

Saginaw Vision 2034

SAGINAW VISION 2034

SAGINAW 2034 is the
“HOMETOWN CHOICE FOR FAMILIES”.

SAGINAW 2034 is a
BEAUTIFUL COMMUNITY
with **VIBRANT COMMERCIAL CORRIDORS and ACTIVITY**
CENTERS, and a STRONG LOCAL ECONOMY.

In 2034, SAGINAW RESIDENTS will enjoy
GREAT NEIGHBORHOODS WITH
QUALITY AFFORDABLE HOUSING,

ABUNDANT LEISURE FACILITIES AND
PROGRAMS FOR ALL and

EASY MOBILITY.

A COMMUNITY FOR A LIFETIME!

Policy Agenda 2019

City of Saginaw

City Facilities Master Plan
Long Range Financial Plan [with 5 year projections]
Code of Ordinances Update
Multi-use Trail/Bike Lane System Master Plan
Traffic Signal Synchronization Plan
Knowles Road/Drainage Project
East McLeroy Project
East McLeroy Partial Reconstruction Plan
Code Enforcement/Compliance
Parks Master Plan: Assessment and Development
Saginaw Boulevard Overlay District
Public Arts Policy: Direction
National Guard Armory: Relocating
Municipal Center Master Plan
Cranz Farm Master Plan for Mixed use Development
Community Policing: Concept Definition
Citywide: ADA Assessment and Compliance
Quality of Life Bond Package

Management Agenda 2019

City of Saginaw

Financial Policies: Review/Refinement

City Organization Assessment

Charter Review and Election

Outdoor Warning Sirens

Departmental Accreditation

Succession Planning

Bridge Over Railroad

Bridge Construction: Short Term Impacts and Public Education

**Multi-family Rental Property Registration, Inspection
and Enforcement**

Building and Fire Code: Adoption

Green Ribbon Program

Economic Development Strategic Plan

TIRZ Feasibility Study: Direction

Farmers Market Development

Food Truck Events

Grain/Train History: Development of Historic Assets and Event

East McElroy Partial Reconstruction Plan

Action Outlines 2019

City of Saginaw

GOAL 1	MAINTAIN A FINANCIALLY SOUND CITY PROVIDING SUPERIOR SERVICES
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ACTION:	CITY FACILITIES MASTER PLAN	<table><tr><td>PRIORITY</td></tr><tr><td><i>Policy</i></td></tr></table>	PRIORITY	<i>Policy</i>																		
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ACTION: CITYWIDE SERVICES AND STAFFING
[Moved to On the Horizon: 2020 – 2024]

ACTION: LONG RANGE FINANCIAL PLAN [WITH 5 YEAR PROJECTIONS]		
		PRIORITY
		<i>Policy</i>
<u>Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Growth	1. Hire consultant	Completed
	2. Submit financial information	2/19
	3. Complete bond analysis	3/19
	4. Council Workshop: Bond Analysis	3/19
	5. Submit Financial Plan with Projections	5/19
	6. Review Financial Plan	6/19
	7. Council Workshop: Presentation	7/19
	8. Finance/Audit Committee: Draft Plan Review	8/19
	9. Council Decision: Plan	9/19
Responsibility: City Manager Gabe Reaume Finance Direction Kimberly Quin		

ACTION: CODE OF ORDINANCES UPDATE		
		PRIORITY
		<i>Policy</i>
	<u>Activities/Milestones</u>	<u>Time</u>
	A. Smoke Free Ordinance	
	1. Finalize ordinance	1/19
	2. Decision: Ordinance Adoption	2/19
	B. Fire Code	
	1. Finalize Fire Code	3/19
	2. Decision: Fire Code Adoption	5/19
Responsibility: Public Works Director Rick Trice Fire Chief Doug Spears		

ACTION: FINANCIAL POLICIES: REVIEW/REFINEMENT		
		PRIORITY
		<i>Mgmt</i>
	<u>Activities/Milestones</u>	<u>Time</u>
	1. Receive consultant comments	5/19
	2. Decision: Policies	6/19
Responsibility: Finance Director Kimberly Quin		

ACTION: CITY ORGANIZATION ASSESSMENT	
	PRIORITY
	<i>Mgmt</i>
<u>Activities/Milestones</u>	<u>Time</u>
1. Report: Year Update	Ongoing
2. Presentation: City Organization	Ongoing
Responsibility: City Manager Gabe Reaume	

ACTION: CHARTER REVIEW AND ELECTION (5/19): MAJOR CLEAN UP	
	PRIORITY
	<i>Mgmt</i>
<u>Activities/Milestones</u>	<u>Time</u>
1. Charter Review: Recommendations	12/18
2. Workshop: Charter	1/19
3. Decision: Set Election	2/19
4. City Attorney Draft Ballot Language	2/19
Responsibility: Assistant City Manager Dolph Johnson	

ACTION: OUTDOOR WARNING SIRENS	
	PRIORITY
	<i>Mgmt</i>
<u>Activities/Milestones</u>	<u>Time</u>
1. Develop budget proposal – Two Sirens Upgrade \$60,000	5/19
2. Budget Workshop	8/19
3. Decision: Budget FY '20 Funding	9/19
Responsibility: Fire Chief Doug Spears	

ACTION: DEPARTMENTAL ACCREDITATIONS

PRIORITY

Mgmt

- | | |
|-----------------------------------|-------|
| A. Police Accreditation | |
| 1. Complete Policy and Procedures | 12/18 |
| 2. Review staff – support | 2/19 |
| 3. Decision: Budget FY '20 | 9/19 |
| 4. Completion | 2021 |
| B. Fire Accreditation | |
| 1. Establish time table | 1/19 |
| 2. Review staff | 3/19 |
| 3. Decision: Budget FY '20 | 9/19 |
| 4. Completion | 2021 |
| C. Public Works Accreditation | |
| 1. Complete self assessment | 9/19 |
| 2. Review staff | 12/19 |
| 3. Completion | 2020 |

Responsibility: City Manager Gabe Reaume

ACTION: SUCCESSION PLANNING

PRIORITY

Mgmt

- | <u>Activities/Milestones</u> | <u>Time</u> |
|---|-------------|
| 1. Finalize Core Values | 12/18 |
| 2. Council Decision: Core Values | 1/19 |
| 3. Change performance evaluation form | 3/19 |
| 4. Initiate performance evaluations | 5/19 |
| 5. Identify training needs/employee development | 6/19 |
| 6. Prepare budget | 6/19 |
| 7. Decision: Budget FY '20 Funding | 9/19 |

Responsibility: Human Resources Director Melanie McManus

► **Management in Progress 2019**

	TIME
1. EMS Field Reporting Program: Implementation	Completed
2. New Fire Pumper: Operational	Completed
3. Countywide Mutual Aid Agreement: Revision	Completed
4. City Core Values: Development	12/18
5. Fire K-9 Vehicle: Operational	12/18
6. Electronic Time Clock: Acquisition and Implementation	1/19
7. Court System: Update	1/19
8. TMRS Retirement Contribution Percentage Increase: Direction	1/19
9. Performance Evaluation System: Refinement	1/19
10. Public Works Accreditation: Launch	1/19
11. Texas Fire Chiefs Best Practices: Recognition: Initial Steps	1/19
12. Emergency Management Exercise	2/19
13. New Medical Director: Hired	3/19
14. Cyber Security Records and Operating Systems: Training	3/19
15. City Auditor: Bid and Decision RFP	4/19
16. SCBA Replacement	5/19
17. Mobile App: Development	6/19
18. Kids Fire Camp 2019	6/19
19. Saginaw Junior Police Academy 2019	7/19
20. Active Shooter Exercise	8/19
21. Healthcare Coverage Cost Containment: Actions	9/19
22. ESD Grant	10/19
23. Texas Police Chiefs' Association Best Practices Certification: Completion	2020
24. Management and Employee Succession Planning/Program: Next Steps	Ongoing

► **Major Projects 2018 – 2019**

	TIME
1. Knowles Avenue Drainage Project: Short Term	10/18
2. Public Safety Radio System Replacement	1/19
3. East Bailey Boswell Road Phase 2 & 3: Completion	6/19
4. West Cement Creek I&I Study Phase 2	7/19
5. Food Truck Court / Farmers Market	7/19
6. FM 156 Utility Relocation: Construction	8/19
7. Project Dream Play Construction	8/19
8. Saginaw Blvd. 16" Water Line Phase 2: Design	9/19
9. Little Fossil Creek I&I Sewer Repairs: Construction	9/19
10. East Cement Creek Drainage Improvements Phase 2&3: Design	9/19
11. ADA Phase 2B Building Evaluations	9/19
12. Fairmont 12" Sanitary Sewer Rehab: Phase 1 Construction	10/19
13. Bailey Boswell Bridge Construction	2019-2021

GOAL 2

IMPROVE MOBILITY AND TRAFFIC FLOW

ACTION: MULTI-USE TRAIL/BIKE LANE SYSTEM MASTER PLAN

PRIORITY

Policy

Activities/Milestones

1. Define projects
2. Develop budget proposal
3. Decision: Budget FY '20

Time

5/19
6/19
9/19

Responsibility: Public Works Director Rick Trice

ACTION: TRAFFIC SIGNAL SYNCHRONIZATION PLAN

PRIORITY

Policy

Key Issues

- Funding
- TxDOT

Activities/Milestones

1. Work with TxDOT
2. Secure TxDOT Funding

Time

Ongoing
TBD

Responsibility: Public Works Director Rick Trice

ACTION: KNOWLES ROAD/DRAINAGE PROJECT

PRIORITY

Policy

Activities/Milestones

Time

1. Engineering for preliminary design/concept plan
 - Construction/Final Design Funding: \$18 million
 - Phase 1 – 3.4
 - Phase 2 – 2.5
 - Phase 3 – 4.3
 - Phase 4 – 1.2
2. Decision: Funding Direction
3. Complete design
4. Decision: Bond Project Final Design and Construction

6/19

7/19

TBD

1/20

Responsibility: Public Works Director Rick Trice

ACTION: EAST MCLEROY PROJECT

PRIORITY

Policy

Activities/Milestones

Time

1. Define the project and costs
 - Funding
 - \$10.4 Phase 2
 - Developer \$4 million
2. Council Decision: Bond Project [Construction: 2023]

2/19

1/20

Responsibility: Public Works Director Rick Trice

ACTION: BRIDGE OVER RAILROAD	
	PRIORITY
	<i>Mgmt</i>
<u>Activities/Milestones</u>	<u>Time</u>
1. Decision: Direction \$12.3 million estimate	5/19
2. TxDOT and Railroad responses	TBD
3. Issue RFP for inspection services	TBD
[Completion: 2021]	
Responsibility: Public Works Director Rick Trice	

ACTION: BRIDGE CONSTRUCTION: SHORT TERM IMPACTS AND PUBLIC EDUCATION	
	PRIORITY
	<i>Mgmt</i>
<u>Activities/Milestones</u>	<u>Time</u>
1. Develop signage	TBD
2. Develop public education	TBD
Responsibility: Public Works Director Rick Trice	

► Management in Progress 2019	
1. Traffic Count	TIME
	Completed

► Major Projects 2019	
1. East Bailey Boswell Project: Phase 2 & 3	TIME
	6/19

GOAL 3

MORE BEAUTIFUL, LIVABLE COMMUNITY

ACTION: CODE ENFORCEMENT/COMPLIANCE

PRIORITY

Policy

Activities/Milestones

Time

- | | |
|--|-------|
| 1. Increase social media for community education | 7/19 |
| 2. Review current practices and process | 9/19 |
| 3. Memo: Overview | 10/19 |

Responsibility: Public Works Director Rick Trice

ACTION: PARKS MASTER PLAN: ASSESSMENT AND DEVELOPMENT

PRIORITY

Policy

Activities/Milestones

Time

- | | |
|--------------------------------------|-------------|
| 1. Complete assessment | 4/19 |
| 2. Complete initial draft plan | 4/19 |
| 3. Park Board: Plan Review | 4/19 – 5/19 |
| 4. Decision: Direction/Plan Adoption | 6/19 |

Responsibility: Public Works Director Rick Trice

ACTION: SAGINAW BOULEVARD OVERLAY DISTRICT

PRIORITY

Policy

Activities/Milestones

Time

- | | |
|---------------------------------|-----------|
| 1. Revise options: zoning uses | Completed |
| 2. Decision: Direction/Adoption | 5/19 |

Responsibility: City Manager Gabe Reaume

ACTION: PUBLIC ARTS POLICY: DIRECTION

PRIORITY

Policy

Activities/Milestones

Time

- | | |
|---|-------|
| 1. Finalize report | 3/19 |
| 2. Workshop: Presentation and Direction | 5/19 |
| 3. Prepare draft policy | 6/19 |
| 4. "Keep Saginaw Beautiful" Committee Review | 8/19 |
| 5. Decision: Policy Adoption | 9/19 |
| 6. Keep Saginaw Beautiful Committee: Kick Off | 11/19 |

Responsibility: ED Director Alora Wachholz

**ACTION: MULTI-FAMILY RENTAL PROPERTY
REGISTRATION, INSPECTION AND
ENFORCEMENT**

PRIORITY

Mgmt

Activities/Milestones

Time

- | | |
|---------------------------|-------|
| 1. Training for landlords | 2/19 |
| 2. Launch: Program | 3/19 |
| 3. Memo: Update | 10/19 |

Responsibility: Public Works Director Rick Trice

ACTION: BUILDING AND FIRE CODE: ADOPTION

PRIORITY

Mgmt

Activities/Milestones

Time

- | | |
|----------------------------|------|
| A. Building Code | |
| 1. Decision: Code Adoption | 1/19 |
| 2. Implement Code | 2/19 |
| B. Fire Code | |
| 1. Legal review | 4/19 |
| 2. Decision: Code Adoption | 5/19 |
| 3. Implement Code | 6/19 |

Responsibility: Public Works Director Rick Trice
Fire Chief Doug Spears

**ACTION: GREEN RIBBON PROGRAM
(\$500,000)**

PRIORITY

<i>Mgmt</i>

Activities/Milestones

1. Complete Boulevard Landscape

Time

10/19

Responsibility: Public Works Director Rick Trice
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► **Management in Progress 2019**

1. Keep Saginaw Beautiful: By Laws/State Acceptance
2. Adopt A Spot Program: Expansion (6/12)

TIME

1/19

Ongoing

► **Major Projects 2019**

1. Food Truck Court/Farmers Market
2. Fruit Tree Orchard/Butterfly Garden

TIME

7/19

8/19

GOAL 4

DEVELOP VIBRANT ACTIVITY CENTER/MAJOR CORRIDORS

ACTION: NATIONAL GUARD ARMORY: RELOCATING

PRIORITY

Policy

Activities/Milestones

Time

1. Meet with State Representatives
2. Report: Status

4/19

5/19

Responsibility: City Manager Gabe Reaume

ACTION: MUNICIPAL CENTER MASTER PLAN

PRIORITY

Policy

Activities/Milestones

Time

1. Complete Facility Assessment
2. Workshop: Direction and Priority for Bond Project, Quality of Life
3. Decision: Bond Election

6/19

7/19

1/20

Responsibility: City Manager Gabe Reaume

ACTION: CRANZ FARM MASTER PLAN FOR MIXED USE DEVELOPMENT

PRIORITY

Policy

Activities/Milestones

Time

1. Review concept
2. Select Master Developer (Private)
3. Close on Property
4. Market to Developers (Private)

Completed

4/19

12/19

Ongoing

Responsibility: Public Works Rick Trice

ACTION: ECONOMIC DEVELOPMENT STRATEGIC PLAN		PRIORITY
		<i>Mgmt</i>
<u>Activities/Milestones</u>		<u>Time</u>
A. Annual Plan		
1. Develop Annual Action Plan		Completed
2. Implement Annual Action Plan		Ongoing
B. Formal Plan		
1. Complete Plan		11/19
2. Workshop: Presentation/Review		12/19
Responsibility: ED Director Alora Wachholz		

ACTION: TIRZ: FEASIBILITY STUDY		PRIORITY
		<i>Mgmt</i>
<u>Activities/Milestones</u>		<u>Time</u>
1. Finalize contract		Completed
2. Decision: Contract for Feasibility Study		4/19
3. Complete Study		8/19
4. Workshop: Review/Direction on TIRZ		9/19
Responsibility: ED Director Alora Wachholz		

GOAL 5

EXPAND COMMUNITY QUALITY OF LIFE AMENITIES

ACTION: COMMUNITY POLICING: CONCEPT DEFINITION

PRIORITY

Policy

Activities/Milestones

Time

1. Update Report
2. Workshop: Community Policing Review

7/19
12/19

Responsibility: Public Chief Lee Howell

ACTION: CITYWIDE ADA ASSESSMENT AND COMPLIANCE

PRIORITY

Policy

Activities/Milestones

Time

1. Complete Building Assessment
2. Budget FY '21 for Funding

9/19
9/20

Responsibility: Public Works Director Rick Trice

ACTION: SENIOR CENTER PLAN: NEEDS ASSESSMENT

[In Municipal Center Master Plan]

ACTION: QUALITY OF LIFE BOND PACKAGE

PRIORITY

Policy

Activities/Milestones

Time

- | | |
|--|------------|
| 1. Finalize Project list and financing | 7/19 |
| 2. Appoint citizen bond committee | 8/19 |
| 3. Committee review of CIP and financing | 9/19-11/19 |
| 4. Committee recommendations to Council | 12/19 |
| 5. Council Decision: Bond election | 1/20 |
| 6. Council Decision: Call for Election | 2/20 |
| 7. Election | 5/20 |

Responsibility: Assistant City Manager Dolph Johnson

ACTION: FARMERS MARKET DEVELOPMENT

PRIORITY

Mgmt

Activities/Milestones

Time

- | | |
|--|------|
| 1. Issue RFP for Operator Evaluate
Proposal/Recommendations | 5/19 |
| 2. Decision: Operator | 6/19 |

Responsibility: Public Works Director Rick Trice
ED Director Alora Wachholz

ACTION: FOOD TRUCK EVENTS

PRIORITY

Mgmt

Activities/Milestones

Time

- | | |
|---------------------------|---------|
| 1. Permit | 6/19 |
| 2. Educate Truck Operator | 7/19 |
| 3. Apply for Permit | Ongoing |

Responsibility: ED Director Alora Wachholz

ACTION: TRAIN AND GRAIN EVENT		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Decision: Main Attraction Contract	4/19
	2. Event	10/19
	3. Solicit vendors/performers	Ongoing
Responsibility: City Secretary Janice England		

ACTION: EAST MCLEROY PARTIAL RECONSTRUCTION PLAN		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Contract: Curb and Gutter Replacement	4/19
	2. Complete Curb and Gutter Construction	12/19
	3. Asphalt	2020
Responsibility: Public Works Director Rick Trice		

► Management in Progress 2018 – 2019		TIME
	1. Youth Council: Creation	Completed
	2. Images of Saginaw Photo Contest	1/19 – 5/19
\$	3. Concerts in the Park: Expansion	3/19 – 12/19
	4. Run the Rails 5K Event	6/19
	5. Sister Cities Process/Selection	6/19
\$	6. Dive-in Movies: Expansion	6/19 – 8/19
	7. Train and Grain Festival	10/19

► Major Projects 2018 – 2019		TIME
	1. Willow Park Parking Expansion [30 parking spaces]	6/19

Policy Calendar 2019

City of Saginaw

MONTH

JANUARY 2019

1. Presentation: City Organization
2. Workshop: City Charter
3. Decision: Building Code Adoption
4. Decision: Core Values

MONTH

FEBRUARY 2019

1. Decision: Fire Station
2. Decision: Smoke Free Ordinance
3. Decision: City Charter Election

MONTH

MARCH 2019

1. Workshop: Bond Analysis

MONTH

APRIL 2019

1. Workshop: Public Art Policy
2. Decision: TIRZ Feasibility Study Contract
3. Decision: Train and Grain Event Main Attraction Contract

MONTH

MAY 2019

1. Decision: Fire Code Adoption
2. Decision: Financial Policies
3. Report: National Guard Armory Status
4. Decision: Saginaw Boulevard Overlay District Adoption
5. Workshop: Presentation and Direction Public Arts Policy

MONTH

JUNE 2019

1. Decision: Projects and Election Date
2. Decision: Bridge Over Railroad Direction
3. Decision: Parks Master Plan Adoption
4. Decision: Farmers Market Operator
5. Decision: Knowles Road/Drainage Project

MONTH

JULY 2019

1. Workshop: Long Range Financial Plan
2. Report: Community Policing Update
3. Presentation: City Facilities Projects, Election, Fire Station
4. Decision: Funding Direction Knowles Road/Drainage Project
5. Workshop: Municipal Center Master Plan Direction and Priority for Bond Project

MONTH

AUGUST 2019

1. Budget Workshop
2. Decision: Public Art Policy Adoption

MONTH

SEPTEMBER 2019

1. Decision: Financial Plan
2. Decision: Budget FY '20 Adoption
3. Decision: ADA Plan
4. Decision: Policy Adoption Public Arts
5. Workshop: TIRZ Direction
6. Workshop: City Facilities Master Plan

MONTH

OCTOBER 2019

1. Memo: Code Enforcement/Compliance
2. Memo: Multi-Family Rental Property Update

MONTH

NOVEMBER 2019

1. Workshop: City Facilities Master Plan

MONTH

DECEMBER 2019

1. Workshop: Economic Development Plan
2. Workshop: Community Policing Review

MONTH

JANUARY 2020

1. Decision: Knowles Road Drainage Project Final Design and Construction
2. Decision: East McLeroy Bond Project
3. Decision: Bond Election Quality of Life Bond Package

MONTH

FEBRUARY 2020

1. Decision: City Facilities Ballot Measures (3) – Call for Election
2. Decision: Call for Election – Quality of Life Bond Package