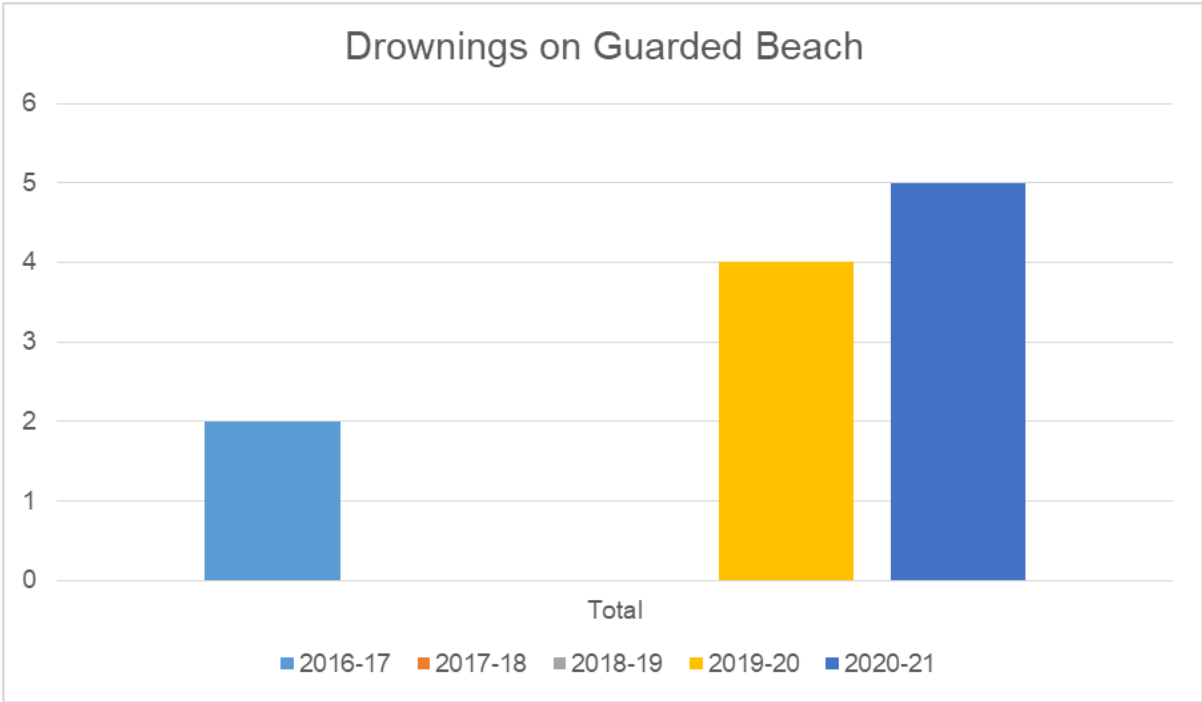
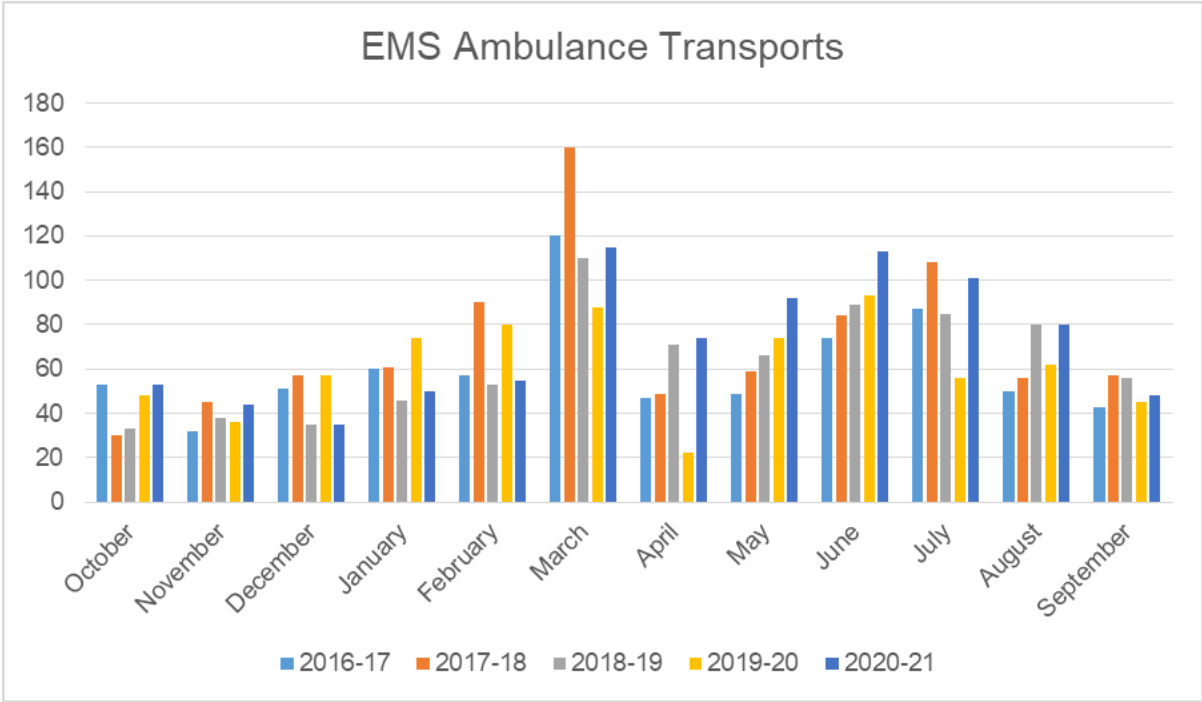
Improve position professional development criteria	2021-22	Fire Chief	Training expense \$37k (Fund 01) & \$10k (Fund 60) & travel expense \$10k (01) & \$3k (60)	Training & travel expenses	Chapter VIII. Goal 2 Objective 2.2 Policy 2.2.1	N/A
Promotional pathways	2021-22	Fire Chief	Payroll related expenses as a result of promotional pathways	N/A	Chapter VIII. Goal 2 Objective 2.2 Policy 2.2.1	N/A
Ambulance Service Supplemental Payment Program / Billing project	2021-22	EMS Captain	TBD	N/A	Chapter VIII.	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Execute a self-contained breathing apparatus (SCBA) replacement plan.	2023-24	Fire Chief	Estimated to be \$41,000	N/A	Chapter VIII. Goal 2 Objective 2.3	N/A
Obtain a fire/diver/rescue boat a grant program.	2023-24	Fire Chief	Estimated to be \$150,000	N/A	Chapter VIII. Goal 2 Objective 2.3	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Implement a Cameron County Consolidated EMS Dispatch via a grant program and collaboration with Cameron County EMS providers (5).	2024-26	Fire Chief	Estimated to be a total of \$500,000 with \$100,000 to be SPI's portion	N/A	Chapter VIII, Goal II, Objective 2.1, Policy 2.1.6.1	N/A

## Performance Metrics

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







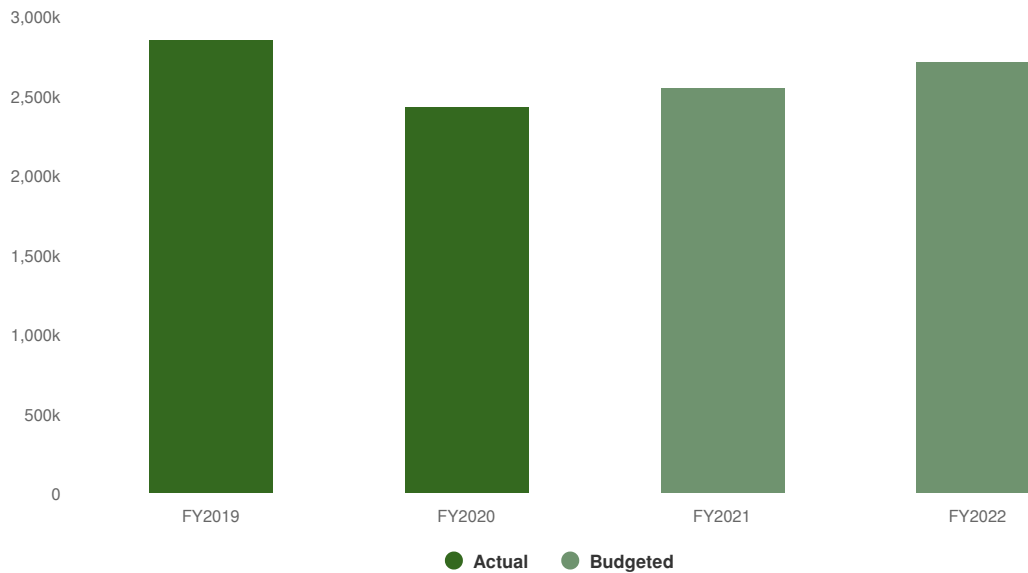
## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Fire Chief	1	1	1	1	1	1
Captains	4	4	4	4	4	4
Lieutenants	3	3	3	3	3	3
Driver/Operator	3	3	3	3	3	3
Fire Fighters	15	18	18	21	21	21
Fire Marshal	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Fire Inspector P/T	3	3	3	3	3	3
<b>Total Positions:</b>	<b>31</b>	<b>34</b>	<b>34</b>	<b>37</b>	<b>37</b>	<b>37</b>

## Expenditures Summary

\$2,712,655
\$155,324  
 (6.07% vs. prior year)

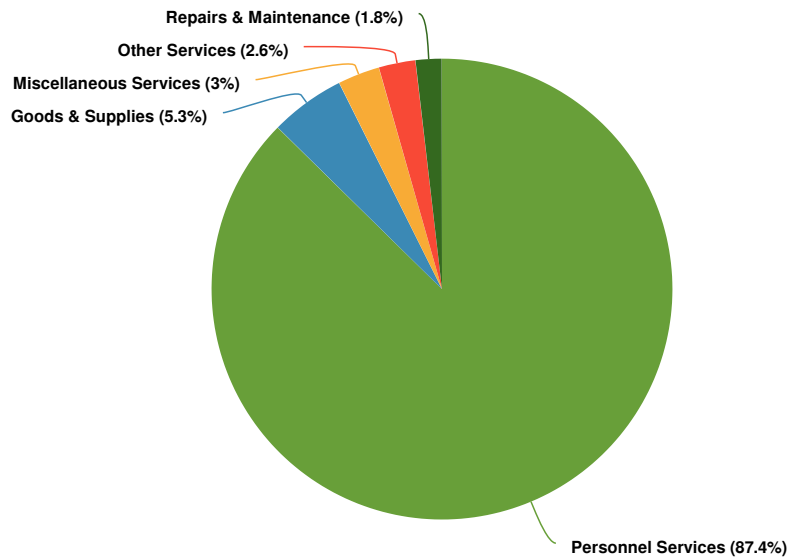
Fire Department Proposed and Historical Budget vs. Actual





# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$2,107,460	\$2,230,278	\$2,116,083	\$2,265,616	\$2,370,261	4.6%
Goods & Supplies	\$105,336	\$125,578	\$116,854	\$134,641	\$142,600	5.9%
Repairs & Maintenance	\$28,596	\$28,642	\$79,225	\$37,750	\$49,750	31.8%
Miscellaneous Services	\$67,887	\$61,938	\$66,980	\$74,324	\$80,044	7.7%
Equipment > \$5,000 Outlay	\$0	\$338,167	\$0	\$0	\$0	0%
Other Services	\$80,352	\$71,463	\$50,500	\$45,000	\$70,000	55.6%
<b>Total Expense Objects:</b>	<b>\$2,389,630</b>	<b>\$2,856,066</b>	<b>\$2,429,642</b>	<b>\$2,557,331</b>	<b>\$2,712,655</b>	<b>6.1%</b>

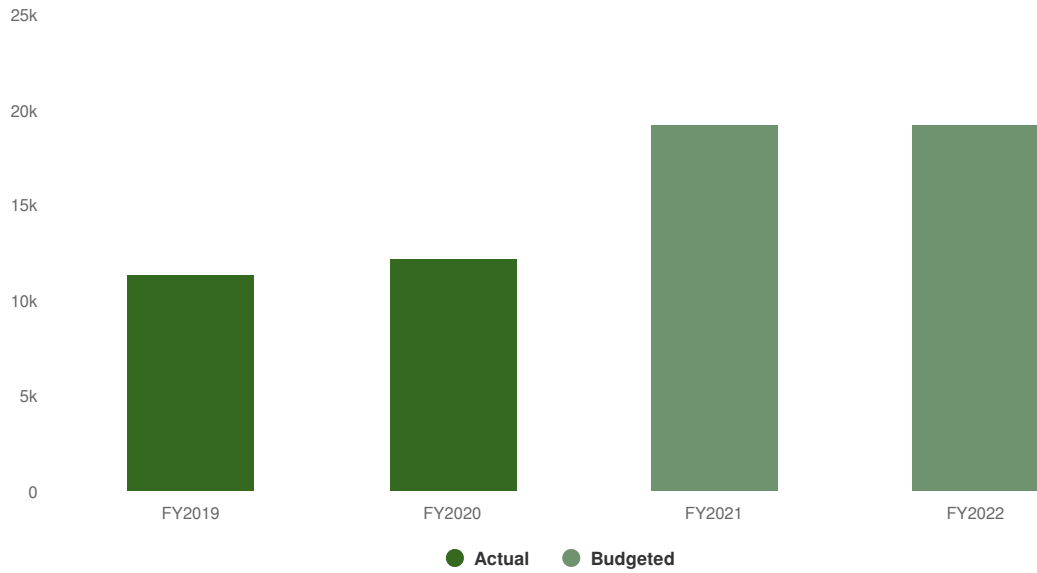
## Emergency Management Division



### Expenditures Summary

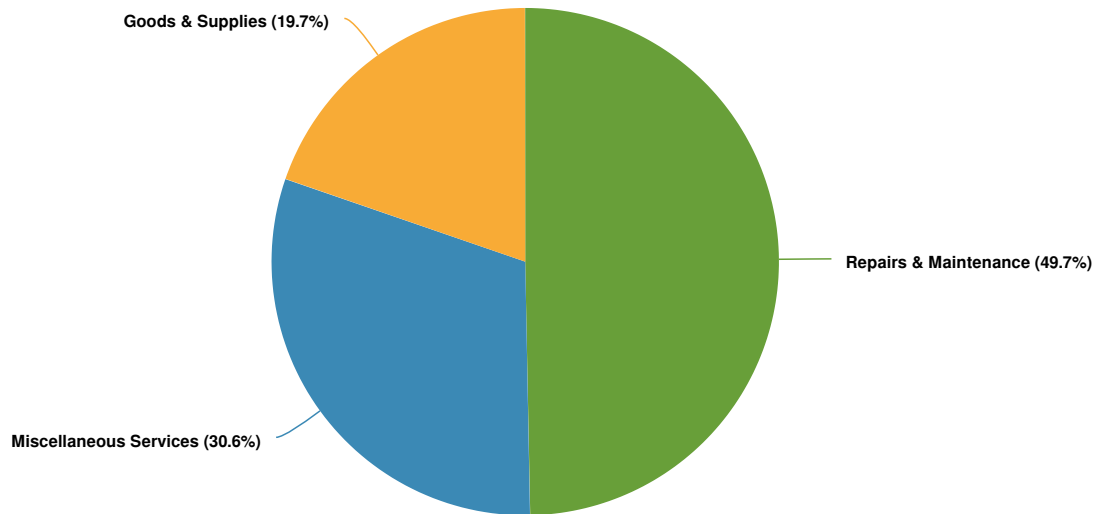
**\$19,144**    **\$0**  
(0.00% vs. prior year)

## Emergency Management Division Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Goods & Supplies	\$3,808	\$3,346	\$7,103	\$1,462	\$3,774	158.2%
Repairs & Maintenance	\$4,340	\$5,484	\$3,683	\$9,515	\$9,515	0%
Miscellaneous Services	\$6,188	\$2,466	\$1,366	\$8,167	\$5,855	-28.3%
<b>Total Expense Objects:</b>	<b>\$14,335</b>	<b>\$11,296</b>	<b>\$12,152</b>	<b>\$19,144</b>	<b>\$19,144</b>	<b>0%</b>

# Environmental Health Services Department



**Victor Baldovinos**  
EHS Director

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:

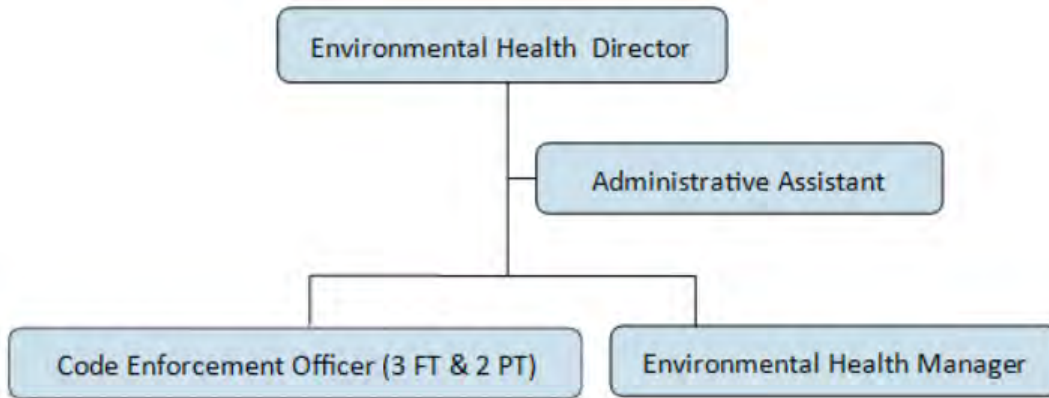
1. Code Enforcement: We are a compliance-based department that thrives on improving the aesthetics of our community by reducing the number of violations through voluntary compliance. We will continue to improve the enforcement of state laws and local ordinances by working closely with local businesses 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 service ordinances, the food safety inspections division has worked effectively to prevent food-borne disease-causing organisms. Health inspections have revealed a significant improvement in scores, thus reducing the potential for food-borne illnesses. One of our primary goals is to obtain inspector standardization to develop uniformity of inspections through the cooperative work of the Texas Department of State Health Services (TDSHS), the United States Food and Drug Administration (FDA) and our inspectors, to identify and prevent possible health hazards.
3. Animal Control: Continue to work with the Friends of Animal Rescue to create and maintain a quarantine facility, a centralized location for temporary storage of domestic and wild animals, and continue to share information on lost/found pets in order to efficiently reunite animals with owners.
4. Vector Control: Continue to seek new and improve methods to enhance mosquito minimization practices; thus reducing the threat and spread of viruses such as West Nile virus, St. Louis encephalitis virus, Eastern Equine Encephalitis virus, Dengue virus and the Zika virus.
5. Recycling: Continue to seek new and innovative methods to be a green and sustainable city.

## Our Planning Indicators and Focus:

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

In addition, the EHSD investigates public health nuisances such as responding to smoking violations, conducting food inspections, mosquito minimization through the vector control program, and providing 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.

# Organizational Chart



## Strategic Objectives and Work Plan for the Next Five Years

Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Continue Saturday recycling program.	2021-22	EHS Manager	Personnel (part-timers) related expenses for hours worked on project	Metric 5	Chapter III. Goal 1	N/A
Continue the anti-litter program.	2021-22	Code Enforcement Officer	\$1,000 budgeted for Keep SPI Beautiful	Metric 2	Chapter III. Goal 1	N/A
Continue mosquito minimization by monitoring, identifying, and treating problematic areas.	2021-22	Code Enforcement Officer	\$26,500 budgeted for chemicals	Metrics 3 & 6	Chapter III. Goal 1	N/A
Continue lien collections project.	2021-22	Executive Assistant	N/A	N/A	Chapter III. Goal 1	N/A
Conduct beach cleanups.	2021-22	Executive Assistant	Personnel related expenses for hours worked on project	N/A	Chapter III. Goal 1	N/A
Expand current contract with recycling.	2021-22	EHS Manager	To be determined	Metric 5	Chapter III. Goal 1	N/A
Continue quarterly enforcement of easements.	2021-22	Code Enforcement Officer	N/A	N/A	Chapter III. Goal 1	N/A
Host Earth Day & E-Waste events.	2021-22	Code Enforcement Officer	\$1,000 budgeted for Keep SPI Beautiful	Metric 4	Chapter III. Goal 1	N/A
Continue the Mosquito-borne Disease Prevention Outreach Program.	2021-22	Code Enforcement Officer	\$400 budgeted for educational materials	Metrics 3 & 6	Chapter III. Goal 1	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Recycling events: reinstate Biennial Flag Retirement Ceremony	2022-23	EHS Manager	To be determined	N/A	Chapter III. Goal 1	N/A

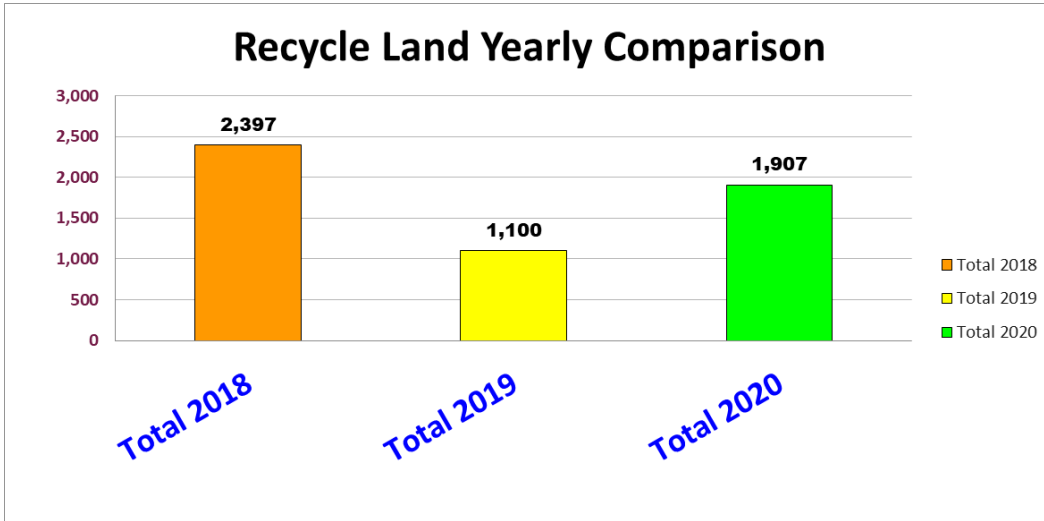
Redirect Recycle Land Annual Event	2022-23	EHS Manager	To be determined	Metric 1	Chapter III. Goal 1	N/A
Redirect beach cleanups	2022-23	Executive Assistant	To be determined	N/A	Chapter III. Goal 1	N/A
Expand Educational Health Program	2022-23	Code Enforcement Officer	To be determined	N/A	Chapter III. Goal 1	N/A
Enhance Anti-litter Beach Program	2022-24	Code Enforcement Officer	To be determined	Metric 2	Chapter III. Goal 1	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Reinstate school recycling	2024-26	EHS Manager	To be determined	Metric 5	Chapter III. Goal 1	N/A
Monofilament Collection	2024-26	Code Enforcement Officer	To be determined	N/A	Chapter III. Goal 1	N/A
Enhance Laguna Madre Water District partnership	2024-26	EHS Director	To be determined	N/A	Chapter III. Goal 1	N/A
Enhance Anti-litter Beach Program	2024-26	Code Enforcement Officer	To be determined	Metric 2	Chapter III. Goal 1	N/A



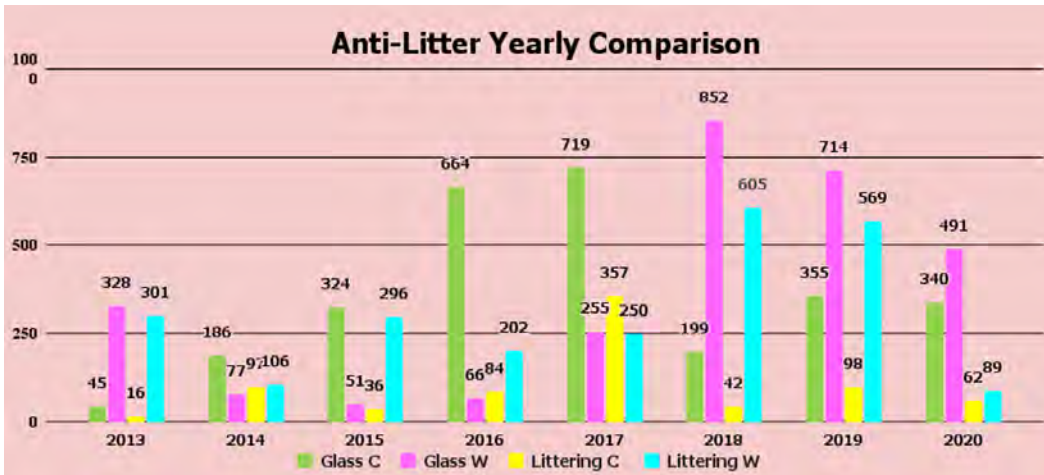
# Performance Metrics

Chapter I. Goal 1: The City should ensure the highest quality of life by enhancing community characteristics, and also by minimizing threats to health, safety, and welfare.

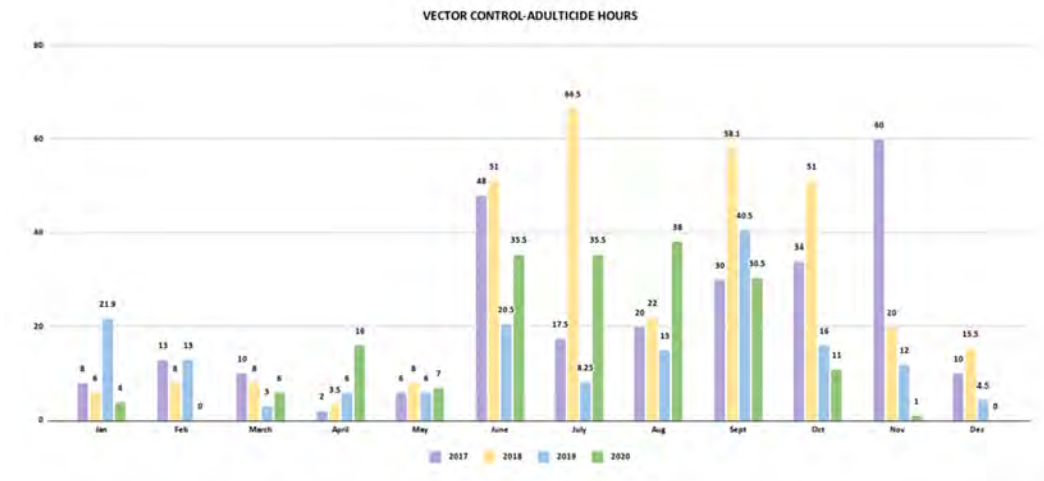
Metric 1:



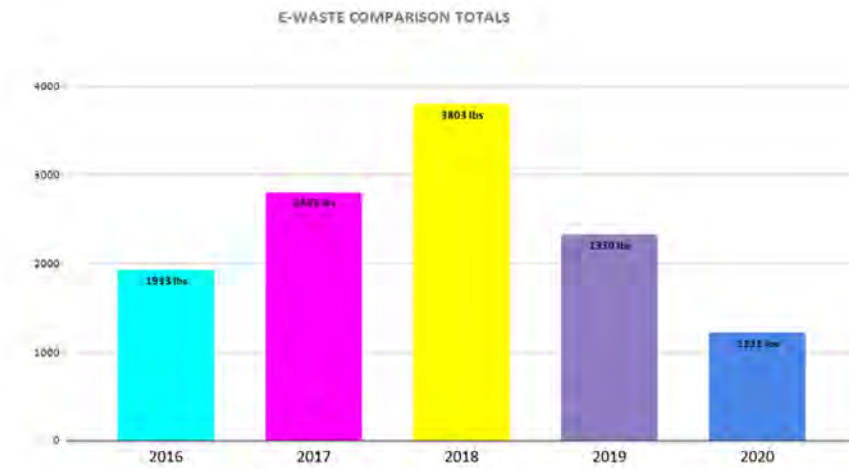
Metric 2:



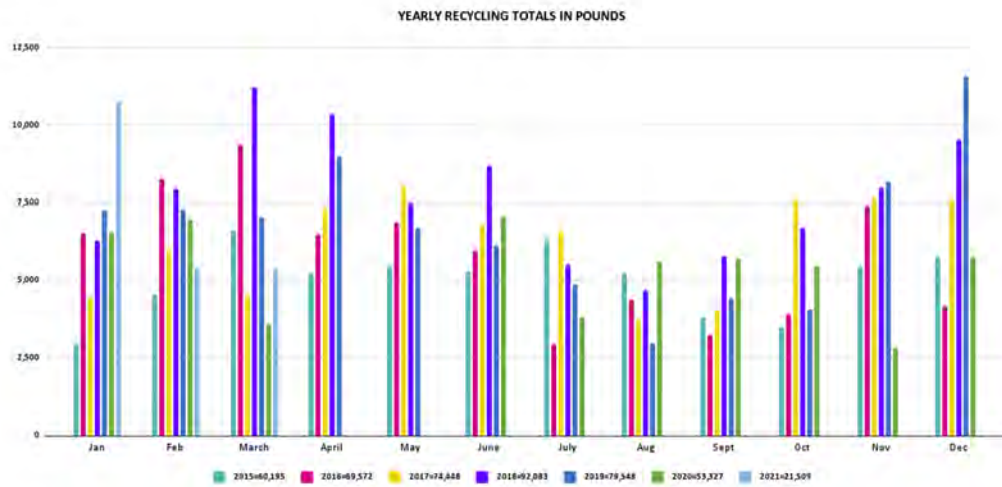
Metric 3:



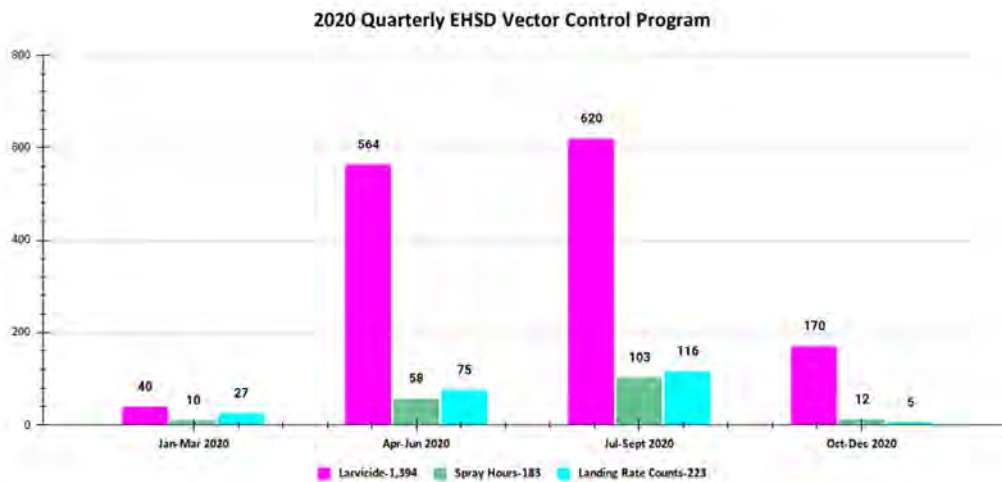
Metric 4:



Metric 5:



Metric 6:



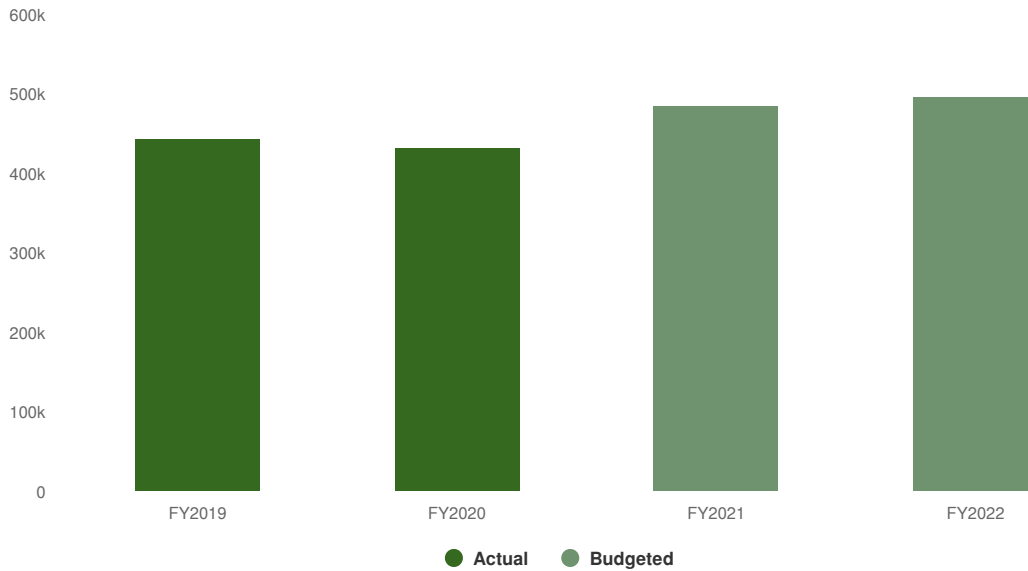
## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Director	1	1	1	1	1	1
EHS Manager	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Code Enforcement Officers	3	4	4	4	4	4
Part-time Officers	4	4	4	4	4	4
<b>Total Positions:</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Expenditures Summary

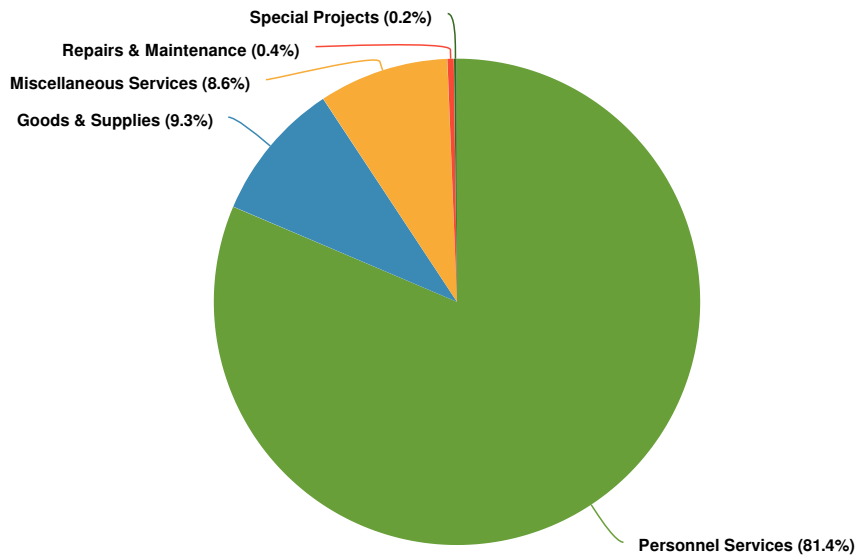
\$496,764
\$11,628  
 (2.40% vs. prior year)

Environmental Health Services Department Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$353,584	\$370,932	\$349,127	\$390,248	\$404,376	3.6%
Goods & Supplies	\$35,996	\$35,040	\$51,885	\$48,866	\$46,366	-5.1%
Repairs & Maintenance	\$2,021	\$450	\$338	\$2,122	\$2,122	0%
Miscellaneous Services	\$34,272	\$35,605	\$20,305	\$42,900	\$42,900	0%
Equipment > \$5,000 Outlay	\$0	\$0	\$10,794	\$0	\$0	0%
Special Projects	\$518	\$428	\$253	\$1,000	\$1,000	0%
<b>Total Expense Objects:</b>	<b>\$426,391</b>	<b>\$442,455</b>	<b>\$432,701</b>	<b>\$485,136</b>	<b>\$496,764</b>	<b>2.4%</b>

# Public Works Department



**Alex Sanchez**  
Public Works Director

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

The Public Works Department is comprised of the following divisions:

1. **Public Works Maintenance Division:** This division is responsible for the maintenance of the City's infrastructure, including pavement, drainage, street signs, City- owned street lights, parks, and other green areas. They are responsible for coordinating utility cuts and monitoring for line-of-sight issues. This division also assists the CVB and other City Departments with special event coordination, traffic control, street closures, and trash pick- up.
2. **Fleet Maintenance Division:** This division is responsible for the maintenance of the City's vehicles and heavy equipment.
3. **Facilities Maintenance Division:** This division is responsible for the maintenance of the City's buildings.
4. **Building Inspections Division:** This division works to protect life, health, and safety of both the Island's residents and visitors through ensuring that all newly built or remodeled structures are in compliance with the International Building Code.

## Major Goals:

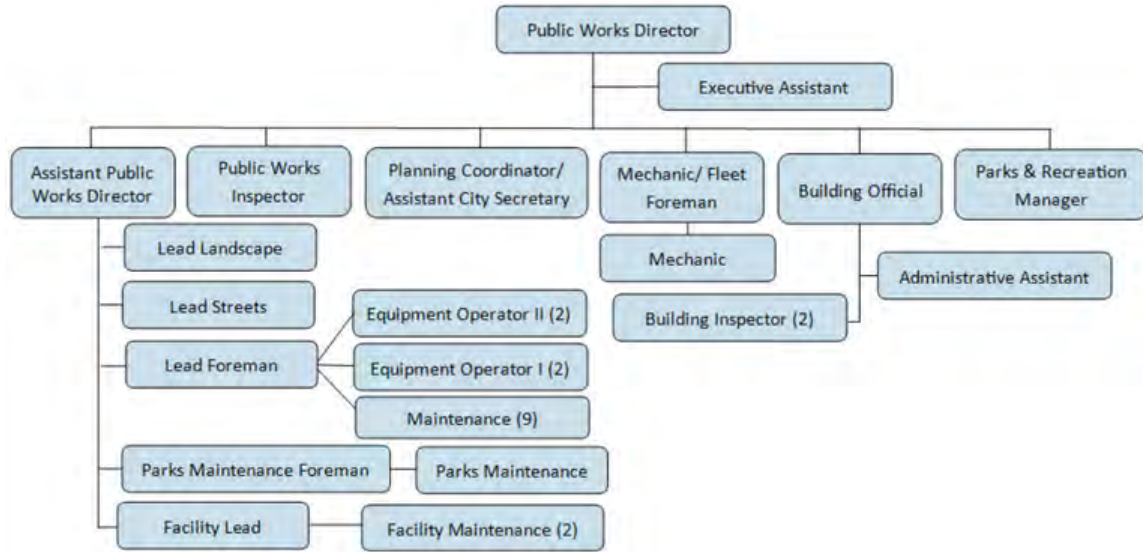
The Public Works Department goals by Division are:

1. **Public Works Maintenance Division:** Improve and maintain the condition of City infrastructure through periodic maintenance, rehabilitation, and reconstruction.
2. **Fleet Maintenance Division:** Extend the life of the fleet through routine and preventive maintenance and development of a system for capturing the life-cycle cost of ownership for fleet vehicles.
3. **Facilities Maintenance Division:** Improve and maintain the condition of the City's facilities.
4. **Building Inspections Division:** Ensure safety of newly built or remodeled structures.

## 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.

# Organizational Chart



## Strategic Objectives and Work Plan for the Next Five Years

Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Fleet DMAIC: Execute a complete evaluation of the Fleet Policy and all equipment and vehicles.	2021-22	PW Director	\$300k+	Metrics 6, 7 and 8	Chapter IV. Goal 3 Objective 3.1 Policy 3.1.1	N/A
Utilize DMAIC approach to manage median landscape.	2021-22	PW Management	\$0	N/A	Chapter II. Goal 1 Objective 1.1 Policy 1.1.8	N/A
Network with other governmental entities and agencies.	2021-22	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter VI. Goal 1 Objective 1.1 Policy 1.1.7-4	N/A
Maintain support email addresses to streamline help processes related to facilities, fleet, and public works.	2021-22	PW Management/ PW Admin. Assistant	Personnel related expenses for hours worked on project	Metric 6	Chapter I. Goal 1 Objective 1.1 Policy 1.1.6	N/A
Continue implementing the Preventative Maintenance Program using iWorQ system to track all assets and equipment.	2021-22	PW Management	\$1,200 budgeted for iWorQ contract	Metrics 6, 7, and 8	Chapter IV. Goal 3 Objective 1.1 Policy 3.1.1	N/A
Continue holding quarterly and monthly one on ones with each staff member.	2021-22	PW Management	\$0	N/A	Chapter VI. Goal 2 Objective 2.1 Policy 2.1.1-3	N/A
Maintain high levels of communication with employees by working through any of their concerns.	2021-22	PW Management	\$0	N/A	Chapter VII. Goal 2	N/A
Review and plan to achieve goals from the Comprehensive Plan.	2021-22	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1 Objective 1.2	N/A
Laguna Blvd Improvements.	2021-22	PW Director	\$4.5 million	N/A	Chapter III. Goal 1 Objective 1.2 Policy 1.2.6	Approved
Use SPI Connect to provide training to meet employee needs	2021-22	PW Administrative Assistant	\$0	N/A	Chapter VI. Goal 2 Objective 2.1 Policy 2.1.1-3	N/A

Mid Term - FY 2022-23 & FY 2023-24

Conduct annual SWOT analysis and business plan with team.	2022-23	PW Management	\$300	Annual mid-year review & new fiscal year business plan	Chapter I. Goal 2 Objective 2.1 Policy 2.1.1-1	N/A
Improve safety and decrease vandalism in public restrooms. Discuss issues with PD to determine the best course of action.	2022-23	PW Management	To be determined	N/A	Chapter IV. Goal 3 Objective 3.1 Policy 3.1.1	N/A
Provide safety and bio-hazard training through SPI Connect.	2022-23	PW Administrative Assistant	Personnel related expenses for hours worked on project	N/A	Chapter V. Goal 1 Objective 1.1 Policy 1.1.2	N/A
Retain valuable personnel. Refer to the Human Resources plan.	2022-23	Human Resources	To be determined	N/A	Chapter IV. Goal 3 Objective 1.1 Policy 1.1.2	N/A
Address public complaints received via the PW Cares support address.	2022-23	PW Administrative Assistant	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 2 Objective 1.2 Policy 1.2.5	N/A
Embrace the suggestion box.	2022-23	PW Administrative Assistant	\$0	N/A	Chapter VII. Goal 2 Objective 1.2 Policy 1.2.6	N/A
PW Administration will attend supervisor training provided by the City.	2022-23	PW Management	\$0	N/A	Chapter VII. Goal 2 Objective 1.2 Policy 1.2.6	N/A
Conduct Master Drainage Study.	2022-23	PW Director	Estimated total cost of addressing drainage issues is \$10M over a 5 yr. period	Metrics 3, 4, 5, 6, 7, 8, and 9	Chapter VII. Goal 2 Objective 1.2 Policy 1.2.6	Approved
Assess and control the City's infrastructure by adding pictures and history to iWorQ system.	2022-23	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter IV. Goal 3 Objective 3.1 Policy 3.1.1	N/A



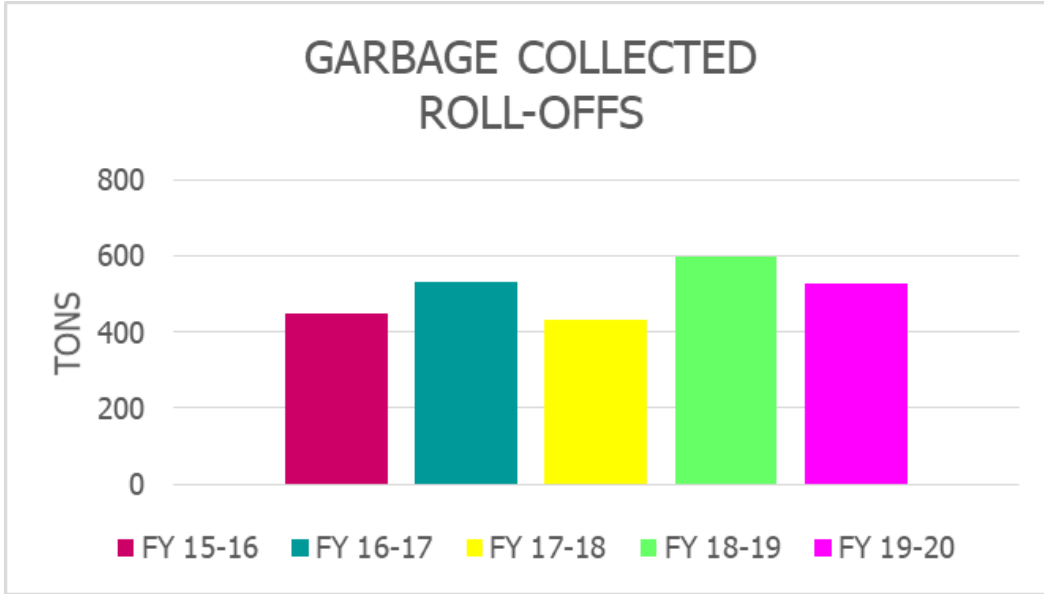
Organize and prepare for emergency events by practicing drills for different types of events.	2022-23	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter V. Goal 1 Objective 1.1 Policy 1.1.3	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Master Thoroughfare Plan.	2024-26	PW Director	To be determined	Metrics 9, 10, and 11	Chapter VII. Goal 2 Objective 1.2 Policy 1.2.6	N/A
Continue Street Maintenance Program.	2024-26	PW Director	Estimated total cost of addressing street reconstruction or maintenance is \$27M over a 5 yr. period	Metrics 3, 4, 5, 9, 10, and 11	Chapter VII. Goal 2 Objective 1.2 Policy 1.2.6	Approved
Fleet Preventative Maintenance Program: Continue to utilize DMAIC approach to manage fleet.	2024-26	PW Director/Fleet Manager	Costs estimated during the DMAIC process.	Metrics 6, 7 and 8	Chapter IV. Goal 3 Objective 3.1 Policy 3.1.1	N/A
Facility Preventative Maintenance Program: Continue to utilize DMAIC approach to manage facilities.	2024-26	APW Director/ PW Administrative Assistant	Costs estimated during the DMAIC process.	Metric 6	Chapter I. Policy 1.5	N/A
Facility Expansion & Assessment: Conduct a condition assessment of all City owned facilities not covered by the Texas Reserve study and project useful life and associated costs.	2024-26	APW Director	To be determined	N/A	Chapter I. Policy 1.5	N/A
Develop process to define, measure, analyze, improve, and control (DMAIC) all projects.	2024-26	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter I. Goal 2 Objective 2.1 Policy 2.1.1-1	N/A
Benchmark with other cities' approach to solving problems.	2024-26	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1	N/A
Conduct self-assessment of key processes in accordance with American Public Works Association standards.	2024-26	PW Management	Personnel related expenses for hours worked on project	N/A	Chapter I. Goal 2 Objective 2.1 Policy 2.1.1-1	N/A
Train employees on vital issues that affect the department and City.	2024-26	PW Management	Training and travel related expenses - estimated at \$2,555	N/A	Chapter V. Goal 1 Objective 1.1 Policy 1.1.2	N/A

Address all traffic safety issues immediately in the field and document them. Continue Padre Blvd Median Phase II: The extension of Padre Medians will improve traffic and pedestrian safety.	2025-26	APW Director/ Righ-of-way officer	Estimated total cost of Venue Tax Project is \$9M over a 5 yr. period	Metrics 9, 10, and 11	Chapter II. Goal 2 Objective 2.2 Policy 2.2.1-1	Approved
ICS Training Program: Monitor the weather daily and plan accordingly. ICS trained personnel: Train additional staff on ICS.	2024-26	PW Management	Training and travel related expenses	N/A	Chapter V Goal 1 Objective 1.1 Policy 1.1.3	N/A

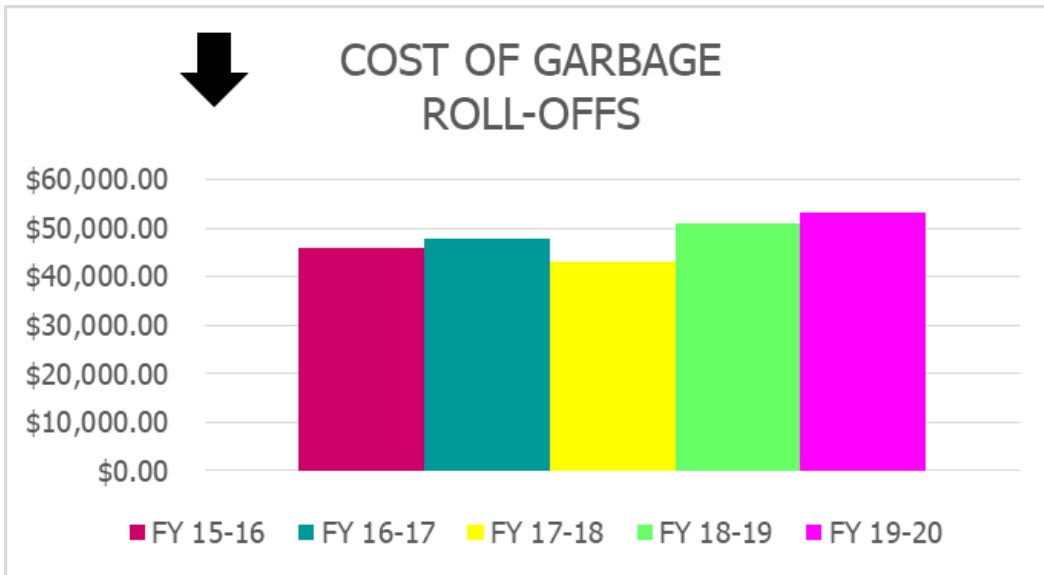
## Performance Metrics

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

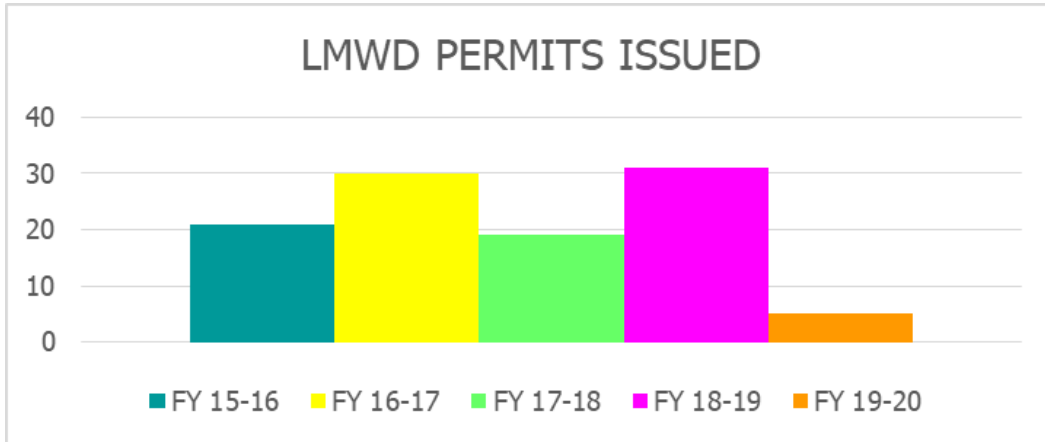
Metric 1:



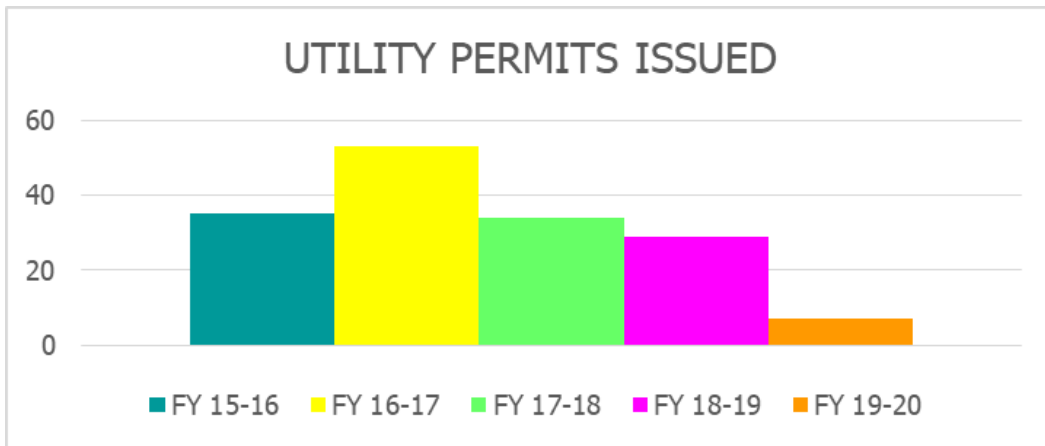
Metric 2:



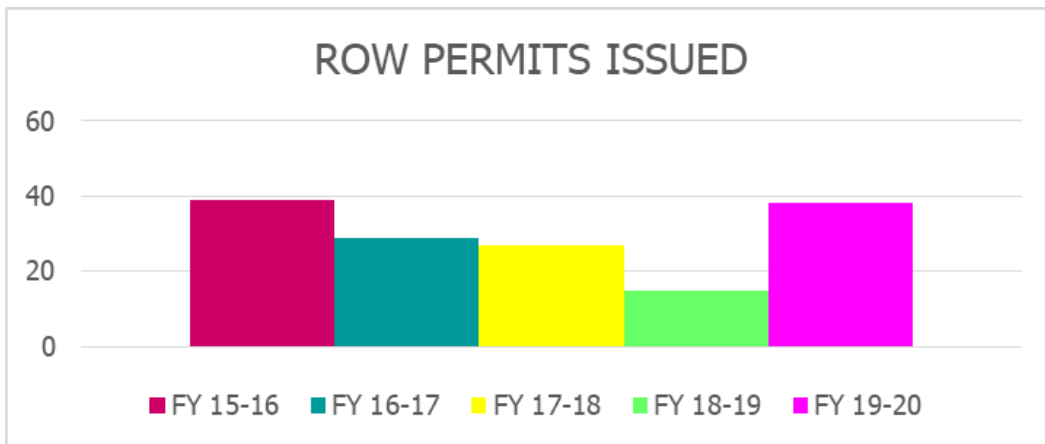
Metric 3:



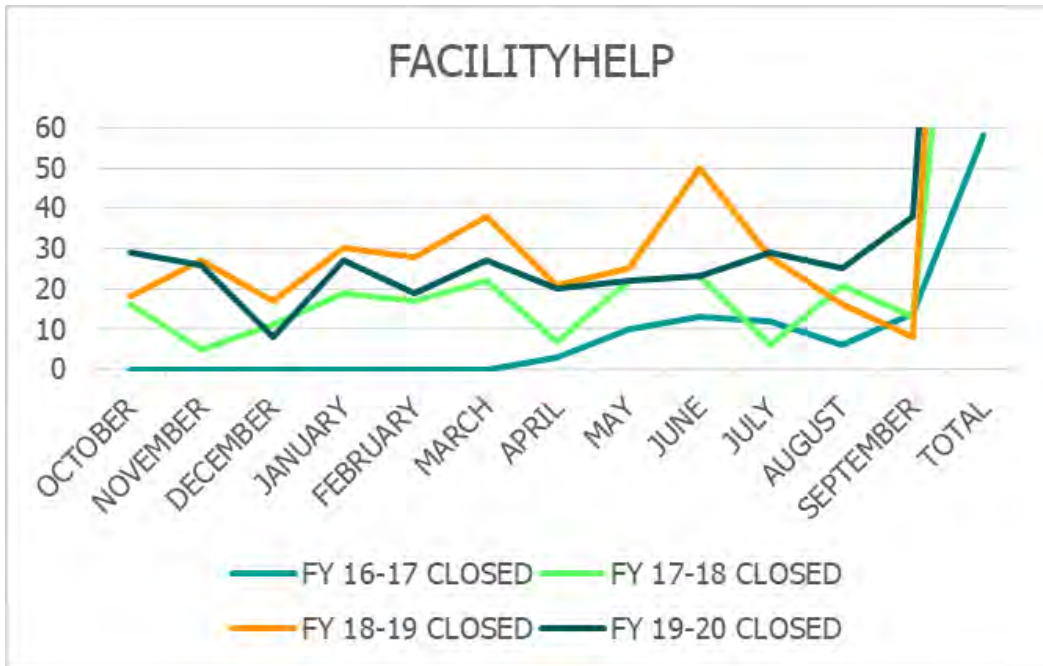
Metric 4:



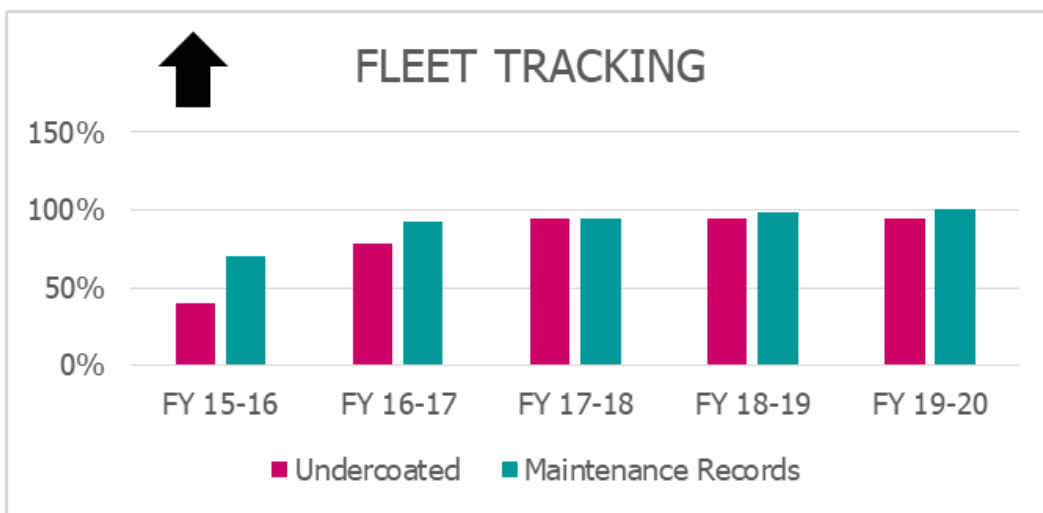
Metric 5:



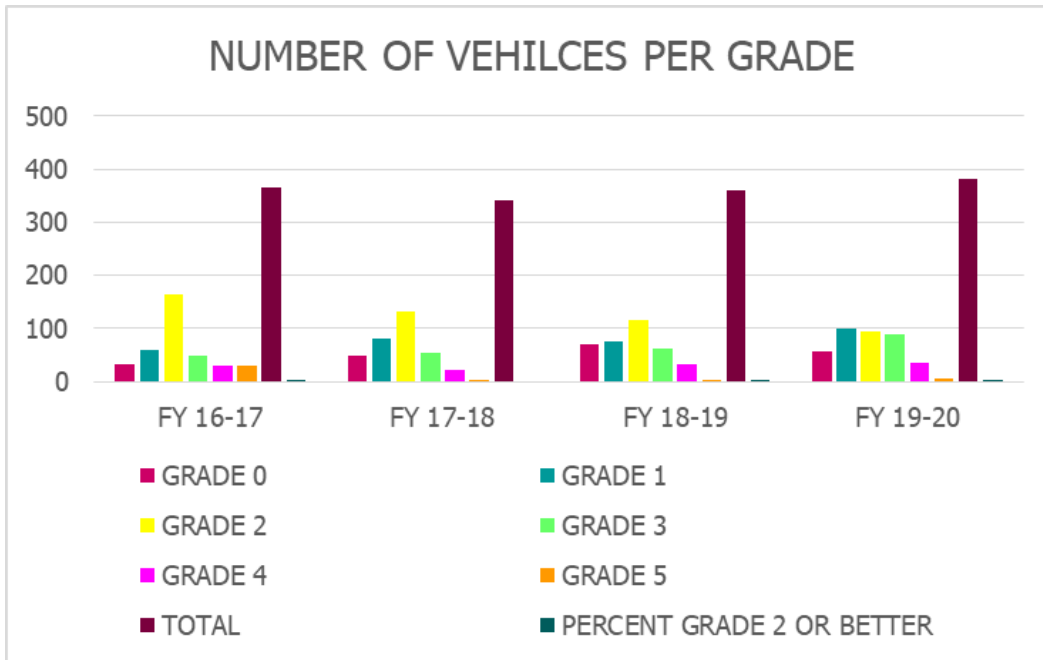
Metric 6:



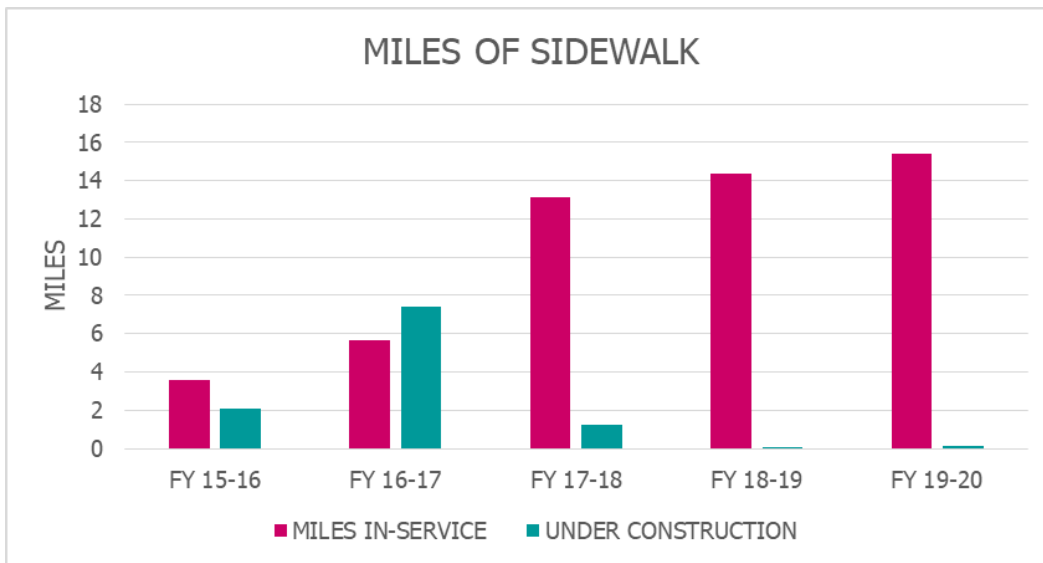
Metric 7:



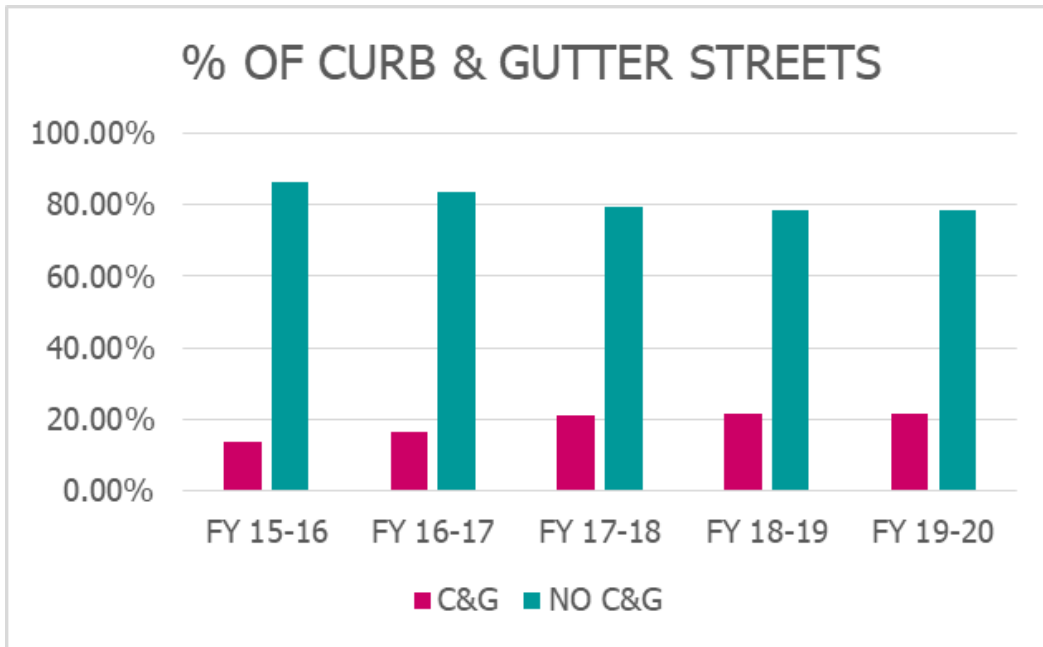
Metric 8:



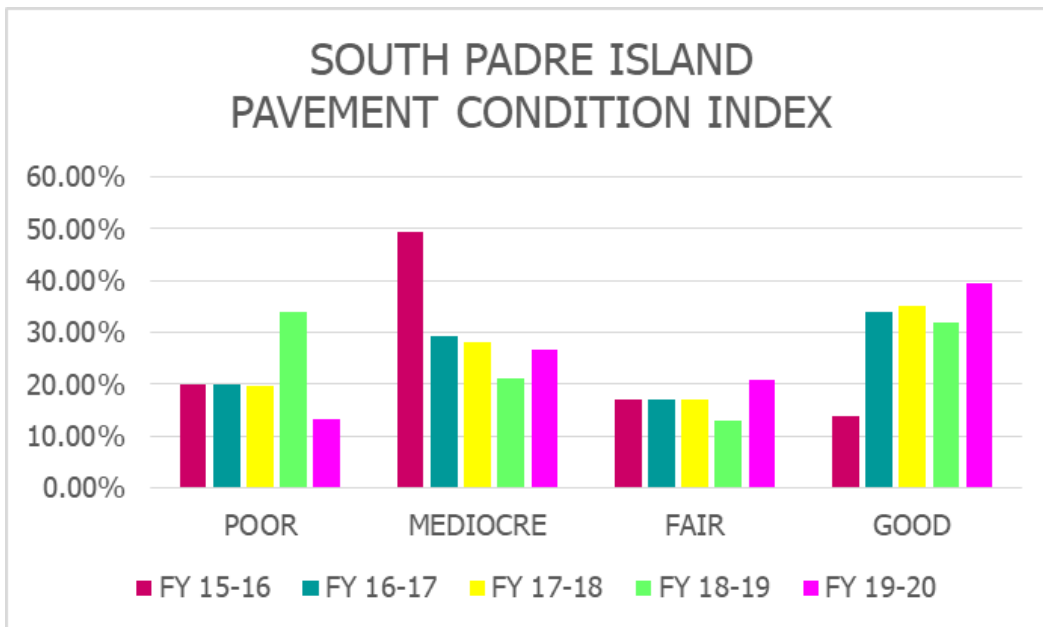
Metric 9:



Metric 10:



Metric 11:



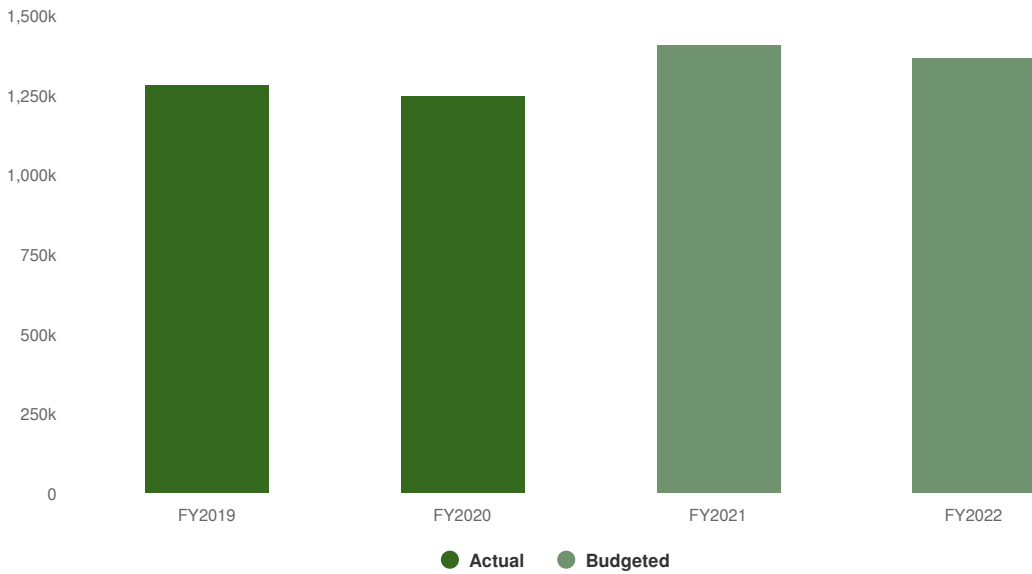
## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Public Works Director	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Public Work Inspector	1	1	1	1	1	1
Mechanic/Fleet Foreman	1	1	1	1	1	1
Mechanic	1	1	1	1	1	1
Mechanic Apprentice	1	1	1	1	1	1
Assistant Public Works Director	1	1	1	1	1	1
Facilities Maintenance	2	3	3	3	3	3
Park Forman	1	1	1	1	1	1
Park Maintenance	1	1	1	1	1	1
Public Works Foreman	1	1	1	1	1	1
Public Works Lead	0	3	3	3	3	3
Equipment Operator I	2	2	2	2	2	2
Equipment Operator II	2	2	2	2	2	2
Maintenance	9	9	9	10	10	10
<b>Total Positions:</b>	<b>25</b>	<b>29</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>30</b>

## Expenditures Summary

\$1,367,407
-\$44,728  
 (-3.17% vs. prior year)

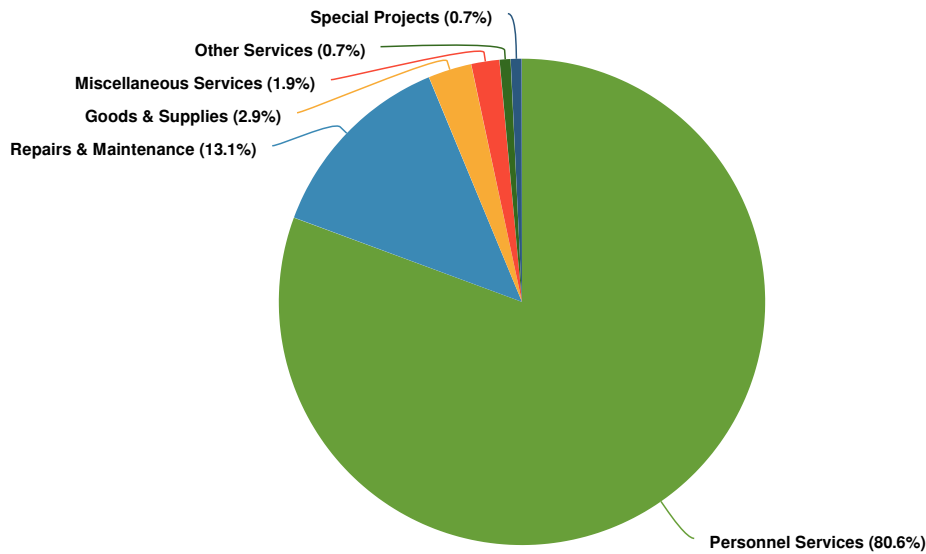
### Public Works Department Proposed and Historical Budget vs. Actual





# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$956,589	\$985,525	\$943,149	\$1,029,411	\$1,102,626	7.1%
Goods & Supplies	\$44,611	\$37,478	\$36,172	\$37,758	\$39,680	5.1%
Repairs & Maintenance	\$148,420	\$146,523	\$138,745	\$177,500	\$179,350	1%
Miscellaneous Services	\$47,646	\$28,757	\$64,730	\$83,420	\$25,751	-69.1%
Equipment > \$5,000 Outlay	\$0	\$72,952	\$59,321	\$64,047	\$0	-100%
Other Services	\$0	\$11,406	\$9,113	\$10,000	\$10,000	0%
Special Projects	\$0	\$0	\$0	\$10,000	\$10,000	0%
<b>Total Expense Objects:</b>	<b>\$1,197,265</b>	<b>\$1,282,640</b>	<b>\$1,251,231</b>	<b>\$1,412,135</b>	<b>\$1,367,407</b>	<b>-3.2%</b>

# Fleet Management Department



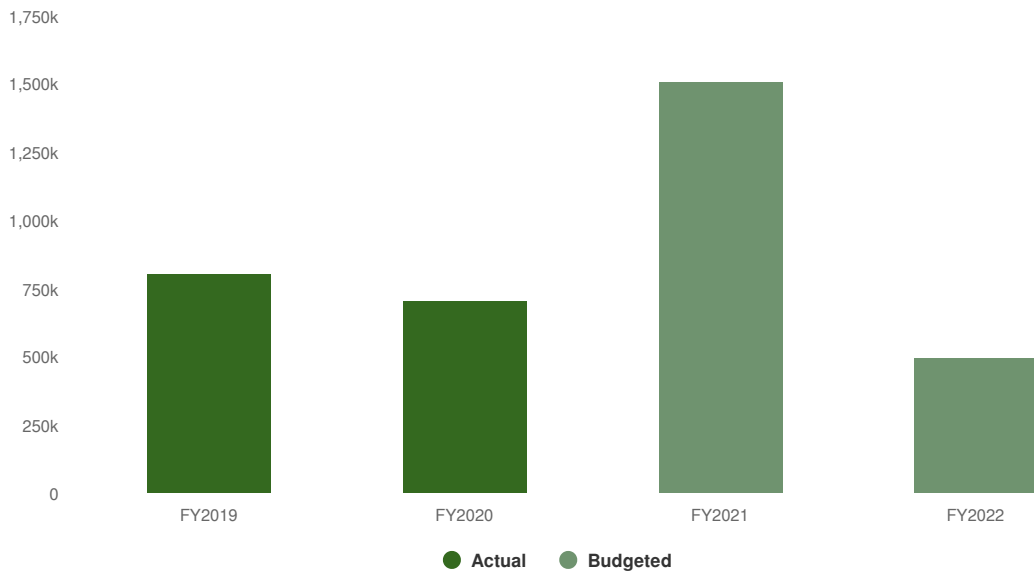
**Jose V. Gonzales**  
Mechanic/Fleet Foreman



## Expenditures Summary

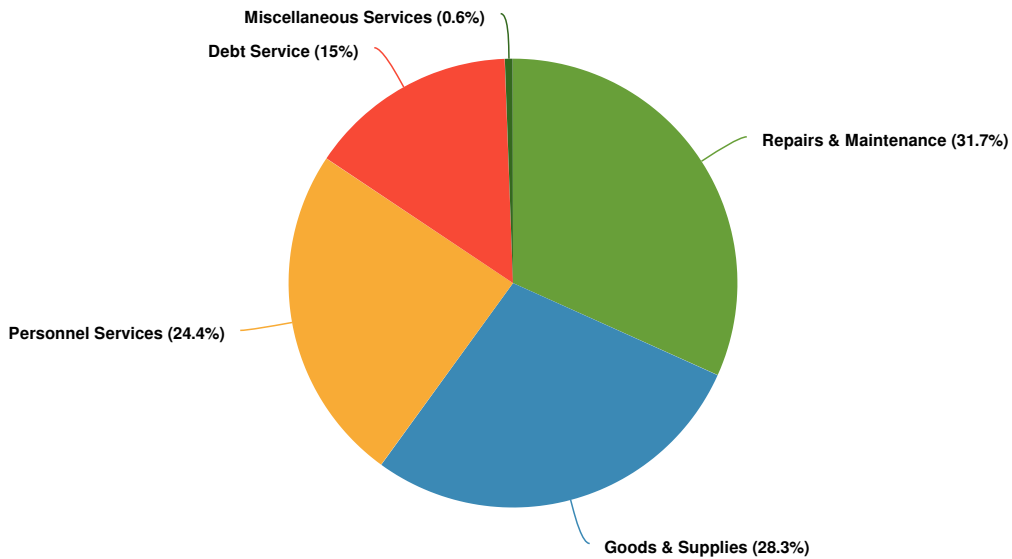
**\$494,702** **-\$1,012,269**  
(-67.17% vs. prior year)

Fleet Management Department Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$104,024	\$108,087	\$119,676	\$119,463	\$120,656	1%
Goods & Supplies	\$146,075	\$142,212	\$124,295	\$155,558	\$139,800	-10.1%
Repairs & Maintenance	\$211,790	\$171,631	\$186,106	\$242,579	\$157,000	-35.3%
Miscellaneous Services	\$1,939	\$20,804	\$1,233	\$2,832	\$2,832	0%
Equipment > \$5,000 Outlay	\$817,493	\$267,881	\$202,043	\$912,349	\$0	-100%
Debt Service	\$161,086	\$90,336	\$70,823	\$74,190	\$74,414	0.3%
<b>Total Expense Objects:</b>	<b>\$1,442,408</b>	<b>\$800,951</b>	<b>\$704,175</b>	<b>\$1,506,971</b>	<b>\$494,702</b>	<b>-67.2%</b>

# Facilities & Grounds Maintenance Department



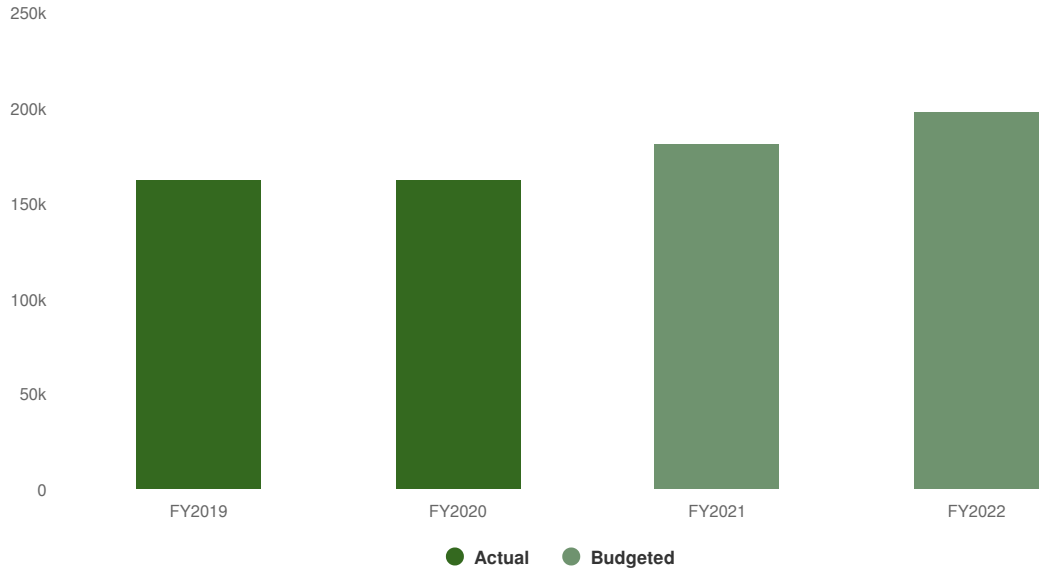
**Jose L. Infante**  
Facility Maintenance Tech/Lead



## Expenditures Summary

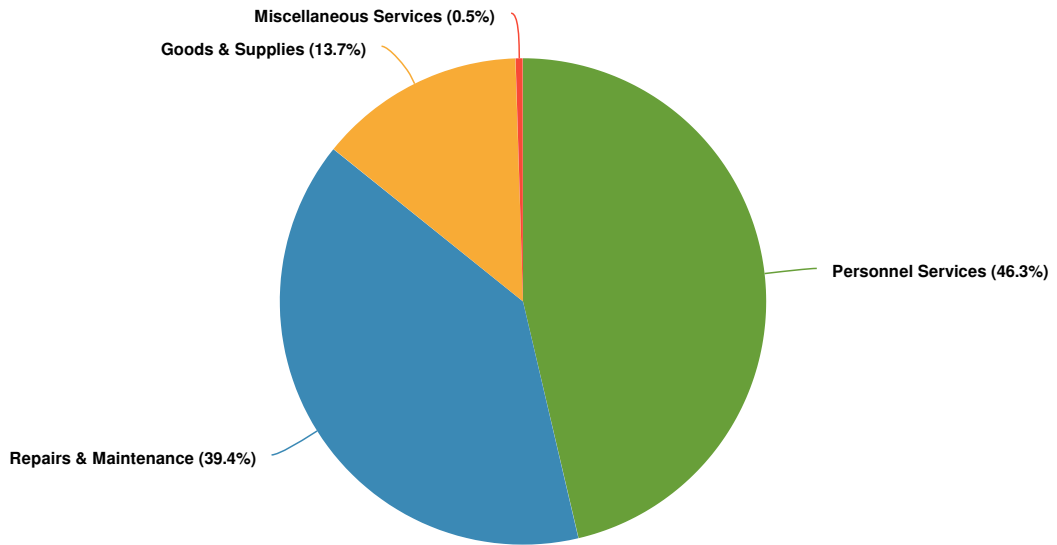
**\$198,376**    **\$16,484**  
(9.06% vs. prior year)

## Facilities & Grounds Maintenance Department Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$70,974	\$75,689	\$75,980	\$80,782	\$91,934	13.8%
Goods & Supplies	\$23,659	\$28,146	\$30,997	\$30,913	\$27,245	-11.9%
Repairs & Maintenance	\$48,331	\$58,167	\$54,733	\$69,237	\$78,237	13%
Miscellaneous Services	\$485	\$1,003	\$920	\$960	\$960	0%
<b>Total Expense Objects:</b>	<b>\$143,449</b>	<b>\$163,004</b>	<b>\$162,630</b>	<b>\$181,892</b>	<b>\$198,376</b>	<b>9.1%</b>

# Inspections Department



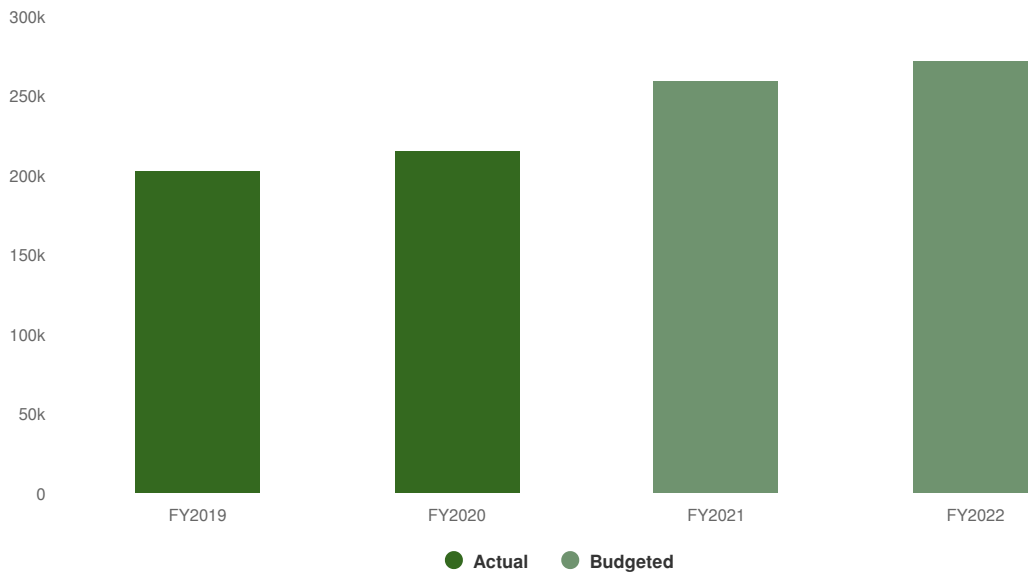
**George Martinez**  
Building Official



## Expenditures Summary

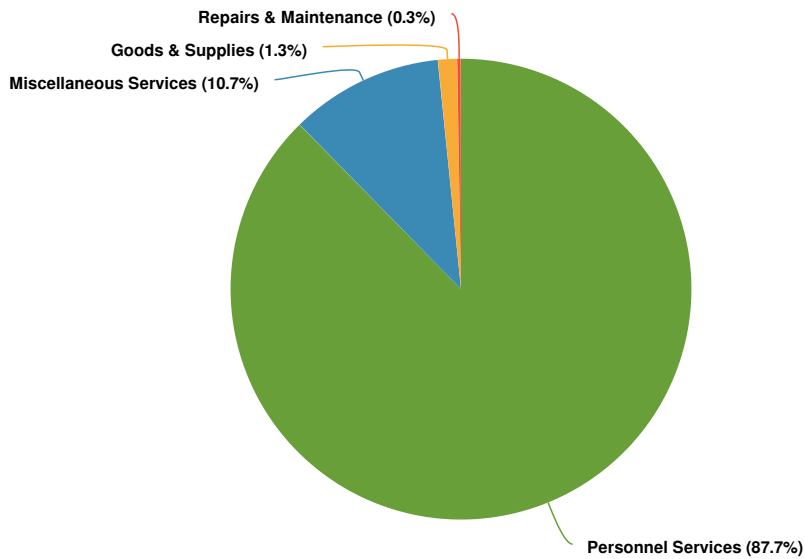
**\$271,848** **\$12,590**  
(4.86% vs. prior year)

Inspections Department Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$172,254	\$177,837	\$201,177	\$226,359	\$238,319	5.3%
Goods & Supplies	\$2,033	\$5,789	\$1,181	\$4,511	\$3,650	-19.1%
Repairs & Maintenance	\$561	\$439	\$0	\$1,650	\$700	-57.6%
Miscellaneous Services	\$17,002	\$19,170	\$12,626	\$26,738	\$29,179	9.1%
<b>Total Expense Objects:</b>	<b>\$191,852</b>	<b>\$203,236</b>	<b>\$214,983</b>	<b>\$259,258</b>	<b>\$271,848</b>	<b>4.9%</b>



# General Services Division

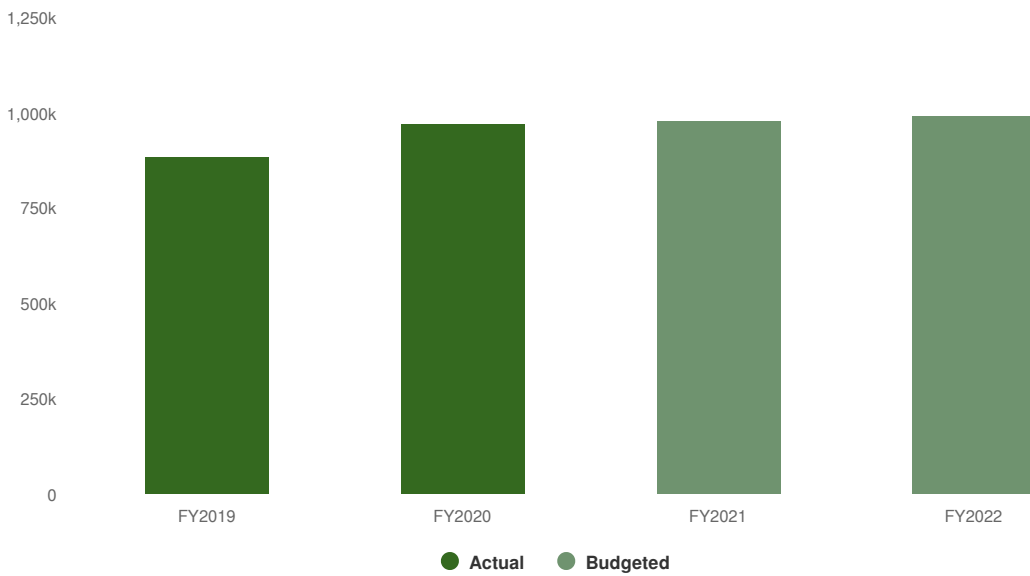


The General Services Division is used for budgeting for items that are Citywide in nature, such as insurance, water, electric, professional services, and various other expenses that cannot be directly tied to one department.

## Expenditures Summary

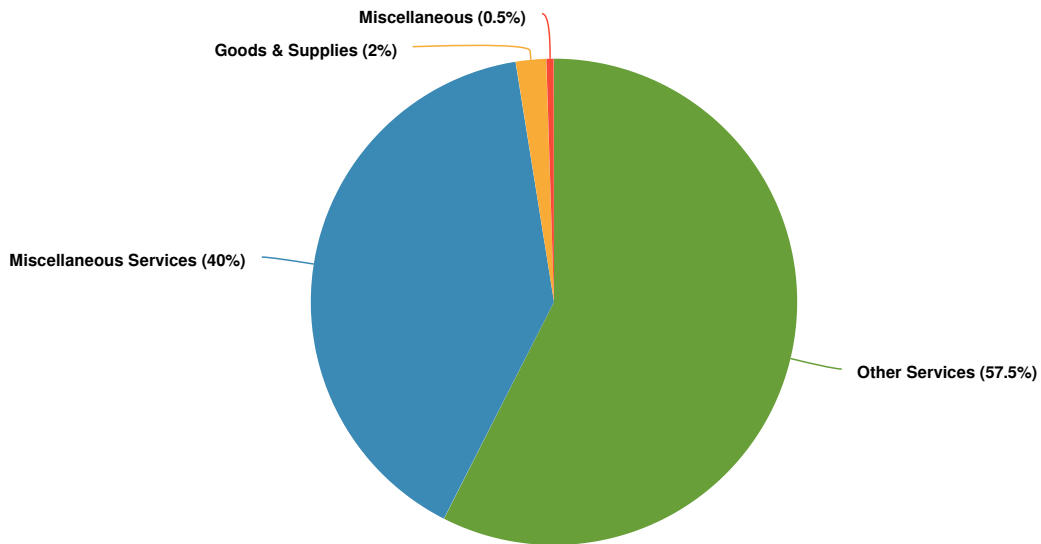
**\$991,489**    **\$14,132**  
(1.45% vs. prior year)

General Services Division Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Goods & Supplies	\$20,608	\$19,825	\$13,732	\$20,500	\$20,000	-2.4%
Miscellaneous	\$5,894	\$4,298	\$2,511	\$5,000	\$5,000	0%
Miscellaneous Services	\$367,893	\$363,152	\$413,667	\$422,857	\$396,500	-6.2%
Other Services	\$443,565	\$482,217	\$532,773	\$529,000	\$569,989	7.7%
Special Projects	\$8,455	\$15,401	\$9,999	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$846,414</b>	<b>\$884,894</b>	<b>\$972,682</b>	<b>\$977,357</b>	<b>\$991,489</b>	<b>1.4%</b>

## Special Projects Division

Friends of Animal Rescue



Friends of RGV Reef



Sea Turtle Inc.



Coastal Studies Lab



SPI Birding & Nature Center

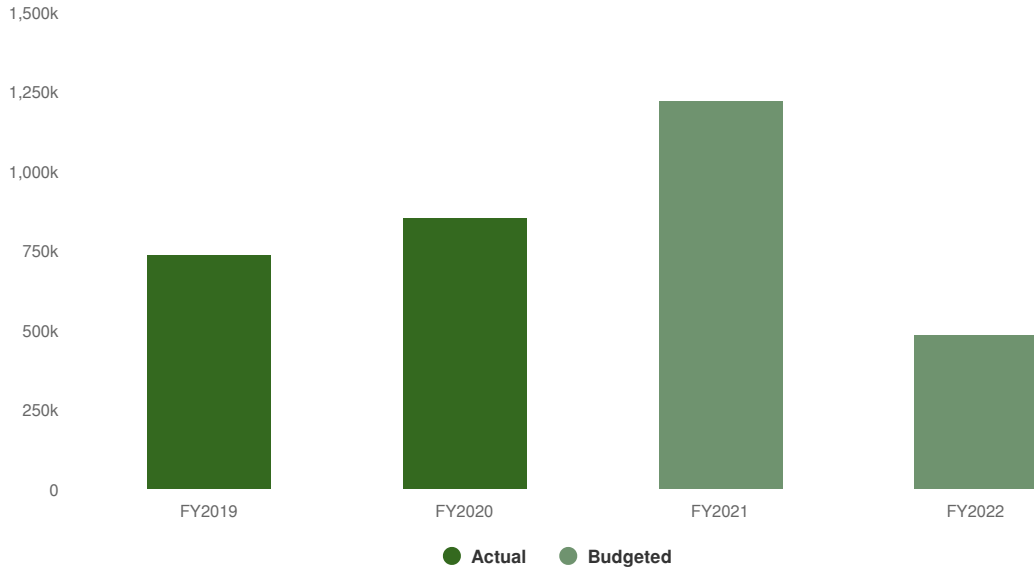


The Special Projects Division is used to budget for non-recurring expenses, one-time events, and donations to various organizations throughout the Rio Grande Valley

## Expenditures Summary

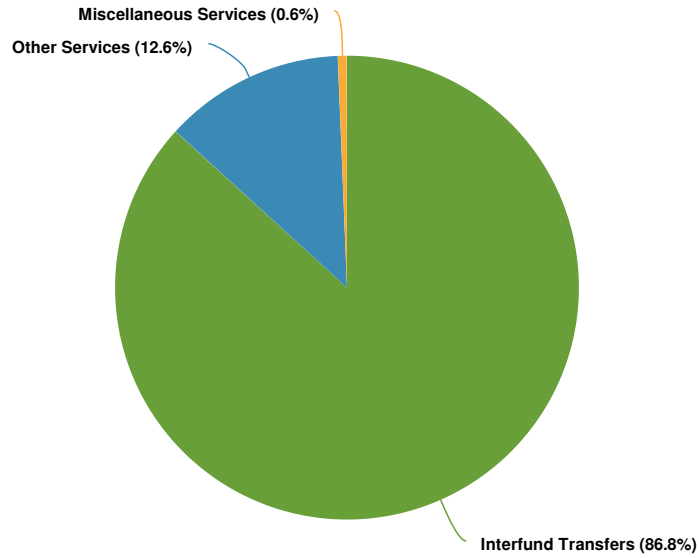
**\$483,926**    **-\$740,023**  
(-60.46% vs. prior year)

## Special Projects Division Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



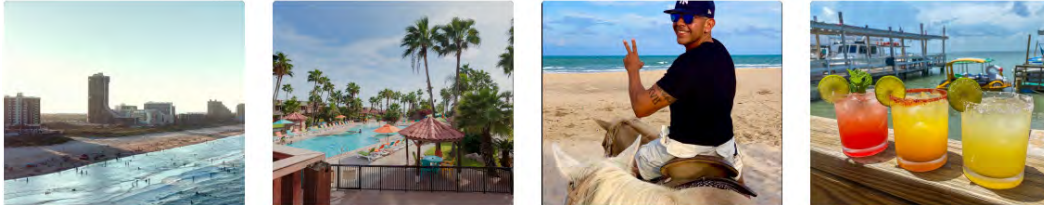
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Miscellaneous Services	\$159,053	\$100,361	\$6,738	\$339,700	\$3,000	-99.1%
Equipment > \$5,000 Outlay	\$4,000	\$0	\$0	\$388,000	\$0	-100%
Interfund Transfers	\$442,203	\$560,123	\$771,381	\$428,407	\$419,926	-2%
Other Services	\$107,273	\$65,189	\$65,097	\$67,842	\$61,000	-10.1%
Special Projects	\$34,244	\$9,925	\$9,882	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$746,773</b>	<b>\$735,597</b>	<b>\$853,097</b>	<b>\$1,223,949</b>	<b>\$483,926</b>	<b>-60.5%</b>

# Hotel Motel Fund Summary



**Lori Moore**  
Interim CVB Director

## Welcome to South Padre Island

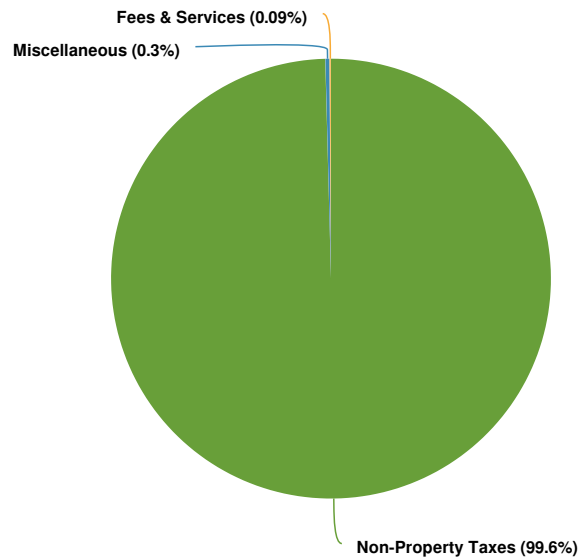


The Hotel/Motel Fund is used to account for occupancy tax collections. This fund is used to account for the portion of collections used for tourism, advertising, and promotion.

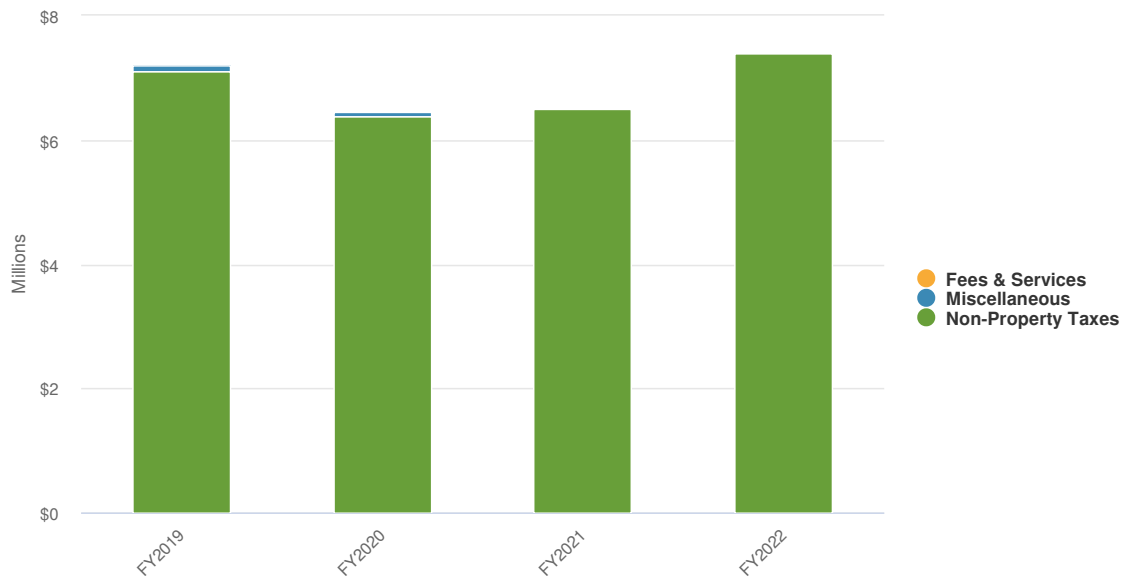
The City of South Padre Island is projecting \$7.42M of revenue in FY 2022, which represents a 13.77% increase over the prior year. Budgeted expenditures are projected to decrease by 10.23% to \$6.53M in FY 2022.

## Hotel Motel Fund Revenues

### Projected 2022 Revenues by Source



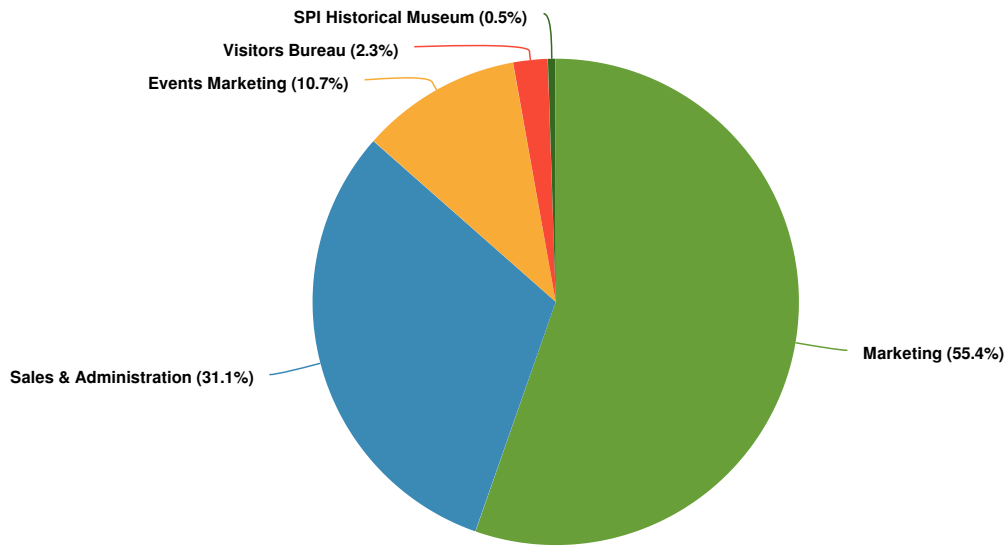
### Budgeted and Historical Revenues by Source



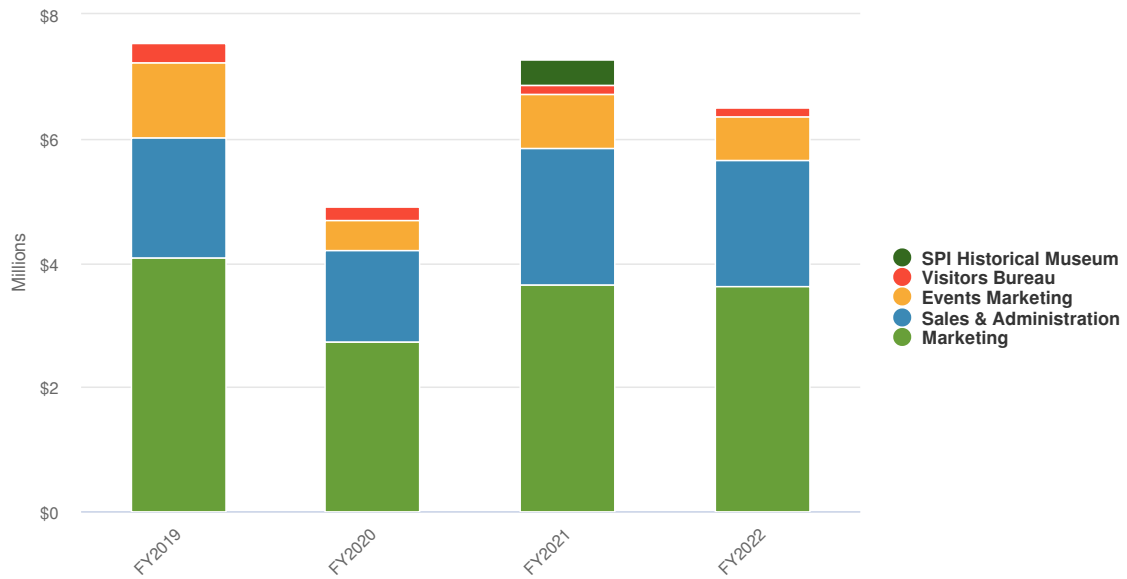
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Non-Property Taxes	\$6,511,634	\$7,096,414	\$6,383,471	\$6,495,106	\$7,393,521
Fees & Services	\$11,522	\$11,924	\$3,501	\$7,000	\$7,000
Miscellaneous	\$96,080	\$94,104	\$60,084	\$23,000	\$23,000
<b>Total Revenue Source:</b>	<b>\$6,619,236</b>	<b>\$7,202,442</b>	<b>\$6,447,055</b>	<b>\$6,525,106</b>	<b>\$7,423,521</b>

# Expenditures by Function

## Budgeted 2022 Expenditures by Function



## Budgeted and Historical Expenditures by Function





Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expenditures					
Current					
Convention & Visitors Bureau					
Visitors Bureau	\$214,373	\$310,001	\$204,641	\$148,847	\$149,308
Sales & Administration	\$1,687,222	\$1,930,126	\$1,469,109	\$2,192,485	\$2,032,974
Events Marketing	\$1,198,244	\$1,200,616	\$496,249	\$869,560	\$697,744
Marketing	\$3,891,830	\$4,089,040	\$2,734,324	\$3,655,500	\$3,615,500
SPI Historical Museum	\$0	\$0	\$2,291	\$407,000	\$34,000
<b>Total Convention &amp; Visitors Bureau:</b>	<b>\$6,991,670</b>	<b>\$7,529,783</b>	<b>\$4,906,614</b>	<b>\$7,273,392</b>	<b>\$6,529,526</b>
<b>Total Current:</b>	<b>\$6,991,670</b>	<b>\$7,529,783</b>	<b>\$4,906,614</b>	<b>\$7,273,392</b>	<b>\$6,529,526</b>
<b>Total Expenditures:</b>	<b>\$6,991,670</b>	<b>\$7,529,783</b>	<b>\$4,906,614</b>	<b>\$7,273,392</b>	<b>\$6,529,526</b>

## Convention & Visitors Bureau Division

The CVB 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 overnight guests on South Padre Island.

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

- Visitor Center
- Sales and Administration
- Special Events
- Marketing
- SPI Historical Museum
- Convention Center

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

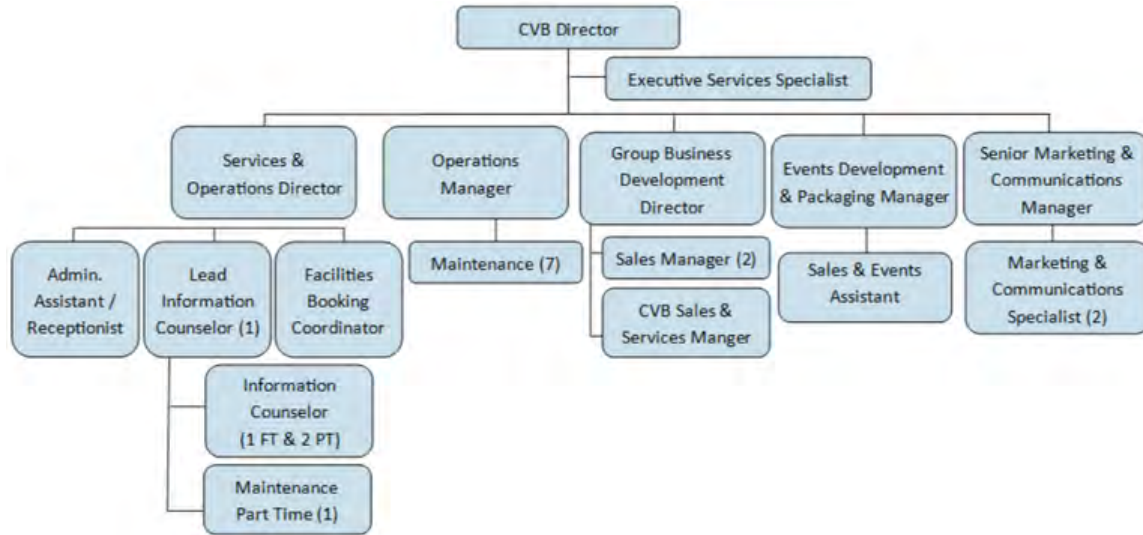
### Major Goals:

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

### Our Planning Indicators and Focus:

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

# Organizational Chart

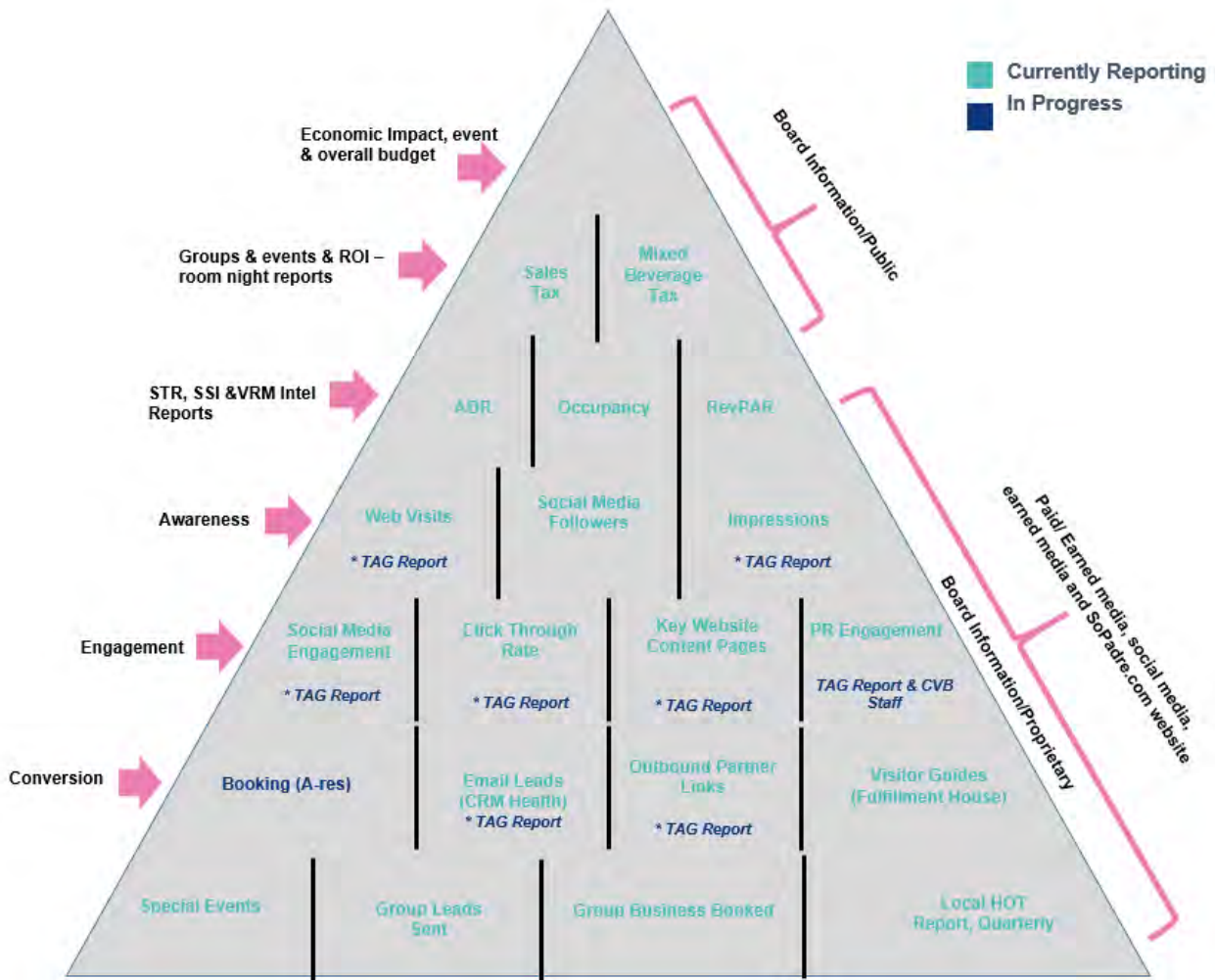


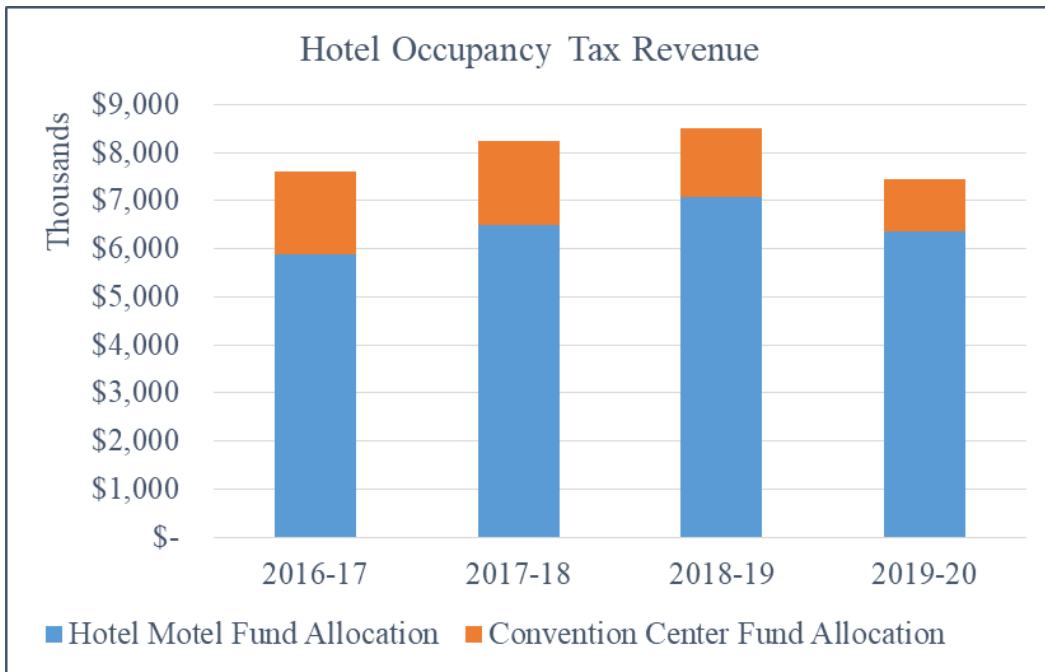
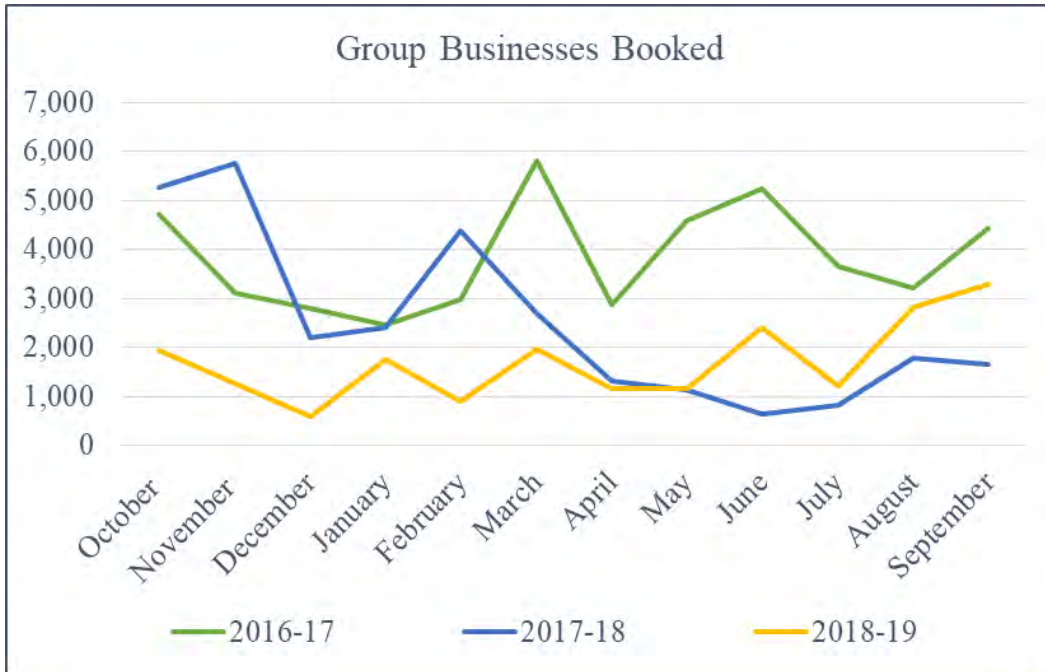
## Strategic Objectives and Work Plan for the Next Five Years

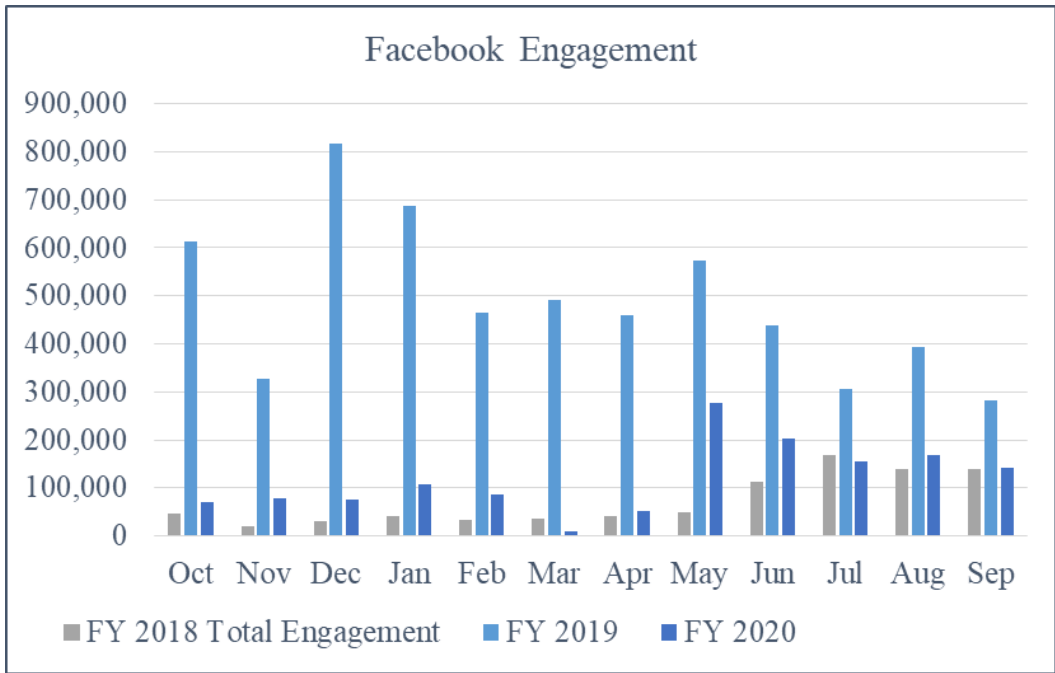
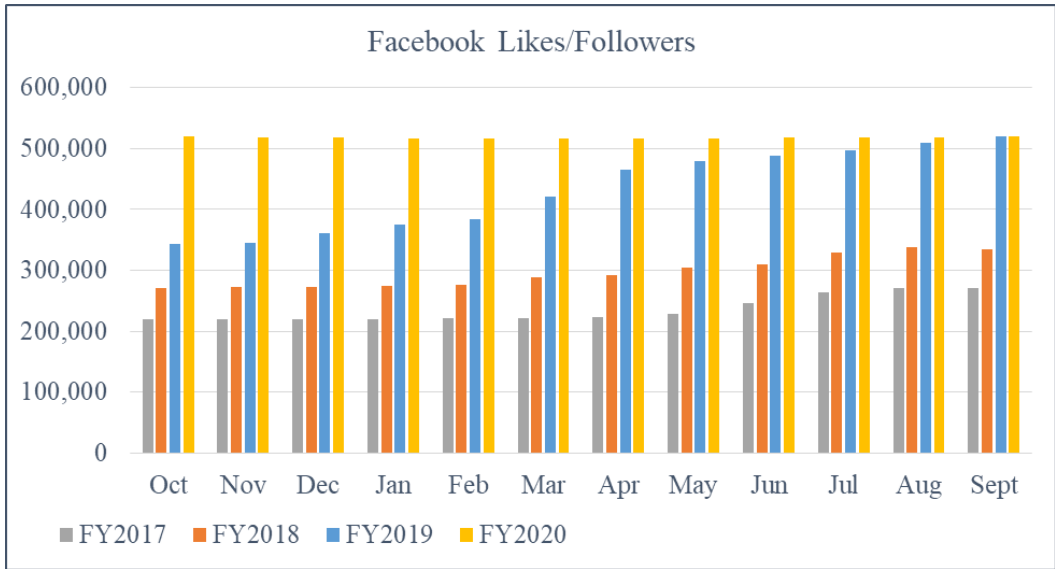
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Conduct robust comprehensive research to generate ways forward for the entire destination (Y.S.).	2021-22	CVB Director & Senior Marketing and Communication Specialist	\$300k	HOT	Chapter VI. Goal 1 Objective 1.1 Policy 1.1.1-2	N/A
Develop a hospitality training program in partnership with SPI Stakeholders within the destination.	2021-22	CVB Director & Senior Marketing and Communication Specialist	\$20k	Impressions	Chapter VI. Goal 2 Objective 2.1 Policy 2.1.1-3	N/A
Design a Kids Zone at Valley International Airport - Harlingen.	2021-22	CVB Director	\$35k	HOT	Chapter VIII. Goal 1 Objective 1.1	Proposed
Support feasibility studies on the development of infrastructure, potential events and possible future business.	2021-22	CVB Director & Senior Marketing and Communication Specialist	\$20k	Bookings	Chapter VIII. Goal 1 Objective 1.1	N/A
Conduct full research plans and data collection.	2021-22	CVB Director & Senior Marketing and Communication Specialist	\$300k	Impressions	Chapter VI. Goal 1	N/A
Expand the VC space @ MM location.	2021-22	Operations & Service Manager	\$20k	HOT	Chapter VI. Goal 1	Proposed
Sustain our current customer base.	2021-22	CVB Director	N/A	HOT	Chapter VI. Goal 2 Objective 2.1 Policy 2.1.1-1	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Convention Centre expansion	2022-24	CVB Director	\$14m	HOT/ Venue Tax	Chapter VI. Goal 1	Proposed
Phase I - Sales Office Expansion	2022-23	CVB Director	\$150k	HOT/ Venue Tax	Chapter VI. Goal 1	Proposed
Phase II - Facility Expansion, Design and Conceptual	2022-23	CVB Director	\$250k	Venue Tax	Chapter VI. Goal 1	Proposed
Phase II - Facility Expansion	2022-23	CVB Director	\$6m	Venue Tax	Chapter VI. Goal 1	Proposed
Phase III - BlackBox Theatre, Design, Conceptual	2023-24	CVB Director	\$250k	Venue Tax	Chapter VI. Goal 1	Proposed

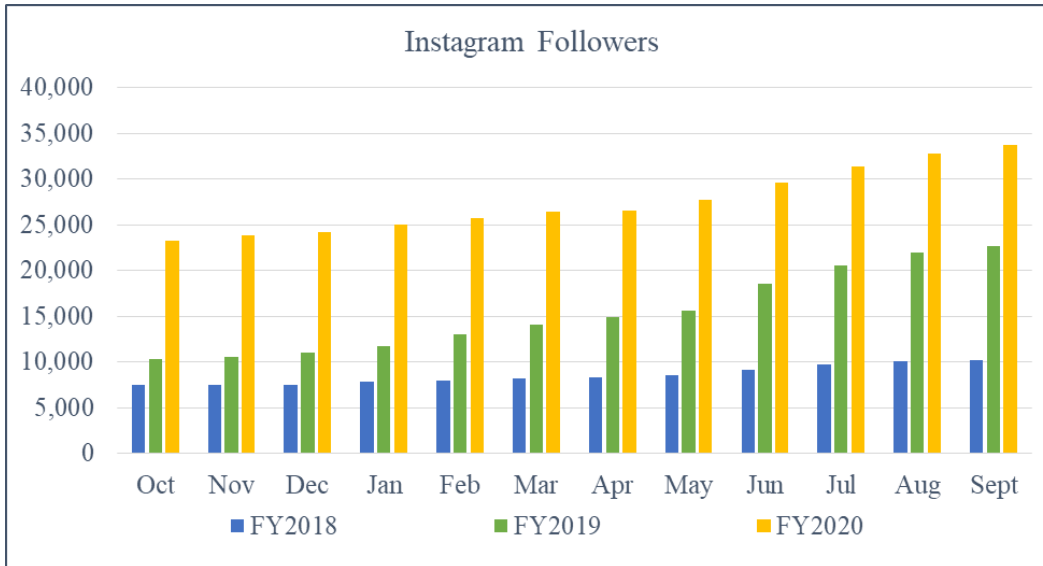
Phase IIIa - BlackBox Theatre	2023-24	CVB Director	\$4m	Venue Tax	Chapter VI. Goal 1	Proposed
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Reroofing of Original CC	2024-25	CVB Director	To be determined	HOT Reserves	Chapter VI. Goal 1	Proposed
Refurbishing Boardwalk	2024-25	CVB Director	To be determined	HOT Reserves	Chapter VI. Goal 1	Proposed

# Performance Metrics









## Staffing Plan

Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
CVB Director	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Operations & Service Manager	1	1	1	1	1	1
Operations Manager	1	1	1	1	1	1
Special Events Manager	1	1	1	1	1	1
Special Events Coordinator	1	1	1	1	1	1
Business Development Manager	1	1	1	1	1	1
Sales & Services Manager	1	1	1	1	1	1
Face Booking Coordinator	1	1	1	1	1	1
Sales Manager	2	2	2	2	2	2
Operation Staff	7	7	7	7	7	7
Receptionist	1	1	1	1	1	1
Information Counselors	2	2	2	2	2	2
Part-Time Information Counselors	2	2	2	2	2	2
Marketing Manager	1	1	1	1	1	1
Marketing & Communication Specialist	2	2	2	2	2	2
<b>Total Positions:</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>



## Visitors Center Division



The South Padre Island Visitors Center (VC) is the beginning of our guests' experience on South Padre Island. From the initial request for information, to their arrival and throughout their stay, we are to make sure they are welcomed and well informed on all aspects of their South Padre Island experience. Our visitors are greeted warmly by well-informed staff with professional and friendly attitudes.

### Major Goals:

1. Building Upgrade: Because tourism is the economic engine for the City, the Visitors Center must be maintained as the City's hospitality headquarters to ensure information is readily available in an aesthetically pleasing setting.
2. Update Technology: To better serve our guests and the community, we will add two new laptops and one server in the reception area.
3. Serve as an information center for area businesses: To assist City businesses with promoting services, we will keep updated information offerings which will also allow us to give area businesses feedback from our Island guests.

### Our Planning Indicators and Focus:

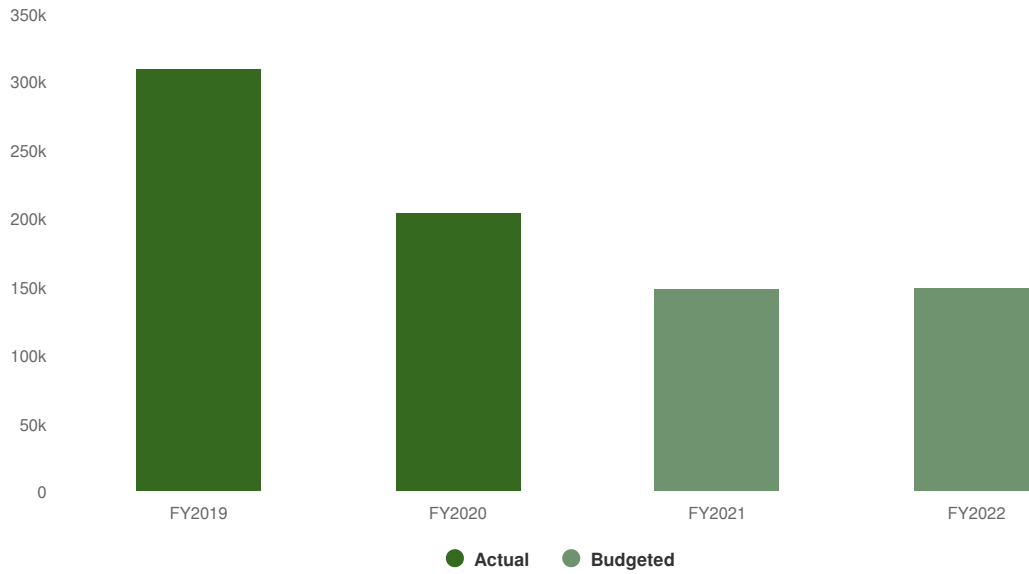
The mission of the Visitors Center is to provide services that enhance tourism, increase the length of stay of our overnight guests, and increase revenue for all businesses on the Island. This will happen by improving the partnership between businesses and the Visitors Center and implementing activity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

- Greet walk-in visitors and provide accurate SPI information.
- Latest information to our visitors regarding programs, events, and venues.
- The number of businesses that display brochures at the Visitors Center.
- Events held at the Visitors Center and the CVB.
- Records regarding the daily number of walk-ins.
- Daily emails and zip codes.
- International visitors and the different countries of which they come from.
- Number of phone calls requesting Island information.
- Operating status of Island businesses and all venues.
- Island's events, festivities, and activities.
- Island restaurants' menus, specials, and coupons.
- Reports requested by the CVB Director.
- Chamber of Commerce usage of the Visitor Center conference room.
- Partner's current contact information.
- Courtesy calls to our partners in regards to promotional materials.
- Reports for the Texas Department of Transportation (TX DOT) Travel Literature Program/Fulfillment Branch.
- Facilities, grounds, and entire property to ensure a clean, pleasant and friendly atmosphere.
- Inventory of brochures, menus, pamphlets and magazines from our partners to ensure we always have enough and never run out.

## Expenditures Summary

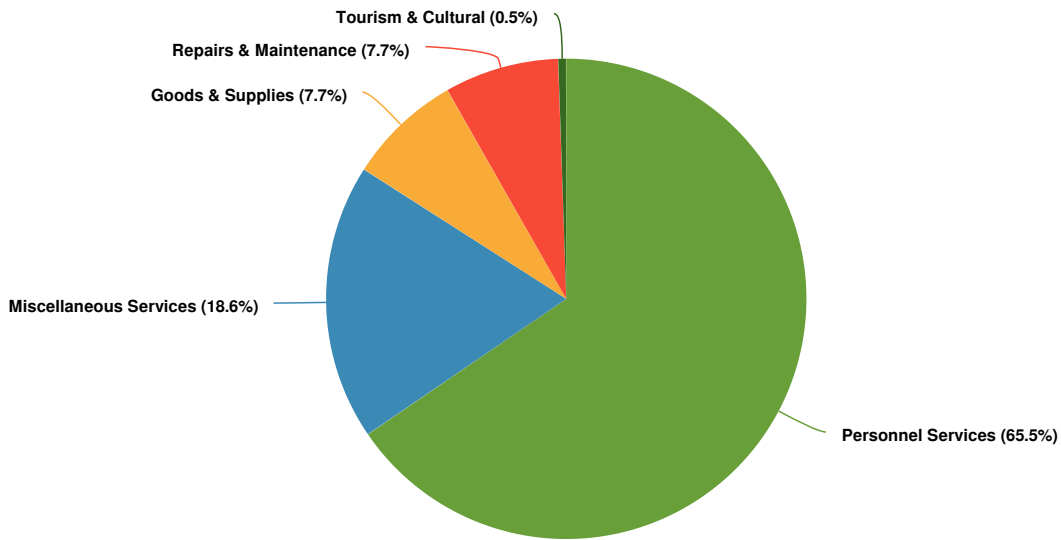
**\$149,308** **\$461**  
(0.31% vs. prior year)

### Visitors Center Division Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$159,039	\$157,086	\$139,924	\$97,287	\$97,748	0.5%
Goods & Supplies	\$11,479	\$12,364	\$8,996	\$10,600	\$11,500	8.5%
Repairs & Maintenance	\$12,590	\$17,075	\$14,350	\$11,500	\$11,500	0%
Miscellaneous Services	\$28,451	\$35,654	\$41,371	\$26,460	\$27,760	4.9%
Equipment > \$5,000 Outlay	\$0	\$86,430	\$0	\$0	\$0	0%
Tourism & Cultural	\$2,815	\$1,393	\$0	\$3,000	\$800	-73.3%
<b>Total Expense Objects:</b>	<b>\$214,373</b>	<b>\$310,001</b>	<b>\$204,641</b>	<b>\$148,847</b>	<b>\$149,308</b>	<b>0.3%</b>

## Sales & Administration Division

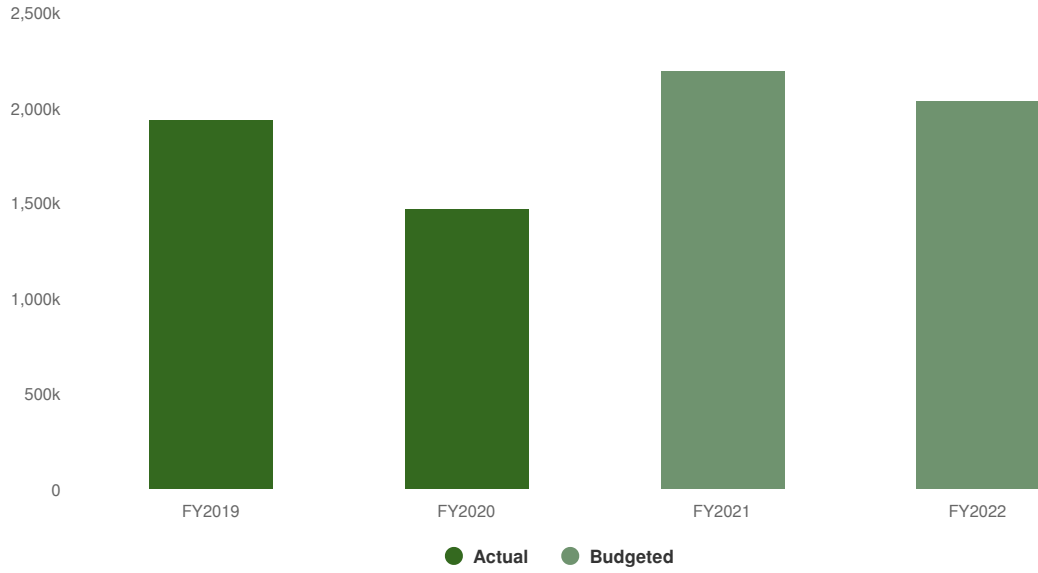


Our experienced sales team focuses on booking meetings, conventions, tradeshow, and events at the South Padre Island Convention Center, Island hotels, and offsite venues. Attendees stay overnight, dine in restaurants, visit our beach and bayside attractions, and more.

## Expenditures Summary

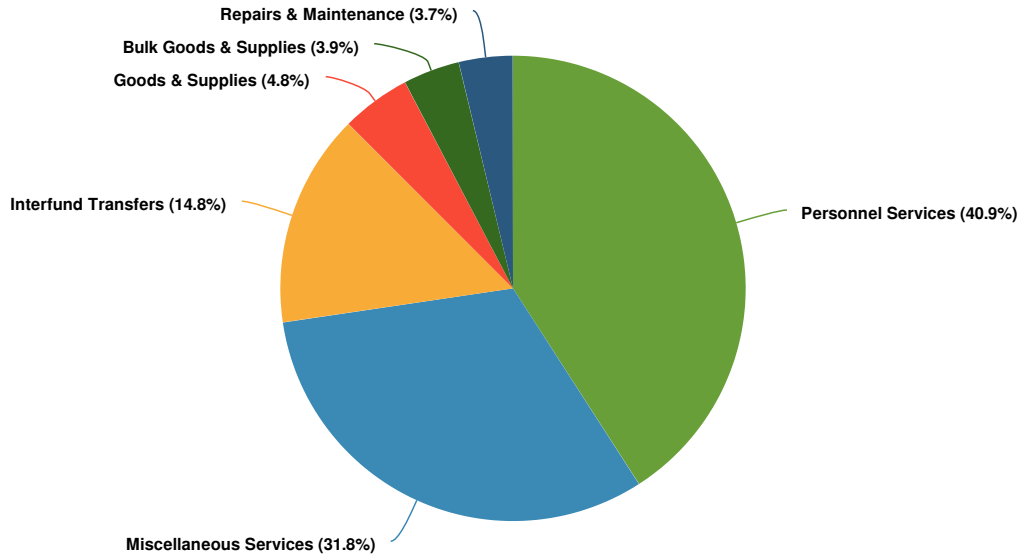
**\$2,032,974**    **-\$159,511**  
(-7.28% vs. prior year)

## Sales & Administration Division Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$623,927	\$679,168	\$589,043	\$744,961	\$831,450	11.6%
Goods & Supplies	\$94,971	\$80,046	\$54,393	\$110,000	\$98,000	-10.9%
Bulk Goods & Supplies	\$50,627	\$66,630	\$25,130	\$90,000	\$80,000	-11.1%
Repairs & Maintenance	\$46,592	\$70,882	\$41,730	\$66,900	\$76,200	13.9%
Miscellaneous Services	\$516,831	\$642,272	\$378,711	\$873,560	\$645,839	-26.1%
Interfund Transfers	\$354,273	\$375,394	\$380,103	\$307,064	\$301,485	-1.8%
Other Services	\$0	\$15,733	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,687,222</b>	<b>\$1,930,126</b>	<b>\$1,469,109</b>	<b>\$2,192,485</b>	<b>\$2,032,974</b>	<b>-7.3%</b>

## Special Events Division



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

### Major Goals:

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

### Our Planning Indicators and Focus:

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

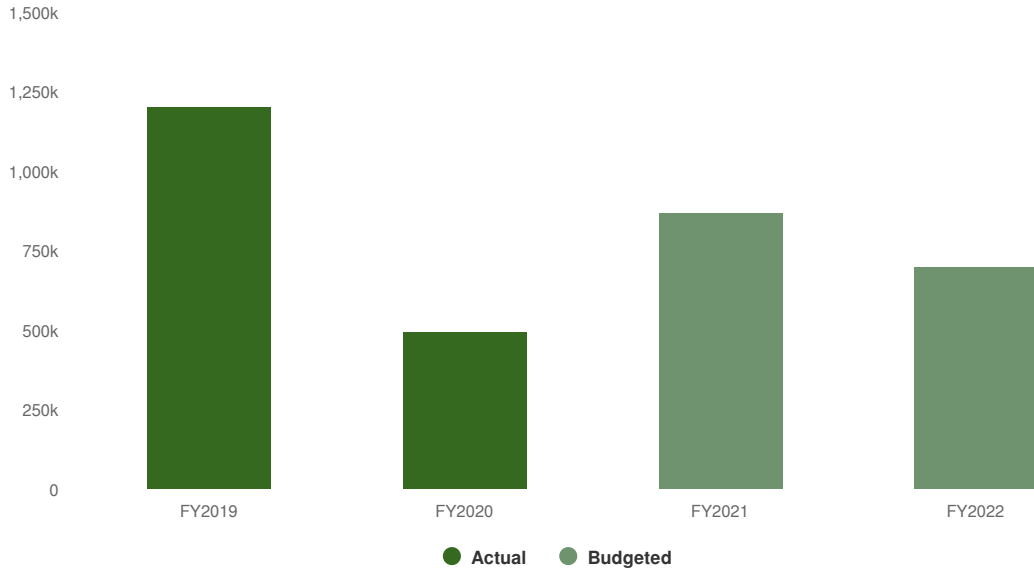
We have staff who attend special events and survey participants to aid in obtaining data. We must balance any overlap in regards to hotel reports and room pickup. The difficulty here is that the majority of these properties release room blocks 30 days in advance of a special event. Another issue is that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

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

## Expenditures Summary

**\$697,744** **-\$171,816**  
(-19.76% vs. prior year)

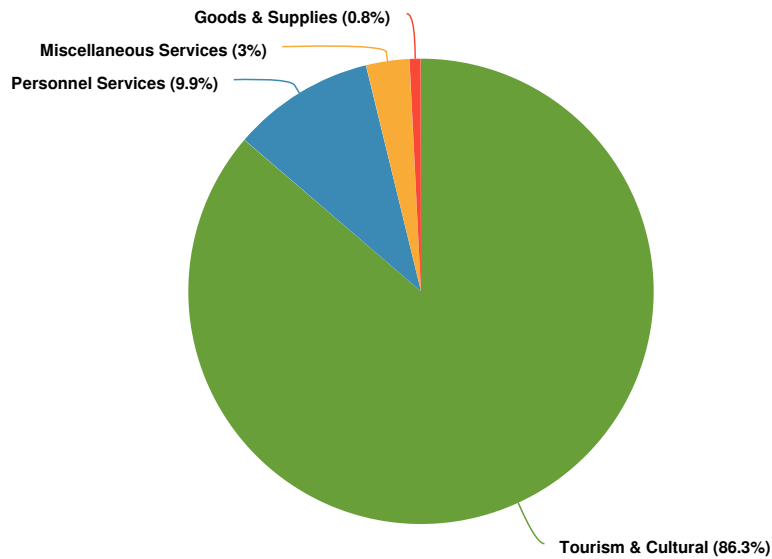
### Special Events Division Proposed and Historical Budget vs. Actual





# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$61,750	\$70,885	\$70,691	\$66,774	\$69,163	3.6%
Goods & Supplies	\$11,137	\$17,641	\$3,166	\$4,500	\$5,500	22.2%
Repairs & Maintenance	\$327	\$0	\$0	\$0	\$0	0%
Miscellaneous Services	\$14,959	\$18,773	\$12,811	\$21,081	\$21,009	-0.3%
Equipment > \$5,000 Outlay	\$22,350	\$0	\$0	\$0	\$0	0%
Tourism & Cultural	\$740,156	\$774,001	\$409,581	\$603,000	\$602,072	-0.2%
Interfund Transfers	\$332,565	\$319,317	\$0	\$174,205	\$0	-100%
Debt Service	\$15,000	\$0	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,198,244</b>	<b>\$1,200,616</b>	<b>\$496,249</b>	<b>\$869,560</b>	<b>\$697,744</b>	<b>-19.8%</b>

## Marketing Division



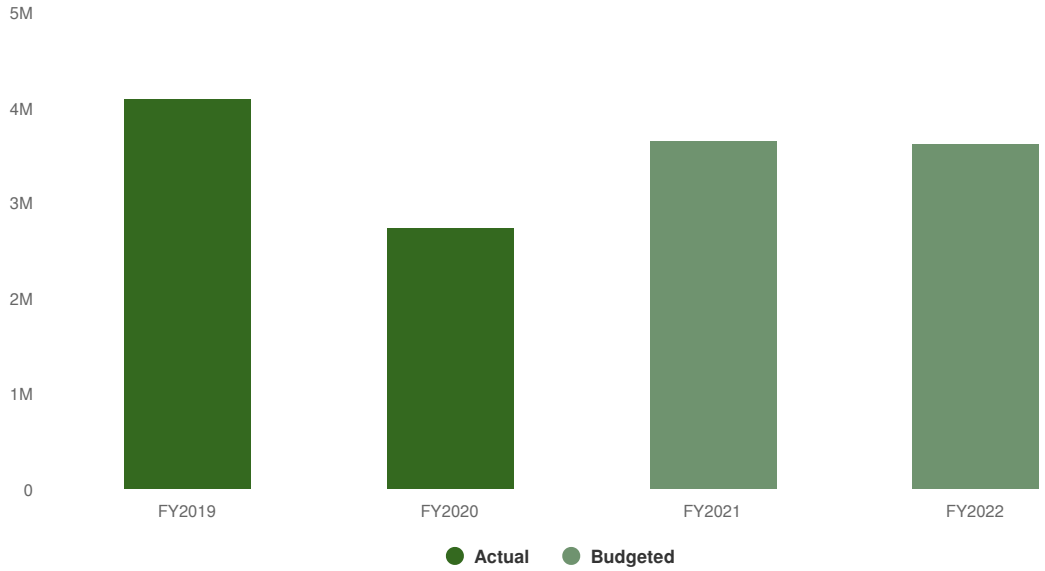
The Marketing Division supports the SPI CVB and the Convention Center by promoting the Island through innovative marketing, public relations, social media, digital communications, and comprehensive website efforts. The marketing team and its marketing agency develop strategies to increase awareness and understanding of the South Padre Island destination brand and drive demand for overnight accommodations.

Using data-driven insights, the team shapes messaging and determines the most effective distribution channels for paid media, while complementing that with integrated proactive media relations efforts, content development strategies, niche promotions and social outreach to further amplify destination awareness and buzz.

## Expenditures Summary

**\$3,615,500** **-\$40,000**  
(-1.09% vs. prior year)

### Marketing Division Proposed and Historical Budget vs. Actual



### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Miscellaneous Services	\$3,891,830	\$4,089,040	\$2,734,324	\$3,655,500	\$3,615,500	-1.1%
<b>Total Expense Objects:</b>	<b>\$3,891,830</b>	<b>\$4,089,040</b>	<b>\$2,734,324</b>	<b>\$3,655,500</b>	<b>\$3,615,500</b>	<b>-1.1%</b>

## SPI Historical Museum Division

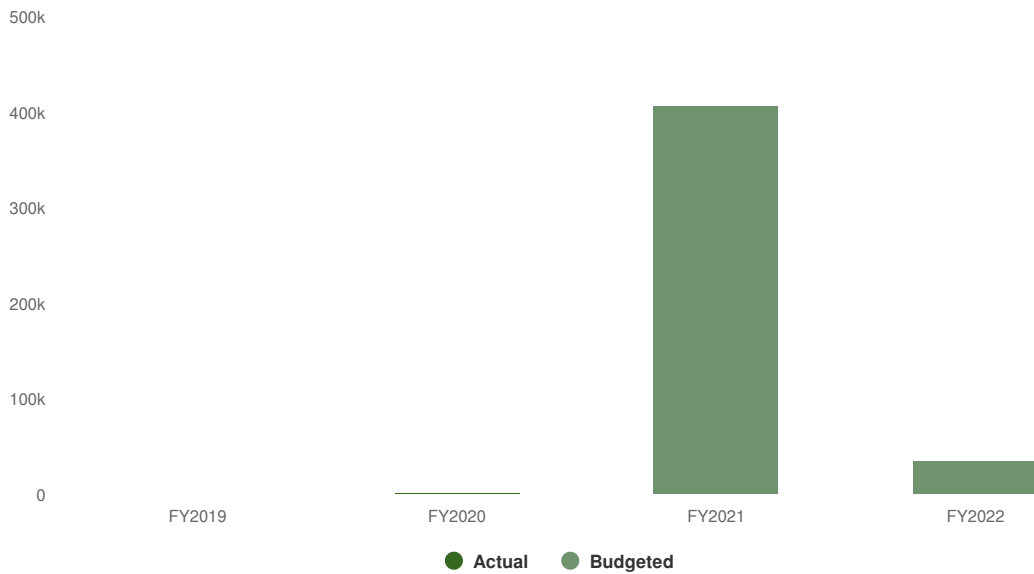


This is a new division of the Hotel Motel Tax fund created to account for expenses related to the existing lease agreement with the South Padre Island Historical Foundation. This includes the payment of utilities, building maintenance, janitorial services, building insurance, and landscaping & grounds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

### Expenditures Summary

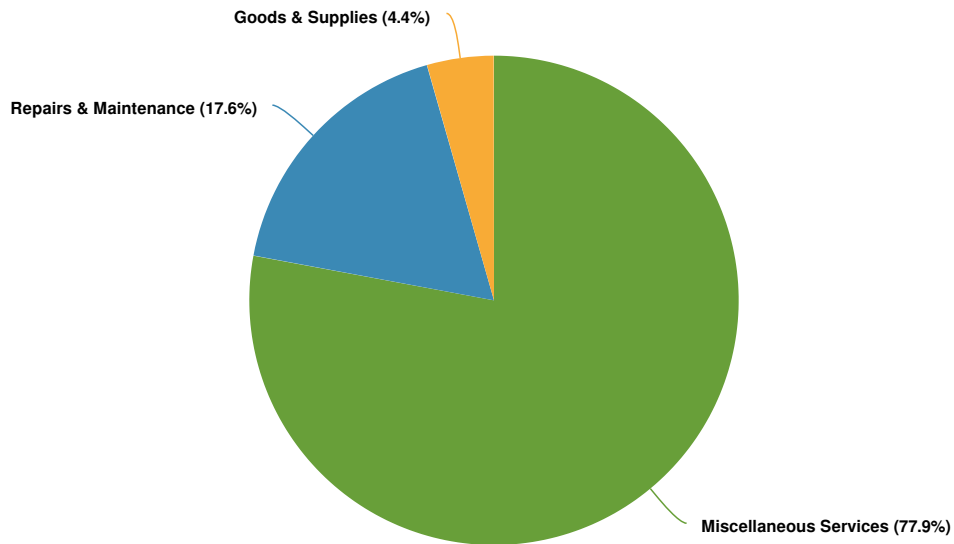
**\$34,000**    **-\$373,000**  
(-91.65% vs. prior year)

SPI Historical Museum Division Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Goods & Supplies	\$0	\$0	\$0	\$1,500	\$1,500	0%
Repairs & Maintenance	\$0	\$0	\$0	\$8,000	\$6,000	-25%
Miscellaneous Services	\$0	\$0	\$2,291	\$22,500	\$26,500	17.8%
Equipment > \$5,000 Outlay	\$0	\$0	\$0	\$375,000	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,291</b>	<b>\$407,000</b>	<b>\$34,000</b>	<b>-91.6%</b>

## Venue Project Fund Summary



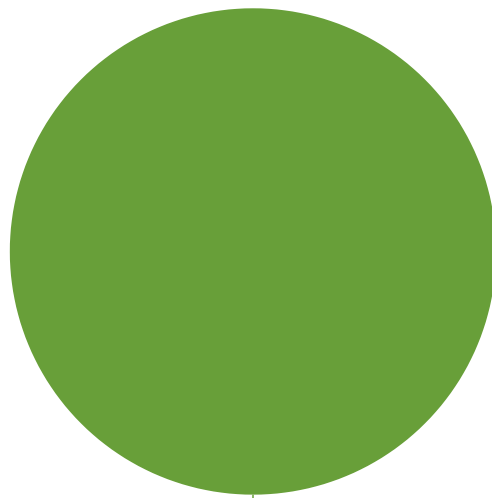
The PR 100 Median, Boardwalk, Sidewalk, and Traffic Signal Improvement Project

The Venue Project Fund is used to account for monies collected for assessment of hotel/motel tax collected by the City for repayment of venue projects.

The City of South Padre Island is projecting \$2.26M in revenue, which represents a 15.84% increase over the prior year. Budgeted expenditures are projected to increase by 5.42% to \$603.2K in FY 2022.

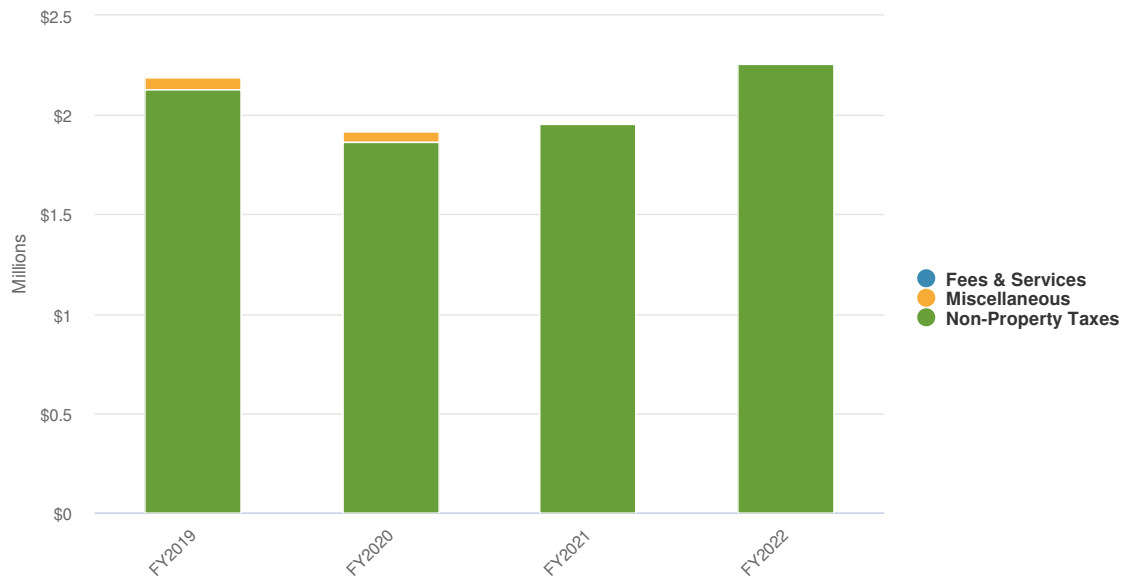
## Venue Project Fund Revenues

### Projected 2022 Revenues by Source



Non-Property Taxes (100%)

### Budgeted and Historical Revenues by Source



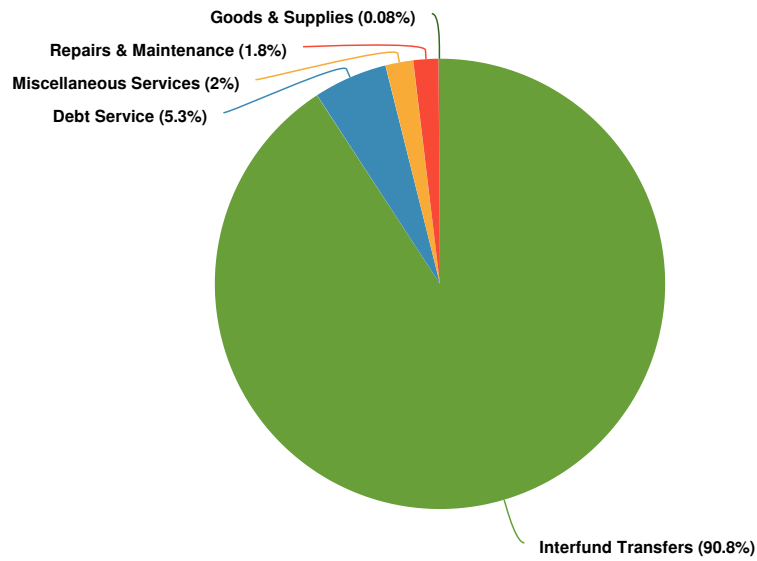
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Non-Property Taxes	\$2,065,627	\$2,130,222	\$1,865,042	\$1,952,569	\$2,261,888
Fees & Services	\$365	\$308	\$0	\$0	\$0
Miscellaneous	\$20,210	\$59,528	\$51,225	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$2,086,202</b>	<b>\$2,190,058</b>	<b>\$1,916,267</b>	<b>\$1,952,569</b>	<b>\$2,261,888</b>



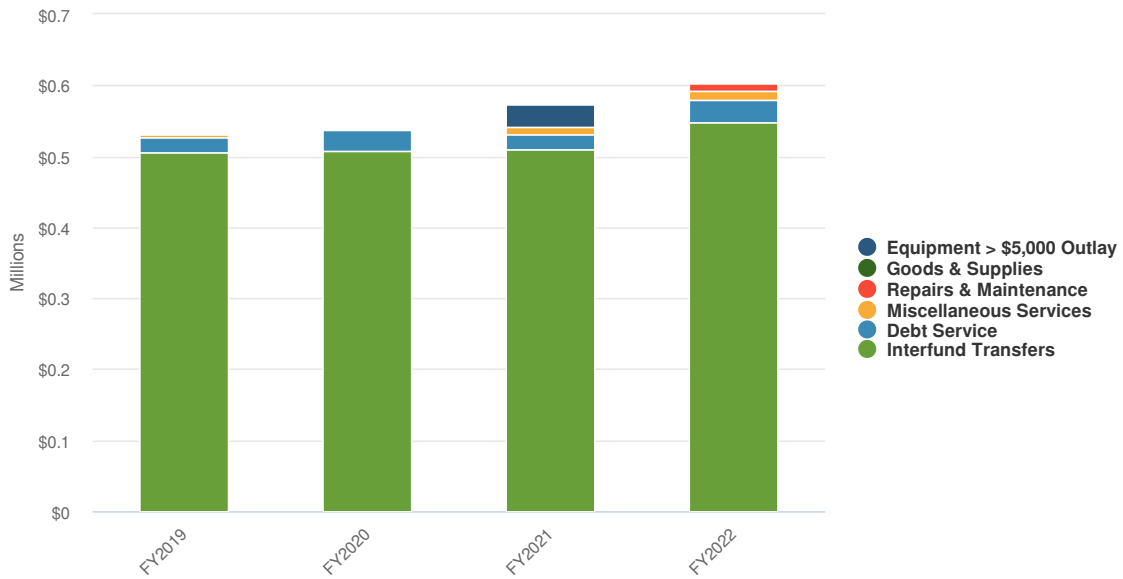
Feasibility study to be conducted for the expansion of the Convention Center.

# Expenditures by Expense Type

## Budgeted 2022 Expenditures by Expense Type



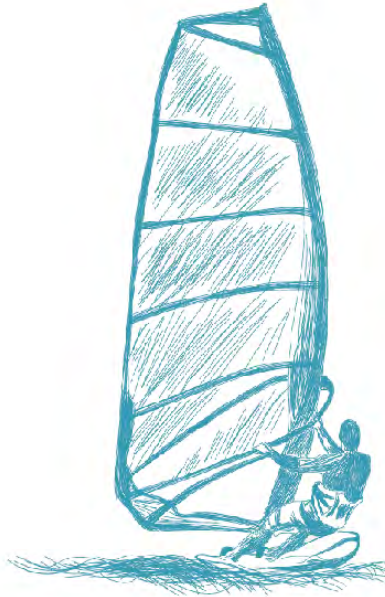
## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Goods & Supplies	\$202	\$128	\$0	\$0	\$500
Repairs & Maintenance	\$0	\$0	\$0	\$0	\$10,925
Miscellaneous Services	\$2,078	\$4,312	\$2,000	\$10,500	\$12,000



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Equipment > \$5,000 Outlay	\$0	\$0	\$0	\$30,000	\$0
Interfund Transfers	\$437,004	\$506,138	\$508,188	\$509,638	\$547,738
Debt Service	\$0	\$20,778	\$28,692	\$22,000	\$32,000
<b>Total Expense Objects:</b>	<b>\$439,284</b>	<b>\$531,356</b>	<b>\$538,880</b>	<b>\$572,138</b>	<b>\$603,163</b>



Wind and Water Sports Park is underway.



Laguna Boulevard Reconstruction Design

## Padre Blvd Construction Fund Summary

The Padre Blvd Construction Fund is used to account for expenditures associated with improvements to Padre Boulevard and side streets.

### Padre Blvd Construction Fund Revenues

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$34,542	\$9,852	\$0	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$34,542</b>	<b>\$9,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Miscellaneous Services	\$227,508	\$122,852	\$9,829	\$10,161	\$0
Other Services	\$1,041,228	\$1,000,896	\$0	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,268,735</b>	<b>\$1,123,748</b>	<b>\$9,829</b>	<b>\$10,161</b>	<b>\$0</b>

## Convention Center Fund Summary



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

The City of South Padre Island is projecting \$1.87M in revenue, which represents a 17.72% increase over the prior year. Budgeted expenditures are projected to decrease by 21.99% to \$1.46M in FY 2022.

### Convention Centre Division

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 Administration
- Special Events
- Marketing
- SPI Historical Marketing

#### Major Goals:

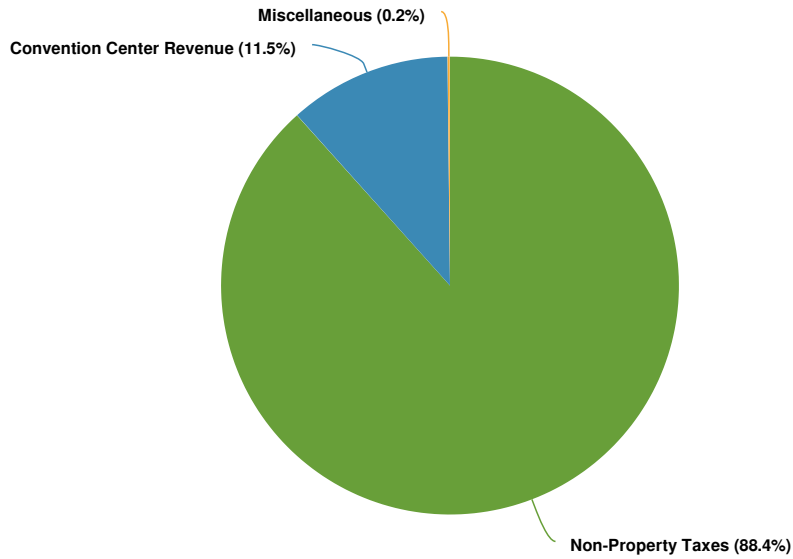
1. Maintain positive relationships with clients, meeting planners, event attendees and guests.
2. Ensure all clients feel welcome and assured that their business is appreciated by continuing to provide excellent customer service and hospitality.
3. Continue to provide training opportunities to all personnel as well as new and updated information to ensure employee competence.
4. Continue to maintain strong, positive relationships with all City departments.

#### Our Planning Indicators and Focus:

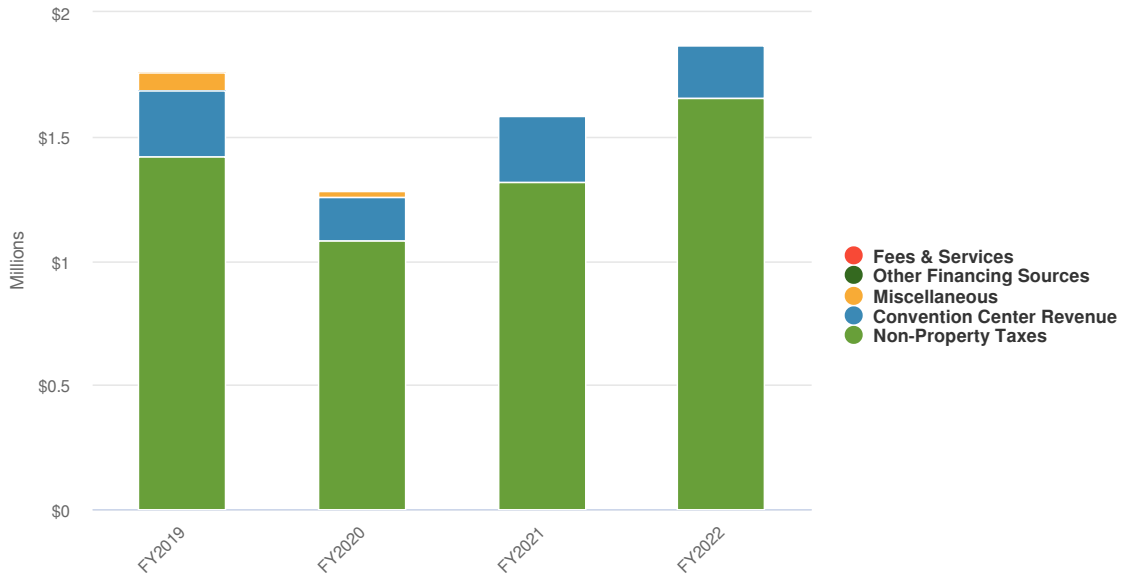
Our planning is based on the current and future needs of the clients and our ability to host larger and well attended events in our facility. We will strive to maintain the facility so it is a desired location that groups and events will consider for their organizational or special events.

# Convention Center Fund Revenues

## Projected 2022 Revenues by Source



## Budgeted and Historical Revenues by Source

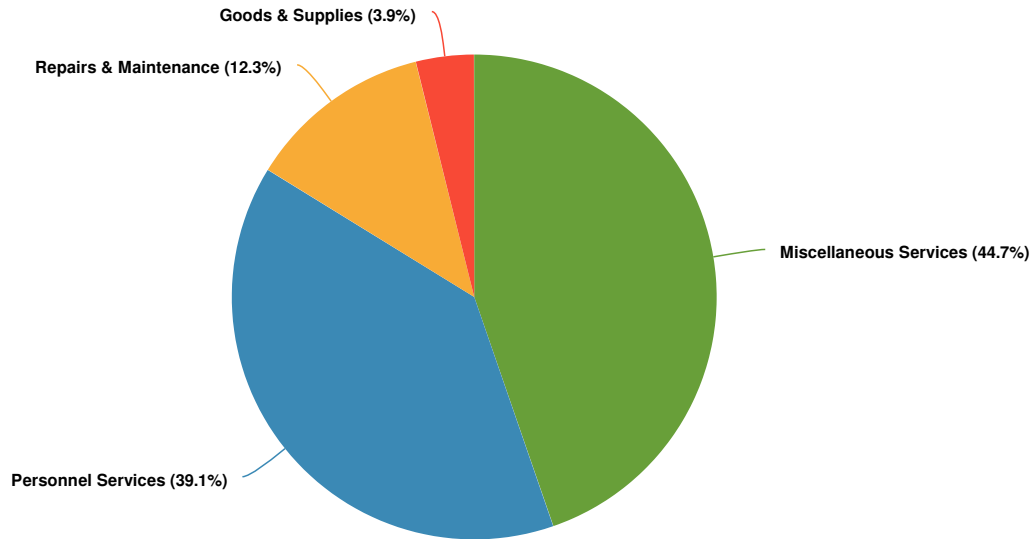


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Non-Property Taxes	\$1,758,362	\$1,417,208	\$1,081,821	\$1,315,174	\$1,654,030
Fees & Services	\$1,039	\$1,876	\$0	\$0	\$0
Miscellaneous	\$40,917	\$71,966	\$29,258	\$5,000	\$3,000
Other Financing Sources	\$400	\$3,576	\$5,840	\$0	\$0
Convention Center Revenue	\$303,919	\$269,895	\$171,973	\$270,000	\$215,000

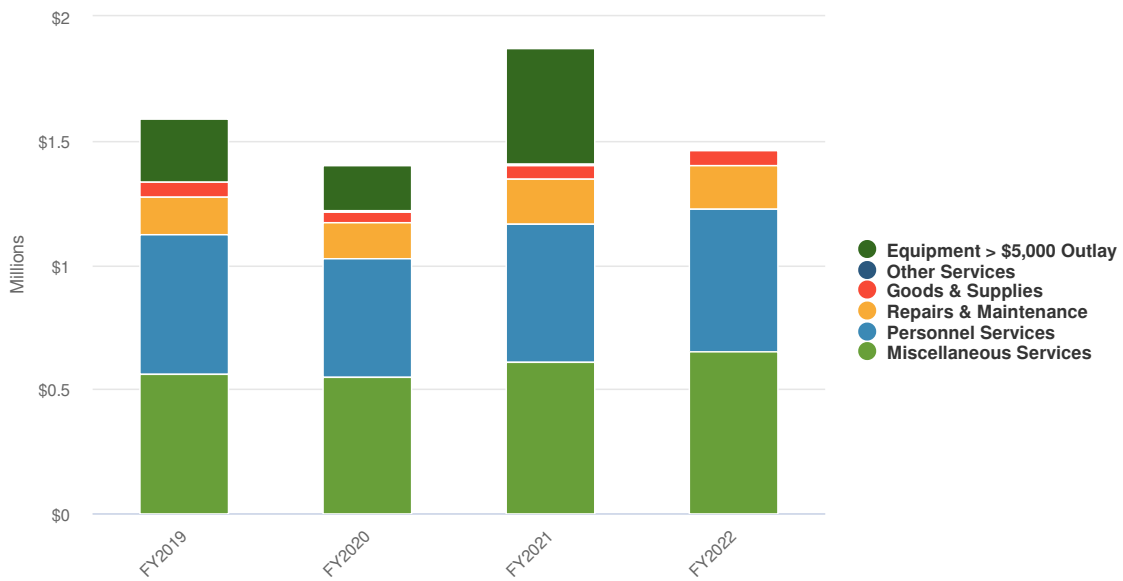
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Total Revenue Source:	\$2,104,637	\$1,764,521	\$1,288,892	\$1,590,174	\$1,872,030

## Expenditures by Expense Type

### Budgeted 2022 Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Personnel Services	\$483,542	\$561,874	\$472,820	\$556,690	\$570,761
Goods & Supplies	\$59,781	\$55,351	\$46,926	\$56,567	\$56,600
Repairs & Maintenance	\$186,888	\$153,540	\$145,513	\$183,462	\$180,262
Miscellaneous Services	\$487,592	\$561,638	\$551,959	\$608,020	\$653,120
Equipment > \$5,000 Outlay	\$183,969	\$251,548	\$181,546	\$461,802	\$0
Other Services	\$0	\$4,200	\$4,200	\$6,000	\$0
Debt Service	\$5,481	\$0	\$0	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$1,407,252</b>	<b>\$1,588,150</b>	<b>\$1,402,964</b>	<b>\$1,872,541</b>	<b>\$1,460,743</b>

## Parks, Recreation, and Beautification Fund Summary



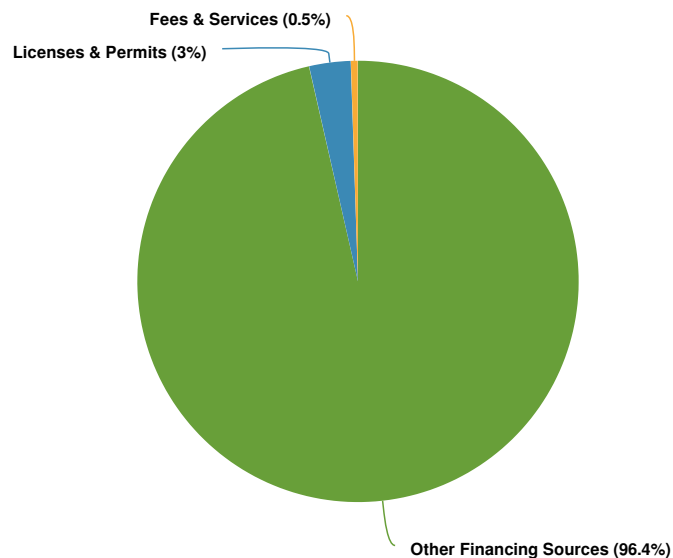
Ribbon cutting for the new skate park.

The Parks, Recreation, and Beautification Fund was established to account for funds set aside for upgrades to City parks.

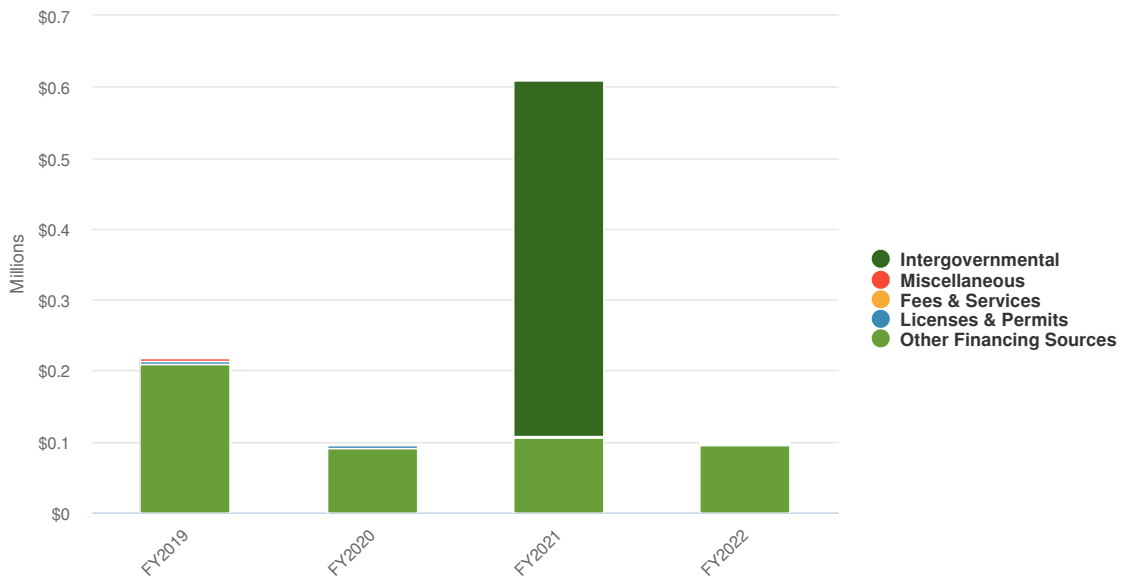
The City of South Padre Island is projecting \$98.4K in revenue, which represents a 83.83% decrease over the prior year. Budgeted expenditures are projected to decrease by 86.20% to \$98.4K in FY 2022.

## Parks, Recreation, and Beautification Fund Revenues

### Projected 2022 Revenues by Source



### Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Fees & Services	\$4,025	\$900	\$125	\$500	\$500
Licenses & Permits	\$3,250	\$3,225	\$3,425	\$3,000	\$3,000
Intergovernmental	\$0	\$0	\$0	\$500,000	\$0
Miscellaneous	\$0	\$5,097	\$25	\$0	\$0
Other Financing Sources	\$85,671	\$209,366	\$91,856	\$105,228	\$94,926
<b>Total Revenue Source:</b>	<b>\$92,946</b>	<b>\$218,588</b>	<b>\$95,431</b>	<b>\$608,728</b>	<b>\$98,426</b>

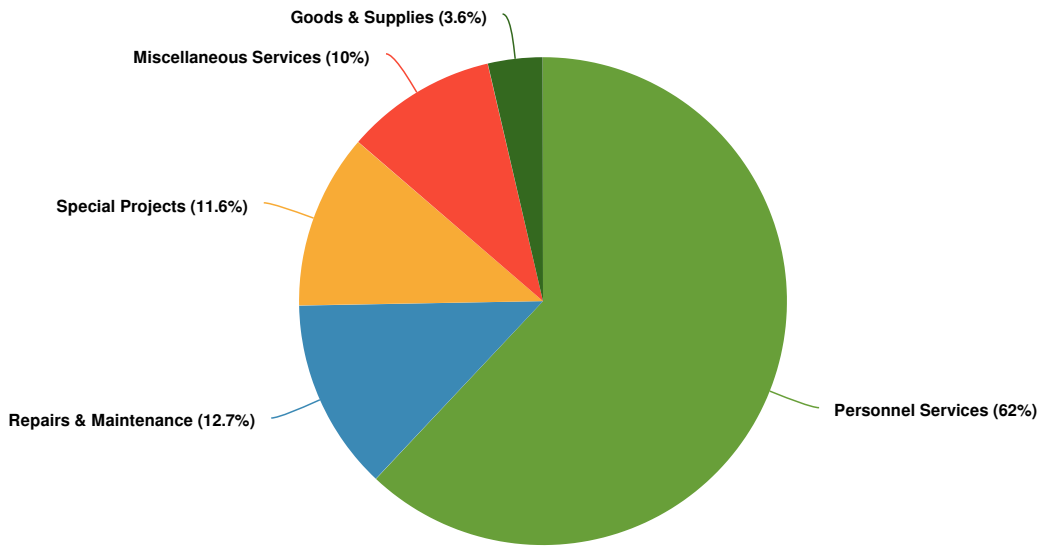


John L. Tompkins Park

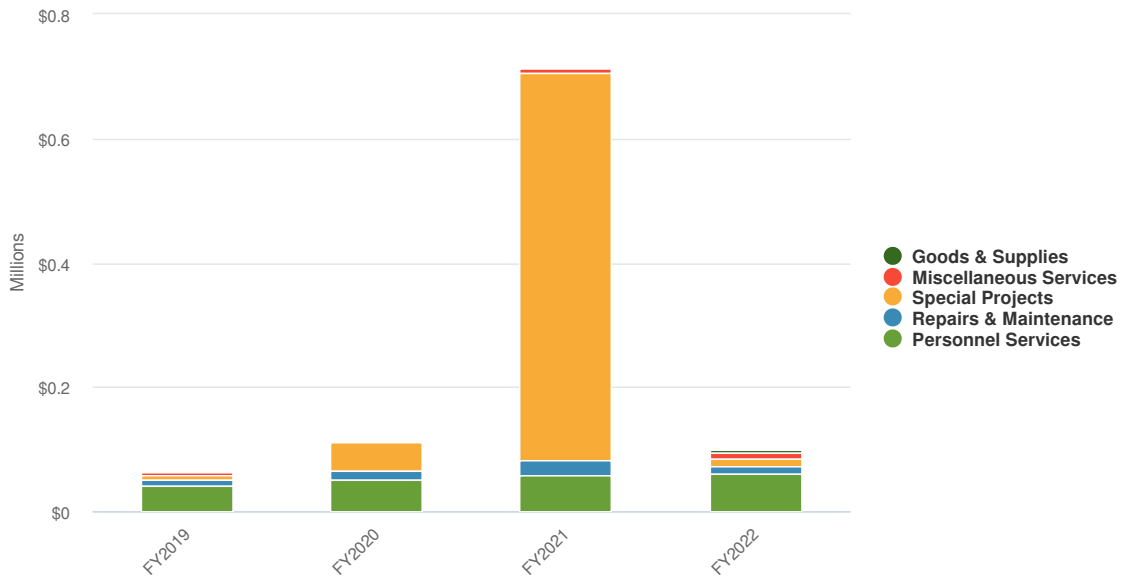


# Expenditures by Expense Type

## Budgeted 2022 Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Personnel Services	\$37,940	\$40,963	\$51,412	\$59,023	\$61,046
Goods & Supplies	\$2,137	\$1,196	\$611	\$1,260	\$3,580
Repairs & Maintenance	\$350	\$10,596	\$12,668	\$22,275	\$12,500
Miscellaneous Services	\$8,900	\$5,823	\$3,269	\$7,220	\$9,875
Special Projects	\$23,769	\$6,019	\$47,345	\$623,525	\$11,425
<b>Total Expense Objects:</b>	<b>\$73,096</b>	<b>\$64,598</b>	<b>\$115,306</b>	<b>\$713,303</b>	<b>\$98,426</b>



Butterfly Park



Turtle Park

## Municipal Court Technology Fund Summary

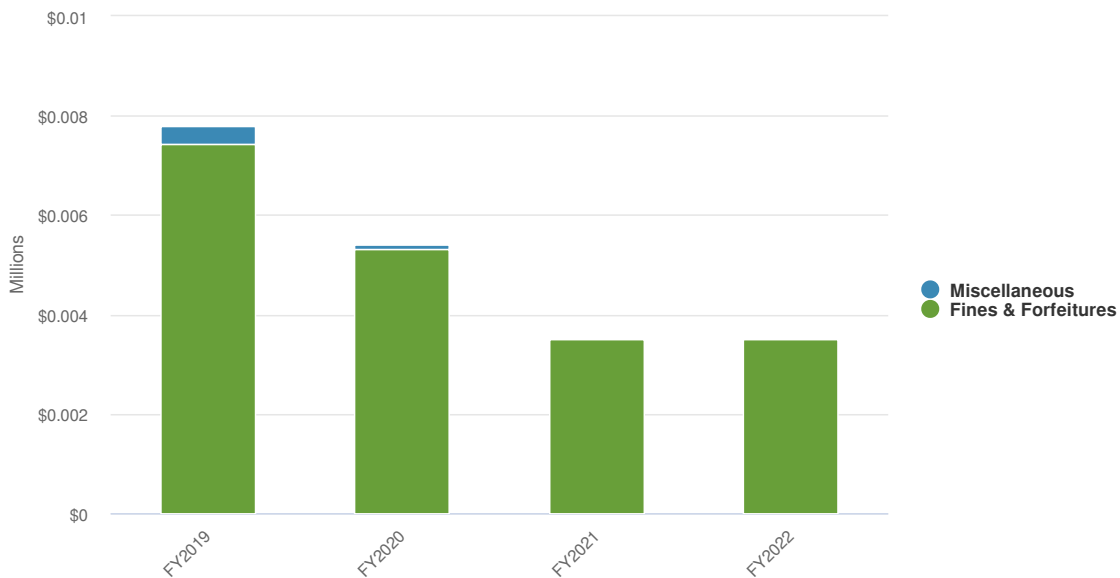


The Municipal Court Technology Fund was established to account for monies collected on traffic fines. On each ticket \$4.00 is collected and used specifically for technology improvements in the Municipal Court.

The City of South Padre Island is projecting \$3.5K in revenue, which represents no change over the prior year. Budgeted expenditures are projected to decrease by 60.97% to \$5.9K in FY 2022.

## Municipal Court Technology Fund Revenues

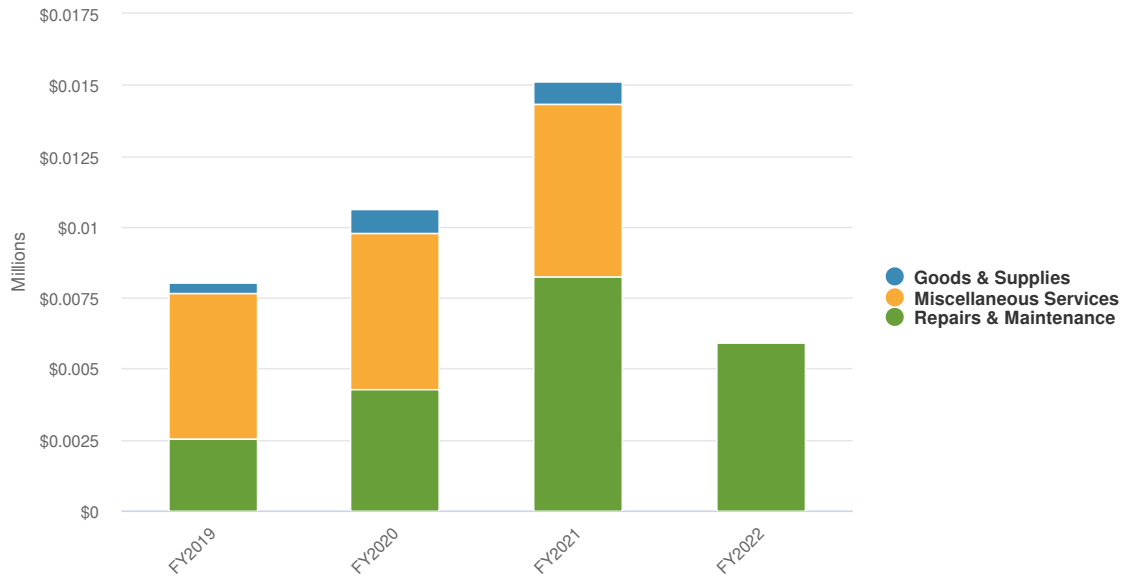
### Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Fines & Forfeitures	\$8,915	\$7,432	\$5,329	\$3,500	\$3,500
Miscellaneous	\$276	\$373	\$82	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$9,191</b>	<b>\$7,805</b>	<b>\$5,411</b>	<b>\$3,500</b>	<b>\$3,500</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Goods & Supplies	\$480	\$392	\$858	\$800	\$0
Repairs & Maintenance	\$4,376	\$2,512	\$4,305	\$8,245	\$5,911
Miscellaneous Services	\$4,510	\$5,156	\$5,457	\$6,100	\$0
<b>Total Expense Objects:</b>	<b>\$9,365</b>	<b>\$8,060</b>	<b>\$10,619</b>	<b>\$15,145</b>	<b>\$5,911</b>

## Municipal Court Security Fund Summary

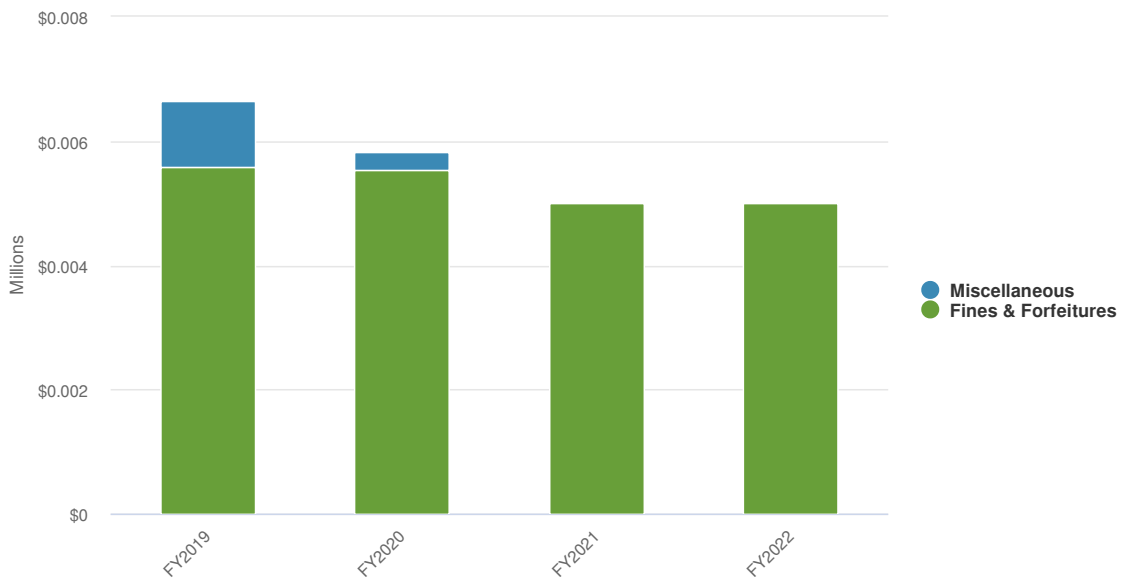


The Municipal Court Security Fund was established to account for monies collected on traffic fines. On each ticket \$3.00 is collected and used specifically for security needs in the Municipal Court.

The City of South Padre Island is projecting \$5K in revenue, which represents no change over the prior year. Budgeted expenditures are projected to remain at \$7.8K in FY 2022.

## Municipal Court Security Fund Revenues

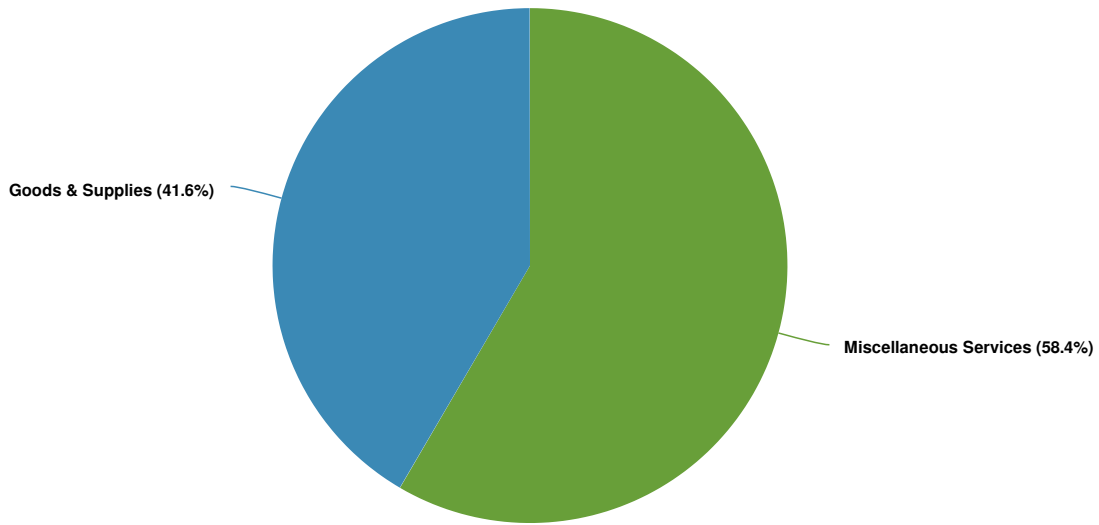
Budgeted and Historical Revenues by Source



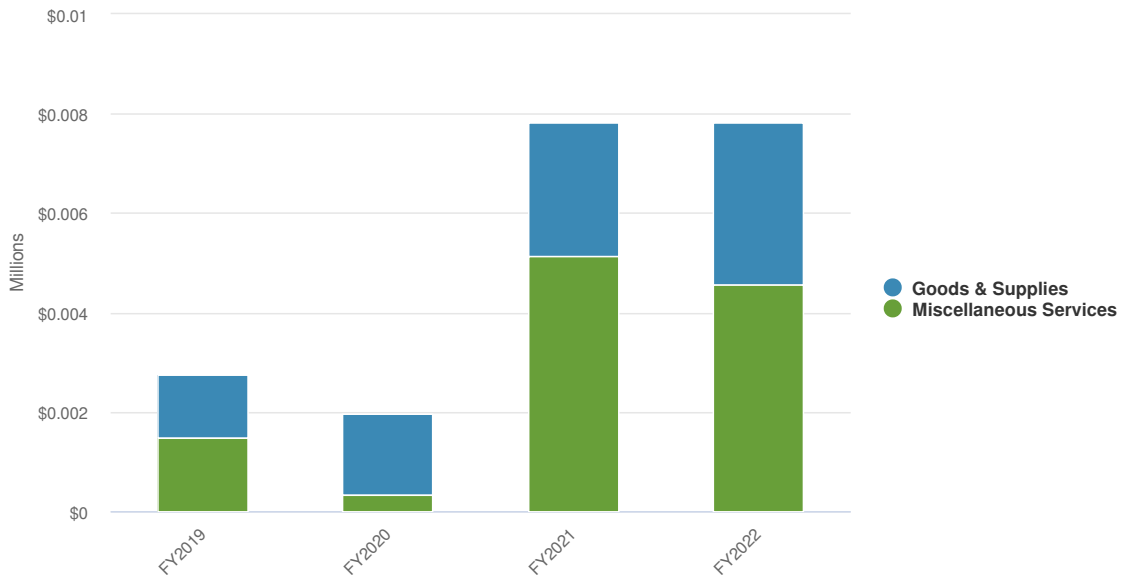
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Fines & Forfeitures	\$6,686	\$5,574	\$5,524	\$5,000	\$5,000
Miscellaneous	\$691	\$1,064	\$292	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$7,377</b>	<b>\$6,638</b>	<b>\$5,815</b>	<b>\$5,000</b>	<b>\$5,000</b>

# Expenditures by Expense Type

## Budgeted 2022 Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Goods & Supplies	\$0	\$1,285	\$1,647	\$2,700	\$3,256
Miscellaneous Services	\$2,109	\$1,476	\$325	\$5,132	\$4,577
<b>Total Expense Objects:</b>	<b>\$2,109</b>	<b>\$2,761</b>	<b>\$1,972</b>	<b>\$7,832</b>	<b>\$7,833</b>

## Transportation Fund Summary

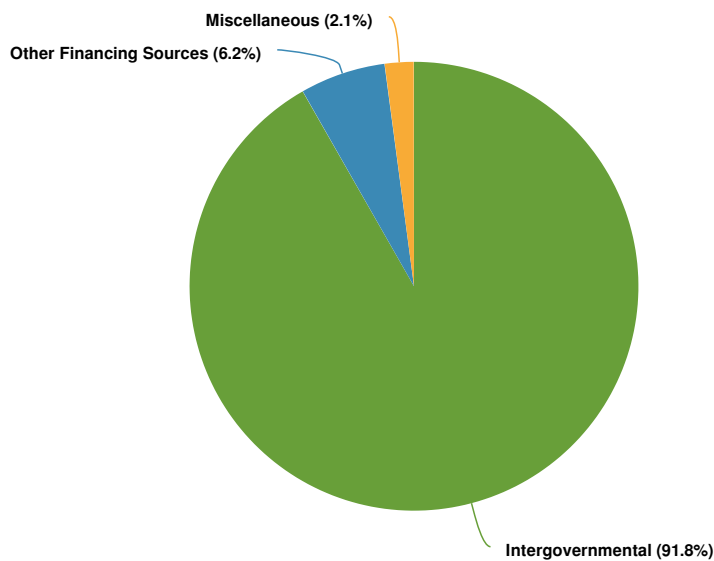


The Transportation Fund is used to account for the State and Federal grants proceeds and expenditures that pertain to the South Padre Island Metro Transportation System.

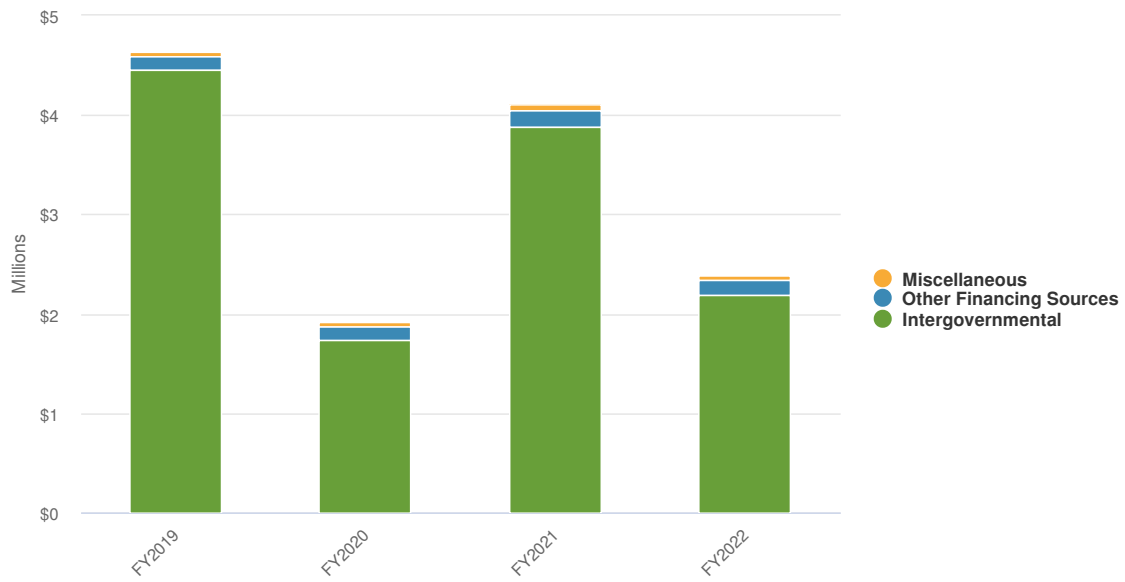
The City of South Padre Island is projecting \$2.39M of revenue in FY 2022, which represents a 41.69% decrease over the prior year. Budgeted expenditures are projected to decrease by 41.76% to \$2.39M in FY 2022.

## Transportation Fund Revenues

### Projected 2022 Revenues by Source



### Budgeted and Historical Revenues by Source

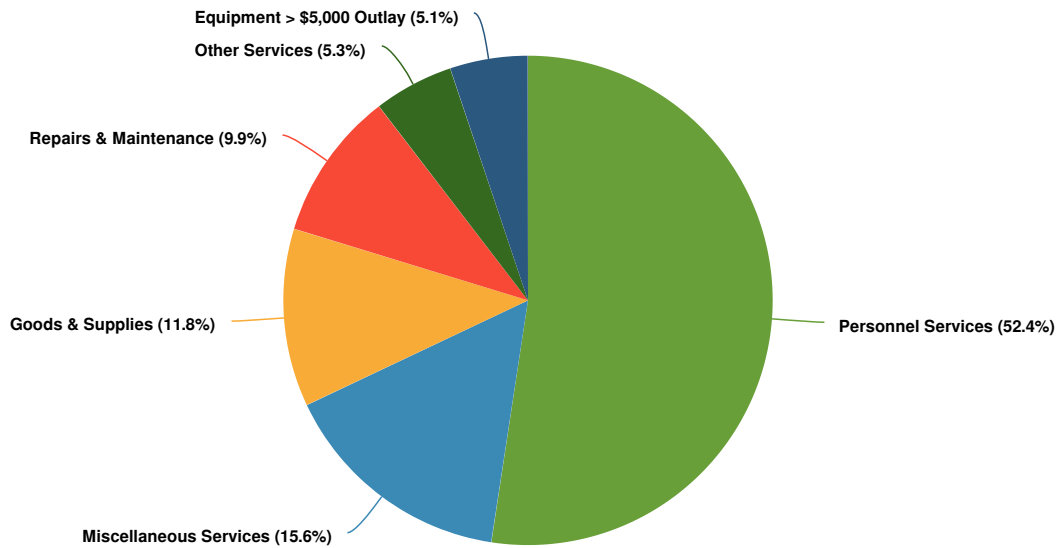


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Intergovernmental	\$3,104,782	\$4,449,122	\$1,732,638	\$3,887,401	\$2,194,861
Miscellaneous	\$38,591	\$50,000	\$50,848	\$50,000	\$50,000
Other Financing Sources	\$115,722	\$139,563	\$140,017	\$165,289	\$147,250
<b>Total Revenue Source:</b>	<b>\$3,259,096</b>	<b>\$4,638,685</b>	<b>\$1,923,503</b>	<b>\$4,102,690</b>	<b>\$2,392,111</b>

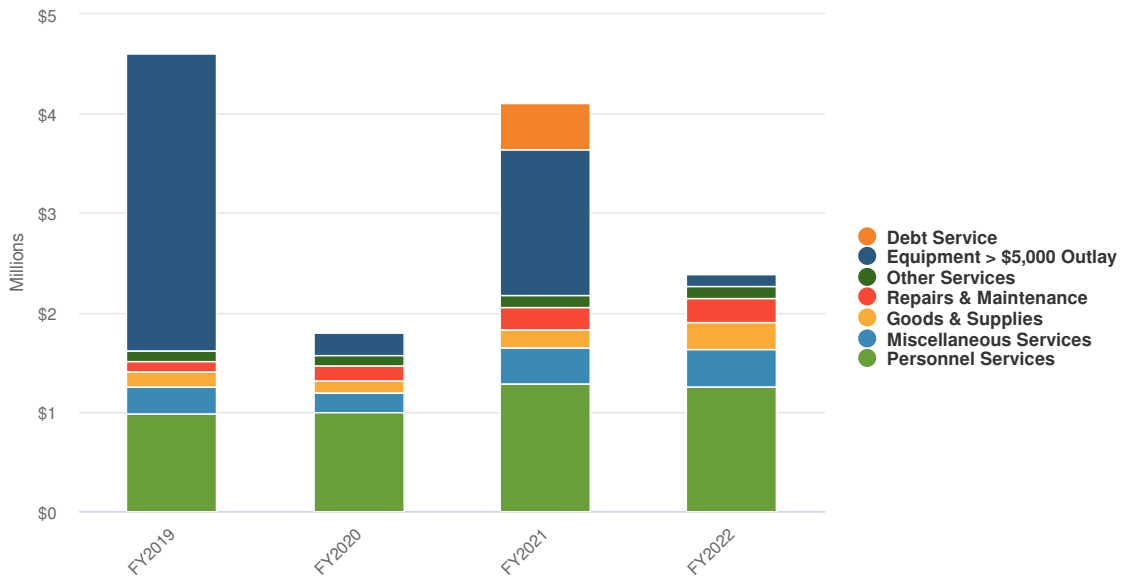


# Expenditures by Expense Type

## Budgeted 2022 Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Personnel Services	\$1,091,733	\$989,340	\$996,240	\$1,288,559	\$1,253,600
Goods & Supplies	\$222,289	\$151,631	\$132,402	\$178,071	\$281,277
Repairs & Maintenance	\$80,506	\$94,613	\$153,057	\$234,000	\$235,700
Miscellaneous Services	\$299,302	\$269,809	\$191,031	\$359,930	\$372,521
Equipment > \$5,000 Outlay	\$1,567,652	\$2,996,808	\$227,514	\$1,467,232	\$123,163
Other Services	\$93,657	\$105,757	\$99,367	\$117,679	\$125,850
Debt Service	\$90	\$0	\$0	\$461,698	\$0
<b>Total Expense Objects:</b>	<b>\$3,355,229</b>	<b>\$4,607,958</b>	<b>\$1,799,610</b>	<b>\$4,107,169</b>	<b>\$2,392,111</b>

## Island Metro Department



**Jesse Arriaga**  
Transit Director

The Island Metro is the rural transit agency for the City of South Padre Island. Our mission is to provide safe, reliable, and friendly service to all residents, employees, employers, and tourists in the area in a non-discriminatory manner. Our fixed route and free transportation for the public has proven to be very successful, with an annual ridership of approximately 320,836 for fiscal year 2020 despite the pandemic.

The Island Metro provides public transportation to South Padre Island, Port Isabel, Laguna Heights, and through a connection with Metro Connect, the Laguna Madre and lower Rio Grande Valley area. The bus routes cover approximately a 25.5-mile loop from the north end of South Padre Island at the Convention Centre, to a transit shelter near the intersection of State Highway 100 and State Highway 48 in Port Isabel, to Laguna Heights, and back again. The Island Metro operates a minimum of four buses daily from 7 a.m. to 9 p.m., 365 days per year. Services are available to anyone in the general public, regardless of need.

The Island Metro has been developed with the input of our drivers, passengers, citizens, and business persons on both sides of the Queen Isabella Memorial Bridge. The Island Metro routes have been designed to cater to the masses by establishing stops at areas with the greatest pedestrian activity; such areas include post offices, city halls, public beach accesses within the City of South Padre Island, Port Isabel's Historical Lighthouse, Museum, and Library/Community Center, grocery stores, pharmacies, medical facilities, retail, restaurant, and hotel establishments.

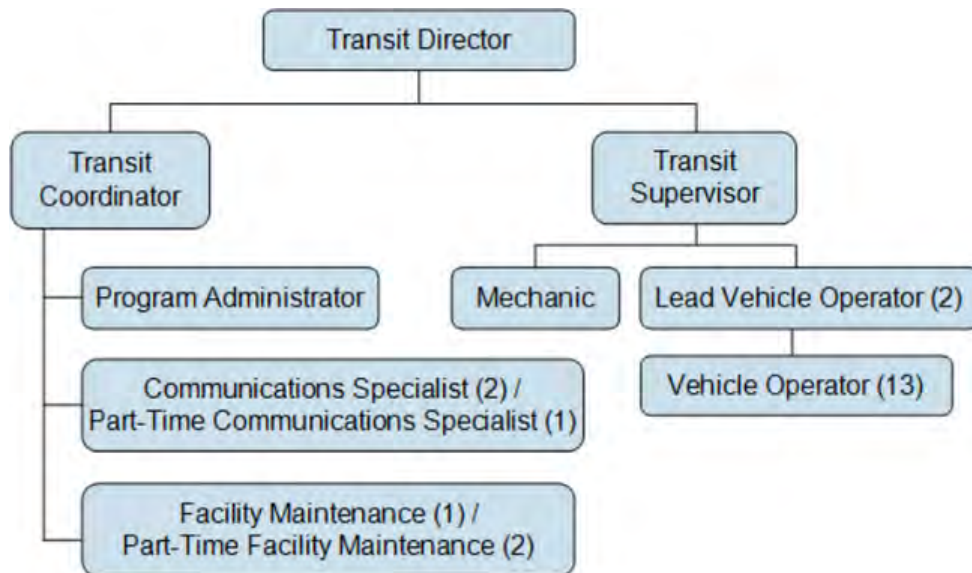
The Transit Department provides leadership and management of the City's Public Transportation program. The Transit Department is responsible for administering and managing local, state, and federal transportation grants and programs.

The Transit Department provides comprehensive management of Texas Department of Transportation (TxDOT) and Federal Transit Administration rural transportation grants. The Transit Department leverages \$150,000 in local resources and captures over \$2 million annually in local match, TxDOT, and FTA grant funds annually.

### Major Goals:

1. Establish the South Padre Island Metro as the preferred mode of transportation for the City's residents, workforce, and vacationers.
2. Reduce transit headway on Padre Boulevard.
3. Continue developing relationships with local, state, and federal funders.
4. Sell advertising space on South Padre Island Metro buses to generate local revenue.
5. Secure funding for a long-term project of obtaining property to build a Vehicle Maintenance Facility.

# Organizational Chart



## Strategic Objectives and Work Plan for the Next Five Years

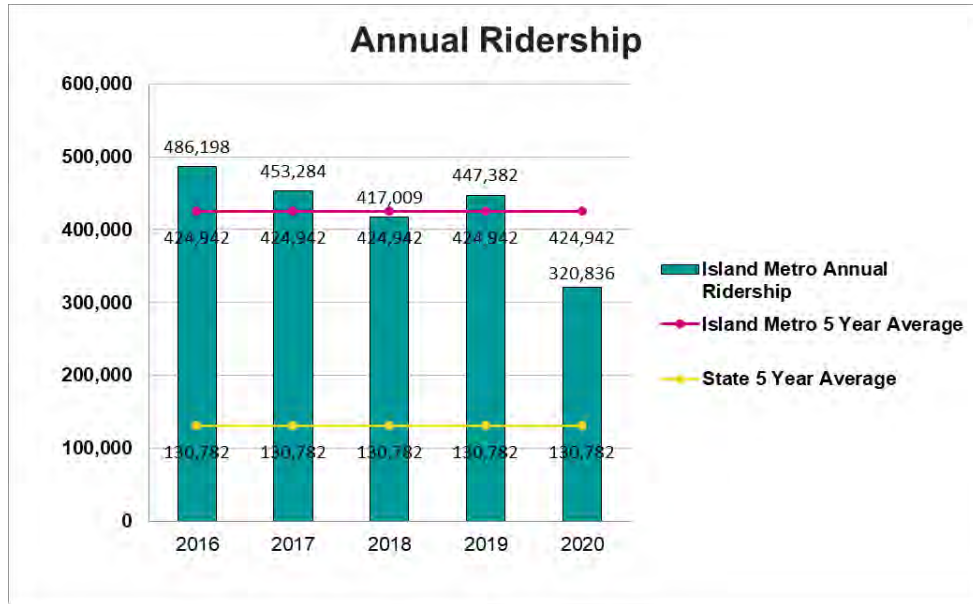
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Improve on-time performance, bus cleanliness, service, and passenger amenities.	Ongoing	Transit Supervisor & Transit Manager	N/A	Annual Ridership & Weekly Ridership	Chapter II. Goal 1 Objective 1.1	N/A
Add stops every 2 blocks, new shelter design, and amenities.	8/31/22	Transit Supervisor & Transit Manager	N/A	Annual Ridership & Weekly Ridership	Chapter II. Goal 1 Objective 1.1	N/A
Add passenger bus shelters.	11/30/21	Transit Coordinator, Transit Manager, & Transit Director	\$200,000	Annual Ridership & Weekly Ridership	Chapter II. Goal 1 Objective 1.1	N/A
Conduct self-assessment of key processes and develop SOPs. Enhance and facilitate the processing of digital daily reports and checklists by purchasing smart tablets for facility maintenance & administrative staff and a new computer display monitor for the Transit Manager.	9/30/22	Transit Coordinator & Transit Manager	\$3,750	Annual Ridership & Weekly Ridership	Chapter II. Goal 1 Objective 1.1	N/A
Install and implement wireless bus video cloud integration system to Multimodal Facility.	9/30/22	Transit Coordinator, Transit Supervisor, Transit Manager, & IT Department	\$30,000	Annual Ridership & Weekly Ridership	Chapter II. Goal 1 Objective 1.1	N/A
Review and plan to achieve goals from the Comp Plan.	Ongoing	Transit Director	Personnel related expenses for hours worked on project	N/A	Chapter VII. Goal 1 Objective 1.2	N/A
Provide employees with proper training and appropriate incentives.	Ongoing	Transit Manager & Transit Director	\$13,571	N/A	Chapter II. Goal 2	N/A
Conduct self-assessment of key processes and develop SOPs.	Ongoing	Transit Director	Personnel related expenses for hours worked on project	N/A	Chapter I. Goal 2 Objective 2.1 Policy 2.1.1-1	N/A

Mid Term - FY 2022-23 & FY 2023-24						
Increase funding through advertising, leasing space, charging fares, and increasing ridership.	Ongoing	Transit Director	To be determined	Annual Ridership, Weekly Ridership, & Operating Costs	Chapter II. Goal 1 Objective 1.1	N/A
Long Term - FY 2024-25 & FY 2025-26						
Secure a location and funding for a future maintenance facility shop. This will enhance our preventative maintenance capabilities.	Ongoing	Transit Director	To be determined	Completion of the maintenance facility shop	Chapter II. Goal 1 Objective 1.1	N/A

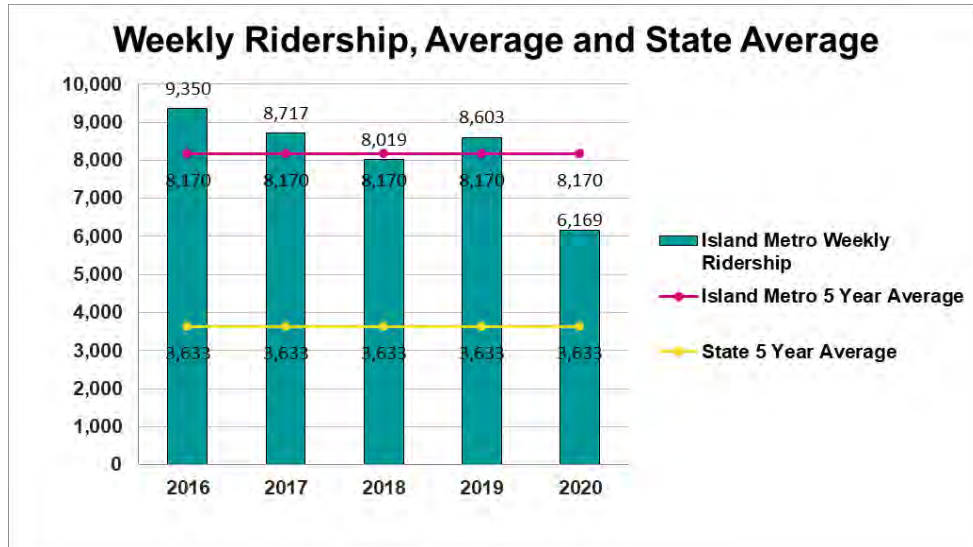
## Performance Metrics

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

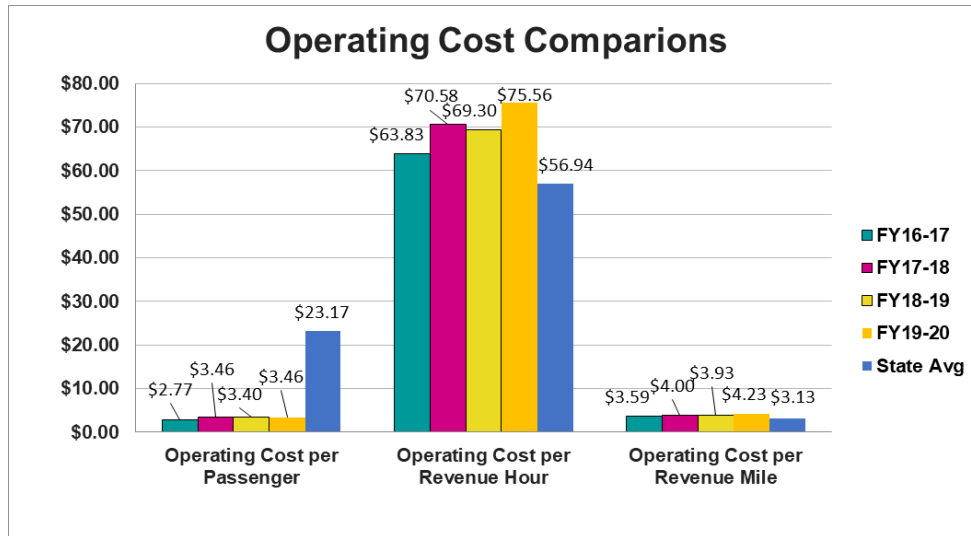
Metric 1:



Metric 2:



Metric 3:



## Staffing Plan

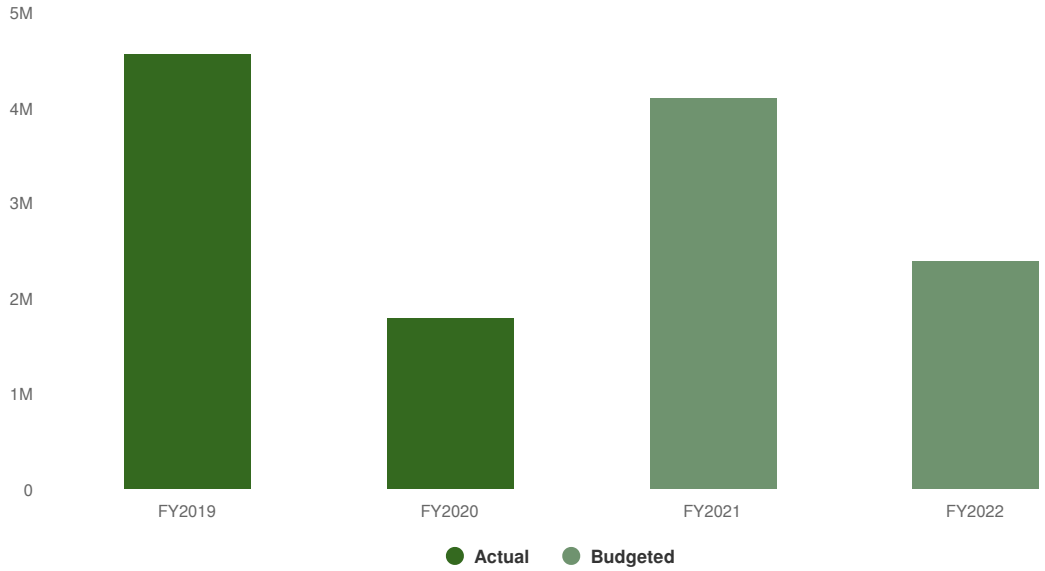
Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Transit Director	1	1	1	1	1	1
Transit Manager	1	1	1	1	1	1
Transit Supervisor	1	1	1	1	1	1
Transit Coordinator	1	1	1	1	1	1
Communication Specialist	2	2	2	2	2	2
Mechanic	1	1	1	1	1	1
Lead Drivers	2	2	2	2	2	2
Drivers	11	11	11	11	11	11
Facility Maintenance	2	2	2	2	2	2
<b>Total Positions:</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>

## Expenditures Summary

\$2,392,111
-\$1,715,058  
 (-41.76% vs. prior year)

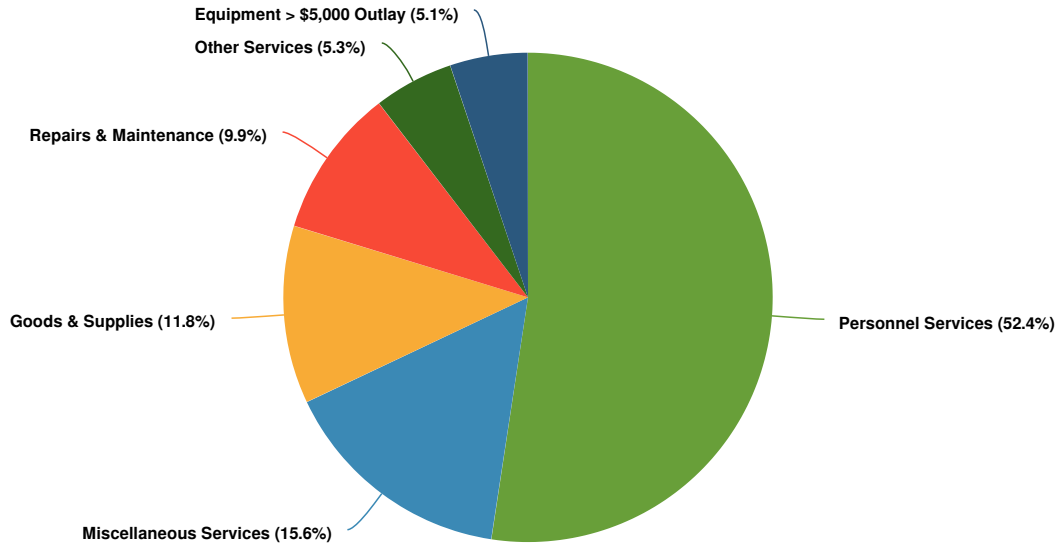


## SPI Metro Department Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$775,218	\$948,530	\$996,240	\$1,288,559	\$1,253,600	-2.7%
Goods & Supplies	\$138,695	\$149,827	\$132,402	\$178,071	\$281,277	58%
Repairs & Maintenance	\$65,566	\$94,613	\$153,057	\$234,000	\$235,700	0.7%
Miscellaneous Services	\$295,402	\$269,809	\$191,031	\$359,930	\$372,521	3.5%
Equipment > \$5,000 Outlay	\$1,567,652	\$2,996,808	\$227,514	\$1,467,232	\$123,163	-91.6%
Other Services	\$93,657	\$105,757	\$99,367	\$117,679	\$125,850	6.9%
Debt Service	\$90	\$0	\$0	\$461,698	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$2,936,281</b>	<b>\$4,565,344</b>	<b>\$1,799,610</b>	<b>\$4,107,169</b>	<b>\$2,392,111</b>	<b>-41.8%</b>

## Metro Connect Department



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

### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$316,515	\$40,810	\$0	\$0	\$0	0%
Goods & Supplies	\$83,594	\$1,804	\$0	\$0	\$0	0%
Repairs & Maintenance	\$14,940	\$0	\$0	\$0	\$0	0%
Miscellaneous Services	\$3,900	\$0	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$418,948</b>	<b>\$42,614</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## Street Improvement Fund Summary

The Street Improvement Fund is used to account for improvements to the streets of the City.

### Street Improvement Fund Revenues

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$1,028	\$0	\$0	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$1,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Interfund Transfers	\$219,500	\$10,000	\$0	\$0	\$0
<b>Total Expense Objects:</b>	<b>\$219,500</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

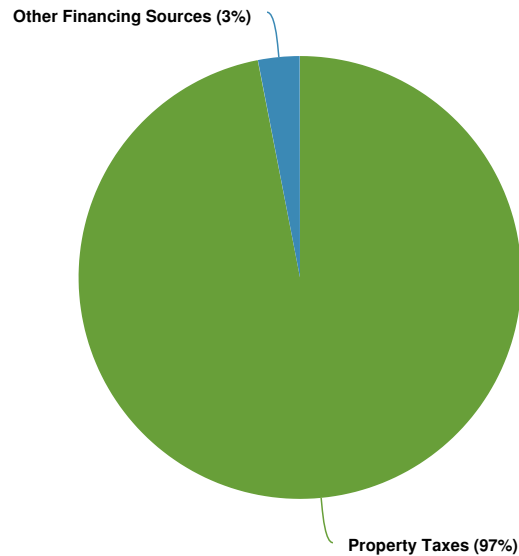
## General Debt Service Fund Summary

The General Debt Service Fund is used to account for the accumulation of resources for the payment of long term debt principal, interest, and related costs. An ad valorem tax rate and tax levy is required to be computed and levied which will be sufficient to produce the dollars required to pay principal and interest as it comes due.

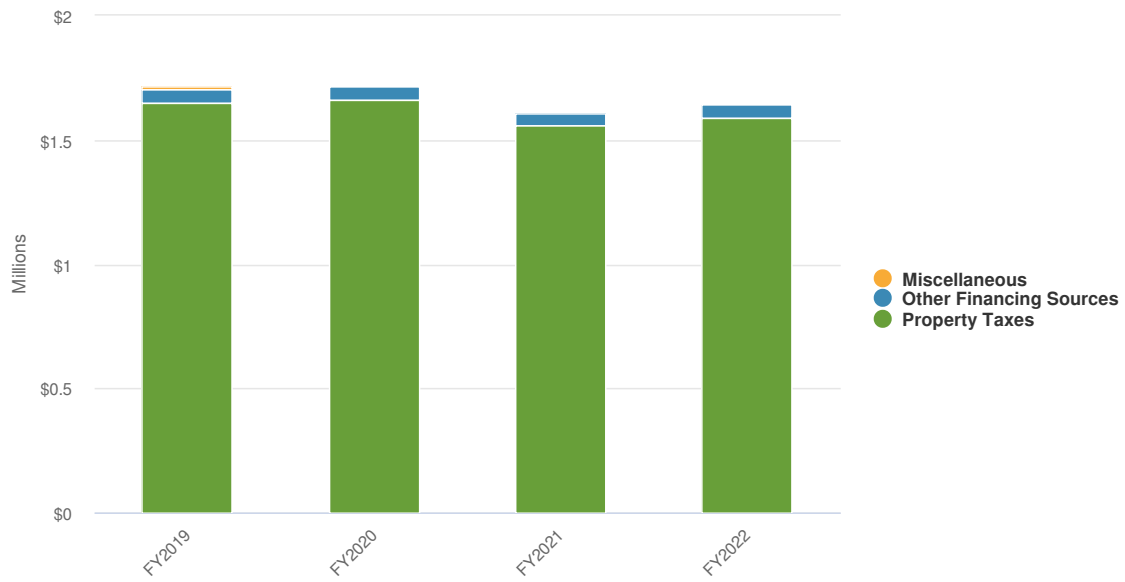
The City of South Padre Island is projecting \$1.64M in revenue, which represents a 2.01% increase over the prior year. Budgeted expenditures are projected to decrease by 1.65% to \$1.7M in FY 2022.

## General Debt Service Fund Revenues

### Projected 2022 Revenues by Source



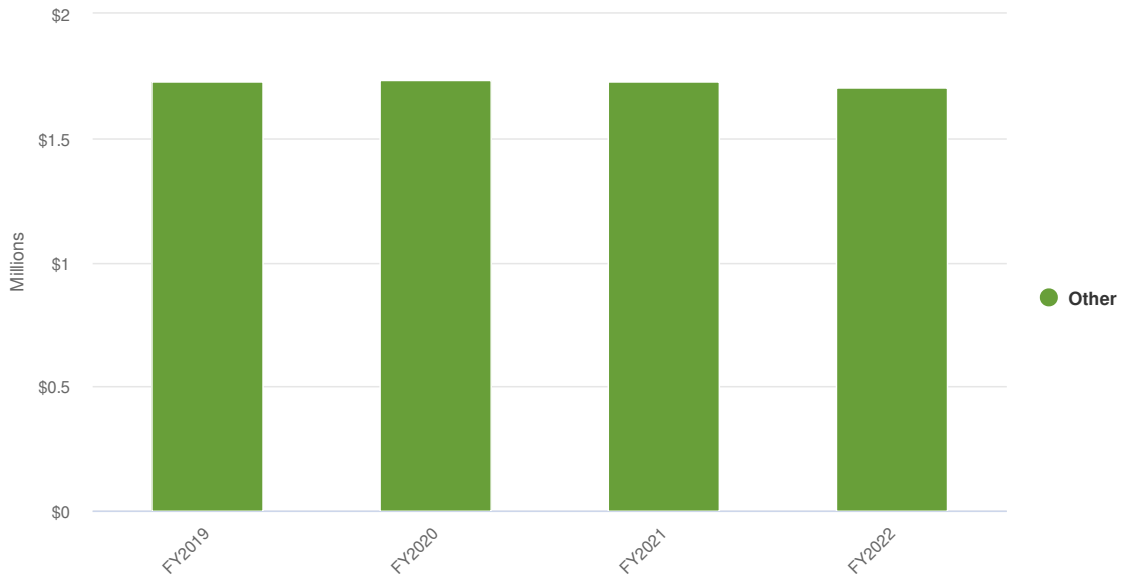
### Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Property Taxes	\$1,637,312	\$1,652,259	\$1,664,260	\$1,559,676	\$1,592,000
Miscellaneous	\$10,437	\$14,350	\$5,762	\$0	\$0
Other Financing Sources	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Revenue Source:</b>	<b>\$1,697,750</b>	<b>\$1,716,609</b>	<b>\$1,720,022</b>	<b>\$1,609,676</b>	<b>\$1,642,000</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
<b>Expense Objects</b>					
<b>Other</b>					
PRINCIPAL	\$1,395,000	\$1,435,000	\$1,480,000	\$1,520,000	\$1,420,000
INTEREST EXPENSE	\$331,200	\$293,200	\$253,075	\$206,676	\$278,200
PAYING AGENT FEES	\$2,750	\$2,750	\$2,750	\$3,000	\$3,000
<b>Total Other:</b>	<b>\$1,728,950</b>	<b>\$1,730,950</b>	<b>\$1,735,825</b>	<b>\$1,729,676</b>	<b>\$1,701,200</b>
<b>Total Expense Objects:</b>	<b>\$1,728,950</b>	<b>\$1,730,950</b>	<b>\$1,735,825</b>	<b>\$1,729,676</b>	<b>\$1,701,200</b>

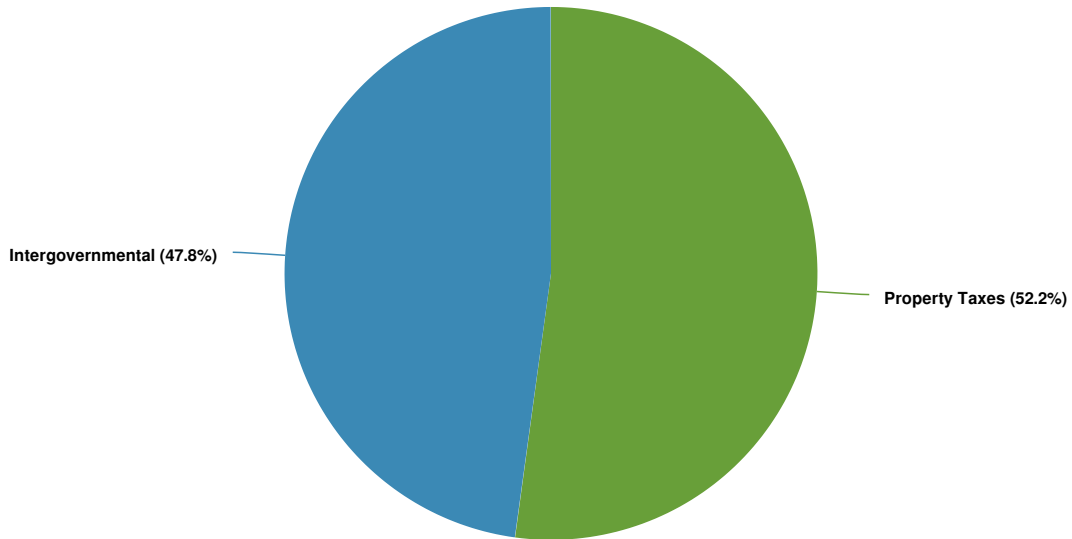
## TIRZ Fund Summary

The Tax Increment Reinvestment Zone (TIRZ) Fund was established by City Council to finance the cost of redevelopment and encourage development in an area that would otherwise not attract sufficient market development.

The City of South Padre Island is projecting \$255.9K in revenue, which represents a 167.80% increase over the prior year. Budgeted expenditures are projected to increase by remain at \$50K in FY 2022.

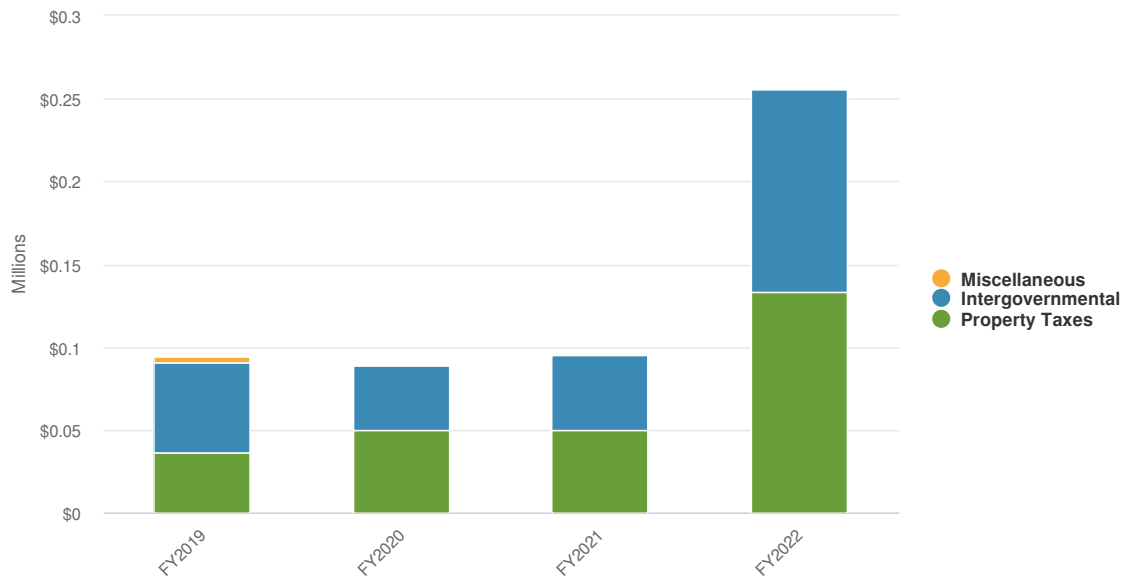
## TIRZ Fund Revenues

### Projected 2022 Revenues by Source





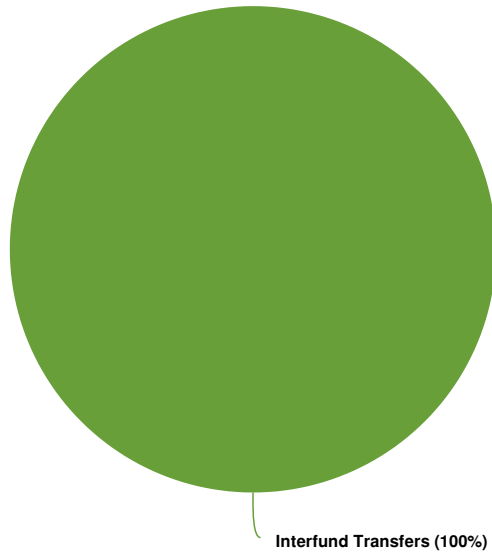
### Budgeted and Historical Revenues by Source



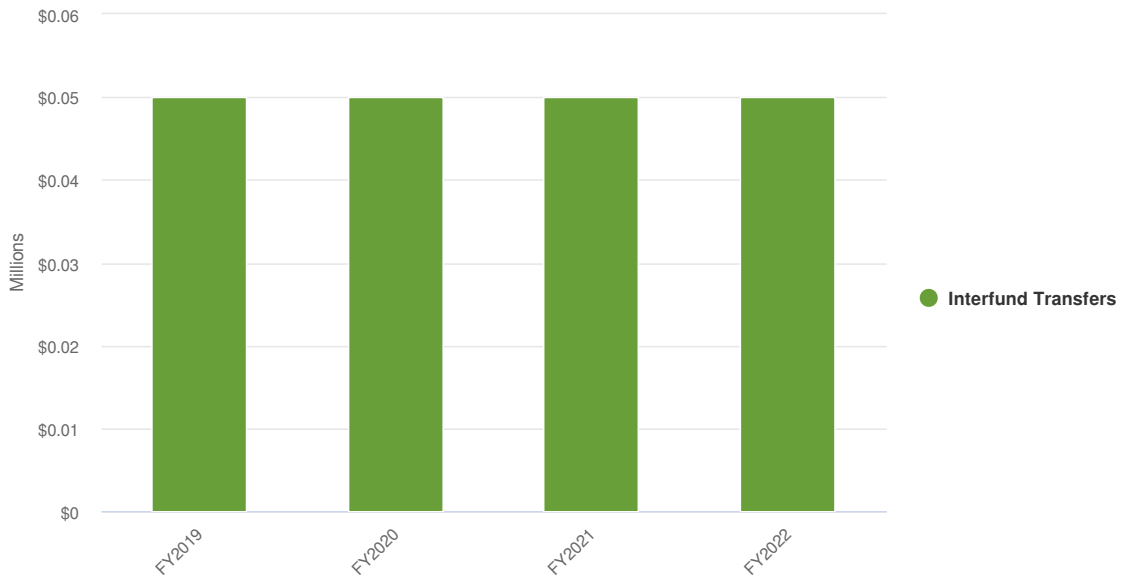
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Property Taxes	\$32,373	\$36,289	\$49,407	\$50,150	\$133,506
Intergovernmental	\$39,663	\$54,772	\$39,180	\$45,419	\$122,428
Miscellaneous	\$1,737	\$3,263	\$1,013	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$73,773</b>	<b>\$94,324</b>	<b>\$89,600</b>	<b>\$95,569</b>	<b>\$255,934</b>

# Expenditures by Expense Type

## Budgeted 2022 Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
<b>Expense Objects</b>					
<b>Miscellaneous Services</b>					
PROFESSIONAL SERVICES	\$1,000	\$0	\$0	\$0	\$0
<b>Total Miscellaneous Services:</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
DEBT SERVICE TRANSFER	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Interfund Transfers:</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Total Expense Objects:</b>	<b>\$51,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>

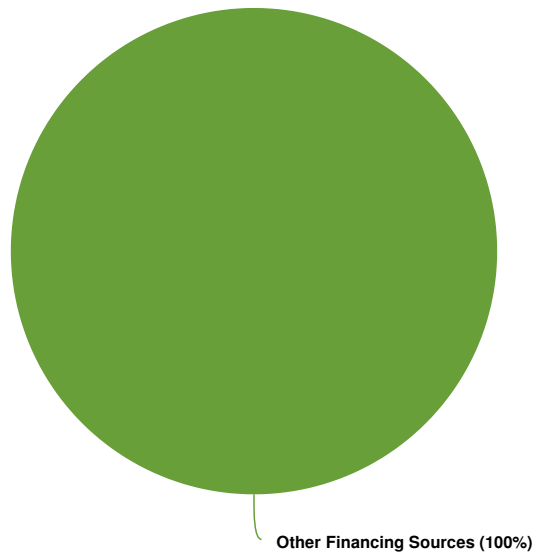
## Venue Debt Service Fund Summary

The Venue Debt Service Fund is used to account for venue tax debt service payments. A transfer from the Venue Project fund is also made to support debt service payments.

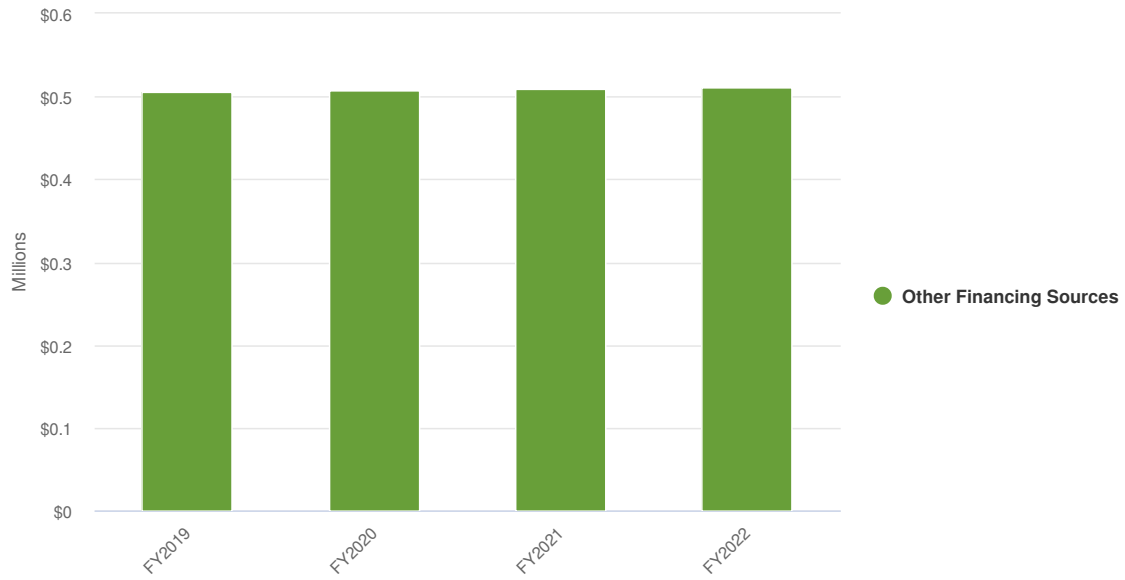
The City of South Padre Island is projecting \$510.7K in revenue, which represents a 0.22% increase over the prior year. Budgeted expenditures are projected to increase by 0.22% to \$510.7K in FY 2022.

## Venue Debt Service Fund Revenues

### Projected 2022 Revenues by Source



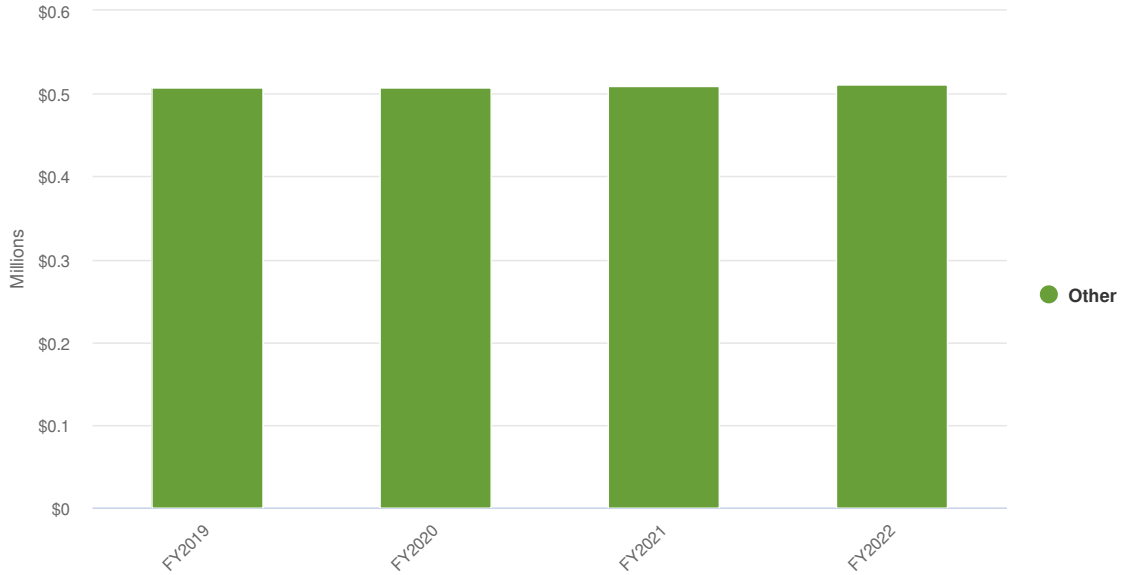
### Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$1,946	\$0	\$0	\$0	\$0
Other Financing Sources	\$437,004	\$506,138	\$508,188	\$509,638	\$510,738
<b>Total Revenue Source:</b>	<b>\$438,950</b>	<b>\$506,138</b>	<b>\$508,188</b>	<b>\$509,638</b>	<b>\$510,738</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
<b>Expense Objects</b>					
<b>Other</b>					
PRINCIPAL	\$185,000	\$185,000	\$190,000	\$195,000	\$200,000
INTEREST EXPENSE	\$324,838	\$321,138	\$317,438	\$313,638	\$309,738
PAYING AGENT FEES	\$750	\$800	\$750	\$1,000	\$1,000
<b>Total Other:</b>	<b>\$510,588</b>	<b>\$506,938</b>	<b>\$508,188</b>	<b>\$509,638</b>	<b>\$510,738</b>
<b>Total Expense Objects:</b>	<b>\$510,588</b>	<b>\$506,938</b>	<b>\$508,188</b>	<b>\$509,638</b>	<b>\$510,738</b>

## Venue Tax Construction Fund Summary

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

### Venue Tax Construction Fund Revenues

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$166,906	\$228,177	\$100,239	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$166,906</b>	<b>\$228,177</b>	<b>\$100,239</b>	<b>\$0</b>	<b>\$0</b>

### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Miscellaneous Services	\$350,109	\$182,610	\$436,240	\$305,236	\$0
Other Services	\$0	\$73,165	\$4,132,503	\$3,803,595	\$0
<b>Total Expense Objects:</b>	<b>\$350,109</b>	<b>\$255,775</b>	<b>\$4,568,743</b>	<b>\$4,108,831</b>	<b>\$0</b>

## Beach Maintenance Fund Summary

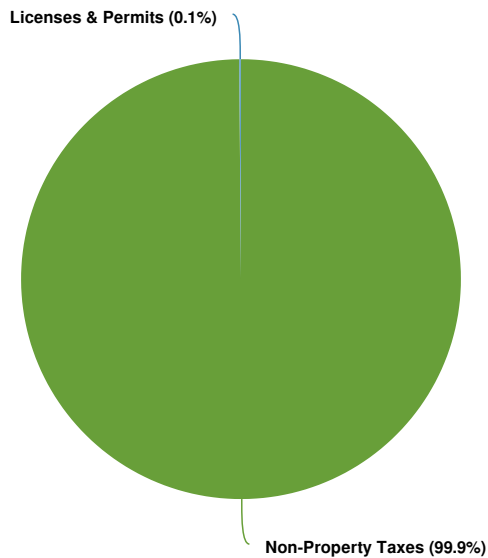


The Beach Maintenance Fund is used to clean and maintain the beach. The State of Texas remits to the City 2% of the hotel motel tax collected by the State for these efforts.

The City of South Padre Island is projecting \$2.26M of revenue in FY 2022, which represents a 7.70% increase over the prior year. Budgeted expenditures are projected to decrease by 29.40% to \$1.95M in FY 2022.

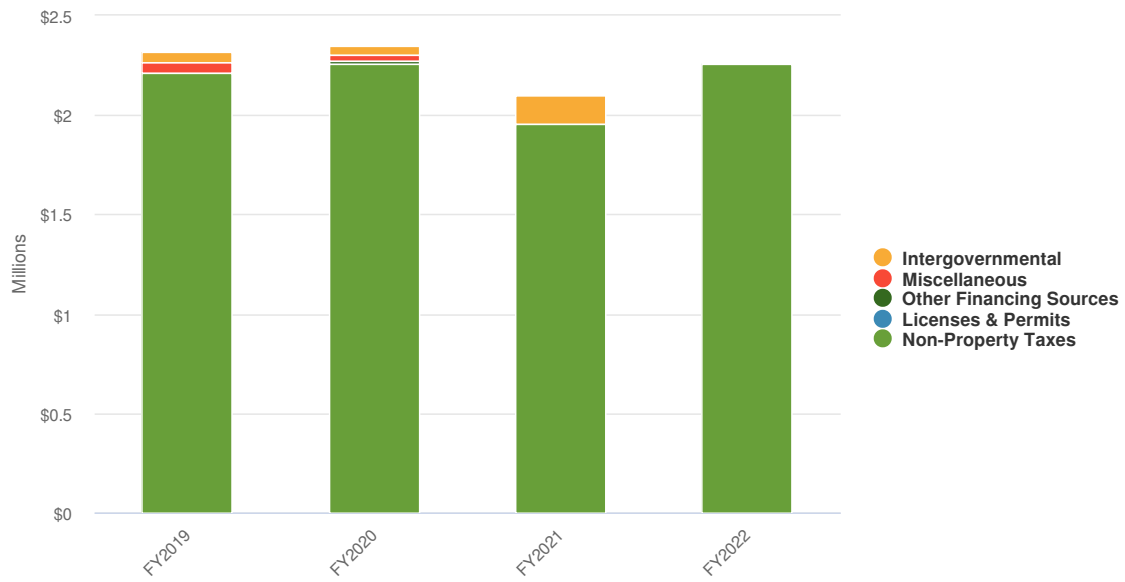
## Beach Maintenance Fund Revenues

### Projected 2022 Revenues by Source





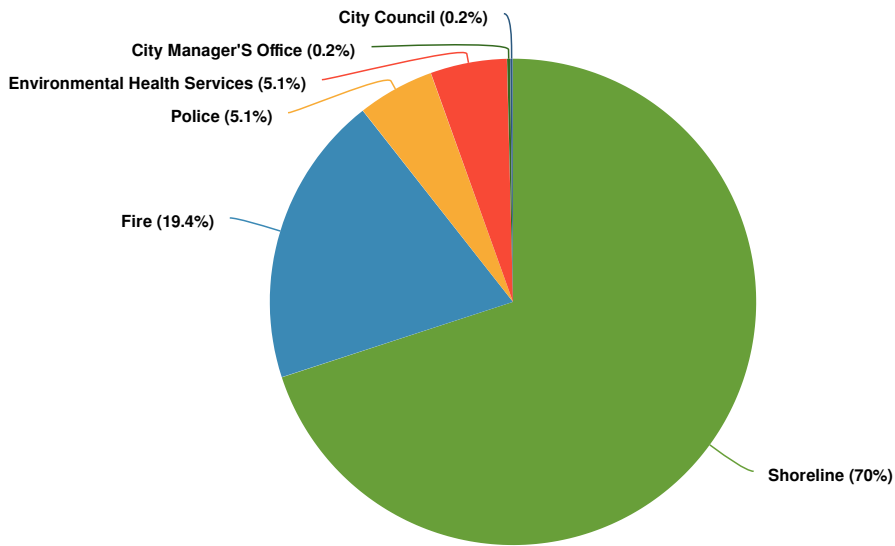
### Budgeted and Historical Revenues by Source



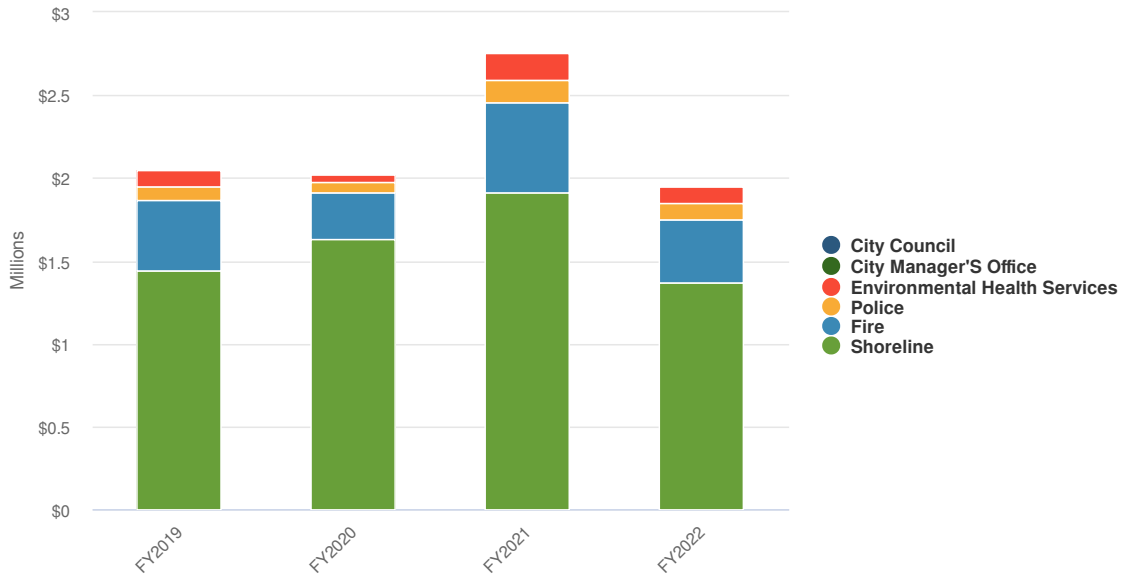
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Non-Property Taxes	\$2,102,221	\$2,210,084	\$2,259,173	\$1,952,569	\$2,261,888
Licenses & Permits	\$0	\$0	\$2,220	\$0	\$2,500
Intergovernmental	\$377,472	\$59,114	\$43,895	\$150,000	\$0
Miscellaneous	\$25,041	\$51,846	\$29,442	\$0	\$0
Other Financing Sources	\$3,469	\$837	\$12,766	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$2,508,202</b>	<b>\$2,321,880</b>	<b>\$2,347,496</b>	<b>\$2,102,569</b>	<b>\$2,264,388</b>

# Expenditures by Function

## Budgeted 2022 Expenditures by Function



## Budgeted and Historical Expenditures by Function



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expenditures					
Current					
General Government					
City Council	\$3,428	\$0	\$50	\$8,500	\$3,500
City Manager's Office	\$1,282	\$0	\$406	\$4,000	\$4,000
Environmental Health Services	\$77,387	\$97,443	\$44,264	\$156,943	\$99,386
<b>Total General Government:</b>	<b>\$82,097</b>	<b>\$97,443</b>	<b>\$44,720</b>	<b>\$169,443</b>	<b>\$106,886</b>
Public Safety					
Police	\$61,668	\$81,006	\$65,044	\$137,819	\$99,914
Fire	\$360,101	\$423,388	\$279,698	\$542,051	\$378,883
<b>Total Public Safety:</b>	<b>\$421,769</b>	<b>\$504,394</b>	<b>\$344,742</b>	<b>\$679,870</b>	<b>\$478,797</b>
Shoreline					
Shoreline	\$1,201,836	\$1,442,175	\$1,635,145	\$1,915,898	\$1,366,597
<b>Total Shoreline:</b>	<b>\$1,201,836</b>	<b>\$1,442,175</b>	<b>\$1,635,145</b>	<b>\$1,915,898</b>	<b>\$1,366,597</b>
<b>Total Current:</b>	<b>\$1,705,702</b>	<b>\$2,044,012</b>	<b>\$2,024,607</b>	<b>\$2,765,211</b>	<b>\$1,952,280</b>
<b>Total Expenditures:</b>	<b>\$1,705,702</b>	<b>\$2,044,012</b>	<b>\$2,024,607</b>	<b>\$2,765,211</b>	<b>\$1,952,280</b>

## City Council

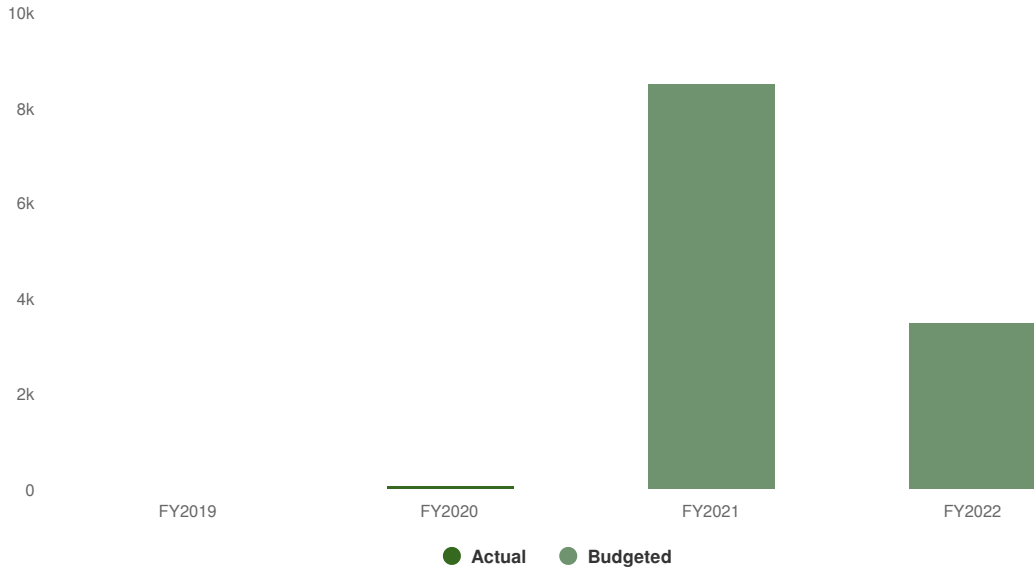


Patrick McNulty, City Mayor

## Expenditures Summary

**\$3,500** **-\$5,000**  
(-58.82% vs. prior year)

### City Council - BM Proposed and Historical Budget vs. Actual



### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Miscellaneous Services	\$3,428	\$0	\$50	\$8,500	\$3,500	-58.8%
<b>Total Expense Objects:</b>	<b>\$3,428</b>	<b>\$0</b>	<b>\$50</b>	<b>\$8,500</b>	<b>\$3,500</b>	<b>-58.8%</b>



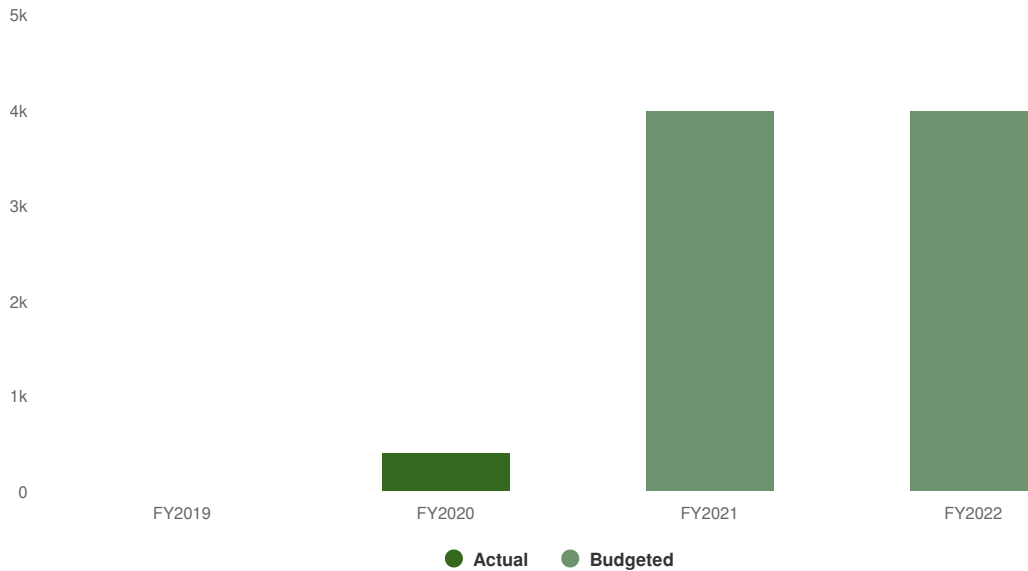
## City Manager's Office



### Expenditures Summary

**\$4,000** \$0  
 (0.00% vs. prior year)

City Manager's Office - BM Proposed and Historical Budget vs. Actual



### Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Miscellaneous Services	\$1,282	\$0	\$406	\$4,000	\$4,000	0%

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Total Expense Objects:	\$1,282	\$0	\$406	\$4,000	\$4,000	0%

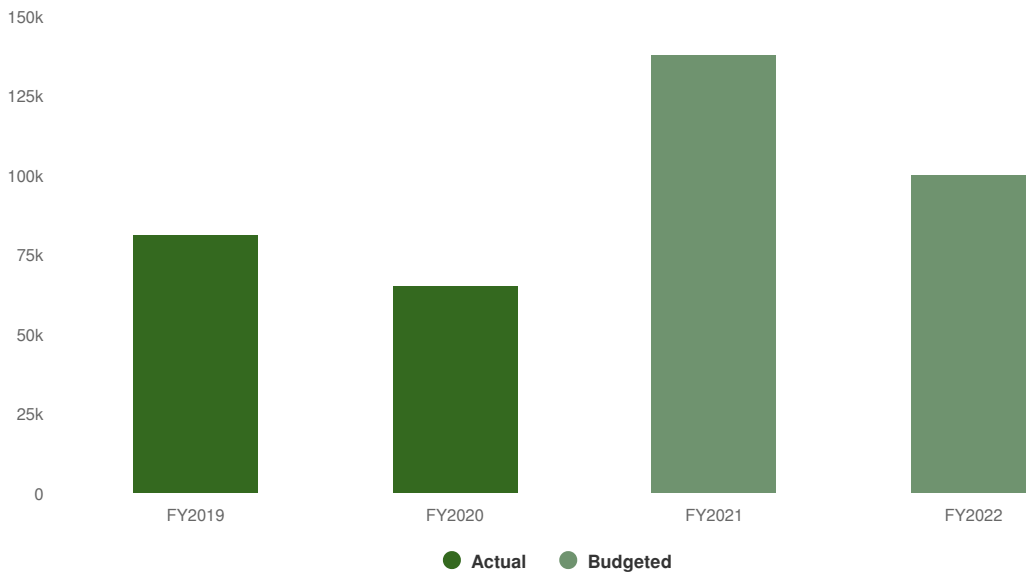
# Police Division



## Expenditures Summary

**\$99,914** **-\$37,905**  
(-27.50% vs. prior year)

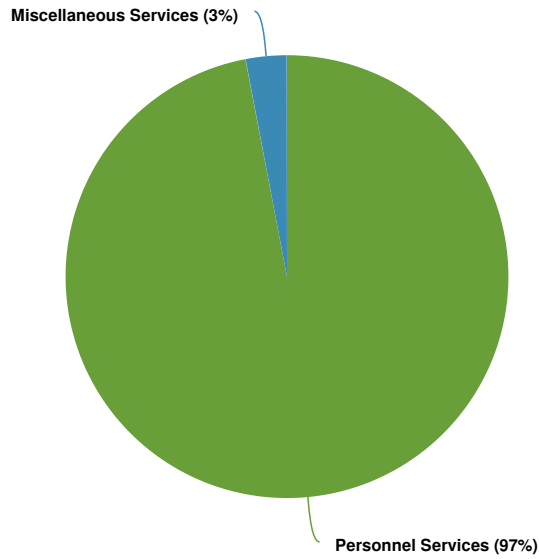
Police Division Proposed and Historical Budget vs. Actual





# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$61,668	\$81,006	\$62,494	\$96,119	\$96,914	0.8%
Miscellaneous Services	\$0	\$0	\$2,550	\$3,000	\$3,000	0%
Equipment > \$5,000 Outlay	\$0	\$0	\$0	\$38,700	\$0	-100%
<b>Total Expense Objects:</b>	<b>\$61,668</b>	<b>\$81,006</b>	<b>\$65,044</b>	<b>\$137,819</b>	<b>\$99,914</b>	<b>-27.5%</b>



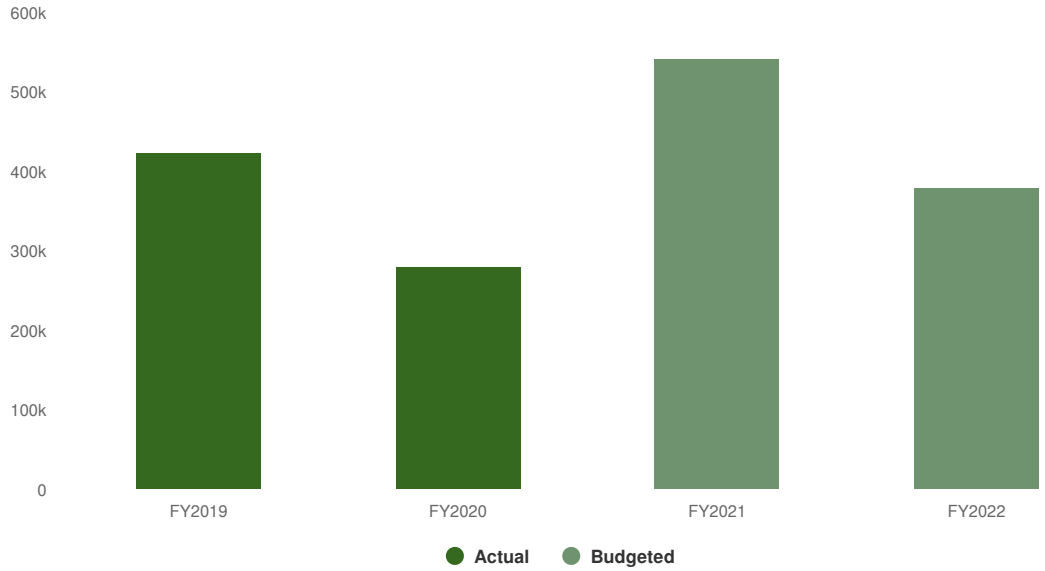
## Beach Patrol Division



### Expenditures Summary

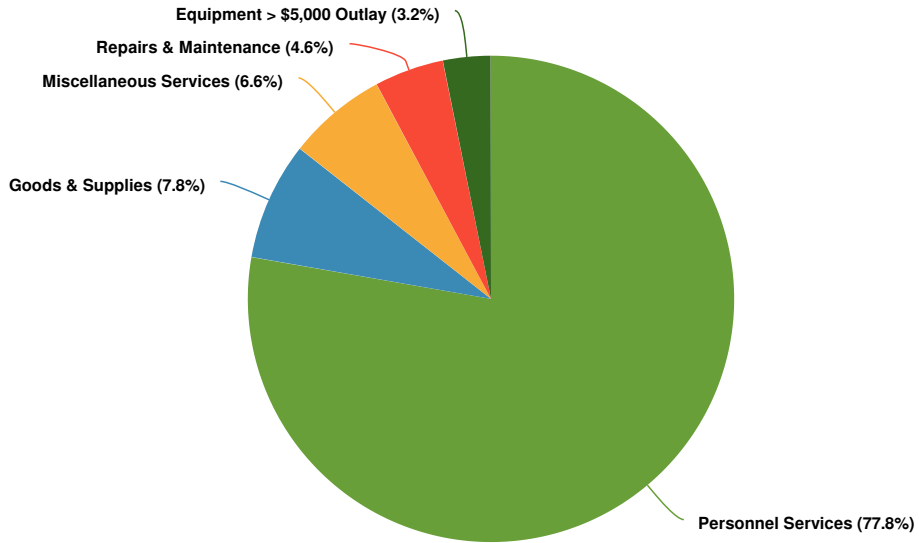
**\$378,883**    **-\$163,168**  
(-30.10% vs. prior year)

## Beach Patrol Division Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$280,633	\$298,055	\$224,410	\$315,756	\$294,648	-6.7%
Goods & Supplies	\$20,841	\$23,704	\$21,826	\$29,100	\$29,680	2%
Repairs & Maintenance	\$19,783	\$19,449	\$18,417	\$17,505	\$17,505	0%
Miscellaneous Services	\$10,813	\$16,215	\$15,045	\$16,350	\$25,050	53.2%
Equipment > \$5,000 Outlay	\$28,031	\$65,965	\$0	\$163,340	\$12,000	-92.7%
<b>Total Expense Objects:</b>	<b>\$360,101</b>	<b>\$423,388</b>	<b>\$279,698</b>	<b>\$542,051</b>	<b>\$378,883</b>	<b>-30.1%</b>



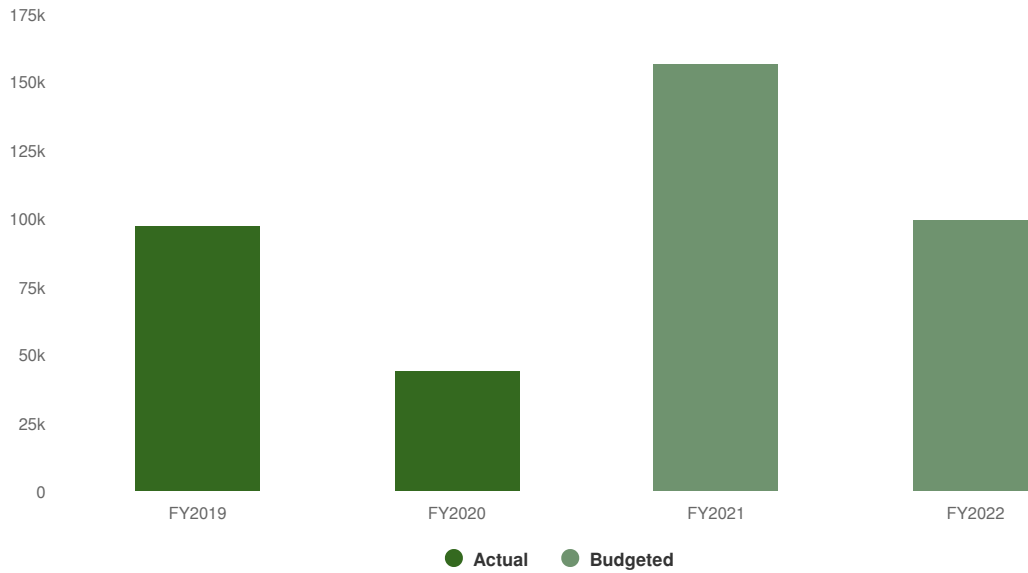
# Environmental Health Services Division



## Expenditures Summary

**\$99,386** **-\$57,557**  
(-36.67% vs. prior year)

Environmental Health Services Division Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$68,197	\$73,206	\$37,932	\$87,780	\$88,623	1%
Goods & Supplies	\$5,809	\$5,544	\$3,578	\$5,803	\$6,100	5.1%
Repairs & Maintenance	\$2,580	\$2,296	\$2,375	\$3,000	\$3,000	0%
Miscellaneous Services	\$0	\$0	\$0	\$9,600	\$700	-92.7%
Equipment > \$5,000 Outlay	\$0	\$15,256	\$0	\$49,500	\$0	-100%
Special Projects	\$801	\$1,141	\$379	\$1,260	\$963	-23.6%
<b>Total Expense Objects:</b>	<b>\$77,387</b>	<b>\$97,443</b>	<b>\$44,264</b>	<b>\$156,943</b>	<b>\$99,386</b>	<b>-36.7%</b>



## Shoreline Department



**Kristina Boburka**  
Shoreline Director

The Shoreline Department is composed of eight individuals, six of whom are part of the operations team to perform the daily maintenance of the beach, bay, and all accesses (both beach and bay). The department is responsible for conserving roughly the five miles of beachfront the City has, which includes about 225 acres of recreational beach and dunes.

The Shoreline Department is also responsible for ensuring public access is provided to the beach. The City has 28 beach accesses that are maintained daily by the operations staff. The Grant and Special Project Administrator works alongside the Shoreline Director to continually improve these beach access through a variety of funding sources.

The beach, entire bayside, including Tompkins Channel, the Causeway boardwalk, two boat ramps, an additional five bayside accesses, and all 35 bay street endings are included in the Shoreline Department's jurisdiction. The Laguna Madre is only one of six hypersaline bodies of water in the world and serves as a valuable natural asset and a tourism driver.

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

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

### Major Goals:

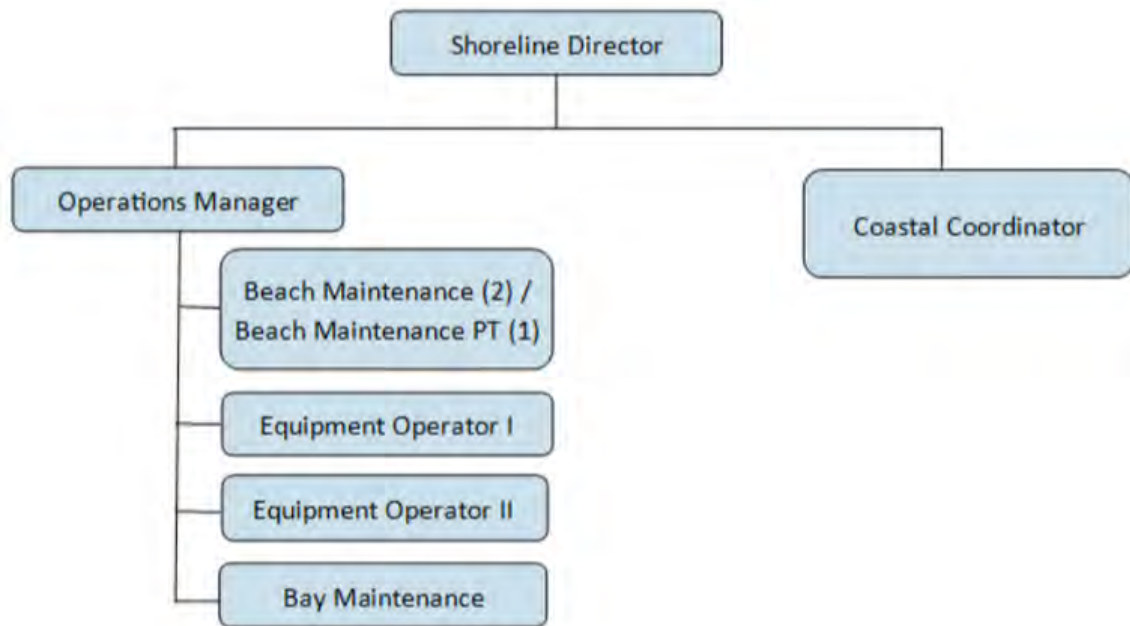
1. Continually search and apply for grants to enhance the City's beach and bay accesses and their amenities.
2. Search for methods to reduce the cuts through our dune system to create a more resilient coast, as per our Erosion Response Plan.
3. Educate the public and Gulf facing properties on the importance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

Our Planning Indicators and Focus:

The increase in citizen and visitor population may significantly impact permit requests, beach maintenance areas, and beach access points, creating an increase in the demand for coastal management, both administratively and environmentally.

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

### Organizational Chart





# Strategic Objectives and Work Plan for the Next Five Years

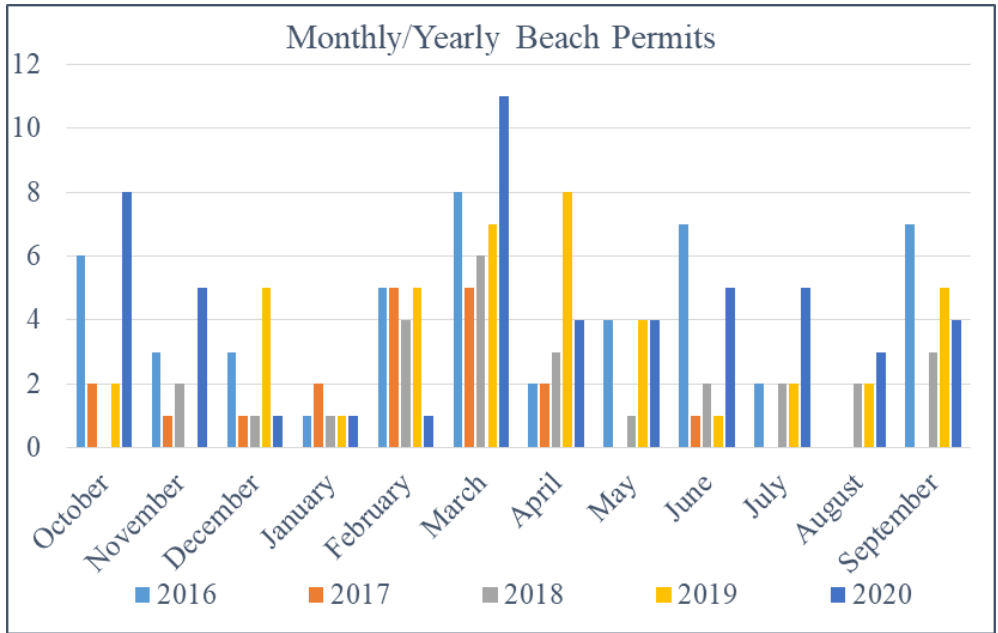
Project Description	Fiscal Year Due Date	Project Leader	Budget Impact	Associated Metric	Comp Plan Goal	CIP Project
<b>Short Term - FY 2021-22</b>						
Improve beach accesses and dunes by pursuing CMP Cycle 24.	2021/22	K. Boburka	\$60,000	Metrics 2 & 3	Chapter V Goals 5 B, C, & D	Approved
Improve beach accesses by pursuing CMP Cycle 24 for the purchase of Lifeguard Towers.	2021/22	E. Hughston	\$40,000	N/A	Chapter V Goal 5 E	Approved
Improve accesses by pursuing CMP Cycle 25 Whitecap Circle Access Improvements.	2021/22	K. Boburka	\$420,600	Metrics 4 & 5	Chapter V Goals 5 B, E, & R	Approved
Add to the amenities available to the public by pursuing the construction of a Wind & Water Sports Park.	2021/22	K. Boburka	Windsport Venue Lease \$32,000	N/A	Chapter V Goals 5 F, G, I, K, L, M, N, O, Q, R, S, & W	Approved
Conduct Bay restoration by working with the National Fish and Wildlife Foundation to pursue the creation of a bayside living shoreline.	2021/22	E. Hughston	\$150,000	N/A	Chapter V Goals 5 F, G, H, I, J, K, L, M, N, & O	Approved
Enhance operations by streamlining the beach and dune permitting process through a connected tracking sheet.	2021/22	K. Boburka & E. Hughston	To be determined	Metric 1	Chapter V Goals 5 B, C, & D	N/A
Conduct conservation measures by creating and executing a debris and tar removal plan.	2021/22	K. Boburka & O. Grisham	To be determined	N/A	Chapter V Goal 5 B	N/A
Continue conservation measures by conducting access enhancements.	2021/22	O. Grisham	\$10,000	Metrics 3 & 5	Chapter V Goal 5 B	N/A
<b>Mid Term - FY 2022-23 &amp; FY 2023-24</b>						
Improve accesses by pursuing CMP Cycle 26 Sea Island Access Improvements.	2022-23	K. Boburka	\$80,000	Metrics 4 & 5	Chapter V Goal 5 F	N/A
Proceed with the Tompkins Channel Project.	2022-23	K. Boburka	\$50,000 - \$100,000	N/A	Chapter V Goals 5 F, G, I, K, L, & W	N/A

Improve beach and bay accesses by pursuing CMP Cycle 27 Projects. Access to be impacted include beach access #22 & Cora Lee bay access.	2022-23	E. Hughston	\$160,000	Metrics 4 & 5	Chapter V Goals 5 B, E, F, J, K, & W	N/A
Improve and enhance Bay access through the use of the Island's street endings.	Ongoing	K. Boburka & E. Hughston	To be determined	N/A	Chapter V Goals 5 F, G, J, K, L, & W	N/A
<b>Long Term - FY 2024-25 &amp; FY 2025-26</b>						
Continue to execute the beneficial use of dredge material (BUDM) project to restore and protect the beach and dunes.	Ongoing	K. Boburka	To be determined	Metric 3	Chapter V Goals 5 A, B, D, E, M, & N	N/A
Continue executing the improvement of boat ramps and infrastructure with grant funds awarded through the RESTORE Act fund. The project encompasses the purchase of land, construction of a boat ramp, dock renovation/replacement, and parking paving.	2024-25	K. Boburka	\$600,000	N/A	Chapter V Goals 5 F, G, H, I, K, L, N, R, U, & W	N/A
Add to the amenities available to the public by pursuing the construction of a Marina.	To be determined	K. Boburka	To be determined	N/A	Chapter V Goals 5 F, G, H, I, K, & L	N/A
Improve shoreline operations by pursuing the construction of a Shoreline Facility.	To be determined	K. Boburka	To be determined	Metrics 4 & 5	Chapter V Goal 5 E	N/A
Increase state HOT allocations for beach renourishment & maintenance through lobbying efforts.	To be determined	K. Boburka	To be determined	Metrics 2, 4, & 5	Chapter V Goals 5 A, B, D, & E	N/A
Enhance public amenities by making improvements to the Palm Street Boat Ramp.	To be determined	K. Boburka	To be determined	N/A	Chapter V Goals 5 F, G, H, I, K, & L	N/A

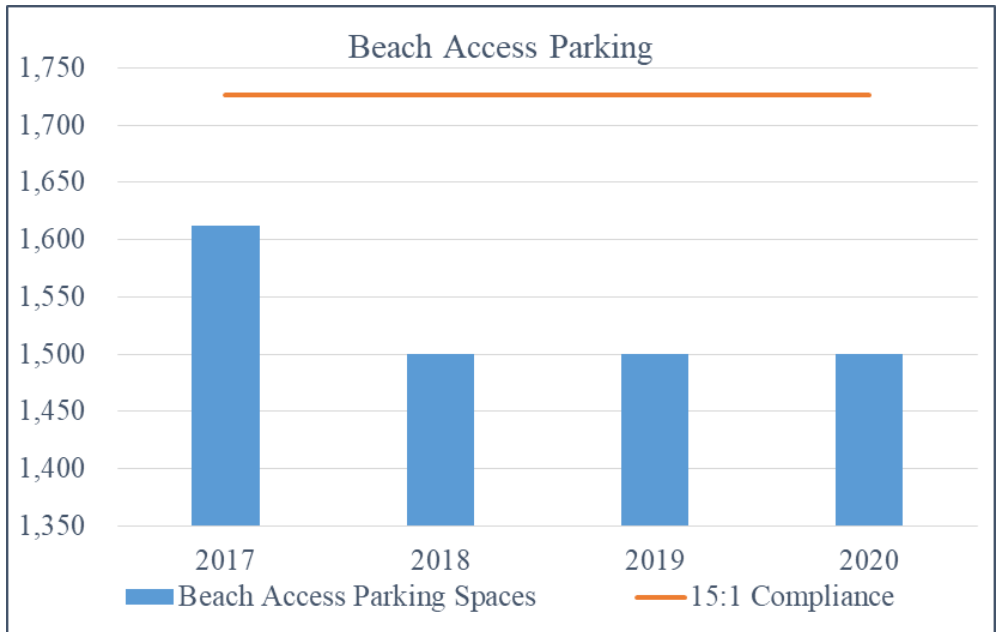
## Performance Metrics

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

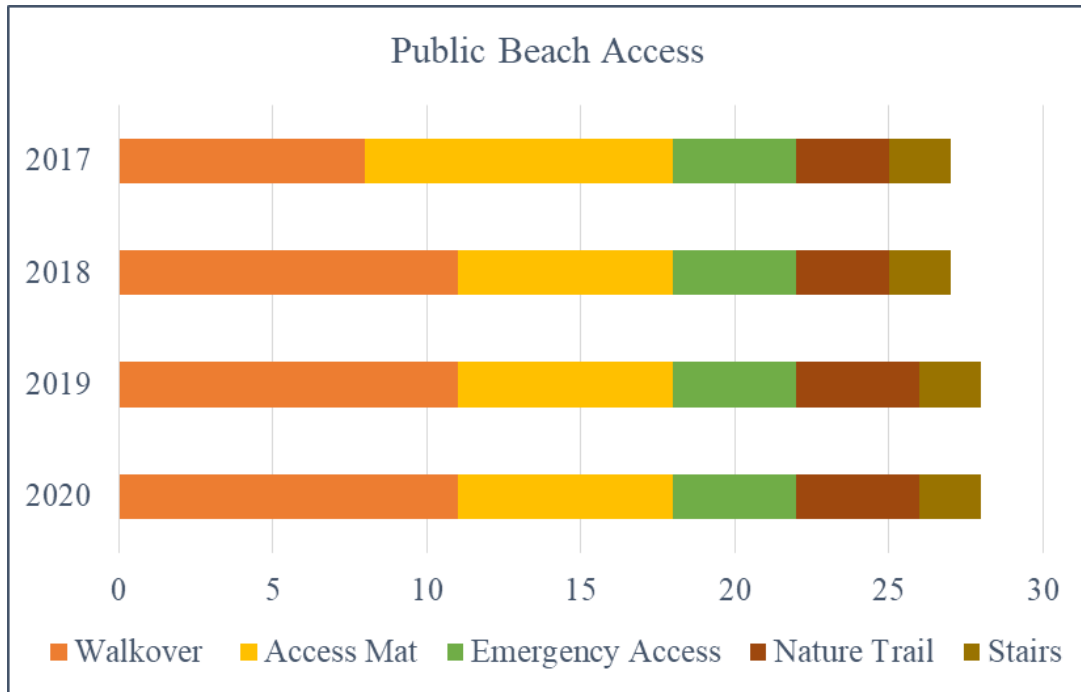
Metric 1: This chart displays the monthly/yearly beach permits that are issued. This includes Beach and Dune permits as well as Beach Use Permits.



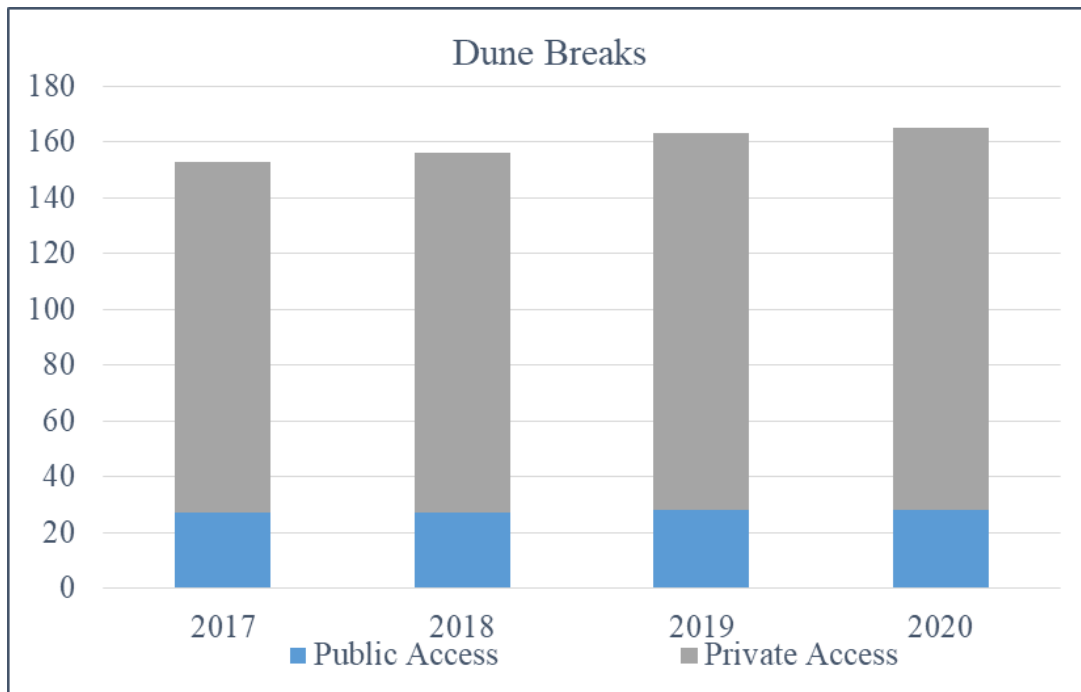
Metric 2: The City of South Padre Island's number of beach access parking spaces are depicted below.



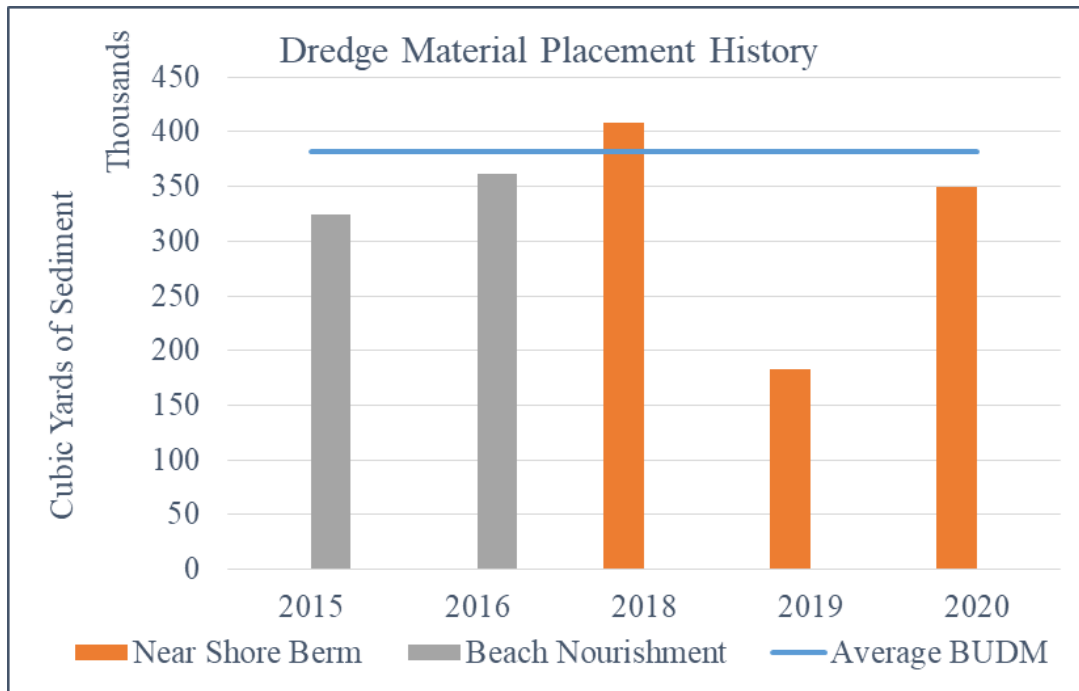
Metric 3: The total number of beach accesses the City has are shown below along with which types of access we have.



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

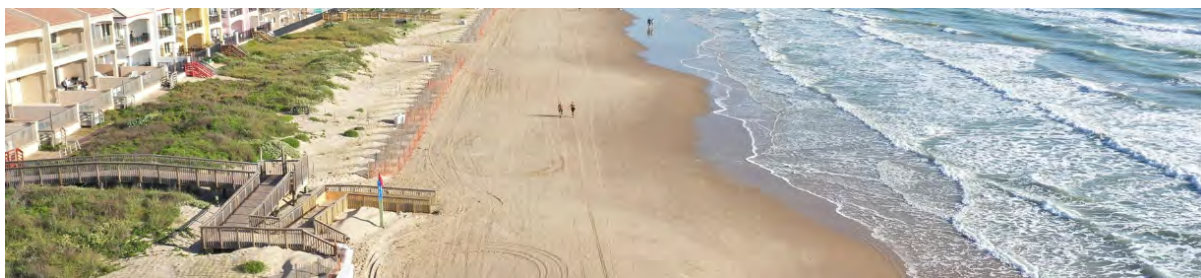


Metric 5: The City of South Padre Island’s history on beneficial use of dredge material that has been either placed on the beach or on the near shore berm is depicted below.



## Staffing Plan

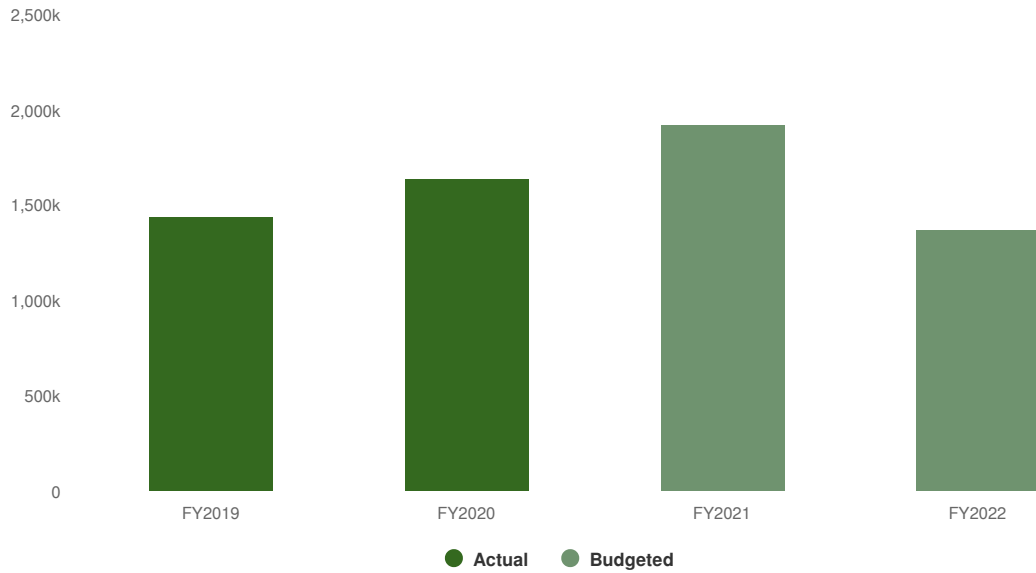
Position	Current FY	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Shoreline Director	1	1	1	1	1	1
Coastal Coordinator	1	1	1	1	1	1
Operations Manager	1	1	1	1	1	1
Equipment Operator I	1	1	1	1	1	1
Equipment Operator II/Lead	1	1	1	1	1	1
Beach Maintenance	2	3	3	3	4	4
Bay Maintenance	1	1	2	2	2	3
<b>Total Positions:</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>12</b>



## Expenditures Summary

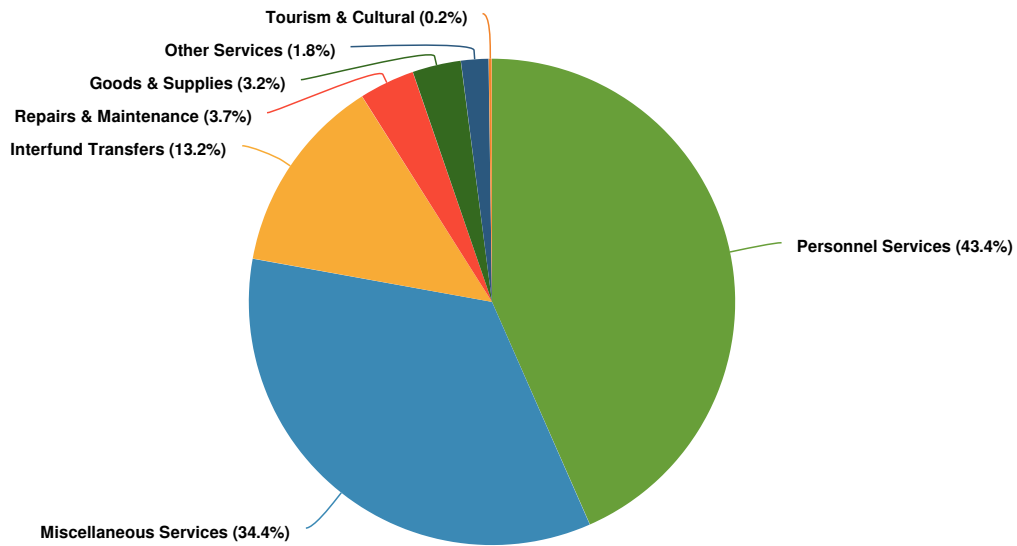
**\$1,366,597** **-\$549,301**  
(-28.67% vs. prior year)

### Shoreline Department Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)
Expense Objects						
Personnel Services	\$426,484	\$442,624	\$516,700	\$530,398	\$593,382	11.9%
Goods & Supplies	\$39,869	\$27,851	\$37,802	\$46,518	\$43,970	-5.5%
Repairs & Maintenance	\$40,132	\$61,373	\$55,373	\$46,350	\$50,675	9.3%
Miscellaneous Services	\$252,847	\$415,211	\$401,836	\$907,403	\$470,570	-48.1%
Equipment > \$5,000 Outlay	\$140,072	\$84,351	\$136,241	\$171,469	\$0	-100%
Tourism & Cultural	\$2,668	\$4,500	\$1,806	\$6,300	\$3,000	-52.4%
Interfund Transfers	\$247,726	\$374,053	\$462,303	\$190,000	\$180,000	-5.3%
Other Services	\$46,489	\$23,588	\$23,085	\$17,460	\$25,000	43.2%
Debt Service	\$5,549	\$8,625	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,201,836</b>	<b>\$1,442,175</b>	<b>\$1,635,145</b>	<b>\$1,915,898</b>	<b>\$1,366,597</b>	<b>-28.7%</b>



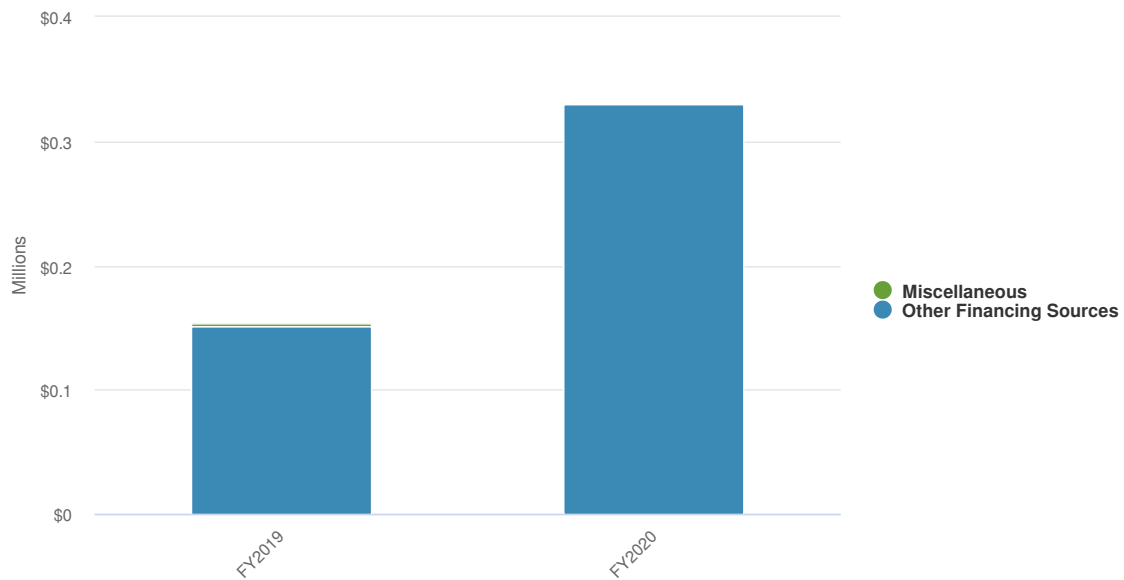
## Beach Access Fund Summary

The Beach Access Fund is used to account for projects to improve access to the City beach.

The City of South Padre Island is projecting \$0 in revenue, which represents no change over the prior year. Budgeted expenditures are projected to decrease by 90.71% to \$26K in FY 2022.

## Beach Access Fund Revenues

### Budgeted and Historical Revenues by Source

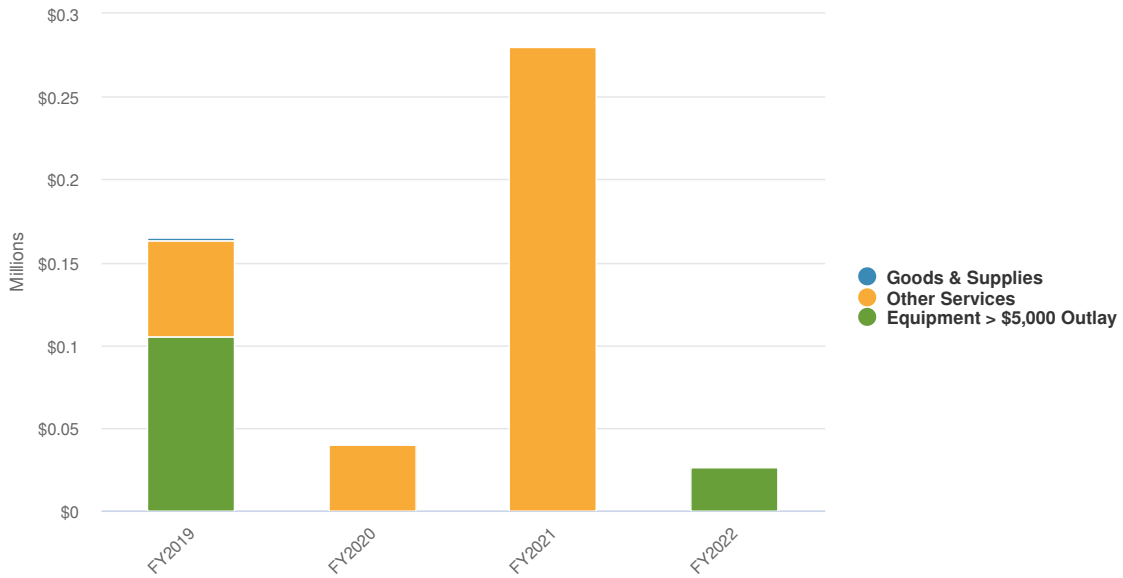


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$3,319	\$2,362	\$837	\$0	\$0
Other Financing Sources	\$0	\$150,883	\$330,000	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$3,319</b>	<b>\$153,245</b>	<b>\$330,837</b>	<b>\$0</b>	<b>\$0</b>



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



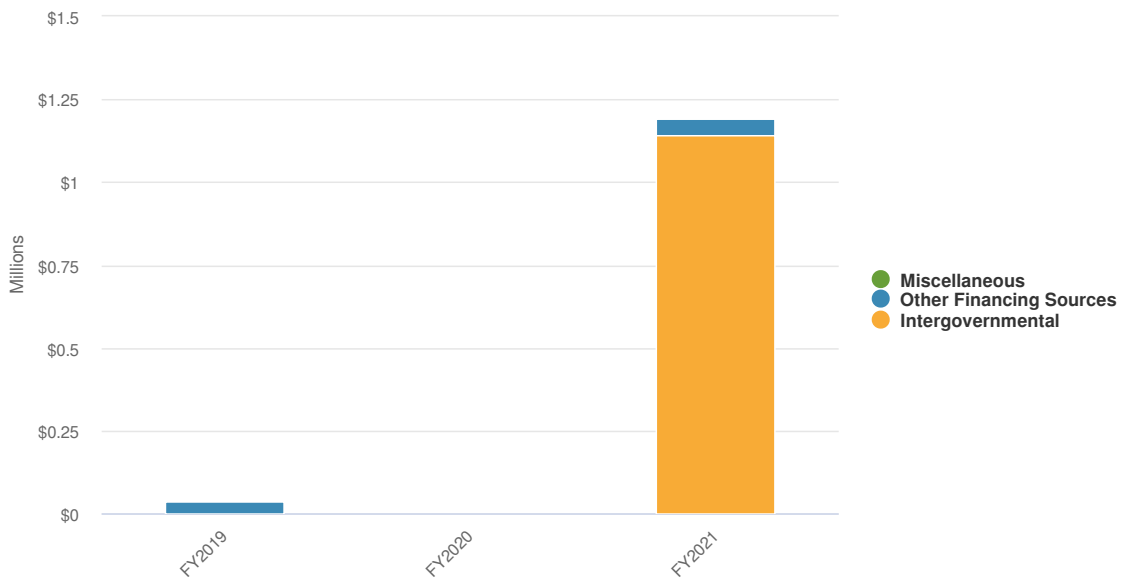
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Goods & Supplies	\$0	\$1,890	\$0	\$0	\$0
Equipment > \$5,000 Outlay	\$0	\$105,168	\$0	\$0	\$26,000
Other Services	\$494,606	\$58,313	\$39,465	\$280,000	\$0
<b>Total Expense Objects:</b>	<b>\$494,606</b>	<b>\$165,371</b>	<b>\$39,465</b>	<b>\$280,000</b>	<b>\$26,000</b>

## Bay Access Fund Summary

The Bay Access Fund was established to account for projects to improve access to the Laguna Madre Bay.

### Bay Access Fund Revenues

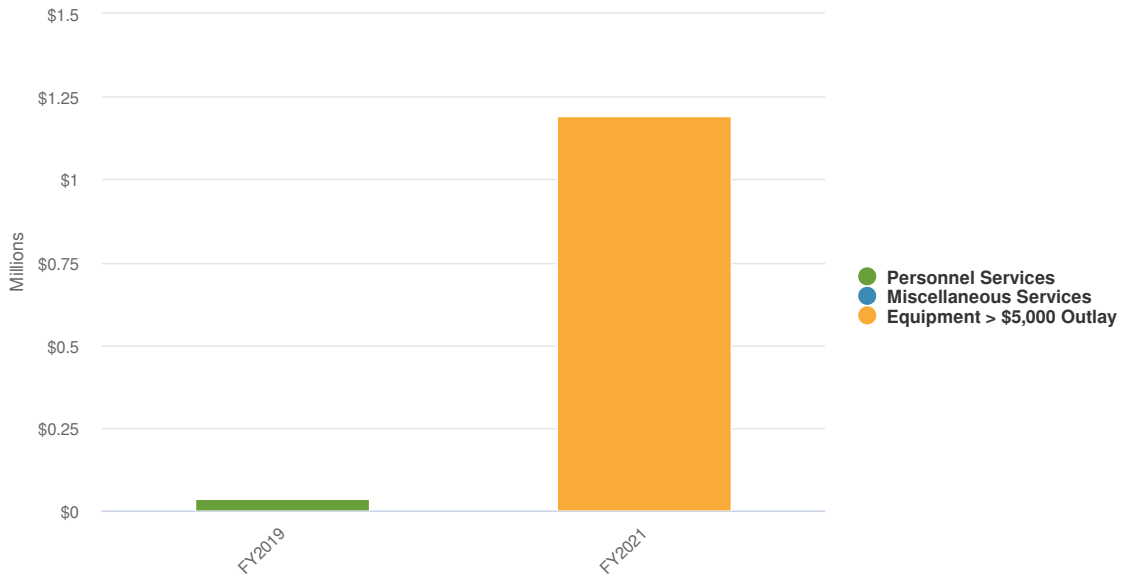
Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Intergovernmental	\$0	\$0	\$0	\$1,143,561	\$0
Miscellaneous	\$745	\$777	\$173	\$0	\$0
Other Financing Sources	\$35,797	\$37,479	\$0	\$49,564	\$0
<b>Total Revenue Source:</b>	<b>\$36,542</b>	<b>\$38,256</b>	<b>\$173</b>	<b>\$1,193,125</b>	<b>\$0</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Personnel Services	\$35,559	\$35,952	\$0	\$0	\$0
Miscellaneous Services	\$0	\$72	\$0	\$0	\$0
Equipment > \$5,000 Outlay	\$0	\$0	\$0	\$1,193,125	\$0
<b>Total Expense Objects:</b>	<b>\$35,559</b>	<b>\$36,024</b>	<b>\$0</b>	<b>\$1,193,125</b>	<b>\$0</b>

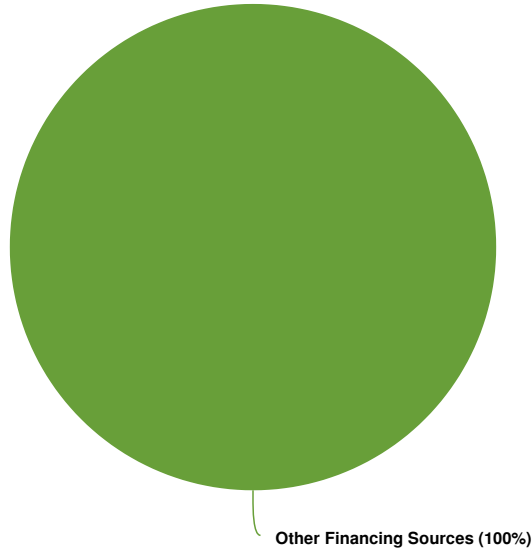
## Capital Replacement Fund Summary

The Capital Replacement Fund is used to account for preventive maintenance costs for City's buildings.

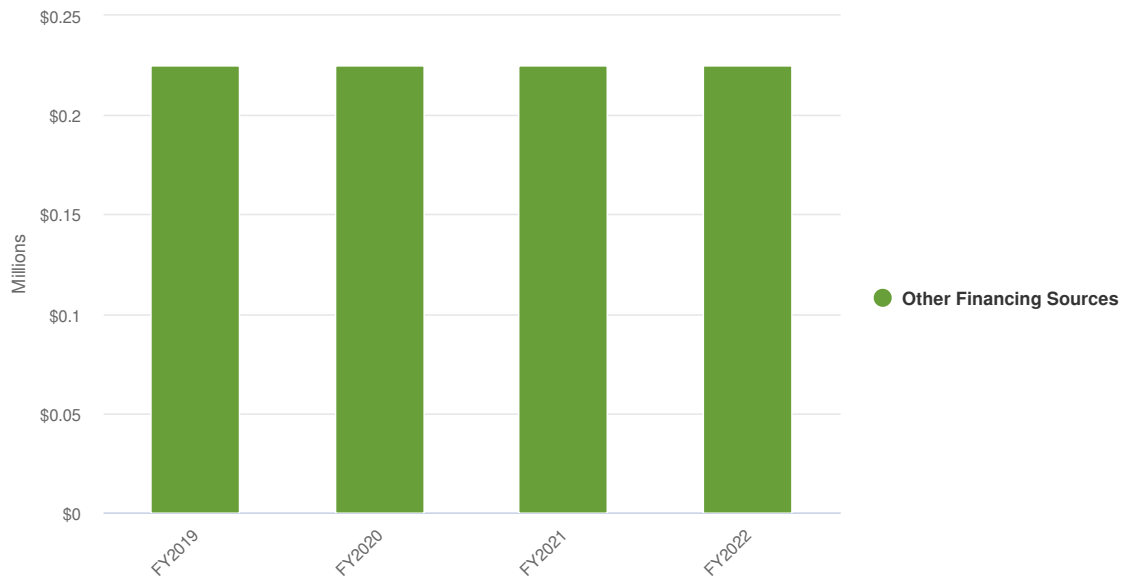
The City of South Padre Island is projecting \$225K in revenue, which represents no change over the prior year. Budgeted expenditures are projected to decrease by 61.86% to \$106.6K in FY 2022.

## Capital Replacement Fund Revenues

### Projected 2022 Revenues by Source



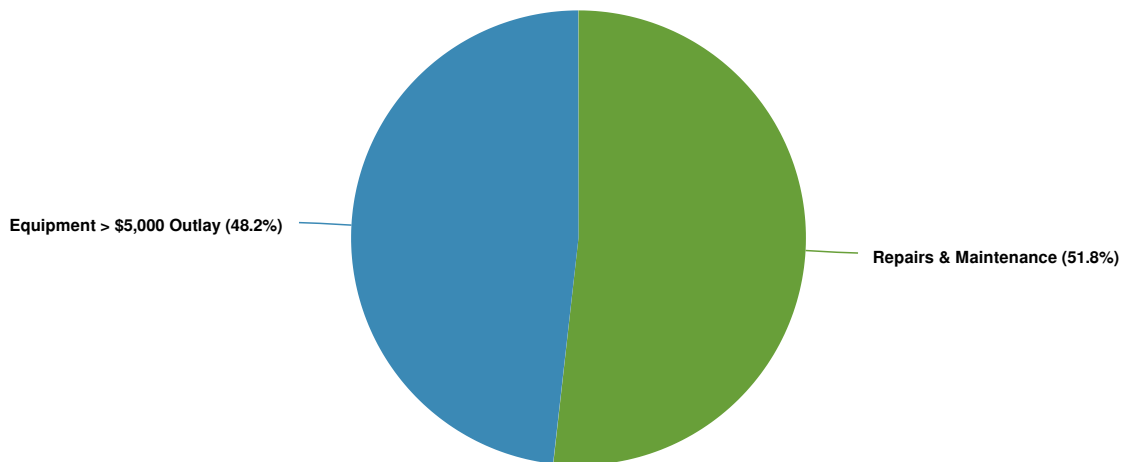
## Budgeted and Historical Revenues by Source



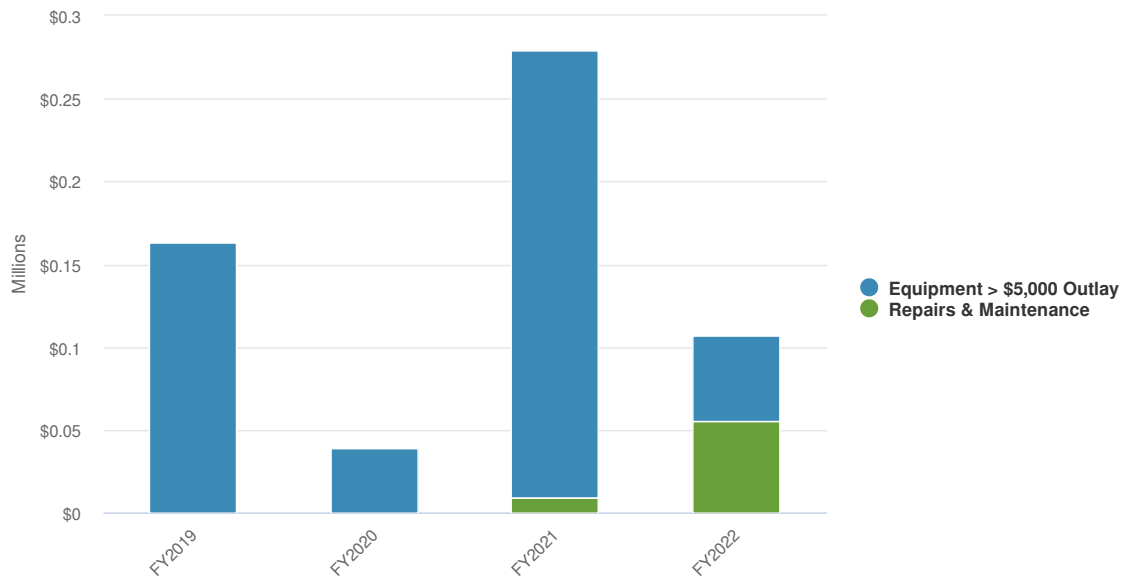
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Other Financing Sources	\$255,000	\$225,000	\$225,000	\$225,000	\$225,000
<b>Total Revenue Source:</b>	<b>\$255,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>

## Expenditures by Expense Type

### Budgeted 2022 Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Goods & Supplies	\$2,059	\$0	\$0	\$0	\$0
Repairs & Maintenance	\$21,879	\$0	\$0	\$9,147	\$55,195
Equipment > \$5,000 Outlay	\$212,809	\$163,254	\$38,693	\$270,363	\$51,404
<b>Total Expense Objects:</b>	<b>\$236,748</b>	<b>\$163,254</b>	<b>\$38,693</b>	<b>\$279,510</b>	<b>\$106,599</b>

## Beach Nourishment Fund Summary



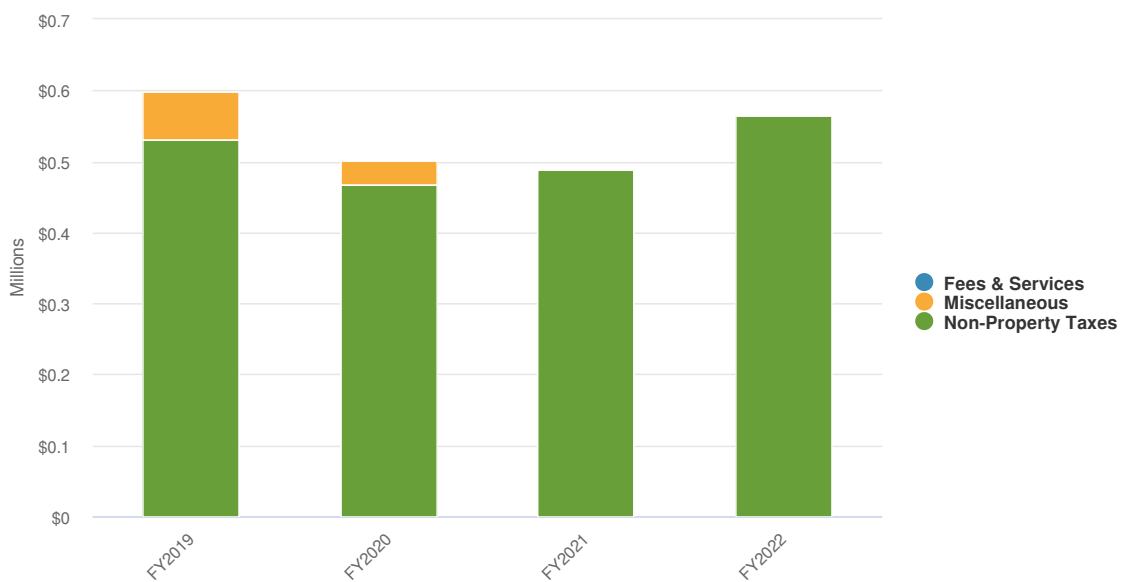
The Shoreline Department in partnership with the U.S. Army Corps. of Engineers, GLO, and Cameron County work to renourish the beach.

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

The City of South Padre Island is projecting \$565.5K in revenue, which represents a 15.84% increase over the prior year. Budgeted expenditures are projected to decrease by 68.32% to \$80K in FY 2022.

## Beach Nourishment Fund Revenues

### Budgeted and Historical Revenues by Source

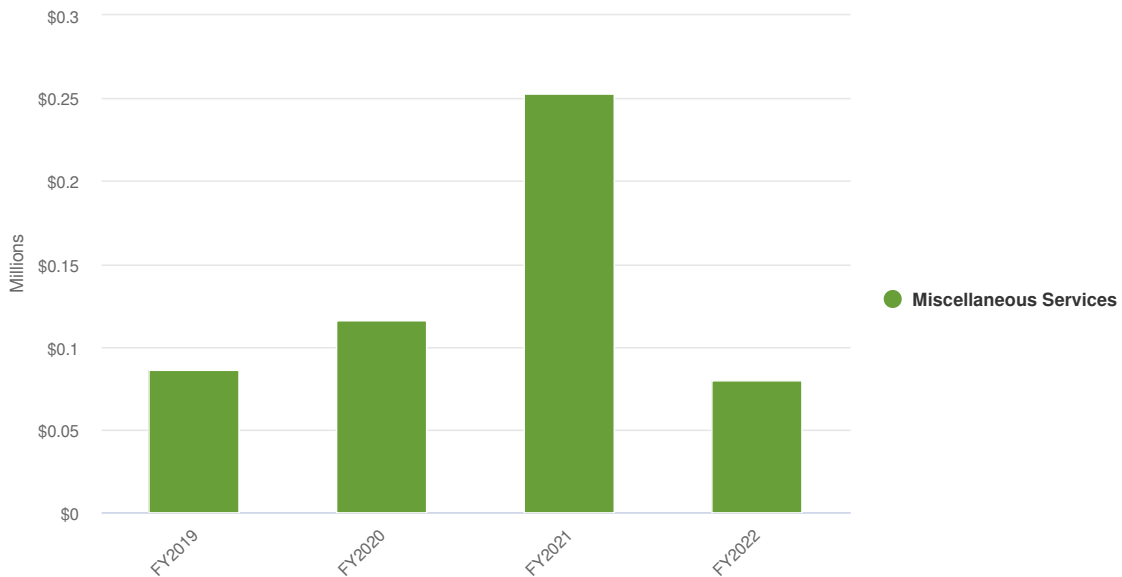


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Non-Property Taxes	\$516,843	\$531,464	\$466,580	\$488,142	\$565,472
Fees & Services	\$252	\$369	\$0	\$0	\$0
Miscellaneous	\$35,902	\$67,638	\$35,293	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$552,997</b>	<b>\$599,471</b>	<b>\$501,873</b>	<b>\$488,142</b>	<b>\$565,472</b>



## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Miscellaneous Services	\$126,063	\$86,513	\$116,281	\$252,500	\$80,000
<b>Total Expense Objects:</b>	<b>\$126,063</b>	<b>\$86,513</b>	<b>\$116,281</b>	<b>\$252,500</b>	<b>\$80,000</b>



## Economic Development Corporation



**Darla Lapeyre**  
EDC Executive Director



Tourism, real estate development, construction, restaurants, retail trade, and the service industry are the key components of the economy on South Padre Island.

A sound, sustainable community relies on strong economic growth to provide jobs, products, services, steady revenue source funding, and enhancing community services.

South Padre Island's primary industry is tourism and recreation related support businesses. Due to the increase in visitors, the tourism industry continues to thrive. As a result of hosting an estimated 5 million annual visitors, the Island is successfully supporting numerous hotels, restaurants, retail shops, and a wide variety of entertainment options.

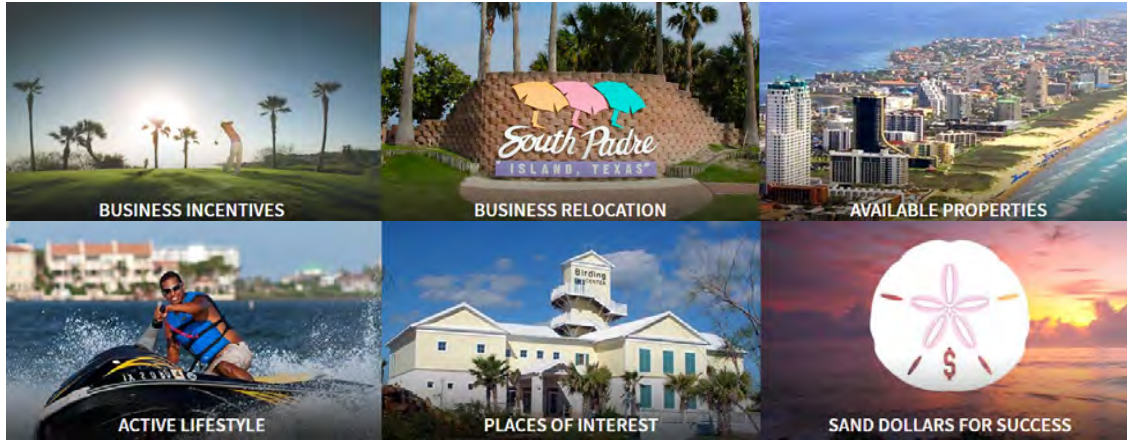
The South Padre Island Economic Development Corporation (EDC) is a 501c6 and is funded by ½ percent of sales tax collected. The EDC is a legally separate entity from the City. The EDC is authorized to administer the distribution of the proceeds of any development bonds issued and the proceeds of certain development sales taxes received on behalf of the City.

The EDC has a board of directors made up of seven members which are appointed by City Council. The South Padre Island Economic Development Corporation Board of Directors hold their regular meetings on the third Tuesday of the month at 9:00 a.m. The meetings are normally held at City Hall, 4601 Padre Blvd. in the Joyce Adams conference Room located on the second floor.

The meetings are video streamed live and archived on the City website [www.myspi.org](http://www.myspi.org). Click on "Meetings on Demand" and scroll down to Economic Development Corporation.



# Economic Development Corporation Fund Summary

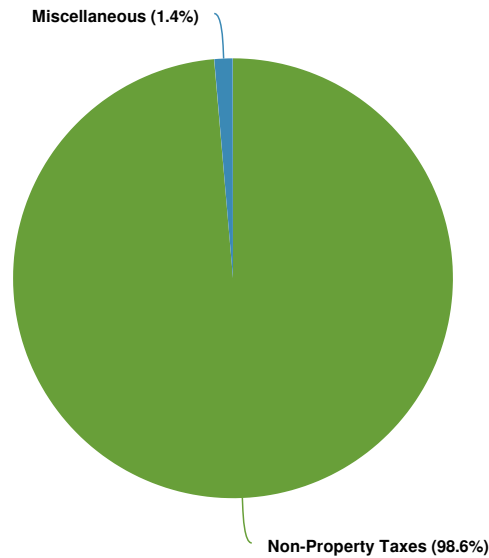


The EDC's operational and capital budget must be approved by the Council Members of the City.

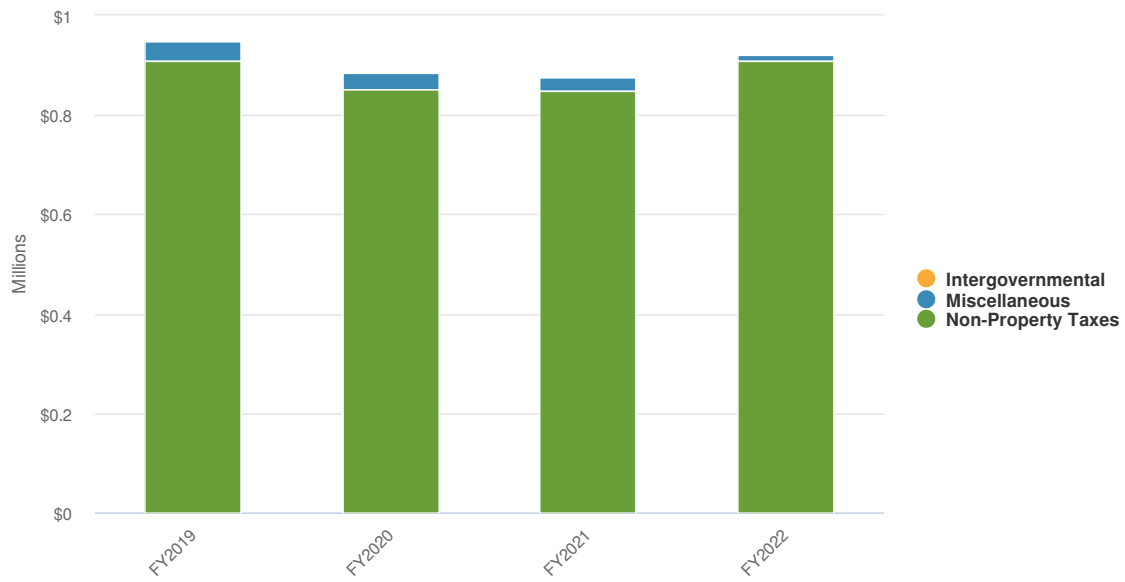
The City of South Padre Island is projecting \$922.5K in revenue, which represents a 5.40% increase over the prior year. Budgeted expenditures are projected to decrease by 34.05% to \$852.5K in FY 2022.

## Economic Development Corporation Fund Revenues

Projected 2022 Revenues by Source



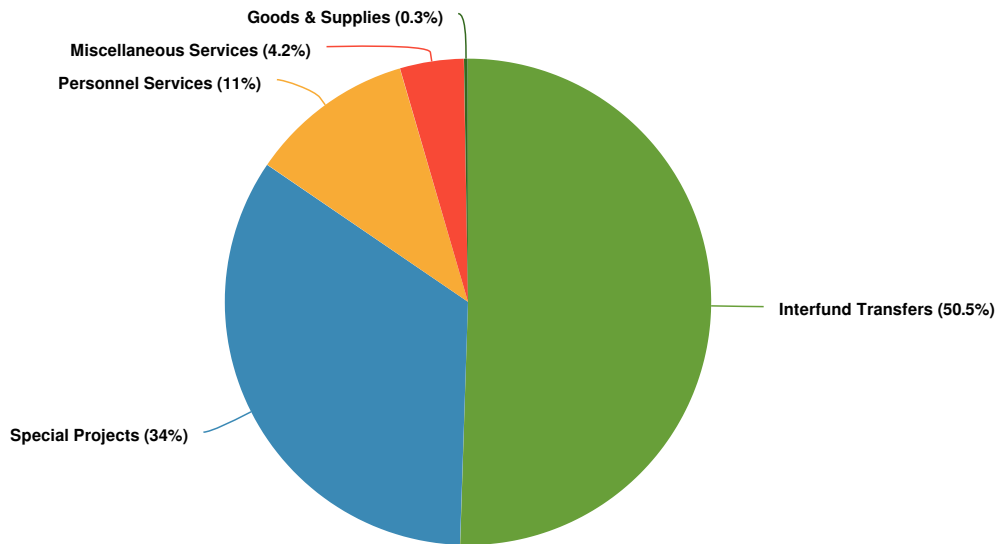
### Budgeted and Historical Revenues by Source



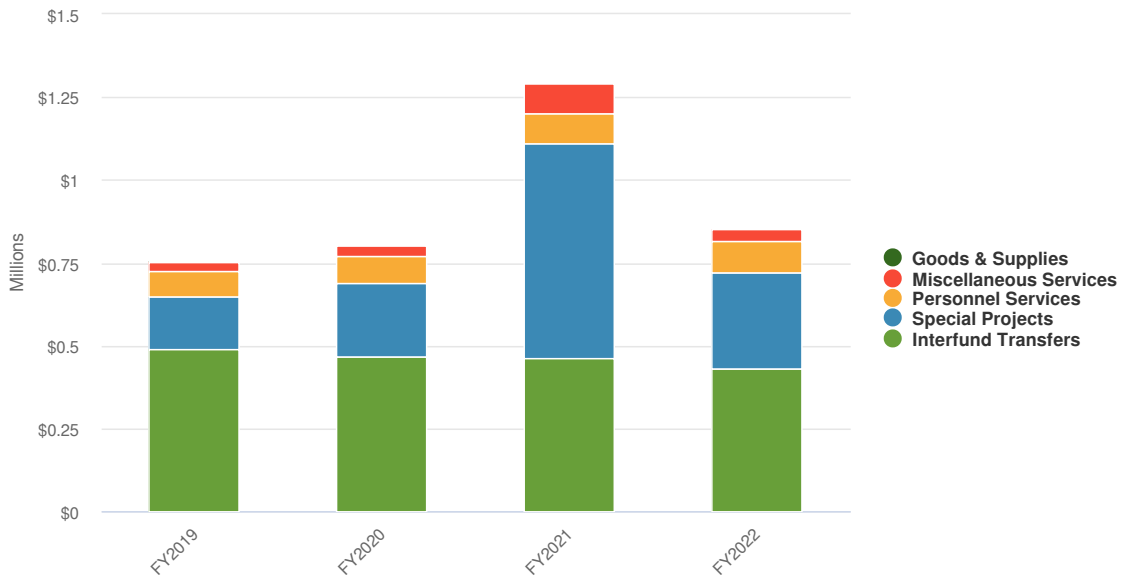
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Non-Property Taxes	\$852,284	\$909,877	\$852,686	\$850,000	\$910,000
Intergovernmental	\$0	\$1,886	\$0	\$0	\$0
Miscellaneous	\$22,145	\$39,295	\$32,994	\$25,276	\$12,500
<b>Total Revenue Source:</b>	<b>\$874,429</b>	<b>\$951,058</b>	<b>\$885,680</b>	<b>\$875,276</b>	<b>\$922,500</b>

# Expenditures by Expense Type

## Budgeted 2022 Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Personnel Services	\$78,556	\$76,682	\$83,875	\$92,346	\$93,401
Goods & Supplies	\$2,295	\$2,202	\$1,325	\$2,700	\$2,200
Miscellaneous Services	\$28,656	\$29,440	\$29,596	\$89,300	\$36,200
Interfund Transfers	\$496,850	\$488,250	\$464,754	\$464,451	\$430,748
Special Projects	\$235,267	\$159,857	\$223,099	\$643,779	\$289,951
<b>Total Expense Objects:</b>	<b>\$841,624</b>	<b>\$756,432</b>	<b>\$802,650</b>	<b>\$1,292,576</b>	<b>\$852,500</b>

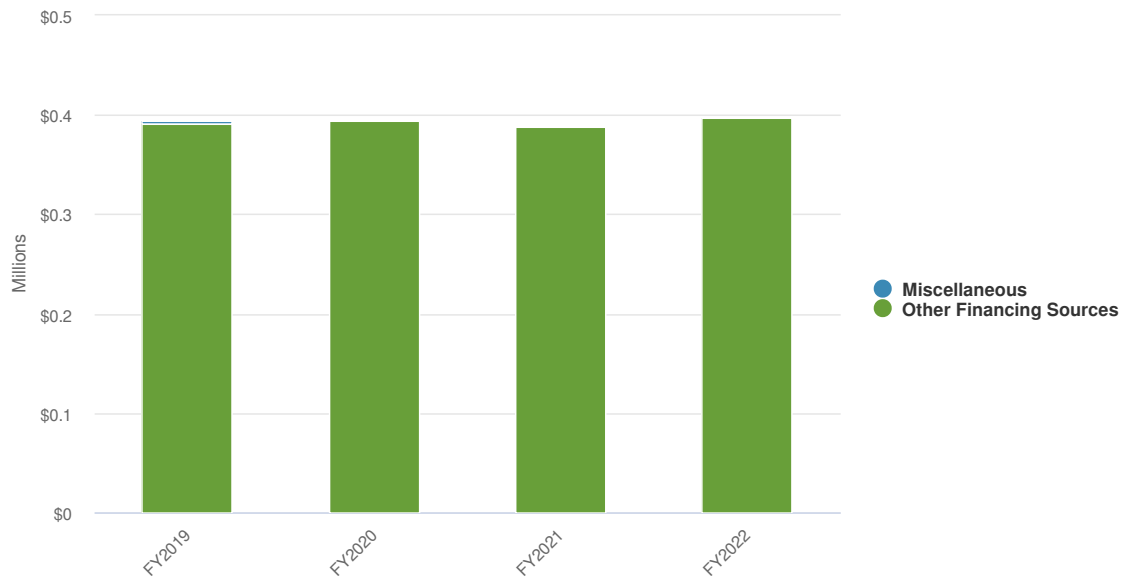
## EDC Debt Service Fund Summary

The EDC Debt Service Fund is used to account for the accumulation of resources for the payment of the EDC's long-term debt principal, interest, and related costs.

The City of South Padre Island is projecting \$396.7K in revenue, which represents a 2.22% increase over the prior year. Budgeted expenditures are projected to decrease by 1.64% to \$384.9K in FY 2022.

## EDC Debt Service Fund Revenues

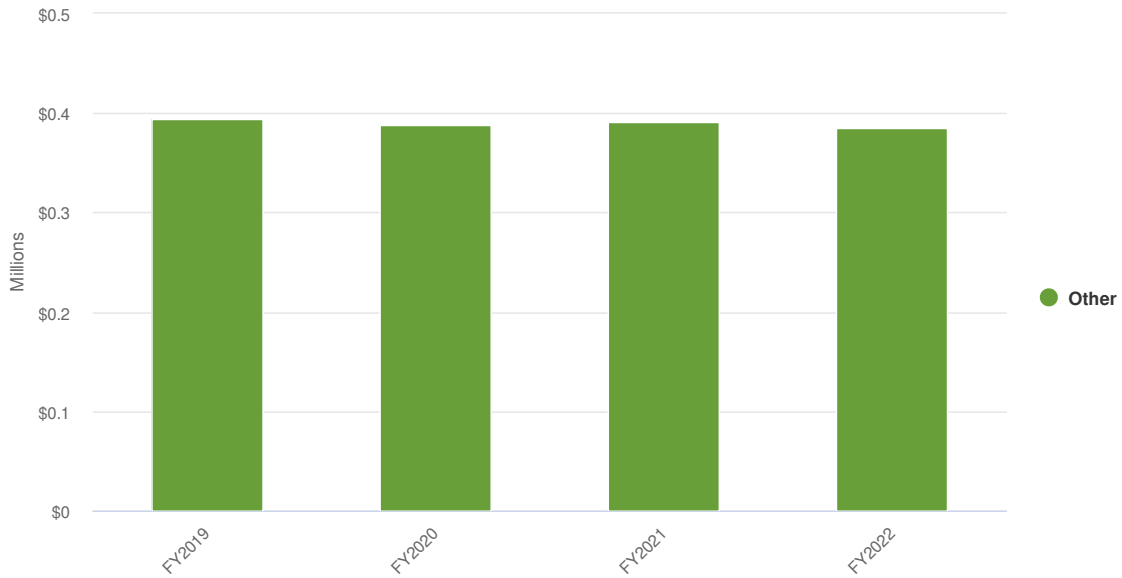
### Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$3,347	\$3,834	\$791	\$0	\$0
Other Financing Sources	\$396,850	\$390,650	\$394,450	\$388,050	\$396,650
<b>Total Revenue Source:</b>	<b>\$400,197</b>	<b>\$394,484</b>	<b>\$395,241</b>	<b>\$388,050</b>	<b>\$396,650</b>

# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



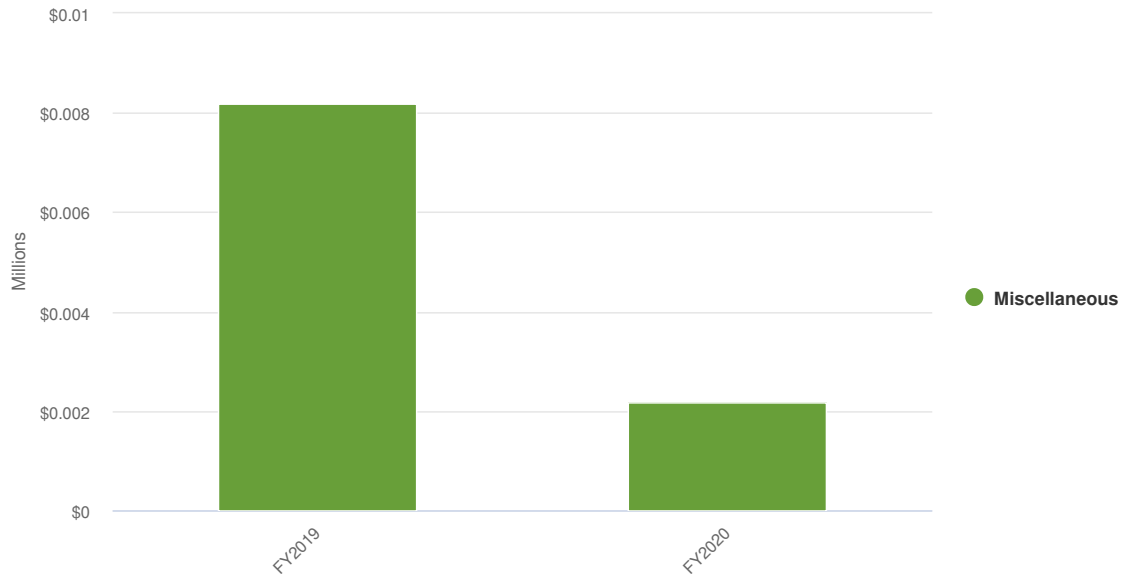
Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
<b>Expense Objects</b>					
<b>Other</b>					
PRINCIPAL	\$295,000	\$310,000	\$310,000	\$320,000	\$320,000
INTEREST EXPENSE	\$92,940	\$83,750	\$77,550	\$71,250	\$64,850
PAYING AGENT FEES	\$400	\$0	\$0	\$0	\$0
<b>Total Other:</b>	<b>\$388,340</b>	<b>\$393,750</b>	<b>\$387,550</b>	<b>\$391,250</b>	<b>\$384,850</b>
<b>Total Expense Objects:</b>	<b>\$388,340</b>	<b>\$393,750</b>	<b>\$387,550</b>	<b>\$391,250</b>	<b>\$384,850</b>

## EDC Debt Reserve Fund Summary

The EDC Debt Reserve Fund is used to account for the EDC's required reserve associated with the issuance of venue tax bonds.

### EDC Debt Reserve Fund Revenues

Budgeted and Historical Revenues by Source



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Miscellaneous	\$5,255	\$8,187	\$2,179	\$0	\$0
<b>Total Revenue Source:</b>	<b>\$5,255</b>	<b>\$8,187</b>	<b>\$2,179</b>	<b>\$0</b>	<b>\$0</b>

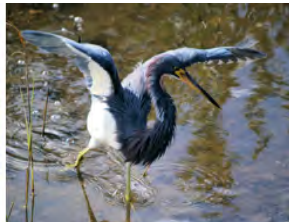
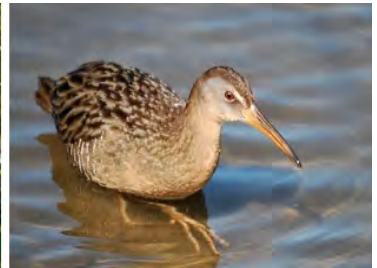


## BNC Facility Maintenance Fund Summary



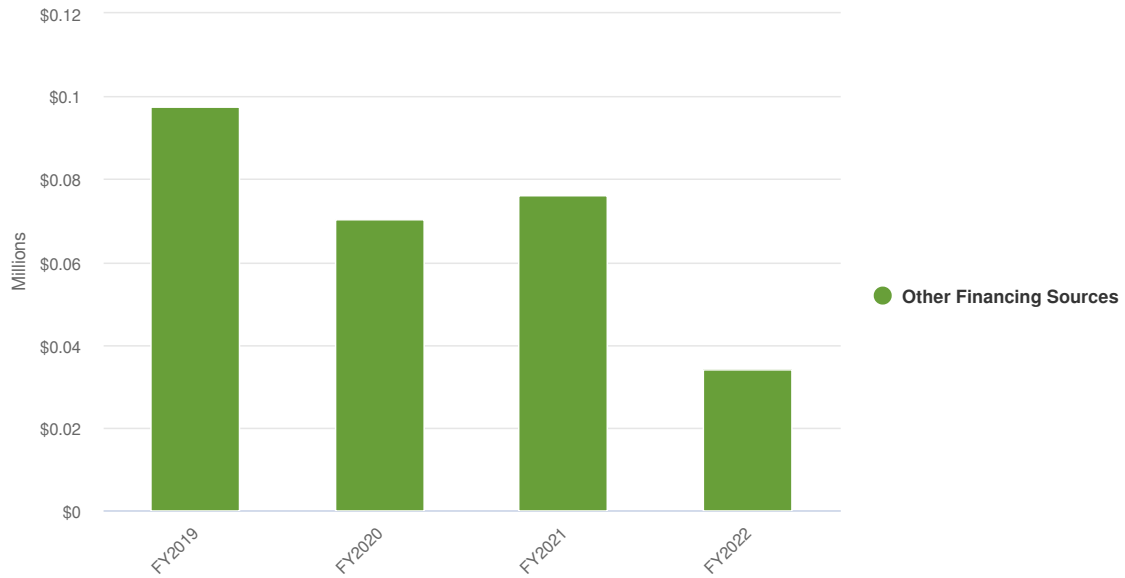
The BNC Facility Maintenance Fund was established to account for preventive maintenance costs associated with the Birding and Nature Center Facility.

The City of South Padre Island is projecting \$34.1K in revenue, which represents a 55.16% decrease over the prior year. Budgeted expenditures are projected to decrease by 35.77% to \$34.1K in FY 2022.



## BNC Facility Maintenance Fund Revenues

### Budgeted and Historical Revenues by Source

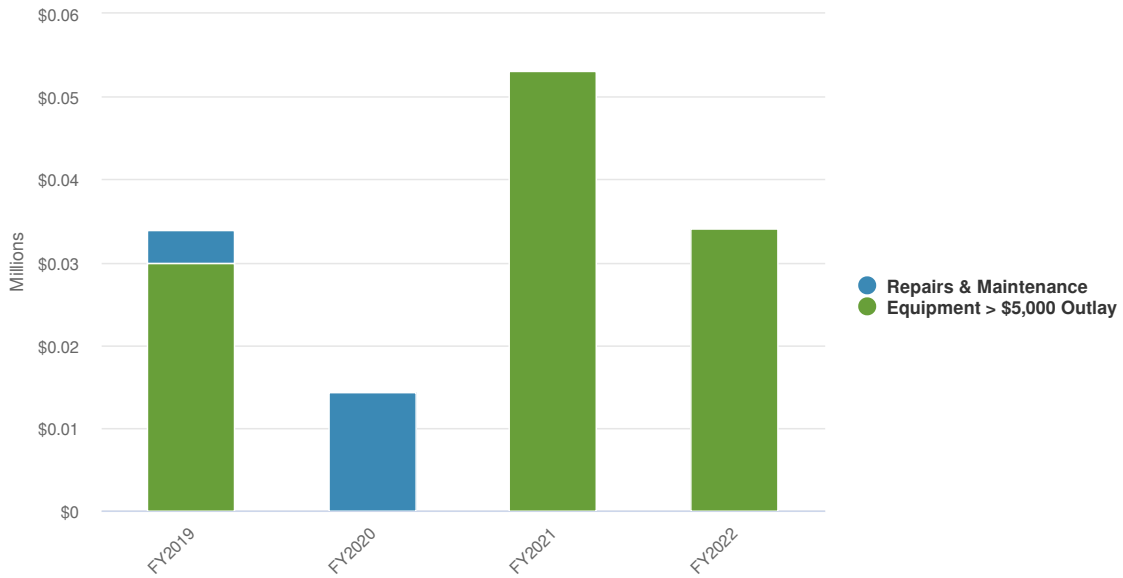


Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Revenue Source					
Other Financing Sources	\$0	\$97,600	\$70,304	\$76,041	\$34,098
<b>Total Revenue Source:</b>	<b>\$0</b>	<b>\$97,600</b>	<b>\$70,304</b>	<b>\$76,041</b>	<b>\$34,098</b>

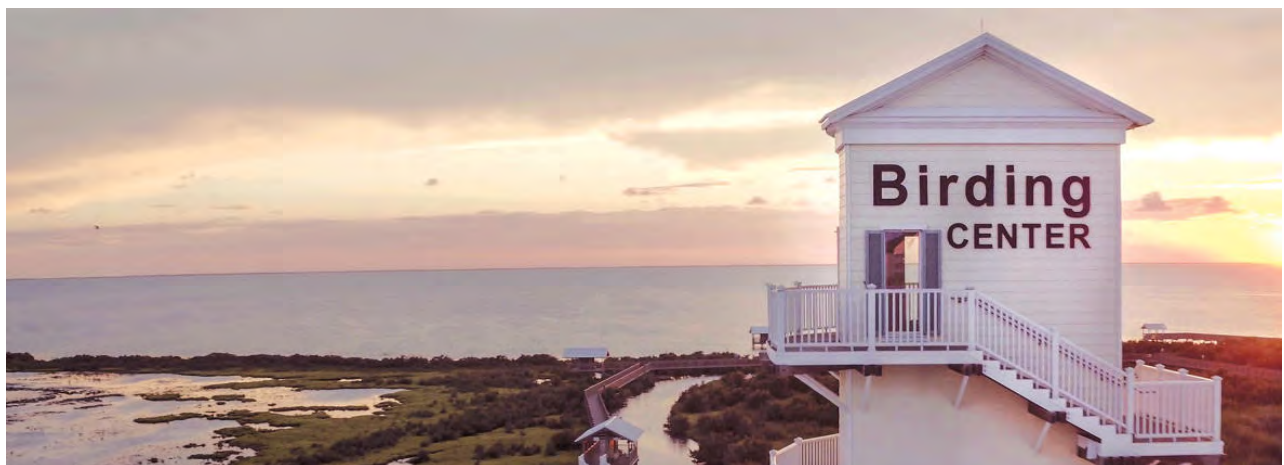


# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2018 Actuals	FY2019 Actuals	FY2020 Actuals	FY2021 Adopted Budget	FY2022 Budgeted
Expense Objects					
Repairs & Maintenance	\$0	\$3,910	\$14,279	\$0	\$0
Equipment > \$5,000 Outlay	\$0	\$30,000	\$0	\$53,086	\$34,098
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$33,910</b>	<b>\$14,279</b>	<b>\$53,086</b>	<b>\$34,098</b>



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# **CONSOLIDATED FINANCIAL STATEMENTS**

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# One Year - Consolidated Financial Statement - In Thousands

	General Fund	Hotel/ Motel Fund	Trans- portation Fund	Venue Tax Construction & Venue Project Funds	Other Funds & Component Unit	2021- 2022 Totals
<b>REVENUES AND OTHER SOURCES</b>						
Property Taxes - Incl. Penalty & Interest	\$ 6,813	\$ -	\$ -	\$ -	\$ 1,726	\$ 8,539
Nonproperty Taxes	4,138	7,394	-	2,262	5,391	19,185
Fees and Services	996	7	-	-	216	1,218
Fines and Forfeitures	315	-	-	-	9	324
Licenses and Permits	234	-	-	-	6	240
Intergovernmental	226	-	2,195	-	122	2,543
Miscellaneous and Program Revenues	94	23	50	-	16	183
Other Financing Sources	217	-	147	-	1,311	1,676
Total Revenues	13,034	7,424	2,392	2,262	8,796	33,907
<b>EXPENDITURES</b>						
<b>General Government</b>						
City Council	20	-	-	-	4	24
City Administration	663	-	-	-	4	667
Finance	490	-	-	-	-	490
Planning	90	-	-	-	-	90
Information Technology	735	-	-	-	-	735
Human Resources	345	-	-	-	-	345
Environmental Health Services	497	-	-	-	99	596
General Services	991	-	-	-	-	991
Special Projects	64	-	-	55	-	119
Total General Government	3,896	-	-	55	107	4,058
<b>Public Safety</b>						
Municipal Court	338	-	-	-	6	344
Police	3,315	-	-	-	108	3,423
Fire	2,713	-	-	-	367	3,080
Emergency Management	19	-	-	-	-	19
Total Public Safety	6,385	-	-	-	481	6,865
<b>Public Works</b>						
Building Maintenance	198	-	-	-	-	198
Inspections	272	-	-	-	-	272
Fleet Management	420	-	-	-	-	420
Public Works	1,367	-	-	-	-	1,367
Total Public Works	2,258	-	-	-	-	2,258

# One Year - Consolidated Financial Statement - In Thousands - continued

	General Fund	Hotel/Motel Fund	Transportation Fund	Venue Tax Construction & Venue Project Funds	Other Funds & Component Unit	2021-2022 Totals
<b>Shoreline</b>						
Shoreline	-	-	-	-	1,187	1,187
Beach Renourishment	-	-	-	-	80	80
<b>Total Shoreline</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,267</b>	<b>1,267</b>
<b>Transportation</b>						
Island Metro	-	-	2,269	-	-	2,269
<b>Total Transportation</b>	<b>-</b>	<b>-</b>	<b>2,269</b>	<b>-</b>	<b>-</b>	<b>2,269</b>
<b>Community Service</b>						
Component Unit	-	-	-	-	492	492
Parks & Recreation	-	-	-	-	98	98
<b>Total Community Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>590</b>	<b>590</b>
<b>Convention &amp; Visitors Bureau</b>						
Visitors Center	-	149	-	-	-	149
Sales and Marketing	-	2,033	-	-	-	2,033
Events Marketing	-	698	-	-	-	698
Marketing	-	3,616	-	-	-	3,616
SPI Historical Museum	-	34	-	-	-	34
Convention Centre	-	-	-	-	1,461	1,461
<b>Total Convention &amp; Visitors Bureau</b>	<b>-</b>	<b>6,530</b>	<b>-</b>	<b>-</b>	<b>1,461</b>	<b>7,990</b>
<b>Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>123</b>	<b>-</b>	<b>179</b>	<b>302</b>
<b>Debt Service</b>	<b>74</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,597</b>	<b>2,671</b>
<b>Other Financing Uses</b>	<b>420</b>	<b>-</b>	<b>-</b>	<b>548</b>	<b>661</b>	<b>1,628</b>
<b>Total Expenditures</b>	<b>13,032</b>	<b>6,530</b>	<b>2,392</b>	<b>603</b>	<b>7,341</b>	<b>29,898</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>2</b>	<b>894</b>	<b>-</b>	<b>1,659</b>	<b>1,455</b>	<b>4,009</b>
<b>Fund Balance -- Beginning</b>	<b>6,552</b>	<b>4,745</b>	<b>235</b>	<b>7,385</b>	<b>12,968</b>	<b>31,886</b>
<b>Fund Balance -- Ending</b>	<b>\$ 6,554</b>	<b>\$ 5,639</b>	<b>\$ 235</b>	<b>\$ 9,044</b>	<b>\$ 14,423</b>	<b>\$ 35,895</b>

# Three Year - Consolidated Financial Statement - In Thousands

	General Fund			Hotel/Motel, Transportation, Venue Tax Construction, & Venue Project Funds			Other Funds & Component Unit			Total Funds		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
	Actual	Final Budget	Adopted Budget	Actual	Final Budget	Adopted Budget	Actual	Final Budget	Adopted Budget	Actual	Final Budget	Adopted Budget
<b>REVENUES AND OTHER SOURCES</b>												
Property Taxes - Incl. P&I	\$ 6,552	\$ 6,486	\$ 6,813	\$ -	\$ -	\$ -	\$ 1,714	\$ 1,610	\$ 1,726	\$ 8,265	\$ 8,096	\$ 8,539
Nonproperty Taxes	3,747	3,932	4,138	8,249	8,448	9,655	4,660	4,606	5,391	16,656	16,985	19,185
Fees and Services	1,064	1,115	996	4	7	7	172	271	216	1,239	1,393	1,218
Fines and Forfeitures	222	315	315	-	-	-	11	9	9	233	324	324
Licenses and Permits	214	180	234	-	-	-	6	3	6	220	183	240
Intergovernmental	147	235	226	1,733	3,887	2,195	249	1,839	122	2,129	5,962	2,543
Mis. and Program Revenues	205	109	94	262	73	73	142	30	16	609	212	183
Other Financing Sources	223	190	217	140	165	147	1,884	1,404	1,311	2,247	1,759	1,676
<b>Total Revenues</b>	<b>12,373</b>	<b>12,562</b>	<b>13,034</b>	<b>10,387</b>	<b>12,580</b>	<b>12,078</b>	<b>8,837</b>	<b>9,770</b>	<b>8,796</b>	<b>31,597</b>	<b>34,913</b>	<b>33,907</b>
<b>EXPENDITURES</b>												
<b>General Government</b>												
City Council	2	20	20	-	-	-	0	9	4	2	29	24
City Manager's Office	540	621	663	-	-	-	0	4	4	541	625	667
Finance	435	468	490	-	-	-	-	-	-	435	468	490
Planning	142	83	90	-	-	-	-	-	-	142	83	90
Information Technology	497	626	735	-	-	-	-	-	-	497	626	735
Human Resources	229	333	345	-	-	-	-	-	-	229	333	345
Environmental Health Services	422	485	497	-	-	-	44	107	99	466	593	596
General Services	973	977	991	-	-	-	361	-	-	1,334	977	991
Special Projects	82	796	64	31	33	55	-	-	-	112	828	119
<b>Total General Government</b>	<b>3,322</b>	<b>4,409</b>	<b>3,896</b>	<b>31</b>	<b>33</b>	<b>55</b>	<b>406</b>	<b>120</b>	<b>107</b>	<b>3,759</b>	<b>4,561</b>	<b>4,058</b>
<b>Public Safety</b>												
Municipal Court	256	309	338	-	-	-	11	15	6	267	324	344
Police	2,932	3,324	3,315	-	-	-	67	107	108	2,999	3,431	3,423
Fire	2,430	2,557	2,713	-	-	-	280	379	367	2,709	2,936	3,080
Emergency Management	12	19	19	-	-	-	-	-	-	12	19	19
<b>Total Public Safety</b>	<b>5,630</b>	<b>6,209</b>	<b>6,385</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>357</b>	<b>501</b>	<b>481</b>	<b>5,987</b>	<b>6,710</b>	<b>6,865</b>
<b>Public Works</b>												
Building Maintenance	163	182	198	-	-	-	-	-	-	163	182	198
Inspections	215	259	272	-	-	-	-	-	-	215	259	272
Fleet Management	437	520	420	-	-	-	-	-	-	437	520	420
Public Works	1,192	1,348	1,367	-	-	-	-	-	-	1,192	1,348	1,367
<b>Total Public Works</b>	<b>2,007</b>	<b>2,310</b>	<b>2,258</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,007</b>	<b>2,310</b>	<b>2,258</b>



# Three Year - Consolidated Financial Statement - In Thousands - continued

	General Fund			Hotel/Motel, Transportation, Venue Tax Construction, & Venue Project Funds			Other Funds & Component Unit			Total Funds		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
	Actual	Final	Adopted	Actual	Final	Adopted	Actual	Final	Adopted	Actual	Final	Adopted
	Budget	Budget		Budget	Budget		Budget	Budget		Budget	Budget	
<b>EXPENDITURES</b>												
<b>Shoreline</b>												
Shoreline	-	-	-	-	-	-	1,037	1,554	1,187	1,037	1,554	1,187
Beach Renourishment	-	-	-	-	-	-	116	253	80	116	253	80
<b>Total Shoreline</b>	-	-	-	-	-	-	1,153	1,807	1,267	1,153	1,807	1,267
<b>Transportation</b>												
Island Metro	-	-	-	1,572	2,640	2,269	-	-	-	1,572	2,640	2,269
Metro Connect	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Transportation</b>	-	-	-	1,572	2,640	2,269	-	-	-	1,572	2,640	2,269
<b>Community Service</b>												
Component Unit	-	-	-	-	-	-	411	893	492	411	893	492
Parks & Recreation	-	-	-	-	-	-	115	101	98	115	101	98
<b>Total Community Service</b>	-	-	-	-	-	-	527	994	590	527	994	590
<b>Convention &amp; Visitors Bureau</b>												
Visitors Bureau	-	-	-	205	149	149	-	-	-	205	149	149
Sales and Administration	-	-	-	1,469	2,192	2,033	-	-	-	1,469	2,192	2,033
Events Marketing	-	-	-	496	870	698	-	-	-	496	870	698
Marketing	-	-	-	2,734	3,656	3,616	-	-	-	2,734	3,656	3,616
SPI Historical Museum	-	-	-	2	407	34	-	-	-	2	407	34
Convention Centre	-	-	-	-	-	-	1,221	1,411	1,461	1,221	1,411	1,461
<b>Total Convention &amp; Visitors Bureau</b>	-	-	-	4,907	7,273	6,530	1,221	1,411	1,461	6,128	8,684	7,990
<b>Capital Outlay</b>	278	1,168	-	4,796	5,606	123	406	3,313	179	5,480	10,088	302
<b>Debt Service</b>	134	74	74	-	-	-	2,632	2,631	2,597	2,765	2,705	2,671
<b>Other Financing Uses</b>	771	428	420	508	510	548	977	704	661	2,257	1,642	1,628
<b>Total Expenditures</b>	12,142	14,599	13,032	11,814	16,062	9,525	7,678	11,481	7,341	31,634	42,141	29,898
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>												
	232	(2,036)	2	(1,427)	(3,481)	2,553	1,158	(1,710)	1,455	(37)	(7,227)	4,009
<b>Fund Balance -- Beginning</b>	8,357	8,588	6,552	17,273	15,847	12,366	13,520	14,678	12,968	39,151	39,114	31,886
<b>Fund Balance -- Ending</b>	\$ 8,588	\$ 6,552	\$ 6,554	\$ 15,847	\$ 12,366	\$ 14,918	\$ 14,678	\$ 12,968	\$ 14,423	\$ 39,114	\$ 31,886	\$ 35,895

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# **CAPITAL IMPROVEMENT PLAN - 5 YEAR**

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## 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

Assets shall be assigned to one of the following class groups, for the purposes of reporting in government-wide financial statements: land and land improvements, buildings and building improvements, furniture & equipment, infrastructure.

### Land and Land Improvements

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



### Buildings

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

Buildings

39 years



### Improvements Other Than Buildings

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

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

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

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

Machinery & tools	7 years
Furniture & accessories	7 years
Communications equipment	7 years
Computer equipment	5 years
Computer software	3 years
Audiovisual equipment	7 years
Grounds maintenance equipment	7 years
Police vehicles	5 years
Fire protection vehicles	7 years
Other licensed vehicles	5 years



## Infrastructure

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

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



## Recurring Capital Expenditures

Description	Funding Source	Amount
Automobile Leases - Public Safety	General Fund	\$ 52,879
Automobile Leases - Public Works	General Fund	21,535
<b>Total</b>		<b>\$ 74,414</b>

## Non-Recurring Capital Expenditures

Description	Funding Source	Amount
Building Improvements - SPI Metro	Transportation Fund	\$ 123,163
Motor Vehicles - Fire/Beach Patrol	Beach Maintenance Fund	12,000
Mobi Mats - Special Projects	Beach Access Fund	26,000
Building Improvements - Special Projects	Capital Replacement Fund	8,107
Machinery & Equipment - Special Projects	Capital Replacement Fund	43,297
Building Improvements - Bird & Nature Center	BNC Facility Maintenance	34,098
<b>Total</b>		<b>\$ 246,665</b>

<b>Total Capital Expenditures</b>	<b>\$ 321,079</b>
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## Summary of Non-Recurring Capital Expenditures

The majority of the amounts budgeted for building improvements and machinery equipment relate to the City's facilities maintenance plan, which was approved by City Council.

A total of \$12,000 has been budgeted for the purchase of motor vehicles. The motor vehicle budgeted amount allocated to the General fund is for the purchases of a wave runner and trailer for the Beach Patrol Division of the Fire Department.

Furthermore, a total of \$26,000 for the purchase of Mobimats has been budgeted in the Beach Access Fund. Mobimats are beach access mats serve as walkways on beach accesses for pedestrians, wheelchair users, strollers, and bicycles.



## General Summary

A capital improvement program (CIP) is a multi-year plan that identifies and prioritizes projects related to public facilities and services. On November 3rd, 2009, the voters approved a home rule charter for South Padre Island. Section 5.09 of the charter requires that the City Manager annually prepare and submit to the City Council a five-year capital program (Capital Improvement Plan).

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

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

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

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

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

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

## Capital Improvements Plan Introduction

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

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

## Goals

### Preserving public health, safety, and welfare

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

### Anticipating the demands of growth

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

### Supporting economic development

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

### Developing a fair distribution of capital costs

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

### Avoiding undue tax increases

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

## Definition

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

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

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

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

## CIP Development Process

The City Manager, or designee, is responsible for coordinating the CIP process each year. Each Department Director will submit projects in a form and timeframe annually established by the City Manager. The City Council appointed a Capital Improvements Advisory Committee to prioritize and rank projects according to the criteria listed in the Project Criteria Section.

Citizens may submit capital projects for consideration electronically using the CIP Project Request Form available on the City's website: [www.myspi.org](http://www.myspi.org). Forms will also be available in a written format in the lobby of City Hall at 4601 Padre Boulevard. Members of the public should forward all materials concerning their submission to the City Manager or designee to be incorporated into the CIP process.

Departments will include as part of their project proposal:

1. A **Project Description** providing an overview and justification of the project. Requests should be made and include estimated linear feet, square feet, or other applicable measurements.
2. In the **Comprehensive Plan Section**, each project submission must illustrate compliance with the Comprehensive Plan by linking the project to a specific goal and/or objective.
3. Under **Fiscal**, possible funding options must be identified, including:
  - a. Operating Revenues
  - b. Reserves and/or Debt
  - c. Grants
  - d. Partnerships
  - e. Dedicated Fees
4. Proposed **Schedule** for design, bid, and construction.
5. Estimated **Operating Costs** – The estimated annual cost of operating and maintaining the capital asset.
6. **Sustainability** – Defines how the capital project contributes to the sustainability goals of the City.
7. Identification of **Project Leader**.
8. Complete **Notes** as necessary to explain unique situations and circumstances pertaining to the project.

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





## Project Criteria

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

1. **Public Health and Safety** – Project improving the public health and safety of the community will be rated with highest priority. Projects must demonstrate the benefit provided to the community and possible risks from not completing the project. Compliance with state and federal mandates fall under this category. (25 points)
2. **Recreation and Aesthetics** – Projects promoting recreational and aesthetic improvement opportunities for the City of South Padre Island citizens are considered priority. (10 points)
3. **Funding** – Funding availability considerations are included when ranking projects. Grants and funding partnerships are considered first followed by operating revenues, fund balance, and debt. Fund balance may only be used to fund capital projects if the use of reserves will delay or eliminate a proposed bond issue and sufficient fund balance exists to provide necessary contingency reserves. Debt may be issued to fund non-continuous capital projects benefiting future citizens only after alternative funding sources are explored. (15 points)
4. **Economic Development/Tourism** – Projects promoting desirable economic development and or enhancing tourism within the City shall be rated including but not limited to beach re-nourishment projects and the economic support of the convention and hotel industry. (20 points)
5. **Service and Operational Impact** – The service category prioritizes projects including promotion of improved service delivery or reduction of increased maintenance costs including rehabilitating aging infrastructure. A cost-benefit analysis shall be done to weigh the impact of project rehabilitation to determine if the project will reduce future ongoing maintenance costs. Performance data will also be analyzed when considering projects related to improved service delivery. Future operation and maintenance expenses will be considered as part of this analysis. (10 points)
6. **Strategic Alignment** – Projects will be evaluated to determine alignment with strategic priorities identified by the City Council and with strategic planning documents such as the Comprehensive Plan. (10 points)
7. **Sustainability** – Projects designed with environmental impact consideration and creation of the smallest possible ecological footprint and produces the lowest quantity of pollution possible. In an effort to make the City of South Padre Island more sustainable, projects considered environmentally conscious and promote “sustainability thinking” will be awarded additional points through the sustainability criteria. (10 points)

## CIP Amendment

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

## Attachment A: CIP Project Evaluation Scorecard

Project Name: \_\_\_\_\_

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

Total Points: \_\_\_\_\_

The Project Evaluation Scorecards along with the detailed Capital Improvement Project Request Forms are attached for each project listed in the fiscal year 2021/2025 Capital Improvement Plan.

## CIP Process Schedule

Dates	Item
<b>April 15</b>	Capital Improvement Plan (CIP) forms and instructions will be posted on the City's website, distributed to staff, and made available to the public.
<b>May 21</b>	CIP project request forms are due back from the public and staff to the City Manager or designee.
<b>July 7</b>	CIP draft will be presented to City Council at the Budget Workshop.
<b>July 15</b>	Publish a general summary of the CIP and note the time and places where copies of the CIP are available for public inspection.
<b>July 28</b>	CIP will be officially submitted to the City Council.
<b>August 4</b>	Conduct a public hearing for discussion of the 5 Year CIP.
<b>August 18</b>	Consideration and action on approval of Resolution adopting the 5 Year CIP at the same time as adopting the ensuing fiscal year budget.

# Capital Improvement Plan Project List by Type:

## Shoreline Projects:

- Bayside Restoration
- Beneficial Use of Dredge Material (BUDM)
- Boardwalk on the Bay
- Coastal Management Program (CMP)
- Marina
- Palm Street Boat Ramp
- RESTORE Act: Boat Ramp and Infrastructure
- Shoreline and Beach Access Facility
- Tompkins Channel Expansion

## Public Works/Planning Projects:

- Crew and Equipment Building
- Drainage
- Laguna Boulevard Reconstruction
- Street Lights (Option 1, 2 & 3)
- Street Reconstruction and Maintenance
- Wayfinding Program

## Parks & Recreation/ Beautification Projects:

- John L. Tompkins Park Phase II & III
- Padre Boulevard Beautification and Shade Structure Project
- Pickleball Court
- Queen Isabella Causeway Lighting

## Public Safety Projects:

- Upgrade Jail/Holding Facility Security and Cameras

## Convention Centre Projects (HOT Tax):

- Convention Centre Expansion of Sales Office

## Venue Tax Projects:

- November 2016 Venue Tax Election Project
  - A. Amphitheater/Events Center/Convention Centre Expansion
  - B. Land Purchase and Development for Wind Sports Park
  - C. Median Boardwalk & Sidewalk Improvements
  - D. Parking Structure

# Capital Improvement Plan Project List by Rank:

## Tier 1 Projects: (100 Points):

- Bayside Restoration
- Beneficial Use of Dredge Material (BUDM)
- Coastal Management Program (CMP)
- Laguna Boulevard Reconstruction
- November 2016 Venue Tax Election Project - Total Project
  - A. Amphitheater/Events Center/Convention Centre Expansion
  - B. Land Purchase and Development for Wind Sports Park
  - C. Median Boardwalk & Sidewalk Improvements
  - D. Parking Structure
- RESTORE Act: Boat Ramp and Infrastructure

## Tier 2 Projects: (90 Points):

- John L. Tompkins Park Phase II & III
- Tompkins Channel Expansion

## Tier 3 Projects: (85 Points):

- Shoreline and Beach Access Facility
- Street Reconstruction and Maintenance

## Tier 4 Projects: (75 Points):

- Convention Centre Expansion of Sales Office - new
- Drainage
- Padre Boulevard Beautification and Shade Structure Project
- Pickleball Court

## Tier 5 Projects: (65 Points):

- Queen Isabella Causeway Illumination
- Drainage

## Tier 6 Projects: (55-60 Points):

- Street Lights (Option 1, 2 & 3)
- Upgrade Jail/Holding Facility Security and Cameras

## Tier 7 Projects: (Anything with less than 55 Points):

- Crew and Equipment Building
- Boardwalk on the Bay
- Marina
- Palm Street Boat Ramp
- Wayfinding Program - new

## Completed Capital Improvement Projects:

- Multi-Modal Transit Center - (Completed April 2019)
- Visitors Center Upgrades - (Completed June 2019)
- Water Tower Park Repairs - (Completed September 2018)
- John L. Tompkins Park Phase I (Phase II Completion Estimated summer of 2021)
- Fire Station #1
- Tompkins Channel Dredging
- Boat Ramps at Bay Endings
- South PR 100 Street Lighting
- Coastal Management Program
- Street
- Community Center (Old City Hall)
- Convention Center Improvements



Multi-Modal Transit Center



Fire Station #1

## Bayside Restoration



### Project Leader

#### **Kristina Boburka | Shoreline Director**

City of South Padre Island

321 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-3837

Email: [kboburka@myspi.org](mailto:kboburka@myspi.org)

### Project Description

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

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

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

Project Evaluation Scorecard

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

Total Points: 100

Comprehensive Plan

Chapter III: Goal 1 & 2

Fiscal

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



Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$0	\$300,000	\$850,000	\$750,000	\$500,000		\$2,400,000

Schedule

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

Sustainability

The placement of beneficial use of dredge material would minimize disturbance to the existing habitat and would help the area stay at pace with relative sea level rise and prevent losing these wetlands in the future. This project would serve as environmental restoration for the area and provide massive amounts of environmental uplift for the bay side of the Island. This will further protect not only the residences that are directly on the bay, but protect the Island as a whole from storm surge and erosion.

Methods for Measuring Outcomes and Performance

Part of this project will incorporate a monitoring plan for the bay street endings, restoration, and living shoreline to show the progress. Long term goals encompass increased ecology and biodiversity and decreased community risk. Drone footage over time will be able to give us insight on the progress of this project along with data collection.

## Beneficial Use of Dredged Material



### Project Leader

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### Project Description

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

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

Project Evaluation Scorecard

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

Total Points: 100

Comprehensive Plan

Chapter V: Goals 5A, 5B, 5D, & 5E

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT- FUND 81</b>	\$1,831,250
<b>GLO CEPRA</b>	\$5,500,000
<b>TOTAL FUNDS</b>	<b>\$7,331,250</b>
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
HOT-FUND 60	\$400,000
<b>TOTAL IMPACTS</b>	<b>\$400,000</b>

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$2,082,500	\$2,517,500	\$2,731,250	\$0	\$0		\$7,331,250

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	On Going	2021/2022	N/A

Sustainability

The BUDM project contributes to the sustainability goals of the City by preserving and enhancing our natural resources on the beach. Without this project, the Island would be susceptible to high tides and major storms that can create massive surges that would destroy a good portion of the Island's beach and dune system.

Methods for Measuring Outcomes and Performance

The desired outcome of this project is to place a large amount of beach-quality sand into the beach and dune system of South Padre Island in an effort to widen the beach and strengthen and stabilize the dunes. A wider beach provides the Island a greater protection from erosion and sea level rise.

Additional benefits include increasing the habitat for local wildlife, such as nesting habitat for the endangered Kemp's ridley and foraging habitat for the threatened Piping Plover. The measurable objective will be the final volume of sand deposited within the beach and dune system.

## Boardwalk by the Bay



### Project Leader

#### **Kristina Boburka | Shoreline Director**

City of South Padre Island

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### Project Description

The revitalization of the Entertainment District has been identified by the City as a priority for many reasons, including economic development. A major component of this is the boardwalk on the bay. The proposed boardwalk will be 12 feet wide and made of recycled plastic material that closely resembles wood to increase life expectancy and decrease the maintenance requirements.

The boardwalk will be lit at night to increase usage and safety during the prime hours when people are enjoying the Entertainment District and will stretch for +/- 3,400 linear feet from approximately Sunny Isle Drive to Swordfish Street. It will cantilever out over the bay and be constructed adjacent to a bulkhead and the proposed marina (addressed elsewhere in this document). Permits from the Texas General Land Office will be required.

Project Evaluation Scorecard

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

Total Points: 50

Comprehensive Plan

Chapter V: Goals 5G, 5I, & 5K

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>UNKNOWN</b>	\$3,400,000
TOTAL FUNDS	\$3,400,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
UNKNOWN	UNKNOWN
TOTAL IMPACTS	UNKNOWN

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$200,000	\$500,000	\$1,000,000	\$1,000,000	\$700,000		\$3,400,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	Unknown	Unknown

Sustainability

The addition of a boardwalk on the bay side of South Padre Island will allow for the protection and conservation of the bay side by giving visitors and community members a designated area to view and enjoy the bay. The Laguna Madre is one of six hypersaline lagoons in the world. Educational signage would be posted describing and detailing the habitats and wildlife you might see. Construction of the boardwalk would be done in an environmentally conscious way; mitigation for any damage would take place as well to ensure there is no loss to the vital habitat.

Methods for Measuring Outcomes and Performance

Staff will work to research funding opportunities for the project. The coordination and involvement of bay side property owners would also need to be involved. Public open houses can be held in addition to meetings between key stakeholders to measure the performance of the project.

# Coastal Management Program



## Project Leader

### **Kristina Boburka** Shoreline Director

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## Project Description

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

The City has successfully completed many access improvements and projects under previous CMP cycles. The City has successfully been awarded funding for two projects under Cycle 24 for an updated beach/dune study and the construction of lifeguard towers. Funding under Cycle 25 was also awarded for improvements to the City's Whitecap Circle, Beach Access #8. Improvements at Sea Island Circle, Beach Access #5, are expected to start October 2021 under Cycle 26. City staff will submit pre-proposals to improve bay access at Cora Lee St., beach access improvements at Access 22, and final designs for the living shoreline under Cycle 27 in June 2021.



Project Evaluation Scorecard

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

Total Points: 100

Comprehensive Plan

Chapter V: Goals 5B, 5D, 5E, 5M, 5N, & 5P

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT- FUND 61</b>	\$950,000
<b>HOT- FUND 81</b>	\$50,000
<b>CMP GLO</b>	\$1,150,000
<b>TOTAL FUNDS</b>	<b>\$2,150,000</b>
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
HOT-FUND 60	\$400,000
<b>TOTAL IMPACTS</b>	<b>\$400,000</b>

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$780,000	\$300,000	\$500,000	\$250,000	\$320,000		\$2,150,000

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	On-Going	2021/2022	N/A

## Sustainability

The Coastal Management Program allows the City to protect, restore, and responsibly develop our Island's coast and natural resources. The City is able to improve accesses and safety through the program while making environmentally conscious decisions.

## Methods for Measuring Outcomes and Performance

When awarded a project through the CMP, monthly progress reports are required throughout the granting period. The City keeps a record of all progress on current and future CMP projects.

## Marina



### Project Leader

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### Project Description

The establishment of a marina can be seen as not only an economic benefit to South Padre Island but also adds to the accessibility of Laguna Madre and to the overall quality of life for the residents and visitors. The addition of a marina to the Entertainment District has been identified as a vital component by the Form Based Code Consultant and Commission.

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

Project Evaluation Scorecard

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

Total Points: 50

Comprehensive Plan

Chapter V: Goals 5G, 5K, & 5L

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>EDC FUND</b>	\$75,000
<b>UNKNOWN</b>	\$1,500,000
<b>GRANT</b>	\$250,000
<b>TOTAL FUNDS</b>	\$1,825,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>UNKNOWN</b>	UNKNOWN
<b>TOTAL IMPACTS</b>	UNKNOWN

## Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$75,000	\$1,750,000	\$0	\$0	\$0		\$1,825,000

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	On-Going	2020/2021	Unknown

## Sustainability

The addition of a marina on the bay side of South Padre Island will allow for a designated area for boats to be parked while community members and visitors visit the Island. This will allow for the enjoyment of the unique natural resources we have. The construction of the marina will be done in a sustainable and environmentally friendly way to ensure all required permits are obtained and that all mitigation is completed. The EDC has conducted a sustainability survey related to this project that produced positive results and formed a committee to further vet the project.

## Methods for Measuring Outcomes and Performance

Staff can search for funding sources that might best fit this project. Public open houses and stakeholder meetings can be conducted to ensure all parties involved are aware of the project status. Monitoring of the area post construction would allow for the City to see the usage and value of this project.



Project Evaluation Scorecard

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

Total Points: 50

Comprehensive Plan

Chapter V: Goals 5F, 5G, 5J, 5K, & 5L

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>FUND 62</b>	UNKNOWN
TOTAL FUNDS	UNKNOWN
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
UNKNOWN	UNKNOWN
TOTAL IMPACTS	UNKNOWN

Financial Plan

Prior Years	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Future Years	TOTAL
	Unknown	Unknown	Unknown	Unknown	Unknown		Unknown

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-year	Unknown	Unknown

Sustainability

The improvement of this boat ramp will allow for more access to the Laguna Madre. This will allow for the enjoyment of the unique natural resources the Island has. The construction of the boat ramp will be done in a sustainable and environmentally friendly way. All permits and leases have been secured.

Methods for Measuring Outcomes and Performance

The final designs for this project have been received. The project is shovel ready for construction.



## RESTORE Act - Boat Ramp and Infrastructure



### Project Leader

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### Project Description

The City was awarded funding from the US Department of Treasury under the RESTORE Act to acquire land and construct a public boat ramp with associated trailer sized parking spaces. This project will add a free, public boat ramp within the City's limits and much needed parking spots to accommodate truck and boat trailers.

The City is working with a willing seller to purchase land in late spring/early summer of 2021. The engineering, design, and regulatory services will be completed within the first year and a half following the purchase of land. Construction is estimated to begin once the final designs are complete and permits from all agencies have been obtained. The grant close out date is October 2024.

Project Evaluation Scorecard

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

Total Points:100

Comprehensive Plan

Chapter V: Goals 5F, 5G, 5I, 5K, & 5L

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT FUNDS</b>	\$697,207
<b>RESTORE FUNDS</b>	\$1,869,290
<b>TOTAL FUNDS</b>	\$2,566,497
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
FUND 60 (HOT)	\$10,000
<b>TOTAL IMPACTS</b>	\$10,000

## Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$1,198,561	\$250,000	\$600,000	\$517,936	\$0		\$2,566,497

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	2020/2021	2023/2024

## Sustainability

This project contributes to the City's sustainability goals by providing much needed access to the bay. The Laguna Madre is one of six hypersaline lagoons in the world and this project will provide access and educational signage.

## Methods for Measuring Outcomes and Performance

RESTORE Act is a federally funded grant, which requires monthly and quarterly reporting to measure the outcomes and how the project is moving forward.

## Shoreline and Beach Access Facility



### Project Leader

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### Project Description

The need for beach access and associated parking has grown significantly over the last five years. Each year, the number of visitors South Padre Island sees increases and most of these visitors visit the beaches that are within the City limits. The City has chosen to restrict vehicular access on its beaches, which requires a designated number of beach access parking spots. For years, the City has struggled with providing an adequate amount of parking. Within the past five years, the City has improved and widened various east side streets to increase parking. Improvements at beach accesses have also taken place to increase the amount of parking, but unfortunately, this still leaves the Island with a lack of parking.

The creation of a shoreline & beach access facility would improve the beach user experience. This facility would house the entire shoreline department and equipment for easy access to the beach but would also be constructed to have a parking facility where visitors could park their car and either walk to the beach or be able to catch the spin Metro and access the beach through the Island's free transportation system. The structure would facilitate visitors and/or residents transition to and from their vehicle.

Project Evaluation Scorecard

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

Total Points:85

Comprehensive Plan

Chapter V: Goals 5A, 5B, 5C, 5D, & 5E

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT FUNDS</b>	\$2,000,000
<b>TOTAL FUNDS</b>	\$2,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
FUND 60 (HOT)	UNKNOWN
<b>TOTAL IMPACTS</b>	UNKNOWN

Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$0	\$1,000,000	\$150,000	\$150,000	\$700,000		\$2,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	2020/2021	Unknown

Sustainability

The project will be constructed in a sustainable way that will respect the community and our environment. All necessary permits will be obtained for construction and will follow all regulatory and environmental guidelines. This building will allow community members and tourists to park their cars to enjoy the natural resources the City of South Padre Island has.

Methods for Measuring Outcomes and Performance

As more details are developed for this project, a project schedule will be developed to ensure tasks are completed. Staff will search for potential funding sources that might best fit this project.

# Tompkins Channel Expansion



## Project Leader

### **Kristina Boburka | Shoreline Director**

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## Project Description

Tompkins Channel currently runs from the north side of the Queen Isabella Causeway, along the bayside of South Padre Island until it terminates near Sunset Drive. This project will work to dredge the main channel and look into the feasibility of extending the Channel north approximately 10,000 linear feet. It is a well-known fact that the Tompkins Channel is a tremendous asset to the City and extending it northward by almost two miles will enable vessels to continue northward where future development is being planned. This will 'open up' the Convention Centre to potential fishing tournaments and therefore increase tourism in the Laguna Madre area. The City is currently working with HDR Engineering on the project.

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

Project Evaluation Scorecard

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

Total Points:90

Comprehensive Plan

Chapter V: Goals 5G, 5H, 5I, 5K, & 5L

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT FUNDS</b>	\$870,000
<b>TOTAL FUNDS</b>	\$870,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
FUND 60 (HOT)	\$10,000
<b>TOTAL IMPACTS</b>	\$10,000



Financial Plan

Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Future Years	TOTAL
	\$50,000	\$200,000	\$520,000	\$100,000	\$0		\$870,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	2020/2021	2023/2024

Sustainability

The Tompkins Channel expansion contributes to the City's sustainability goals by allowing greater access to the bay for all visitors and community members. The project is environmentally conscious in that it will mitigate equal or greater damage done to the seagrass to increase habitat.

Methods for Measuring Outcomes and Performance

The City is working with HDR and has received a maintenance plan for the Channel. This Plan details the shoaling rate and gives the City an idea of how many years the Channel should be maintained and dredged.

## Crew and Equipment Building



### Project Leader

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

City of South Padre Island

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### Project Description

Provide a new building on the current City Hall property that would include a larger well organized building that would house Public Works, Fleet and other support departments. This building would be large enough to store all the fleet vehicles and serve as a warehouse and house all personnel, including a break room.

Project Evaluation Scorecard

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

Total Points: 40

Comprehensive Plan

Chapter II: Goal 1

Fiscal

INCOME AND COST ANALYSIS		
<u>FUNDING SOURCES</u>		
<b>UNKNOWN</b>		\$9,775,000
TOTAL FUNDS		\$9,775,000
<u>OPERATIONAL IMPACTS</u>		
Repairs and Maintenance		
UNKNOWN		UNKNOWN
TOTAL IMPACTS		UNKNOWN

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$0	\$0	\$1,275,000	\$4,250,000	\$4,250,000		\$9,775,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	Unknown	Unknown

Sustainability

Incorporate a green building system.

Methods for Measuring Outcomes and Performance

Undetermined.

## Drainage Improvements



### Project Leader

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### Project Description

During rain events, water washes over roofs, streets, driveways, sidewalks, parking lots and land surfaces. Along the way, a variety of pollutants, such as oil, pesticides, metals, chemicals, and soil pollute the water discharged into the Laguna Madre Bay. These pollutants endanger the water quality of waterways, making them unhealthy for people, fish, and wildlife. According to the National Weather Service (Brownsville Office), the City of South Padre Island receives on average 29.5 inches of precipitation annually. This creates millions of gallons of storm water runoff per year. The volume and speed of the runoff in some instances cause flooding and erosion, destroys natural habitat, and contributes to combined sewer overflows.

Each drainage system across the Island helps storm water drain into the Laguna Madre Bay. Current drainage requirements by the Texas General Land Office do not allow for drainage directly into the Gulf of Mexico. All drainage must be east to west and the current system requires a wash over Padre Boulevard. Storm drains, ditches, and culverts are all prone to blockage, from which trash and sand build-ups are the prime culprits. The City of South Padre Island cleans out storm water inlets annually. Current storm water inlets that have been identified as problems are being addressed with TX DOT to be repaired/replaced. In addition, the City has embarked on the preparation of a Master Drainage Plan to identify deficiencies in our storm water system.



Project Evaluation Scorecard

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

Total Points: 75

Comprehensive Plan

Chapter II: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>GENERAL FUND</b>	\$10,000,000
<b>TOTAL FUNDS</b>	\$10,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
GENERAL FUND	\$200,000
<b>TOTAL IMPACTS</b>	\$200,000

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$200,000	TBD	TBD	TBD	TBD		\$10,200,000

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	On-Going	Unknown	Unknown

## Sustainability

Implement innovative technologies such as low impact development drainage systems into the design.

## Methods for Measuring Outcomes and Performance

Create a drainage infrastructure matrix. Staff has finalized the Master Drainage Plan Phase 1-B and has joined FloodWise Communities to determine stormwater system vulnerability.



## Laguna Boulevard Reconstruction



### Project Leader

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### Project Description

Improve Laguna Boulevard from Palm Street to Morningside Drive by adding a curb and gutter to the west side of the road and a drainage system to accommodate drainage flows. Improvements will also add a bike lane on the west side of the street. Currently the plans are 60% complete and anticipated to be completed before October 2021.

Project Evaluation Scorecard

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

Total Points: 100

Comprehensive Plan

Chapter III: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>LOAN</b>	\$4,500,000
<b>TOTAL FUNDS</b>	\$4,500,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>GENERAL FUND</b>	\$106,500
<b>TOTAL IMPACTS</b>	\$106,500

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$2,303,250	\$2,303,250	Unknown	Unknown	Unknown		\$4,605,500

## Schedule

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

## Sustainability

Incorporate low impact development into the streetscape to improve drainage as well.

## Methods for Measuring Outcomes and Performance

Access street conditions and update the reconstruction list annually.

# Street Lights - Option 1, 2, & 3

## Project Leader

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

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

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## Project Description

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

## Project Evaluation Scorecard

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

Total Points: 55

# Street Lights - Option 1

## Option 1 Description

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 the 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" for construction is required to be paid by the City to assist with offsetting the cost. This contribution is approximately \$2,200 per light/pole, which includes materials and installation. (70 Poles)

## Comprehensive Plan

Chapter II: Goal 1: Strategy 1.2.3.2

## Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
UNKNOWN	\$195,500
TOTAL FUNDS	\$195,500
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
UNKNOWN	UNKNOWN
TOTAL IMPACTS	UNKNOWN

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$195,500	\$0	\$0	\$0	\$0		\$195,500

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	One-Year	Unknown	Unknown

Sustainability

Undetermined.

Methods for Measuring Outcomes and Performance

Undetermined.

## Street Lights - Option 2



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

### Option 2 Description

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 will cost approximately \$600 per light, a total of 300 lights.

### Comprehensive Plan

Chapter II: Goal 1: Strategy 1.2.3.2

### Fiscal

#### INCOME AND COST ANALYSIS

##### FUNDING SOURCES

<b>UNKNOWN</b>	\$180,000
<b>TOTAL FUNDS</b>	\$180,000

##### OPERATIONAL IMPACTS

Repairs and Maintenance

UNKNOWN	UNKNOWN
<b>TOTAL IMPACTS</b>	UNKNOWN

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$180,000	\$0	\$0	\$0	\$0		\$180,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	One-Year	Unknown	Unknown

Sustainability

Undetermined.

Methods for Measuring Outcomes and Performance

Undetermined.



## Street Lights - Option 3

### Option 3 Description

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

### Comprehensive Plan

Chapter II: Goal 1: Strategy 1.2.3.2

### Fiscal

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

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$4,000,000	\$0	\$0	\$0	\$0		\$4,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	One-Year	Unknown	Unknown

Sustainability

Solar lighting is more environmentally friendly than standard lighting.

Methods for Measuring Outcomes and Performance

Undetermined.

## Street Reconstruction and Maintenance



### Project Leader

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

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

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### Project Description

The City's street system consists of approximately 47 lane miles of streets, all improved. With proper maintenance and renewal, streets along South Padre Island's arterials are designed to last 20 years. Neighborhood streets should last 40 years when adequately maintained.

Rather than waiting for streets to deteriorate, City crews are extending existing funds by inspecting all streets every two to four years and targeting the right treatment at the right time on the right streets. Preventative maintenance, like crack sealing and various forms of surface treatment, are used to slow the deterioration of streets. The City's Street Paving & Repair program maintains all curbed and non-curbed hard surface streets within the City limits.

To maintain streets, the City:

- Identifies and prioritizes street repair projects.
- Plans street repair or repaving each year, budget permitting.
- Uses cost-effective maintenance techniques.
- Schedules repair work to accommodate construction projects planned by utility companies and other City projects.
- Notifies property owners in advance of road crews.
- Barricade streets 24 and 48 hours before work begins. Street renovation projects include repaving, improving sidewalks through the City to promote more pedestrian usage, inclusion of curb and gutter, and widening to thirty-two feet from back-of-curb to back-of-curb (“back to back”).

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

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

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

### Project Evaluation Scorecard

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

Total Points: 100

### Comprehensive Plan

Chapter III: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
UNKNOWN	\$17,368,300
TOTAL FUNDS	\$17,368,300
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
GENERAL FUND	\$106,500
TOTAL IMPACTS	\$106,500

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	TBD	TBD	TBD	TBD	TBD		\$17,368,300

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	On-Going	2015/2016	N/A

Sustainability

Incorporate low impact development into the streetscape to improve drainage as well.

Methods for Measuring Outcomes and Performance

Access street conditions and update the reconstruction list annually.

RANK	STREET NAME	SEGMENT	LIMITS	Total Estimated Repair Cost
1	Laguna	All	South of Palm St to Morningside Dr	\$3,481,090.00
2	Morningside	W	Laguna Cir to Laguna Blvd	\$278,595.00
3	Sunset	W	Laguna Cir to PR 100 (Padre Blvd)	\$201,046.00
4	Acapulco	C	Laguna Blvd to PR 100 (Padre Blvd)	\$121,254.00
5	Marlin	C	Laguna Blvd to PR 100 (Padre Blvd)	\$101,692.55
6	Retama	E	PR 100 (Padre Blvd) to Gulf Blvd	\$283,071.00
7	Mars	E	PR 100 (Padre Blvd) to Gulf Blvd	\$278,904.00
8	Morningside	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,625.00
9	Georgia Ruth	E	PR 100 (Padre Blvd) to Gulf Blvd	\$237,354.00
10	Capricorn	E	PR 100 (Padre Blvd) to Gulf Blvd	\$222,396.00
11	Amberjack	E	PR 100 (Padre Blvd) to Gulf Blvd	\$236,732.00
12	Hibiscus	W	West of Laguna Blvd	\$240,625.00
13	Lantana	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,625.00
14	Bahama	E	PR 100 (Padre Blvd) to Gulf Blvd	\$227,796.00
15	Kingfish	E	PR 100 (Padre Blvd) to Gulf Blvd	\$220,371.00
16	Aries	E	PR 100 (Padre Blvd) to Gulf Blvd	\$289,821.00
17	Harbor	E	East of PR 100 (Padre Blvd)	\$108,214.00
18	Kingfish	C	Laguna Blvd to PR 100 (Padre Blvd)	\$108,375.00
19	Capricorn	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,121.00
20	Gardenia	E	PR 100 (Padre Blvd) to Gulf Blvd	\$227,796.00
21	Palmetto	E	PR 100 (Padre Blvd) to Gulf Blvd	\$226,211.00
22	Red Snapper	E	PR 100 (Padre Blvd) to Gulf Blvd	\$186,664.00
23	Amberjack	C	Laguna Blvd to PR 100 (Padre Blvd)	\$66,014.00
24	Campeche	C	Laguna Blvd to PR 100 (Padre Blvd)	\$107,979.00
25	Oleander	W	West of Laguna Blvd	\$242,607.00
26	Dolphin	C	Laguna Blvd to PR 100 (Padre Blvd)	\$87,621.00
27	Esperanza	C	Laguna Blvd to PR 100 (Padre Blvd)	\$110,004.00
28	Sheepshead	C	Laguna Blvd to PR 100 (Padre Blvd)	\$137,054.00
29	Gardenia	C	Laguna Blvd to PR 100 (Padre Blvd)	\$87,204.00
30	Red Snapper	C	Laguna Blvd to PR 100 (Padre Blvd)	\$86,529.00
31	Pike	C	Laguna Blvd to PR 100 (Padre Blvd)	\$60,279.00
32	Ling	C	Laguna Blvd to PR 100 (Padre Blvd)	\$79,078.00
33	Palm	E	PR 100 (Padre Blvd) to Gulf Blvd	\$69,397.00
34	Gardenia	W	West of Laguna Blvd	\$195,436.00
35	Campeche	W	West of Laguna Blvd	\$152,879.00
36	Polaris	W	West of Laguna Blvd	\$66,800.00
37	Pompano	C	Laguna Blvd to PR 100 (Padre Blvd)	\$133,403.00
38	Marlin	E	PR 100 (Padre Blvd) to Gulf Blvd	\$117,493.00
39	Dolphin	E	PR 100 (Padre Blvd) to Gulf Blvd	\$257,196.00
40	Esperanza	E	PR 100 (Padre Blvd) to Gulf Blvd	\$243,771.00
41	Acapulco	W	West of Laguna Blvd	\$117,761.00
42	Tarpon	E	PR 100 (Padre Blvd) to Gulf Blvd	\$176,753.00

43	Cora Lee	W	West of Laguna Blvd	\$187,339.00
44	Huisache	C	Laguna Blvd to PR 100 (Padre Blvd)	\$94,329.00
45	Bahama	C	Laguna Blvd to PR 100 (Padre Blvd)	\$70,104.00
46	Parade	E	PR 100 (Padre Blvd) to Gulf Blvd	\$220,811.00
47	Esperanza	W	West of Laguna Blvd	\$184,639.00
48	Whiting	E	PR 100 (Padre Blvd) to Gulf Blvd	\$206,100.00
49	Pike	E	PR 100 (Padre Blvd) to Gulf Blvd	\$171,814.00
50	Cora Lee	E	PR 100 (Padre Blvd) to Gulf Blvd	\$229,147.35
51	Carolyn	C	Laguna Blvd to PR 100 (Padre Blvd)	\$77,979.00
52	Cora Lee	C	Laguna Blvd to PR 100 (Padre Blvd)	\$77,979.00
53	Atol	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,679.00
54	Corral	C	Laguna Blvd to PR 100 (Padre Blvd)	\$159,643.00
55	Carolyn	E	PR 100 (Padre Blvd) to Gulf Blvd	\$224,421.00
56	Swordfish	E	PR 100 (Padre Blvd) to Gulf Blvd	\$216,321.00
57	Ling	E	PR 100 (Padre Blvd) to Gulf Blvd	\$170,196.00
58	Constellation	E	PR 100 (Padre Blvd) to Gulf Blvd	\$287,679.00
59	Acapulco	E	PR 100 (Padre Blvd) to Gulf Blvd	\$221,721.00
60	Marisol	E	East of PR 100 (Padre Blvd)	\$98,325.00
61	Morningside	E	PR 100 (Padre Blvd) to Gulf Blvd	\$275,100.00
62	Hibiscus	C	Laguna Blvd to PR 100 (Padre Blvd)	\$93,096.00
63	Oleander	C	Laguna Blvd to PR 100 (Padre Blvd)	\$92,979.00
64	Laguna Circle	N	South end to north of Sunset Dr	\$258,150.00
65	Saturn	C	Laguna Blvd to PR 100 (Padre Blvd)	\$76,746.00
66	Aries	W	West of Laguna Blvd	\$40,186.00
67	Tarpon	C	Laguna Blvd to PR 100 (Padre Blvd)	\$108,782.00
68	Carolyn	W	West of Laguna Blvd	\$148,186.00
69	Venus	C	Laguna Blvd to PR 100 (Padre Blvd)	\$80,625.00
70	Huisache	W	West of Laguna Blvd	\$145,297.00
71	Campeche	E	PR 100 (Padre Blvd) to Gulf Blvd	\$229,821.00
72	Coronado	E	Morningside Dr to Gulf Blvd	\$232,132.00
73	Georgia Ruth	W	West of Laguna Blvd	\$76,189.00
74	Bahama	W	West of Laguna Blvd	\$137,100.00
75	Havana	N	Palmetto Dr to Sunset Dr	\$106,018.00
76	Saturn	E	PR 100 (Padre Blvd) to Gulf Blvd	\$217,554.00
77	Mezquite	C	Laguna Blvd to PR 100 (Padre Blvd)	\$79,329.00
78	Pompano	E	PR 100 (Padre Blvd) to Gulf Blvd	\$125,654.00
79	Sheepshead	W	West of Laguna Blvd	\$60,568.00
80	Whiting	C	Laguna Blvd to PR 100 (Padre Blvd)	\$44,272.00
81	Marlin	W	West of Laguna Blvd	\$21,479.00
82	Swordfish	W	West of Laguna Blvd	\$83,096.00
83	Saturn	W	West of Laguna Blvd	\$109,978.00
84	Mezquite	W	West of Laguna Blvd	\$139,125.00
85	Retama	W	West of Laguna Blvd	\$136,929.00

86	Atol	W	West of Laguna Blvd	\$133,050.00
87	Lantana	W	West of Laguna Blvd	\$175,596.00
88	Lynda	N	Coronado Dr to Parade Dr	\$60,279.00
89	Swordfish	C	Laguna Blvd to PR 100 (Padre Blvd)	\$58,193.00
90	Jupiter	W	West of Laguna Blvd	\$72,000.00
91	Marisol	W	West of PR 100 (Padre Blvd)	\$77,971.00
92	Yucca	N	South end to Sunset Dr	\$100,625.00
93	Laguna Circle	S	Morningside Dr to North end	\$132,429.00
94	Sheepshead	E	PR 100 (Padre Blvd) to Gulf Blvd	\$106,928.00
95	Corral	W	West of Laguna Blvd	\$54,728.00
96	Tarpon	W	West of Laguna Blvd	\$42,922.00
97	Sunny Isle	W	West of PR 100 (Padre Blvd)	\$87,932.00
98	Dolphin	W	West of Laguna Blvd	\$71,950.00
99	Circe	N	Morningside Dr to North end	\$158,421.00
100	Tropical	N	Palmetto Dr to Sunset Dr	\$88,472.00
101	Pompano	W	West of Laguna Blvd	\$53,378.00
102	Capricorn	W	West of Laguna Blvd	\$81,300.00
103	Haas	E	East of PR 100 (Padre Blvd)	\$118,800.00
104	Corral	E	PR 100 (Padre Blvd) to Gulf Blvd	\$104,400.00
105	Lynda	S	Morningside Dr to Coronado Dr	\$69,679.00
TOTAL COSTING (see right)				\$18,061,306.90



# Wayfinding Program



## Project Leader

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

City of South Padre Island

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## Project Description

Wayfinding allows for uniform signage throughout the City and easily directs the public to various locations within the City.

The Wayfinding plan has already been funded and is complete. An RFP for fabrication and installation will be released in July of 2021 to determine cost.

Project Evaluation Scorecard

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

Total Points: 50

Comprehensive Plan

Chapter II: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>VENUE TAX</b>	UNKNOWN
<b>HOT TAX</b>	UNKNOWN
<b>GENERAL FUND</b>	UNKNOWN
TOTAL FUNDS	UNKNOWN
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
UNKNOWN	UNKNOWN
TOTAL IMPACTS	UNKNOWN

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	Unknown	Unknown	Unknown	Unknown	Unknown		Unknown

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	One-Year	Unknown	Unknown

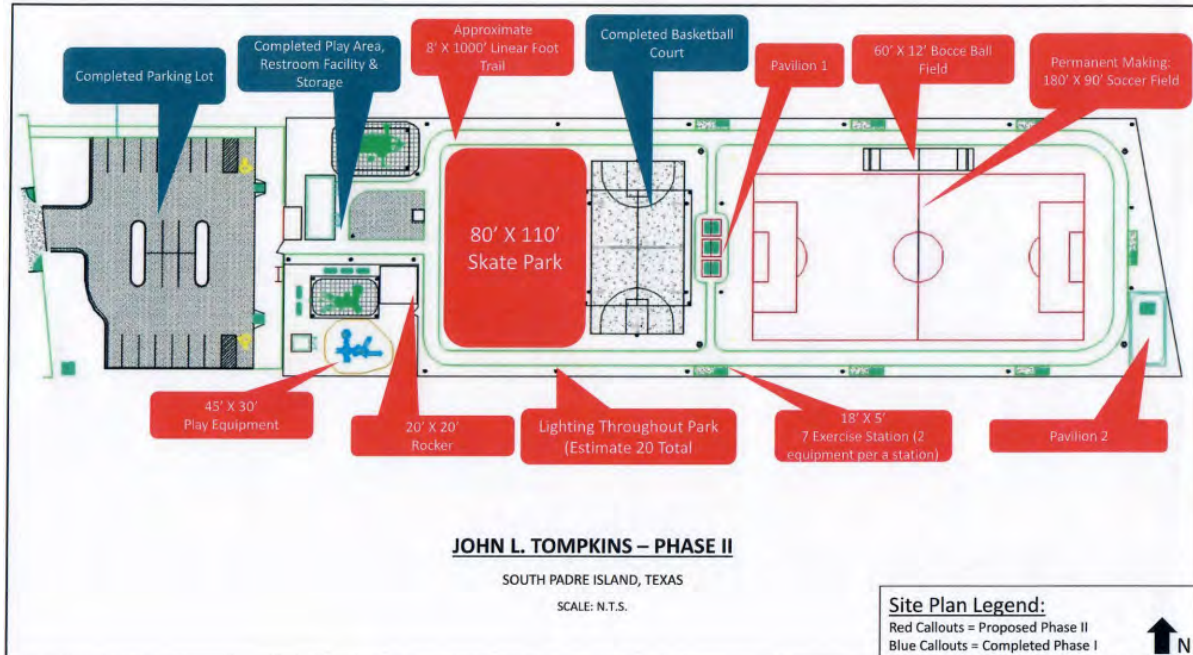
Sustainability

Undetermined.

Methods for Measuring Outcomes and Performance

Undetermined.

## John L. Tompkins Park Phase II & III



### Project Leader

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

City of South Padre Island

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### Project Description

A well thought out and maintained park system can enhance the quality of life for permanent residents as well as tourists visiting South Padre Island. This same park system can also encourage healthy lifestyles and improve the overall health and well-being of users. A Master Park Plan was developed by the City of South Padre Island in April 2006 and again in November of 2013 and many of the established goals in the Plan revolve around providing recreational opportunities in the form of indoor and outdoor recreational facilities. The South Padre Island Master Parks Plan was completed and adopted in July 2018.

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

During the advancement of this project, a third phase was added. Phase III includes adding a shade structure over the basketball court.

Project Evaluation Scorecard

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

Total Points: 90

Comprehensive Plan

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>TPWD GRANT</b>	\$500,000
<b>SKATE PARK FUND</b>	138,920
<b>TPWD GRANT</b>	125,000
<b>TOTAL FUNDS</b>	<b>\$763,920</b>
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>GENERAL FUND</b>	\$48,000
<b>TOTAL IMPACTS</b>	<b>\$48,000</b>

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
\$638,920	\$137,000	\$12,000	\$12,000	\$12,000	Unknown		\$811,920

Schedule

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

Sustainability

This project creates a sustainable resource for use by future generations to come.

Methods for Measuring Outcomes and Performance

Monitor the usage of the park by residents and visitors.

## Padre Boulevard Beautification and Shade Structure Project



### Project Leader

#### **Victor Baldovinos | Environmental Health Services Director**

City of South Padre Island

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### Project Description

The City maintains a free public transportation system, South Padre Island Metro, for 365 days per year. Encouraging people to use alternative transportation methods helps alleviate challenges experienced with parking and traffic congestion. Parking has always been a problem during peak seasons on South Padre Island.

An adequate system of sidewalks with shade devices that encourage people to walk to particular destinations improves public health. The addition of shade devices on City streets will create a more pedestrian-friendly environment for the community and visitors. These shade devices will provide protection from the sun and heat. Furthermore, they will provide aesthetic improvements to the sidewalks along Padre Blvd.

This project will encourage people to get out of their vehicles and walk the streets of South Padre Island, which will encourage retail and restaurant traffic. Maximizing the amount of shade along sidewalks will increase pedestrian and biking traffic and decrease vehicle usage. This will reduce our carbon footprint, since vehicles produce one third of all U.S. air pollution.

Project Evaluation Scorecard

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

Total Points: 75

Comprehensive Plan

Chapter II: Goal 1

Fiscal

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



## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
\$0	\$100,000	Unknown	Unknown	Unknown	Unknown		\$100,000

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	2021/2022	2022/2023

## Sustainability

Overall, the shade structure project will encourage more pedestrians and recreational opportunities for citizens and visitors to enjoy the outdoors. This will hopefully create less vehicle traffic on South Padre Island.

## Methods for Measuring Outcomes and Performance

Compare ridership numbers on the Island Metro.

## Pickleball Court



### Project Leader

#### **Debbie Huffman | Parks and Recreation Manager/Parks and Recreation**

City of South Padre Island

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### Project Description

Pickleball is a paddle sport created for all ages and skill levels. Pickleball combines many elements of tennis, badminton and ping-pong. Pickleball has emerged as one of the fastest-growing recreational sports in the U.S., and hotels and resorts are increasingly adding it to their amenity offerings.

The proposed project would be located on the city owned land behind the Visitor's Center. The project would include 4 standard courts and one tournament court and a possible future shade structure. This project allows for increased recreational activity opportunities on the Island.

Currently, the John. L Tompkins basketball court area is used for pickleball when not being used. The Parks Department has 4 nets that are regularly checked out. The Convention Centre has also hosted many pickleball related activities.

Project Evaluation Scorecard

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

Total Points: 75

Comprehensive Plan

Chapter III: Goal 2

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>TBD</b>	\$108,053
<b>TOTAL FUNDS</b>	\$108,053
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>GENERAL FUND</b>	\$12,500
<b>TOTAL IMPACTS</b>	\$12,500

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$110,553	\$2,500	\$2,500	\$2,500	\$2,500		\$120,553

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	One-Year	Unknown	Unknown

## Sustainability

Recreational sports facilities shall meet the needs of all age groups and be used by the Island's growing number of families with children.

## Methods for Measuring Outcomes and Performance

The parks department currently has 4 nets that can be checked out. The usage can be monitored and measured.

## Queen Isabella Causeway Illumination



### Project Leader

#### **Randy Smith | City Manager**

City of South Padre Island

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### Project Description

During rain events, water washes over roofs, streets, driveways, sidewalks, parking lots and land surfaces. Along the way, a variety of pollutants, such as oil, pesticides, metals, chemicals, and soil pollute the water discharged into the Laguna Madre Bay. These pollutants endanger the water quality of waterways, making them unhealthy for people, fish, and wildlife. According to the National Weather Service (Brownsville Office), the City of South Padre Island receives on average 29.5 inches of precipitation annually. This creates millions of gallons of storm water runoff per year. The volume and speed of the runoff in some instances cause flooding and erosion, destroys natural habitat, and contributes to combined sewer overflows.

Each drainage system across the Island helps storm water drain into the Laguna Madre Bay. Current drainage requirements by the Texas General Land Office do not allow for drainage directly into the Gulf of Mexico. All drainage must be east to west and the current system requires a wash over Padre Boulevard. Storm drains, ditches, and culverts are all prone to blockage, from which trash and sand build-ups are the prime culprits. The City of South Padre Island cleans out storm water inlets annually. Current storm water inlets that have been identified as problems are being addressed with TX DOT to be repaired/replaced. In addition, the City has embarked on the preparation of a Master Drainage Plan to identify deficiencies in our storm water system.

Project Evaluation Scorecard

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

Total Points: 65

Comprehensive Plan

Chapter II: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>GENERAL FUND</b>	\$10,000,000
<b>TOTAL FUNDS</b>	\$10,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
GENERAL FUND	\$200,000
<b>TOTAL IMPACTS</b>	\$200,000

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$150,000	TBD	TBD	TBD	TBD		\$10,000,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	On-Going	Unknown	Unknown

Sustainability

Implement innovative technologies such as low impact development drainage systems into the design.

Methods for Measuring Outcomes and Performance

Create a drainage infrastructure matrix. Staff has finalized the Master Drainage Plan Phase 1-B and has joined FloodWise Communities to determine stormwater system vulnerability.

## Upgrade Jail/Holding Facility Security and Cameras



### Project Leader

#### **Claudine O'Carroll | Chief of Police**

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Voice: (956)761-8142  
Email: [cocarroll@myspi.org](mailto:cocarroll@myspi.org)

### Project Description

Improve the jail/holding facility security systems. Background - the holding facility was built prior to 2008 and when the security protocols or measures were put in the use, the city used a sole source provider with specific software and equipment to be used.

This Dibos system (cameras, door access, control panel, software etc.) is managed by a company based in Houston. The current equipment being used is outdated and constantly breaking down. The cameras are no longer serviceable as the parts are no longer being made - equipment is all outdated. The company does not have cameras anymore that are compatible with the system and so we try to find elsewhere. The control panel that monitors the cell cameras is also outdated and there is no replacement board that can be used with DiBos as there are only 2 remaining boards in service nationwide (as of 2017). The software is also outdated and at this time IT does not have the capability to install DiBos on any new computers replaced within the City so it can only be monitored from 3-4 computers within the City. The intercoms in the jail do not work also.

This project needs to upgrade the entire jail system security features to include cameras, software, computer access, recording capabilities, storage, control board or panel, microphones, intercoms etc. As this system shuts down it cannot be fixed and the jail has to have surveillance. It is necessary for the safety of inmates and officers, also for evidentiary purposes and for building and access security. Currently there are less expensive systems that offer higher quality picture resolution and audio that can be clearly understood. The jail may also need sound panels to control noise and pick up less feedback.



Project Evaluation Scorecard

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

Total Points: 60

Comprehensive Plan

Chapter VIII: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>GENERAL FUND</b>	\$47,055.25
<b>TOTAL FUNDS</b>	\$47,055.25
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
GENERAL FUND	UNKNOWN
<b>TOTAL IMPACTS</b>	UNKNOWN

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$47,055.25	Unknown	Unknown	Unknown	Unknown		\$47,055.25

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	One-Year	2021	2022

## Sustainability

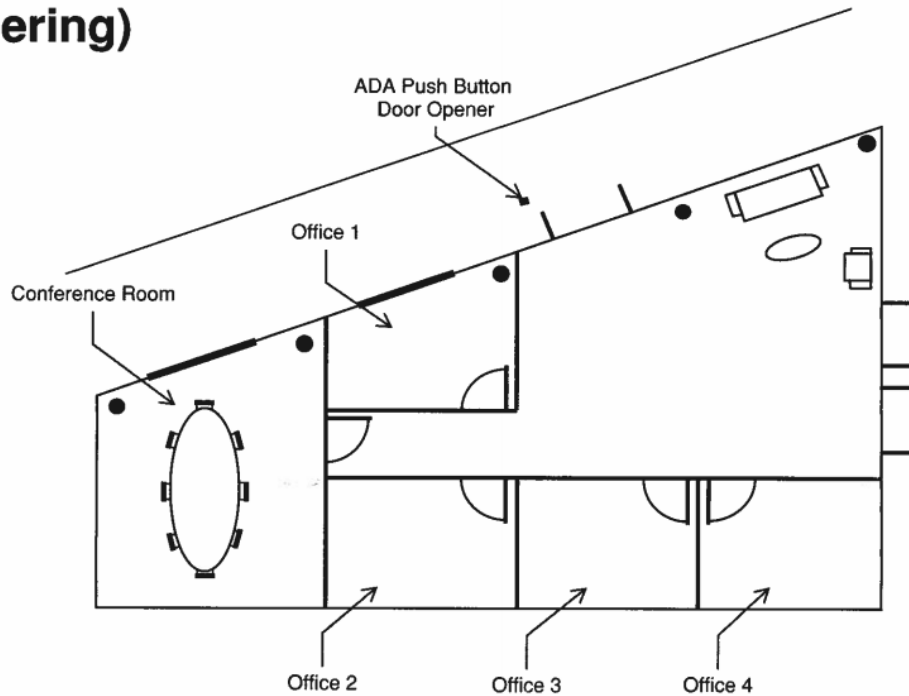
This project is essential before the system currently in use shuts down. It will be an upgrade to the facility and sustainable for several years to come as software and equipment related is currently evolving and becoming more financially manageable. We will continue to need the holding facility for years to come, so we will continue to need the monitoring and recording for the safety and security of personnel and the public.

## Methods for Measuring Outcomes and Performance

Maintain Schedule and break project in phases based on immediate needs and necessity -Phased in approach - start with camera replacement (8 holding cells, booking area, intoxilyzer room, property room, sallyport) critical areas needed for security and then move to less critical areas such as lobby, hallways etc. This will need to be supported in the control room with new monitoring equipment linked to dispatch. Work to preserve current data on outdated system prior to transition to new software, making physical recordings or downloads of data. Start transition to new system and access for quality of new resource. When needs are met, then move to add less critical areas to the system and continue quality control measures throughout process.

## Convention Centre Expansion Phase I - Sales Office

### SPI Convention Center Remodel (rendering)



#### Project Leader

##### **Ed Caum** CVB Director

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7355 Padre Blvd., South Padre Island, TX 78597  
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Email: [ed@sopadre.com](mailto:ed@sopadre.com)

#### Project Description

Expand administrative offices out into the vestibule area for the Sales Team. Sales Team would be forward facing and allow easy access to Convention Centre customers.

Project Evaluation Scorecard

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

Total Points: 75

Comprehensive Plan

Chapter VI: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT FUNDS</b>	\$250,000
<b>TOTAL FUNDS</b>	\$250,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>HOT FUNDS</b>	UNKNOWN
<b>TOTAL IMPACTS</b>	UNKNOWN

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$250,000	Unknown	Unknown	Unknown	Unknown		\$250,000

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
I	One-Year	2021	2022

## Sustainability

Easier access to the Sales Team for clients. Administrative Team is outgrowing the current set of offices.

## Methods for Measuring Outcomes and Performance

Customer Surveys  
Client Comments  
Staff Morale

# Amphitheater/Events Center/Convention Centre Expansion



## Project Leader

### **Ed Caum | CVB Director**

City of South Padre Island

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Voice: (956)761-3000

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## Project Description

Expand administrative offices out into the vestibule area for the Sales Team. The sales team would be forward facing and allow easy access to Convention Centre customers. Improves service to those who want to provide events and group business on the Island. Improves access to the facility and upgrades all current state and federal public health and safety requirements. In addition, it can be used for an Emergency Operations Center, Food Kitchen or Shelter during or after a state of emergency.

The intent is to expand the centre on it's current footprint and building up not just out to minimize the mitigation costs that a plan of this size would normally entail.

Project Evaluation Scorecard

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

Total Points: 100

Comprehensive Plan

Chapter VI: Goal 1

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>HOT FUNDS</b>	\$14,000,000
<b>TOTAL FUNDS</b>	\$14,000,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>HOT FUNDS</b>	UNKNOWN
<b>TOTAL IMPACTS</b>	UNKNOWN

Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$14,000,000	\$150k to \$250k	\$150k to \$250k	\$150k to \$250k	\$150k to \$250k		TBD

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
I	Multi-Year	2022	2024

Sustainability

We have currently outgrown the floor plan of the convention center and during the expansion we can ensure the longevity of the current facility with improvements and upgrades to protect the initial investment in the building and property.

Methods for Measuring Outcomes and Performance

Increase in the size of events and the space available to rent.





Project Evaluation Scorecard

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

Total Points: 90

Comprehensive Plan

Chapter V: Goals 5F, 5G, 5I, 5K, 5L, 5M, 5O, 5Q, & 5R

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>VENUE HOT FUNDS</b>	\$700,000
<b>TOTAL FUNDS</b>	\$700,000
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>VENUE HOT FUNDS</b>	\$80,000
<b>TOTAL IMPACTS</b>	\$80,000

## Financial Plan

Prior Years	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Future Years	TOTAL
	\$700,000	\$20,000	\$20,000	\$20,000	\$20,000		\$780,000

## Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	2021/2022	2022/2023

## Sustainability

Currently, the area that is utilized for the wind and water sport athletes is completely undeveloped which requires them to drive all over the marsh and wetlands.

By developing this park, it will allow for the preservation and protection of the marsh, wetlands, and critical habitat for the piping plover.

## Methods for Measuring Outcomes and Performance

The project is currently in the works and has a project schedule to show when items are to be due to the City. Updates have been given at meetings between the City and engineers as well.

## Median, Boardwalk & Sidewalk Improvements



### Project Leader

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

City of South Padre Island

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### Project Description

In 2008, the City embarked on a strategy to install raised concrete medians on Padre Boulevard to improve traffic and pedestrian safety. Raised medians were constructed from the “Padre Boulevard Frontage Road” north to Kingfish. To further that initial project, the City has now decided to extend those medians north to the Convention Centre.

A Raised Median Analysis was completed, and the existing medians and crash reports analyzed. These studies determined that the accident rates between vehicles and vehicles/pedestrians dropped by 38% where the medians currently exist, hence the need to extend the raised medians. In addition to the safety factor, the raised medians will have lush tropical landscaping added to improve the aesthetics of the main corridor through the City. The Padre Boulevard sidewalks currently end at the Convention Centre.

With the second causeway currently under Environmental Clearance proceedings, the northern areas of South Padre Island will be ripe for development. With this in mind, the City has begun the steps of extending those sidewalks further north to the northern end of the city limits. The new sidewalks will have to cross two wetland areas and will be converted to “boardwalks” at those locations so environmental damage can be minimized. The new sidewalks will be 6’ wide and ADA compliant. This project was approved by the voters in November of 2016 as part of the Venue Tax Project.

Project Evaluation Scorecard

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

Total Points: 100

Comprehensive Plan

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

Fiscal

INCOME AND COST ANALYSIS	
<u>FUNDING SOURCES</u>	
<b>VENUE TAX</b>	\$8,618,725
<b>TOTAL FUNDS</b>	\$8,618,725
<u>OPERATIONAL IMPACTS</u>	
Repairs and Maintenance	
<b>GENERAL FUND</b>	\$67,000
<b>TOTAL IMPACTS</b>	\$67,000

Financial Plan

Prior Years	FY 1	FY 2	FY 3	FY 4	FY 5	Future Years	TOTAL
	\$575,725	\$7,578,000	\$465,000	\$33,500	\$33,500		\$8,685,725

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	TBD	TBD

Sustainability

Creates additional landscaping areas along Padre Blvd.

Methods for Measuring Outcomes and Performance

Creates additional landscaping areas along Padre Blvd.

## Parking Structure



### Project Leader

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

City of South Padre Island

4601 Padre Blvd., South Padre Island, TX 78597

Voice: (956)761-8158

Email: [csanchez@myspi.org](mailto:csanchez@myspi.org)

### Project Description

Creation of a parking facility serving the basic function of parking vehicles as well as designed to incorporate multi-use features including availability for residential and/or commercial development. A central location for parking would improve the congestion of vehicles throughout city streets and would also satisfy the General Land Office's beach access requirements.

The structure would facilitate visitors and/or residents' transition to and from their vehicles. Users of the facility need access to the beach, benefiting local businesses and increasing use of public transportation. The facility could also be a pick-up location for the City's free transportation system – Island Metro.

Project Evaluation Scorecard

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

Total Points: 85

Comprehensive Plan

Chapter II: Goal 1

Fiscal

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



Financial Plan

Prior Years	FY 1	FY 2	FY 3	FY 4	FY 5	Future Years	TOTAL
	\$350,000	\$360,000	\$675,000	\$675,000	\$655,000		\$2,715,000

Schedule

PHASE	ESTIMATED DURATION	START	COMPLETION
N/A	Multi-Year	Unknown	Unknown

Sustainability

The parking structure would create more opportunities for residents and visitors to park and ride and walk to City venues. This project will incorporate green infrastructure into the building. In addition, it will reduce the number of vehicles in a specific time frame moving on South Padre Island, in turn reducing emissions.

Methods for Measuring Outcomes and Performance

Create a matrix for number of vehicles using the structure.

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# DEBT

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## Outstanding Debt

Fiscal Year Ended	General Obligation Debt			Tax Anticipation Notes			Venue Tax Revenue Bonds			Total Principal & Interest	% of Principal Retired
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total		
2022	\$ 325	\$96.93	\$ 422	\$ 1,095	\$ 181	\$1,276	\$ 200	\$ 588	\$ 788	\$ 2,486	8.89%
2023	545	84	629	920	150	1,070	205	538	743	2,441	18.05%
2024	575	69	644	795	124	919	210	491	701	2,264	26.72%
2025	590	55	645	825	100	925	215	446	661	2,231	35.67%
2026	245	44	289	850	71	921	225	399	624	1,834	42.91%
2027-2031	1,345	103	1,448	1,785	54	1,839	1,230	1,462	2,692	5,979	66.83%
2032-2036	-	-	-	-	-	-	1,495	1,039	2,534	2,534	75.03%
2037-2041	-	-	-	-	-	-	1,850	693	2,543	2,543	85.19%
2042-2046	-	-	-	-	-	-	2,210	323	2,533	2,533	97.31%
2047-2051	-	-	-	-	-	-	490	17	507	507	100.00%
	<u>\$ 3,625</u>	<u>\$ 452</u>	<u>\$ 4,077</u>	<u>\$ 6,270</u>	<u>\$ 680</u>	<u>\$6,950</u>	<u>\$ 8,330</u>	<u>\$ 5,995</u>	<u>\$14,325</u>	<u>\$ 25,352</u>	

Note: The schedule above is in thousands.

## Schedule of Overlapping Debt

Taxing Body	Debt Amount	As Of	% Ovlp	Ovlp Amt
Brownsville Nav Dist	\$825,000	* 09/30/21	**	\$0
Cameron Co	201,470,000	* 09/30/21	11.14	22,443,758
Laguna Madre Water Dist	11,705,000	* 09/30/21	72.22	8,453,351
Point Isabel ISD	9,870,000	* 09/30/21	61.97	6,116,439
Texas Southmost College	31,045,000	* 09/30/21	16.82	5,221,769
<b>Total Overlapping Debt:</b>				<u>\$42,235,317</u>
South Padre Island, City of ***		09/30/21		\$9,895,000*
<b>Total Direct and Overlapping Debt:</b>				<u>\$52,130,317</u>
Total Direct and Overlapping Debt % of A.V.:				1.94%
Total Direct and Overlapping Debt per Capita:				\$18,253

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

\*\* Less than 0.01%

\*\*\* Includes General Obligation Bonds and Tax Anticipation Notes.

## Legal Debt Margin

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

## 2012 General Obligation Refunding Bonds

**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	25,000.00	2.000%	43,750.00	68,750.00	
9/1/2014			43,500.00	43,500.00	112,250.00
3/1/2015	25,000.00	2.000%	43,500.00	68,500.00	
9/1/2015			43,250.00	43,250.00	111,750.00
3/1/2016	270,000.00	3.000%	43,250.00	313,250.00	
9/1/2016			39,200.00	39,200.00	352,450.00
3/1/2017	280,000.00	3.000%	39,200.00	319,200.00	
9/1/2017			35,000.00	35,000.00	354,200.00
3/1/2018	285,000.00	3.000%	35,000.00	320,000.00	
9/1/2018			30,725.00	30,725.00	350,725.00
3/1/2019	300,000.00	3.000%	30,725.00	330,725.00	
9/1/2019			26,225.00	26,225.00	356,950.00
3/1/2020	310,000.00	3.000%	26,225.00	336,225.00	
9/1/2020			21,575.00	21,575.00	357,800.00
3/1/2021	315,000.00	3.000%	21,575.00	336,575.00	
9/1/2021			16,850.00	16,850.00	353,425.00
3/1/2022	325,000.00	3.000%	16,850.00	341,850.00	
9/1/2022			11,975.00	11,975.00	353,825.00
3/1/2023	335,000.00	3.000%	11,975.00	346,975.00	
9/1/2023			6,950.00	6,950.00	353,925.00
3/1/2024	345,000.00	2.000%	6,950.00	351,950.00	
9/1/2024			3,500.00	3,500.00	355,450.00
3/1/2025	350,000.00	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>\$ 3,165,000.00</u>		<u>\$ 689,479.17</u>	<u>\$ 3,854,479.17</u>	<u>\$ 3,854,479.17</u>

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

## 2015 Tax Anticipation Notes

### BOND DEBT SERVICE

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

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
02/15/2016	350,000.00	3.000%	52,670.14	402,670.14	
08/15/2016			42,875.00	42,875.00	
09/30/2016					445,545.14
02/15/2017	395,000.00	3.000%	42,875.00	437,875.00	
08/15/2017			36,950.00	36,950.00	
09/30/2017					474,825.00
02/15/2018	405,000.00	3.000%	36,950.00	441,950.00	
08/15/2018			30,875.00	30,875.00	
09/30/2018					472,825.00
02/15/2019	415,000.00	3.000%	30,875.00	445,875.00	
08/15/2019			24,650.00	24,650.00	
09/30/2019					470,525.00
02/15/2020	430,000.00	3.000%	24,650.00	454,650.00	
08/15/2020			18,200.00	18,200.00	
09/30/2020					472,850.00
02/15/2021	445,000.00	4.000%	18,200.00	463,200.00	
08/15/2021			9,300.00	9,300.00	
09/30/2021					472,500.00
02/15/2022	465,000.00	4.000%	9,300.00	474,300.00	
09/30/2022					474,300.00
	<b>\$ 2,905,000.00</b>		<b>\$ 378,370.14</b>	<b>\$ 3,283,370.14</b>	<b>\$ 3,283,370.14</b>

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

## 2016 Tax Anticipation Notes

### BOND DEBT SERVICE

City of South Padre Island (GO Debt)  
Tax Notes, Series 2016  
-- FINAL Pricing Numbers, 4/15/16 10:30 AM--

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

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

## 2017 Venue Tax Revenue Bonds

### BOND DEBT SERVICE

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

Period Ending	Principal	Coupon	Interest	Debt Service
09/30/2018	185,000.00	2.000%	324,837.50	509,837.50
09/30/2019	185,000.00	2.000%	321,137.50	506,137.50
09/30/2020	190,000.00	2.000%	317,437.50	507,437.50
09/30/2021	195,000.00	2.000%	313,637.50	508,637.50
09/30/2022	200,000.00	3.000%	309,737.50	509,737.50
09/30/2023	205,000.00	3.000%	303,737.50	508,737.50
09/30/2024	210,000.00	3.000%	297,587.50	507,587.50
09/30/2025	215,000.00	3.000%	291,287.50	506,287.50
09/30/2026	225,000.00	3.000%	284,837.50	509,837.50
09/30/2027	230,000.00	3.000%	278,087.50	508,087.50
09/30/2028	235,000.00	4.000%	271,187.50	506,187.50
09/30/2029	245,000.00	4.000%	261,787.50	506,787.50
09/30/2030	255,000.00	4.000%	251,987.50	506,987.50
09/30/2031	265,000.00	4.000%	241,787.50	506,787.50
09/30/2032	275,000.00	4.000%	231,187.50	506,187.50
09/30/2033	285,000.00	4.000%	220,187.50	505,187.50
09/30/2034	300,000.00	4.250%	208,787.50	508,787.50
09/30/2035	310,000.00	4.250%	196,037.50	506,037.50
09/30/2036	325,000.00	4.250%	182,862.50	507,862.50
09/30/2037	340,000.00	4.250%	169,050.00	509,050.00
09/30/2038	355,000.00	4.500%	154,600.00	509,600.00
09/30/2039	370,000.00	4.500%	138,625.00	508,625.00
09/30/2040	385,000.00	3.500%	121,975.00	506,975.00
09/30/2041	400,000.00	3.500%	108,500.00	508,500.00
09/30/2042	415,000.00	3.500%	94,500.00	509,500.00
09/30/2043	425,000.00	3.500%	79,975.00	504,975.00
09/30/2044	440,000.00	3.500%	65,100.00	505,100.00
09/30/2045	455,000.00	3.500%	49,700.00	504,700.00
09/30/2046	475,000.00	3.500%	33,775.00	508,775.00
09/30/2047	490,000.00	3.500%	17,150.00	507,150.00
	<b>\$ 9,085,000.00</b>		<b>\$ 6,141,087.50</b>	<b>\$ 15,226,087.50</b>

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

## 2020 General Obligation Refunding Bonds

### BOND DEBT SERVICE

City of South Padre Island, Texas  
 General Obligation Refunding Bonds, Series 2020 - PRC  
 -- FINAL Verified Pricing Numbers, 10/28/20, 2 PM --

Period Ending	Principal	Coupon	Interest	Debt Service
09/30/2021	-	-	48,048.33	48,048.33
09/30/2022	-	-	68,100.00	68,100.00
09/30/2023	210,000.00	3.000%	64,950.00	274,950.00
09/30/2024	230,000.00	3.000%	58,350.00	288,350.00
09/30/2025	240,000.00	3.000%	51,300.00	291,300.00
09/30/2026	245,000.00	3.000%	44,025.00	289,025.00
09/30/2027	255,000.00	3.000%	36,525.00	291,525.00
09/30/2028	260,000.00	3.000%	28,800.00	288,800.00
09/30/2029	270,000.00	3.000%	20,850.00	290,850.00
09/30/2030	275,000.00	3.000%	12,675.00	287,675.00
09/30/2031	285,000.00	3.000%	4,275.00	289,275.00
	<b>\$ 2,270,000.00</b>		<b>\$ 437,898.33</b>	<b>\$ 2,707,898.33</b>

In October of 2020, the City issued Series 2020 General Obligation Refunding Bonds in the amount of \$2,270,000 to provide resources to refund the remaining balance of the City's 2011 Series General Obligation bonds and cover costs of issuance. As a result, the Series 2011 bonds are considered to be defeased and the liability has been removed from the accounts of the City. The cost of issuance totaled \$79,192 on the Series 2020 Bonds. Principal is due annually on February 15 starting in February of 2023, and interest payments are due in February and August of each year until maturity in the fiscal year ending September 30, 2031.

The advance refunding was undertaken to reduce the City's interest payments. The advance refunding resulted in an economic gain (difference between the present value of the debt service payment of the refunded and refunding bonds) of \$298,490, and a gross savings of \$140,000. At September 30, 2021, the defeased portion of the 2005 Series General Obligation bonds had a balance of \$2,410,000.

## 2021 Tax Anticipation Notes

### BOND DEBT SERVICE

City of South Padre Island, Texas  
 Tax Notes 2021  
 -- FINAL Pricing Numbers as of 7/20/21-- 11:15 AM --

Period Ending	Principal	Coupon	Interest	Debt Service
09/30/2022	45,000.00	3.000%	145,199.17	190,199.17
09/30/2023	320,000.00	3.000%	140,950.00	460,950.00
09/30/2024	795,000.00	3.000%	124,225.00	919,225.00
09/30/2025	825,000.00	3.000%	99,925.00	924,925.00
09/30/2026	850,000.00	4.000%	70,550.00	920,550.00
09/30/2027	880,000.00	3.000%	40,350.00	920,350.00
09/30/2028	905,000.00	3.000%	13,575.00	918,575.00
	<b>\$ 4,620,000.00</b>		<b>\$ 634,774.17</b>	<b>\$ 5,254,774.17</b>

In July of 2021, the City issued Series 2021 Tax Notes for \$4,620,000 primarily to finance the cost of improvements to streets, sidewalks, and related drainage improvements on Laguna Boulevard. The tax notes are collateralized by the pledged tax revenues of the City and will be repaid over the next 7 years with final maturity in fiscal year end 2028. Principal is due annually, and interest payments are due on February 15 and August 15 of each year.



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# APPENDIX

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## Glossary

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

**Accounting System:** The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrual Basis:** The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Ad Valorem Taxes (Current):** A property tax or millage tax that an owner of real estate pays on the value of the property being taxed.

**Ad Valorem Taxes (Delinquent):** All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which it is imposed.

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

**Adopted Budget:** A plan of financial operation, legally adopted by City Council, providing an estimate of expenditures for a given fiscal year and proposed means of financing them.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**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:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balanced Budget:** The goal of the City is to balance the operating budget with current revenue, whereby current revenues match and fund on-going expenditures/expenses.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. 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).

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A financial plan for allocating projected resources and proposed expenditures to support particular services, purposes, and functions over a specified period of time.

**Budget Document:** The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts, which in total comprise the annual revenue and expenditure plan.

**Budget Message:** The opening section of the budget, which provides the reader with a general summary of the most important aspects of the budget and a review of the prior fiscal year..

**Budget Process Schedule:** The schedule of key dates or milestones that the City follows in the preparation, adoption, and administration of the budget.

**BUDM - Beneficial Use of Dredge Material:** Beach re-nourishment by relocating sand from the dredging of waterway navigation channels in conjunction with the US Army Corps of Engineers.

**Capital Assets:** All real and tangible property used in the operation of a government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost.

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended.

**Capital Expenditures:** A capital expenditure is incurred when an entity 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 Improvement 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:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the flow of money in and out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Certificates of Obligation:** See definition of bond.

**Component Unit:** Component units are legally separate organizations that must be included in the financial report of the primary government.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Current Property Taxes:** Taxes that are levied and due within the current year.

**Debt Service:** Principal and interest obligations for bonds and other debt instruments according to a pre-determined payment schedule.

**Delinquent Property Taxes:** Taxes that are unpaid on and after the date on which a penalty for non-payment is assessed.

**Department:** An administrative segment of the City consisting of multiple divisions that is organized by function and service provided.

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

**Division:** A basic organizational unit that is functionally unique and provides service under the administrative direction of a department.

**EHS:** An acronym for Environmental Health Services Department.

**Effective Tax Rate (Now known as No-New Revenue Tax Rate):** The effective tax rate is the tax 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 total tax. 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.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enhancements:** Newly requested budgeted amounts that will result in a new or expanded level of service over the previous year.

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** The outflow of funds paid or to be paid for an asset or goods and service 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:** An acronym for Food and Drug Administration.

**FEMA:** An acronym for 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:** Long-lived, assets such as machinery and equipment, buildings, improvements, and land obtained or controlled as a result of past transactions or circumstances.

**Franchise Taxes:** A charge paid by businesses for the use of City streets and public right of ways and is in lieu of all other municipal charges, fees, street rentals, easements or other like franchise taxes, inspection fees, and/or charges of every kind except Ad Valorem and special assessment taxes for public improvements.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**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 stand positions are considered 0.25 full-time equivalents.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or government functions in accordance with specific regulations, restrictions, or limitations. 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 Accounting:** Fund accounting is a system of accounting to track the amount of cash assigned to different purposes and the usage of that cash. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and debt service funds. The focus of fund accounting is on accountability, rather than profitability.

**Fund Balance:** The term fund balance is used to describe the arithmetic difference between the assets and liabilities reported in a fund.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**General Fund:** The fund used to account for all financial resources and activities except those required to be accounted for in another fund.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority. General obligation bonds finance a variety of public projects such as streets, buildings, and improvements.

**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 account 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.

**GFOA:** An acronym for Government Finance Officers Association.

**GLO:** An acronym for General Land Office of the State of Texas.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**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.

**HOT:** An acronym for Hotel Occupancy Tax, also known as Hote/Motel Tax.

**Hotel/Motel Tax:** Pursuant to State law, hotel/motel tax is levied upon the cost of occupancy of any room or space. The tax covers hotels, motels, and bed and breakfasts, as well as condominiums, apartments, and houses rented for less than 30 consecutive days. The current rate of taxation is 17% with 6% to the State of Texas, of which 2% is remitted back to the City to finance the Beach Maintenance Fund, and 0.5% is for the County Venue Project. The remaining 10.5% of Hote/Motel tax is used by the City (8% for use by the Convention and Visitors Center, 2% to finance a local Venue Project and 0.5% for beach nourishment).

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**I&S:** An acronym for Interest and Sinking, which is the portion of the tax rate that is levied to pay General Obligation Bond debt service.

**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.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Long-Term Debt:** Debt with a maturity of more than one year after the date of issuance.

**Major Fund:** Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10 percent of the revenues or expenditures of the appropriated budget should be considered a major fund for this purpose.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Modified Accrual Basis:** The accrual basis of accounting adapted to the governmental fund by 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 accumulation 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.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**M&O:** An acronym for maintenance and operation. That portion of the tax rate that is levied for the general operations of the government.

**Non-Major Funds:** Other funds not identified as a major fund. The City presents non-major funds as summary data in its Annual Comprehensive Financial Report.

**No-New Revenue Tax Rate (Formerly Effective Tax Rate ):** The effective tax rate is the tax 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 total tax. 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.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year. 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 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 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.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Personnel Services:** Costs related to compensating employees which include salaries, wages, insurance, payroll taxes, and retirement contributions.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Property Tax:** Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

**Proprietary Fund:** Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

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

**Reserve Fund:** Funds set aside to provide a funding source for extraordinary or unforeseen expenditures. These funds are restricted for a specific purpose and are, therefore, not available or recommended for general appropriation.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenues:** Increases in governmental fund type net current asset 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.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

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

**Special Revenue Fund:** A separate fund, which accounts for resources that are legally restricted to expenditures for specific operational purposes.

**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 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.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**TCPA:** An acronym for Texas Police Chiefs Association.

**TEHA:** An acronym for Texas Environmental Health Association.

**TML:** An acronym for Texas Municipal League.



**TOC:** An acronym for Table of Contents.

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected.

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

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

**Voter-Approval Tax Rate (Formerly Rollback Tax Rate):** Provides the taxing unit with about the same amount of tax revenue it spent the previous year for day-to-day operations plus a three and one-half percent increase for those operations and sufficient funds to pay debts in the upcoming year. It is a calculated maximum rate allowed by law without voter approval.