

SECTION 9

CITY OF SAGINAW PLAN 2018 – 2023

City of Saginaw Goals 2023

**MAINTAIN A FINANCIALLY SOUND CITY
PROVIDING SUPERIOR SERVICES**

IMPROVE MOBILITY AND TRAFFIC FLOW

MORE BEAUTIFUL, LIVABLE COMMUNITY

**DEVELOP VIBRANT ACTIVITY
CENTERS/MAJOR CORRIDORS**

**EXPAND COMMUNITY
QUALITY OF LIFE AMENITIES**

City of Saginaw

Goals 2023 Worksheet

1. MAINTAIN A FINANCIALLY SOUND CITY PROVIDING SUPERIOR SERVICES
2. IMPROVE MOBILITY AND TRAFFIC FLOW
3. MORE BEAUTIFUL, LIVABLE COMMUNITY
4. DEVELOP VIBRANT ACTIVITY CENTERS/MAJOR CORRIDORS
5. EXPAND COMMUNITY QUALITY OF LIFE AMENITIES

IMPORTANCE	
Personal*	Team
11	1
15	2
19	3
22	4
23	5

* The Mayor and City Councilmembers ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.

GOAL 1**MAINTAIN A FINANCIALLY SOUND CITY
PROVIDING SUPERIOR SERVICES****► Objectives**

1. Hire and retain a top quality City workforce dedicated to serving the Saginaw community
2. Invest in the maintenance and upgrade of City facilities
3. Have up-to-date information technology
4. Have adequate resources to support defined City services and levels of service
5. Deliver City services in an efficient, cost effective manner
6. Have a responsible budget with affordable tax rate
7. Have competitive City employee compensation

► Means to Residents

1. Service value for taxes and fees
2. Customer driven and friendly City services – delivery and processes
3. Responsible stewardship of City assets
4. City services delivered in a cost effective manner
5. City employees dedicated to serving the community
6. City investing in maintenance today and building for tomorrow

► **Challenges and Opportunities**

	PRIORITY
1. Changing City operations and service delivery through best practices and innovation	5
2. Residents understanding City government, including finances, services and operations	5
3. Aging City infrastructure needing maintenance, upgrade or replacement	5
4. Outdated City Charter and Code of Ordinance	4
5. Using information technology to improve City operations and service delivery	4
6. Loss of long term employees (50% eligible in next five/ten years) and institutional knowledge	4
7. Having competitive compensation for public safety in the Metroplex	4
8. Communicating with the community	4
9. Engaging the community	3
10. Hire the “Best” City employees	2
11. Actions by the Texas State Legislature impacting the City of Saginaw	1
12. Management and employee succession planning	1
13. Flat or decline in sales tax revenues	1
14. Fewer grants and outside funding sources	1
15. Limited revenue options for cities	1
16. Anti-government attitude at the state and national level	1

► Actions 2018 – 2019			PRIORITY
	1. Police Chief: Hiring	M/C	Completed
	2. Fire Truck: Purchased	M/C	Completed
	3. EDC Framework: Creation and Funding (5/19) (4B)	M/C	6
\$\$\$\$	4. City Facilities Master Plan: Condition Assessment, Staffing Needs, Development, Direction, Project Priority and Funding Mechanism	M/C	5
	5. Citywide Services and Staffing: Report with Options, Direction and Funding		5
	6. Long Range Financial Plan [with 5 year projections] (Debt capacity for Future Bond)	M/C	4
\$	7. Code of Ordinances Update: Review and Refinement	M/C	4
	8. Financial Policies: Review/Refinement	M/C	M
	9. City Organization Assessment: City Manager Report and Direction	M/C	M
	10. Charter Review and Election (5/19): Major Clean Up	M/C	M
	11. Outdoor Warning Sirens: Direction and Funding	Mgmt	M
\$\$\$	12. ADA Compliance Plan: Implementation and Funding	Mgmt	M
\$\$	13. Proactive Community Communications Strategy/Plan and Position: Direction and Funding	M/C	3
	14. City Volunteer Programs/Process Enhancements: Report with Options and Direction	M/C	3
\$\$\$\$	15. New Fire Station: Report with Options, Location, Design and Funding	M/C	2
\$\$	16. Public Works Facility: Report with Options, Direction and Funding	M/C	2
\$	17. Information Technology Master Plan: Development, Direction and Implementation Actions, Funding	M/C	2
	18. I & I Study Phase 3: Completion, Direction and City Actions	M/C	2
	19. Police Services and Staffing: Report with Options, Direction and Funding	M/C	1
	20. Fire Services and Staffing: Report with Options, Direction and Funding	M/C	1
\$\$\$\$	21. Animal Services and Adoptions Center - “No Kill” Facility: Facility/Needs/Staffing Assessment, Direction and Funding	Mgmt M/C	1

► **Actions 2018 – 2019** *(Continued)*

			PRIORITY
	22. Fire Fees Update: Report and Direction	Mgmt	1
	23. Neighborhood Crime Watch Revitalization: Direction, Funding and Actions	Mgmt	1
\$	24. Public WiFi Expand/Extension: Best Practices, Report with Options, Direction and City Actions, Funding	M/C	0
\$	25. Saginaw Chamber of Commerce: Performance Audit/Assessment, Direction and Funding	Mgmt	0

► **Management in Progress 2018 – 2019**

	TIME
1. EMS Field Reporting Program: Implementation	Completed
2. SCBA Replacement	10/18
3. New Fire Pumper: Operational	10/18
4. Electronic Time Clock: Acquisition and Implementation	10/18
5. City Core Values: Development	10/18
6. Court System: Update	12/18
7. Fire Joint Training Exercise	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. Mobile App: Development	6/19
12. Kids Fire Camp 2018	6/19
13. New Medical Director: Hired	6/19
14. Saginaw Junior Police Academy 2018	7/19
15. Active Shooter Exercise	8/19
16. Healthcare Coverage Cost Containment: Actions	9/19
17. ESD Grant	10/19
18. Texas Fire Chiefs Best Practices: Recognition: Initial Steps	2020
19. Texas Police Chiefs' Association Best Practices Certification: Completion	2020
20. City Auditor: Bid and Decision	2020
21. Management and Employee Succession Planning/Program: Next Steps	Ongoing
22. Cyber Security Records and Operating Systems	Ongoing
23. Volunteer Program Expansion: Service Hours, Volunteers/Program Promotion	
24. Countywide Mutual Aid Agreement: Revision	
25. Fire K-9 Vehicle: Grant	

► **Major Projects 2018 – 2019**

1. Knowles Avenue Drainage Project: Short Term
2. Public Safety Radio System Replacement
3. Saginaw Boulevard Drainage Project: Study/Design
4. Water Line South Main

TIME
10/18
1/19
9/19
9/19

► **On the Horizon 2019 – 2023**

1. Emergency Management Function: Report and Direction
2. TCFAC: Review
3. HR Software - Onboarding: Implementation

GOAL 2

IMPROVE MOBILITY AND TRAFFIC FLOW

► Objectives

1. Improve traffic flow within and through Saginaw
2. Become a more bicycle and pedestrian friendly City and community
3. Make major highway corridors more beautiful through streetscapes and design
4. Upgrade the quality of major highways and City streets
5. Increase use of roundabouts
6. Develop and expand trail network
7. Become a “user-friendly community for alternative transportation modes – Uber, Lyft and others

► Means to Residents

1. Predictable and acceptable travel times: Point “a” to Point “b”
2. Less traffic congestion and improved flow
3. Alternative transportation modes choices beyond the automobile
4. Safer streets and travel by car, foot or bicycle
5. More attractive highway corridors
6. Protection of property values

► **Challenges and Opportunities**

	PRIORITY
1. Funding for City streets with aging streets and highways needing maintenance and upgrades (City: 83 miles)	6
2. Trail sidewalks widening and connectivity	6
3. Lack of sidewalk and trails master plan	6
4. Traffic volume and road capacity	5
5. Access to local businesses	5
6. Crossing the rail tracks with railroad traffic (75–100 per day)	4
7. Unsafe community for bikes and pedestrians	3
8. Emerging mobility options: Uber, Lyft	3
9. Need for more North – South highway options	3
10. Working with TxDOT on highway and transportation issues	2
11. Potential federal infrastructure program with 80% – 20% funding	2
12. Lack of transit service to Fort Worth and the region	1
13. Funding for alternative transportation modes	1
14. Uncertain federal and state funding for highways	1
15. Working with coordination with two railways Union Pacific and BNSF	1
16. Connectivity of commercial areas	1
17. Road impacts on public safety response time	1
18. Untapped potential of the rail lines serving Saginaw	0

► Actions 2018 – 2019				PRIORITY
\$\$	1.	Multi-use Trail/Bike Lane System Master Plan: Needs, Best Practices, Link to Fort Worth/Trinity Trail System, Plan Development, Direction and Next Steps	M/C	6
\$\$\$\$	2.	Traffic Signal Synchronization Plan [with TxDOT]: Problem Analysis. Report with Options, City Role, City Actions, Direction and Funding Mechanism	M/C	6
\$\$\$\$	3.	Knowles Road Project: Direction and Funding (Reconstruction and Drainage)	M/C	6
	4.	East McElroy Project: Direction and Funding • Up to Saginaw Boulevard • Connections	M/C	4
	5.	Bridge Over Railroad: Next Steps, Funding and Contract	M/C	M
	6.	Bridge Construction: Short Term Impacts and Public Education	Mgmt	M
	7.	Roundabouts: Policy Direction	M/C	3
	8.	City Streets: Service Level and Funding (Pavement Management System)	M/C	1
	9.	Master Thoroughfare Plan Update: Review and Direction	M/C	1
	10.	Saginaw Boulevard Traffic Safety: Assessment Report and Direction, Funding (with TxDOT)	Mgmt	1
	11.	North Old Decatur Road Project: Extension and Funding	M/C	0
	12.	Elevated Railroads: Report and Direction	M/C	0

► Management in Progress 2018 – 2019		TIME
1.	Traffic Counts	6/19

► Major Projects 2018 – 2019		TIME
1.	East Bailey Boswell Project: Phase 2	10/18

GOAL 3

MORE BEAUTIFUL, LIVABLE COMMUNITY

► Objectives

1. Have attractive, well-designed mixed-use development
2. Have beautiful streetscapes with underground utilities
3. Have a safe community with a low crime rate
4. Enhance landscaping throughout the City
5. Have beautiful highway corridors that are well- maintained
6. Have attractive grain elevators – a community symbol and asset
7. Have well-designed, beautiful new developments – commercial and residential

► Means to Residents

1. Positive impression as you enter Saginaw
2. Feeling safe and secure any time of day; in your home, in the neighborhood and throughout the community
3. Protection and enhancement of property values
4. Greater pride in the Saginaw community
5. New developments adding value to the community
6. City investing in Saginaw's future

► **Challenges and Opportunities**

	PRIORITY
1. Aging commercial businesses along major highway corridors	5
2. Degree of proactive code enforcement	5
3. Upgrading City entrances/gateways/signage	5
4. Private property owners not investing or unwillingness to sell	5
5. Creating an overlay district for Saginaw Boulevard	5
6. Involving the community and residents in maintaining a safe community	4
7. Updating City development codes and regulations	4
8. Public spaces incorporated into new developments	4
9. Defining the City's role in facade upgrade	3
10. Defining "mixed use" development	3
11. Aging housing stock	1
12. Lack of City control along major highways –TxDOT responsibilities	1
13. Increase in petty and personal crimes – perception	1
14. Unattractive grain elevators	1
15. Funding for beautification projects	1
16. Determining the direction on public art and the City's role	1
17. Land for new neighborhood development	1
18. Costs of ongoing maintenance	1
19. Culture of throwing – resulting in the increase litter and trash	0

► Actions 2018 – 2019			PRIORITY
	1. Code Enforcement/Compliance: Organization and Performance Review, Report with Options and Service Levels, Direction and Funding	M/C	6
	2. Parks Master Plan: Assessment and Development (including Parkland Dedication and Acquisition)	Mgmt M/C	4
	3. Saginaw Boulevard Overlay District: Scope/Purposes, Proposal, Direction	Mgmt	4
	4. Multi-family Rental Property Registration, Inspection and Enforcement: Implementation	M/C	M
	5. Building and Fire Code: Adoption	Mgmt	M
\$\$\$\$	6. Main Street Beautification Plan [including storefronts, facades and undergrounding utilities]: Development, Direction and City Actions, Funding	M/C	3
\$	7. Parks Maintenance and Upgrade Plan: Report with Options, Direction, Staffing/Contracting, Project Priority and Funding	M/C	3
\$	8. Community/Corridors Beautification Plan: Goals/Desired Outcomes, Best Practices, Plan Development, Direction and Funding	M/C	2
\$\$\$\$	9. Grain Elevators Beautification/Lighting: Report with Options and Alternative Uses, Direction, City Role, City Actions and Funding	M/C	2
	10. Fruit Tree Orchard Development: Next Steps (including Butterfly Garden)	M/C	2
	11. Land Acquisition: Policy Direction	Mgmt	2
	12. Public Arts/Murals Program: Best Practices, Report with Options and Direction	M/C	1
\$	13. Streetscape Master Plan: Report with Options, Direction, City Role and Funding	M/C	0

► Management in Progress 2018 – 2019		TIME
1.	Keep Saginaw Beautiful: By Laws/State Acceptance	1/19
2.	Adopt A Spot Program: Expansion (6/12)	Ongoing

► **Major Projects 2018 – 2019**

1. Food Truck Court/Farmers Market

TIME
10/19

► **On the Horizon 2019 – 2023**

1. Single Family Property Registration Inspection and Enforcement

GOAL 4**DEVELOP VIBRANT ACTIVITY CENTER/MAJOR CORRIDORS****► Objectives**

1. Develop the Municipal Campus activity center
2. Revitalize Main Street corridor
3. Initiate business retention and expansion program
4. Have a proactive economic development function that produces results
5. Attract new businesses to Saginaw
6. Develop industrial/commercial center
7. Support small business start-ups and growth in Saginaw

► Means to Residents

1. Opportunities to work near home – minimal commute time, more personal time
2. Fewer reasons to leave Saginaw
3. Retention of sales tax dollars in the community
4. More things to do in Saginaw
5. Alternative housing choices in mixed-use developments
6. Places to shop and eat

► **Challenges and Opportunities**

	PRIORITY
1. Attracting entertainment businesses and restaurants	7
2. Attracting developers to Saginaw and negotiating development agreements	6
3. Defining the City role: redevelopment and economic development	6
4. Attracting new industrial businesses to Saginaw	5
5. Address National Guard opportunity	5
6. Impact of overpass on business – short term and long term	5
7. Aging commercial centers needing redevelopment	4
8. Complexity of closing the economic development deal	4
9. Space in Aarons Center – entrepreneurial space	3
10. Lacking an understanding of the economic development process	2
11. Changing demographic – young professional families and disposable income	2
12. Having common vision and goals for each activity center	1
13. Having an expanded economic development function with performance metrics and accountability	1
14. Funding level for incentives	1
15. Determining minimum property maintenance codes	1
16. Updating development standards and regulations	1
17. Attracting retail businesses to the corridors and activity centers	1
18. Proximity to Fort Worth	1
19. Uncertain future global and national economy	1
20. Developing condos and apartments in activity center(s)	0
21. Land pricing	0

► **Actions 2018 – 2019**

			PRIORITY
1.	National Guard Armory: Relocating		6
2.	Municipal Center Master Plan	M/C	5
3.	Economic Development: Goals, Organizational Analysis, Performance Metrics, Direction, Funding and Reporting Mechanism for Accountability	M/C	4
4.	North Farm Master Plan for Mixed use Development	M/C	4
5.	Economic Development Strategic Plan: Development	Mgmt	M
6.	Business Incubator Space Concept: Evaluation Study and Direction	M/C	3
7.	East Corridor: Master Plan	M/C	2
8.	Boundary Adjustments with City of Fort Worth	M/C	2
9.	Senior Assisted Living Facility: Needs Evaluations, Report with Options, Direction, and City Action	M/C	1
10.	Aging Retail Strategy: Best Practices, Evaluation Report with Options, Direction and City Actions	M/C	1
11.	Commercial Redevelopment Plan for Highway 287: Report with Options, Direction, City Actions and Partners	M/C	0
12.	Special Events Rail Spur: Direction for Saginaw and City Initiatives/Actions	M/C	0
13.	Land Use Plan Update: Review and Direction	M/C	0
14.	Saginaw Re-Branding with Options, Direction and Funding	Mgmt	0
15.	Zoning Code Revision	Mgmt	0

GOAL 5

EXPAND COMMUNITY QUALITY OF LIFE AMENITIES

► Objectives

1. Attract new restaurants – destination for residents and the region
2. Develop Eastside Park
3. Expand Recreation Center
4. Expand service center hours
5. Develop additional community park(s)
6. Expand Senior Center facility and programming
7. Attract a modern movie theater complex
8. Expand community events and festivals
9. Attract entertainment businesses
10. Expand Library

► Means to Residents

1. More dining choices near home
2. Expanded choices for your leisure time
3. Activities for all family generations
4. Support for a healthy lifestyle
5. More family-friendly activities and programs
6. Low cost or free leisure activities in the community
7. Opportunities to meet your neighbor

► **Challenges and Opportunities**

1. Lack of an entertainment venue(s)
2. Lack of quality hotels with community rooms
3. Lack of quality dining with a regional reputation
4. Aging parks needing upgrade or a refresh
5. Lack of successful community events and festivals
6. Unattractive corridors and highways
7. Funding for expanding City facilities
8. Defining the City's role and funding for incentives
9. Aging City Library
10. Funding for land acquisition
11. Aging Recreation Center and Aquatic Center
12. Changing recreational trends – different activities for different generations
13. Community rooms and limited space
14. Differing expectations of residents
15. Availability of sports fields and tournament fields
16. Competition
17. Proximity to Fort Worth amenities
18. Lack of movie theaters
19. Competition between recreational use and tournament use

PRIORITY

7
6
5
4
4
4
4
4
3
3
2
1
1
1
1
1
1
0
0

► Actions 2018 – 2019			PRIORITY
1.	Community Policing: Concept Definition, Best Practices, Direction and Funding	M/C	7
2.	Park Master Plan: ADA Assessment and Plan with Funding, Review and Direction Update	M/C	6
3.	Senior Center Plan: Needs Assessment, Report with Options, Direction and Funding Mechanism, Service Hours	M/C	5
4.	Quality of Life Bond Package: Projects, Package and Direction including Timing (11/19)	M/C	4
\$50 Million			
5.	Farmers Market Development: Direction and Next Steps	M/C	M
6.	Crime Reduction Action Plan: Problem Analysis, Report with Options, Direction and City Actions	M/C	M
7.	Food Truck Events: Direction and City Actions	M/C	M
8.	Grain/Train History: Development of Historic Assets and Event	M/C	M
9.	Building Permitting and Siting Procedures: Review and Direction (In Writing)	Mgmt	M
10.	Restaurant Attraction Actions: 2 – 3 New Sit Down Restaurants	M/C	3
11.	Entertainment Venue/Business Attraction Strategy: Direction, City Actions and Funding	M/C	2
12.	Multi-use Trail/Bike Lane System Master Plan: Needs, Best Practices, Link to Fort Worth/Trinity Trail System, Plan Development, Direction and Next Steps	M/C	2
\$	13. Community Festivals/Events: Inventory, Report with Partners and Options, Direction, City Role and City Actions	M/C	2
\$	14. Schools Traffic Solutions and Actions	M/C	2
	a. Charter School		
	b. Willow Creek School		
\$	15. Project Dream Play: Direction	M/C	2
	16. Subdivision Ordinance: Review and Direction	Mgmt	2
	17. Library Facilities Plan: Needs Assessment, Plan Development, Direction and Next Steps	M/C	1
	18. Recreation Center Plan: Needs Assessment, Plan Development, Direction and Next Steps	M/C	1
	19. Community Amphitheater Plan: Feasibility Study with Options, Direction, City Role and Funding	M/C	1

► Actions 2018 – 2019 (Continued)			PRIORITY
	20. Medical/Healthcare Business Attraction: Goals, Report with Options, Direction and City Actions	M/C	1
	21. Eastside Regional Park: Master Plan	M/C	1
\$\$	22. Land Acquisition: Direction and Funding	Mgmt	1
	23. Aquatic Facility Center Plan: Needs Assessment, Plan Development, Direction and Next Steps	M/C	0
	24. Music in the Park: Next Steps	M/C	0
	25. Willow Creek Park Upgrade/Update: Plan and Funding	M/C	0
	26. Heritage Events/Festivals: Report with Options, Direction, City Role, and City Actions	M/C	0
	27. Culinary Arts Education Program [with Schools]: Goals, Report with Options, Facilities Direction and City Actions	M/C	0
	28. Sports Complex [recreation and tournaments] Land Acquisition: Direction and Funding	M/C	0
	29. Park Playground Redesign and Upgrade	M/C	0
	30. Historical Museum: Development	M/C	0

► **Management in Progress 2018 – 2019**

1. Images of Saginaw Photo Contest
2. Train and Grain Festival
3. Run the Rails 5K Event
4. Sister Cities Process/Selection
5. Youth Council: Creation
- \$ 6. Concerts in the Park: Expansion
- \$ 7. Dive-in Movies: Expansion
8. Restaurant/Entertainment Strategy

TIME
1/19 – 5/19
4/19
6/19
10/18
12/18

► **Major Projects 2018 – 2019**

1. Willow Park Parking Expansion [30 parking spaces]

TIME
10/18