



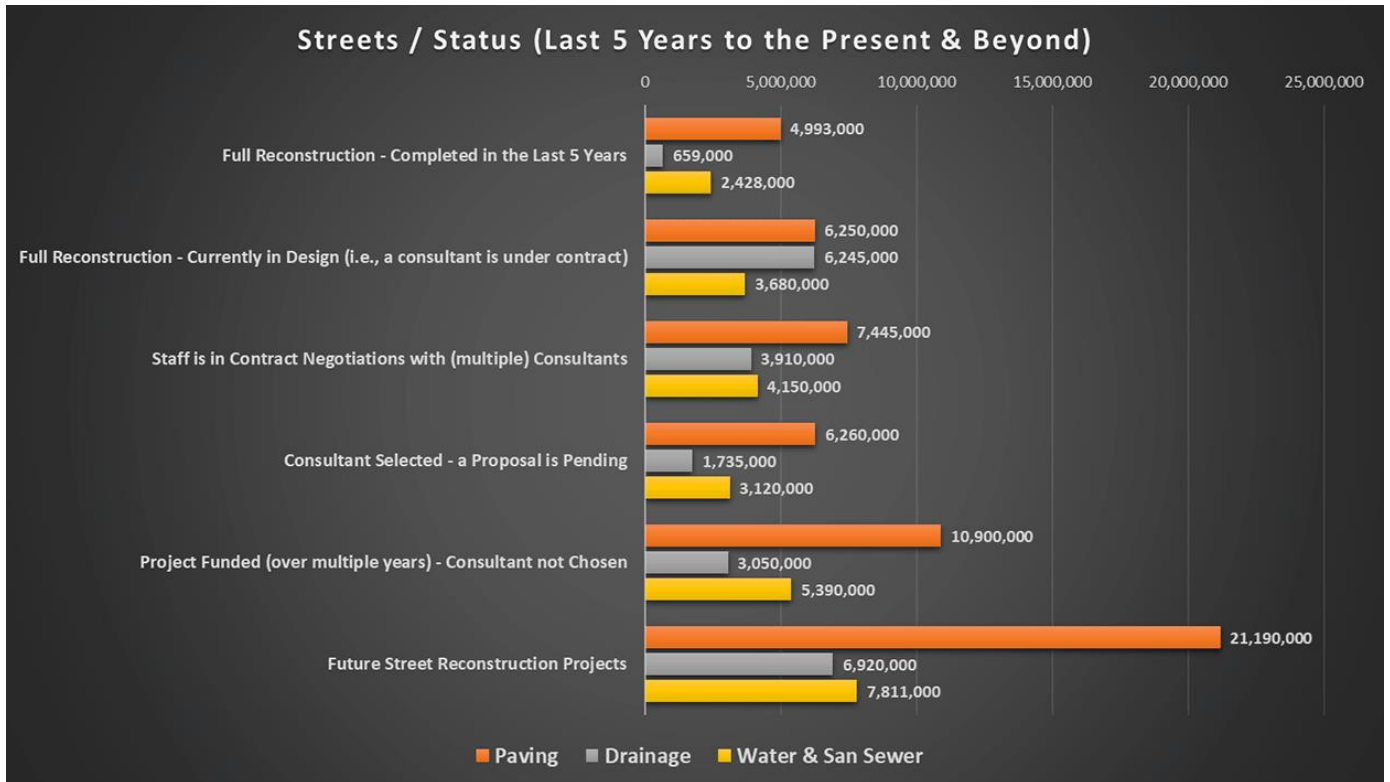




Springdale Rd. (FW/HC City Limits to Beach St.)	350,000	100,000	200,000	650,000
Ira St. (5000-5200 Blocks)	950,000	75,000	550,000	1,575,000
Clay Ave (1000 East of Beach to Old Denton Rd.)	1,750,000	705,000	660,000	3,115,000
Nadine Drive (Field St. to Haltom Rd.)	400,000	75,000	225,000	700,000
Roxie St. (Haltom Rd. to Sabelle Ln.)	380,000	60,000	200,000	640,000
Sabelle Ln. (Haltom Rd. to Rita Ln.)	630,000	100,000	330,000	1,060,000
Hunter St. (& Aurora Ct from Stanley-Keller Rd to Layton Ave.)	525,000	75,000	280,000	880,000
Jane Anne St. (Denton Hwy. to Melinda St.)	425,000	75,000	225,000	725,000
	<b>6,260,000</b>	<b>1,735,000</b>	<b>3,120,000</b>	<b>11,115,000</b>
<b>Project Funded (over multiple years) – Consultant not Chosen</b>				
Broadway Avenue (Denton Hwy. to SH 26)	3,525,000	850,000	1,600,000	5,975,000
Eastridge Drive (Broadway Avenue to NE 28th St.)	4,250,000	1,100,000	1,895,000	7,245,000
Huddleston (Watauga Rd. to White Creek Drive)	3,125,000	1,100,000	1,895,000	6,120,000
	<b>10,900,000</b>	<b>3,050,000</b>	<b>5,390,000</b>	<b>19,340,000</b>
<b>Future Street Reconstruction Projects</b>				
Midway Rd. (Belknap St. to City Limits/Big Fossil Creek)	7,800,000	4,000,000	3,825,000	15,625,000
Briarcliff Rd. (Reeves St. to Bewley St.)	500,000	290,000	350,000	1,140,000
Monette St. (Katrine St. to Monna St.)	520,000	200,000	173,000	893,000
Melissa St. (Katrine St. to Haltom Rd.)	710,000	260,000	228,000	1,198,000
Glenview Drive (Denton Hwy. east to City Limits)	5,725,000	1,440,000	1,440,000	8,605,000
Stanley-Keller Rd. (Beach St. to Haltom Rd.)	4,800,000	450,000	980,000	6,230,000
Webster St. (East of Denton Hwy. to City Limits)	1,135,000	280,000	815,000	2,230,000
	<b>21,190,000</b>	<b>6,920,000</b>	<b>7,811,000</b>	<b>35,921,000</b>

<b>Major Maintenance – Completed</b>	<b>Asphalt Crack Sealing - Completed</b>	<b>Streets Regularly "Patrolled" for Potholes</b>
Edwards St. (Carson St. to Rogers St.; 288 LF of asphalt replacement)	5600 - 5800 Whitley Rd. – Oregon to City Limit	Broadway Ave – 377 to Business 183/ Hwy. 26
Rogers St. (Edwards St. to Broadway Avenue; 287 LF of asphalt replacement)	5700 Dunson – Twin Oaks to City Limit	Rita Ln. – Stanley Keller to Jerri
Patricia (4100 Block; removed and replaced 692' LF of full depth asphalt)	5900 Oregon Court – at Whitley Rd.	Stanley Keller – Beach St. to 377
McCullar St. (subgrade and asphalt replacement with Tarrant County)	5600 – 5700 Marlene Dr. – Dunson to Denise	Hahn – Old Denton Rd to Dead End
Marlene St. (5600 - 5700 Blocks; removed and replaced 1628 LF of asphalt)	5600 - 5700 Brent Dr. – Dunson to Denise	Murray – Old Denton Rd. to Dead End
Cemetery Rd. (6000 Block; 415' LF of subgrade and asphalt replacement)	5800 Lance Court – at Twin Oaks	Anderson Blvd – NTTA 820 to Glenview
Walthall St. (4500 Block; 287' LF of subgrade and asphalt replacement)	6000 Cemetery Rd. – 183 to Cemetery	Beach St. – 28 <sup>th</sup> St. to Business 183
Revere St. (Ira St. to Vicki St.; 1953 LF of water, subgrade, and asphalt)	6000 Edwards St. – Carson to Rogers	Sabelle – Haltom Rd to Rita
Walthall St. (4200 Block; 277' LF of subgrade and asphalt replacement)	3300 Rogers St. – Edwards to Edwards	Rita Ln. – Dana Dr. to Webster
Rita Ln. (4200 - 4400 Blocks; asphalt overlay with Tarrant County)	3500 - 4000 Revere St. – Vicki to Ira St.	Edith Ln. – Fossil to Dana
Mack Rd. (4200 Block; asphalt overlay with Tarrant County)	3600 Cheryl Ave – Monna to Jerri	Janrue Ct. – Woodlane Ave to Dana Dr.
Lower Birdville Rd. (SH 121 Frontage Rd. to Carson St.)	4300 Denton Hwy. Service Rd. - Diamond Oaks North to Ammons	
Roxie St. (4600 & 4700 Block; 1500 LF of C & G and asphalt replacement)	4500 Walthall – Layton to Gene	
Meadow Oaks Dr. (3500 Block; 280 LF of asphalt replacement)	4200 Walthall – Oakwood to Eastridge	
Hutchinson Way (4500 Block; asphalt overlay with Tarrant County)	3700 Aurora – Jerri to Hunter	
Matar St. (4800 Block; C&G and asphalt replacement)	3700 Layton – Jerri to Nadine	

Ellison Avenue (6100 Block; 471 LF of storm drainpipe and 486 LF of asphalt replaced)	4400 Eileen – Gene to Earle	
<b>Major Maintenance - Ongoing</b>		
Old Denton Rd. (Beach St. to "west" of Meacham Boulevard)		
<b>Total Recurring Maintenance</b>		<b>2,150,000</b>



## **BACK TO THE BASICS**

In the past couple of years residents overwhelmingly voted for the much-needed replacements of City Hall, Police Department, and Fire Station #3. We were also finally able to relocate and remodel the new Senior Center so that our seniors would have the necessary space and accommodations that they need and deserve. City employees are now paid competitive wages when compared with our neighboring cities. This ensures we can attract and retain the best staff possible. Our citizens deserve the best services we can provide and we are working diligently towards that goal.

Several years ago, city leaders and administrative staff produced a new economic development plan. The old plan of just waiting for a “ship to come in” was not

working. Some in the past thought location and access was enough. It was not enough. Time and decay had proven this to be true. Location and access are great assets, but it still takes money to be competitive. Although we have a great city with great people, we did not have an abundance of discretionary income amongst our citizens. When there is no significant discretionary money to spend there is no shortcut to attracting development. In fact, development leaves if there is no discretionary income, a high tax rate, and low valuations. This is exactly the scenario we found ourselves in, with the economic decisions of the distant past placing us near a point of no return as it relates to revitalizing our great city.

We knew we needed to diversify and attract other revenue generating businesses. Although we love all our small businesses, we had become too saturated with certain businesses that simply did not create enough revenue to produce an environment of community growth and prosperity. So, we returned to the basics, and as a result we are turning the city around. Our “**Back to the Basics Plan**” included a three-step approach, all with the goal of getting more investment dollars directed to our city so we could create an environment where businesses prosper and families flourish.

### **Step One**

The first step was to attract the highest and best use (i.e. profitable) businesses by rezoning for large distribution and warehouse centers. These business parks, with an eye towards e-commerce, will serve us well moving forward. They bring our city jobs, industry, symbiotic partnerships, and a significant influx of new daytime money. These new employees bring shopping dollars from other cities, as they purchase goods and services from our local merchants (fill their cars with gas, patronize our businesses, and eating locally). We learned by experience...these types of developments insulate cities from recessionary times, pandemics, and inflationary impacts. During tough economic times cities that are too reliant on retail tend to not weather economic downturns as well as those with a more diversified and resilient tax base.

### **Step Two**

The second step was to attract new residents at a higher income level, providing an influx of new nighttime money that can attract and sustain new merchants.

### **Step Three**

The third step was to increase our code enforcement efforts by enlarging the Code Compliance Department. We are now handling over 5,000 code cases a year, ensuring minimum community standards will be met throughout Haltom City as it relates to code compliance.

**All these efforts have created more than a billion dollars of new overall valuations.** An additional billion dollars of new growth will be realized once the current development projects are completed over the next several years. This

new growth will produce approximately 5,000 new jobs and bring in 5,000 new residents.

Additionally, the City Council recently approved a 740+ acre Tax Increment Revitalization Zone (TIRZ). This zone follows the corridors of Denton Hwy. (South of Loop 820) to Belknap St. and Belknap St. to Beach St. This zone is designed to provide incentive for developers to revitalize the southern portion of Haltom City. As our new growth continues to mature, this TIRZ District will be in place for developers to revitalize this area of our city. **This is the first revitalization zone ever created and funded by any Haltom City Council, ever.**

The city currently has development agreements that will bring in numerous restaurant, retail, and entertainment options. As soon as interest rates come down and the national economy bounces back these developments will move forward. We are also negotiating several other development possibilities that will attract the types of businesses and amenities that our citizens desire and deserve. These retail developments would not be possible if we did not utilize the “**Back to the Basics Plan**” described above.

If we kept doing what we always did, we would have gotten more of the same...a declining city with a high tax rate, low valuations that yield low equity wealth to the owner, low alternative revenue streams, and no discretionary money to provide for road replacement, public facilities, and city services. Clearly, these facts reinforce the view that in the future the city would have continued to place all the pressure on the



shoulders of the residents with little return on investment. You might hear from some about vacant buildings. This is a reality and always will be a reality to some extent. All cities lose businesses and gain businesses every year. Our commercial vacancy rate is lower than some of our surrounding neighbors. Property owners will generally start making improvements and updating their buildings as our city starts to attract new developments and our economic turnaround continues to bring new money into our town. The plan is working. Things are being done and progress is being made. Recent accomplishments, milestones that have never been realized in our city’s past, prove this point. The plan is working...things are being done and progress is being made.



## RECAP OF PERFORMANCE AND ACCOMPLISHMENTS

- Lowest tax rate since 2010
- Record new Economic Development
  - Commercial – approximately 2 million square feet
  - Residential – estimated 2 thousand residential units
- Record Commitment to Rd. Replacement and Repair
- New City Hall
- New Police Station
- New Fire Station
- New Senior Center



This all only scratches the surface in describing all the efforts of the Mayor, City Council, and staff. I am so thankful and honored to serve as your City Manager. I appreciate all the direction and support of the Mayor and the City Council. I am also so thankful for all the city staff. **We have the least number of employees per capita of any city in Northeast Tarrant County. Our staff is designed to stay lean, but they are extremely effective.** Finally, I'd like to thank our community and citizens for all their support and volunteerism (including those serving on our boards and commissions). Our residents truly make Haltom City a place to call home.

**We are on the right track, and we will continue to create an environment where businesses prosper and families flourish.**

Respectfully and Sincerely,

**Rex Phelps**  
City Manager  
Haltom City, Texas