



# Strategic Plan



## 2020



- Culture, Recreation & Tourism Department
  - Municipal Golf Course
  - Community Development
    - Police Department
    - Fire Department
  - Public Works Department
  - Human Resources Department
- Finance, Court and Utility Billing Department
  - Economic Development

**Brooks Bass**  
Mayor**Tim Kelty**  
City Manager

To: Mayor and City Council  
From: City Manager and Staff

The demands placed on the City of Freeport to provide quality, cost effective municipal services are measured against limited financial and personnel resources. The Citizens of Freeport desire that their local government be run efficiently, provide uninterrupted service, maintain a safe environment for their families and businesses, and preserve and improve a high quality of life they have come to expect. Local government should be transparent, accessible, and support the needs of the community.

Strategic Planning is a tool used to lay out a course of work in both the short and long term that will effectively move the City forward following a strategic set of goals and objectives. It is intended to reflect the priorities of the elected Mayor and City Council within the constraints defined by available resources. Because resources are not unlimited, priorities must be established, and actions timed to generate the maximum output.

The leadership Staff of the City of Freeport was challenged by the City Manager to thoroughly examine each department and develop individual department strategic plan recommendations. The City is fortunate to have a strong core of servant leaders whom take great pride and ownership in their departments and at the same time think and work as a team.

This composite document was developed to provide the City of Freeport's elected officials with specific departmental information intended to assist in the decision-making process as the City moves into developing the 2020-2021 annual budget. It is intended as a living document that will be reviewed and amended annually to reflect accomplishments, new opportunities, shifting priorities, and constantly changing variables.

[www.freeport.tx.us](http://www.freeport.tx.us)

Each Departmental Strategic Plan was wholly written and developed by each department. In most cases it was created with input and collaboration from team members within that department, lead by the department head.

The format of each plan begins with their own mission and vision statement. It is followed by a detailed summary of their department function and operation. It includes a listing of resources, both personnel and equipment in place to support those operations. Finally, a SWOT analysis is followed by a Need's Assessment, identifying both short- and longer-term needs recommended to support those operations and better serve the public.

In total the Needs Assessments identify over \$2.35 million in requests for new 2020/2021 funding initiatives.

Outside of these individual plans, there are a number of other major initiatives that have previously been discussed. These include projects that will require special funding mechanisms to occur including the issuance of Certificate of Obligation bonds as well as funding from the Texas Water Development Board.

### **Certificate of Obligation Bond**

In regard to the Certificate of Obligation (C/O), a Notice of intent was approved last month that began the process for that issuance. It is intended that approximately 86% of CO funding will strictly be for funding street and drainage improvements, 8% for City Hall renovations, and 6% for Heritage House renovations.

Without bond funding the city would be stretched to commit \$750,000 each year for street resurfacing. In the past we have worked with the county to do our asphalt projects. Under that agreement the County provided most of the operator and equipment costs, and the city paid for material and rental of a Milling Machine. Under this arrangement the City is able to resurface 2 miles of streets per year, and have approximately \$300,000 available for concrete (1-2 blocks)

With the issuance and funding available through a CO supplemented by funding by the General Fund, over the next 3 years it is being aggressively proposed that the city bid out its annual asphalt contract, and spend \$2,500,000 per year. This would allow for rehabbing nearly 20 miles of local roads in the next 3 years. This cost would include engineering and design of street reconstruction at the proper elevation for drainage, evaluation and replacement of concrete curb wherever necessary, as well as replacement/relocation of Water and Sewer lines beneath the roadway when practical and necessary.

Additionally, it was proposed that the CO also fund three other smaller projects, that remained outside the general fund capacity to accommodate, including the Levee Stormwater Pump Station improvements near the Service Center and renovations to City Hall and Heritage House.

### **Texas Water Development Board Funding**



## **for Water and Sewer**

Earlier this year the City submitted a preliminary application to the Texas Water Development Board for \$14 Million in funding. It was anticipated that under this funding request the city would be eligible for <1% interest loan funding and also stand to have 30% of the request as a forgivable loan (grant). This funding was earmarked for the significant funding need to make improvements the City's water and sewer infrastructure.

The City had commissioned Freese and Nichols Engineering to undertake detailed analysis of Water and Sewer infrastructure in four separate studies: Lift Station Risked Assessment, Wastewater Treatment Plant Assessment, Water Plant assessment, and Infiltration and Inflow study.

The results of the first three assessments have been completed and presented to City Council. Those first three identified almost \$13.5Million in both short-term and medium-term improvements that are needed (most of them critically needed!). The remaining piece of the puzzle is the Sewer I&I Study. The results of that study have been slowed because of the ongoing COVID-19 pandemic. It is anticipated that it will identify significant and costly improvements will be necessary to combat Infiltration and Inflow and have the needed impact to dramatically reduce in the surface and groundwater flow to the WWTP.

## **Water and Sewer Rates**

A Water and Sewer Rate Study was also completed to determine water and sewer rates needed to address the cost of repayment of the loan as well as get the utility, which is supposed to stand on its own fiscally to greater stability a stronger financial position.

The analysis of the Utility's financials led to the recommendation of increase in rates for both Residential and Commercial customers. The increases were proposed to be spread over a couple years with 16% and 5% recommended over subsequent years for residents, and 22% and 5% for commercial customers.

While the report and recommendations were presented to City Council in April, because of the ongoing pandemic, it was recommended that we wait until the new fiscal year to implement the rate increases. However, there is a lag between the adoption of the rate ordinance and the actual implementation and payment of increased rates by customers. Staff will be recommending this new rate ordinance be considered in either late July or early August for payments due in October.



## City of Freeport Strategic Plan Goals and Needs Summary

Department Name Goal/Need	Fiscal Year 2021		2021 Total
	One-Time	Recurring	
<b>Community Development</b>			
Demolition Grant Program		20,000	20,000
Education Program		5,000	5,000
OO Housing Rehab Program	200,000		200,000
Personnel Changes		15,000	15,000
Zoning Ordinance Overhaul	100,000		100,000
Rental Registration Program		50,000	50,000
City-Wide Clean Up			
<b>Community Development Total</b>	<b>300,000</b>	<b>90,000</b>	<b>390,000</b>
<b>Culture, Recreation &amp; Tourism</b>			
Copier Upgrade		9,000	9,000
Event Programming		25,000	25,000
Gift Shop Renovation	12,000		12,000
Mainstreet Program		1,035	1,035
Marketing/Advertising		35,000	35,000
New Storage for Exhibits	13,500		13,500
Part-Time Curator		10,200	10,200
Pool Mushroom Filtration	20,000		20,000
Pool Picnic Tables	3,500		3,500
Rec Center Gym Doors	2,000		2,000
Rec Center Security	4,000		4,000
Storage Renovation	5,000		5,000
Traveling Exhibit		25,000	25,000
Weight Room Equipment		25,000	25,000
<b>Culture, Recreation &amp; Tourism Total</b>	<b>60,000</b>	<b>130,235</b>	<b>190,235</b>
<b>Finance, Court, and Utility Billing</b>			
New Employee		90,000	90,000
New Financial Software	164,600		164,600
Long-Range Financial Plan		-	-
Distinguished Budget Award		-	-
Stormwater Utility		-	-
Application for GLO Funding		-	-
Cost Allocation Plan		-	-
Court Brochure		-	-
<b>Finance, Court, and Utility Billing Total</b>	<b>164,600</b>	<b>90,000</b>	<b>254,600</b>

**City of Freeport Strategic Plan  
Goals and Needs Summary**

Department Name	Fiscal Year		2021 Total
	2021		
<b>Fire</b>			
Decon Room Phase 1	25,000		<b>25,000</b>
Driver Engineer Pay		10,000	<b>10,000</b>
Mobile Radios (2)	10,000		<b>10,000</b>
New Ambulance (Unit 907)	300,000		<b>300,000</b>
New F-250 (Unit 910)	50,000		<b>50,000</b>
New F-250 (Unit 920)	50,000		<b>50,000</b>
New SORT (Unit 919)	350,000		<b>350,000</b>
Portable Radios (6)	24,000		<b>24,000</b>
Additional Training		12,000	<b>12,000</b>
<b>Fire Total</b>	<b>809,000</b>	<b>22,000</b>	<b>831,000</b>
<b>Golf Course</b>			
Cart Paths		10,000	<b>10,000</b>
Greens Mower	15,000		<b>15,000</b>
Greens Resurfacing		5,000	<b>5,000</b>
Practice Green	30,000		<b>30,000</b>
Pro Shop Repairs	10,000		<b>10,000</b>
Tee Mower	35,000		<b>35,000</b>
<b>Golf Course Total</b>	<b>90,000</b>	<b>15,000</b>	<b>105,000</b>
<b>Human Resources</b>			
New Employee Orientation		1,200	<b>1,200</b>
Performance Evaluation		-	-
Job Descriptions	-		-
HR Metrics	-		-
Recruiting and Applicant Tracking	-		-
Training & Development Program		-	-
Salary and Benefits Survey	-		-
Payroll & HR System	-		-
Communications		-	-
Employee Policy Updates		-	-
Asset Management		-	-
Workplace Safety		-	-
<b>Human Resources Total</b>	-	<b>1,200</b>	<b>1,200</b>
<b>Police</b>			
AFIS Finger Printing Equip	35,000		<b>35,000</b>
Dispatch Equipment	165,000		<b>165,000</b>
Forensics Training (2 Officers)	7,700		<b>7,700</b>
Hat Badges	3,375		<b>3,375</b>
Office Chairs	4,200		<b>4,200</b>
Roof Replacement	30,000		<b>30,000</b>
<b>Police Total</b>	<b>245,275</b>		<b>245,275</b>

**City of Freeport Strategic Plan  
Goals and Needs Summary**

Department Name	Fiscal Year	
	2021	2021 Total
<b>Public Works</b>		
APP Lighting & Electrical	10,000	10,000
Downtown Fountains	30,000	30,000
Fencing at OA Fleming	30,000	30,000
New Dump Truck	65,000	65,000
Paint Service Center	22,000	22,000
RiverPlace Roll-Up Doors	15,000	15,000
RiverPlace Roof	60,000	60,000
RiverPlace Security System	4,000	4,000
Riverside Surface Upgrade	5,000	5,000
SFA Lighting Upgrade	50,000	50,000
SFA Playing Surface Upgrade	3,000	3,000
Striping Machin	4,000	4,000
Tire Balancer	5,500	5,500
Vehicle Scanning Tool	600	600
OA Fleming Surface Upgrade	10,000	10,000
Hydraulic Earth Auger	3,000	3,000
FMP Pavilion Roof	80,000	80,000
<b>Public Works Total</b>	<b>397,100</b>	<b>397,100</b>
<b>Grand Total</b>	<b>2,065,975</b>	<b>348,435</b>
		<b>2,414,410</b>

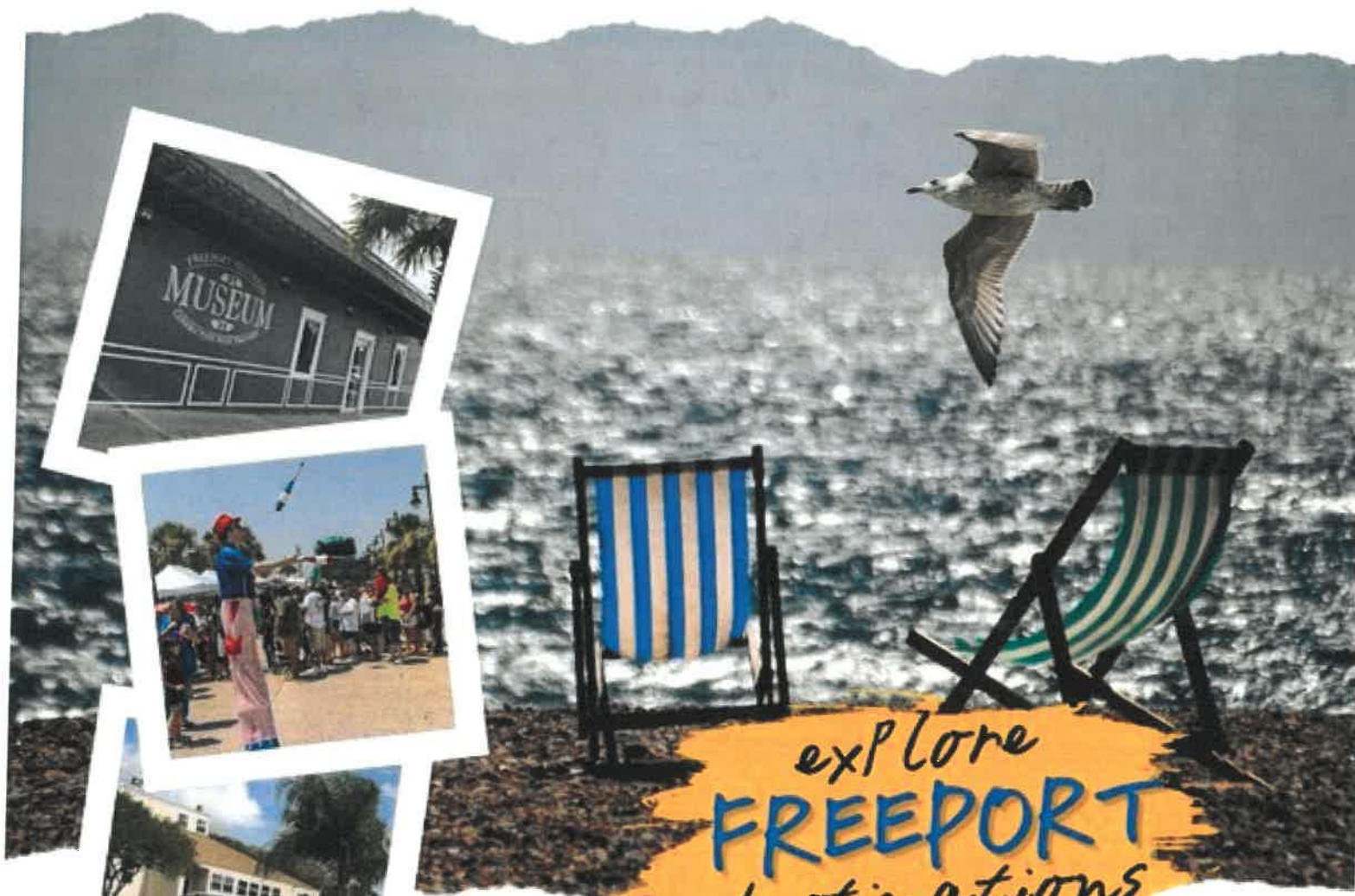
## CERTIFICATE OF OBLIGATION BOND FUNDING

	CO Bond Issue	General Fund	Annual Total
2020/2021 Street & Drainage projects	\$2,500,000		\$2,500,000
2021/2022 Street & Drainage projects	\$2,125,000	\$375,000	\$2,500,000
2022/2023 Street & Drainage projects	\$1,750,000	\$750,000	\$2,500,000
	\$6,375,000	\$1,125,000	\$7,500,000
Velasco Pump Station improvements	\$252,000		
Heritage House Restoration	\$375,000		
City Hall Renovation	\$675,000		
	Misc Cost		
	\$1,302,000		
	TOTAL BOND ISSUE	\$7,677,000	

## TEXAS WATER DEVELOPMENT BOARD FUNDING

<b>Water and Sewer Capital projects</b>		
2020-2022 Waste Water Treatment Plant improvements		\$7,445,000
2023-2024 WWTP improvements		\$911,000
2020-2022 Waste Water Liftstation improvements		\$1,025,850
2023-2025 WW Liftstation improvements		\$2,190,000
Water system improvements		\$1,919,000
2020-2022 Wastewater I & I improvements		\$3,610,150
2023-2025 Wastewater I&I improvements		\$?, ???,000
		\$14,000,000





explore  
**FREEPORT**  
destinations

# STRATEGIC PLAN 2020-21



# **Culture, Recreation & Tourism Department**

## **Mission Statement**

To promote Freeport visitation and tourism with a renewed focus on targeted marketing of local community events and recreational assets, celebrating our rich historical past and embracing our vision for the future.

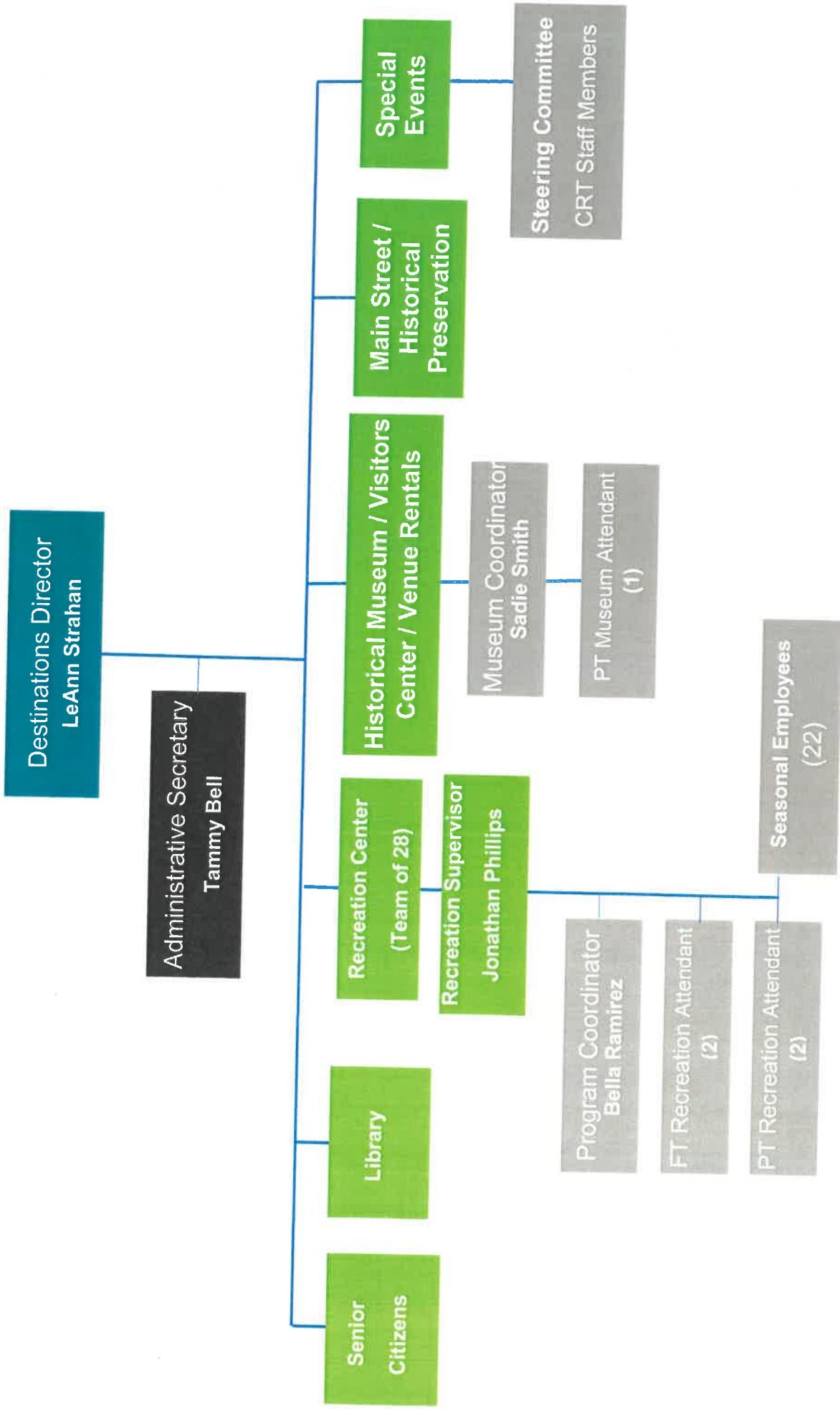
## **Vision**

To provide a superior visitor experience promoting Freeport amenities to residents and visitors including education of our rich local history, community enrichment through family-oriented events and promotion of health and wellness activities for all ages.

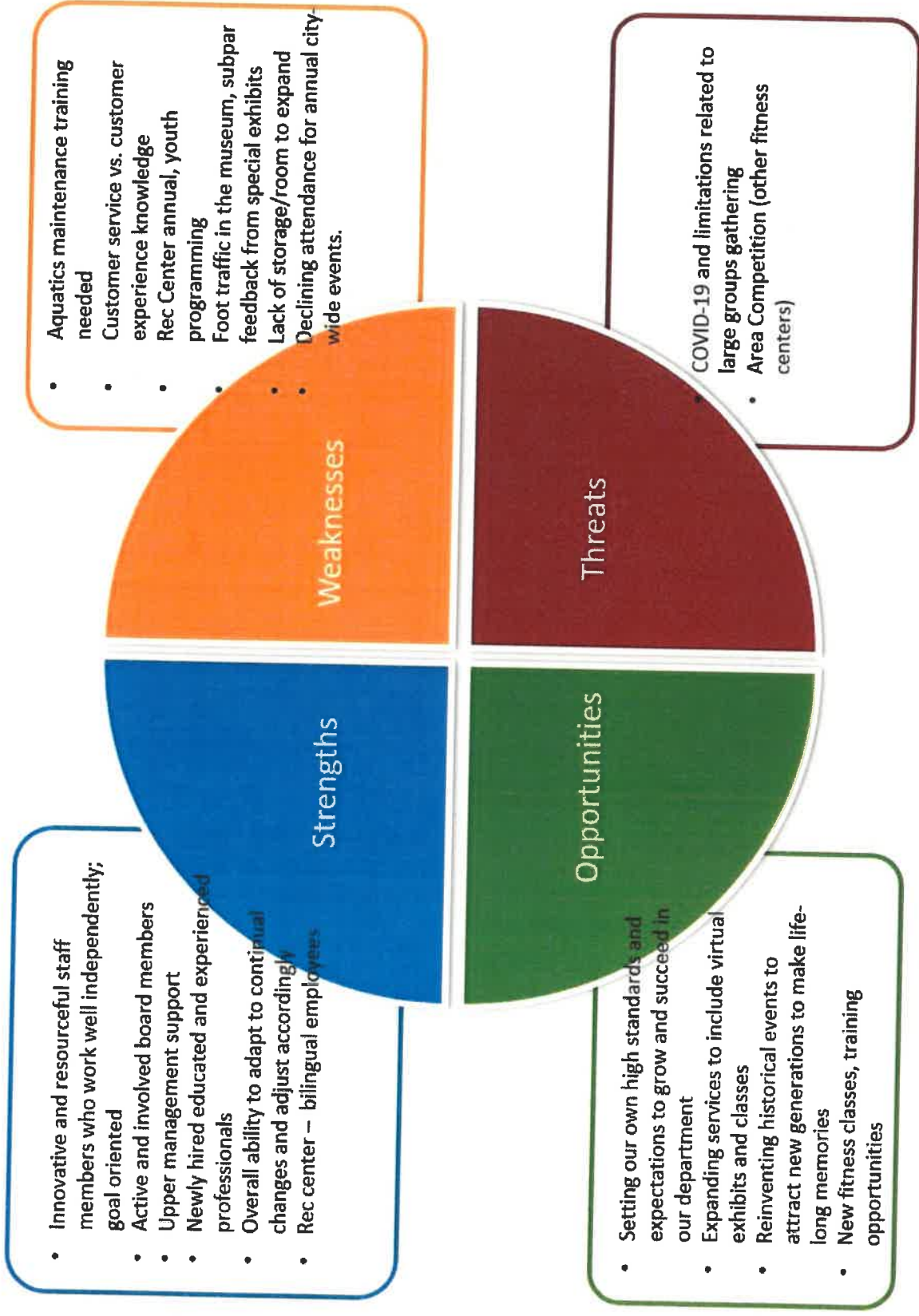
## **Departmental Summary**

- ❖ Manage Freeport Historical Museum & Visitor Center
- ❖ Manage Freeport Recreation Center
- ❖ Manage Freeport Historical Commission & Main Street Advisory Board
- ❖ Coordinate with County operations of Freeport Branch Library
- ❖ Organize activities for Senior Citizens Commission
- ❖ Coordinate and promote City of Freeport events
- ❖ Schedule and manage rental facilities
- ❖ Develop and promote healthy programming initiatives
- ❖ Develop and promote enriching and educational exhibits

# CULTURE, RECREATION & TOURISM



# Culture, Recreation & Tourism





## Proposed Annual Events

Our **Events Steering Committee** consists of the CRT Program Coordinator, Museum Coordinator and Administrative Secretary and is responsible for the development and execution of the following Freeport events:

DATE	EVENT	LOCATION
February	Daddy Daughter Dance	Riverplace
February	Freeport Mardi Gras Celebration	Downtown Freeport
March	Spring Fling (Spring Break)	TBD
April	Easter Eggstravaganza	Freeport Municipal Park
April	RiverFest	Freeport Municipal Park
May	Cinco de Mayo	Downtown Freeport
June-July	Summer Youth Camp	Freeport Recreation Center
June-July	Summer Drive In Movie Series	TBD
August	KidFest	Downtown Freeport
September	Texas Navy Day Celebration	Freeport Memorial Park
October	Fall Fest/Trunk or Treat/Haunted House	Freeport Municipal Park, Riverplace
December	Holiday on the Brazos	Freeport Municipal Park
December	Christmas Market	Downtown Freeport
Seasonal	Arts & Craft Series	Downtown Freeport

*Daddy Daughter*

# SOCK HOP



February 15, 2020

6-8:30PM

RiverPlace

733 Mystery Harbor Ln  
Freeport, TX

Daddy+Daughter \$25

Additional Daughter \$10

Call 979-233-0066

for info





# Spring Fling

THE CITY OF  
FREEPORT PRESENTS

**SPRING**

**BREAK**

**OLYMPICS**

AT FREEPORT MUNICIPAL PARK  
MARCH 13, 2020  
11AM-2PM



**ACTIVITIES**

- ✓ Basketball
- ✓ Football
- ✓ Baseball
- ✓ Soccer
- ✓ Cheer + Dance Mini Camp
- ✓ Inflatables
- ✓ Arts and Crafts
- ✓ Free Sno-Cones and Hotdogs

FEATURING FORMER  
GLOBE TROTTER

**MELVIN ADAMS**



**GIVAWAYS**



**FREE**

BOYS AND GIRLS  
AGES 4+

For Details:

**979-233-0066**

Made with PosterMyWall.com



JUNE 12TH

JULY 17TH

JUNE 19TH

JULY 24TH

JUNE 26TH

JULY 31ST

JULY 10TH

AUGUST 7TH

Drive In

MOVIE  
NIGHT

GATES OPEN AT 8PM / SHOWTIME AT DUSK

AT THE B-PORT STUDENT PARKING LOT

1800 W 2ND ST, FREEPORT, TX 77541

PRESENTED BY THE CITY OF FREEPORT

PLEASE BRING YOUR OWN SNACKS/DRINKS  
AND REMAIN INSIDE YOUR VEHICLE  
FOR A CONTACTLESS MOVIE EXPERIENCE.

CALL FOR MORE INFO 979-233-0066

FREE  
ENTRY



# KidFest

# TEXAS NAVY DAY



# Christmas Market





## **Operational Summary**

### **Hours of Operation**

Monday – Friday 9:00am-5:00pm

Saturday 10:00am-4:00pm

The Freeport Historical Museum & Visitor Center strives for excellence to promote our unique services and amenities to the community and visitors far and wide. Our goal is to serve as the face of Freeport endorsing a warm and welcoming community enriched with cultural, educational and leisurely activities for all ages.

The Freeport Historical Museum & Visitor staff provides the following:

- Facilitate a positive customer experience utilizing excellent interpersonal skills
- Promote the Freeport Historical Museum and historic Downtown Freeport by offering a variety of venue spaces, exhibits and events to attract visitors of all ages
- Museum exhibit halls - Maintain, archive and display a wide variety of artifacts in its exhibit space, rotating inventory to keep the museum fresh and fluid
- Children's Exhibit - coordinate and maintain educational and interactive equipment and activities for children in a colorful, exciting environment
- Facility Venues - market and coordinate rentals for venue spaces for weddings, reunions, corporate and community events.
- The Little Theater – provide family friendly movies and documentaries for guests including complimentary popcorn
- Schedule and coordinate guided historical tours for daycares, senior groups, school groups
- Identifies/reports building/equipment issues, taking pride in upkeep of our unique facility to serve

## Freeport Rental Facilities

Location	Capacity	Amenities	Price
<b>Freeport Community House Pavilion</b>	N/A		\$150+
<b>Freeport Municipal Park Pavilion</b>	N/A		\$300+
<b>Freeport Municipal Park Gazebo</b>	N/A		\$30+
<b>Heritage House</b>	200 (2 floors) or 100 (1 floor)	<ul style="list-style-type: none"> <li>• Chair lift</li> <li>• Warming oven</li> <li>• Ice machine</li> <li>• Refrigerator</li> <li>• 2 restrooms</li> <li>• Tables</li> <li>• Chairs</li> <li>• Wi-Fi</li> </ul>	\$400 - \$1250
<b>RiverPlace</b>	400	<ul style="list-style-type: none"> <li>• Warming ovens (2)</li> <li>• Refrigerator</li> <li>• Ice machine</li> <li>• Tables</li> <li>• Chairs</li> <li>• Sound system</li> <li>• Screen</li> <li>• Podium</li> <li>• Microphone</li> <li>• Stage</li> <li>• Wi-Fi</li> </ul>	\$800 - \$1600
<b>Velasco Community House</b>	100	<ul style="list-style-type: none"> <li>• Gas stove</li> <li>• Refrigerator</li> <li>• Ice machine</li> <li>• Tables</li> <li>• Folding Chairs</li> </ul>	\$100 - \$250

# Rental Venues

## Riverplace



## Velasco Community House



# Heritage House





## **Freeport Municipal Park Pavilion**



## **Freeport Municipal Park Gazebo**



## Infrastructure Summary

Description	Location	Use	Est. Annual Revenue
<b>Freeport Historical Museum/Visitor Information Center</b>	311 E. Park	includes gift shop, temporary exhibit hall, Children's Exhibit, main exhibit halls, storage, office space, the Little Theater, two restrooms,	<b>\$10,000</b>

## Equipment Summary

Year Acquired	Description	Location	Est. Cost
2020	<b>2019 Dell Latitude 3500 15.6" FHD Business Laptop Computer</b>	Museum	<b>\$900</b>
2020	<b>Desktop HP 24yh 23.8" Full HD LED Monitor and Dell OptiPlex 3070 - SFF - Core i5</b>	Front desk	<b>\$700</b>
2018	<b>Inspire Plus 55" Interactive Display Screen</b>	Children's Exhibit	<b>\$6,995</b>
2018	<b>HP E58650z Color Copier - 60-month lease</b>	Museum office 60-month lease	<b>195.55/mo \$11,773</b>
2018	<b>2 - Dell All-in-One desktop computers</b>	Museum office, front desk	<b>\$1,600</b>
2017	<b>Onelan equipment (not currently in operation)</b>	Museum	<b>\$3,500</b>
2017	<b>Deep Water Shark Exhibit</b>	Museum/City Hall	<b>\$30,000</b>
2016	<b>Movie projector/Bose speaker</b>	The Little Theater	<b>\$1,000</b>
2016	<b>Animatronic Dinosaur Costumes (2)</b>	Museum	<b>\$10,000</b>
2014	<b>8 - 8' folding rectangle tables</b>	Museum	<b>\$945</b>
2014	<b>5 - folding cocktail tables</b>	Heritage House	<b>\$500</b>
Unknown	<b>1 - Dell laptop computer</b>	The Little Theater	<b>\$500</b>

## Needs Assessment

	<b>Needs Request</b>	<b>Est. Cost</b>	<b>Category</b>	<b>Expense Type</b>	<b>Funding Source</b>	<b>Requested Year</b>
<b>1</b>	<b>Texas Main Street Program</b>	\$1,035	Programmatic	Annual	General Fund	2020
<b>2</b>	<b>Main Street Events</b>	\$25,000	Programmatic	Annual	General Fund	2020
<b>3</b>	<b>Advertising / Brochures</b>	\$35,000	Programmatic	Annual	General Fund	2020
<b>4</b>	<b>Renovate gift shop for VIC desk</b>	\$12,000	Improvement	One time	General Fund	2020
<b>5</b>	<b>Color Copier Upgrade</b>	\$9,000	Equipment	Annual	General Fund	2020
<b>6</b>	<b>Renovate Bat Cave</b>	\$5,000	Improvement	One time	General Fund	2020
<b>7</b>	<b>Dedicate new storage for seasonal/event supplies</b>	\$13,500 Or \$5,000	Improvement	One time Or Annual	General Fund	2020
<b>8</b>	<b>Traveling exhibits</b>	\$5,000- \$25,000	Temp. Exhibit	Annual	Sponsorships, General Fund, admission revenues	2020
<b>9</b>	<b>Temp/Part time curator</b>	\$10,127	Personnel	Annual	General Fund	2020
<b>10</b>	<b>New Floor / Temp Hall</b>	\$18,000	Improvement	One time	General Fund	2021
<b>11</b>	<b>Renovate display cases</b>	No quote	Equipment	Annual	General Fund	2021
<b>12</b>	<b>Resurface temp hall walls</b>	No quote	Improvement	One time	General Fund	2022
<b>13</b>	<b>Gulf Coast Weather Phenomenon</b>	No quote	Permanent Exhibit	One time	General Fund, Sponsorships	2022

1. City Council approved the Texas Historical Commission Main Street program re-application process for 2021. The Historical Board will form a sub-committee to work with staff to see the application process to fruition. Annual fees also include targeted training for board members and staff to ensure the program's success in our community.
2. As we prepare for Main Street recertification in 2021 we are planning new downtown events to take place including Mardi Gras and Cinco de Mayo celebrations and Paint & Sip events throughout the year. Funds will be needed for equipment rentals, professional entertainment, decorations and promotions.
3. We will need a significant increase in our advertising budget moving forward to promote cultural and recreational amenities and citywide events and activities. We will work to formulate a detailed marketing strategy to include seasonal brochures, ads in Texas publications and radio advertisements for our large annual events to increase tourism, and to promote rental venues.
4. Combining the Museum and Visitor Information Center will increase phone and foot traffic significantly. There is limited desk space in the gift shop area, and it will be difficult to carry on phone conversations in such proximity to patrons visiting or reserving a facility. I recommend that we expand the desk space to include a second area to greet guests immediately and direct them to facility rentals, exhibits and other museum activities.
5. In an effort to keep printing costs down, we have CRT staff that is skilled at creating professional flyers, ads and brochures without hiring a printing company. A color copier with the necessary amenities to print on our own would allow us to print as we go and prevent us from ending up with boxes of outdated brochures as we change and grow. This equipment along with an increased advertising budget will provide us with the ability to measure the growth of the department efficiently while increasing promotion of all Freeport has to offer.
6. The bat cave has been used for storage of artifacts and items that were donated that are not currently displayed in the museum. The secret door that is the only entry into the cave is very heavy and is coming off the hinges. I propose that we reinstall the original doorway making for easier

accessibility, retile floor and sheetrock walls, and add a small space for the microfilm viewer and storage desk for individuals to have a space to research.

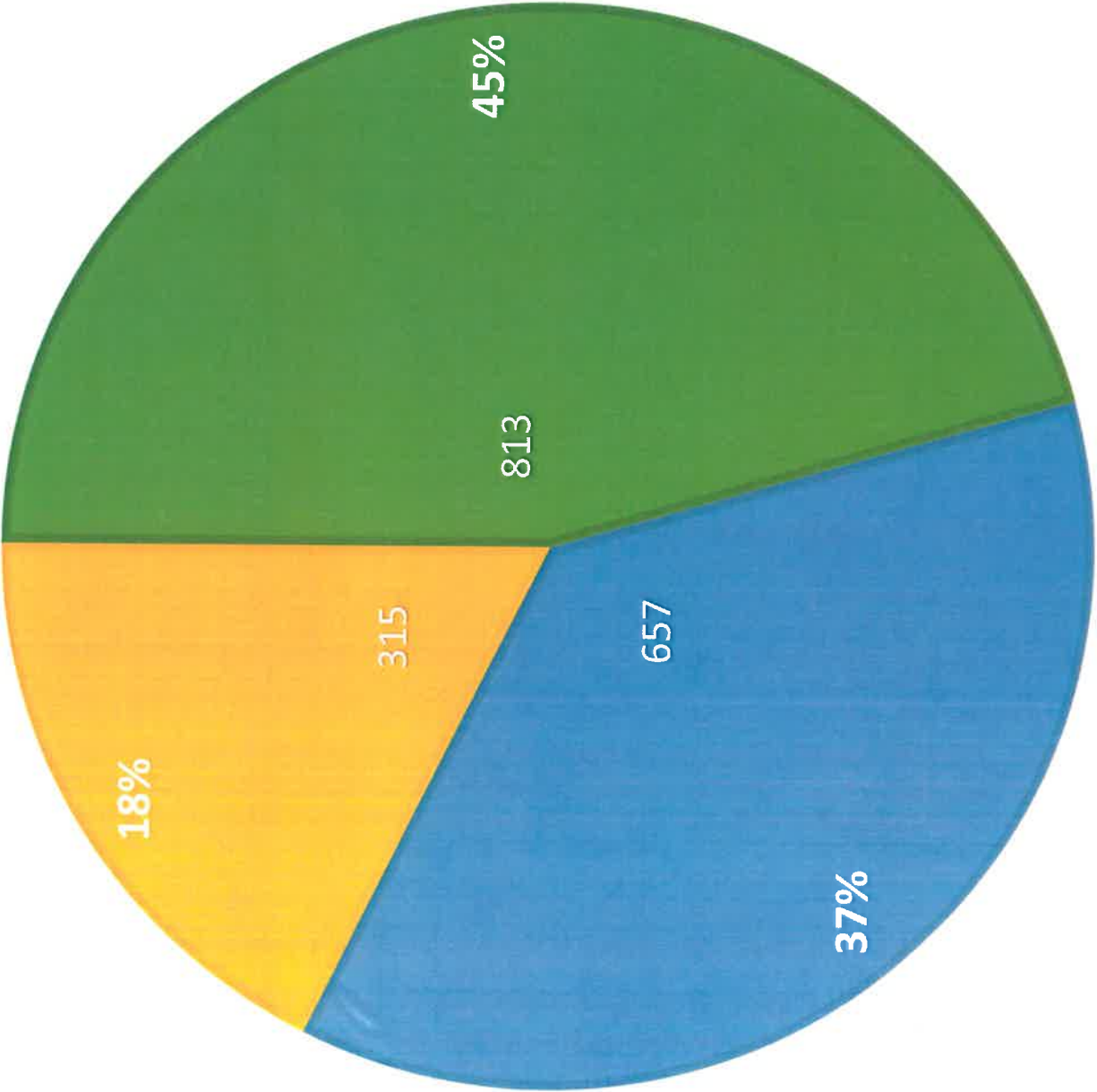
7. With the demolition of old City Hall, we need to acquire permanent storage for the museum artifacts and seasonal items. While the Fire Department has been generous in allowing us space at the old fire station, we need an all-inclusive, climate-controlled storage location large enough for the dinosaurs, sharks and the above-mentioned items.
8. Traveling exhibits come in a wide variety of topics, prices and time lengths. They offer us the ability to have something fresh and new for our community without taking on the expense of purchasing and storing the whole exhibit when not in use. The Dinosaur George exhibit was very well received by the public, costing us \$5,000 for the weekend which was fully recuperated in admission fees. Their very knowledgeable team was responsible for set up and staffing the exhibit, which also made it an incredible learning experience for our guests. There is also a traveling toy exhibit that staff has researched, which would draw sponsorships and grant opportunities as a STEM exhibit. I would like to see us partner through grants and sponsors to help bring one traveling exhibit each year, anticipating that any expense of the City would be recuperated by admission fees for such an exhibit.

<b>EXHIBIT</b>	<b>COST</b>	<b>LENGTH</b>	<b>FUNDING SOURCE</b>	<b>YEAR</b>
<b>Toys II Exhibit</b>	\$25,000+ shipping	3 ½ months	Sponsorships, General Fund	2021
<b>Black History Month Exhibit - The Road to the Promised Land: Martin Luther King Jr. and the Civil Rights Movement</b>	\$450+ shipping	1 month	General Fund	2022
<b>Thrift Style Exhibit</b>	\$2,940 + shipping	5 weeks	Sponsorships, General Fund, admission fees	2022
<b>Mexico: Splendors of Thirty Centuries Exhibit</b>	\$450+ shipping	1 month	General Fund	2022
<b>Black and White in Black and White: Images of Dignity, Hope, and Diversity in America</b>	\$1,800 + shipping	3 ½ months	Sponsorships, General Fund	2023
<b>Small Wonders: Insects in Focus Exhibit</b>	\$3,290 + shipping	2 months	Sponsorships, General Fund, admission revenues	2023

9. One of the major challenges we face at the museum is our collections management. There are thousands of artifacts that have no record to determine the relevance to Freeport, or to locate the donor or families of donors to find this information. It would be beneficial to have a part time curator to lead a small committee of Freeport elders to identify and properly record these artifacts so that we can get them in our existing Past Perfect software system for records retention. This could be a temporary position with a set time frame, but it appears we are growing short on time to have the right people present to assist in the identification process.
10. The carpet that we have in the temporary exhibit hall needs replacement. We would like to have it replaced with a more durable and easier to clean surface. Research suggests that polished concrete might be the most cost-effective way to go. We will obtain quotes for comparable pricing.
11. The Museum has many of its secondhand display cases that are deteriorating. I would like to begin the process of replacing cases over a gradual period, making them more uniform and installing castors for easier mobility. We have not yet sought quotes for this project.
12. The temporary Exhibit Hall has walls that are covered with a stucco-like substance. It is very difficult to mount any artwork, decorations, etc. to the wall, which makes it a challenge to change the look of the room to fit the variety of exhibits. We request that we be approved to have the stucco removed and replace with drywall. We have no quotes on this project at this time.
13. To add to our permanent collection of temporary exhibits, I would like to partner with local sponsors and include the school district to research and develop our own Gulf Coast Weather Phenomena exhibit. This would be an exhibit that we could tie into different Science departments as hands on learning experience to coordinate around their curriculum.

**MUSEUM ATTENDANCE FROM  
JUNE 2019 - JUNE 2020**

■ Adults ■ Children ■ Seniors



# Sales Report



Freeport Historical Museum

## Sales Report

Jun 17, 2019 12:00 am - Jun 15, 2020 11:59 pm

Filters: none

You had 1 declined payments of \$1.00 when you were in offline mode.

Gross Sales	Net Sales	Amount Collected	Orders
<b>\$9,236.71</b>	<b>\$8,408.98</b>	<b>\$8,533.83</b>	<b>881</b>
<hr/>			
<b>Gross Sales</b>			<b>\$9,236.71</b>
Discounts			-\$118.35
Refunds			-\$709.38
<b>Net Sales</b>			<b>\$8,408.98</b>
Non-revenue Items			\$0.00
Gift Card Activations			\$0.00
Taxes & Fees			\$124.85
Tips			\$0.00
<b>Amount Collected</b>			<b>\$8,533.83</b>

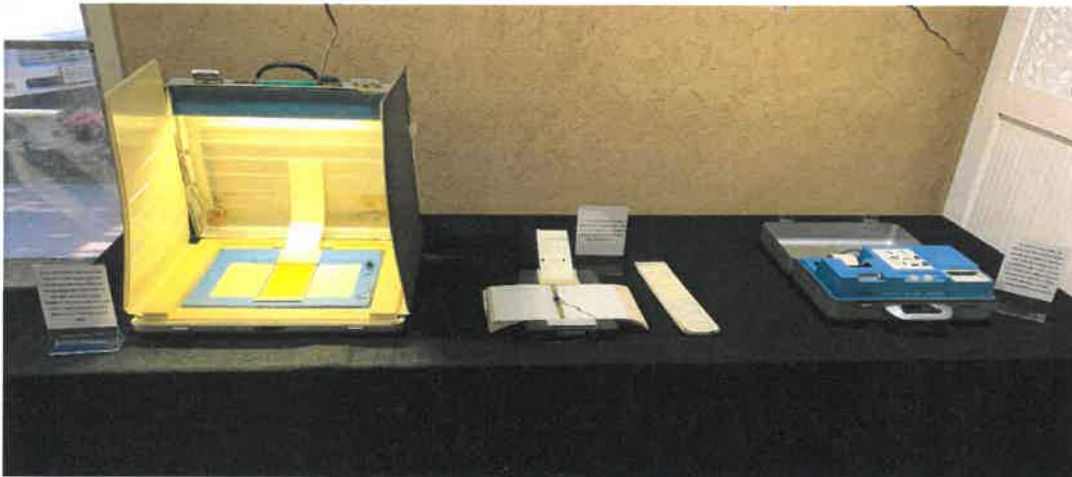
### Sales by Tender and Card Type

Credit Cards + Debit Cards	\$3,543.25
Cash	\$4,851.36
Check	\$139.22
<b>Amount Collected</b>	<b>\$8,533.83</b>





# Presidential Exhibit



THE FREEPORT HISTORICAL MUSEUM PRESENTS

# PRESIDENTIAL EXHIBIT

★ ★ FREE ADMISSION ★ ★



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FREEPORT HISTORICAL MUSEUM

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*February 2020*

WEDNESDAY-SATURDAY | 10AM-4PM | FREE ADMISSION  
311 E PARK AVE, FREEPORT, TX 77541 | 979-233-0066



Freeport Museum Presents

# 100 YEARS OF HERSTORY

## TEXAS WOMEN'S EXHIBIT

*Free to the public!*

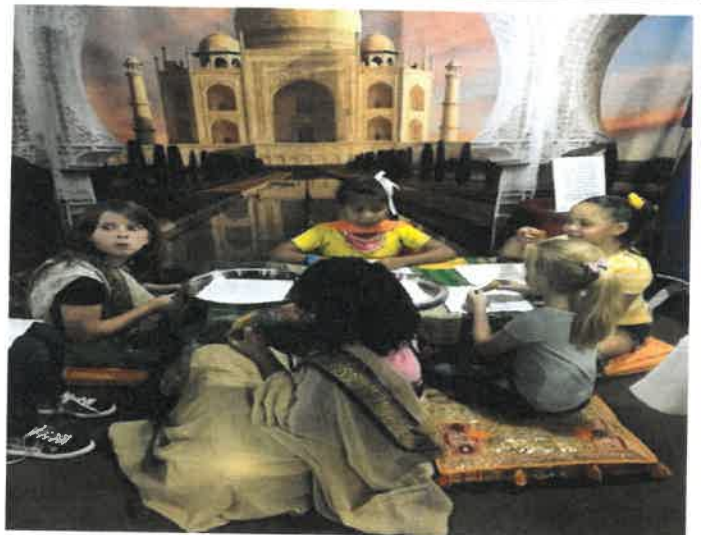
MAY 19-22, 2020

VIRTUAL EXHIBIT

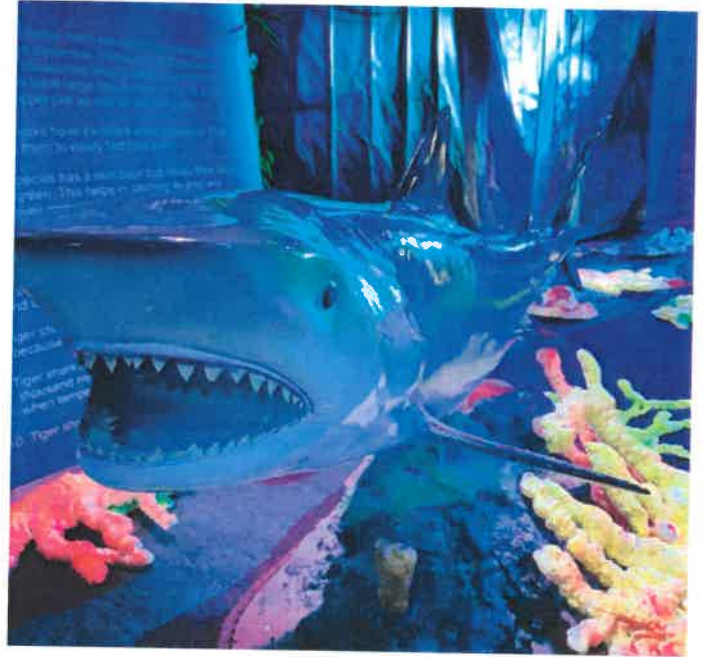
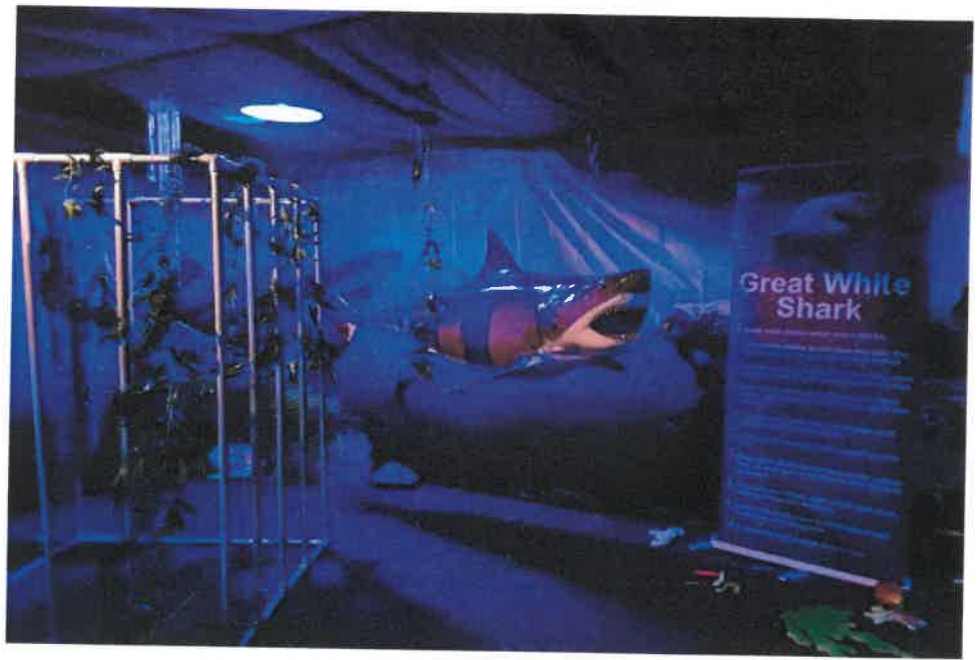
CALL FOR MORE INFO  
(979) 233-0066

EXHIBIT POSTED TO FACEBOOK @  
FREEPORT HISTORICAL MUSEUM

# Shaking Hands with Other Lands



# Deep Water Shark Exhibit



# Freeport Recreation Center

## Operational Summary

### Hours of Operation

Monday – Friday: 5:30am-9:30pm

Saturday: 8:00am-4:00pm

Pool (seasonal): 12:00pm-6:00pm

The Freeport Recreation Center is committed to enriching the quality of life to all residents of Freeport and surrounding areas through recreation in a safe environment. The goal is to provide youth and adult recreational sports and programs that inspire personal growth, healthy lifestyles and a sense of community.

- **Amenities**

- Weight Room
- Basketball Gym
- Racquetball
- Badminton
- Swimming Pool
- Sauna in Locker Rooms

- **Annual Programs:**

- Basketball Program (every Dec. – Feb.)
- Seasonal pool opening

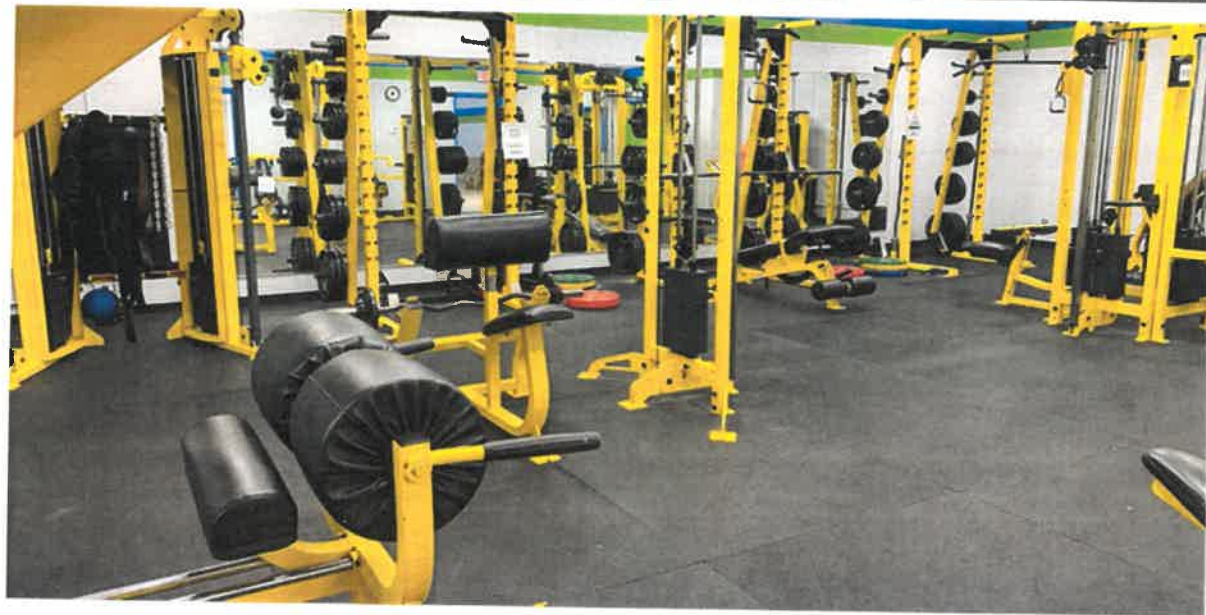
- **Weekly Programs**

- Zumba
- Low impact aerobics
- Aqua Zumba (Summer only)
- Aqua Fitness (Summer only)

- **Proposed Future Programs**

- Soccer/Football/Baseball/Softball Programs
- Expand on Volleyball, Sand Volleyball, Wallyball
- Yoga, Children's Dance Programs
- Youth Summer Camp Programming

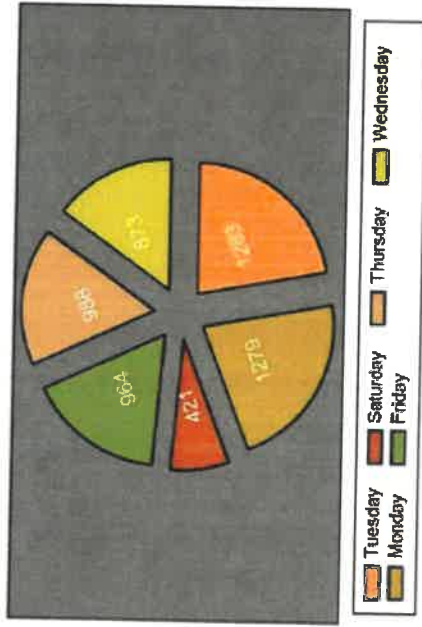
# Recreation Center



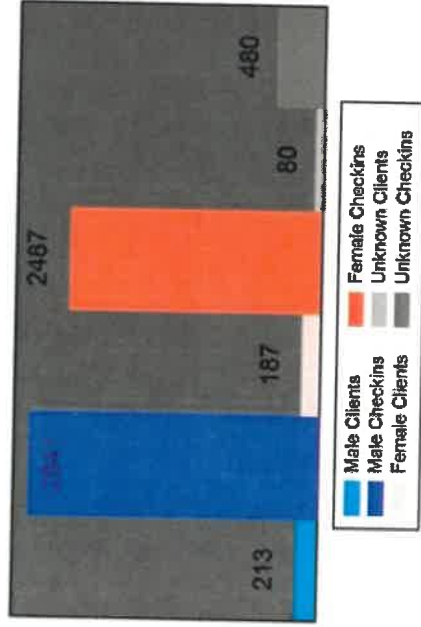


# Check-In History Summary

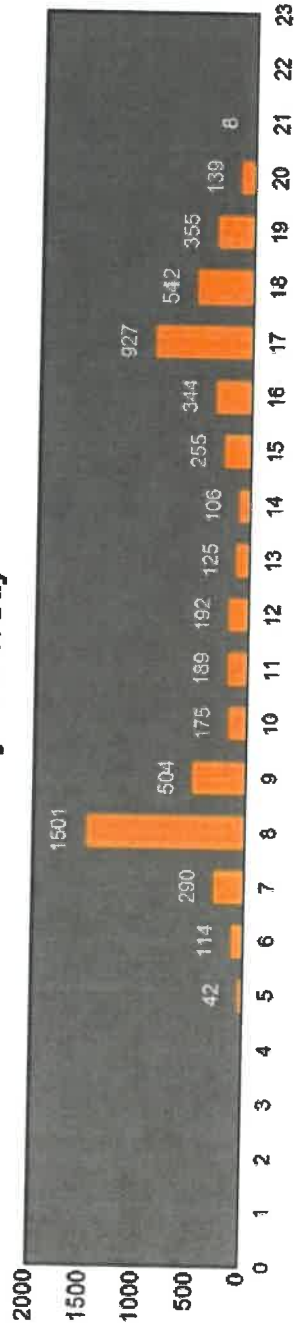
By Day Of Week



By Gender



By Hour of Day







# Check-In History Summary

Total By Category	
Category	Count
	5808
<b>Total:</b>	<b>5808</b>

Total By Type	
Membership Type	Check Ins
No Membership	5181
City Employee Monthly Membership	98
Individual Annual Membership	3
Individual Monthly Membership	281
Senior Monthly Membership	245

Unique By Type	
Membership Type	Check Ins
No Membership	460
City Employee Monthly Membership	5
Individual Annual Membership	1
Individual Monthly Membership	8
Senior Monthly Membership	6

## Equipment Summary

<b>Year Acquired</b>	<b>Description</b>	<b>Est. Cost</b>
<b>2020</b>	Front Desk Dell Laptop	<b>\$1,000</b>
<b>2020</b>	2 Diving Boards	<b>5,000</b>
<b>2020</b>	1 Goalsetter Rim/ Goal	<b>1,000</b>
<b>2019</b>	Chemtrol chemical feeder system	<b>3,000</b>
<b>2019</b>	1 Goalsetter Rim/ Goal	<b>1,000</b>
<b>2018</b>	2 Dell Desktop Computers	<b>2,000</b>
<b>2018</b>	3 Printers	<b>1,245</b>
<b>2013</b>	Leg Curl/ Leg Extension	<b>1,800</b>
<b>2013</b>	Seated Leg Press	<b>3,300</b>
<b>2013</b>	3 Squat Racks	<b>3,900</b>
<b>2013</b>	2 Arm Curl Benches	<b>718</b>
<b>2013</b>	1 Double Cable Machine	<b>2,200</b>
<b>2013</b>	2 Chest/ Incline/ Shoulder Press	<b>3,600</b>
<b>2013</b>	Arm Curl Machine	<b>1,799</b>
<b>2013</b>	Tricep Extension	<b>1,799</b>
<b>2013</b>	4 Treadmills	<b>18,780</b>
<b>2013</b>	2 Ellipticals	<b>6,790</b>
<b>2013</b>	2 Stationary Bikes	<b>3,998</b>
<b>2013</b>	Multi Station Rage Cage	<b>11,000</b>
<b>2013</b>	5lb- 100 lb Dumbbell Set	<b>6,120</b>
<b>2013</b>	Rowing machine	<b>999</b>
<b>2013</b>	Abdominal Crunch/ Back Extension Machine	<b>1,800</b>
<b>2016</b>	Multi Stack	<b>7,500</b>
<b>unknown</b>	Pool Motor	
<b>unknown</b>	Pool Sand Filter System	
<b>Unknown</b>	2 Saunas	
<b>Unknown</b>	Pool Slides	

## Infrastructure Summary

Description	Location	Use	Est. Revenue
<b>Freeport Recreation Center</b>	803 Mystery Harbor Lane	Gym, multi-purpose room for various indoor sports and wellness classes	<b>\$35,500</b>
		weight room (3 areas) with various free weights, exercise equipment	
		Locker rooms (2) including restrooms, showers, sauna	
		Foyer/ guest services area	
		Two office spaces (upstairs)	
		Maintenance / storage room	
		Pool chemical storage room	
		<b>Outdoor Pool</b>	

## Needs Assessment

	Needs Request	Est. Cost	Category	Expense Type	Funding Source	Requested Year
1	<b>Weight Room Replacement Plan</b>	\$25,000	Equipment	Annual	Capital	2020-21
2	<b>Filtration System - Pool Mushroom</b>	No quote	Improvement	One time	Capital	2020-21
3	<b>Picnic tables</b>	\$3,500	Equipment	One time	General Fund	2020-2021
4	<b>Security System</b>	No quote	Equipment	One time	General Fund	2020-21
5	<b>Glass Gym Doors</b>		Improvement	One time	Capital	2020-21
6	<b>Weight Room Flooring</b>	\$20,000	Improvement	One time	Capital	2021-22
7	<b>Install windows in workout room</b>	No quote	Improvement	One time	Capital	2021-22
8	<b>Open up Weight Room - Remove Walls</b>	No quote	Improvement	One time	Capital	2022-23
9	<b>Multi-purpose Room</b>	No quote	Improvement	One time	Capital	2022-23

1. The equipment is becoming outdated due to high use. A lot of equipment is for multiuse causing extra stress on the machines and lowering its life expectancy.
2. The mushroom waterfall has been identified as having no filtration system at all. Water is simply being recirculated through with no chemicals or filter, making it a serious health hazard and not usable. We are researching quotes to determine a solution.
3. There is no seating in the front area. By adding picnic tables, guests will be able to enjoy a break in play to relax outside, enjoy a snack or wait for a ride.
4. There are no security cameras in the pool area for staff to keep eyes on or to look back on in emergencies for incident reports.
5. There needs to be a wall that separates the basketball gym from the front desk. This will provide a buffer for the front desk to not be distracted by music from fitness classes or loud noises from basketball. Glass is necessary for front desk to see the floor for emergencies or injuries.
6. The flooring throughout the weight room area is worn, not uniform, moves around under weight forming gaps in between. We would like to research and consider other floor options that would be durable and easy to maintain.
7. The weight room would benefit from natural light and an enjoyable view with the installation of windows in the south wall overlooking the pool.
8. The weight room area is currently separated into three different rooms. Opening all three rooms into one space would look more professional and make the overall area look and feel grander. We would need to determine what walls are loadbearing and work from that point.
9. It has been determined that there is open space on the second floor above the weight room that could potentially be renovated to include a multi-purpose room for additional classes, meeting space, storage, etc. We propose an engineer to identify the requirements and possibilities of pursuing such expansion.

# Texas Main Street Program

As we work to reclaim our Texas Main Street Program certification, we will utilize its assets to positively influence and impact the economic health and the preservation of our important historic resources in an effort to achieve the goals of the Texas Historical Commission. Through guidance from the TMSP, we will strive to be organizationally sound and focus to restore our historic town center to be visually improved and economically viable.

The TMSP will provide technical expertise, education, resources and support to our Main Street staff, city leaders and the community as needed. Utilizing our individual and collective skills, TMSP will guide us as a designated city to effectively preserve and revitalize our historic downtown and commercial neighborhood district in accord with the National Main Street Four Point Approach™ of organization, design, economic vitality and promotion.

## The Four Point Approach® to Downtown Revitalization Under the Main Street Philosophy

- **Organization:** Partnerships are essential for successful preservation-based downtown revitalization. Through a solid Main Street structure, many groups that share an interest in the health of downtown come together to work toward an agreed-upon vision for downtown and thus, for the community.
- **Promotion:** This aspect of the Approach is utilized to market a unified, quality image of the business district as the center of activities, goods and services.
- **Design:** Capitalizing on the downtown's unique physical assets and heritage, design activities such as building rehabilitations, utilization of preservation-based tools and ordinances and effective planning practices help to create an active district and maintain its authenticity.
- **Economic Vitality:** In this area, a targeted program is developed to identify new market opportunities for the commercial district, find new uses for historic commercial buildings, and stimulate investment in property.



**BRAZORIA COUNTY  
LIBRARY SYSTEM**

## **Freeport Branch**

Melissa Niebuhr, Branch Librarian  
Linda Frazee, Children's Specialist

### **Operations Summary**

#### Regular Hours

Monday	10:00 - 6:00
Tuesday	10:00 - 6:00
Wednesday	10:00 - 6:00
Thursday	10:00 - 6:00
Friday	Closed
Saturday	10:00 - 6:00
Sunday	Closed

While Brazoria County is responsible for the staff and daily operations of the Freeport Branch Library, the City of Freeport assumes responsibility for improvements in maintenance to the library building, equipment and grounds. In addition, the City is responsible for the annual book lease program providing updated materials for our branch.

# Freeport Senior Citizens Commission

## Operations Summary

The purpose of the Senior Citizen Commission is to bring awareness to and improve the quality of life for citizens at least 55 years of age. The commission shall also make suggestions to the city council on how to improve the quality of life for this demographic through recommended legislative or administrative changes in the code of ordinances and administrative policies with regard to issues affecting or improving the quality of life to and services for senior citizens. Goals for the Senior Citizen Commission include giving area seniors things to do and somewhere to go. Their meetings include bingo, crafts, games, informational seminars, and seasonal gatherings such as Summer Picnic, Harvest Fest, Christmas Party. These activities help with cognitive function, concentration and analytical skills. Social interaction has also been shown to potentially reduce risk of mental illness such as depression and in some cases even lower blood pressure.

The Freeport Visitor Information Center assists the Senior Citizen Commission by taking them to the store to purchase light refreshments for meetings, door prizes for bingo, put up tables so they can conduct meetings, and clean afterward. We also act as a liaison between the Commission and the City.

## 2020 Senior Citizens Events Calendar

January 20, 2020	Bingo
February 17, 2020	Game Day
March 16, 2020	Speaker
April 20, 2020	Bingo
May 18, 2020	Crafts
June 15, 2020	Picnic
July 20, 2020	Bingo
August 17, 2020	Crafts
September 21, 2020	Bingo/Gift Cards
October 19, 2020	Harvest Festival
November 16, 2020	Bingo
December 21, 2020	Christmas Party

# City of Freeport Municipal Golf Course Strategic Plan





# **City of Freeport**

## **Freeport Municipal Golf Course**

### **Mission Statement**

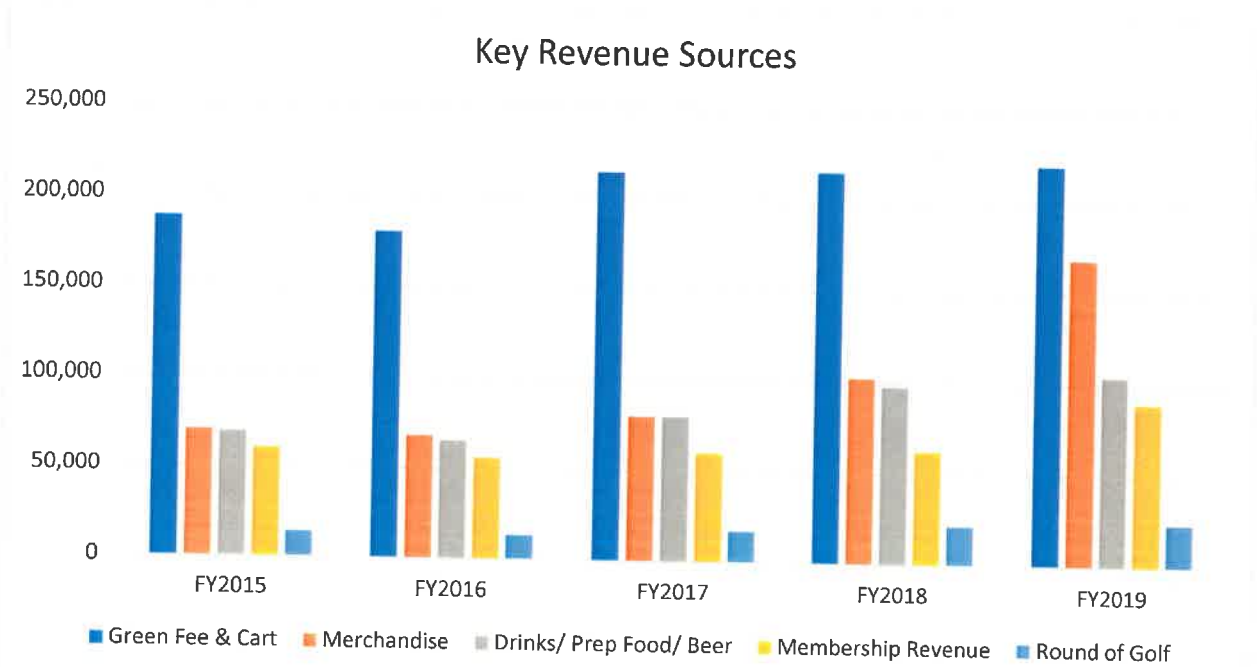
At Freeport Municipal Golf Course we look to provide our Members and Guests with a quality, and affordable golfing experience within a friendly, and welcoming atmosphere.

We will accomplish this by exercising the following:

- Providing our Customers with Friendly Customer Service in a Family Friendly Atmosphere.
- Providing the customer with a well maintained golf course and practice area.
- Providing our customers with a variety of opportunities to play Weekly, and Monthly Tournaments.
- Providing our customers with Youth Programs, Ladies Clinics, and High School Tournament Play all with intentions of creating Life-Long Golfers.

## Revenue Breakdown

Here is a five-year breakdown of our key revenue areas. This graph shows an upward trend in each category. We have seen a drastic increase of revenue through our merchandise sales, along with our memberships in just the last year alone.



# City of Freeport

## Freeport Municipal Golf Course

### Operational Summary

The Freeport Municipal Golf Course was relocated in 1976 from West 2<sup>nd</sup> Street to where it stands today at Slaughter Road. Prior to 1976 The Freeport Municipal Golf Course was a 9-hole Golf Course. Today it is an 18-hole Golf Course along with Practice Facilities that will help improve your game. Freeport Municipal Golf Course prides itself on its customer service, well maintained course conditions, Player Development and Community Outreach Programs, quality merchandise at competitive prices, and its affordable rates for Daily Fee Play and Membership.

Freeport Golf Course's Operations include Daily Rates for 18, and 9 Holes, Monthly Memberships including a 7 Day (Monday-Sunday) and a 4 Day (Monday-Thursday) Membership with discounted rates offered to Seniors (50+), Fire Fighters, Police, EMS, Military, and Teachers. We pride ourselves on our Youth Programs and Kids Play Free (Under 14) Program. Food & Beverage as well as Merchandise are key factors in our Operations and Revenue.

We have identified the following Strengths, Weaknesses, Opportunities, and Threats for the Golf Course.

### Strengths

- Affordable Pricing for our Daily Fee's as well as Membership.
- Well maintained course conditions with our allotted budget.
- Casual, Friendly atmosphere.
- Merchandise priced at reasonable, competitive pricing.

### Weaknesses

- Course Drainage is a major weakness that hinders our revenue, especially in the winter months.
- Pro Shop aesthetics are not great, and maintenance challenges will continue.
- Pro Shop does not have a Kitchen to offer a full menu.

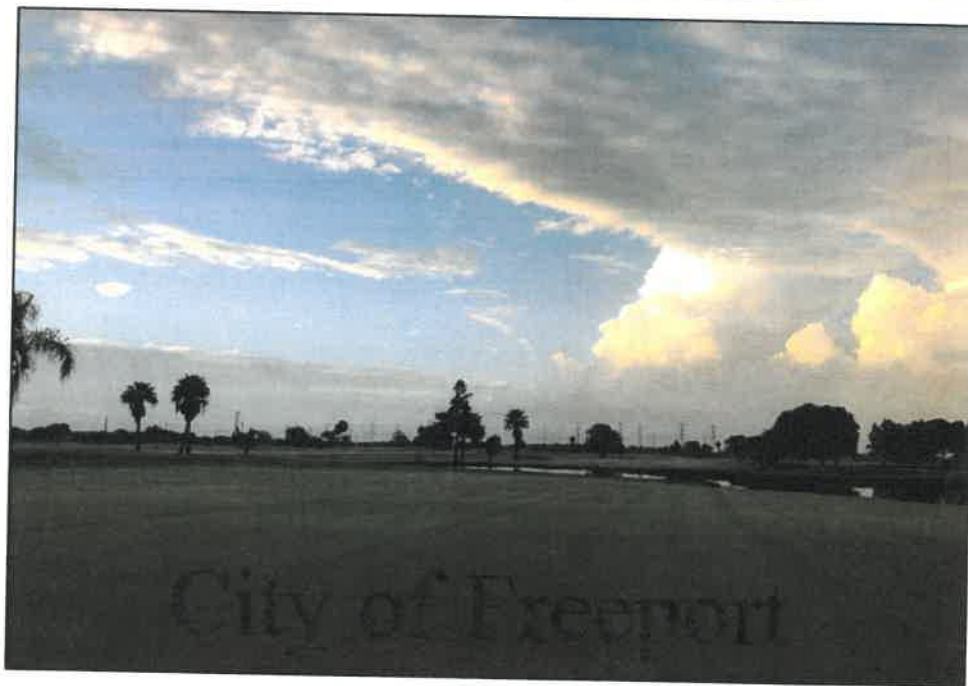
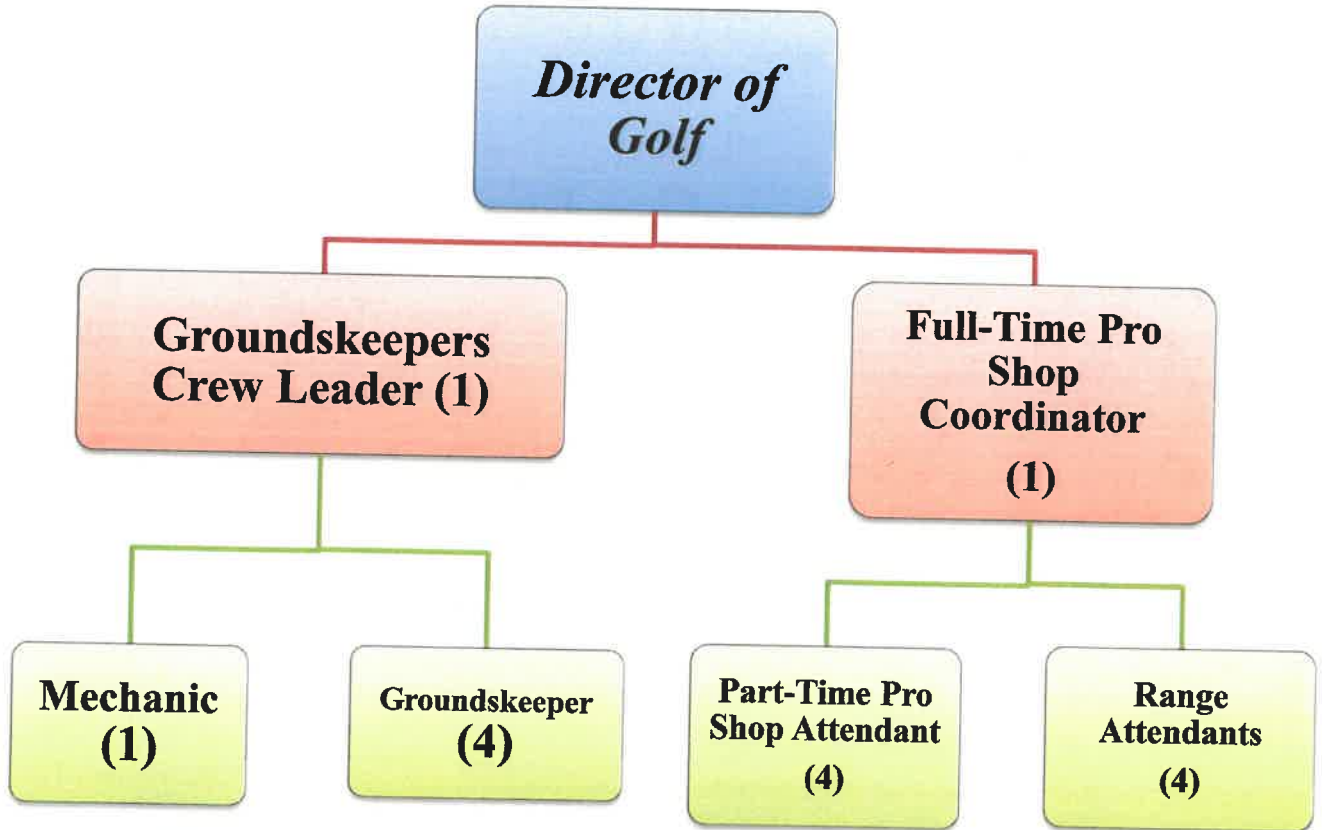
### Opportunities

- Increasing growth and population in our area.
- Future development plans within our city.

### Threats

- Erosion along the bank of the 11<sup>th</sup> Fairway.
- Increasing prices from our vendors on Merchandise, Food & Beverage.

# Personnel Summary



# Freeport Municipal Golf Course Infrastructure Summary

The Freeport Municipal Golf Course offers its daily Members, and Guests a list of Facilities that are beneficial to our Golfers. Freeport Municipal Golf Course offers a Pro shop, with a full 18 hole Golf Course, Driving Range, and a Short Game Facility. Freeport Municipal Golf Course now offers a new Pavilion which will be used for Tournaments and Outings with intentions of increasing our annual tournaments.

As for its Staff Members, and Maintenance Crew, The Freeport Municipal Golf Course has a Maintenance Shop, Chemical Storage shop, a building for our Cart Storage overnight, and an Irrigation System which provides the Fairways, Tee's and Greens with any amount of water needed at a given time.

# Golf Course Equipment Summary

<u>Manufacturer</u>	<u>Model Year</u>	<u>Model</u>	<u>Estimated Cost</u>	<u>Serial Number</u>	<u>Replacement Year</u>
TORO	2008	GREENS MASTER 3250-D TEE MOWER	\$35,000	250000623	2021
JOHN DEERE	2010	HD 200 PRO GATOR 2030A SPRAY RIG	\$30,000	TC2030AT045256	2022
TRU TURF	2008	GREEN ROLLER	\$15,000	R10691	2021
JOHN DEERE	2010	SLOPE MOWER 7400	\$30,000	TC7400X030016	2022
TORO	2006	Z MASTER 72	\$6,000	250000587	2022
JOHN DEERE	2012	7700 FAIRWAY MOWER	\$55,000	1TC7700XTBT040294	
JOHN DEERE	2006	5210 TRACTOR	\$25,000		2022
TORO	2016	GREENS MASTER 3150-Q	\$35,000	LV52105123331	2023
TERRA SPIKE	2008	G6/160	\$20,000	316000776	2024
JOHN DEERE	2012	Pro Gator 2020A	\$20,000	435 KK 2444	2024
TORO	2008	Z MASTER 72	\$6,000	TTC2020ATHCT060273	2024
TORO	2008	GREENS MASTER	\$35,000	25000813	2024
DAKOTA	2015	TURF TENDER 410	\$15,000	28000151	2025
LEVEL SPIKE	2011	1700	\$7,000	410-167-14	2025
TORO	2017	SAND PRO	\$14,000		2026
JOHN DEERE	2018	9009A MOWER	\$59,000	210000203	2027
BUSH HOG	2016	RHINO	\$15,000	1TC9009AVJV030340	2028
JOHN DEERE	2008	5220 TRACTOR	\$25,000	1JAXA1160900009	2028
METE-R-MATIC III	2008	TOP DRESSER	\$10,000	LV5220S222537	2028
WILEY	2005	SPRAY RIG TRAILER	\$14,000	85423-898972	N/A
				18669	N/A

# Golf Course Equipment Summary Cont.

55 Club Car Gas Powered Golf Carts

1 Club Car Gas Powered Range Picker

4 Gas Powered Utility Vehicles (2 Club Car 2 Yamaha)

1 Yamaha Gas Powered Beverage Cart





# City of Freeport

## Freeport Municipal Golf Course

### Needs Assessment

#### Infrastructure Needs-

- Cart Paths - Freeport Golf Courses number one priority on Infrastructure needs is the Cart Paths. The condition of the cart paths are displeasing to the public eye, as well as decreasing the lifespan on our carts, and equipment.

Here is a breakdown of what needs to be replaced over the next 3-5 years:

There is a total of 25,630ft of Cart Path throughout the golf course, 13,823ft are in Good, Maintainable conditions. 8,258ft are in fair condition but may need attention within the next 3-5 years. The remaining 3,549ft needs immediate attention.

- On Course Bathrooms - One of the many requests The Golf Course receives from its Members, and Guests is on course bathrooms. Not only would it benefit the daily players but it would also benefit the

Outside Staff. A rough cost for an on course bathroom is \$40,000.

- Practice Facilities - Freeport Golf Courses current Putting Green is a make-shift putting green that has not been elevated and is constantly a challenge to keep in fair condition similar to the greens on the course. A new, larger, elevated putting green would allow for us to have more Short Game Clinics, as well as a Nursery to replace damaged turf for the greens on the Golf Course.

A cost for new green construction is roughly \$30,000.

- Greens resurfacing- Our greens are made up of a certain type of Bermuda grass that are specifically for putting greens. Over time mutations of other Bermuda grasses work their way from the surrounding areas of the greens onto the putting surface creating an uneven surface and poor aesthetics. Normally courses resurface their greens every 10 years. We are going on 15 plus years. To resurface a green is approximately \$13,000. Some of our greens have too many mutations to patch up in

house but the majority of them we could patch ourselves for about \$5,000.

- **Driving Range-** the Golf Course looks to provide its Guests and Members with a high quality, and safe way to practice and work on their game. Installation of Netting along the sides of the Driving Range would be beneficial in more than one way. It would provide our Guests and Members with Safety from wayward shots on Hole 10 Tee box, be an appealing upgrade, it would save money on lost golf balls from the Driving Range, and it would be faster and more efficient for the Staff to pick the range balls with the dispersion of balls much smaller.

A rough cost for Netting along the Driving Range is \$30,000.

- **Pro Shop-** The Pro Shop has been neglected in the past due to Budget Restrictions. Needs for the Pro Shop include repaired Sheet Rock, and New Paint. A rough cost of repairing the Sheet Rock, and painting the Pro Shop is \$10,000.

Equipment Needs- Please refer to the Equipment Summary for Replacement Year.

Personnel Related Needs- The Golf Course has seen a significant increase in rounds of golf played which can make it difficult at times to get all the course maintenance done in a timely manner, but with allowing our part time staff to increase their hours this has not only helped fill those gaps but also increased employee morale.

Programmatic Needs-The Golf Course is in the construction process of its new Pavilion. Given the upgraded Pavilion, and possible upgraded Practice Facilities, this would give us the opportunity to advertise, and promote larger Tournaments and Outings for to help create additional revenue.

## Needs Assessment

	<b>Needs Request</b>	<b>Est Cost</b>	<b>Category</b>	<b>Expense Type</b>	<b>Funding Source</b>	<b>Requested year</b>
<b>1</b>	Tee/Greens Mower	\$35,000	Equipment	One Time	Capitol	2021
<b>2</b>	Driving Range Net	\$30,000	Improvement	One Time	General Fund	2021-2022
<b>3</b>	Practice/Nursery	\$30,000	Improvement	One Time	Capitol	2020
<b>4</b>	Pro Shop Repair	\$10,000	Improvement	One Time	General Fund	2021
<b>6</b>	Cart Path Repair	\$10,000	Improvement	Annual	General Fund	2021
<b>7</b>	Greens Resurfacing	\$5,000	Improvement	Annual	General Fund	2021



Photo: W. J. ...

2020

# Building and Codes Strategic Plan



Billywayne Shoemaker

1/1/2020

## **Message from the Director**

I am pleased to update the City of Freeport's Community Development Department's 2019 – 2024 Strategic Plan. This plan details the Community Development Department's goals, objectives, tasks and strategic direction over the next five years. The strategic plan was developed by the Community Development staff members.

This is an exciting and challenging time in the City of Freeport. We are engaged in an important public discussion about what kind of city we will become. Decisions we make today will determine our legacy. Can we provide the needed housing, and jobs? What will our city look like in five years, in ten years? The Community Development Department will play a key role in this important public dialogue and must be prepared to provide direction. With this responsibility in mind, the Department has developed this strategic plan to help us build a great department and to aid us in making purposeful, logical, and effective planning recommendations that will lead to the highest quality of life for everyone. It is our intention, through writing this plan, to bring clarity and a greater unification to the Department and to communicate to others who we are and what we plan to accomplish.

In order to write this plan, we paid specific attention to the newly adopted Comprehensive Plan. We wanted to ensure that we stay mindful of the Comprehensive Plan so as to determine our current impact as well as to promote the continued effort regarding our future impact.

## **Mission Statements**

### **The Building Department**

The primary mission of the Building Department is to provide quality service to the community that is knowledgeable, efficient, comprehensive and helpful to the public. The intention is to safeguard life, health, property and public welfare by regulating and controlling the construction, quality of materials, use of all buildings and structures within the City of Freeport. The department is responsible for the administration and enforcement of the codes and related Federal, State, and City adopted laws and ordinances.

### **Codes Enforcement and Health Department**

The Code Enforcement Department will encourage a strong sense of pride and identity, dedicated to making today better than yesterday through the preservation, enhancement, restoration and promotion of the exceptional quality of life in the City of Freeport. The department will strive to provide excellent, professional, courteous customer service in a timely manner by fair and impartial administration and enforcement of the local and state codes. This is to be accomplished with the assistance of other City departments, public and private entities, as well as citizens of the City of Freeport.

### **Our Moto**

Be Proactive not just Reactive.





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## Vision Statement

To provide quality customer service through administration, communication, education, assisting the public in compliance with the adopted codes and regulations of the City of Freeport.

## Values and Guiding Principles

Our values and guiding principles build upon the City's recently adopted strategic community plan.

The City of Freeport Core Organizational Values is: Forward Looking, Quality Focused, Collaborative, Proactive, Transparent, and Resilient. In accordance with those core values, the Code Enforcement Department has adopted its own set of departmental values and guiding principles.

Forward Looking	Implement the recommended strategies designed to ensure that the goals of the plan are achieved
Quality Focused	We are committed to providing professional and courteous service to our customers and coworkers.
Collaborative	We recognize that we are stronger together than apart and will share knowledge, resources, responsibilities, and recognition.
Proactive	We will start at home, by addressing city owned facilities.
Transparent	We will maintain a high level of integrity.
Resilient	Provide training and resources to strengthen employee teams, enhance organizational focus and achieve service goals.



## Strength-Weaknesses-Opportunities-Threats

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Our support and backing within our office and within the City is strong.</li> <li>• People who are committed to the work</li> <li>• New filing system in place with a policy and procedure how to execute each file.</li> <li>• Strong core values and guiding principles.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Codes contradict each other</li> <li>• Partnering takes time; more resources needed</li> <li>• Outdated policies and procedures</li> <li>• Language barriers</li> <li>• Stakeholders limited knowledge of codes.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• A fresh moldable team</li> <li>• Continuing education</li> <li>• Community Development outreach program.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Staff turnover</li> <li>• Not having complete support from our stakeholders.</li> </ul>

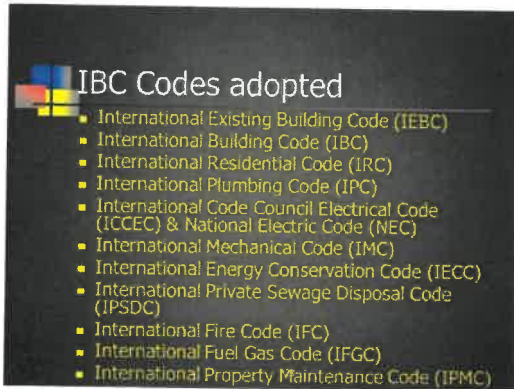
## Organizational Structure

The Freeport's Community Development Department is comprised of two units Building and Planning and Code and Health. The Community Development staff consists of seven staff positions.

## Department Overview

### Building and Planning

The primary responsibility of the Building Department is to monitor and enforce all building codes to protect the health, safety, and welfare of the community. The Building Department issues permits and inspects all new construction, alterations, additions to existing structures, and commercial building changes in occupancy.



### **Code and Health**

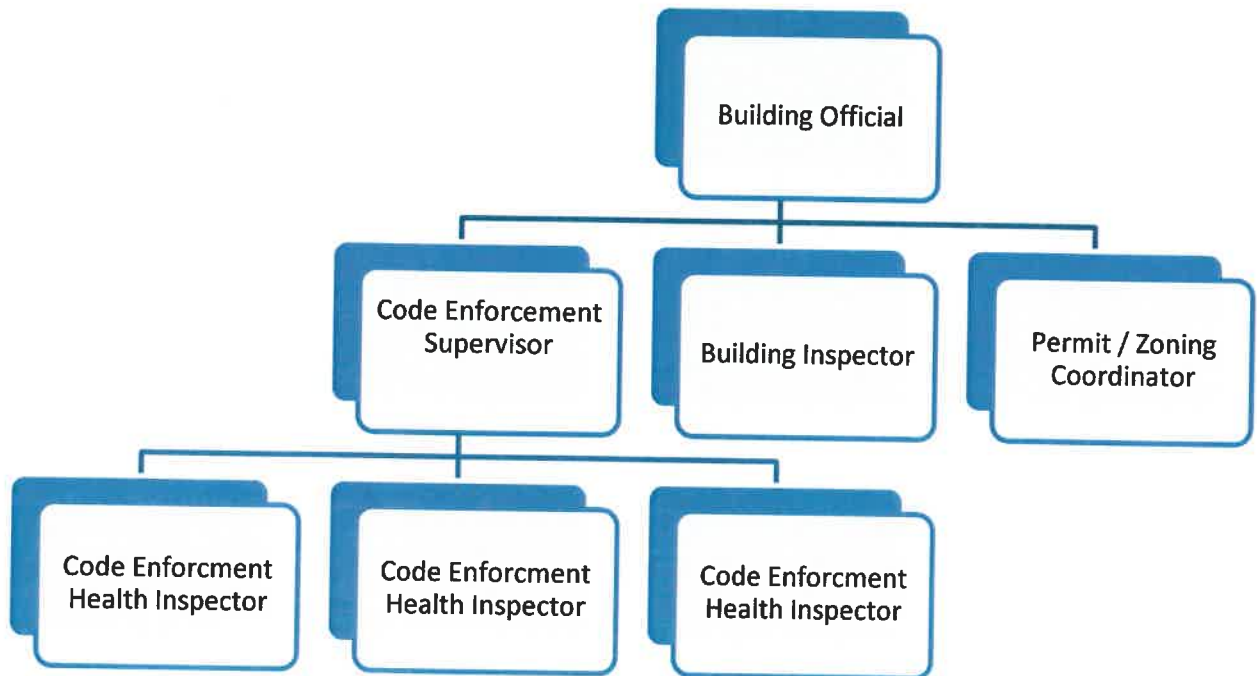
Code Enforcement is responsible for various regulations including, the Property Maintenance Code, Sign Ordinance, Comprehensive Zoning Ordinance and various other regulatory ordinances in the Code of Ordinances. Additional functions include issuing all sign permits, managing our rights-of-way. The public health is responsible for inspecting certain public establishments, ensuring their accordance with health laws. Plan Review for retail food establishments, food service operations, mobile food operations and residential sewage treatment systems, and tattoo and body art establishments

### **Licensing and inspections for:**

- Food Service Operations
- Mobile Food Service Operations
- Temporary Food Service Operations
- Vending Food Service Operations
- Retail Food Establishment Operations
- Public Swimming Pools
- Tattoo and Body Art Facilities
- Solid Waste
- Residential Maintenance of Housing
- Commercial Maintenance



### Community Development Department Team



#### **Building Official**

The Building Official is primarily responsible for the management of the Building and Code Compliance Department. Directs municipal building inspection program and conducts complex inspections to determine whether relevant codes and regulations are met. Inspects new and existing buildings and structures to enforce conformance. Also, directs and manages all Code Enforcement functions, along with Public Health issues.

### **DUTIES & RESPOSIBILITIES:**

- Perform a broad range of supervisory responsibilities over others, i.e., inspectors, Code Officers, etc.
- Determines inspection priorities
- Develops and submits departmental budget and ensures compliance with approved funding
- Answer questions and resolve issues to building codes and regulations; along with, city code and enforcement and health inspections issues.
- Objectively interpret and apply code requirements, ordinances, and related standards
- Reviews proposed commercial, industrial, and complex residential construction plans to ensure compliance with minimum building code and ordinance requirements
- Issue permits
- Makes field inspections throughout the city as necessary
- Ensure proper maintenance of records of permits, citations, and inspections; along with all other departmental records
- Attend Planning Commission, City Council, and board meetings as required
- Review and submit abatements for demolition
- Develop and maintain departmental computer systems

### **Building Inspector**

This will include; residential, commercial, industrial, and other buildings during and after construction to ensure that components such as footings, floor framing, and stairways meet provisions of building, grading, zoning and safety laws and approved plans, specifications, and standards. Contribute to team effort by performing other related duties as may be assigned.

### **DUTIES & RESPOSIBILITIES:**

- Examine and visually inspect all areas to determine compliance with Building Codes and City Ordinance standards for minimum life safety protection.
- Measure dwelling units, rooms and/or commercial establishment to determine compliance with ordinance space requirements.
- Prepare forms and letters advising property owners, contractors, engineers or architects of possible violations and time allowed for correcting deficiencies.
- Revisit construction sites (as needed) to verify that required corrections have been made to code omissions and/or deficiencies.

### **Code Compliance & Health Supervisor**

Code Compliance Supervisor is responsible for supervising, planning, and coordinating the activities of a Code Compliance Inspection Team focused on promoting health, safety, and welfare of the citizens of Freeport through enforcement of the Public Nuisance, Property Maintenance, Neighborhood Preservation, Zoning, Sign, and Environmental Codes.

### **DUTIES & RESPOSIBILITIES:**

- Plans, prioritizes, assigns, supervises, reviews, and participates in the work of staff.
- Responsible for performing duties in support of the City's local code enforcement

program including enforcing compliance with City regulations and ordinances including those pertaining to zoning, land use, nuisance housing, building codes, health and safety, blight, graffiti, and other matters of public concern.

- Establishes schedules and methods for providing code enforcement services; identifies resource needs; reviews needs with appropriate management staff; allocates resources accordingly.
- Participates in the development of goals and objectives as well as policies and procedures; makes recommendations for changes and improvements to existing standards, policies, and procedures; participates in the implementation of approved policies and procedures; monitors work activities to ensure compliance with established policies and procedures.
- Participates in the selection of code enforcement staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures.
- Participates in the preparation and administration of the code enforcement program budget; submits budget recommendations; monitors expenditures.
- Performs the full range of code enforcement duties; performs a variety of field and office work in support of the City's local code enforcement program; enforces compliance with City regulations and ordinances including those pertaining to zoning, land use, nuisance housing, building codes, health and safety, blight, graffiti, and other matters of public concern.
- Receives and responds to citizen complaints and reports from other agencies and departments on alleged violations of City zoning and related municipal codes and ordinances; interviews complainant and witnesses; conducts investigations and provides recommendations for resolution.

### **Code Compliance & Health Officer**

Investigates and take corrective action on complaints of any code violations that may include but not limited to; junked/abandoned vehicles, high grass/weeds, and general nuisance- foul odor/smell. Contribute to team effort by performing other related duties as may be assigned.

#### **DUTIES & RESPOSIBILITIES:**

- Examine visually all areas to determine compliance with Health Codes and City Ordinance standards for overall cleanliness, adequate disposal of garbage and rubbish, and for signs of vermin infestation.
- Prepare forms and letters advising property owners and tenants of possible violations and time allowed for correcting deficiencies.
- Revisit establishments at periodic intervals to verify correction of violations by property owners and tenants.
- Explain requirements of standards, laws, ordinances and regulations to establishment owners, food handlers, and other interested parties.



## **Permit / Zoning Coordinator**

The position takes request for inspections and notifies the Building Official of requested inspections: maintains calendar of inspections for Department. Schedules meeting times and locations of Zoning Board of Appeals, Board of Adjustments and Appeals, and Mechanical, Electrical and Plumbing Boards. Enters all building permit data to the computer (WEBQA); prints certificates of occupancy upon the satisfactory completion of all required inspections. Prepares bi-weekly reports of permits issued. Receives code enforcement complaints from public, monitors status of complaints and explains city codes to citizens. Issues and ensure payments for building permits, verifies that contractors possess the required licenses, insures compliance with codes and ordinances, enters permit data to the computer, and maintains files (scan) for issued permits. Insures compliance with codes and ordinances enters data to the computer (WEBQA), and maintains licensure files. Performs other related duties as assigned, i.e., secretarial duties for P&Z, processing mowing liens, etc.

- Coordinate daily activities meeting performance guidelines and overseeing effective operations.
- Gather, compile, and analyze departmental data where required
- Prepare reports as required
- Maintain all files and documentations in compliance with all laws, policies, and procedures
- Assist with special projects as needed
- Assist general public where required and address citizen inquiries and complaints where applicable

## **Operational Summary**

Community Development Department routinely engages in a number of different types of activities. These types of activities can generally be divided into four (4) basic categories:

- Regulatory Activities
- Day-to-Day Operational Activities
- Council/Constituent/Citizen Service Activities
- Strategic Activities

Since successfully performing all types of activities is important to the success of the Community Development Department (and the other departments of the City) it is important to briefly identify examples of each such activity type. This strategic plan will, however, focus on the strategic activities while recognizing the importance of continued success in accomplishing those important department activities that are not strategic in nature.

### **Regulatory activities**

Generally include those activities which are currently mandated by existing local, state, or federal law or ordinance. These are activities which must be performed in order for the City to remain compliant. Similarly, local ordinances specify that certain types of code violations require notification of property

owners by certified mail. While the work associated with achieving compliance with the notification requirement is important to the department and important to due process, it is not a strategic activity.

### **Day-to-day operational activities**

Are those routine activities which fall into the "must do" category, but are not necessarily characterized as strategic. A code enforcement officer's time spent in the office answering a series of varied questions about the city's requirements is best categorized as a day-to-day operational activity, unless it has been designated as a new program that is designed to achieve a strategic objective of the department. Regardless, such time is well spent as a service that the City should make available to its citizens. The activity retains its importance, but has become routine.

### **Council/Constituent/Citizen Service Activities**

Are typically non-strategic in nature. These activities are defined as those which can be dealt with through enforcement processes currently in place, but, for whatever reason, have been elevated to a level above the department level. This may occur because a citizen prefers to contact a Councilmember or Management to report the problem. Some citizens prefer to first contact city representatives other than those available within the department; however, the department strives to structure its day-to-day activities in a manner which will produce full responsiveness regardless of whether the issue has been reported directly or through other representatives of the City. Council/constituency/citizen activities may be, but are not generally strategic in nature.

### **Strategic activities**

Are designed to implement adopted strategies which have been selected to translate vision and mission statements of the organization into departmental action programs. For example, if the organization agrees that a top priority to achieve its mission is securing removal of trash and debris from properties, the activities associated with a program to accomplish that would be strategic in nature. Other activities designed to implement strategy, pursue focus areas, and to achieve adopted visions are strategic. However, for a successful Code Enforcement Department the strategic agenda must be implemented within the context of the overall workload requirements of the department which includes all types of departmental activities.

### **Proactive VS. Reactive**

Our efforts are conducted based on two distinct and different philosophies. The first is that of a reactive nature, meaning we react or respond to a complaint or an initiative that comes into the department. A complaint could come from a resident, business owner, or even someone who has visited our City to shop or utilize a service within the City. An initiative can originate from a Council member, the City Manager's Office, or any member of the City Staff. It is our responsibility to respond to any of these in a timely and professional manner. To provide a high level of customer service, we listen, investigate, take the necessary enforcement action and respond or follow up with the source when appropriate. We believe that the department operates in an efficient and effective manner regarding these issues.

The second philosophy is that of providing and conducting proactive enforcement efforts. Over the last two years, the department has made a major shift in the way we conduct our efforts. Because we understand that the property values and the quality of life for our residents and businesses are directly impacted by the performance of our department, and the fact that we now have more officer positions to perform the work, we now operate with a much more aggressive, systematic and proactive program.

While we know we will always be providing both proactive and reactive services, we believe that the number of complaints that may come to us can be affected by the level and successfulness of the proactive activities that we perform.

## **GOALS**

### **Short Term Goals**

Maintain adequate and professional code compliance staffing and effective enforcement so as to protect and enhance the quality of existing residential neighborhoods and enhancing the appearance of the community.

By July 2020 Develop an educational program that will provide education to reduce the need for re-inspections, as evidenced by an increase in individual and/or public meetings, featured articles in the newspaper, and more brochures available online and displayed.

By October 2020 Provide new residents a welcome packet which includes educational information on Freeport Code Compliance as well as displaying our city's amenities. This would include launching a children's program, and developing a program aimed at pre-teen children, showcasing code expectations in our community, with a hands on visual representation of identifying codes that beautify our city.

By November 2020 Implementation of a language line interpretation resource. We should consider a language translation resource to eliminate inaccurate translations or interpretation. This isn't always possible to get especially if the translator isn't proficient in the language. However, with a professional, we would be able to get an accurate translation or interpretation

October 2020 continue environmental cleanup of the City through City Wide Clean up removing tires, batteries, and paint in bulk.

### **Long Term Goals**

By October 2020 Transfer from a municipal clerk position at the front desk to a Permit Technician That would report directly to the Building Official. This position would be responsible for overseeing office management, issuing Building and Planning permits, working

with permitting software. Departmental budget oversight and purchasing / accounts payable, and maintaining the department multiple community programs.

By October 2020 Promote a Code Enforcement Supervisor that would oversee the day to day operations of the Code Enforcement Office under the supervision of the Building Official. Under administrative direction, the supervisor position would be to supervise inspection work enforcing codes, health, ordinances and related regulatory requirements for the general public and business entities within the City of Freeport and oversee the Code Enforcement by preparing cases for presentation and testifying as necessary. The supervisor would review complaints and assist subordinates in developing recommendations to resolve any complaints concerning code violations. This position will provide support and/or assistance to employees, the general public and property owners as necessary.

By October 2020 create a demolition assistance program, with multiple funding sources. Such as private, industrial, commercial and grant support.

By 2020 continue our joint effort with The Planning and Zoning Board to create new and amended city ordinances that are linked to the strategic plan. Promoting high-quality expectations for development, supported by updated development regulations and standards fostering new housing that increases the ad valorem tax base and brings more rooftops to the city, stimulating an increase in purchasing power and attracting new development.

By December 2020 Building and Codes customers will be able to communicate and access information through Internet Access, with an increased number of customers accessing information online, reporting satisfaction with communications, and inspection status made available online through Information Systems.

## **STRATEGIC ACTION PRIORITIES**

- Pursue coordinated efforts to encourage maintenance and reinvestment in existing housing and neighborhoods.
- Increase in code compliance staffing and measurable results.
- Create a rental registration and inspection program to improve housing condition of rental properties.
- Increase demolitions and funding for repairs with a prioritization for properties that pose hazards to life, health, or safety. Identify programs and opportunities to assist elderly and low-income residents with home repairs.
- Produce educational materials for homeowners detailing homeowners versus City maintenance responsibilities. Materials should include resources identified for those who need assistance in meeting their responsibilities, including specific assistance for the elderly.
- Establish clear City policies to incentivize new housing development at key price points.

- Incentivize purchase of City owned vacant lots and use GIS to maintain an inventory of vacant properties that are City-owned and available for development.
- Evaluate options for maximizing the use of existing 25-foot lots, or multiples of such lots when assembled and replatted, to accommodate new housing development where appropriate.
- Consider other policies and tools to incentivize housing development if and when needed (may include property tax abatement, fee waivers, public infrastructure funding, or creation of special districts for financing infrastructure and other improvements).

In general, any potential public action must be aimed at reducing upfront development costs while still ensuring that expectations for quality dwellings, neighborhoods, and amenities are not lowered. For municipal governments themselves – or entities they establish to engage and collaborate with the private real estate and development communities (e.g., non-profit development corporations) – some options are “at arm’s length” (e.g., tax or other financial incentives, cost-sharing arrangements for utility infrastructure and/or streets) while other strategies require very direct involvement (e.g., land acquisition/assembly, direct provision of street or utility infrastructure, neighborhood park improvements, etc.). Some Texas cities have extended the use of Public Improvement Districts (PIDs) to new residential development, enabling private development to deliver new, desirable housing units at a lower price point.

On the demand side of the housing market, any public action must be aimed at making a home purchase viable upfront and in the early years of ownership (e.g., down payment assistance, property tax relief, utilities assistance, payment of Homeowner Association fees, etc.)

Update development regulations and master plans to ensure adequate mechanisms to accomplish community objectives, including zoning and subdivision regulations, Capital Improvements Program (CIP), utility master plans, parks and recreation master plan, and others as needed.

Ensure new plans, policies and ordinances are based on public engagement and are clearly communicated and readily available to the public.

Place a high priority on infrastructure improvements for infill areas to encourage their development.

Formalize use of a Capital Improvement Program (CIP) to prioritize infrastructure projects that determine the direction of future growth.

**BUILDING AND CODE CAPITAL ASSCETS**



**TRUCK #5578-1 MILES 3499  
2018 CHEVROLET TAHOE 4X4  
BUILDING OFFICIAL**



**TRUCK #558-2 MILES 2719  
2018 FORD F150 XL 4X4  
BUILDING INSPECTOR**



**TRUCK #557-3 MILES 45120**  
**2013 FORD F150 XLT**  
**CODE ENFORCEMENT**



**TRUCK #557-4 MILES 131,175**  
**2010 FORD F250**  
**CODE ENFORCEMENT**



**TRUCK #557-2 MILES 33,586**  
**2014 FORD F150 XLT**  
**CODE ENFORCEMENT**



**TRUCK #557-1 MILES 125,223**  
**2011 FORD F150 4X4**  
**CODE ENFORCEMENT**

### **Permits Issued**

There are a variety of permits issued by Building and Codes, to include:



- Building Permits - for single family homes with garages, detached garages, additions, mobile homes, storage building/sheds/utility buildings, renovations, fire restoration.
- Plumbing Permits for construction, additions/alterations.
- Signs
- Demolition
- Communication Stations and Towers
- Commercial/Industrial and Assembly/Educational Projects

### **Maintain an Efficient and Effective Department**

To become an efficient and effective department we will foster a highly skilled and motivated staff, our organizational structure will be flexible and responsive to the size and diversity of our City. We will create quality services and processes that are simple, predictable, and consistent. We will allocate and adjust internal resources to ensure department accountability and success.

### **Engage the Community**

The Department will ensure that all citizens are able to play an active role in shaping our community and the future of Freeport. Our Department will become fully immersed in the community. We will actively reach out to the entire City and foster informed participation to more successfully plan a great

### **Budget**

Category	Estimated Cost	Additional Staff Cost	Reoccurring Fees	Funding Sources
Zoning Ordinance Overhaul	\$100,000.00 to \$150,000.00	No	One time Development	City
Demolition Grant Program	\$20,000.00 to \$30,000.00	No	Annual	City / Grant / Industrial Partners
Education Program	\$5000.00 to \$8,000.00	No	Annual	City
Rental Registration Program	\$50,000.00	Yes	Annual	City
Owner Occupied Housing Rehab Program	\$25,000.00	No	Annual	City / Grant / Industrial Partners
Salaries	\$15,000.00	No	Annual	City



# **Freeport Police Department Strategic Plan**

**2020-2023**

## CHIEF'S MESSAGE

As your proud police Chief, in an effort to keep the community engaged and informed, it is with great pride that I present the Freeport Police Department's Strategic Plan. The purpose of this strategic plan is to establish goals and priorities and to serve as our road map for the future.



I would like to take a moment and acknowledge the dedicated men and women of the Freeport Police Department, thank you for your continued commitment to providing exemplary service to the Freeport Community. I am always proud of the great work performed by our employees. In addition, I want to also thank the citizens of Freeport for their unwavering support for the men and women of this Department. We cannot provide a safe community without their continued assistance and partnership. Our plan will always include maintaining a great partnership with the community. We look forward to working together with our community to accomplish the goals and objectives of the Freeport Police Department's Strategic Plan.

## **MISSION**

The mission of the Freeport Police Department is to protect, serve, model integrity, and demonstrate professionalism all while enhancing the quality of life for residents by providing police services through shared responsibility with the public. The members of this department, sworn and civilian, accomplish our mission by embodying our values in both our professional and personal lives.

## **VISION**

We believe that integrity is the basis of public trust and that honesty and equality in delivery of police services is essential. This has been a hallmark of our department since its inception, and we are proud of our standing in the community.

## **VALUES**

- Professionalism – Our conduct reflects the highest standards of police service and personal responsibility
- Obligation – We will serve the citizens equally with fairness, dignity, compassion, and respect while adhering to the law
- Leadership – Our actions will model the way for others to follow and garner admiration for our department
- Integrity – We are committed to the highest standards of honesty and ethical conduct
- Courage – We uphold and follow the law in the face of fear, danger, and temptation
- Excellence – We proudly wear the Freeport Police Department badge with excellence as our standard.

## **OPERATIONAL SUMMARY**

The men and women of the Freeport Police Department are led by Chief Raymond Garivey Jr. who has been serving as Police Chief since September, 2017. The department has an authorized staff of 33 sworn personnel and 15 civilian personnel, all whom serve an estimated population of 12,153 persons over approximately 17.1 square miles. The city is broken into 4 sectors and patrol officers answer on average to approximately 2,300 calls for service each month.

Freeport Police Department is a progressive, professional law enforcement agency. The Department continually strives for excellence. Freeport Police Department became a recognized agency in 2015 through the Texas Law Enforcement Best Practices Recognition Program sponsored by the Texas Police Chief's Association.

The organization possesses a strong set of values that direct how work is accomplished, and all members of the Department strive to conduct all official business in a manner consistent with them.

The Department's foundation is built on a community policing philosophy, and a strong emphasis is placed on building partnerships within the community to improve the quality of life in Freeport by working together to prevent crime, disorder and fear.

## **COMMUNITY POLICING**

Our commitment is to the citizens, the city and the partnerships we have formed through community events and functions. Forming and maintaining strong relationships with community members is paramount to the success of our ability to impact crime rates and crime trends. The promotion of a public safety partnership with the community helps build trust with those we serve and will enhance opportunities to prevent crime, resulting in a safer, more secure community. Our goal is to continue expanding the department's efforts of engagement with the community through social media and community events.

### **COMMUNITY POLICING NEEDS ASSESSMENT**

- Expand our online presence through social media technologies to communicate and educate the public we serve.
- Contract the creation of a website for the Freeport Police Department. This can serve as a means to post job listings, applications, crime statistics and other information to communicate with the public.
- Continue hosting a Citizens Police Academy annually.
- Start citizens on patrol division modeled after surrounding agencies. Sends a strong message that residents care about their community and are united.
- Maintain a list of community events and encourage employees of the city to attend and interact with citizens.
- Continue interacting with our community and surrounding communities in local and regional events and activities. (Blue Santa, NNO, Dare Camp etc.)

## **INFRASTRUCTURE SUMMARY**

The Freeport Police Department building located at 430 N Brazosport Blvd and was built in 1979. It is a two story building with a 14 bed jail facility on the first floor. On the first floor is a small property and evidence room, single car bay for loading and unloading prisoners, bathrooms, and a municipal courtroom/council chambers. Due to the ageing nature of the building needs change and needed repairs mount. Annual funds for maintenance, updates, preventive measures and emergency repairs must be planned for.

## **INFRASTRUCTURE NEEDS ASSESSMENT**

- Plumbing/sewage for building needs to be replaced. Old cast iron pipes are failing due to age. This causes leaks/breaks and unsatisfactory drinking water which is brown in color and flaky.
- New roofing for building, current roof is showing signs of water collecting in spots and not draining properly along with improper roofing material coverage.
- Renovation of jail facility, in need of painting, new modern bed platforms. Replacement of sinks toilets and new plumbing. Due to aging cast iron pipes many sinks have unsatisfactory drinking water and low water pressure. It is our duty to provide safe, modern, hygienic housing for individuals.
- New system to deliver hot water in the building, current water heater is too small/insufficient for size of building. Leads to no hot water during heavy usage (inmate showers/storms or other major events where staff are prepping at the station for shifts.)
- Parking lots of the police department in need of repairs. Parking areas are in need of flood prevention during heavy rains.

- Updates to façade of building, new doors, paint and power washing of building and sidewalks
- Updates to interior portions of building, new paint and quality of life updates
- Due to limited space within the police building, revisit relocating council chambers to city hall.

### **STAFFING/TRAINING**

The 2019-2020 Brazoria County Community Action plan has the need for increased recruitment, training and retention of qualified employees listed as the #1 priority for the region. Agencies nation-wide have faced a critical shortage of quality, tenured personnel. Brazoria County's population has increased exponentially the area has become home to approximately 40,000 contract/construction workers. With that thriving population comes a need for more personnel so that adequate emergency services can be provided. Officers have to continually strive to learn new methods in all aspects of their jobs, so they can adapt to the newer crime trends that surface every day.

### **STAFFING/TRAINING NEEDS ASSESSMENT**

- Maintain competitive salaries and benefits with surrounding departments
- Apply for Selective Traffic Enforcement Program (STEP) grant project to reimburse for overtime activities relating to traffic enforcement to prevent accidents and intoxicated/ impaired drivers.
- Increase training budget to meet required training classes for officers
- Send two officers to attend Cellebrite cell phone forensics training class



## **EQUIPMENT SUMMARY**

Equipment is essential in the law enforcement function. In car cameras, body cameras, vehicles, weapons, and technology all play a major role in the effectiveness of the Freeport Police Department. A few new vehicles are generally purchased annually to replace old, worn out vehicles which creates a good rotation schedule. The department also supplies all full time officers with Glock duty weapons.

## **EQUIPMENT NEEDS ASSESSMENT**

- Continued replacement of high mileage vehicles along with all related equipment, 3 vehicles annually to keep with 5-year rotation schedule.
- Replacement of dated issued equipment to keep with newer technology (body cameras, firearms, tasers, radios etc.)
- Seek grant funding for drone usage and training. Today's drone technology allows for great advantages for police departments

## **TECHNOLOGY**

With technology always changing at a rapid rate, it is critical that we constantly update our servers and equipment regularly to keep with CJIS Compliance. With the increasing use of Body Cameras and the demand for digitally recorded evidence infrastructure such as storage and servers must be in place to support this demand. Additionally, the effects of Senate Bill 1611, better known as the Michael Morton Act, has created concerns that evidentiary items, including video and audio may need to be maintained indefinitely for retrial or appeal.

In 2013, the city was awarded a grant to install license plate reader (LPR) cameras at the entrances to the city limits. Since this time, the grant funding has ended and the cameras are in need of maintenance and updates. These cameras have the ability to alert us to incoming wanted persons and stolen vehicles. They have also helped detectives solve numerous crimes.

In October 2019 Motorola listed our Dispatch console as end of life, this piece of equipment is our primary means of dispatching Police, Fire, and EMS. Replacement of this equipment should be the top priority to ensure we can continue to send emergency services to those in need. We are in the process of procuring a grant that will fund \$115,000 of the \$165,002 required to replace this equipment. If awarded we will need to budget \$49,502 to complete this project.

### **TECHNOLOGY NEEDS ASSESSMENT**

- Replacement of End of Life dispatch equipment
- Continued update and replacement of computer equipment and other technologies needed during daily operations.
- UPS(Battery Backup) for dispatch systems, phones and radios in event of power failures and generator failure. During Brown outs or events where generator fails to start we lose all radio and phone systems.
- Replacement of End of Life AFIS finger print machine with interface with Jail RMS system to import records
- Budget for Cybersecurity Review on systems to detect vulnerability for cyberattacks and ransomware.

- Budget for ALPR camera repairs and replacement
- Explore funding opportunities for dedicated communication lines between city hall, fire department and police department for normal and emergency communications.
- Planning for updating server and equipment on a set schedule
- Plan for technology to support the body worn camera system.
  - Infrastructure such as storage, servers, and network must be in place and sized for a fully implemented system.
  - Provide adequate support staff to maintain and operate the system.

### NEEDS ASSESSMENT

2020	Maintain competitive salaries and benefits with surrounding departments	
2020	Replacement of End of Life dispatch equipment in the process of procuring a grant that will fund \$115,000 of the \$165,002 required to replace this equipment.	1 time cost \$49,502
2020	Replacement of End of Life AFIS finger print machine with interface for Jail RMS system to import records.	1 time cost \$35,000
2020	Send two officers to attend Celebrate cell phone forensics training class	1 time cost \$3850 per officer
2020	New roofing for building, current roof is showing signs of water collecting in spots and not draining properly along with improper roofing material coverage.	Waiting on quote

2020	New office chairs for Sergeant offices and CID 14 chairs	1 time cost \$4,200
2020	25 Uniform hat badges	1 time cost \$3375.00
2020	Email archiving to meet retention requirements for Freedom of Information Act	Waiting on Quote
2021	Start citizens on patrol division modeled after surrounding agencies. Vehicle cost is possibly covered by Union Pacific Grant	Vehicle 30,000 Uniform \$3000
2021	Plumbing/sewage for building needs to be replaced. Old cast iron pipes are failing due to age. This causes leaks/breaks and unsatisfactory drinking water which is brown in color and flaky	Waiting on quote
2021	New system to deliver hot water in the building, current water heater is too small/insufficient for size of building. Leads to no hot water during heavy usage (inmate showers/storms or other major events where staff are prepping at the station for shifts.)	Waiting on quote
2021	Firearms training range and classroom	Waiting on quote
2022	5 year replacement plan for Server and network equipment	5 year cost \$160,000
2023	Renovation of jail facility, in need of painting, new modern bed platforms. Replacement of sinks toilets and new plumbing	Waiting on quote
2023	Parking lots of the police department in need of repairs. Parking areas need flood prevention during heavy rains.	Waiting on quote
2023	Due to limited space within the police building, revisit relocating council chambers to city hall.	Waiting on quote

2023	Explore funding opportunities for dedicated communication lines between city hall, fire department and police department for normal and emergency communications	Waiting on quote
2023	UPS(Battery Backup) for dispatch systems, phones and radios in event of power failures and generator failure	1 time cost \$40,000
Annual	Apply for Selective Traffic Enforcement Program (STEP) grant project to reimburse for overtime activities relating to traffic enforcement to prevent accidents and intoxicated/ impaired drivers. Requires 20% overtime match	
Annual	replacement of computer equipment and other technologies needed during daily operations annually to keep 5-year rotation schedule. 5 computers a year	\$8,000
Annual	Replacement of high mileage vehicles along with all related equipment, 3 vehicles annually to keep with 5-year rotation schedule.	Patrol \$50,000 CID \$30,000
Annual	Replacement of dated issued equipment to keep with newer technology (body cameras, firearms, tasers, radios etc.)	

# Freeport Fire & EMS



Strategic Plan

2020 - 2025

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**CITY OF FREEPORT**  
**FREEPORT FIRE & EMS DEPARTMENT**

*131 East 4<sup>th</sup> Street*  
*Freeport, Texas 77541*  
*Phone (979) 233-2111*  
*Fax (979) 233-4103*

Christopher Motley  
Chief / EMC  
  
Mike Praslicka  
Deputy Chief

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June 10, 2020

Dear Elected Officials and Citizens,

The Freeport Fire & EMS Department has put together its second Strategic Plan. This plan was developed by meeting with staff members and collectively assembling its components. The process of developing this strategic plan has proven to be challenging. The challenges have been created from COVID-19 pandemic with meeting social distancing and CDC requirements. Upholding the preventive measures prevented focus groups from meeting. In writing the department's strategic plan, our team wanted to deliver an outline that describes the department and its responsibilities to our external stakeholders, being our community, as well as our internal stakeholders consisting of our team.

As the world around us continues to evolve, we are witnessing rapid change within our own community. Our fire department is facing demands and challenges that the traditional fire service has never been presented before. It is imperative for everyone to understand that the fire service as we know it today is not the fire service of yesterday. The reality is that the fire service of tomorrow will change as well and continue to do so as our residential and commercial community expands. Significantly in 2020, local and world events have impacted our team in their perspective in how it affected them personally, department operations, and community safety. The men and women of Freeport Fire & EMS face this challenge daily and have been able to rise to the occasion and continually deliver the highest quality of service possible within our means.

Our agency recognizes that the development of the strategic plan is a living document that will change over time but demonstrates the direction in reaching the goals and objectives to meet the ever-growing needs of our community.

In closing, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents, and meeting our future vision.

Respectfully,

Christopher D. Motley  
Fire Chief / EMC



## **Mission Statement**

*Public servants delivering services through compassion, caring and educational outreach programs to protect our community through its services of fire response, emergency medical service, and environmental incidents.*

## **Vision Statement**

*Striving for excellence to improve fire and EMS service to reach best practices through educational growth, quality service, and integrated training with our community to strive for a safer tomorrow.*

## Values Statement

**Commitment to Excellence –**

*We continuously strive to improve our services and maintain a strong desire to serve human kind with the courage to act.*

**Integrity –**

*Our everyday actions and decisions reflect the highest standards of honesty, trustworthiness, and ethical principles.*

**Safety –**

*While providing for the safety of our community, we work safely with an emphasis on safe practices, fitness, wellness, and survival.*

**Professional Development –**

*We provide personnel support to achieve high quality training and education on a daily basis increasing efficiency and effectiveness by enhancing our professional potential and mentoring future leaders within the organization.*

## Operational Summary

The Freeport Fire and EMS Department is proud to serve the citizens of Freeport, Oyster Creek, Quintana, and the surrounding rural areas of Brazoria County. The department provides fire protection and emergency medical services for nearly 20,000 Brazosport area residents responding to approximately 2,500 calls per year. Freeport Fire & EMS serve a daytime population of nearly 31,000. Freeport ambulances are registered with the state as BLS (basic life support) with MICU (Mobile Intensive Care Unit) capability. In addition to emergency services, the department is active in the community with Fire/EMS prevention programs and also operates as the Emergency Management organization responsible for coordinating the city response to severe weather and industrial events and public health emergencies.

The department consists of eighteen full-time professional firefighters and one administrative assistant. The firefighting force is divided into three shifts made up of five firefighter/EMS personnel, including a Lieutenant, per 24-hour shift along with the Fire Chief, Deputy Chief, and Fire Marshal. Fire Department maintains minimum staffing of four firefighters. Each department member, at a minimum, holds a current Texas Commission on Fire Protection certification for structural fire fighter and Department of State Health Service EMS certification as well.

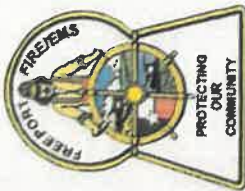
The department provides a variety of programs and services in its daily operation. In preparing this strategic plan, the staff was challenged with identifying programs and services that are provided to our community which generated several discussions into the development of this plan.

<u>Programs/ Services</u> Provided to the Public		
Emergency Medical Service	Wildland Interface	Training Facility
Fire Suppression	Emergency Management	Public Educations
Rescue	In-house: EMS and Fire CE program	Haz-mat: Limited Identify and Secure
Fire Inspection	Risk Management	Code Enforcement
Building Plan Review	Infection Control	Fire Investigation

In identifying the programs and services provided, the department acknowledged some of its relationships required in accomplishing its mission.

<b><u>Supporting Agencies</u></b>		
Freeport Police Department	LifeFlight / PHI Air Ambulance	CHI St. Luke's Hospital Brazosport
Brazoria County Sheriff Patrol / Mental Health	Adult Protective Service (APS)	UTMB Angleton
Rope Rescue: SI Group BASF	Child Protective Service (CPS)	Bomb Squad – Houston Region
EMS – Local Area, RAC*	Texas Forestry Service	Funeral Home
Fire Mutual Aid	National Wildlife Reserve (NWR)	City Departments
National Weather Service – League City, Texas Office	Texas Department of Emergency Management (TDEM)	Brazosport Independent School District
Freeport LNG	BASF	District Attorney's Office
U. S. Coastguard	Gulf Coast Rescue Squadron	Dow Emergency Services & Security

\*RAC is the Regional Advisory Council designated by the Texas Department of State Health Services (DSHS) to develop, implement and maintain the regional trauma and emergency healthcare system. Freeport is within RAC-R.



# FREEPORT FIRE & EMS DEPARTMENT



**CHRIS MOTLEY**  
FIRE CHIEF

**BETTE DAHSE**  
ADMINISTRATIVE ASSISTANT

**MIKE PRASLICKA**  
DEPUTY CHIEF  
EMS COORDINATOR

**OPEN**  
FIRE MARSHAL

**A SHIFT**  
Lieutenant: Jessica Dyson (I)  
Firefighter: Abdiel Martinez (B)  
Firefighter: Travis David (B)  
Firefighter: Robert Phillips (B)  
Firefighter: **OPEN**  
Firefighter: *Proposed*

**B SHIFT**  
Lieutenant: Justin Davison (P)  
Firefighter: Kristopher Vierra (I)  
Firefighter: Christopher Stamey (B)  
Firefighter: Randall Thompson (I)  
Firefighter: Jason Schneider (B)  
Firefighter: *Proposed*

**C SHIFT**  
Lieutenant: Amber Phillips (I)  
Firefighter: Shawn Aniel (B)  
Firefighter: Zachary Armstrong (B)  
Firefighter: Brennon Malone (B)  
Firefighter: **OPEN**  
Firefighter: *Proposed*

**RESERVE COMPANY**  
John Caldwell (ECA)  
Tommy Mageors (I)

**AUXILIARY COMPANY**

## Organization SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis is designed to have an agency candidly identify its positive and less than desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses as well as the possible opportunities and potential threats.



It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that those strengths are consistent with the issues facing the organization. Often identifying organizational strengths lead to channeling efforts toward primary community needs to match those strengths. The internal stakeholders identified the following strengths for the Freeport Fire & EMS Department:

<b>STRENGTHS</b>	
Community Support/Relationship	Eagerness to Grow
Adaptability	Striving for Improvement
Leadership	Balancing Call Volume/Tasks
Education	Camaraderie/Family Atmosphere
Commitment	NFPA Compliant gear SCBA, Radio, turnout gear
Loyalty	Open to Suggestions

Performance or lack of performance within an organization depends greatly on the identification of weakness and how they are confronted. For any organization either to begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats, but rather those of day-to-day issues and concerns that may slow or inhibit progress.

<b>WEAKNESSES</b>	
Staffing Levels	Communications/Terminology
Equipment: Service Life Outdated	Adequate Equipment
Training Programs Employee/Public Outreach	Human Resource Understanding of the Fire Service
Station 2 Not in Service	Joint Operations Working With City Departments
Technology – IT/Radio/Digital Communications	Inexperience (young Dept)
Employee Retention: Salary & Benefits - Dependent Coverage	Budget Constraints

The opportunities for an organization depend upon the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

<b>OPPORTUNITIES</b>	
Training Knowledge and Skill Level	Communication in Partnerships
Succession Planning Career Advancement	Fill Current Vacancies
Additional Personnel Alternate Source Part-Time/Volunteers	Growth & Development of Services
Address Outdated Equipment	Replace outdated fire station #2
Grant Writing Staffing for Adequate Fire and Emergency Response (SAFER), Texas Forestry Service, Assistance to Firefighter Grant, General Land Office: Fire Protection	Climate Control Storage Records Retention / Historical Artifacts Remove Other Department items from Old Station1 Facility

To draw strength and gain full benefit of any opportunity, the threats to the organization, with the risks and challenges must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce a potential loss. The success of any strategic plan is the understanding that threats are not completely or directly controlled by the organization. The internal stakeholder's identified the items below as threats:

<b>THREATS</b>	
Natural/Manmade Disasters Pandemics	Department Size
Aging Fleet	Specialized Training
Competitive Compensation by surrounding agencies	Specialized Calls (Industrial growth and Commerce)
Financial support from Industry	Outsourcing
Changing Economy	Injuries
Industrial Growth	Call Volume Increase
Stockpile: Response PPE/Equipment	Funding of Personnel
Inexperience In Departments	Social Media
Transportation Emergencies: Railroad Cars/Intermodal/Industrial/Marine	Traffic Hazards Blind Intersection/Missing Street Sign Overhead: Obstruction Vegetation/Powerlines
Training/Responding Hostile Environments	Roadway Driving Surfaces/Railroad Track Crossings



## Equipment Summary



**Busy day at Freeport Fire & EMS Department**  
Ambulance fleet consist of four ambulances



**Ambulance 908, Fire Engine 901, Ambulance 906, Fire Engine 902**



**Chief 900**



**Deputy Chief 920**



**Chief 900**

**Deputy Chief 920**



**Unit 903**





**Unit 910**



**New Unit 911 Beach Response Vehicle**

**Old Unit 911**

## Freeport Fire & EMS Personnel A - Shift



(Left – Right) Lt. Jessica Dyson, Travis David, Abdiel Martinez, Robert Phillips

## B – Shift



(Left – Right) Brennon Malone, Jason Schneider, Lt. Justin Davison, Kristopher Vierra, Christopher Stamey

**C - Shift**



(Left to Right) Shawn Andel, Randall Thompson, Zach Armstrong, Lt. Amber Phillips

**Strategic Planning Topics**  
**Strategic Planning Topic #1 – Facilities**



**Fire Station #1 131 E Fourth St**

Fire Station# 1, located downtown provides fire and EMS protection to the City of Freeport, along with EMS service to surrounding communities. This fire station's attributes at this location is fire administration, training rooms, apparatus bays, residential area for its responders.

**Fire Station #2 1203 Gulf B**

Fire Station #2, located on the Velasco side of town. Is the oldest City building in-service. It was utilized in the past to house response equipment and personnel. Currently, Station #2, houses parks department community service program, prevention vehicles (PD/Fire) and the public health response trailer. The fire station does not house personnel overnight due to health issues.



**Old Fire Station #1 128 East Fourth St.**

This building is utilized as a warehouse to store a mobile breathing air compressor and trailer, ambulance, boat and emergency management supplies in preparation for hurricane season. This building is maintained by the department. This building provides the needed accessory services and storage for the Fire/EMS department. The Museum also has items stored here. Surplus items have been stored here awaiting auction.

I begin this strategic plan with the facility being a first strategic topic. A fire station must support the needs of the fire department and the community in which it serves. It should be capable of accommodating extremely diverse functions including housing, recreation, administration, training, community education, equipment and vehicle storage. While it is usually only occupied by fire personnel, the facility may also need to accommodate the general public for community education or outreach programs. Typically, the facility differences relate to the size of the firefighting apparatus and facility location. The location of the facility is largely driven by the need to minimize response time.

Building Attributes, Space Types, Building Organization, and fire station functional areas include the following:

**Apparatus bay(s):** This is where the fire fighting and emergency response vehicles are stored during non-operational use.

**Apparatus bay support and vehicle maintenance:** These industrial spaces are where the vehicles and other firefighting equipment are cleaned, maintained, and stored.

**Administrative and training areas:** These include offices, dispatch facilities, training and conference rooms.

**Residential areas:** These include the dorm rooms, day room/kitchen, and residential support areas such as bathrooms and fitness spaces.

## **Issues**

### **Fire Station # 1**

Fire Station #1 was built in 1990 to replace the original downtown fire station. The main building is a two-story concrete tilt wall construction with a detached metal building operating as the apparatus bays. The apparatus bays need to be replaced to meet current windstorm requirements and accommodate new apparatus and associated equipment to support response equipment. The need and the potential natural disasters the City has faced, the apparatus bays need to be rebuilt in the same construction type as the main fire station building to sustain itself and personnel during natural disaster. Building a two-story engine bay design will address housing for on duty emergency personnel since the main station was designed for one on duty firefighter/EMT.





Fire Station #1 is due for revitalization due to the buildings age.

Fire Station #1 does not have any IT services supplied into the building. The station was built approximately around the time pc computers were beginning to be used by administration.

**Objective**

- Modernize/update the building as needed for livability including apparatus bays and apparatus support.
- Reconstruct or retrofit existing building to meet 140 mph storm rating for Hurricane conditions.
- Integrate IT services into the existing fire station #1.
- Develop a plan for design and funding of apparatus bay replacement program.

**Action Items**

- Fire Station #1 repair/remodel rooms. Secure funding in existing budget over the next five years.
- IT integration is in progress. Continue to build the IT infrastructure within existing budget.
- Identify funding sources through Texas General Land Office, FEMA, HGAC grants for replacing existing apparatus bays.
- Identify engineering services for design and cost analysis.
- Secure funding through grants and capital project budget.

**Accomplishments**

Revitalized/Updates for livability downstairs bathrooms (men and women), day room, storage room, four offices (Lieutenant, Deputy Chief, Fire Marshal, Fire Chief). IT infrastructure has been installed.

Installed internet cable-based television in the EOC.

Bay expansion scheduled epoxying the floor in the biohazard/clean room.

**Proposed Station #1 Apparatus Bays and Support & DECON Room**

Fiscal Year	Design	Estimated Cost
2020-21	DECON Room Phase 1	\$25000.00
2021-22	DECON Room Phase 2	\$20,000.00
2021-22	RFQ Architect – Station #1 Second Floor/EOC	\$0.00
2023-24	Construction Design	\$150,000.00
2024-25	FF&E: Furnishings/Appliances	\$150,000.00



The Emergency Operations Center/Training Room would benefit from an updated IT system



Barracks (sleeping quarters) need to be finished at Station 1

**New Bay Addition**



**Put a wall up at end and utilize  
for storage**

**Issues**

**Fire Station # 2**

Fire Station #2 needs to be demolished and rebuilt to address the needs of a fire station for today as well as for the future. Fire Station #2 is one of the oldest operating buildings in the City. Station #2 was utilized until living conditions affected the responder's health. The building has been maintained and accommodates the Freeport Parks Department and Community Supervision. Originally, this building housed an engine and an ambulance. The apparatus bay is currently utilized for response equipment and storage of prevention vehicles. Today, the apparatus bays will not accommodate a fire engine due to height. Revitalizing this fire station will address station distribution in the department's response area to meet minimum ISO grading requirements.

This Station location is essential in addressing response time and station distribution of the fire/EMS service. Response times are essential to meet minimum ISO rating for the citizens of Freeport. It also allows fire and EMS response to be within standards of practice under National Fire Protection (NFPA 1710 Standards for the Organization and Deployment of Fire Suppression).

**Objective**

- Replace existing Station #2 to be able to accommodate personnel and response equipment.
- Hire Architect – Cost Estimate

**Action Items**

- Identify funding sources through Texas General Land Office, FEMA, HGAC
- Identify engineering services for design and cost analysis.
- Secure funding through grants and capital project budget.

**Accomplishments**

Requested in the 2019-2020 budget. Result unfunded due to budget constraints.

**Proposal Fire Station #2**

Fiscal Year	Design/	Estimated Cost
2020-21	RFQ for Architect	
2021-22	Construction Design	\$307,200.00
2023-24	Uniform Relocation Act: Acquisition Estimates/Cost.	
2024-25	RFP for Construction Manager at Risk/Cost Estimates	\$3,840,000.00
	Construction: Traffic Signals	
	Construction: Material Testing	
	FF&E: Furnishings/Appliances	\$500,000.00

## **Strategic Planning Topic #2 – Equipment and Apparatus**

As technology changes in the private sector, technology evolves in the fire service as well. This is true in all things that we do daily in our lives. In the fire service, the equipment we use is constantly being upgraded by NFPA standards which is integrating the latest technology into fire service. When equipment and apparatus reach's its life span or becomes defective or inoperable during operations and training exercises, it must be replaced. Replacing equipment at or near its life span can reduce budget expenditures and potential life safety hazards.

Equipment must be replaced and comply with the latest standard. If vehicles are not replaced on a regular basis, this can affect ISO ratings and have an increase in maintenance cost and repairs. This change is more evident in the equipment and apparatus changes in pre-hospital treatment onboard the ambulances. A plan needs to be implemented to replace this equipment on a regular basis either through the budgetary process or capital planning. The department has developed a vehicle equipment replacement plan and can be found in **Appendix A**. The goal in the next upcoming year would be inventory all equipment, set it up in a record management system, and establish the replacement plan.

### **Objectives**

- Develop a small equipment replacement plan. – Perform an inventory of all small equipment.
- Develop a contingency plan to purchase new equipment and or technology not yet used by the department.

### **Action Items**

- Have a vehicle replacement plan in the Appendix.
- Develop a PPE purchasing plan for members.
- Have the funding for PPE replacement and/or purchase in the budget.
- List all small equipment currently in service and apply the industry standard of its usable service life.
- Develop a replacement plan.
- Have funding placed in the Fire Department annual budget.
- Research new portable radios and ways to fund the radios.
- Continue to review trade journals, attend trade shows, watch changing trends in other like fire departments, etc. in an effort to stay current with changing trends in equipment, technology, standards and best business practices.

## Accomplishments

Zach Armstrong has started this process on vehicle equipment inventory.

PPE purchasing plan for members is complete to meet TCFP standards

Currently, have funding in budget

In progress of researching for new radios to replace existing radios

Purchased software upgrades for over the air radio software updates.

Unit 900 has been replaced with a 2019 Chevy Tahoe.

Unit 920 Requested in the 2019-2020 budget. Result unfunded due to budget limitations.

Fiscal Year	Project	Cost
2020-21	6 Portable Radio	\$24,000.00
2020-21	2 Mobile Radios	\$10,000.00
2021-22	2 Consoles Radios	\$50,000.00

### **Strategic Planning Topic #3 – Staffing / Structure**

Freeport Fire & EMS staffing and structure has evolved overtime from an all-volunteer fire department to a career fire department. Along with the times the mission and responsibilities has greatly changed from putting fires out to rescue, EMS, and all hazards preparedness. The Department has not evolved in its staffing and structure to accommodate these changes by addressing the division of labor as it has been accomplished in other city departments.

The combination type (career/call) system that we have utilized to deliver these services has performed adequately for many years. However, at this time, a decline in the availability of our call personnel coupled with increasing requests for services has adversely impacted the ability of our organization to meet the demands of the community and maintain the incident scene safety of our personnel.

Currently, in order to maintain the comprehensive programs of public education, fire inspection, emergency response, facility maintenance, training, and apparatus maintenance that we have established, all career personnel have multiple responsibilities assigned to them outside of their primary job duties. This is a less than adequate situation that reduces our ability to complete tasks in a timely manner as well as limits overall productivity of our personnel which in turns promotes ineffective operations.

The National Fire Protection Association (NFPA) sets national fire service response and staffing standards. While these standards are not law, they are generally considered as compliance documents for fire departments and are often adopted by Texas Commission on Fire Protection, and Texas Department Health and State Health Services. NFPA 1710 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments) is a guiding document that specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operation responses. The document is split into the categories of fire and EMS response. The fire response directive requires the minimum response and on scene arrival of one engine company staffed by four (4) firefighters within four (4) minutes and a full first alarm (14) personnel within eight (8) minutes 90% of the time. Freeport Fire & EMS is not capable of reaching these goals at this time. The EMS response directive requires the minimum response of an ALS unit within eight (8) minutes 90% of the time. Freeport Fire & EMS is capable of reaching this goal for first requests for EMS services when ALS personnel are on-duty. However, during second, third, or subsequent requests for EMS services this standard is often not achievable. Response times are an essential factor within the ISO rating calculation. The goal is to improve our current capabilities and adequately meet the future response requirements of the community and meet national standards.

### Objectives

- Hire three additional career firefighters/EMTs, which would increase one career firefighter per shift. This would provide six firefighters per shift improving the response capabilities at station #1.
- Increase fire fighter staffing for Station #2. In essence this would provide two crews for daily EMS response. Each fire station would meet NFPA 1710 deployment standard and Texas Commission on Fire Protection standards for response with one Engine Company and one ambulance at each fire station.
- Include Part time/contract labor for firefighter/EMT
- Develop/re-establish the existing volunteer program

### Action Items

- Fill current vacancies.
- Hire additional staff pending budget approval.
- Secure funding for part-time/contract labor
- Secure funding for the volunteer program
- Secure funding for volunteer incentives and pension

Refer to **Appendix B** Firefighter/Medic Details.

### Accomplishments

Active in progress on filling vacancies due to turn over  
Clerical job description and responsibilities complete  
Clerical position requested in budget 2020 and approved as an Administrative Assistant  
Administrative Position filled  
2019 requested fire fighter staffing for station 2 – unfunded



## **Strategic Planning Topic #4 – Training – In Service**

As departments take on more responsibilities and duties additional training and expertise is needed. Current responsibilities in fire protection, pre-hospital care (EMS) and emergency management are developing into complex systems. We can also see a greater increase in the number of medical aid calls that we perform each year annually. As medical skills become a more pertinent job function as a fire fighter, more emphasis should be placed on this kind of training. Training should be conducted daily within the department which will be led by the shift officer. Specialized training will be conducted by a department training officer or outside instructors. Each firefighter, career or on-call, will be held to the same training standard. Training will increase the value of the firefighter medic in the community as well as the safety within the department. The goal will be to continue the training program and promote training that leads to professional growth of the members.

### **Objectives**

- Provide the Company Officers with the means to conduct in-service training.
- Continue having the training officer schedule and teach standard training exercises, with all department members, in order to establish consistency and proficiency in everyday firefighting evolutions and skills.
- Establish minimum training standards for Freeport Fire & EMS members to respond to all hazards.
- Establish city wide all hazard training and response.

### **Action Items**

- Require Company Officers and any other members who are in leadership positions, or who could work out of rank, take Fire Instructor/Officer classes.
- Schedule and post training months in advance.
- Conduct the training and receive feedback.
- Complete training records data entry and hold department members accountable for completing all assigned training.
- Develop lesson plans as technology and standards change.
- Conduct an evaluation of current training programs and department needs in relation to National and State standards and licensing mandates.
- Establish a training program with Fire Company training with forty hours of training to meet minimum standards of ISO.

Estimated Cost: \$36,000.00

### **Accomplishments**

Entered into an agreement with BASF for in-servicing training.  
COVID 19 has impacted travel and training and response.

## **Strategic Planning Topic #5 – Succession Planning**

The future of the department comes from creating and fostering an atmosphere in training and preparing for all-hazard response. Creating the professional development will also develop succession planning for employees to backfill each other regardless of the incident or event. Succession planning for a fire department is a critical leadership and management function. It should be an exercise in planning for all the potential human resource needs of the organization for continued growth, development and success. This process should also include the diverse goals of the organization, how it will achieve those diverse goals, and how everyone in the organization is given information and access as well as development opportunities that make them a more valuable asset to the organization. The goal of a good succession plan should be to have an employee pool of available talent.

Creating those leaders is a process that includes training, education, self-development and experience. There needs to be a basic framework for the desired certifications, education level, and experience for each rank. These need to be published and made available so future leaders can understand them prior to being promoted. Opportunities can be created for personnel to obtain experience by letting them act in the roles they want to pursue and role play through training. Career advancement is not just about on the job training but rather a pathway of demonstrating knowledge, skills and ability to adapt along the way. The goal of management is to help define those career paths and help personnel understand those paths and how to pursue them.

“August 2010, a review of lack of professional development contributed to a turnover rate of fifty percent. Eight of nine shift career firefighters, as an example, have been with the department less than two years.” (Cook and Associates)

### **Objectives**

- To list preferred certifications, level of education, experience and self-development for each rank.
- To change the culture of being put into a position and then trained to fill that position to one of training for a position or rank one wishes to achieve.

### **Actions**

- Create and develop job descriptions for all fire department positions.
- Develop minimum standards for each departmental position.
- Develop a departmental mentoring program for new employee and existing employees with quarterly and annual training requirements.

Refer to **Appendix C**

### **Accomplishments**

EMS Coordinator job description/title changed to Deputy Chief.  
Fire Marshal job description approved but position still vacant.  
Lieutenant job description has been updated to include Fire Officer 1.  
Wild land fire-fighting training pending completion due to COVID 19.  
New hire orientation task book created for new hires.

## **Strategic Planning Topic #6 – Command Staff Salaries**

As the Department continues to progress the addition of career firefighters have been added as volunteer membership/participation has declined. The Incident Command System (ICS) of the fire service is the recognized management structure of an incident that supervisors work both at the task level (i.e. Lieutenant or Captain) and the strategic level (i.e. Command Officers).

The Command Officers' salaries need to be reviewed after past Administration changed the rank and salary. Rank and salaries between police and fire department were placed together as public safety pay by former Police Chief and City Manager Ken Maltby. The Fire Chief's salary needs to be included in this discussion as well.

As Fire Chief, I believe in promoting qualified personnel from within but being fair and competitive in salary and benefits. During my tenure, I have reviewed several facets of our operations including salaries. The Deputy Chief and Fire Marshal salaries need to be addressed to maintain and attract qualified people for their respective positions.

In the HGAC Regional Salary and Benefits Survey, the Fire Marshal and EMS Coordinator in their responsibilities are equivalent to an Assistant Fire Chief. An Assistant Chief implements and enforces departmental policies, procedures and regulations; develops and recommends programs for training personnel, for maintaining/replacing equipment and for revising operational procedures and standards. They coordinate and review personnel activities of the department within the scope of the job description. In addition, these positions support on-duty firefighters when the response dictates all personnel to respond to EMS or fire emergencies.

### **Objective**

- Review pay scale for command staff salaries.
- Review command staff salary survey from HGAC.

### **Goal**

- Secure funding to support competitive command staff salaries.
- Provide recommendation to the City Manager in the budget process.

### **Accomplishments**

Requested funding in the 2019-2020 budget and funding was approved.

## **Strategic Planning Topic #7 – Revenue, bad debt and Contractual Agreements**

Freeport Fire & EMS is funded from several sources of revenue and ad valorem tax. The Department is funded by ad valorem tax as shown in budget 10-530 FIRE and revenue account of 10-535 Ambulance / EMS Fund.

Reviewing the department operations, the revenue streams of the department need to be evaluated and adjusted to meet the demand of current needs assessment. The fee schedule for pre-hospital emergency medical service adjustment was done in November 2014 when billing agency contracts were established. Current collection rate is 30 %.

The voluntarily water bill donation last review was January 2001 with an increase to \$2.50 from \$1.25. The Department has contractual response agreements with Oyster Creek for EMS and Quintana for EMS and fire protection. The last contractual agreement adjustment was fiscal year 2015/16.

### **City of Freeport Code of Ordinance 92.42 VOLUNTARY CONTRIBUTIONS; SPECIAL FUND.**

(A) An opportunity shall be afforded to each customer of the city's water, sanitary sewer or solid waste services to make, when paying the monthly utility bill, a voluntary monthly contribution to the city to assist in financing the Department. The minimum requested amount of such contribution shall be set by resolution adopted by the City Council from time to time.

### **The Department has fees adopted for services rendered for fire, rescue, and EMS. City of Freeport Code of Ordinance 92.43 FEES FOR SERVICES RENDERED; COLLECTION.**

(A)...fees shall be charged for services rendered by the Department according to the fee schedule to be adopted and which may be amended from time to time by resolution of the City Council.

(D) The City Council may by resolution authorize an agreement with a third party to seek and collect, for a fee, compensation, reimbursement or insurance coverage for the fees for services owed to the Department.

(E) All such fees, when collected, shall be deposited in the special revenue fund established by § 92.42 of this code and may only be used as provided therein.

### **Objective**

- Identify all revenue streams applicable to the services provided by the Department.
- Update existing fees schedules.

### **Action Items**

- Present to City Administration and Council recommendations for EMS fee schedule.
- Present a fee schedule for uncollected services from the Fire Marshal.
- Review existing municipal contracts and address fee and contract verbiage.
- Discuss with City Manager and Elected Officials, City Ordinance 92.43 Collection of fees not paid by the customers utilizing the services rendered.

### **Accomplishments**

EMS fee schedule approved  
Fire Marshal's Permit Fee schedule approved

**Strategic Planning Topic #8 -  
Industrial Funding/Emergency Services District  
for Fire & EMS**

Freeport Fire & EMS Department has a response area larger than the City of Freeport. Within our assigned 911 response area, the Department responds to residential communities and light industrial settings. Response areas out of the City of Freeport proper is the heavy industrial complexes along State Hwy 332, marine waterfront properties, and Port Freeport. These complexes and ESD #6 does not fund fire and EMS services.

Over the years the department has developed relationships and discussion into training and potential funding. But as these programs developed, there was a change in management and the programs failed. A local committee was formed in partnership with Port Freeport and Freeport Fire & EMS Department and those who had a vested interest in waterfront ventures. This organization is called Brazosport Marine Action Team (BMAT). This program was progressing to address fire protection and security concerns, but September 11<sup>th</sup> changed the direction of the BMAT group due to federal funding into Homeland Security.

John Cook, Fire Chief Conroe Fire Department, retired, wrote "These industries create the greatest risk and should, therefore be required to shoulder the cost of providing adequate fire and EMS Service. A basic premise of fire protection since colonial times has been that the individual or company that creates the risk should be required to mitigate the risk." With the construction growth in the area, the influx of construction contractors has created a significant call volume increase in medical and transportation emergencies requiring multiply agency response. The local response has not been increased to address the community needs. In addressing this matter, funding alternatives need to come from those that create the increase risk.

The current mechanisms to address the needs of the created risk is through potential alternate funding sources: 1.) Direct contractual agreements between City of Freeport and a specific Industrial Complex 2.) Industrial District contracts include fire and EMS protection services. 3) Creation of Emergency Services District specifically for Freeport Fire & EMS response area.

**Objective**

- Identify those industrial partners who utilize Department services.
- Establish and Develop relationships into addressing the service needs.
- Review alternative funding to support personnel and infrastructure needs for the Department to respond to industrial complexes.

**Action Items**

Presentation to City Administration and Council for discussion on non-taxable entities.  
Research Emergency Service Districts specifically for City of Freeport.

**Strategic Planning Topic #9 – City Storage Facility**



Vacant lot where city hall stood



**Old Fire Station 128 East Fourth St.**

This building is utilized as warehouse to store a mobile breathing air compressor and trailer, ambulance, boat and emergency management supplies in preparation for hurricane season. This building is maintained by the department. This building provides the needed accessory services and storage for the fire/EMS



Under stairs storage



Currently, the old Fire Station is being used for several different departments to store items in. We are running out of room and there is no climate control in that building. Items stored are at risk of being ruined due to humidity and the elements. We are utilizing space under the stairs trying to find somewhere to store items for our department.

## Appendix A

### Response Vehicles

Unit	Year Make Model	Replacement/Refurbish	Estimate Cost
900	2019 Chevy Tahoe	2030-31	60,000.00
901	2003 American LaFrance	2023-24	1,400,000.00
902	2006 Crimson	2025-26 – Refurbish*	300,000.00
903	2018 Spartan	2033 Refurbish*	400,000.00
906	2015 E450 Ambulance	2025-26	350,000.00
907	2010 E450 Ambulance	2020-21	300,000.00
908	2011 E450 Ambulance	2021-22	300,000.00
909	2015 E450 Ambulance	2025-26	350,000.00
910	2009 F-250	2020-21	50,000.00
911	2019 F-150 Beach Response	2030-31	50,000.00
912			
919	2004 SORT (mobile breathing air compressor)	2020-21	350,000.00 **
920	2010 F-250	2020-21	50,000.00

- \* Spartan Fire Engines announces a refurbish truck program. The fire engine is sent to a regional repair center and it is refurbished to NFPA 1801.
- Ambulance remount can be utilized to reduce cost. With this program the vehicle chassis is replaced, and the rear box is remodeled and remounted on a new chassis (Optional).
- Ambulance replacement includes truck chassis, patient compartment, stretcher and cardiac monitor.
- \*\*The trailer for the Mobile Breathing Air Compressor and fill system is due for replacement. The F-550 truck needs to be replaced as well. Recommending having the unit mounted on a truck chassis as an air and light truck.
- 2003 American LaFrance to be replaced with two Quints for an engine (an Engine that has ladder and pumping capacity).

**Appendix B**

**Staffing Increase FY 2020/2021**

The fire department staff based on multiples of three (three 24-hour shifts), and on each shift based on multiples of two (two personnel per ambulance).

Current Shift Staffing = A Shift 5 / B shift 5 / C Shift 5  
 1 Lieutenant and four firefighters

An increase of three personnel (10-530) would create three shifts of six firefighter/medics (1 Lieutenant, 5 firefighter/medics). Based on recent call trends, the department has all four personnel in-service (on two ambulances calls) and no remaining personnel available for a third call in excess of 66% of shifts (21 of 30 days) including no fire protection.

Additional consideration with increased staffing is to strategically locate them in Fire Station #1 and Fire Station #2 to provide a response time that meets minimum standards in comparison to Best Practices and NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments.

2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Lt	Lt	Lt	<b>Capt</b>	Capt	Capt
FF	<b>D/O</b>	D/O	Lt	Lt	Lt
FF	FF	FF	D/O	D/O	D/O
FF	FF	FF	FF	FF	FF
FF	FF	FF	FF	FF	FF
		<b>FF</b>	FF	<b>FF</b>	FF
				<b>FF</b>	FF
				<b>Paramedic</b>	Paramedic
					<b>Paramedic</b>
<b>Additional Cost</b>	\$10,000.00*	\$180,000.00**	\$258,600.00**	\$180,000.00** \$243,000.00***	\$243,000.00***

\*Education Stipend

\*\*FSLA 7K Overtime not included

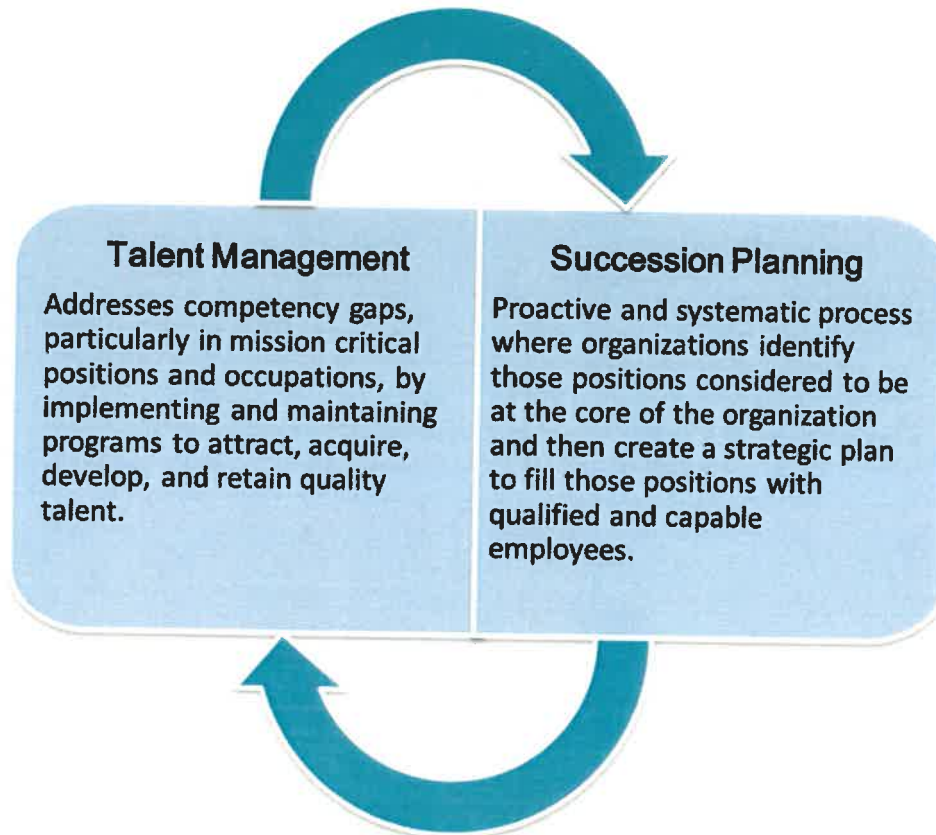
\*\*\*Paramedic is a 40-hour work week versus firefighter 53 hour work week. No overtime included in this amount.



## APPENDIX C

### #5 Succession Planning

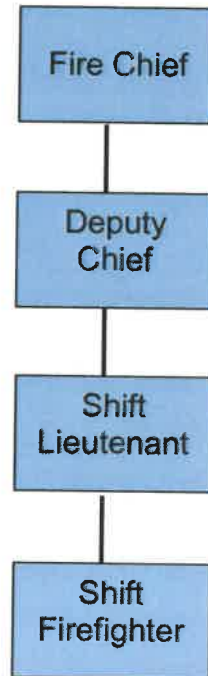
The Department is developing an hierarchical structure that provides for a more effective division of labor and that provides a career path that allows members the opportunity to grow and advance within the Department. A defined career path will inform members about the steps they must take in order to advance within the organization and will encourage members to remain with the Department throughout the duration of their career.



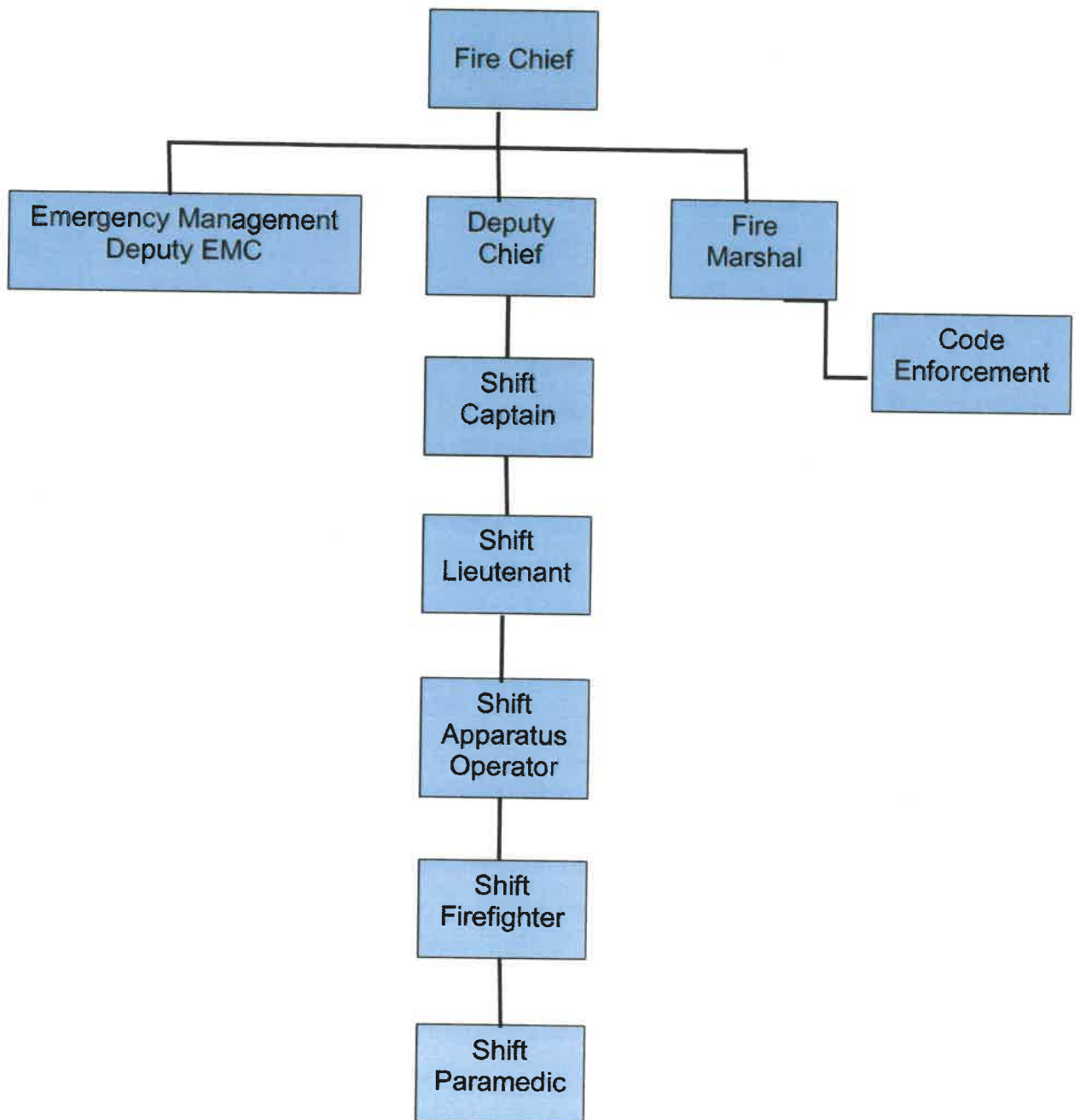
The adoption of the proposed rank structure will increase the number of classifications within the Department and thus, increase promotional opportunities. This should provide employees with an additional incentive to make Freeport their home and serve their entire career with the Department. When these positions are created, job descriptions must be written and minimum qualifications for each classification must be determined. It will also be necessary to establish a formal promotional procedure. Consideration should also be given to setting a minimum time classification prior to being eligible to promote to the next higher classification. Chapter 142, of the Texas Local Government Code, Municipal Civil Service, requires a minimum of two years of service in a classification before a person is eligible to test for the next higher rank. Although Freeport is not governed by this statute, the two-year time frame is very common throughout municipal fire service.

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## Current Career Path



## Proposed Career Path



# A SHIFT



**Abdiel Martinez**  
4 Years of Service



**Travis David**  
3 Years of Service



**Lieutenant Jessica Dyson**  
11 Years of Service



**Robert Phillips**  
1 Year of Service

**Open Position**



## B SHIFT



**Christopher Stamey**  
1 Year of Service



**Kristopher Vierra**  
3 Years of Service



**Lieutenant Justin Davison**  
8 Years of Service



**Brennon Malone**  
11 Months of Service

**Jason Schneider**  
3 Months of Service



# C SHIFT



**Zachary Armstrong**  
6 Years of Service



**Randall Thompson**  
5 Months of Service



**Lieutenant Amber Phillips**  
11 Years of Service



**Shawn Andel**  
9 Years of Service



**Open Position**

# ADMIN



Chief Christopher Motley  
26 Years of Service



Deputy Chief Mike Praslicka  
11 Years of Service



Bette Dahse  
Administrative Assistant  
3 Months of Service



Fire Marshal  
Open Position



**CITY OF FREEPORT  
PUBLIC WORKS DEPARTMENT**

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**STRATEGIC PLAN  
FY 2020 – FY 2025**

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# Mission Statement

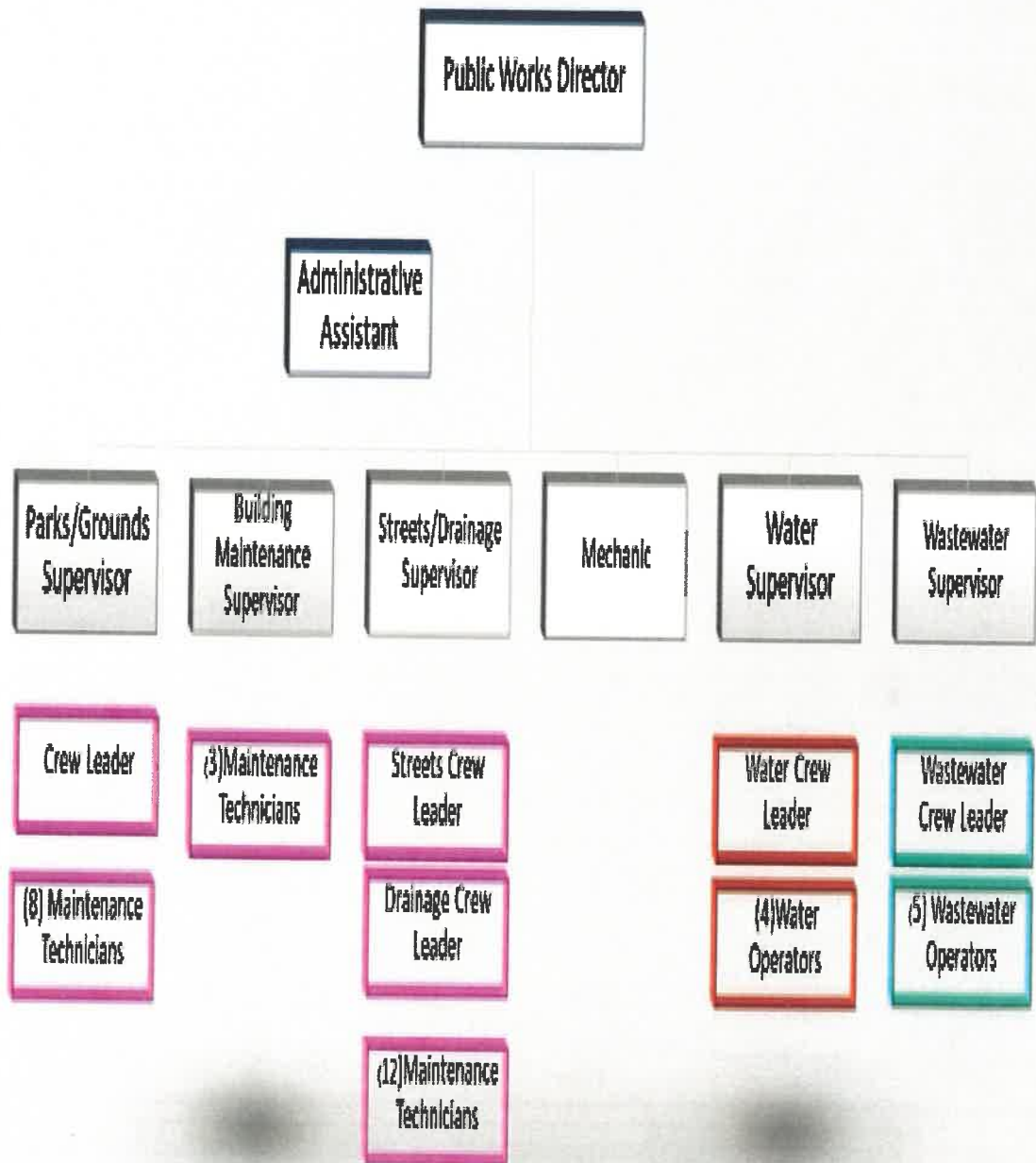
The staff of the Public Works Department fully supports the City of Freeport: *“We work together to build a community of the highest quality for present and future generations”*. We do our part by providing superior public services: by maintaining and improving the condition of our streets, drainage, alleys, parks, beaches, facilities and by providing excellent delivery of capital projects.

## Vision

To be a well-managed highly effective department that responds to current and future needs through creativity and innovation in order to maintain and enhance the community’s essential infrastructure and natural resources.

---

# ORGANIZATION CHART



## Who Are We?

The City of Freeport Department of Public Works is comprised of (4) main divisions (Streets/Drainage, Parks/Grounds, Building Maintenance, Administration) with 31 full time employees who possess special skills and knowledge acquired through education, training and experience to meet the public's needs.

Some of the many responsibilities of the Department include:

## Operational Summary

### Streets / Drainage Maintenance

- Maintains 73 miles of drainage
  - Maintains 21 miles of culvert piping
  - Maintains 63 miles of streets
  - Maintains 20 miles of alley way
  - Maintains signage
  - Perform pot hole repairs
  - Maintain 112 city owned lots
  - Fleet maintenance
  - Performs sweeping on streets, multi-use paths and parking lots
  - Removes hazardous objects from right-of-way
  - Controls vegetation along streets and drainage
  - Performs storm debris clean up
  - Assist with seasonal events
  - Provides after hours emergency coverage
-

## Administrative Services

- Provides customer service and reception
  - Provides financial analysis for the Public Works Department
  - Generates work orders
  - Maintains city fuel operations
  - Assist with seasonal events
- 

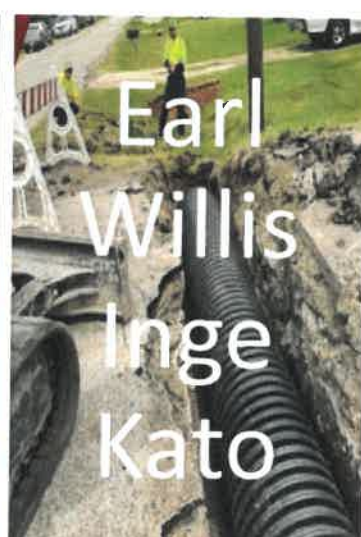
## Operational Summary

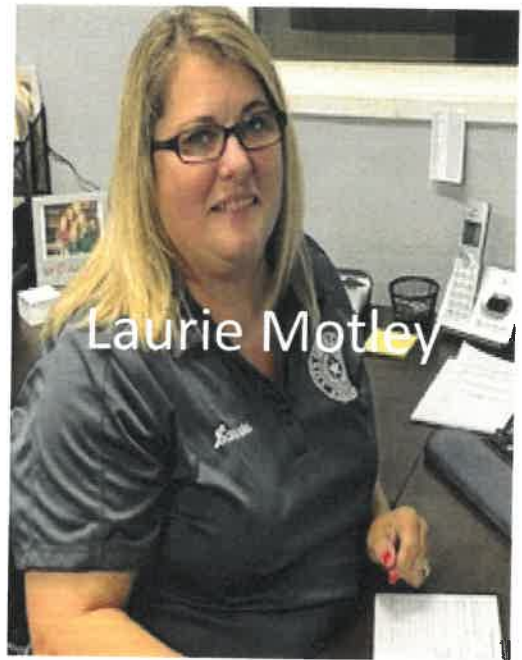
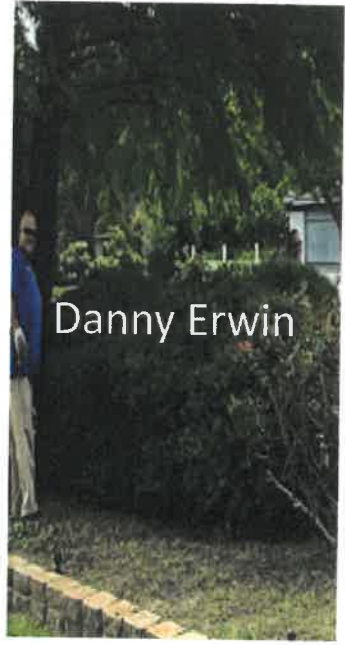
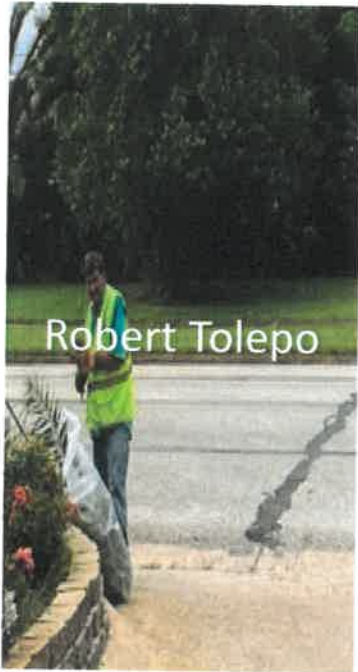
### Parks / Grounds

- Maintain (9) Parks
  - Perform weed control
  - Landscaping
  - Baseball / Softball field maintenance
  - Football / Soccer field maintenance
  - Litter control of parks and open spaces
  - Maintenance and repair on park equipment
  - Sanitization park restrooms
  - Sanitization facility rentals
  - Set up for rentals
  - Beach litter control and maintenance
  - Assists with seasonal events
  - Provides after hours emergency coverage
-

## Building Maintenance

- Perform HVAC repairs on city facilities
  - Perform electrical repairs on city facilities
  - Perform plumbing repairs on city facilities
  - Perform carpentry repairs on city facilities
  - Perform street light repairs
  - Install equipment for the operation of city facilities
  - Flag / banner maintenance
  - Preventative maintenance on facilities
  - Assist with seasonal events
  - Provides after hours emergency coverage
- 





## Department Priorities (GOALS)

- Goal 1:** Ensure that all Public Works employees have a healthy, safe and secure workplace.
- Goal 2:** Achieve a high level of Customer Service and Satisfaction.
- Goal 3:** Ensure and enhance the quality of life for all residents by implementing proactive programs to improve all City owned rights-of-way, parks, open spaces and facilities.
- Goal 4:** Operate, maintain and improve the City's streets and drainage to serve the resident's needs. Ensure the safety of the users while meeting the needs of the public in the future.
- Goal 5:** Develop and maintain exceptionally qualified and well-trained staff to carry out the Department's mission
- Goal 6:** Ensure that our activities provide the best result and benefits for our customers through strict budgeting processes and fiscal responsibility.
- Goal 7:** Proactively comply with or exceed all environmental and quality standards in the area of stormwater, air quality, water and wastewater.
- Goal 8:** Promote a vibrant, first-rate parks with aesthetically pleasing and environmentally sensitive designs and maintenance practices.
- Goal 9:** Repair and maintain the City's facilities to ensure a sustainable work environment.
- Goal 10:** Support job specific training opportunities that enhance skills needed to improve City operations.
-



# City Parks



FCH/Splash Pad



Arrington



Wetlands



Riverside

# City Facility Rentals



Velasco House



Pixie House



River Place



Freeport  
Municipal Park

## Needs Assessment by Division

<b>Parks/Grounds</b>	<b>Streets/Drainage</b>	<b>Building Maintenance</b>
Upgrade playing surface @SFA – 2020/2021 (\$3,000)	Updated fuel system in process (\$25,000)	Paint Service Center Exterior –2020/2021 (\$22,000)
Upgrade Playing surface @ Riverside- 2020/2021 (\$5,000)	Hydraulic earth auger – 2020/2021 (\$3,000)	Upgrade Restrooms at FMP 2022/2023 (\$65,000)
Upgrade playing surface @ O.A Fleming – 2020/2021 (\$10,000)	1-ton Dump Truck – 2020/2021 (\$65,000)	FMP Pavilion new roof and gutters- 2020/2021 (\$80,000)
Upgrade Lighting @ SFA, Riverside and O.A Fleming – 2020/2021 (\$50,000)	Striping Machine – 2020/2021 (\$4,000)	River Place security system – 2020/2021 (\$4,000)
Install fencing at O.A Fleming @ playing fields – 2020/2021 (\$30,000)	Coats Tire Balancer – 2020/2021 (\$5,500)	River Place roll up door repairs – 2020/2021 (\$15,000)
Skate Park – 2022/2023 (apply for grant)	Vehicle Scanning tool – 2020/2021 (\$6,000)	River Place Fishing Pier Lighting and cleaning station – 2021/2022 (\$70,000)
INSTALL PICNIC AREA AT PEPPERMINT PARK – 2022 (\$8,000)	72" zero turn mower – 2021/2022 (\$15,000)	River Place Roof Repair – 2020/2021 (\$60,000)
Install Shade Coverings over all Park play areas 2021/2022(\$80,000)	Backhoe w/hoe ram – 2022/2023 (\$N/A)	Replace fountain in downtown – 2020/2021 (\$30,000)

## Road Maintenance Year (2019/2020)

<b>Year</b>	<b>Location</b>	<b>Interlocal/City</b>	<b>Cost</b>
2019-2020	Karankawa St. – Ave. B to Gulf Blvd.	Asphalt	\$107,800
2019-2020	Quintana St.- N. Ave. F to N. Ave G	Asphalt	\$14,150
2019-2020	N. Ave S- Skinner to Terry	Asphalt	\$45,300
2019-2020	S. Ave. D- Archer to Hwy. 1495	Asphalt	\$123,986
2019-2020	N. Ave H.- Yellowstone to Autrey	Asphalt	\$105,576
2019-2020	W. Broad- Hickory to Cedar	Asphalt	\$67,590
2019-2020	6 <sup>th</sup> St.- Rail Road tracks to Cedar	Asphalt	\$31,950
2019-2020	S. Ave. G- Velasco to Dezavalla	Asphalt	\$37,935
2019-2020	Miscellaneous-Milling/Tack	Asphalt	\$40,000
<b>2019-2020</b>	<b>TOTALS</b>	<b>Interlocal County</b>	<b>\$574,287.00</b>
<b>2019-2020</b>	<b>TOTAL Capital Expenditures</b>	<b>City/Interlocal</b>	<b>\$574,287.00</b>

## Road Maintenance Year (2020/2021)

Year	Location	Interlocal/City	Cost
2020-2021	N. Ave S- Terry to Zapata	Asphalt	\$69,006
2020-2021	Jones Rd.- Yellowstone to Victoria	Asphalt	\$106,614
2020-2021	Skinner St.- N. Ave. A to Gulf	Asphalt	\$52,270
2020-2021	Sycamore St.- Broad to 5 <sup>th</sup>	Asphalt	\$43,520
2020-2021	Redfish Ln.- Marlin to dead end	Asphalt	\$27,080
2020-2021	Gulf View Ln.- Marlin to dead end	Asphalt	\$28,240
2020-2021	Skinner St.- N. Ave J to N. Ave S.	Asphalt	\$108,600
2020-2021	Miscellaneous Tack	Asphalt	\$8,000
2020-2021	Miscellaneous-Milling	Asphalt	\$32,000
<b>2020-2021</b>	<b>TOTALS</b>	<b>Interlocal County</b>	<b>\$475,330.00</b>
2020-2021	W. 2 <sup>ND</sup> St.- Arbutus to Hwy. 288	City Concrete	\$700,000.00
2020-2021	W. 7 <sup>th</sup> St.- Yaupon to Dixie	City Concrete	\$661,000.00
<b>2020-2021</b>	<b>TOTAL Capital Expenditures</b>	<b>City/Interlocal</b>	<b>\$1,836,330</b>

## Road Maintenance Year (2021/2022)

<b>Year</b>	<b>Location</b>	<b>Interlocal/City</b>	<b>Cost</b>
2021 – 2022	N. Ave. Q- Stratton to Zapata	Asphalt	\$58,241
2021 – 2022	N. Ave N.- Skinner to Roeller	Asphalt	\$13,580
2021 – 2022	Britt Bailey St.- S. Ave. A to N. Ave. H	Asphalt	\$84,160
2021 – 2022	W. Broad St.- Velasco to Pecan	Asphalt	\$78,830
2021 – 2022	Lively St.- N. Ave A to N. Ave B.	Asphalt	\$11,870
2021 – 2022	Miscellaneous Tack	Asphalt	\$8,000
2021 – 2022	Miscellaneous- Milling	Asphalt	\$32,000
<b>2021 – 2022</b>	<b>TOTALS</b>	<b>Interlocal County</b>	<b>\$286,681.00</b>
2021 – 2022	W. Broad – Cherry St. to Maple	City Concrete	\$700,000.00
<b>2021-2022</b>	<b>TOTAL Capital Expenditures</b>	<b>City/Interlocal</b>	<b>\$986,681</b>

## Road Maintenance Year (2022/2023)

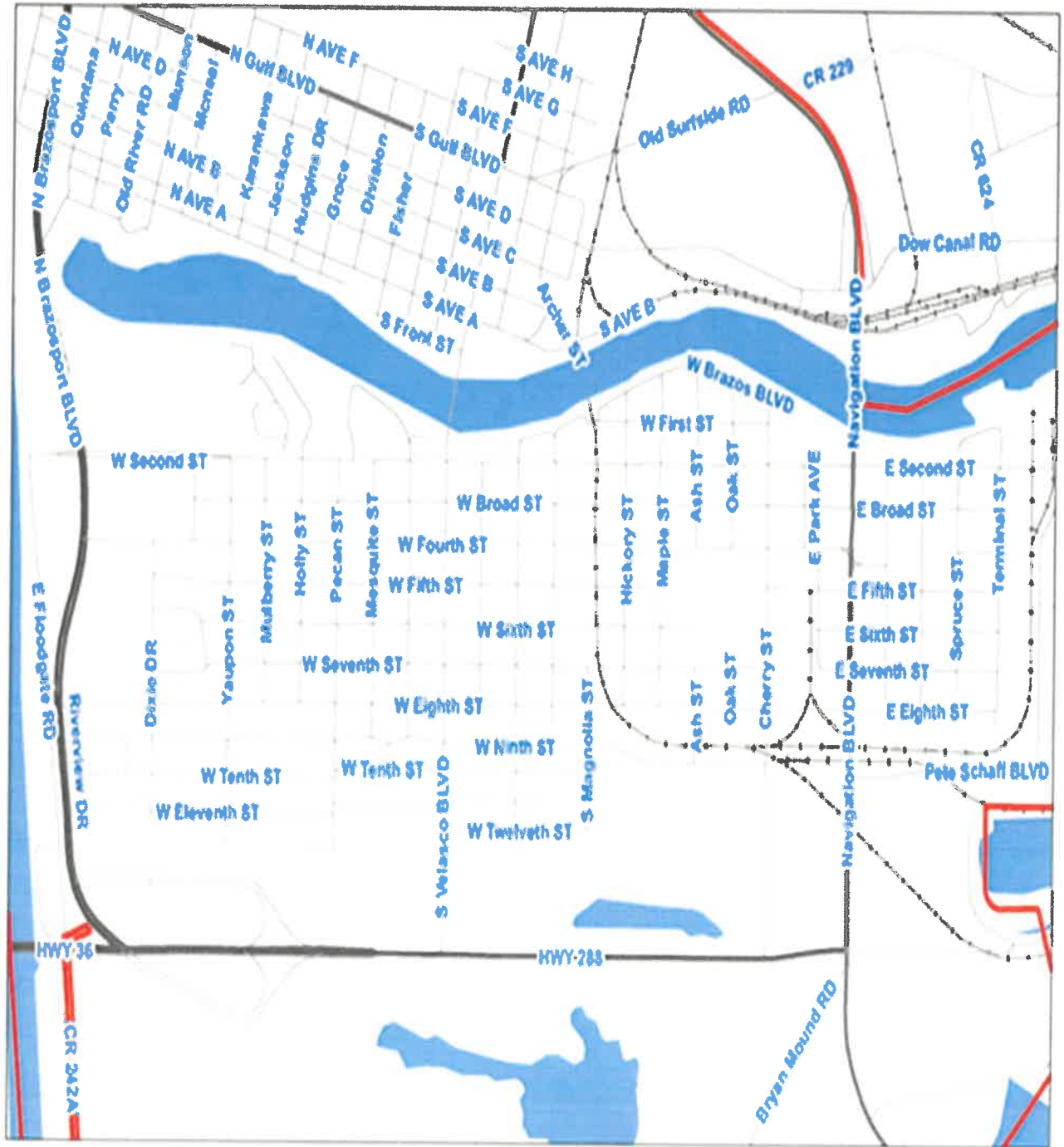
<b>Year</b>	<b>Location</b>	<b>Interlocal/City</b>	<b>Cost</b>
2022-2023	Mulberry St.- 1495 to Terminal	Asphalt	\$103,140
2022-2023	N. Ave O.- Yellowstone to Roeller	Asphalt	\$14,150
2022-2023	W. 8 <sup>TH</sup> – Velasco to Magnolia	Asphalt	\$97,540
2022-2023	Old River- Park St. to N. Ave G	Asphalt	\$89,295
2022-2023	N. Ave T- Yellowstone to Uvalde Row	Asphalt	\$27,160
2022-2023	S. Ave C- Velasco to 7 <sup>th</sup>	Asphalt	\$39,885
2022-2023	S. Ave H- Velasco to Caldwell	Asphalt	\$16,545
2022 -2023	Gulf Blvd.- Velasco to 7 <sup>th</sup>	Asphalt	\$27,730
2022 -2023	Miscellaneous Tack	Asphalt	\$8,000
2022-2023	Miscellaneous- Milling	Asphalt	\$32,000
<b>2022-2023</b>	<b>TOTALS</b>	<b>Interlocal County</b>	<b>\$ 455,445.00</b>
2022-2023	W. 4 <sup>TH</sup> St.- 1495 to Cherry	City Concrete	\$827,240.00
<b>2022-2023</b>	<b>TOTAL Capital Expenditures</b>	<b>City/Interlocal</b>	<b>\$1,282,685.00</b>

# VELASCO ROADS

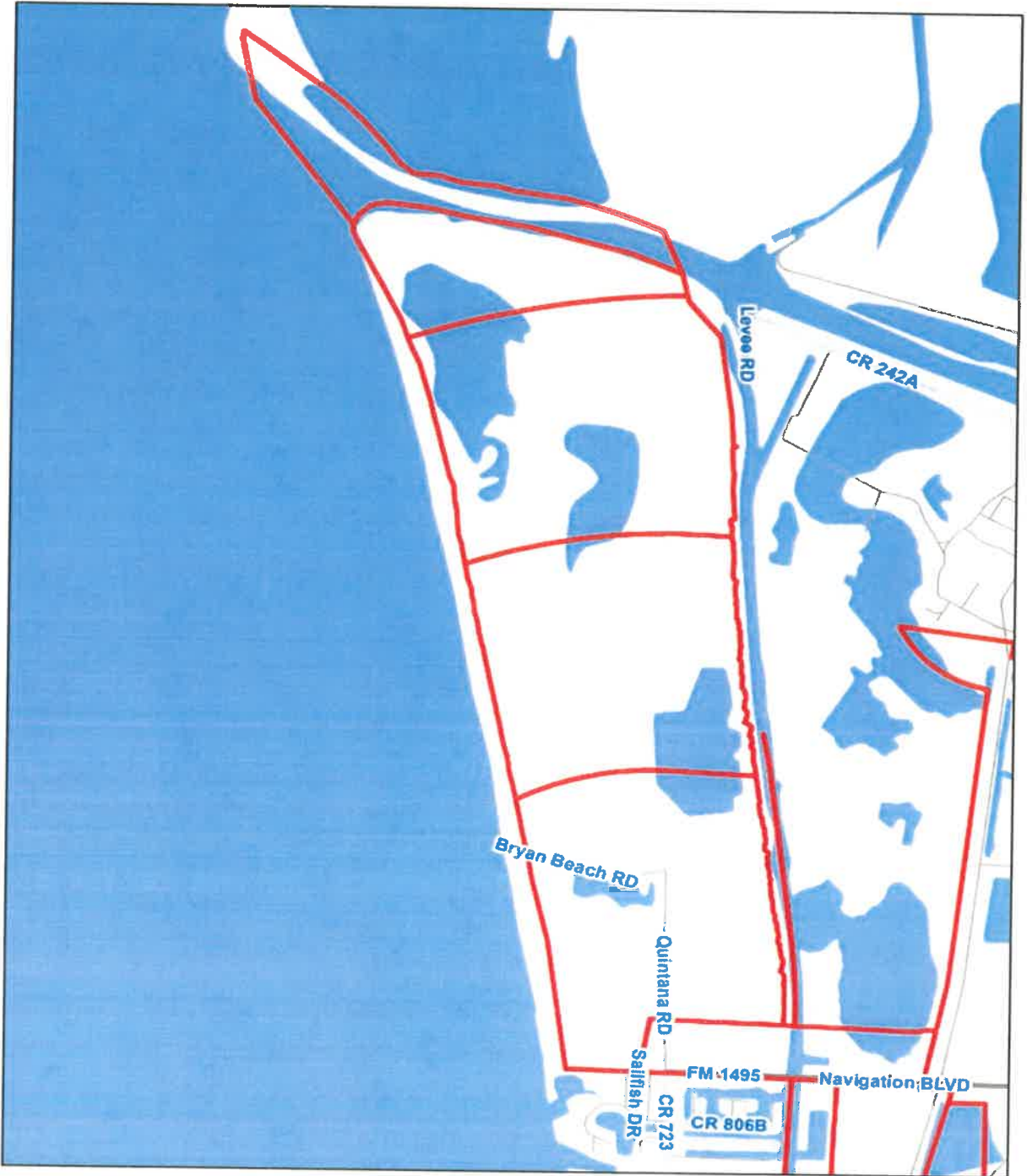




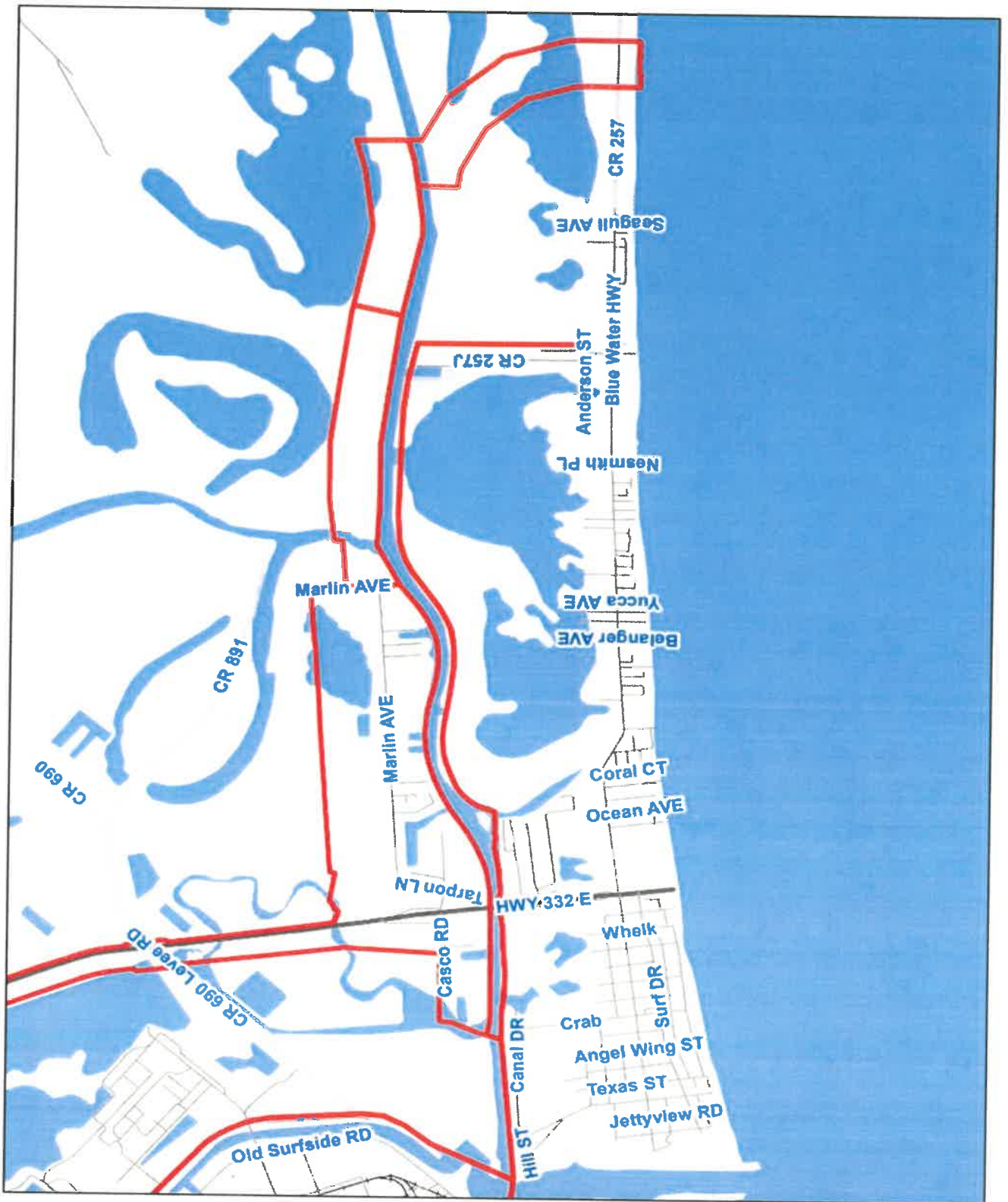
# FREEMPORT ROADS



# BRYAN BEACH ROADS



# BRIDGE HARBOR ROADS



# SLAUGHTER ROAD



## Capital Equipment

Vehicle #	Year	Description	License #	Vin/serial #	Make	Mile/Hour	Replace Year
575-00	1987	Trolley	110-3724	1C9CS2DW8HW077378	Chance	234,530	Auction
575-01	2002	F 150 Spray	125-9609	1FTRF17W92KC81292	Ford	80,700	2022
575-02	2002	Ranger	125-9606	1FTYR10U13PA70278	Ford	64,434	2022
575-03	2007	F 150	956-905	1FTRF12W87KC93870	Ford	250,121	2027
575-04	2014	Predator 15ft mower	Equipment	91517	Modern	N/A	2034
575-05	2014	Predator 15ft mower	Equipment	94804	Modern	N/A	2034
575-06	2008	Jetting machine	901-3851	1U9FS13298A044198	US Jetter	335 hrs.	2022
575-07	2001	85hp 4wd tractor	Equipment	HJE054289	New Holland	1716 hr.	2021
575-09	2009	1 ton Dump Truck	108-3142	1GBJC74609E127371	Chevrolet	41,068	2029
575-10	2010	F 150	108-7570	1FTMF1CWOAKA18980	Ford	21,918	2030
575-11	2003	Silverado 2500	125-9854	1GCHC29U54E197459	Chevrolet	251,523	2023
575-12	2005	Silverado 2500	125-9851	1GCHC24U35E211061	Chevrolet	181,666	2025
575-13	2011	F 350	125-9853	1FT8X3A68BEC96569	Ford	186,612	2031
575-14	2009	Silverado 1500	129-1444	1GCHC59K29E102055	Chevrolet	125,464	2029
575-15	2009	Silverado 2500	129-1445	1GCEC19C592102533	Chevrolet	199,093	2029
575-16	2010	Gooseneck Trailer	902-3215	F4080712543	Stage	N/A	2039
575-17	2004	4wd 790 tractor	Equipment	LV0790G475959	John Deere	N/A	2020
575-20	2018	2 inch pump	Equipment	312309	Honda	N/A	2023
575-21	2017	400 watt generator	Equipment	100222	Champion	N/A	2022
575-22	1999	Jump jack compactor	Equipment	5090922	Wacker	N/A	2020

Vehicle #	Year	Description	License #	Vin/serial #	Make	Mile/Hour	Replace Year
575-23	2012	5 yard dump truck	131-3230	1HTMMAAM5DH100523	International	137360	2032
575-24	2003	5 yard dump truck	131-3231	1HTMMAAM7BH117100	International	141972	2032
575-25	1993	Silverado 1500	640-060	1GCDC14Z2PZ250126	Chevrolet	146,842	Auction
575-26	2015	Portable saw cut machine	Equipment	CNFD	Husquavarna	N/A	2025
575-27	2017	Portable leaf blower	Equipment	54090002	Stihl	N/A	2020
575-28	2017	Chain Saw	Equipment	507177830	Stihl	N/A	2020
575-29	2017	Pole Saw	Equipment	No Number	Stihl	N/A	2020
575-30	2017	Pole Saw	Equipment	299922086	Stihl	N/A	2022
575-31	2017	Pole Saw	Equipment	507177821	Stihl	N/A	2022
575-32	2000	16ft trailer	901-3223	B1967XXX103	Unknown	N/A	2021
575-33	2015	Zero turn 72 inch mower	Equipment	41031	Gravely	297	2023
575-34	2015	Zero turn 72 inch mower	Equipment	41112	Gravely	537	2022
575-35	2000	16 ft trailer	902-2222	2ZZ052	Unknown	N/A	2021
575-36	2004	F 350 Dump truck	125-9751	1FDWF36L84EB72602	Ford	67,270	2021
575-37	2002	Low boy trailer	903-952	1TKC024223M012757	Trail king	N/A	2039
575-38	2010	Maintainer	Equipment	65ET9493	Noram	N/A	2030
575-39	2000	Mosquito spray unit	Equipment	XXX-066	Phoenix	881	2025
575-40	1995	16yd dump truck	126-0067	1HTGHAAR6SH691052	International	N/A	2025
575-41	2015	60 gallon sprayer	Equipment	OH195X4	Fimco	N/A	2030

Vehicle #	Year	Description	License #	Vin/serial #	Make	Mile/Hour	Replace Year
575-42	2015	Grapple Attach	Equipment	GRPL-72-ROOT	Bobcat	N/A	2039
575-43	2014	Concrete Mixer	Equipment	E009429953	Imer	N/A	2034
575-44	2007	F 150	122-9974	1FTRX14WX7KC19716	Ford	55,213	2022
575-45	2014	Forks attach	Equipment	N/A	Bobcat	N/A	2039
575-46	2002	Sheep foot compactor	Equipment	JKC8308706	Vibromax	N/A	2039
575-47	2000	Mosquito sprayer	Equipment	XXX-081	Phoenix	183	2025
575-50	2019	F150 4x4		1FTEW1EB6KKD57758	Ford	8,500	2039
575-52	2016	Tractor	Equipment	LV5420S443606	John Deere	N/A	2025
575-55	2016	Slope mower	Equipment	402T541C420801001	New Holland	N/A	2036
575-59	2008	Chevy Silverado	104-245	1GCEK14C38Z189647	Chevy	117,793	2028
575-60	2000	F150	776-113	1FTZF1725YKA78020	Ford	120,000	Auction
575-68	2008	Air Comp	Equipment	D185Q11JD	Sullivan	284	2039
575-69	2002	Steel drum roller	Equipment	JKC40000602	Vibromax	667	2039
575-70	2002	Asphalt paver	Equipment	3707D	Lee Boy	4113	2039
575-71	2011	Old sweeper	111-4989	1HTJTSKN5BJ390738	Internationa I	400	OOS
575-72	2015	590 Backhoe	Equipment	N6C420726	Case	767	2022
575-73	2003	9 wheel roller	Equipment	3XR00676	Caterpillar	303	2039
575-74	2015	621f front end loader	Equipment	NFF233090	Case	350	2039
575-75	2017	580 backhoe	Equipment	JJGN58SNVFC710001	Case	536	2039
575-77	2004	16yd dump truck	125-9618	1M2AG11YX4M010037	Mack	3177	2034
575-78	2008	27d mini track	Equipment	FF027DX250280	John Deere	1008	2028
575-79	2003	Reclaimer	Equipment	100-110	CMI	N/A	OOS

Vehicle #	Year	Description	License #	Vin/serial #	Make	Mile/Hour	Replace Year
575-80	2016	D 152	131-3314	1FVACXDT9GHHG3464	Gradall	526	2039
575-81	2000	Water trailer	956-905	A250121	Unknown	N/A	2021
575-82	1999	Fork lift	Equipment	FD35T	Hytsu	N/A	2039
575-83	2017	6110 4wd tractor	Equipment	402TS41C4A20702001	New Holland	N/A	2039
575-84	2018	Street sweeper	N/A	SINTENEL 10164	Tennant	274	2028
575-85	2017	10ft trailer	906-4451	5X86401	Texas trailer	N/A	2039
575-86	2017	10ft trailer	906-4468	5X86402	Texas trailer	N/A	2039
575-87	2009	Mini track trailer	901-2858	TR199894	Shop Built	N/A	2039
575-88	2017	Mini track	Equipment	KX057-4R3A	Kubota	478	2039
575-89	2019	Goose neck trailer	Equipment	N/A	N/A	N/A	2039
420-03	1949	Welding machine	956-905	A250121	Lincoln	N/A	2039
420-20	2011	Sedan	111-4997	2FABP7BV3BX113375	Crown Victoria	N/A	OOS
420-21	2011	Chevy 2500	125-9852	1GCDCVCG8BF213906	Chevrolet	114,660	2039
655-93	2015	Tractor	Equipment	1PY5055EVF3112243	John Deere	N/A	2039
655-12	N/A	Auger	Equipment	517626189	Bobcat	N/A	2039
655-21	2002	Trailer	901-3901	81967ZZZ052	Toms	N/A	2039
655-28	2002	Trailer	903-562	4QSNO3B	Toms	N/A	2039
655-29	1988	Trailer	901-3945	1029480110	TBSA	N/A	2039
655-31	1991	Trailer	902-3319	6566HT911201	Shop Made	N/A	2039
655-33	N/A	Finishing mower	Equipment	WOMX10E005297	John Deere	N/A	2039
655-34	N/A	Finishing mower	Equipment	12-00653	Bush Hog	N/A	2039



Vehicle #	Year	Description	License #	Vin/serial #	Make	Mile/Hour	Replace Year
655-35	N/A	Zero turn mower	Equipment	250000813	Toro	N/A	OOS
655-49	N/A	Boat Trailer	Equipment	N/A	Shop Made	N/A	OOS
655-50	1999	Boat	N/A	ACBD3224C999	Alumacraft	N/A	OOS
655-63	N/A	Zero turn mower	Equipment	3728901743	Toro	N/A	OOS
655-64	2010	Zero turn mower	Equipment	XCH3013D320230K	John Deere	N/A	2020
655-67	2012	Trailer	167-32L	5VNBU1425CT097191	N/A	N/A	2039
655-68	2012	Gator	Equipment	MOHXOPA118178	John Deere	N/A	OOS
655-69	2012	Gator	Equipment	MOHXOPA118245	John Deere	N/A	2022
655-94	N/A	Finish mower	Equipment	1XFFM21XJD0306273	John Deere	N/A	2039
655-79	2010	Trailer	901-3873	5RVSL1629AM003221	Lamar	N/A	2039
655-86	2017	Trailer	906-4473	5VNB0816HT176680	Cand	N/A	2039
655-87	N/A	Zero turn mower	Equipment	N/A	John Deere	N/A	2036
655-88	2017	Trailer	906-4472	5VNB081XHT176679	Cand	N/A	2039
655-89	N/A	Zero turn mower	Equipment	N/A	John Deere	N/A	2026
655-06	1993	Backhoe	Equipment	791021	John Deere	N/A	OOS
655-84	N/A	Zero turn mower	Equipment	ZD326H	Kabota	N/A	2038
655-38	2007	Chevy 4x4	104-2456	2GECK13Z971148596	Chevy	N/A	2027
655-45	2008	Chevy 1500	104-2456	ZGCEC13C881136269	Chevy	N/A	2028
655-80	2011	Chevy 2500	129-1477	GC2VCG7CZ129438	Chevy	N/A	2031
655-81	2011	Ford f150	129-1475	1FT7X2B64CEA59177	Ford	N/A	2031
655-73	2006	Chevy 2500	117-7423	1GCHC29U87E128317	Chevy	N/A	2026
655-74	2007	Chevy 2500	117-7422	1GCHC29K47E560174	Chevy	N/A	2027

Vehicle #	Year	Description	License #	Vin/serial #	Make	Mile/Hour	Replace Year
655-77	2008	Chevy	125-9528	1GCHC29KX8E208041	Chevy	N/A	2028
655-61	2004	Ford	865-043	2FTRX18W94CA04442	Ford	N/A	2024
655-65	2006	Ford Van	110-3740	1FBSS31L26DA04442	Ford	N/A	OOS
655-82	2012	Chevy	129-1490	1GC2KYCG3CZ288444	Chevy	N/A	2032
655-70	2008	Chevy	104-2457	1GCEK14C98Z188938	Chevy	N/A	2028
655-83	2011	Chevy 2500	129-1476	1GC2CVCG3BZ392198	Chevy	N/A	2031
655-03	2000	Ford f150	776-111	1FTZF1724YKA78025	Ford	N/A	OOS
655-25	2002	Chevy	129-7468	1GECE19V32Z272333	Chevy	N/A	OOS
655-71	2005	Chevy 2500	114-5554	1GCHK29U15E202497	Chevy	N/A	OOS
655-78	2013	Chevy	131-3666	1GC1CVCG7DF161482	Chevy	N/A	2033
655-72	2008	Chevy 2500	117-1894	1GCHK29K38E207445	Chevy	N/A	2028
655-76	2008	Chevy	125-9527	1GCHC29K88E208460	Chevy	N/A	2028
655-52	2000	F250	875-749	3FTNX20F3YMA68478	Ford	N/A	2020
655-22	2003	Ford Van	846-848	1FTNE24263HA64824	Ford	N/A	OOS
655-66	2009	Ford Van	112-5343	1FBNA31L49DA60634	Ford	N/A	2029
	2020	Bucket Truck					2039
655-90	2017	Zero Turn		1TC970RDCHT052034	John Deere	548	2027



# HUMAN RESOURCES DEPARTMENT STRATEGIC PLAN 2019 – 2024

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## **MISSION STATEMENT AND CORE VALUES**

**Mission Statement:** To support the City’s mission and serve the citizens by providing fair and impartial guidance, executing proactive policies and programs, complying with laws, modeling servant leadership, and effectively aligning our people, processes, policies, and programs to be a strategic partner to our City departments.

**Our Core Values: “CATS”**

**Communication**

**Alignment of people, processes, policies and programs**

**Talent Management**

**Servant Leadership**

## **DEPARTMENTAL OVERVIEW**

Human Resources is a service department that supports the entire organization in a variety of human resources, payroll, benefits administration, and risk management functions. These functions are diagrammed and described in the pages that follow. The Human Resources department is managed by two employees, including one HR Specialist and an HR Director.

In 2019 the Human Resources department began a significant staffing transition. The Director who had been in place since 2015 retired in July and a new Director was hired in mid-September. The part-time HR & Accounts Payable Assistant position was converted to a full-time HR Specialist role in order to facilitate progress on important payroll and benefits administration initiatives. Health Insurance Benefits Plans were taken out to bid for the first time in many years and were subsequently transitioned from one long-time provider (TML) to carriers that provide more benefits at cost-effective rates for employees and the City. While managing multiple carriers and reconciling multiple insurance billings does require more time on a weekly and monthly basis, the long-term benefits make this change a wise investment of our resources. In addition to the insurance changes, the payroll processing schedule was changed to make deadlines more practical for managers and to improve timekeeping and payroll accuracy by allowing for more audit processes. Additional Payroll initiatives are outlined in this strategic plan.

In the first six months of the new staffing organization in HR (Sept. 2019 – Mar. 2020), the focus was on getting to know the City’s employees and Directors, reviewing existing policies and procedures, and assessing needs. In 2020 the Human Resources Department’s focus will evolve from primarily transactional functions (accuracy in paperwork, payroll, processes, and reporting) to more strategic initiatives that contribute to the success of other departments via proactive programming and policies, excellent internal communication, effective talent management, servant leadership, and being a strategic partner in the success of other departments.

Ultimately, we want to inject a bit of private sector service mentality into our public sector HR

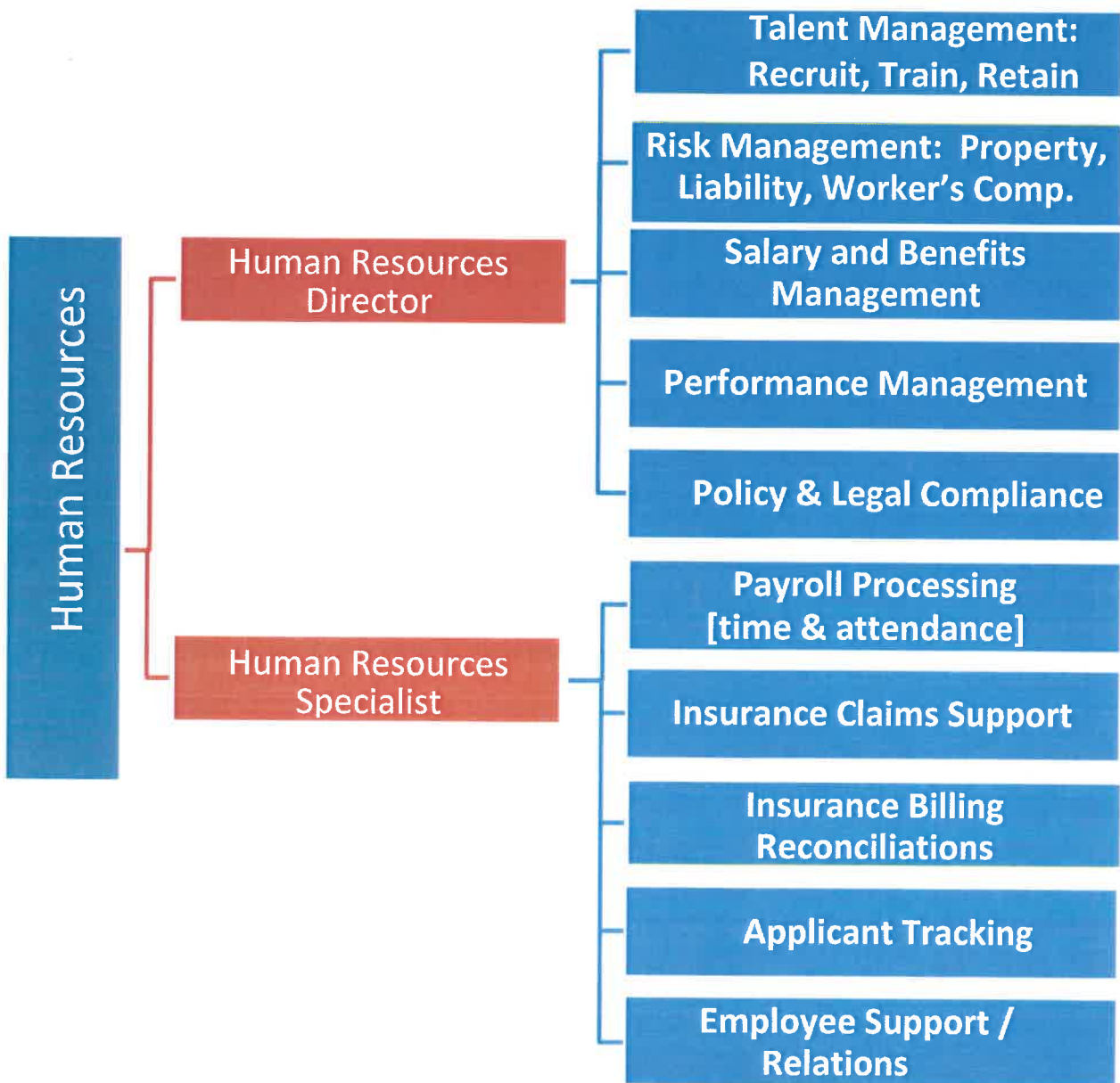
programming and support. If we were a private sector Human Resources and Payroll company, we would need to provide a level of service and expertise that customers are willing to invest their hard-earned money into. Likewise, in our HR interactions at the City we want to provide a level of service and expertise that our department heads and employees find valuable. We want HR to be the place that our leaders and employees receive knowledgeable input and friendly assistance, as opposed to being the “necessary evil” with whom employees dread interacting.

The Human Resources team also wants to facilitate the development of a culture in our organization that is atypical of the impression most citizens have about City employees. We want to develop an engaged workforce with employees who clearly understand the big picture and know exactly how they contribute to City’s mission in their everyday work. A classic example from history is the story of President Kennedy visiting a NASA facility in the 1960’s when the program was fighting for funds to expand. During his walk to the main NASA facility for a high-level meeting, President Kennedy stopped in a remote hallway to greet a NASA employee. He asked the employee what his job was. The employee’s answer to the question was, “I help put men on the Moon.” That employee’s actual job title was Janitor, but he knew the mission he supported in his daily work. That is the level of clarity of purpose and mission that we want to facilitate at The City of Freeport by effectively aligning our people, processes, policies and programs in this Human Resources Strategic Plan for 2019-2024.

The pages that follow include a summary and explanation of services managed by the Human Resource Team, brief notes about significant activities included in these services, and a departmental S.W.O.T. analysis. The supplemental attachment is a spreadsheet listing specific strategic initiatives with a timeline of short-term and long-term targets.

In our small department both of our HR team members participate in all services provided by the department to a significant degree, however we have organized ourselves in the following manner to maximize productivity. A brief explanation of primary HR services and activities follows this graphic.

### City of Freeport Human Resources Department Primary Services Summary



## HUMAN RESOURCES SERVICES OVERVIEW

Human Resources is an internal service function that provides guidance and leadership to the organization, while aligning our people, processes, policies, and program to achieve the City's mission. HR provides talent management, employee relations, assistance with salary and benefit issues, and risk management services in support of the organization's most valuable asset, the employees. The Human Resources team works closely with managers and individual employees to offer coaching and support in dealing with difficult issues, as well as providing organizational development programs that align people, processes, policies, and programs in order to move the organization from where it is today to where it will need to be in the future.

### **Service: Talent and Performance Management**

Talent Management is not only about attracting and retaining qualified employees but also ensuring that individuals are in the right roles and providing them with the support they need to successfully align with the City's values and goals. Specific activities include:

#### ***Activity: Talent Acquisition***

This is an area where we want to improve significantly in 2019-2024. Our goal is to facilitate an increase in applications received by implementing more enticing marketing outreach to attract candidates, and to implement a more user-friendly application process with efficient applicant tracking to measure improvement.

This service includes Human Resources management of a recruitment process that engages departments in the selection of the best candidate for their positions. Human Resources offers guidance and support by working closely with supervisors to develop accurate job postings, highlighting essential duties and requirements as this provides the basis upon which the candidates' qualifications will be evaluated. Human Resources assists the Supervisor in structuring interview questions, coordinating interviewing panels, and other assistance in the interview process. Once the Supervisor has checked all references and made a conditional job offer, the necessary pre-employment screens are conducted depending upon the position, including but not limited to drug testing, criminal history check, and medical physical.

#### ***Activity: New Hire Orientation***

Our current process can honestly be characterized more as in-processing than orientation. This strategic plan includes an initiative to develop a more comprehensive orientation program that engages employees from their first day forward. We plan to make the orientation process less about completing paperwork and more about introducing employees to various departments across the organization, to our leaders, and to our culture and mission. We also plan to include a series of training modules at the beginning of an employee's tenure to ensure that they have a solid, consistent foundation upon which

to build. Training will include workplace safety, cultural inclusiveness, cyber security, and ethics training.

***Activity: Performance Management***

The key to improved organizational performance and increased service to our City is through improved individual performance. Key components include effective performance management programs and competitive compensation plans that effectively reinforces the City's commitment to excellent service. In 2019 the City introduced a new performance evaluation process and rating system that is consistent across all departments in the City organization. These ratings will support a new merit-based pay system that supplements cost of living increases. The new evaluation formats include ratings for consistent core values for every employee, and ratings for performance on key competencies and goals for each position. Average ratings will be evaluated and used to distribute merit-based pay increases. A key component of the process is encouraging supervisors and employees to have face-to-face discussions about job performance, promoting a common understanding of work objectives and standards of acceptable performance, as well as establishing clear expectations through performance planning. The process also allows employees to provide feedback regarding their performance over the evaluation period. In early 2020 managers were trained to use the new tool and we look forward to making this process a useful tool in our performance management and staff development programs for the remainder of this strategic plan.

***Activity: Training and Development***

Currently our department directors are primarily responsible for training their team members. That training is primarily focused on specific skills needed in their current role. Currently Human Resources' involvement in providing training resources is primarily reactionary as it relates to a specific incident. We want to increase Human Resources responsibility for being proactive in addressing short-term training needs, forecasting long-term development needs, and providing training resources and consistent, employee-friendly, on-going programs. The Human Resources Strategic Plan includes an initiative to develop a comprehensive Training and Development Program that offers employees various options for continuous skills and knowledge development. We will include a leadership development program to develop supervisory, management, and leadership potential for succession planning.

## **Service: Compensation and Benefits Management**

Human Resources works closely with the City Management and Council to administer policies to ensure fair and equitable salaries and benefits for all employees and to ensure that they are balanced with the City's budget. The Human Resources Strategic Plan for 2019-2024 includes a establishing a schedule for benchmarking studies to assess the competitiveness of our pay



structures and benefits within our market.

***Activity: Compensation Management & Payroll Processing***

In 2019 the City implemented a Merit-based pay program tied to a standardized performance management system. In 2020 pay increases became a combination of cost of living percentages and a percentage tied to performance ratings. The recommended Salary and Benefits Survey will help us assess the competitiveness of this plan.

The Human Resources Strategic Plan includes an initiative to assess options for management of our payroll processing functions. Currently we contract with a service for software and processing functions to manage time and attendance entry, issue payroll checks, and complete state and federally mandated payroll reports and year-end IRS documents. We have a financial software package that includes a payroll module that may be less expense to utilize, however the functionality will still require integration with a time and attendance module. In addition, conversion to this module will require City staff to assume responsibility for monthly, quarterly, and annual reporting functions (including 941 reports, Affordable Care Act compliance reporting, W-2's forms, Child Support payments, etc.). This is a significant responsibility with costly consequences for errors. In our analysis of payroll processing vendors and options, we want to be certain that this component is factored into any cost saving consideration.

***Activity: Medical/Dental/Vision and other Ancillary Benefits***

Human Resources, in partnership with our benefits consultant, manages the employee's benefit plans and assists employees with questions about their benefits and claims issues, as needed. Current benefit plans include Medical, Dental, Vision, Long-Term Disability, and Term Life Insurance and Accidental Death & Dismemberment. In addition, Human Resources manages contracts for the Prepaid Legal, Flexible Spending Accounts, Health Spending and Reimbursement Accounts, and retirement plans (TMRS & 457 plans) for the employees. The Finance Director and Human Resources work together to manage the contracts and financial aspects of benefits administration. In 2019 health insurance benefits were transitioned from a single carrier (Texas Municipal League) to multiple carriers in order to yield more benefits to employees at cost-effective rates for employees and the City. Management of multiple carriers is challenging for HR staff and employees however we will continue to streamline processes and improve communication with employees. In the 2019-2020 fiscal benefit year, benefits increased to include the City contributing 20% to the cost of dependent coverage, while continuing to pay 100% of costs for employee coverage. We intend to continue enhancing this benefit as we are financially able.

## **Service: Employee Engagement**

### ***Activity: Employee Relations via Effective Policies***

Human Resources proactively addresses employee issues through open communication with employees and supervisors. HR coordinates, responds, and manages unemployment claims, Family Medical Leave Requests (FMLA), and leave of absence requests. Human Resources investigates, manages, and/or responds to formal complaints and grievances and coordinates an appeal review process.

In 2019 the new HR Director began more direct involvement with employees and Directors managing issues, and implemented more formal documentation to record and address recurring issues. The HR Strategic Plan includes an initiative to train managers to identify and document issues to prevent them from becoming long-term problems. This training will include management of employee issues or discipline and employment law issues such as discrimination, retaliation, and EEOC issues.

One necessary tool to support the organization is effective policies and processes. Policies provide the employees the guidance they need to conduct day to day activities. Human Resources manages policies and processes by researching Federal, State and local laws, implementing and enforcing policies which comply with these laws, and maintaining the employee policy manual which includes guidelines for hiring, managing compensation and benefits, ethics, codes of conduct, discipline, and separation of employment.

The HR Strategic Plan includes an initiative to systematically update the Employee Handbook Policies to make them more relevant and understandable for employees and managers. In 2019-2020 the policies yielding the most questions are in Chapter 9, therefore that chapter is the starting point for review, edits, and Council approval. Other policies and chapters will subsequently be reviewed independently and in aggregate for consistency in mission and impact.

### ***Activity: Employee Retention via Effective Communication***

Human Resources recognizes that employee retention is a key challenge and continues to look for innovative ways to boost morale, motivate, and create employee satisfaction. Employee retention is critical to the long-term health and success of the City. While we may not always be able to match the pay of other cities, we can treat employees in a manner that motivates them to stay with the City of Freeport. Therefore, Human Resources has an open-door policy where employees are free to discuss matters of concern at any time. Knowing what makes employees unhappy is half the battle with regard to impacting employee satisfaction, morale, positive motivation, and retention. Communicating with employees and providing them opportunities to communicate with their managers creates a safe environment for the employee and fosters trust for successful two-way communication. The HR Director takes an active role in facilitating this communication.

The HR Strategic Plan includes an initiative to create an interactive web-based portal to facilitate more effective two-way communication for employees. The will be a centralized communication and employee recognition tool for employees, in addition to providing forms, online training resources, policies, etc. Research for this initiative will begin in 2020, with resources for implementation requested in the budget for the 2021-2022 budget year.

## **Service: Risk Management**

Risk Management is an internal and external service managed by Human Resources to help protect the City's financial interests and administer insurance programs. HR manages the City's insurance programs for Property, Casualty, Liability, and Workers' Compensation. This includes Real & Personal Property, General Liability, Auto Liability, Equipment Physical Damage, Crime, Workers' Compensation Program, and Safety and Loss. This service also includes administering safety policies like quarterly Random Drug Testing and Pre-Employment Screenings. Recurring significant activities managed by HR include filing claims, annual audits and policy re-rate assessments.

### ***Activity: Workers' Compensation Claims and Return-To-Work Programs***

Human Resources ensures that all workers' compensation claims are processed within the specific deadlines required by the Texas Department of Insurance, Division of Worker's Compensation. HR ensures that the injured employee and the supervisor are informed of the status of claims and manages the claim process. This includes careful interpretation of the Workers' Compensation policy and the rules and regulations of the Division of Workers' Compensation. In addition, HR works closely with the treating physicians and Texas Municipal League Intergovernmental Risk Pool, with a shared goal of reducing claims.

The Human Resources Strategic Plan includes an initiative to implement workplace safety training and a Return-To-Work Program to minimize the short and long-term costs of work-related injuries. In 2020 the HR Director began working with the Texas Municipal League Intergovernmental Risk Pool to formalize this strategic initiative.

### ***Activity: Asset Management***

The Human Resources team manages the City's vehicle and equipment files and insurance. In 2020 the HR Director initiated an audit of the asset files to ensure coverage on insurance policies, registration of titles, etc.

The Human Resources Strategic Plan includes an initiative to implement a more effective asset management tool and process that supports asset tracking, disposition records, insurance filings, and financial reporting needs (asset valuations, depreciation costs, etc.).

The Human Resources Strategic Plan for 2019-2024 has been developed to support the key service areas noted above and with consideration of the following departmental strengths, weaknesses, opportunities, and threats:

***Human Resources Department S.W.O.T. Analysis***

Area	Significant Items Identified
<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>• Internal Customer Focus</li> <li>• Transactional Knowledge and Accuracy (Payroll &amp; Insurance)</li> <li>• HR Staff Experience and Knowledge</li> <li>• HR Staff Work Ethic and Commitment to the Best Interests of the City</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>• HR's Technical/Software Skills (creating efficient forms, data mining, reporting efficiency)</li> <li>• Data-Based Knowledge of our Organizational Competitiveness in Employee Salaries and Benefits</li> <li>• Continuity of Key Functions (cross-training and back-up support)</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Payroll Processing Efficiency</li> <li>• Training and Development Programming</li> <li>• Increased Communication and Engagement with Employees &amp; Directors</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>• Staff Retention (loss to larger cities)</li> <li>• Salary &amp; Benefits Competitiveness</li> <li>• Security (assets, building facilities, cyber threats)</li> <li>• Federal and State Reporting Compliance related to payroll and HR using outdated systems and manual processes</li> </ul>

*See the attached spreadsheet outlining the HR Strategic Initiatives and the proposed timeline.*

## Human Resources Department Strategic Initiatives 2019 - 2024

HR Service	Strategic Initiative	Estimated Cost	Short-term				Long-term		
			2019	2020	2021	2022	2023	2024	
Performance Management	<b>Performance Evaluation:</b> Develop a Standardized Performance Evaluation Format to Facilitate Merit-Based Pay Program. [new format launched in late 2019; refine in 2020]	HR Staff Time - No Additional Cost							
Performance Management	<b>Job Descriptions:</b> Update Job Descriptions to better reflect work performed by employees (% of time spent on key functions) and to clearly identify essential functions and required skills.	HR Staff Time - No Additional Cost							
Performance Management	<b>HR Metrics:</b> Establish, report, and impact performance on key metrics to measure progress within the department and related to organizational goals. Metrics will include, but not be limited to employee turnover, time to fill vacancies, volume of applicants, workplace injuries & worker's comp. claims, training and development activity.	HR Staff Time - No Additional Cost							
Talent Management	<b>Recruiting Processes and Applicant Tracking Tools:</b> Develop a better job posting web site and identify more effective recruiting sources (social media, etc.). Include components to market the City as a desirable employer. Include an applicant tracking program as a metric to measure improvement.	HR Staff Time - No Additional Cost							
Talent Management	<b>New Employee Orientation:</b> Develop an employee orientation program that includes introduction to mission, culture, leadership, and exposure to other departments.	HR Staff Time - Plus COF Welcome Bag Gifts - approx. \$1,200 per year							

## Human Resources Department Strategic Initiatives 2019 - 2024

HR Service	Strategic Initiative	Estimated Cost	Short-term			Long-term		
			2019	2020	2021	2022	2023	2024
<b>Talent Management</b>	<b>Training &amp; Development Program:</b> Develop a training program that offers employees various options for continuous skills and knowledge development. Include a leadership development program to develop supervisory, management, and leadership potential for succession planning. Include developing technical and software skills within the organization to facilitate form development, data mining, and web-based portal development.	HR Staff Time - Utilize Free Online Training Resources						
<b>Compensation and Benefits Management</b>	<b>Salary and Benefits Survey:</b> Develop a competitive salary and benefits program beginning with a comprehensive survey in our competitive market. Include a competitive strategy to update data on a routine basis to remain competitive.	\$24,500 for City-wide Survey via SGR						
<b>Compensation and Benefits Management</b>	<b>Payroll &amp; HR System:</b> Analyze payroll and benefits processing systems and implement cost effective systems that facilitates efficient time & attendance and payroll processing, ensures timely reporting & compliance, and increases transparency and communication with employees.	Included in Incode Financial Suite Migration - includes approx. \$17,690 implementation cost and \$1,865/annually thereafter						
<b>Employee Engagement</b>	<b>Communications:</b> Increase employee engagement via more consistent two-way communications using both HR systems and direct interaction with HR staff in their respective work environments. Implement an interactive tool for two-way communication with employees beyond email (for example an employee-focused web-based portal for centralized communication, employee recognitions, training resources, forms, etc.). Conduct Engagement Survey and implement plans based on results.	HR Staff Time and Full Utilization of Existing Software - No Additional Cost						

## Human Resources Department Strategic Initiatives 2019 - 2024

HR Service	Strategic Initiative	Estimated Cost	Short-term			Long-term	
			2019	2020	2021	2022	2023
<b>Employee Engagement</b>	<p><b>Employee Policy Updates:</b> Systematically review the employee policy handbook to maintain relevancy and address issues in the best interest of the City and employees. Prioritize updates by policies requiring the most interpretation and clarification for employees and managers. In 2020 Chapter 9 of the Employee Handbook is being reviewed and revised. Other chapters will follow in subsequent years.</p>	HR Staff Time - No Additional Cost					
<b>Risk Management</b>	<p><b>Asset Management:</b> Develop an asset management system and process to accurately record physical assets (vehicles, structures, equipment, etc.) for insurance and financial purposes.</p>	HR Staff Time - No Additional Cost					
<b>Risk Management</b>	<p><b>Workplace Safety and Return to Work Strategies:</b> Develop consistent safety training to reduce injuries and accidents and limit worker's compensation claims. Include a Return-To-Work Program to minimize lost time and cost.</p>	HR Staff Time - No Additional Cost					



# Finance, Municipal Court, & Utility Billing *Strategic Plan*





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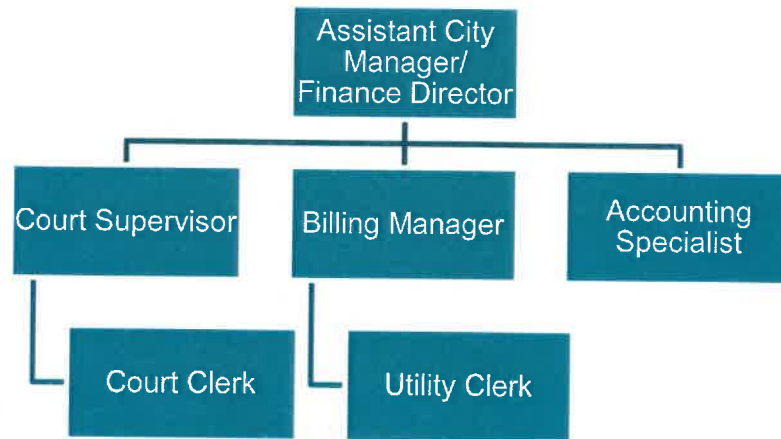
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## EXECUTIVE SUMMARY

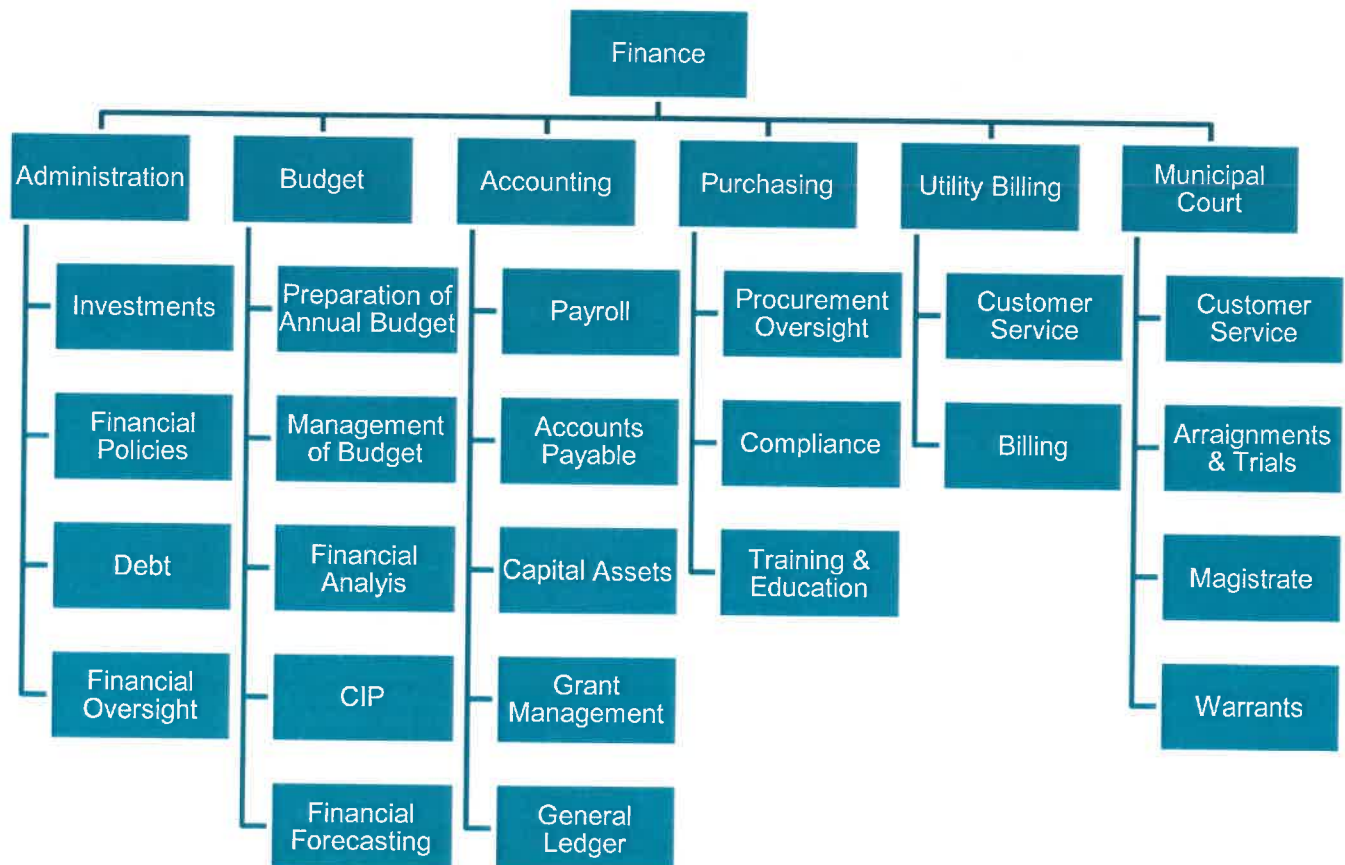
The Finance includes five areas: Budget, Accounting, Purchasing, Utility Billing, and Municipal Court. While the five areas appear different, they all serve a role in the department’s objective to accurately record the transactions to reflect the City’s financial position within state & federal laws and generally accepted accounting principles. Under the direction of the City Manager, implement the policies of the City Council through the Financial Management Policy Statements.

- **Mission:** The mission of the Finance Department is to ensure the integrity of the City’s finances through accurate planning and recording of transactions. The department facilitates optimal use of resources to meet the goals of the organization through long range planning and management. The department serves internal and external customers by performing tasks in a timely, consistent, and accurate manner.

## ORGANIZATIONAL STRUCTURE




## FUNCTIONAL STRUCTURE




## OPERATIONAL SUMMARY: FINANCE ADMINISTRATION

Finance develops policy level guidance to provide direction to managers to oversee the operations of their area. Finance also makes recommendations on financial policies and direction; establishes procedures to ensure consistent and accurate application of policies; oversees the City's investment program, debt program and long-term financial planning; and provides assistance with administration of the economic development corporation, tax increment reinvestment zone, and public-private partnerships to ensure that applicable statutes are followed.

- Investments:** The City Manager, Director of Finance, and Accounting Specialist are the investment officers for the City which monitor the City investments. The investment officers are required to take 10 hours of training every two years. The officers are responsible for investing the City's funds in accordance with the investment policy guidelines. Investment reports are prepared quarterly. The investment reports are reviewed and signed by two investment officers. The quarterly investment reports are reviewed for accuracy before they are presented to Council.


- Financial Policies:** Financial Management Policy Statements provide the principles that are guidelines in the management of the City's financial functions. The statements are meant to provide guidance in the management of the City's finances and be specific to Freeport, and address items such as revenue, guidelines for debt issuance, financial forecasting, establish fund balance minimums for various funds, relationships between various funds, and define guidelines for budgeting beyond the requirements of the City's Charter and State Law. The policy statements are to be updated as needed and reviewed with City Council, to ensure that the policies reflect the direction given by the City Council.
- Debt Management:** The Finance Department manages the city's debt issuance process based on cash flow needs for projects. Staff coordinates the City's debt issuance with the assistance of outside legal counsel and financial advisors to prepare Resolutions for the City's Intent to Reimburse from Bond Proceeds and Notice of Intent to Issue Certificates of Obligation within timelines required by state law. The issuance of debt is approximately a 12-week process before the debt hits the market, with an additional 30 days before the funds are in the City's account. The schedule can be compressed somewhat if needed but if the debt is Certificates of Obligation there are public notice requirements and timelines that must be adhered to.
- Financial Oversight & Reporting:** Independent Review of Department/Office Needs: As departments identify issues or needs for future funding consideration, analysts work with the departments to ensure that various aspects of the issue are evaluated including input from other departments such as internal service departments and City Manager. Ideally, requests are identified in the annual update of the department's strategic plans, worked through

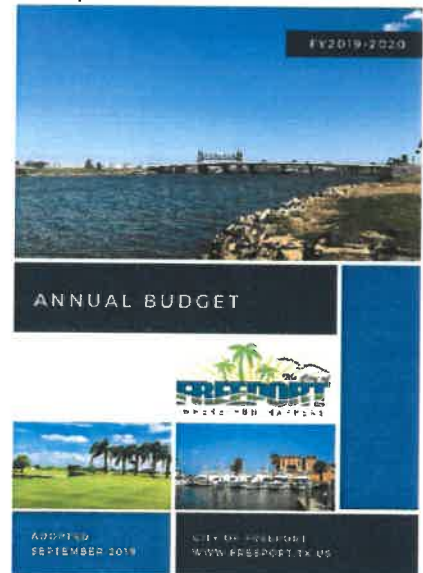
during the year and meetings held with city management in time for an item to be evaluated for potential submission during the budget process.

- The depth of the assessment will vary according the scope of the request. Assessments will incorporate any and all resources available, impact on the city's budget, benchmarks and comparisons, and cost benefit analysis. The goal of this review is to provide work that is accurate, reliable, valid, and professional quality from which decisions can be made.
- **Special Projects:** Coordinates special projects as assigned by management. Staff conduct research, provide data, make recommendations, and create solutions in accordance with special project goals. Finance receives a variety of special projects under the direction of the City Manager. Special projects include: TIRZ creation, Public-Private Partnerships, Development Agreements, Incentive Agreements, Annexation of unincorporated areas, MUD Creation, and Projects with restricted expenditures (i.e. 4B, Hot funds, etc.).
- **Management of Employees Benefits:** The City established an Employee Benefits Trust. Finance Administration is responsible for the overall management of the Trust to ensure the fund is operating as expected, as well as notifying executive team management of any unexpected variances. The management of this fund also includes monitoring of the funds' performance, the annual budget and assumptions.

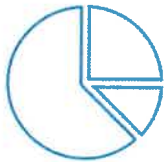
## OPERATIONAL SUMMARY: BUDGET

The Finance Department is responsible for preparing the annual operating budget, the five-year Capital Improvement Plan, and the five-year financial forecast. The Department is responsible for producing financial analysis for management and City Council so decision makers have a full understanding of the financial consequences of decisions. The Department provides support to City departments in the management of the budget by verifying appropriations for contracts and bid documents, processing budget transfers and carryover requests, and assisting with end of year projections.

- **Preparation of Annual Budget:** Preparation & Adoption of Budget and CIP: Per requirements of the City Charter and Financial Management Policy Statements, prepare and submit an annual operating budget for the City annually.
- Establish and submit a plan & calendar for budget ensuring the budget process is aligned with the business plan process, accomplishes the objectives identified by the City Manager and complies with charter requirements and FMPS guidelines for budget submission. Communicate the calendar to Directors as early as possible in the process. Engage with Directors to understand current issues and identify their needs during the year.
- Review and critique budget requests for consistency between departments and recommend funding levels for department requests as an extension of the City Manager's office. Ensure departments and offices have an appropriate level of detail in their requests to meet city management expectations; provide a recommendation to city management if information provided is not consistent with requested changes.
- Complete year-end revenue projections and review with the City Manager. Provide a clear picture of where the City anticipates ending the fiscal year as compared to budget so that directions can be given to Directors in preparing their year-end projections.
- Prepare the next year's salary & benefit cost estimates for all authorized positions, ensuring accuracy of incumbent data and account coding. Estimate benefit costs and minimize budgetary impact while providing appropriate health and dental coverage options to employees.
- Develop revenue assumptions for all funds with assistance from operating departments on trend analysis and review with the City Manager. Prepare revenue estimates based on accepted assumptions, recommend adjustments to user fees consistent with policy direction, and build into revenue estimates. Evaluate property tax roll growth and options for recommending a tax rate in the proposed budget in compliance with truth in taxation laws.




- Management of Budget:** Provide support to city offices and departments in the management of the budget. Support includes approval of contracts and bid documents, budget transfers, carryovers, and end of year projections. Work with departments throughout the year to manage Capital Projects to identify available funding and close out projects as they are completed. Evaluate mid-year funding needs and determine if funds are available to recommend mid-year CIP projects from savings.
- Review Requests for Budgetary Compliance.** Review and provide clearance for all agenda requests that involve expenditure or obligation of City funds (current or future). City Council and 4B Corporation agenda requests are checked for availability of budgeted funds and accuracy of funding sources. If a budget amendment is requested, verify the need and make a recommendation to the City Manager regarding the amendment or alternative funding sources.
- Finance facilitates the management of the budget for the current fiscal year by performing mid-year adjustments through budget transfers. Transactions reviewed are subject to the Operational Authority Limits including contracts, budget transfers and council agenda requests. Throughout the year, departments may transfer funds from one-line item to another, with proper approvals. Budget Transfers are requests to move funds within departments or programs, and must be approved by the City Manager. Budget Amendments are requests to move funds between departments and/or change the total appropriation by fund and must be approved by the City Council.
- In preparation of any requests, whether related to Personnel, Operations, or Capital, the department will perform a review taking into account business plans, cost benefit analysis, and the goals of the city. The department will offer an objective recommendation to the City Manager.
- Financial Analysis:** Prepare an analysis of each major operating fund in the City and explain key economic and fiscal developments and note significant deviations from the budget and previous year's actuals. The monthly financial report is delivered to City Council no later than the last day of the following month. Each month, sales tax revenues are analyzed from the state Comptroller's report with a summary of significant trends.



## OPERATIONAL SUMMARY: ACCOUNTING

Accurate accounting is essential in providing financial information to management, investors and the public as part of the City's efforts to be transparent. Accounting includes both external and internal customers. The services provided include Accounts Payable, Payroll, Capital Assets, Grant Management, General Ledger and Administrative Service.

- **Payroll:** The City operates on a bi-weekly payroll schedule. Paychecks are issued twenty-six times a calendar year. The Finance Department works closely with the Human Resources Department to ensure accurate processing of internal payroll status change forms for new hires, merit increases, terminations and reclassifications. Human Resources processes bi-weekly payrolls and other compensations to City employees and officials and transmits the direct deposit file into the City's depository bank for review and approval by Finance. Finance posts payroll transactions to the General Ledger. Payments are in compliance with Fair Labor Standards Act, Federal and State laws and City policy. Staff is responsible to submit the wage report to the Texas Municipal Retirement System each month. This report includes gross wages, employee contributions and employer contributions for all full-time employees.
  - **Accounts Payable:** Accounts Payable (AP) generates payments to vendors, other governments, employees and City customers. Financial obligations are accurately and timely paid and recorded in the City's official accounting system. Payments are in compliance with the City's policies and in accordance with the "prompt payment law" (Tex. Government Code, Chapter 2251) which establishes when payments are due. This law stipulates a payment is due for goods or services 30 days from the date goods/services are completed, or a correct invoice is received, whichever is the later of the two. Early payments are made to take advantage of discounts offered by vendors.
- 
- In order to process all valid obligations for the City, the AP staff is responsible for a variety of functions associated with the process of making non-payroll payments to vendors and employees. Accounts Payable functions include verifying, entering, and processing data from all vendor invoices and disbursement requests, which results in the issuance and distribution of payments. The staff is also responsible for maintaining a filing system associated with these functions in accordance with record retention guidelines.
  - To meet IRS reporting requirements, form 1099 are prepared and mailed on or before January 31.

- **Capital Assets:** Tangible items are capitalized only if they have an estimated useful life of at least one year following the date of acquisition or significantly extend the useful life of the existing asset and cannot be consumed, unduly altered, or materially reduced in value immediately by use and has a cost of not less than \$5,000 for any individual item.
- **Capital Assets service objective** is to safeguard the City's assets by maintaining a current and accurate City asset database. This is achieved by monitoring transactions and working with the operating departments to identify assets that need to be added or removed from the fixed asset database. This also requires performing an annual physical count of selected asset categories.
- **Grant Management:** Grant Management meets with the department that requests and receives a specific grant to clarify the role and responsibilities of each staff member. The staff assists operating departments with financial reporting and reimbursement requests. It also prepares required schedules for the Single Audit and serves as facilitator in Federal/State audit to answer finance-related questions.
- **General Ledger:** The General Ledger is the accounting service that ensures all financial transactions are identified, properly valued and accurately and timely recorded in conformity with generally accepted accounting principles. Monthly financial reports are prepared on the modified accrual basis and the annual financial reports (CAFR) on the full accrual basis. The service level objective is to produce monthly financial reports for management's review in compliance with the City's Financial Management Policy Statements and to annually receive an unmodified independent audit opinion.
- **Administrative Service:** The primary responsibility of this service is to ensure the accounting function performs effectively and efficiently. Administrative service contracts with outside consultants for audit, banking, and bond arbitrage services. The Finance Director sends out the requests for proposals, forms a committee to review the proposals and awards the contract to the selected firm, per recommendation of the Committee. This service updates the inter-departmental policies for the office of Accounting.
- **Annual Audit:** The Finance Director leads the City's financial audit. The audit has two phases. Interim audit is performed around mid-July or beginning of August, and the final audit is performed in the beginning of December. All the audit schedules are reviewed by the Finance Director for accuracy prior to submission to the auditors. The CAFR (Comprehensive Annual Financial Report) is also reviewed for accuracy. The findings of the audit are discussed with the City Manager and the City Council. This service is responsible to ensure that the CAFR is filed with the Council by the first City Council meeting in March. The Finance Director serves as a resource to all departments on all financial-related matters.





## OPERATIONAL SUMMARY: PURCHASING

Purchasing is an internal service program, and its primary function is to assist other departments with their procurement needs while meeting all applicable legal requirements. The program operates to ensure responsible city government through consistent financial policies and easy access to city government.

- **Procurement Oversight and Assistance:** Purchasing maintains the City's Purchasing Policies. Purchasing oversees the required competitive purchasing process used by departments. Purchasing ensures that departments procure within the limits imposed by law and in accordance with adopted policies and procedures.
- **Contract Management/Administration** is centralized for the City and performs the functions of reviewing bid specifications, preparing bid documents, coordinating required advertising with the City Secretary's office, distributing bid documents to vendors, conducting any pre-bid conferences, and overseeing the selection process, including the bid tabulation preparation and scoring. Finance also responds to vendors' inquiries about the City's purchasing and bidding policies and procedures.

- **Compliance Review:** In an effort to ensure compliance with all procurement related policies procedures; Purchasing reviews and approves agendas, contracts, p-card purchases and requisitions. The review is designed to ensure compliance, identify potential non-compliance and assist users with processing and purchasing improvements. The compliance review assesses a department's ability to adhere to statutory and regulatory requirements. This includes adequate documentation that clearly demonstrates sound business judgment was used in the purchasing process and that all of the applicable rules designed to protect the interest of the city are applied.



- **Contract/Bid Oversight:** The Finance Director reviews contracts to ensure a precise and clear scope of work, proper signature authority, proper terms and conditions, a justifiable purchase, funding availability, applicable insurance requirements and contract compliance with City purchasing policies and procedures. Additionally, for contracts approved by City Council, the purchase order should be entered and approved promptly after City Council approval and receiving all required documentation and attachments from the department. Purchasing manages contracts to ensure that services are performed under a valid contract.
- **Bid Process:** Purchasing provides management and oversight of the entire bidding process. This includes the coordination and preparation of advertising documents, review and posting of applicable bid documents to the on-line bidding portal or coordinating with the required consultant/engineer for posting, management of all questions and answers on every bid to ensure that all questions are addressed appropriately, opening of bidding documents, posting of all bid tabs to the Purchasing site for public viewing, coordination of any required evaluations and scheduling of such, review of certificates of insurance for

compliance and review, management of any and all required bonds and logging of all necessary Form 1295s to the Texas Ethics Commission portal.

- Finance also works closely with the City Attorney in maintaining standard contracts used by staff and manages the routing process for all City contracts. This includes contract review for required documentation, the routing of contracts for appropriate signatures, entering the requisition, processing the purchase order and monitoring the status and performance of contracts.
- Purchasing ensures that change orders are processed when required and that all necessary back-up documents are received. The Finance Director reviews and signs-off on all change orders in order to ensure compliance with federal, state and local laws and the City's Purchasing Policies and Procedures.
- **Risk Management:** Finance performs the Risk Management function in regards to Certificates of Insurance (COI) for all City contracts. Each COI is reviewed for proper levels of coverage pursuant to the City's policies and State Code. COI's are also checked for proper endorsements and dates. Purchasing also handles all Bid Bonds, Performance Bonds and Payment Bonds which includes complete review on said bond, verification from surety of valid bond and ensures that performance and payment bonds are in accordance with contract requirements.
- **Requisition and Purchase Order Processing:** The Finance staff reviews purchase requisitions for compliance with state law and City policy prior to approval and checks for proper use of account numbers and available funding. This includes emergency purchases, single/sole source purchases and blanket PO's.
- Staff verifies that required backup documentation such as three quotes, HUB forms, contracts, and insurance certificates are attached prior to approving the purchase order. The objective is to send signed purchase orders to departments within one business day from the date the purchase requisition was approved by the originating department.
- **P-Card Program Management:** Finance is responsible for administering the P-Card Program. Purchasing issues P-Cards to approved employees and sets expenditure limits based on the P-Card policy. Purchasing is responsible for maintaining the p-card score sheet which records monthly accuracy rates for all p-card users. Purchasing also reviews usage patterns and makes recommendations to departments for new cards or changes to limits based on policy.
- **Training & Education:** Purchasing provides training on all aspects of purchasing – General Purchasing, PO Process, Contracting and P- Cards – to all levels of staff. Training is held for p-cards when new City Staff receives a p-card or as monthly audits determine the need. Training is done on other purchasing as needed due to change in legislation or policy. Information is also available through the City's website for residents and vendors.




## OPERATIONAL SUMMARY: UTILITY BILLING

Utility Billing is the office through which City monetary collections flow for all City departments and divisions. Staff is responsible for billing and revenue collection services to both City utility customers and other City departments in order to provide excellent service to our citizens and accurately record and receipt revenues for the City.

- **Customer Service:** Staff responds to all walk-in customers and telephone calls related to utility billing and payment inquiries, payment plan requests for delinquent utility bills prior to service being disconnected for non-payment, requests for new service terminations, disputes, solid waste inquiries and miscellaneous calls. Our website facilitates online requests for utility service initiation and cancellation, and online bill payments.
- Customer correspondence is handled via face-to-face, telephone, mail, and email communication. Utility billing customer phone communications are tracked via online system account notation and work orders. To allow customers easy telephone access to account information and phone-in credit card payments 24 hours a day, Treasury Customer Service operates using an IVR System. This phone system directs customers to a menu of options including account information, the amount they owe, past due amounts and gives them an option to pay.
- A wide variety of utility payment options include the following: In person at City Hall, drive thru, by mail, Payment Drop Box, by phone, online, and automatic bank drafting.
- The online payment system also allows utility customers 24/7 access to utility account information. The system directs customers to a menu of options including account information, payment history, billing history, consumption history as well as the option to pay by MasterCard, American Express or Visa credit cards. Customers have the option of making an individual payment, or enrolling in Auto-pay, through which a credit card is automatically charged monthly.
- **Monthly Billing:** The Utility Billing Manager prepares and issues bills for water, wastewater and solid waste services in an efficient and timely manner. The Utility Billing Manager oversees meter reading of 4,154 meters and related work orders performed by a third-party contractor, reviews readings for accuracy, and prepares bills for one utility billing cycles each month, issuing 44,400+ utility bills per year for water, wastewater, and solid waste services.



- **Meter Reading:** Meter, location, and customer account data is downloaded to handheld meter reading devices one day prior to the scheduled meter reading for applicable cycle/routes. On the scheduled reading day, the contractor picks up devices, field-reads and enters meter readings, and returns devices when complete (usually 3 to 5 days). Each handheld is then unloaded, and the customer information is uploaded to the financial software.

- Exception List Review:** The Billing Manager create an exception list for cycle/routes which have been read. This list contains accounts that meet pre-set system exception criteria such as zero consumption at active location, negative usage, high consumption, consumption at inactive location, etc. In order to minimize billing inaccuracies, account history is monitored for consecutive reread work orders.
  - Pre-Billing Register Review:** Once all exception conditions have been addressed (confirmed or resolved), the Billing Manger creates a pre- billing register on the day that billing is due to process. The billing register lists all customers for a cycle, charges for all applicable services, the total amount of the bill that will be issued for each account within the cycle, and cycle totals. Initial billings are reviewed for all new customers, including name, address, applicable services, electronic bill setup if applicable and deposit charges. Existing accounts are spot checked to ensure that rates and calculations are correct. The total amount to be billed for the cycle is compared to the same month in the previous year totals to ensure similarity in count & total dollar, allowing for normal variances. Following exception review, handling and pre-billing register examination and approval, the cycle billing is processed, and individual bills are generated, printed, and mailed.
  - Delinquent Notices and Cutoff Processing:** Utility bills are due 15 days (5th of the month) from the mail date, this period reflecting an industry average. If payment is not received by 4:00 p.m. on the 12th of the month (7 days past due date), a \$10 late fee is assessed. A delinquent notice is mailed on the same day the late fee is applied alerting the customer that payment has not yet been received and informing of the date payment must be received to avoid water cut off. When requested, and within departmental policy guidelines, staff members establish and monitor customer payment plans, and provide the customers with information regarding available external assistance programs. If payment is not received by the defined date (after 4:00 p.m. around the 20th of the month), a \$40.00 delinquency fee is applied and the water service is cut off the following day.
- 
- Bill Adjustments:** Staff processes adjustments as needed to utility accounts and miscellaneous accounts weekly. Routine adjustments include late penalty reversals, balance transfers, miscellaneous fees, and utility account credits for over reads. All adjustments are reviewed and completed by the Billing Manager to ensure appropriate documentation is provided. The Billing Manager reviews and signs off on all appropriate adjustments. If the adjustment is above \$200.00, the Finance Director approves the adjustment before the Billing Manager applies the credit to the account. The Billing Manager processes and prepares a listing of the adjustments. Each listing total is verified to a manually calculated total to ensure accuracy.
  - Service Initiations and Cancellations:** Customers are able to conveniently request new utility service or termination of service online or at City Hall. Water can be turned on as soon as the same day at no charge. Staff processes approximately 50 new accounts and 50 account terminations per month.

- Requests for service cancellation are reviewed and processed each day. Staff codes accounts for termination and issues work orders for water to be turned off and meter to be read. The customer is subsequently issued a final bill, through which any existing deposit amount is applied toward the balance, and any remaining deposit amount, if applicable, is returned to the customer via mailed check.
- **Collections:** Utility Billing provides centralized collection of all City revenue. Utility Billing operates during the business hours of Monday through Friday, 8:00 a.m. to 4:00 p.m., receiving payments directly from the public at the City Hall payment window as well as via many other payment methods for utility bills, all other types of bills, and non-billed revenue. Approximately 49,000+ payment transactions are reconciled and posted annually from a wide variety of revenue sources.

- The City offers numerous payment methods to assist customers in making payments conveniently and on a timely basis. Staff members process cash, check and credit card (VISA and MasterCard) payments made in person at City Hall during business hours, mail in payments, Dropbox payments, phone payments (IVR), and direct online payments, with the option of one-time or recurring payment(s). These payments are processed, balanced, and posted to utility accounts daily, and associated general ledger journal entries are generated daily. Utility customers may also enroll in automatic monthly bank drafting.



- **Utility Delinquent Collection:** Delinquent notices are part of an effective billing system designed to minimize bad debt while meeting all legal requirements. When contacted by a delinquent customer prior to service interruption, we offer an arrangement through the last day of the month and monitor the account accordingly. If a customer receives an unusually large bill and the bill is confirmed to be accurate, an installment payment plan over a period of months is offered and monitored, with Billing Manager approval.
- When a utility account due date passes with no payment received and/or no payment deferral or installment plan is approved/initiated, a \$10.00 late charge is assessed, and a delinquent notice is generated in conformance with the Texas Utilities Code and Public Utilities Commission rules. If an account holder fails to respond to a delinquent cut off notice by 4:00 p.m. the day before the cutoff date, water service is interrupted (approximately 31 days following bill issuance). Once payment of the delinquent amount is made, staff initiates a reconnect work order and send the reconnect to our contractor for immediate attention. Service is restored on the same day of payment if received by 3:00 p.m.
- **Non-Utility Collections:** Staff provides centralized collection for all types of non-utility revenue. Cash, money orders, checks and credit card payments are accepted directly from the public, agencies, and governmental entities at City Hall.
- All other cash-accepting departments/divisions deliver batched payments to Utility Billing on a business weekly basis by 4:00 p.m. These departments include Recreation Center, Museum, Visitor's Center, Police Department, Permits and Golf Course.

## OPERATIONAL SUMMARY: MUNICIPAL COURT

The Municipal Court is the judicial branch of municipal government. The municipal court has jurisdiction of Class C misdemeanors that are filed in the Municipal Court by the Police, Animal Control, and Code Enforcement.

The mission of Municipal Court is to effectively and efficiently process cases that are filed in our court. The municipal court strives to promote a high level of public confidence by providing fair and impartial justice to all persons who appear in court.

Court administration maintains regular communication with the presiding judge and city prosecutor regarding court policies and procedures. The court also collaborates and provides assistance to the police department, attorneys, other criminal justice agencies and courts.

- **Customer Service:** The Municipal Court provides administrative and clerical support for municipal court proceedings. Staff ensures that the court is accessible in terms of hours, openness of proceedings, clarity of procedures and options available, and that the individuals appearing before the court are treated with respect. Staff is committed to achieving the highest level of customer service by providing accurate information that is communicated in an efficient and effective manner through the integration of people and technology. The court continues to identify and implement process improvements that will allow the court to continue to respond to increased case filings and activity with current staff.

- The Municipal Court services the majority of the public in person. The court offers other methods for defendants to take care of their citations, which include by mail, by phone, and online.

- **Interactive Voice Response (IVR) & Website:** The municipal court offers a method in which defendants can take care of their citations via phone. The court uses an Interactive Voice Response System (IVR), which is an automated phone service that provides the defendant the option to make payments over the phone 24 hours a day, 7 days a week.




- The municipal court is moving to the online software called Insite. This software was developed by Tyler Technology; it allows defendants to pay their citation online and gives them the option to request an extension to pay and/or request a driver safety course.

- **Court Case Records:** On occasion, the court is asked to provide information on court case records by the public. The court promptly complies with these requests by providing the documents within ten (10) business days as required by state law for non-bulk requests. Court case records are maintained according to the state records retention schedule governing judicial records. Each year those records that qualify for destruction are identified and destroyed in accordance with state law.

- Arraignments & Trials:** The Municipal Court abides by the law set forth by the U. S. and Texas Constitutions. Our court conducts arraignments (Defendant's initial court appearance), which are held 10 days after receiving a citation. For cases that are not disposed of prior to an arraignment, pre-trials, code docket, and trials are set accordingly. If the defendant is not satisfied with the judgment of the court or verdict of the jury, he/she may appeal his/her case or request a new trial. The court docket coordinator provides information (Rules of the Court) for filing an appeal.
- Pre-Trials:** Pre-Trials are provided to timely offer access to defendants and their attorneys, or pro se defendants, who are scheduled to see the prosecutor and appear before the judge for case documentation and problem-solving information services. The majority of cases set for jury trial go through a pre-trial first. During a defendant's initial court appearance (arraignment) a jury trial or trial by judge may be scheduled without a pre-trial depending on the circumstances of the case. Pre-trial hearings provide an effective means of case-flow management because they handle the defendant's challenges to the charges filed; dispose of issues that do not relate to the merits of the case; and assure in advance that the time set for disposition of non-contested cases will not be taken up by other matters.
- Code Docket:** The code dockets are conducted on the first Monday of every even month at 2:00 p.m. in the main courtroom. The code dockets are provided to timely offer access to defendants and their attorneys, or pro se defendants, who are scheduled to see the prosecutor and appear before the judge for case documentation and problem-solving information services similar to a pre-trial.
- Jury Trials:** Since municipal courts were established by the legislature to have criminal jurisdiction, defendants have a right to a jury trial. The court conducts four to two jury trial dockets a year. The judge is responsible for maintaining court calendars in setting out all the trial dockets for at least three months in advance. The Court Supervisor is responsible for preparing jury trial dockets and summoning prospective jurors. In preparing for summoning prospective jurors, the docket coordinator prepares a writ of venire (Order from judge to clerk to summon prospective jurors) for the judge's approval. After written approval, the clerk randomly selects jurors by using the Incode system to download the county's voter registration list of residents. A jury trial docket may contain up to six (6) cases with equal number of defendants/trials. On jury trial days, the court staff prepares for walk-in traffic, particularly citizens summoned for jury service.
- After the jury trial verdict is announced, the judge renders a judgment. If the decision of the jury is not guilty, the judge enters a finding of not guilty, dismisses the case, and releases the defendant from all liability. If a jury fails to agree to a verdict after being kept together for a reasonable amount of time, then a mistrial occurs. The case may be tried again as soon as practicable. All judgments and final orders of the judge are rendered in open court. If the defendant is not satisfied with the judgment of the court or verdict of the jury, he or she may appeal his or her case or request a new trial. The Court Supervisor provides information (Rules of the Court) for filing an appeal.



- Trials by Judge/Bench Trials:** Trials offer access to defendants and their attorneys, or pro se defendants, who are scheduled to have a fair, accurate, and efficient trial by judge in accordance with law in which a fine may be imposed. Bench trials, also known as trial by judge, are scheduled as needed. The judge works with the docket coordinator in maintaining a calendar for scheduling bench trials. During a bench trial, the judge hears the evidence and decides whether the defendant is guilty or not guilty based solely upon the evidence presented at trial. A typical bench trial docket may include up to ten (10) cases, with equal number of defendants/trials.
  - Magistrate:** Municipal court judges are also magistrates. As a magistrate, the judge has additional duties to perform such as: issue emergency protection orders for an offense involving family violence; conduct peace bond hearings; accept complaints and issue arrest warrants and summonses for Class A and B misdemeanors and felony offenses; give magistrate warnings after an arrest; take a plea and set and collect a fine when a defendant is arrested on an out-of-county warrant for fine-only offense; order a defendant to submit an examination in a mental health facility determined by a local mental health authority's request; set and accept bail, including personal bonds; issue search warrants; and conduct license suspension hearings.
  - Arraignment Jail:** The presiding judge of the Municipal Court has established a policy that any prisoner who is to be seen by a municipal court judge should be seen within 24 hours of arrest. There is no regularly scheduled jail docket or time that prisoners will be brought before magistrate. The court maintains an on-call calendar for the presiding judge and the one judges to cover seeing prisoners in jail. Each work day, the presiding judge arraigns prisoners at the Police Department's jail. On the weekends, persons arrested and taken into custody are arraigned by the judge on-call.
- 
- Warrants:** Municipal Judges have authority to issue warrants of arrest for fine-only misdemeanor filed in their court. A "warrant of arrest" is a written order from a judge directed to a peace officer, commanding the officer to take the body of the person accused of an offense, to be dealt with according to law. Arrest warrants are issued when a defendant fails to appear in court. Capias pro fine warrants are issued when a defendant has entered a plea, however defaults on payment of fine and court costs.
  - Delinquent Collections:** The City has contracted collection services with the law firm of Perdue Brandon and works closely with the court in ensuring full payment of delinquent court fines and fees are collected from defendants in warrant status. Cases are submitted to the once the cases are at least 90 days past due. Once the cases have been received by the firm they begin notifying defendants with delinquent cases by phone and by mail. Defendants are directed to contact the court directly to resolve their cases.



## SWOT ANALYSIS

Below is a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis to assess the department.

### STRENGTHS

- Solid Financial Reserve
- Dedicated, reliable staff
- Team Based Culture
- Low Debt
- Strong cash flow



### WEAKNESSES

- Reliance on Industrial Development Districts
- Use of Technology
- Transparency
- Planning
- Policy Compliance
- Staffing

### OPPORTUNITIES

- Technology
- Constant Contact with Public
- Grants
- Economic Development
- Innovation
- Increase Efficiencies
- Training
- New Funding Sources (TIRZ, Hot Tax, Etc.)

### THREATS

- Economic Impacts
- Legislative Changes
- Unfunded Mandates
- Increasing Costs
- Political Uncertainty
- Policy Compliance

## ACCOMPLISHMENTS

- Brought the City into Compliance with the Public Funds Investment Act
- Re-established Primary Bank Depository Contract
- Addressed major auditing issues
- Formalized Financial Management Policies
- Formalized Purchasing Policy
- Upgraded over the phone payment services
- Oversaw development of Utility Rate Study

## GOALS

- **Overlining Departmental Goals**

- Diversify revenue streams
- Utilize Innovation to enhance customer service
- Ensure compliance with Federal and State laws, City Ordinances and Policies
- Improve our service approach for new and existing customers

- **Strategic Goals**

**FY19-20**

- Oversee certificate of obligation debt issuance
- Develop Capital Improvement Plan
- Begin Development of Long-Range Financial Plan
- Update Online and phone payment capabilities
- Formalize and Implement Internal Control Procedures
- Expand Treasury Safeguards

**FY20-21**

- Submit for Distinguished Budget Award
- Assist in development of Stormwater Utility
- Oversee implementation of new Financial Software
- Ensure Application for GLO Funding
- Develop Long-Range Financial Plan
- Develop Cost Allocation Plan
- Develop Court Brochure

**FY21-22**

- Submit for GFOA Certificate of Achievement in Excellence in Financial Reporting
- Submit for Transparency Star Award

**Debt Issuance:** Oversee city’s debt issuance process with the assistance of outside legal counsel and financial advisors to prepare Resolutions for the City’s Intent to Reimburse from Bond Proceeds and Notice of Intent to Issue Certificates of Obligation within timelines required by state law. The issuance of debt is approximately a 12-week process before the debt hits the market, with an additional 30 days before the funds are in the City’s account. The schedule can be compressed somewhat if needed but if the debt is Certificates of Obligation there are public notice requirements and timelines that must be adhered to.

**Capital Improvement Program:** Develop a fiscally Constrained Five Year CIP. Assess the financial impact of all recommended projects and identify available funding sources. Work with departments to adjust project timing within available resources and prepare the Five-Year CIP Document. Submit the proposed Five-Year CIP with the proposed annual budget to City Council.



**Long Range Financial Plan:** Prepare a five-year financial forecast for all major funds and include in the proposed budget document. Use the Financial Management Statements as guidelines in developing assumptions for revenue and expenditure estimates. Utilize information from the forecast to communicate the long-term impact of budgetary decisions to the City Council. The forecast provides a foundation to determine debt capacity, project funding, and assess fiscal health. The forecast is utilized to identify concerns before they become actual budgetary issues.

**Update Online & Phone Payment Capabilities:** Residents may now pay their water bill over the phone without any fees. Additionally, residents may now apply for new water and garbage services online. The new website will also allow residents to sign-up for other utilities. Additionally, staff is working to upgrade the website for online payments which should be available in June.

**Formalize and Implement Internal Control Procedures:** Over the past year, staff has been implementing internal controls to prevent fraud, control risk, and proactively identify financial issues. These procedures include separation of duties, access controls, physical audits, standardized documentation, trial balances, periodic reconciliations, and approval authority. Staff is currently working to formally document the procedures put in place.

**Expand Treasury Safeguards:** Staff is in the process of expanding its banking securities by adding positive pay for checks and ACH. Positive Pay is a service that matches the account number, check number and dollar amount of each check presented for payment against a list of checks previously authorized and issued by the City. The goal is to have these new safeguards in place by the end of the fiscal year.



**Submit for Distinguished Budget Award:** The Government Finance Officers Association (GFOA) has Distinguished Budget Presentation Awards Program (Budget Awards Program) to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory

Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. After a thorough review of the grading criteria, staff has decided to forgo its submission of the FY2019-2020 Budget to the Government Finance Officers Association Distinguished Budget Presentation Awards Program. There are a few key planning components that will be included in next year's budget to solidify an award.

**Assist in development of Stormwater Utility:** The City's extensive inventory of inlets, channels, pipe, ditches, and culverts provide function and service to the community. The infrastructure provides a 'stormwater utility'. In order to pay for that service, the City can establish a stormwater utility fee to charge for what is determined to be the impact of each property's impervious surface (rooftop, driveway, etc.).

**Oversee implementation of new Financial Software:** The City currently utilizes Incode Version 9 by Tyler Technologies for Accounts Payable, Check Reconciliation, Cash Collections, Court System, Fixed Assets, General Ledger, Purchase Orders, and Utility System. The City currently utilizes Paycom for timekeeping and outsourced payroll. Permits currently utilizes GovQA and Incode Cash Collections. Ideally, the City would like one system that can integrate all of these functions, increase efficiencies, and enhance our online accessibility. Council approved the upgrade to Incode 10 with Tyler Technologies June 1st. Staff has already begun working with Tyler on implementation.



**Ensure Application for GLO Funding:** The GLO announced the kick-off of the application process for the first round of more than \$2.3 billion for mitigation projects to protect Texas communities hit by Hurricane Harvey and severe flooding in 2015 and 2016. During the first round, the GLO will conduct three (3) competitive application programs from the CDBG-MIT Action Plan. Those programs include: 2015 Floods State Mitigation Competition (\$46,096,950), 2016 Floods State Mitigation Competition (\$147,680,760) and Hurricane Harvey State Mitigation Competition Round 1 (\$1 billion of \$2,144,776,720 total).

**Develop Cost Allocation Plan:** As part of the annual budget preparation, work with the selected departments to complete a Cost Allocation Plan (CAP). The CAP evaluates the services provided by internal service and other administrative departments to operating departments based on workload and services provided. The CAP allocates overhead costs to the various departments and offices and is the basis for the inter-fund transfers in the following year's budget.

**Develop Court Brochure:** Oversee development of a court brochure to be distributed by a police officer to every violator on a traffic stop. The brochure will provide court options that allow defendants to prevent a conviction from being recorded on their state driving record. The information outlined in the brochure will include the options for taking a driving safety course (DSC), requesting deferred disposition (probation), requesting a 30-day extension of time to pay, or simply paying the full amount of the fine.



**Submit for GFOA Certificate of Achievement in Excellence in Financial Reporting:** The GFOA offers a Certificate of Achievement for Excellence in Financial Reporting (CAFR Program) to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. The goal of the program is not to assess the financial health of participating governments, but rather to ensure that users of their financial statements have the information they need to do so themselves.

**Submit for Transparency Star Award:** The Texas Comptroller of Public Accounts' Transparency Stars program recognizes local governments for going above and beyond in their transparency efforts. Over the next year or so, the Finance Department will be working towards expanding its online presence in an attempt to increase transparency and possibly submit for recognition.

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## NEEDS ASSESSMENT

- **Upgrade Financial Software**

Council recently approved the upgrade of the City's financial software which includes, Court, Utility Billing, Human Resources, and Permitting. The one-time cost for all proposed modules is \$164,590. Due to the high demand of this upgrade, implementation would not begin until January 2021, or next fiscal year. Thus, staff plans to build this cost into next fiscal year's budget.

The City currently spends over \$79,000 in recurring maintenance fees for its financial software, payroll system, and permits software. With the newly integrated system, overall recurring fees would be about \$49,000 – an annual estimated savings of \$30,000. Thus, the one-time fee will pay itself off in five and half years.

- **Finance Staff**

As the City takes on new initiatives, programs, and projects there is an increased burden on Finance. Specifically, with purchasing, grant administration, general ledger and fiscal analysis. Duties would include assistance with purchasing, capital improvement plan, long-range financial plan, fixed assets; annual budget development, monitoring, analysis and reporting; grant administration accounting; and relative legislative monitoring and reporting.

Additionally, this has been a critical finding from the City's Annual Audit which identified "Inadequate Segregation of Duties and Reconciliation of Accounts: The City is required to maintain internal controls over financial reporting to provide a high level of assurance that the financial amounts are accurate and valid. The City's limited size and staffing resources have made it difficult for management to provide sufficient staffing to fully segregate incompatible duties in a cost-effective manner. "While cross training is being utilized, there is a need to have another set of eyes focused on ensuring compliance.

A mid-level position is proposed to assist with Purchasing, Grant Administration, Fiscal Analysis, and General Ledger Reporting. The estimated total annual cost of such position is \$90,000.

## NEEDS SUMMARY

Need	Estimated Cost
Upgrade Financial Software	\$164,600
Finance Staff	\$90,000



**FREEPORT ECONOMIC DEVELOPMENT CORPORATION  
STRATEGIC PLAN**

**2020- 2025**

## **MISSION STATEMENT**

**It is the mission of the Freeport Economic Development Corporation to be a trusted steward for the citizens of Freeport in the development and enhancement of our community.**

## **VISION STATEMENT**

**We strive to be premier resource for economic-community development and the best location for businesses along the Gulf in Texas.**

## **SWOT ANALYSIS**

Surrounded by major industry and the shipping lanes in the Gulf of Mexico the City of Freeport is a diamond in the rough located in an area protected against major weather events via its levy system. The City is surrounded by industry that pays a living wage. Port Freeport is a growing port located in deep water to attract the super Panamex shipping bring commerce to the City. Housing is under construction within the city limits and outside the City that will attract industrial development and retail. We currently have enough housing within a 30-minute drive to land industrial development in Freeport for them to have sufficient job base to support their industries. People are now starting to re-invest into older homes bringing them up to code for resale. Due to marketing of the City the city has been attracting site selectors and developers into the community that are investigating us.

What has been known for the past decade or two, before the development of other cities within Brazoria County, the City was a vibrant community, the heart of Brazoria County and known for its shrimping industry. Over the past decades, changes in the economy and leadership did not keep up pace with competitive external changes. Businesses closed and moved, the shrimping industry left and the city citizens and government did not re-invest into their community. This has created blight throughout the City and negative feelings from its citizens and from others outside the city that



deters investment. What is missing for the health of the city overall is a Commercial / Business base not tied to the chemical industry, new quality homes, attracting a larger population that ultimately draws retail development and other quality of life events. Some of the challenges in that we face today is not knowing our businesses on a one on one basis which requires business retention call. Due to staffing of one person in the EDC it is not feasible to conduct business retention meetings in a sufficient manner which is a concern if there are existing businesses that may be in jeopardy especially during the COVID pandemic.

**O**ne of the gems for investors is the City's downtown zone, along with Gulf Boulevard and Hwy 288 corridor which are major opportunities for investment on vacant land and re-investment for those areas that are blighted. The city is attracting new living wage jobs that will require new Mixed-Use Housing in the downtown, as well as retail opportunities in the city's downtown, Gulf Boulevard, and Hwy 288. Much of Hwy 288 properties along the corridor will require consolidation that will attract larger retail development. The city is attracting new industrial development that is not primarily chemical based thus diversifying our job base in case of a shrinkage in the economy. The city has multiple entertainment venues that have not been capitalized upon such as Bryan Beach, the Riverfront, and Bridge Harbor Area.

**T**he economy is changing in the retail world. Shopping malls are failing with the contraction of big box retail that is being taken over by Web sales. The retail industry is in contraction and will need to re-invent themselves. The city is limited in the ability to build new housing as it is land locked by a levy system. Since the State of Texas has changed how cities can annex new land into the city limits to grow requires property owners and developers in our ETJ to self-annex or have a development agreement with the city to expand the city limits.

## **OPERATIONAL SUMMARY**

The purpose of the corporation is to promote community improvement and economic development within the City and the State of Texas and the public welfare of, for and on behalf of the City by developing, implementing, providing, and financing projects under the Local Government Code Title 12 Subtitle C1 Chapters 501 through 505 and as defined in Section 4B of the Chapter 505; and for all other purposes allowed by law as permitted by the Development Corporation Act as it now exists or is hereafter amended. (Articles of Incorporation, Article Four A).

### **METHODS USED**

- Business Consulting
- Coordination/Facilitation of State, Regional, and Federal Programs
- Grant/Loan Programs
- Nationwide and Global Marketing
- Plan Development
- Business to Business Connections

## **STAFF AND BOARD**

### **2019 - 2020 BOARD MEMBERS**

- Trey Sullivan, Voting Director (President)
  - Marinell Music, Voting Director (Vice President)
  - Mingo Marquez, Voting Director (Secretary)
  - Jeff Pena, Voting Director (Treasurer)
  - Ed Garcia, Voting Director
  - Lesa Girourd, Voting Director
  - Kenny Hayes, Voting Director
  - Ken Green, City Council Liaison
- 
- Courtland Holman, Executive Director

## **RESOURCES SUPPORTING FEDC**

### **LEADERSHIP**

Key leaders in the community that support the FEDC, in both its development and implementation of its plans and attraction to the city are:

- City Council
- FEDC Board
- City Manager
- Planning Commission
- Leadership of the Hispanic Chamber of Commerce
- Mayor
- BISD Superintendent
- The Alliance
- Greater Houston Partnership
- HGAC
- Brazosport Chamber of Commerce

### **Other leaders include:**

- County Commissioners
- Editor of the Local Newspaper
- Local Bank Presidents
- President of Brazosport College
- Bankers
- Real Estate Agencies
- Port Freeport

## SUCSESSES

The FEDC and City have within one year of the new director's employ:

- Developed a Tax Increment Reinvestment Zone that has been approved at city council.
- Attracted two major industrial developments to the community that when come to completion will incentivize the redevelopment of the downtown and the development of new housing.
- Marketing the city across the US and EU and other countries that have recognized the strengths of Freeport.
- Developed a Business Improvement Grant that focuses on the downtown for investment
- Developed the FEDC first web site
- Implemented ZoomProspector, a Property locator allowing site selectors and businesses to find property and information within the city.
- Developed usable Retail Demographic Data to attract retail development into the city showing the need is here for them to be successful.
- Started a training effort of the FEDC Board with the first three members out of seven attending.
- Attracted a retail business operation into the downtown that is rehabilitating three to four buildings on Park Street. This also required a rezoning of the Downtown to allow this and other like businesses to legally locate in downtown.
- Initiated retail recruitment strategies through participation at ICSC and partnership with Retail Strategies.
- Developed marketing materials for retail and business attraction.

# PROJECTS NEEDS ASSESSMENT

## FY 2020 - 2021

<b>Other Services</b>	
Economic Development Video	24,000.00
CivicPlus Web Site Development (Completed 2019-2020)	<del>7,500.00</del>
CivicPlus Annual Contract	4,575.00
GIS Zoom Prospector (annual) (Complete 2019-2020 but ongoing annually)	9,000.00
<b>Total</b>	<b>37,575.00</b>
<b>Planned Professional Services</b>	
Retail Demographic and Recruitment Data (Complete 2019-2020 but ongoing annually)	50,000.00
TIRZ (In Progress)	50,000.00
Downtown Revitalization Plan (Assessment in Draft Form for use in Plan Dev)	90,000.00
Parks Master Plan	45,000.00
Annexation Plan	30,000.00
Mark Derrigo (DDS) trade area study/grocery	9,000.00
New Contract MISC	8,000.00
<b>Total</b>	<b>282,000.00</b>
<b>Planned Training</b>	
-	
Misc training	1,800.00
TEDC Board - (San Antonio) Sept 20	2,000.00
TEDC Board - Group of 3 (Houston) Oct 25	1,000.00
ICSC Fort Worth - Group of 5 Nov 8-10	4,500.00
ICSC Vegas - Group of 5 May 20-23	9,000.00
Additional Training TBD (Retreat)	18,700.00
<b>Total</b>	<b>37,000.00</b>
<b>Planned Promotional</b>	
-	
Local Community Outreach & Public Engagement	5,000.00
<b>Total</b>	<b>5,000.00</b>

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**Planned Publications**

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-	
Cornett Publishing - Expansion Solutions	17,000.00
ICSC	10,000.00
FDI Alliance	20,000.00
Conway Data - Texas Wide Open	5,000.00
GHP Economic Guide	5,000.00
Business Xpansion Journal	900.00
Local Publication for Public Notices	3,000.00
New Publication Contract	4,100.00
	<b>Total 65,000.00</b>

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**Capital Outlay**

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-	
380 Agreement for City Economic Development Projects	150,000.00
	<b>Total 150,000.00</b>

## GOALS

### **Development of Downtown Revitalization Plan, Cost \$90K+, Time 1 year, (See example of designs both showing downtown to 7<sup>th</sup> street)**

Team: ED staff, Building, Engineering, City Manager, ED Board, Investors

- Interview Consultants to Develop Plan
- Fund Plan
- Select Consultant
- Start Public Meeting Process
- Complete Plan
- Adopt Plan

Develop Downtown Revitalization TIRZ

- Interview consultants to Develop TIRZ (Complete)
- Fund Consultant (Complete)
- Select Consultant (Complete)
- Start Public Meeting Process (Complete)
- Solicit Participation of Partners with TIRZ board (Complete)
- Complete and Adopt Plan (Other tax entities in progress)

### **Implement Downtown Revitalization Plan**

Team: ED staff, Building, Engineering, City Manager, ED Board

- Develop language for public/private partnerships
- Prioritize Catalyst sites (City and FEDC)
- Developing a budget for architectural drawings
- Develop incentive packages
- Create a detail site plan per site to market private partnerships (architect)
- Facilitate acquisition of property
- Showcase the sites (conferences) or direct contact with various developers
- Marketing the sites

## **Immediate Projects to Support Current Downtown Businesses Cost \$3000, Time 1 year**

Team: ED staff, Building, Engineering, Street Dept, City Manager, ED Board

- The EDC Board is currently working via sub-committee to develop a plan that will include cost
- Way Finding Signage to point to downtown
- Possible Billboard advertising

## **Local Mixers with Community Cost \$3000, Time 1 year then continuous**

Team: ED staff, City Council, City Manager, ED Board

- Identify locations at a local business
- Quarterly or Semi Annually
- Subcommittee Chris, Marinell, Lesa
- Businesses to possibly host

## **City Wi-Fi in Downtown, Parks and other Areas, Cost unknown, Time estimated 1 year**

Team: ED staff, Building, Engineering, City Manager, Parks and Rec, ED Board, Council

- The EDC Board is currently working via sub-committee to develop a plan that will include cost and potential partnership in locating free or low cost Wi-Fi service in the city to attract new housing and businesses.



**Immediate Projects to Support Current Downtown Businesses, Cost unknown, Time estimated unknown year**

Team: ED staff, Building, City Manager, ED Board, Council

- The EDC Board is currently working via sub-committee to develop a plan that will include Window signage/Storefront campaign for boarded up buildings. The DC prints signage and offers owners window dressing signage of renderings of shops, better than boarded up windows.

**Lighting Program, Cost unknown, Time estimated 1 year**

Team: ED staff, Building, Engineering, Street, City Manager, ED Board, Council

- The EDC Board is currently working via sub-committee to develop a plan that will include Downtown Street / Bridge Lighting operational status due to new investment forth coming by active developers.

**Popup, Cost \$9k, Time estimated 1 year**

Team: ED staff, Building, City Manager, ED Board, Council

- The EDC Board is currently working via sub-committee to develop a plan that will include Box Pop a container retail venue

**Fountain Repairs / Replacement, Cost \$ Unknown, Time estimated 6 months**

Team: ED staff, Building, Engineering, City Manager, ED Board, Council

- The EDC Board has a 380 Agreement with City for economic development approved city projects such as parks and streets as an example. This would be an allowable use of funds by the FEDC.
- The city can bid out the project, hire a contractor to remove and replace or repair long term the park features in downtown and be reimbursed by the EDC now with a reduction of cost of the budgeted \$150,000 for next year or wait until 10/1/2020 to repair fountains.

## **Bryan Beach Development, Estimated Cost depends upon Plan from \$5M and up, Time depends upon plan starting at 2 years**

Team: ED staff, Building, Engineering, City Manager, Parks and Rec, ED Board, Council

### **Short Term Goal**

**Cost \$60,000, Time 1 year**

- The EDC Board is currently working via sub-committee to develop a plan such as
- Way Finding
- Clean Beach
- Activities that are promoted
- Beach Entrance

### **Long Term Goal**

- There have been many vision maps or plans develop but not implemented. A consultant firm will need to be hired that is an expert working with the State and Federal government.
- Actively seek funding sources or development of a TIRZ for financing mechanism.
- Develop and RFP or partner with a development firm
- Work with Parks and Wildlife, Quintana, and Port Freeport in development of scope
- Work with Citizens in development of a plan that can be achieved with identified timeline, costs, and funding
- Work with and identify property Owners for participation

## **Attraction of Development, Cost \$92K for advertisements, conferences, and request for grants and incentives, Time continuous**

Team; ED staff and Board, GHP, Governor's Office of Economic Development, Site Selectors, Brokers, Port Freeport, Citizens of Freeport, Consultants

- Work with the team to identify businesses looking for a location
- Outreach via marketing efforts globally so businesses know there are opportunities available in our community

- Work with Team that have clients looking for expansion locations
- Work with regional businesses and citizens to expand or grow our local business community and develop new Mom and Pop industry as they are the main drivers in a successful city.
- Attend Conferences with city staff and political representation

### **Business Retention and Expansion, Cost minimal to \$95K, Time continuous**

Team: ED staff and Board, Chamber of Commerce, Workforce Solutions

- Work on the one meeting forms
- Create Meet and Greet with Business
- Create an online survey to send out to all the businesses
- Create or acquire software for a tracking and reporting system - listening to business and reacting
- Reach out and identify our community partners to assist FEDC and our one on one meetings
- Identify businesses that want to potentially leave
- Identify businesses that want to expand based on survey's results
- Meet with businesses with our community partners and explain our services (8 monthly)
- Follow-ups with each business met within 30 days

### **Master Parks Plan, Estimated Cost \$45K, Time 6 - 8 Mo Start Time Potential FY 21-22 unless bundled with Downtown**

Team: ED staff, Building, Engineering, City Manager, Parks and Rec, ED Board

- Interview consultants to Develop Plan
- Fund Plan and Select Consultant
- Start Public Meeting Process (3 public meetings)
- Complete Plan
- Adopt Plan

### **Living Brazos, Cost unknown, Time estimated 1 year**

Team: ED staff, Building, Engineering, City Manager, ED Board, Council

- The EDC Board is currently working via sub-committee to develop a plan that will include Living Brazos the Fog on the River Project.

### **Board Retreat, Strategic Planning and Training, Time 2 days, Cost \$18K**

Team: ED staff, Board and Attorney, possible Council member and City Manager

- The EDC Board should have a workshop retreat starting of a Friday afternoon for travel, Workshop with a consultant on Saturday and return home on Sunday. There will be possible follow-up assignments by the consultant.

### **Fiber City A - New (eager beaver goals), Cost \$6.06 M, Time 3 years**

Team: ED staff, Building, Engineering, City Manager, ED Board

Net new development - residential and commercial

- Consult with Consultant Magellan and city attorney for providing internet service as a utility
  - Establish ordinance requiring all new construction to have fiber and cable inside of the structure
  - Development of specification for installation for new development
  - Partner with providers
  - Establish multiple (2) data center locations - city owned
  - Partner with installation contractors
  - Installation of fiber lines throughout the city to the new development
-

## **Fiber City B – Existing City (eager beaver goals), Cost \$5.08M, Time 3 years**

- Establish ordinance to provide fiber service to existing structures
- Development of specification for installation for downtown
- Partner with providers
- Establish multiple (2) data center locations city owned (temporary rental space)
- Partner with installation contractors
- Work with Entergy for pole space
- Installation of fiber lines throughout the existing community

## **Chamber of Commerce Development Cost \$ 40K+, Time estimated 1 to 3 years**

Team: ED staff, City Council, ED Board, Business Owners

- Various members of the ED Board will meet with Business Owners and Council members to form a Freeport Chamber of Commerce
- Develop Bylaws, Policy, Funding, and Chamber Board
- Work with City on potential location to lease or partner in same office
- Conduct efforts to support local businesses, member businesses, and functions to attract people to the community that promotes the City of Freeport
- Obtain equipment

## **Hotel Development by FEDC Cost \$ Unknown, Time estimated 1 to 5 years**

Team: ED staff, Building, Engineering, City Manager, ED Board

- Subcommittee Chris, Marinell, Lesa
- Identify location
- Work with hotel chains to fund a City Hotel
- Hire an Operator