




# GOALS AND OBJECTIVES

CITY MANAGER – TIM KELTY





# GOAL #1 - WATER AND SEWER IMPROVEMENTS

The City's biggest challenge has been related to sanitary sewer and water issues. Because of the enormous Infiltration and Inflow (I&I) problem, residents are constantly complaining, whenever it rains, about their inability to flush their toilets and sewers backing up.

There are also significant challenges in making repairs to busted water mains because the breaks can not be properly isolated.

Finally, Freese and Nichols has identified several issues with lift stations that need to be addressed as well as Issues with the Avenue F Water Pump station. These issues stem from lack of proper maintenance on the system, lack of corrective actions taken in a timely manner in the past, and outdated utility mapping with insufficient and/or incorrect information.


Fortunately, we have successfully secured almost \$13.8 Million in grant funding for these issues, and also in 2021 issued a certificate of obligation for \$5 Million to address some of these issues.

# GOAL #1 - WATER AND SEWER IMPROVEMENTS

- ▶ *Objective A-* Get grant project for pipe bursting and manhole rehab under contract by April 1, 2023 that will reduce I&I.
- ▶ *Objective B-* Get grant project for phase 1 of WWTP under contract by May 1, 2023.
- ▶ *Objective C-* Complete Engineering on rehab of Ground Storage Tanks and rehab/upgrade of pumps at Ave F Pump Station.
- ▶ *Objective D-* Complete Utility Mapping/GIS review of water and sewer system.







## GOAL #2 - CITY HALL RENOVATIONS

Hurricane Nicholas hit Freeport in 2021 and resulted in significant water penetration on the first and second floor of City Hall. This led to the acceleration of the already present mold issues on those floors.

As a result, and in anticipation of planned renovations, all City services were relocated to the third floor.

When bids were opened last year on the proposed renovations of the first and second floor, costs far exceeded the budget for the proposed project. Staff has significantly reduced the scope of the proposed project to include only: mold remediation and restoration of flooring, ceiling tiles and drywall impacted by the mold remediation, rehab necessary to put the second elevator back in operation, interior ventilation work to improve air circulation and dehumidification, and resealing of all windows on the first and second floors. Once we get bids for this work we will come back to council with a recommendation on proceeding forward.



## GOAL #2 - CITY HALL RENOVATIONS

- ▶ *Objective A-* Secure bids for City Hall work.
- ▶ *Objective B-* Determine best path forward regarding the following options:



**Option 1:** Complete renovations as proposed and upon completion move back to first and second floor, and solicit tenants for 3<sup>rd</sup> floor.

**Alternate option:** Remain on the third floor and solicit tenants for first and second floor.



## GOAL #3 - HOUSING DEVELOPMENT

The City of Freeport is in desperate need for additional housing development options. Over the last several years there has been discussion about the construction of infrastructure to allow for additional single-family housing lots at two locations: the city owned lots off of Skinner street near SFA Park, and the nine-block area of OA Fleming currently owned by the Brazosport ISD.

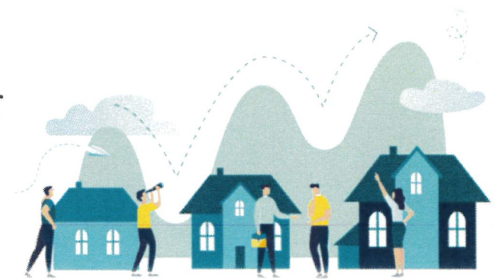
A proposal is on the table from Jim Maddox whose company and proposal was vetted by the EDC and will be addressing council later on. His proposal would develop approximately 122 residential lots on the Skinner Street property.

Also, if 2.5 blocks are set aside for a new soccer complex on the OA Fleming property, infrastructure for 104 single family lots could be developed at that location.



# GOAL #3 - HOUSING DEVELOPMENT

- ▶ *Objective A-* Secure an appraisal of Skinner street property owned by the City.
- ▶ *Objective B-* Create 12-month option agreement for the sale of the Skinner street property, that would allow for developer time to secure balance of lots within that development area, replat and rezone the land for a PUD, establish a TIRZ and a PID on the property, as well as a development agreement with claw back provisions for failure to perform.
- ▶ *Objective C-* Get Release from Texas Parks and Wild life on River property (and from voters or Legislative action).
- ▶ *Objective D-* Secure OA Fleming property from Brazosport ISD.
- ▶ *Objective E-* Complete engineering for putting first phase of infrastructure construction out for bid.





## GOAL #4 - STREET RECONSTRUCTION

The City of Freeport has appropriated \$7.5 million for street reconstruction over the last 3 years. We are in the final stages of that effort.

We have issued a punch list and final work is being completed on Phase 1 of the concrete street package.

Phase 2 was given a notice to proceed last year in November, and work has already begun.

There is only one alley remaining on last year's asphalt street program with the county. The sanitary sewer has been relocated in association with that alley, and the county is scheduled to come in this week and blade the alley so it can be reopened, but it will not receive asphalt until later in the year.

Additionally, this year's street list was approved by council and submitted to the county and will be scheduled in the upcoming year.



# GOAL #4 - STREET RECONSTRUCTION

- ▶ *Objective A-* Complete all final work on Phase 1 concrete package and close out by March 15, 2023.
- ▶ *Objective B-* Complete Phase 2 concrete package by contract deadline of August 1, 2023.
- ▶ *Objective C-* Update and submit to council overall street reconstruction plan for future street work, maintaining annual funding in the amount of \$750,000 for street and drainage work.



# GOAL #5 - EAST END RESOLUTION WITH THE PORT

The dispute between the City and the Port of Freeport has been ongoing regarding the east end. At this point the Port has secured ownership on all property in the east end, East of 1495 and South of 2<sup>nd</sup> street, with the exception of those properties owned by the City of Freeport. Their effort in that regard began over 20 years ago.

A year ago, the Port of Freeport sent notice to the City of Freeport, which represented to first step in a potential eminent domain taking from the City, however up to this point they have not taken any further action, other than to make formal cash offers to purchase rights-of-way and land owned by the city.

The east end was an approximately 24 Block residential neighborhood that included both Lincoln Park and, at one time nearly 250 single family homes. The Port intends to redevelop the site for additional port business interests.

The relationship between the Port of Freeport and the City is of important economic development interest. The ongoing dispute between the City and the port hurts both our efforts to advance our economic development objectives.



# GOAL #5 - EAST END RESOLUTION WITH THE PORT

► *Objective A-*

Reach an agreeable, mutually beneficial resolution to the dispute with the Port of Freeport.





## GOAL #6 - PLANNING AND BUDGETING

Annually the City develops a budget that utilizes the financial resources available to it to further the priorities of the council and provide important public service to the citizens of Freeport.

Two years ago, the City established reserve policies for both the General Fund and the Utility Fund. Currently sufficient funds are available to meet the General Fund reserve requirements,

While the General Fund has stopped subsidizing the Utility Fund, that was occurring at over \$1 million a year, the utility reserve is still not being met and will take several years to accumulate.

It is imperative as we plan for future initiatives that we look at existing revenue streams and proceed with caution. It is important that we continue to seek grant funding where ever available and look at new opportunities for revenue generation. We also have to utilize prudence in regard to taking on new ongoing/annual costs.



# GOAL #6 - PLANNING AND BUDGETING

- ▶ *Objective A-* As part of adopted budget developed this year include a 5-year financial forecast for revenues and expenditures, so we can see the impacts of todays decisions on future budgets and reserves.
- ▶ *Objective B-* Submit for and receive Distinguish Budget Award from government finance officer association of USA and Canada.
- ▶ *Objective C-* Third-party facilitation of public strategic and capital improvement plan effort





## GOAL #7 - ECONOMIC DEVELOPMENT

The cities economic development efforts and success is critical for the long-term financial health of the City, as well as providing tremendous quality of life improvements to our residents.

With the Downtown/Riverfront TIRZ completely established and generating revenue, it is critical that funding from that mechanism be carefully planned and exercised. Now that we have solid professional leadership guiding the efforts of the Freeport EDC and Mainstreet program, with a strong predictable Community Development Department, we are starting to see increasing activity and investment.



# GOAL #7 - ECONOMIC DEVELOPMENT

- ▶ *Objective A-* EDC Adoption of a formal plan for development of 8.8 acres near downtown.
- ▶ *Objective B-* EDC strategic plan development for targeting specific retail and commercial investment, and incentive strategies.
- ▶ *Objective C-* Re-engagement of Retail Strategies or other consultant to help with retail recruitment at ICSC and elsewhere.



# GOAL #8 - ESTABLISH CORE VALUES AND GUIDING PRINCIPLES

What are our Core Values and the Guiding Principles - for the City of Freeport's City Council, Administration, and Employees?

Why do we do what we do?

Sometimes it might seem like common sense, but without talking about them (our core values and guiding principles), without adopting them formally, and without establishing a unified plan - embraced by everyone, ...how can we measure whether we are holding true to them?

How does the public have confidence in us and know that we have a foundation from which we work and make decisions?



# GOAL #8 - ESTABLISH CORE VALUES AND GUIDING PRINCIPLES

- ▶ *Objective A-* Develop and implement a series of workshops with City Council, with city employees, and with the public that lay out our Core Values and Guiding Principles.
- ▶ *Objective B-* Prepare a written plan with goals and strategic initiatives reflecting the City's Core Values and Guiding Principles, that are measurable and can be reassessed on an annual basis.

