Introduction.

Background
The county seat of Cameron County, Brownsville is the largest city in the Texas Rio Grande Valley with a population near 185,000. In 1781, Spanish government officials granted José Salvador de la Garza approximately 400 square miles of land, on which he constructed a ranch. At that time, the land now known as the City of Brownsville was referred to as los tejidos, or pasturelands. When Texas declared its independence from Mexico in 1836, there were only a few settlers, but this changed ten years later when General Zachary Taylor of the U.S. Army was instructed by President Polk to march into the area and build Fort Texas, later renamed as Fort Brown. This area became a part of Texas after the signing of the Treaty of Guadalupe Hidalgo in 1848, at which time the City of Brownsville was founded by entrepreneur Charles Stillman. While originally incorporated in 1850 – and then repealed in April of 1852 over a land dispute - the City was again incorporated in February 1853, this time for good.

Today Brownsville is a vibrant border city that has invested in its downtown infrastructure; an example is their 2013 Revitalizing Downtown Brownsville plan for active living, focused on health and safety. Recently, the Environmental Protection Agency (EPA) selected Brownsville as one of six cities for their “Greening America’s Communities” program, which helps cities and towns develop an implementable vision of environmentally friendly neighborhoods that incorporate innovative green infrastructure and other sustainable design strategies. Brownsville covers approximately 146 square miles at the southernmost tip of Texas and contains more than 350 miles of paved streets within its city limits. Substantial growth has occurred over time, notably to the northwest, away from the river. The three following images of Brownsville over time show this growth.

Purpose of this Report
Verdunity was brought in by the City of Brownsville and City Manager Noel Bernal to provide background on fiscal sustainability, demonstrate its importance for the well-being of the community, and to provide insights on the current situation using data and analysis. By providing observations of the data and recommendations to move ahead, this report is intended to serve as a guide for policy and spending decisions. It will draw conclusions regarding where to focus efforts for the most immediate impact, and how to coordinate resources to get there.

What are the Issues?
Most cities say they want to be fiscally responsible, environmentally resilient and socially inclusive. In reality though, the daily decisions and investments made do not always align with these desired outcomes. The ‘business as usual’ approach tends to prioritize short-term wins over long-term sustainability, which creates liabilities that don’t emerge until many years after the initial development. Some of the reasons cities are looking to move beyond the status quo and implement new approaches include the realizations that:

• The development pattern in many cities (including Brownsville) is not generating enough tax base to keep up with growing street maintenance and reconstruction liabilities.
• Designing places exclusively for the automobile leads to generic places that are difficult for citizens and businesses to engage with and invest in.
• More compact, mixed-use neighborhoods tend to generate a higher tax base and positive net return and provide an opportunity to squeeze more value out of taxpayer dollars and infrastructure investments.

Brownsville’s expanding footprint over the past five decades. Much of the city’s previously undeveloped land has since been converted to single-family neighborhoods.
• Often, there are conflicts between what is needed to build human scale, fiscally productive development and what current zoning and development regulations allow.

• Cities lack a common language to discuss these challenges, explore solutions, and inform and prioritize decisions that the majority of the community will support.

• Resource gaps are frequently much larger than cities can address on their own, so tapping into community resources is key.

• Citizens and local organizations want to contribute their time, talent, or treasure, but aren’t always clear how (or where) to do so.

• While cities’ leaders and officials appreciate the gesture, that help does not always come in the places or ways they need it.

Moving Forward

To make progress toward closing the resource gap, everyone in the community must understand their city’s fiscal situation, embrace resource constraints and then work collectively toward a shared vision of fiscal health and sustainability. Brownsville’s City Manager Noel Bernal has made cultivating a financially strong and resilient Brownsville community a top priority. These four steps are key to bridging the gap from where the city is today to a prosperous future for the community and its residents:

1. Quantify and map how each parcel and area of the city perform fiscally to gain a better understanding of which development patterns produce positive revenues, which ones cost more to serve, and why.

2. Focus investments in the downtown so it can be the heart of Brownsville’s identity and fiscal strength, and manage other growth and infrastructure decisions to maximize financial productivity where there are existing services.

3. Cultivate a self-sustaining local economy and workforce by investing in existing residents, businesses, and neighborhoods. The most logical place to begin is with a focus on downtown, where established development patterns offer the best ROI and can leverage revenues in the future for other parts of the city.

4. Create and grow a culture of collaboration where citizens, businesses, philanthropic groups, and others in the community partner closely with the city to make incremental progress toward shared goals.
Fiscal Sustainability.

Making Fiscally Informed Decisions

Fiscal sustainability is a common language that can be used to bring people and perspectives together and help city leaders frame discussions, inform decisions and communicate with residents. The fiscal analysis included herein is the tool that helps city leaders and citizens better understand the reality of current practices and evaluate alternative methods designed to grow revenues, reduce costs, and balance budgets over the long term. A visual demonstration of where revenues and expenditures are distributed around the City of Brownsville helps illuminate where a city should prioritize investing its resources. The fiscal analysis shows which areas of the city are making money, and which ones are being subsidized. Armed with this data, city leaders can align city policy, zoning, and community resources to accomplish the goal of fiscal sustainability.

Methodology

No one gets excited about taxes; nonetheless, taxes are the very thing that pay for many of the benefits of living in Brownsville. Those benefits include roads, drainage, trails, police and fire personnel, and other public facilities. The general fund in Texas cities covers most of these basic services except when utilities or services are covered by a separate ‘enterprise fund,’ where people are charged for the amount they use. The ideal scenario is that the tax revenue collected by a city would cover the costs of the basic services a community depends upon. However, this is rarely the case. Far too many cities have begun to rely on debt to help fund basic maintenance and expansion projects, while other basic needs go unfunded year after year. One of the easiest ways to determine if a city has a funding gap is to look at the backlog of unfunded street maintenance. Maintenance and replacement of aging streets is one of the largest costs cities have, but it tends to take a back seat to public safety, pensions and staff costs in the annual budgeting process. So while budgets are balanced every year, there’s a hidden deficit when you factor in these unfunded street costs. This becomes a serious problem when street conditions deteriorate to the point that the appearance of neighborhoods declines and property values in those areas begin to stagnate or drop. It is much easier for a city to proactively set money aside for future street maintenance during its growth years than it is to try to find additional revenue after road conditions, property values and population growth are in a tailspin.

The general fund has three primary revenue sources: sales tax, property tax, and fees. Of these three, property tax is the one a city has some level of direct control over. While cities often talk about the property tax rate, there is very little discussion about the productivity of property taxes in terms of actual money collected per acre served by the city. The property tax levy per acre is calculated by taking the actual amount of property tax collected by the city (the levy) for a property and dividing it by the area of the parcel. This gives us the revenue per acre (or square foot) for each parcel. Mapping the levy data to the parcels in the city shows exactly what parcels and development patterns currently generate the most revenue. **Looking at property taxes through the lens of revenue per acre gives city leaders an extremely valuable metric to look at when considering how to maximize the return on investment of taxpayer dollars.**

The second phase of the analysis looks at cost data. First, we map the city’s general fund costs in the budget and distribute those to the return on investment of taxpayer dollars. Then, we add the unfunded street maintenance costs – the “if we had the money, here’s what we’d need to replace all of the current streets” amount. Ultimately, comparing the revenues with the costs illustrates which areas have a positive return on the city’s investment, and which ones have a negative return. Understanding that distribution – and the qualities of both high- and low-performing areas – provide valuable insights to guide a pivot from the broken “business as usual” model to a more robust and effective model. The analysis also paves the way to a deeper understanding of how development patterns and regulations impact the fiscal sustainability of a city.

Using the data from different development patterns, one can make the case that there is a strong relationship between the layout of buildings, blocks and streets and the property tax revenue generated. Some street designs and development patterns generate enough revenue to cover basic services and street costs, while other combinations cost more to serve than they generate. The **critical takeaway here is that by altering development patterns and street designs to include more of the revenue positive patterns and reduce the footprint of more costly patterns, a city can close its funding gap without having to raise the tax rate.**

### Property Tax Levy per Acre, Explained

To understand the impact of development patterns on the City’s budget, it’s important to look at the fiscal performance of the city’s properties on a **per-acre basis**, rather than simply counting a given lot’s overall value. Some properties may seem at first glance to be revenue winners for the City, but underperform in terms of property tax levy per acre.

In this example case, the commercial lot has a footprint 16x larger than the residential lot, with just 10x the appraised value. However, despite the **overall higher value**, the commercial lot only produces half the revenue per acre that the residential lot produces. This pattern of a higher revenue per acre on smaller lots holds true for both residential and commercial uses, as information later in this report will show. **

** RESIDENTIAL LOT WITH SMALL FOOTPRINT

** COMMERCIAL LOT WITH LARGE FOOTPRINT

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* Does not factor in residential or commercial exemptions or sales tax.

** Shapes are drawn to scale.
Property Tax Revenue per Acre

When talking about revenue, many cities have focused on appraised or assessed values of properties, compared to the overall cost of infrastructure. It's a common pair of metrics used in the development world to discuss private sector projects with cities, which cities then use for their own analysis. While this “appraised value vs up front infrastructure cost” metric works well for analyzing how a developer’s cost burdens and revenue streams relate, a city requires a different set of metrics. A developer carries most of their cost burden on the front end of a project as finite capital costs. Most of these costs come from installing infrastructure such as streets and utilities. Conversely, a city’s cost burden comes from ongoing maintenance and operation expenses. These expenses continue in perpetuity. A developer might recoup their costs by selling lots or leasing space; generating revenue on a per unit basis. In this regard it makes sense for them to look at potential revenue per lot or unit. Moreover, a developer’s cost burden has a very strong relationship to the number of units they plan to sell. The more units they sell, the more infrastructure they’ll need to install. A city’s costs get determined more by a standard of ongoing service than volume of material. A fire station has a set cost of operation based on what services they provide and their response time standards. The cost stays the same even if they don’t get a single call for service. Citizens pay for the availability of that service whenever they need it. The same applies to police protection, street maintenance and replacement, libraries, parks, and city administration. These costs have a strong geographic weight; they mostly serve an area. That makes a per acre or per square foot metric more appropriate for analyzing costs and revenues for a city than a volume or unit based metric. For this analysis we used data from the 2017 certified tax rolls and budget. These first two maps illustrate the enormous difference between the Assessed Value Per Lot metric and the Property Tax Revenue Per Acre metric. Map 1.0 (above, left) illustrates the total assessed value for tax generating properties in Brownsville for 2017; Map 1.1 (above, right) illustrates the revenue per acre value for the lots with revenue per acre values in the highest 10% of all revenue per acre values.
Return On Investment (ROI) Mapping

This consideration of revenue and costs on a per-acre or per-square-foot basis also provides a clearer view of the net revenue (or loss) and ROI for properties in the city. ROI essentially establishes how much revenue the city received through property taxes for every dollar spent in services. Map 1.2 (above) illustrates the ROI for every parcel in Brownsville in 2017. This map provides a great foundation for analyzing the ROI based on different development patterns across the City. Categorically, we can look at the state land use codes (used by appraisal districts around Texas) to see how different development types perform. Charts 1.0 and 1.1 illustrate how residential and commercial properties perform, based on lot size. For each chart, the values on the left vertical axis and the green line illustrate the revenue per acre; the values on the right axis and the bars represent the average improvement value per parcel. Both charts suggest that average improvement values generally increase with larger lot sizing. That said, the revenue per acre drops dramatically. It is this measure that provides a far better metric for cities to use for ROI analysis.
Once we get a better idea of how to look at a city, the next task is identifying what to look at. Map 1.2 (previous page) provided a picture of the ROI for the existing city budget. The important thing to know about a city’s existing budget is that it typically does not include all the liabilities the city must find revenue to cover. Most cities have not dedicated enough money for preventative maintenance and eventual replacement of their streets. These costs stay hidden for the first 20-30 years when the streets are still in good condition, but reveal themselves when streets hit the end of their life cycle. Older cities with a large amount of streets built before 1980 such as Brownsville are now faced with the challenge of finding revenue to replace old streets. At the same time, cities can do a better job of setting aside funds for preventative maintenance and eventual replacement of newer streets. The primary determinant of cost is the area of pavement used to construct the street (the width multiplied by the length). Streets generally cost around $1 million per 11-foot lane mile (in other words, one mile of pavement 11 feet in width) to replace. So, if a city has one mile of a street 30 total feet in width, that mile of street would have a replacement cost around $2.7 million (30 ft / 11 ft x $1M).

While a 40-year schedule would be typical for city streets, Brownsville’s street conditions warrant looking at a 20-year schedule instead. When the street replacement costs for existing infrastructure on a 20-year schedule are added to the calculated costs, the ROI shifts dramatically, as illustrated in Map 1.4. The overall replacement cost for the city’s street network totals just over $1.3B dollars, representing the current financial gap between the current budget and the unfunded infrastructure and service needs. Paying to close that gap over 20 years would require an allocation of $65M per year. While it may be unrealistic for a city to fund that...
Map 1.4. This map illustrates the Return on Investment (ROI) using property tax revenues against costs currently budgeted plus the unfunded street infrastructure costs. The height of the bars show the scale of the ROI value. The colors organize the lots in the 10% quantiles, so the dark green represents the lots with ROI values in the highest 10% of all the ROI values. The dark red represents the lowest 10%.
amount of money annually, it is crucial for the fiscal health of the city to understand this cost burden. There are clues that can be uncovered using these maps regarding how development patterns and regulations can impact those numbers moving forward. Chart 1.3 (above) provides a detailed look at how different land uses vary in their ROI based on lot size. If Brownsville views its development inventory more like an investment portfolio, it makes sense to steer development toward the locations with a higher ROI to help close this sizable gap. Since cities control lot size through their zoning and subdivision regulations, revising those ordinances in a way which facilitates higher ROI development patterns should be considered. While lot size is not the only metric that impacts the ROI, it is a simple one to understand and address.

Development Patterns
Along with considering the type of development, close attention must also be paid to the pattern of development. This includes the proportions of different development types as well as their location. Ideally, a city would have most of its footprint proportionally comprised of properties with positive ROIs. While not all properties need to operate at a net gain, the City needs enough “net gainers” to balance out the “net losers” – not unlike building an investment portfolio. This approach will reveal cost burdens that typically don’t get recognized as easily when the focus is only on type. This is crucial to understand in crafting policy and regulations for Brownsville; deciding what “net losers” the community feels strongly about (and nevertheless chooses to allow) should be addressed through guidelines housed therein.
Vacant Properties

One of the biggest cost burdens many cities end up carrying for long periods of time are high volumes of vacant properties. Studying the location of these properties, along with observing any clear patterns, will help Brownsville officials better understand the true cost, rather than focusing solely on where development has occurred. Vacant properties are typically located within neighborhoods or properties in decline that have dilapidated structures, or no structures. The city’s current vacant properties are depicted in Map 1.5 (right). When taking a closer look at downtown in Map 1.6 (next page), the disbursement of vacant properties among the developed properties is made clearer. The issue of vacant properties is further intensified by the practice of “leapfrog development”. This term refers to development occurring on the periphery of the city, leaving around it swaths of vacant land. Map 1.7 (next page) gives a closer look at an example, in the area north of Ruben M. Torres Blvd (FM 802). As this development continues to stretch the city’s footprint further outwards, it likewise requires the city’s system of infrastructure to stretch, bringing those facilities and services further out and increasing the city’s obligations.

Vacant properties themselves also represent an enormous fiscal burden on the city. Typically a vacant parcel generates very little revenue, if any. The city must, in spite of its vacant nature, provide an equivalent level of services and infrastructure to that property as it does parcels which are occupied. Also, cities often begin providing services and infrastructure maintenance before new neighborhoods fully develop. For instance, when enough roof tops develop outside of the nearest fire station’s response time service area, a city may install a new fire station to make sure standards for response time are maintained. One can imagine how a situation that results in a fire station covering a service area that’s only 10-30% developed could occur. While all parcels are getting fire protection service, only those developed are generating revenue in return for that service. The burden is worsened if development “leaps” out further, creating the perceived need for another new fire station, while the original service area may only have 50%-70% of its properties generating revenue. Keep in mind that in addition, some of those vacant properties will serve the city for new parks, roads, police, administration, and other services. Picture a grocery store constructing an addition to its existing footprint, to add more shelf space while its current shelves are only 70% full. It wouldn’t be
Vacant properties and leapfrog development patterns also mean lower population densities, which in turn diminish the demand for commercial services negatively impacting retail sales tax revenues. Many commercial businesses use some form of service area study to identify new potential locations. Those studies typically involve comparing the number of rooftops within a certain drive time of the proposed location to the number of competitors within the same service area. As a result, the higher the number of people per square mile of a city, the more businesses per square mile it will have to serve those people. Some small cities develop at such a low density that they never create a demand for commercial services. This type of distribution, due to a lack of density, results in residents being so spread out that the service areas of the commercial services they need may cover multiple towns. While that is a positive for the town that gets the commercial development – and therefore, capturing all the retail sales taxes – it has a devastating effect on the other communities.

Economic Development

Economic development strategies should carefully take these factors into account. Brownsville would benefit much more from incentivizing people to move into vacant areas of the city’s core than from incentivizing jobs. When cities incentivize jobs, especially through property tax abatements, they have no guarantee that they will capture any of the property or retail sales taxes of the employees those jobs bring to the area. Theoretically, all the employees could locate in neighboring cities and do their shopping there. In that scenario, the only revenue the city would get from the commercial/industrial development would come from the property and retail sales taxes generated by the business. However, this would only occur if the city did not waive property taxes as part of an incentive package, which many cities do (in whole or in part). Moreover, many industrial and office uses do not generate any retail sales tax.
For instance, if Brownsville focused on luring people to move into the area south of Ruben M. Torres Blvd (FM 802), onto currently vacant properties, the following benefits would be realized:

- Generation of revenue on previously vacant properties, offsetting the costs of service already in place;
- Stabilization or increase in the demand for existing commercial spaces;
- A boost to retail sales tax, and sales tax density; and,
- Prevention of an increase to the service costs in the northern part of the city.

A worthwhile exercise would be to identify other similar areas of Brownsville, and endeavors to apply this same idea in those areas.

**Tax Increment Reinvestment Zone (TIRZ) Evaluation & Investment in Downtown**

This fiscal analysis effort was initially requested as a way to provide additional context for City Council and staff to consider as they were evaluating the potential of several TIRZ proposals. While we did not study these TIRZs in depth, this analysis and results from other city models reinforces that development in downtown and other similar development patterns has the potential for very high ROI, while building new development on the edge of the city that requires new infrastructure and extension of services is not a smart investment at this time. Downtown Brownsville has a vibrant feel, high pedestrian activity, a grocery store, and lots of charm. It also has a full suite of city services and facilities already installed. Some of those services and facilities will need upkeep investment soon. TIRZ funding focused on Downtown could go towards generating additional revenue in an area of town unlikely to increase costs to the city, even with redevelopment. A number of efforts that could boost the ROI of downtown Brownsville include:

- Incentivize residential uses downtown. This could include single family homes in the surrounding neighborhoods on vacant lots, denser residential urban development closer to the core, or renovating upper floors in existing buildings for residential use. Increased downtown population would help stabilize existing commercial demand and potentially increase it.
- Repair/replace aging public infrastructure such as streets and utilities with human-scale, pedestrian-oriented streets, streetscape, and amenities.
- Restore historic buildings for continued or adaptive reuse.
Cultivating a Stronger Brownsville

Recommendations.

Closing Brownsville’s infrastructure funding gap will require an intentional, collaborative effort throughout the community. The city can make significant progress toward its goal of fiscal sustainability by implementing a community-wide program (including partners outside the city government) to identify and prioritize a mix of big (more expensive and complex) projects with a large number of smaller, more neighborhood specific efforts to incrementally enhance the quality of life and elevate property values. The recent book City on the Line by Andrew Kleine describes an “outcome-based budgeting” process that Baltimore used to connect resources throughout multiple agencies and the community to address their fiscal gap. This same framework would be a good starting point for Brownsville as well.

Some of the strategies the City might consider for this program include:

1. Redirect growth & investment into Brownsville’s core.

Our first recommendation in any community is to invest development efforts in locations where city services and infrastructure are already in place. For Brownsville, that means the historic downtown and its surrounding neighborhoods. Further, an emphasis on reinvestment in structures can help increase the revenue with which the city is paying towards the fiscal gap. The combination of impact fees and regulations can discourage new growth on the edges of the city, but these tactics work more effectively when paired with a solid incentive program. Incentives might include:

- Discounted fees;
- Fast tracking of review processes for infill projects;
- Financial aid for replacement or updating of infrastructure in strategic locations;
- Packaging and assembling foreclosed properties for development opportunities; or,
- Financial matching programs for updating existing structures with energy efficient features or systems.

2. Update codes and regulations to support development and infill in downtown & existing neighborhoods.

When a city wants to focus development in specific areas, another primary strategy is to focus on the existing development codes and regulations. Older neighborhoods and downtown districts were typically built under a very different regulatory atmosphere, in a time when cities looked and operated far differently than they do today. Automobile ownership was not nearly as prevalent, making parking design and lot sizes of smaller, more neighborhood specific efforts to incrementally enhance the quality of life and elevate property values. The recent book City on the Line by Andrew Kleine describes an “outcome-based budgeting” process that Baltimore used to connect resources throughout multiple agencies and the community to address their fiscal gap. This same framework would be a good starting point for Brownsville as well.

When a city wants to focus development in specific areas, another primary strategy is to focus on the existing development codes and regulations. When selecting and designing a project, consideration should always include improving the existing infrastructure not simply by replacing it, but reconfiguring it to better fit the goal of fiscal sustainability and maximize its usage. Existing wider streets can be retrofitted through CIP projects. In addition, careful estimation of the costs and benefits of each project must be part of the prioritization process.

4. Reduce lane widths and incorporate bike lanes and the trail system to minimize pressure for expanding the roadway network.

The width of a lane allocated for buses, trucks, bikes, motorists, and parked vehicles is a pivotal aspect of any street design. Lane widths should be considered when allocating space on a street that needs to serve all users, including those of non-motorized travel, with the use of safety islands, sidewalks, and bike lanes. In urban streets, there is no measurable decrease in street capacity when travel lane widths are decreased to a range between 10 and 12 feet, as stated in a 2007 study conducted by the Florida Department of Transportation. These narrower streets help to promote slower driving speeds, which reduce the severity of crashes if they do occur. Other benefits include the reduction in crossing distance for other motorists and pedestrians, as well as shorter signal cycles, less streetside stormwater, and less constructed area material. The collaboration with communities and organizations in Brownsville like CycloBia Brownsville – whose mission is to “encourage people to try and adopt transportation cycling, recreational cycling, and other active forms of transportation” – not only shows that there is already a presence of alternative transportation organizations in the Brownsville area, but that there is also support for integration of trails and bike lanes in the streets of Brownsville’s future and present.
5. Engage neighborhood residents to identify low-cost improvements impacting the quality of life.

One of the greatest resources a city has is active and engaged residents. One way that citizens can help to improve the City is to identify infrastructure shortcomings and potential in neighborhoods where they grew up, started their family, live, or work. Engaging with the people who use neighborhoods each and every day provides a better understanding of what is truly needed or wanted. This engagement should be an ongoing dialogue, not an infrequent one. Transformative engagement and relationship building must be reached by meeting people where they are, listening to their perspectives, and demonstrating a commitment with small incremental modifications they can see and appreciate in a short period of time. It also includes sharing this analysis and explanation of fiscal sustainability principles with them, and helping them to both see the problem and be a part of the solution. The typical hearings and public meetings are largely ineffective, and providing a variety of methods to collect insights from residents is critical.

6. Identify partners who can contribute resources of time, talent and treasure, and begin a program to connect organizations with a common focus.

Now that Brownsville has information regarding their fiscal gap, and about what areas of the city need the most attention to help close it, the city can utilize resources in the community to help them achieve their goals. Additionally, the city can use this new focus on fiscal sustainability to better serve the organizations that seek to better the community. Partnering with these organizations can also create advocates in the community that support the city and can communicate the city’s goals to citizens in a more effective way, and with a broader reach than is possible with traditional forms of communication. Local foundations, chambers of commerce, churches, and businesses can all be a part of this transformation. Some ideas of local organizations who would make excellent partners are compiled in the appendix. However, the involvement of the city should be further expanded to not only connecting those organizations, but to create a program to synchronize those organizations in a way that begins to close the fiscal gap.
### Brownsville Community Organizations.

<table>
<thead>
<tr>
<th>Group</th>
<th>Website</th>
<th>Contact person</th>
<th>How they can help</th>
<th>Additional information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brownsville Chamber of Commerce</td>
<td><a href="http://brownsvillechamber.com/">http://brownsvillechamber.com/</a></td>
<td>Esmy Villarreal</td>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>Brownsville ISD</td>
<td><a href="http://bisd.us/index.htm">http://bisd.us/index.htm</a></td>
<td>Rene Gutierrez, superintendent</td>
<td>School Improvements, Workforce Development</td>
<td></td>
</tr>
<tr>
<td>Community Development Corporation of Brownsville</td>
<td><a href="http://www.cdcbrownsville.org/">http://www.cdcbrownsville.org/</a></td>
<td>Nick Mitchell-Bennett, Executive Director, <a href="mailto:info@cdcb.org">info@cdcb.org</a></td>
<td>Affordable Housing</td>
<td>CDCB is a multifaceted affordable housing organization devoted to utilizing collaborative partnerships to create sustainable communities across the Rio Grande Valley through quality education, model financing, efficient home design, and superior construction.</td>
</tr>
<tr>
<td>Housing Authority (City of Brownsville)</td>
<td><a href="http://www.hacb.us/">http://www.hacb.us/</a></td>
<td>Patricio Sampayo, Board Chairman</td>
<td>Affordable Housing, Redevelopment</td>
<td>The Housing Authority replaces distressed public and assisted housing with high-quality affordable housing that is well-managed and responsive of the needs of the community.</td>
</tr>
<tr>
<td>Brownsville Community Foundation</td>
<td><a href="http://brownsvillecommunityfoundation.org/">http://brownsvillecommunityfoundation.org/</a></td>
<td>Diane Miliken Garza, Ph.D</td>
<td>Non-Profit, Grants</td>
<td>The mission of the Brownsville Community Foundation is to improve the quality of life for people in Brownsville by promoting philanthropy, building permanent charitable endowments, and addressing community needs.</td>
</tr>
<tr>
<td>Brownsville Junior Service League</td>
<td><a href="http://www.bjsl.org/">http://www.bjsl.org/</a></td>
<td>Beatriz A. Gomez, President</td>
<td>Community Investment</td>
<td>The Junior Service League works to foster economic, cultural, and educational conditions in Brownsville, focusing on the welfare of women and children.</td>
</tr>
<tr>
<td>Communities in Schools, Cameron County</td>
<td><a href="http://ciscameroncounty.org/">http://ciscameroncounty.org/</a></td>
<td>Eva Perez, Exec. Director</td>
<td>Education, Workforce Development</td>
<td>Communities in Schools believes that caring, one-on-one relationships between adults and young people make the crucial difference. Programs don’t change kids - relationships do.</td>
</tr>
<tr>
<td>Brownsville Historical Museum</td>
<td><a href="https://www.brownsvillehistory.org/">https://www.brownsvillehistory.org/</a></td>
<td>Tara Putegnat, Executive Director of Brownsville Historical Association</td>
<td>Cultural Development, Historical Preservation</td>
<td>The mission of the Brownsville Historical Association is to preserve, educate, and promote the history, heritage, and cultural arts of Brownsville, Texas and its environs through exhibitions, educational programs, publications, cultural events, and archival collections.</td>
</tr>
<tr>
<td>Healthy Communities of Brownsville, Inc.</td>
<td><a href="http://www.healthybrownsville.org/">http://www.healthybrownsville.org/</a></td>
<td>Kendra Stine, <a href="mailto:hcb@healthybrownsville.org">hcb@healthybrownsville.org</a></td>
<td>Public Health</td>
<td>Healthy Communities develops and fosters environmental, educational, and healthy living programs through community partnerships and grassroots efforts.</td>
</tr>
<tr>
<td>Brownsville Beautification Committee</td>
<td><a href="https://www.cob.us/1183/Brownsville-Beautification-Committee">https://www.cob.us/1183/Brownsville-Beautification-Committee</a></td>
<td>Oscar Zerutche, Damaris McGlone</td>
<td>Improving quality of live in the community</td>
<td>For the past 19 years, the BBC has designed and implemented more than 100 projects throughout the City of Brownsville.</td>
</tr>
<tr>
<td>Leadership Brownsville</td>
<td><a href="http://www.leadershipbrownsville.org/about-us.html">http://www.leadershipbrownsville.org/about-us.html</a></td>
<td>Lizzy Putegnat, Chairman</td>
<td>Investment in Leadership</td>
<td>One of the important ingredients in building a successful, thriving community is an investment in leadership. Cultivated, trained and motivated community leaders will shape and determine the future in our area.</td>
</tr>
<tr>
<td>Brownsville Community Improvement Corporation</td>
<td><a href="http://bcic.us/">http://bcic.us/</a></td>
<td>Josh Mejia, Executive Director</td>
<td>Economic Development</td>
<td>BCIC partners with organizations who invest resources to improve Brownsville’s quality of life by enhancing aesthetic, cultural and leisure amenities.</td>
</tr>
</tbody>
</table>
Appendix.

Cultivating a Stronger Brownsville
2019 Fiscal Baseline & Policy Recommendations

Brownsville 2017: Developed & Un-Developed Properties

- Developed
- Un-Developed
Appendix.
Appendix.
Appendix.

Cultivating a Stronger Brownsville
2019 Fiscal Baseline & Policy Recommendations

Brownsville 2017: ROI Current Budget

- <$0.20
- <$0.40
- <$0.60
- <$0.80
- <$1.00
- <$2.00
- <$5.00
- <$10.00
- <$20.00
- <$60.00
Appendix.
Single Family Value Comparison

- **Average Imp Value**
- **Rev / Acre**

<table>
<thead>
<tr>
<th>LOTS SIZES IN SQUARE FEET</th>
<th>REVENUE PER ACRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,500 - 8,712</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>8,712 - 13,068</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>13,068 - 17,424</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>17,424 - 21,780</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>21,780 - 32,670</td>
<td>$3,500.00</td>
</tr>
<tr>
<td>32,670 - 43,560</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>43,560 - 217,800</td>
<td>$4,500.00</td>
</tr>
<tr>
<td>&gt; 217,800</td>
<td>$500.00</td>
</tr>
</tbody>
</table>

**AVG IMP/VALUE**

- $50,000
- $100,000
- $150,000
- $200,000
- $250,000
- $300,000
- $350,000
- $400,000

**REV/ACRE**

- $4,500.00
- $4,000.00
- $3,500.00
- $3,000.00
- $2,500.00
- $2,000.00
- $1,500.00
- $1,000.00
- $500.00
- $0.00
ROI Scenarios by Land Use Types
Single Family, Multi-Family, and Commercial / Industrial, Divided into Lot Size Segments (Square Feet)
Appendix.

Commercial Value Comparison

- Average Imp Value
- Rev / Acre

<table>
<thead>
<tr>
<th>REVENUE PER ACRE</th>
<th>AVERAGE IMPROVEMENT VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-</td>
<td>$-</td>
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<tr>
<td>4,500 - 10,890</td>
<td>$-</td>
</tr>
<tr>
<td>10,890 - 21,780</td>
<td>$-</td>
</tr>
<tr>
<td>21,780 - 43,560</td>
<td>$-</td>
</tr>
<tr>
<td>43,560 - 217,800</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>&gt; 217,800</td>
<td>$2,500,000</td>
</tr>
</tbody>
</table>
Appendix.
PROPORTION OF TOTAL REVENUE FOR EACH LAND USE

- Residential: 72%
- Commercial: 19%
- Industrial: 5%
- Vacant: 4%
- Ag: 0%

PROPORTION OF TOTAL COSTS FOR EACH LAND USE

- Residential: 34%
- Commercial: 10%
- Industrial: 4%
- Vacant: 22%
- Ag: 30%

11,866 acres
10,502 acres
16,764 acres
4,151 acres