



City of Saginaw

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Mayor and Council,

It is my privilege to update you on the good work we have accomplished together through all of the challenges 2020 has brought upon us. None of this is possible without the dedicated and often unrecognized efforts of our city employees. You might recall our core values, which were identified as part of a citywide effort a couple of years ago. These values are embodied by the acronym PRIDE: **P**rofessionalism, **R**esponsiveness, **I**ntegrity, **D**edication, and **E**fficiency. Our employees consistently showcase the best Saginaw has to offer each and every day in public service.

I would also like to recognize and express my thanks for the steady guidance and advice of City Attorney Bryn Meredith. Additionally, Kimley-Horn continues to serve our city's needs well while we navigate through growth and redevelopment.

Goal 1: Maintain a Financially Sound City Providing Superior Services

Economic Development Framework

Progress continues in economic development. The City created its first public improvement district in 2020 and will likely create another district to support the BeltMill mixed-use development in 2021. The City Council has received a number of updates on tax increment financing, public improvement districts, and retail recruitment/data analytics over the course of the year. The building improvement grant program has built upon the success of its first year. Economic development updates and a newsletter distribution list continue to grow in scope and reach.

City Facilities Master Plan

Using an ultimate service population of approximately 35,000 with the staff necessary to serve that population as a guide, a number of future facility decisions have been planned.

BRW Architects was engaged on 6/16/20 to design a new Central Fire Station located at Amber and McLeroy after a competitive RFP selection and interview process. Steele and Freeman was selected as Construction Manager at Risk (CMAR) on 9/1/20.

Future facility needs, as prioritized by the Citizens Bond Committee, are anticipated to be brought to voters for approval in May 2021. These include a new library and senior center, as well as a renovation of the existing library facility for additional space needs.

Citywide Services and Staffing

Given the unprecedented number of retirements facing the organization, preparing the next generation of leadership across all departments has become a critical endeavor. A number of staff changes have been made to promote long-term succession planning. The City Council funded a tuition reimbursement program in FY20 which is just now seeing employees take advantage of this opportunity.

Succession planning efforts include:

- Retaining promising interns as full time Management Analysts to support various operating departments.
- Internal promotions of FD Captains, Lieutenants, and Drivers; PD Sergeants and Corporals; Public Works Utilities Manager and creation of dedicated divisional Water and Wastewater Crew Leader positions.
- Randy Newsom and Russell Ragsdale have been identified as future department heads.

After an open RFQ process, HUB International was retained for benefits consulting services. Savings in their first year culminated in a guaranteed rate with a new provider and a flat rate fee structure that essentially paid for itself when compared to the previous benefits consultant arrangement.

The Fire Department successfully migrated fire dispatch services through the City of Fort Worth, creating an important synergy of services that has immediately improved service delivery and response capabilities. Further, the addition of Joe Laster as Emergency Management Coordinator has proven to be an outstanding addition.

Both the Police Department and Public Works Department are continuing progress on standards-based best practices accreditation programs.

Long Range Financial Plan

With the City Council's adoption of formal financial management policies as a guide, a long range financial plan was completed with the guidance of Lewis McLain. This plan will serve as a reference for growth in both revenues, expenditures, staffing, and tax rate implications. This effort has also fiscally constrained discussions for a future large and comprehensive bond election anticipated to come before voters in May 2021.

Code of Ordinance Updates

A number of ordinances have been reviewed and revised as necessary over the past year. Many of these are land use related, such as game room restrictions, development standards, SUP requirements for long-term parking and car wash facilities, and an update of the residential rental inspection program ordinance. Future development related ordinance reviews are anticipated as part of a 2021 comprehensive plan project update.

Goal 2: Improve Mobility and Traffic Flow

Multi-use Trail/Bike Lane System Master Plan

Identification of a comprehensive trail system has been included in the scope of a Parks Master Plan update approved by the City Council on 11/3/20. Staff has identified future opportunities for trail opportunities located at the old gun range property off of Blue Mound Rd. (currently in the process of being acquired from EMS ISD) and along the east railroad tracks north of McLeroy. Sidewalk projects have received increased attention in the past year, including a "safe route to school" project near Saginaw Elementary.

Traffic Signal Synchronization Plan

TXDOT has initiated fiber infrastructure installation from 820 extending north to upgrade all signals on the Business 287 corridor. Based on the city's preference and funding commitment, the McLeroy at Saginaw Boulevard signal will be replaced and upgraded within the next year. City funds for this project will be redirected to other streets as TXDOT intends to fully fund the project. Synchronization and advanced monitoring will occur as signals are replaced over the next few years.

Knowles Drive Project

The engineering and design for a complete reconstruction of Knowles Drive was approved on 3/3/20 for all phases. It is anticipated this will be finished in early 2021 in preparation for a May 2021 bond election. This project would be eligible for matching funds from Tarrant County should voters approve a countywide mobility bond in November 2021.

East McLeroy Project

Curb and gutter replacements were completed along East McLeroy in the summer of 2020 in preparation for a full depth asphalt reconstruction and overlay from Sansom Blvd. to Blue Mound Rd. The reconstruction contract was approved with Tarrant County in July 2020. Work is underway and should be completed early in 2021. This project is being funded with street maintenance fund sales taxes.

Goal 3: More Beautiful, Livable Community

Code Enforcement/Compliance

There have been three code enforcement updates to the City Council this year. In February, a one year update was given on the residential rental inspection program. In September, another residential rental inspection update was given along with updated program guidelines and ordinance changes. Code staff updated the City Council on year-long minimum property standards efforts specific to the Saginaw Boulevard commercial corridor on 12/1/20. It is anticipated commercial property standards work will carry forward into 2021.

Parks Master Plan (including ADA Assessment) and Development

To prepare for future grant opportunities and parks renovations and enhancements, the City Council approved a Parks Master Plan update on 11/3/20. The Parks Board will help guide this effort which will identify and prioritize areas for future improvements.

Saginaw Boulevard Overlay District

An overlay district specific to Saginaw Boulevard was adopted on 11/5/19. The enhanced design criteria and land use restrictions in the district will be applied to future developments, including The Square, which will be located north of Walmart.

Goal 4: Develop Vibrant Activity Center/Major Corridors

National Guard Armory: Relocating

On 11/3/20, the City Council directed the City Attorney to work on a future engagement with a federal-level lobbyist to outline steps necessary for the potential relocation of the National Guard facility.

Municipal Center Master Plan (Bond Program)

The concept of a “municipal center” and corresponding streetscape was presented as part of a facilities assessment in March 2019. The City Council purchased the former Starnes property to accommodate a future library and senior center. Further, the corner of Amber and McLeroy will house the new Central Fire Station being designed. Should voters approve future facilities and street improvements, this overall concept will be constructed to create a unique sense of place along the McLeroy corridor leading in to Willow Creek Park.

A conceptual rendering of a future library/senior center complex and plaza is anticipated in early 2021. This will be used for future informational May 2021 bond project communications.

Cranz Farm Master Plan for Mixed-Use Development

The former Cranz Farm property was designed as a master planned development over the past 2 years. The project has been branded as BeltMill. Zoning entitlements were approved by the City Council after several staff and consultant modifications on 10/20/20. It is anticipated a public improvement district will be established to fund a number of public amenities including streets, connected trails, and parks and open spaces in 2021.

Goal 5: Expand Community Quality of Life Amenities

Community Policing

Chief Howell gave a departmental update on 2/4/20. The Citizens Police Academy remains strong and plans are to continue community outreach efforts. The department is looking at mental health services through a partnership with Tarrant County.

Senior Center Plan: Needs Assessment

Senior programs have been directly impacted by COVID-19. A future senior center proposition will likely be brought to voters in May 2021 with a facility of at least 10,000 square feet. Future programming will target both “active”, fitness-based programming as well as traditional activities.

Quality of Life Bond Package (Multi-Year Implementation)

Bond program preparation has been a steady theme of 2020. While initially planned for May 2020, the City Council found it prudent to wait until May 2021. The issuance of CO's for fire station construction saved the city hundreds of thousands of dollars due to favorable interest rates and a favorable bid environment. Staff across all departments have thoughtfully and skillfully prepared a number of projects that will be ready for timely delivery over a multi-year horizon should voters approve in May 2021. Underlying all of these efforts is a long term financial plan that outlines capacity and an ability to make these projects a reality in a fiscally constrained and financially prudent manner.

- Knowles Drive design will finish in early 2021. North Old Decatur will finish design in a similar timeframe.
- North Old Decatur, the intersection of Boaz and Old Decatur, and the intersection of Industrial and Blue Mound are in varying stages of design in preparation for funding and a quick delivery. We find ourselves in a favorable financial position to execute, especially considering the potential for participation from Tarrant County.
- A conceptual rendering of a future library/senior center complex and plaza will be ready for bond informational purposes in early 2021. The Library Board has met with architects to begin to articulate needs and desires in a future facility.
- Concurrent with the Parks Master Plan update, staff will work with the Parks Board to recommend funding prioritization for future parks projects. With the resounding success and positive reception of the new Willow Creek Station playground as a backdrop, future parks improvements will be prove to be very exciting.

In closing, we are excited for 2021 as we press on toward the long term goals of the City Council and betterment of the city for all in mind.

I love Saginaw, TX!

Gabe Reaume

City Manager