



**City of Saginaw**  
Meeting and/or Executive Session Agenda

August 1st, 2023, 6:00 PM  
Council Chamber  
333 West McLeroy Boulevard  
Saginaw, Texas 76179

Est. Duration: 1 hr 30 min

In accordance with Section 551.043 of the Texas Government Code, this agenda has been posted at Saginaw City Hall, and distributed to the appropriate news media within the required time frame. All meetings of the Saginaw City Council are open to the public. Public participation and written comments are invited on all open session business items.

The Mayor and City Council request that all cell phones and pagers be turned off or set to vibrate. Members of the audience are requested to step outside to respond to a page or to conduct a phone conversation. The City Hall is wheelchair accessible and special parking is available on the east side of the building. If special accommodations are required please contact the City Secretary a minimum of 72 hours in advance at 817-232-4640.

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## **1: Call To Order**

- 1A. Call To Order -- Valerie Junkersfeld, Mayor Pro-Tem
- 1B. Invocation
- 1C. Pledges
- 1D. Audience Participation--On the Video Screen

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## **2: Consent Agenda**

All items listed are part of the Consent Agenda. Public hearing and review are held collectively unless opposition is presented, in which case the contested item will be heard separately.

- 2A. Approval of Minutes, July 5, 2023--Janice England, City Secretary
- 2B. Approval of Minutes, July 18, 2023--Janice England, City Secretary

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## **3: Proclamations-Presentations**

- 3A. Recognition of the 2023 Student Apprentice Program Participants -- Pedro Zambrano, Communications Manager
- 3B. Presentation of Needs Assessment for the Design and Construction of a new City Animal Shelter--Heather Lewis, Animal Arts.
- 3C. Presentation of the Community & Economic Development Department continued--Keith C. Rinehart, Director of Community & Economic Development

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## **4: Public Hearings**

*No Items*

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## **5: Business**

- 5A. International Leadership of Texas-Saginaw Charter School Update--Bryn Meredith, City Attorney
- 5B. FY2023/2024 Budget Workshop--Kim Quin, Finance Director
- 5C. Consideration and Action regarding proposed FY2023-2024 Tax Rate and Notice of Public Hearing--Kim Quin, Finance Director
- 5D. Consideration and Action regarding FY2023-24 Employee Health Benefits--Melanie McManus, Director of Human Resources
- 5E. Consideration and Action regarding FY2023-24 Employee Ancillary - Dental, Life and Vision Benefits--Melanie McManus, Director of Human Resources

## **6: Executive Session**

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The City Council may take action on any Executive Session item posted.

6A. 551.071. Texas Government Code.

6B. Any Posted Item

## **7: Adjournment**

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7A. Adjournment--Valerie Junkersfeld, Mayor Pro-Tem

Signature:



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**Approval of Minutes, July 5, 2023--Janice England, City Secretary**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Consent Agenda	Item: B
Reference File		

**BACKGROUND/DISCUSSION:**

The minutes of the City Council Meeting held on July 5, 2023 are presented for consideration and action.

**FINANCIAL IMPACT:**

N/A

**RECOMMENDATION:**

N/A

**\*\*The Following Document is a draft of the minutes and not the official approved minutes\*\***

**Minutes for the City Council meeting**

333 West McLeroy Boulevard, Saginaw, Texas, 76179.

July 5th, 2023, 6:00 PM - July 5th, 2023, 8:27 PM

**Roll Call:** (The following members were in attendance)

Vicky Vega, HR Generalist

Todd Flippo, Mayor

Mary Copeland, Place 6

Randy Edwards, Place 4

Paul Felegy, Place 1

Valerie Junkersfeld, Mayor Pro Tem

Nick Lawson, Place 2

**1. Call To Order**

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1A. Call To Order -- Todd Flippo, Mayor -

Mayor Flippo called the meeting to order at 6:00 p.m.

Present:

City Attorney Bryn Meredith

City Engineer Trenton Tidwell, P.E.

City Manager Gabe Reaume

Asst. City Manager Lee Howell

Finance Director Kim Quin

Police Chief Russell Ragsdale

Fire Chief Doug Spears

Director of Public Works Randy Newsom

Director of Community & Economic Development Keith Rinehart

Director of Human Resources Melanie McManus

Human Resources Generalist Vicky Vega

Library Director Ellen Ritchie

Communications Manager Pedro Zambrano

Management Analyst Salvador Gonzalez

IT Manager Greg Clayton

Police Officer William Osteen

Visitors:

Brack St. Clair

Jennifer Flippo

Ronnie Horton

James Crippen

Jim Weissmiller

Ryan Safford

Brian Boro

Jeremy Mono

Tabitah Meara

Keyusinh Rathad

Amber Crozier

Abigail Crozier

Chris Everitt

Marayan Patel

Charles Wood

1B. Pledges - 6:00 PM



Pledge of Allegiance to the United States

Pledge of Allegiance to the State of Texas

1C. Invocation - 6:01 PM

Councilmember Edwards gave the invocation.

1D. Audience Participation--On the Video Screen - 6:01 PM

Anyone wishing to speak during the discussion of an item listed on the agenda must complete an audience participation form. These forms are located by the City Secretary. After completing the form, give it to the City Secretary. She will give it to the Mayor. The Mayor will call on you when that item is discussed. You will have three (3) minutes to make your comments.

## **2. Consent Agenda**

*All items listed are part of the Consent Agenda. Public hearing and review are held collectively unless opposition is presented, in which case the contested item will be heard separately.*

Valerie Junkersfeld made a motion to Approve that was seconded by Paul Felegy with a result of 6 - 0

*Motion was made by Mayor Pro-Tem Junkersfeld with a second by Councilmember Felegy to approve the Consent Agenda as presented. Motion carried unanimously. 6-0-0-1 (Absent: Councilmember Bighorse)*

2A. Consent Agenda - 6:01 PM

2B. Action regarding Minutes, June 6, 2023--Janice England, City Secretary -

2C. Action Regarding Capital Improvements Advisory Committee Recommendation--Randy Newsom, Director of Public Works -  
Action Regarding Capital Improvements Advisory Committee Recommendation regarding Land Use Assumptions and Impact Fees

The Capital Improvements Advisory Committee met on June 27, 2023 and voted unanimously to advise the City Council that the project expenditures are on schedule and that land use assumptions are valid.

2D. Action Regarding Acceptance of Right-of-Way Dedication and Agreement to Accept Donation of Right-of-Way for the FM 156 at Industrial Intersection Project (CSJ #0718-02-076) from QT South, LLC--Randy Newsom, Director of Public Works -

The FM 156 at Industrial Intersection Project is a Texas Department of Transportation Project and funded through the North Central Texas Council of Governments COVID-19 Infrastructure Project. The City of Saginaw has taken the lead as the Local Sponsor having primary responsibility for utility clearance and right-of-way for the project. The project will require a future Advance Funding Agreement to finalize costs of the construction phase. On October 18, 2022, the City Council authorized Task 2 amendment to a professional services contract with Cobb, Fendley & Associates, Inc. to manage and negotiate right-of-way required for the FM 156 at Industrial Intersection Project (CSJ #0718-02-076). QT South, LLC has provided the Right-of-Way Dedication, Agreement to Accept Donation of Right-of-Way and Temporary Construction License necessary to construct the project along their frontage. The proposed right-of-way dedication is approximately 0.0106 acres of land. A Donation Agreement has also been secured whereby the owner waives its right to an appraisal of the property and compensation. The Temporary Construction License allows the contractor access to QT property for construction of a driveway.

## **3. Proclamations-Presentations**

3A. Recognition of the City's Delegation to the 2023 All American City Award-- Todd Flipppo, Mayor - 6:03 PM

The City of Saginaw was a finalist for the 2023 All American City Award. (Only twenty (20) cities in the United States were announced as finalists.) A delegation from the City went to Denver, Colorado. The members of the delegation were recognized for their efforts. The members included: Mayor Todd Flipppo, Councilmember Nicky Lawson, Jennifer Flipppo, Ann Lawson, Lee Howell, Gabe Reaume, James Crippen, Scott Craver, Amber & Abigail Crozier, Lillian McMinn, Oscar Arenas, Alyssa Griesling, Travis Flipppo, Salvador Gonzalez, Charles Wood, and Pedro Zambrano.

3B. Update on Retail Recruitment Efforts--Keith C. Rinehart, Director of Community & Economic Development and Cary Everitt, The Retail Coach - 6:09 PM

Mr. Cary Everitt of The Retail Coach gave a presentation updating the Council on recruitment progress made in the last year.

3C. Presentation of Needs Assessment and possible Design Options of John Ed Keeter Building Remodel--Michael H. Lloyd, Principal Architect. -

This item was removed from the agenda and will be discussed at the July 18, 2023 City Council Meeting.

3D. Presentation of Capital Improvement Plan--Trenton Tidwell, P.E., Kimley-Horn & Associates - 6:27 PM

City Engineer Tidwell gave a presentation updating the Council on the Capital Improvements Plan.

3E. Presentation of Switchyard Parking Evaluation--Trenton Tidwell, P.E., Kimley-Horn & Associates - 6:51 PM

City Engineer Tidwell presented an evaluation of the current parking areas at the Saginaw Switchyard including possible ways to increase safety for patrons and to increase the number of available parking spaces.

#### **4. Public Hearings**

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4A. PUBLIC HEARING--Applicant Rezone 304 S. Hampshire -- Salvador Gonzalez Jr., Management Analyst - 7:04 PM  
Consideration and Action Regarding Approval of an Ordinance Amending the Zoning Ordinance of the City of Saginaw, Texas, Regarding a Change in Zoning from Single-Family Housing (SF2) To Duplex (DX) on the Approximate .2812 acres out of Saginaw Block 11 Lot 11A4, More Commonly Known As 304 S. Hampshire Street Saginaw, Texas 76179 (Per TAD).

Mayor Flippo declared the public hearing for this item opened at 7:04 p.m. The applicant is requesting that the property at 304 S. Hampshire St. be rezoned from Single Family (SF2) to Duplex (DX) to allow the construction of a duplex on the property. The Planning and Zoning Commission considered this request at their meeting on June 27, 2023 and voted to recommend denial to the City Council. The applicant for this item was not present. Mayor Flippo called for any public input. There was none. Mayor Flippo declared the public hearing closed at 7:07 p.m.

Paul Felegy made a motion to Deny that was seconded by Valerie Junkersfeld with a result of 6 - 0

4B. PUBLIC HEARING--Applicant Rezone 800 W. McLeroy (Ordinance No. 2023-19) --Salvador Gonzalez Jr., Management Analyst - 7:08 PM

Consideration and Action Regarding a Request to Amend the Zoning Ordinance of the City of Saginaw, Texas, regarding a request for A Conceptual Development Plan Associated with an Application for A Planned Development Zoning with Multifamily Use for Land Described As 3 Acres of Land Out of Albright, Alexander F Survey Abstract 1849 Tract 2A, more commonly known as 800 West McLeroy Boulevard, Saginaw, Texas 76179 (Per TAD).

Mayor Flippo declared the public hearing for this item opened at 7:09 p.m. Management Analyst Gonzalez briefly explained the request to amend the zoning on Phase 3 of the Bright Living Saginaw Senior Living Project located at 800 West McLeroy Blvd. Ordinance No. 2023-19 addresses this request and establishes Planned Development Zoning with Multi Family Use for this property. Representatives for the developer of the property were present. Mayor Flippo called for public input. There was none. Mayor Flippo declared the public hearing closed at 7:16 p.m.

Valerie Junkersfeld made a motion to Approve that was seconded by Randy Edwards with a result of 6 - 0

4C. PUBLIC HEARING--Applicant Rezone PD Amendment Winsome Living (Ordinance No. 2023-20) --Salvador Gonzalez Jr., Management Analyst - 7:17 PM

Consideration and Action for A Request for Rezoning to Amend The Beltmill Planned Development District, Created in Ordinance No.2020-24, To Change the Development Plan and Development Standards Contained In Exhibit B and Exhibit C by Revising Screening Requirements and Building Separation Requirements for Tract 3B, legally described as 45.069 Acres Out of the Heirs of Benjamin Thomas Survey, Abstract Number 1497, City of Saginaw, Tarrant County, Texas.

Mayor Flippo declared the public hearing for this item opened at 7:17 p.m. Management Analyst Gonzalez briefly explained the request to change the development plan and development standards in Exhibit B and Exhibit C by revising screening requirements and building separation requirements for the Winsome Living Project. The project is located in the Beltmill Planned Development. Mr. Jim Wisemiller, Vice President of Bonner Carrington gave a brief presentation of the project and the request. Ordinance No. 2023-20 addresses the request. Mayor Flippo called for public input. There was none. Mayor Flippo declared the public hearing closed at 7:31 p.m.

Mary Copeland made a motion to Approve that was seconded by Nick Lawson with a result of 6 - 0

#### **5. Business**

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5A. Consideration and Action Regarding Approval of a Site Plan for Winsome Living -- Salvador Gonzalez Jr., Management Analyst - 7:31 PM

Consideration and Action Regarding Approval of a Site Plan for Tract 3B of the Beltmill Planned Development, legally described As the 45.069 acres out of the Heirs of Benjamin Thomas Survey, Abstract Number 1497, City of Saginaw, Tarrant County, Texas.

The proposed site plan for Winsome Living of the Beltmill Planned Development was presented for consideration. City Staff has reviewed the site plan and determined that it meets city standards and requirements.

Paul Felegy made a motion to Approve that was seconded by Valerie Junkersfeld with a result of 6 - 0

5B. Consideration and Action Regarding Employee Assistance Program with Alliance Work Partners--Melanie McManus, Director of Human Resources - 7:33 PM

Director of Human Resources McManus explained the Alliance Work Partners Employee Assistance Program (EAP) with Alliance Work Partners is a workplace benefit designed to help employees address everyday challenges that could have a negative impact on work or life. EAP provides employees with confidential personal counseling services and referrals. This type of program is a valuable tool for supervisors to refer troubled employees to profession outside help. The cost is \$4,500 annually for up to 200 employees. If approved, the program will become effective July 1, 2023.

Nick Lawson made a motion to Approve that was seconded by Valerie Junkersfeld with a result of 6 - 0

5C. Consideration and Action Regarding Employee Assistance Program with Responder Health--Melanie McManus, Director of Human Resources - 7:38 PM

Director of Human Resources McManus explained that Responders Health is an Employee Assistance Program (EAP) designed by First Responders for First Responders. The program includes a confidential peer hotline, customized assistance and concierge services for First Responders in need. The First Responder EAP provides peer support and crisis response assistance for First Responders who are exposed to traumatic events as a part of their daily job duties. It is designed to promote the well-being and welfare of First Responders and their families. The annual cost will be \$8,925. If approved, the program will be effective July 1, 2023.

Valerie Junkersfeld made a motion to Approve that was seconded by Randy Edwards with a result of 6 - 0

5D. Consideration and Action Regarding for subcommittee for Board Appointments. -- Todd Flippo, Mayor - 7:45 PM

Mayor Flippo appointed Councilmembers Felegy, Bighorse, and Copeland to the Council Sub Committee for Board Appointments. The Sub Committee will make recommendations to the Council at the July 18th City Council Meeting for consideration and action.

5E. Consideration and Action Regarding Bid Rejection and Rebid for East Cement Creek Phase 2 -- Randy Newsom., Director of Public Works - 7:46 PM

Director of Public Works Newsom stated that bids for the East Cement Creek Phase 2 Project were opened on June 14, 2023. Kimley-Horn & Associates reviewed the three bids received. Following discussions with bidders and City Staff, it is recommended that the bids be rejected and the project be re-bid into two separate projects (channel project and utility project). This should result in lower utility bids which will provide the City with a lower overall project cost.

Valerie Junkersfeld made a motion to Approve that was seconded by Mary Copeland with a result of 6 - 0

5F. Consideration and Action Regarding Adoption of Resolution No. 2023-14 for Support of SS4A Funding Application--Trenton Tidwell, P.E., Kimley-Horn & Associates - 7:47 PM

City Engineer Tidwell explained Resolution No. 2023-14 supports the City's application for the Safe Streets and Roads for All (SS4A) Program Funds. The purpose of the program is to design/construct projects that aim to prevent roadway deaths and serious injuries. If accepted, the City would be responsible for a 20% local match and for all overruns and all non-reimbursable costs. There are funds available in the 2020 Certificates of Obligation issued for sidewalks to cover this expenditure.

Valerie Junkersfeld made a motion to Approve that was seconded by Paul Felegy with a result of 6 - 0

5G. Consideration and Action Regarding Emergency Jail A/C Replacement-- Russell Ragsdale, Chief of Police - 7:48 PM

Police Chief Ragsdale explained that on June 15, 2023 it was determined by air conditioning repair technicians that the Carrier 5-ton Roof Top Air Conditioning Unit was non-repairable and would have to be replaced. This particular unit services the jail. As a result, jail personnel and prisoners were temporarily moved to the Lake Worth Police Department. The air conditioning unit was replaced as an emergency expenditure. The total cost for this replacement was \$13,555.

Valerie Junkersfeld made a motion to Approve that was seconded by Randy Edwards with a result of 6 - 0

5H. Consideration and Action Regarding Emergency Expenditure for the Police Department A/C Unit -- Russell Ragsdale, Chief of Police - 7:51 PM

Police Chief Ragsdale explained that the 25-ton main air conditioner at the Police Department stopped working several weeks ago. The Council approved replacement of the unit earlier this year and the unit has been ordered. However the unit will not be delivered until November. A temporary 25-ton air conditioning system which is mounted on a trailer and pipes air into the building through the roof top unit has been set up and is cooling the building. The initial cost was \$9,356 which includes set up. This was handled as an emergency item due to the dangerous temperatures outside. There will be an ongoing monthly cost of \$5,799.44 until the replacement unit is delivered and installed.

Mary Copeland made a motion to Approve that was seconded by Paul Felegy with a result of 6 - 0

5I. FY2023/2024 Budget Workshop-- Kim Quin, Finance Director - 7:55 PM

Finance Director Quin gave a brief presentation on the FY2023/2024 Budget.

## **6. Executive Session**

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*The City Council may take action on any Executive Session item posted.*

6A. 551.071. Texas Government Code. - 8:04 PM

Mayor Flippo declared the meeting recessed into Executive Session at 8:04 p.m.

6B. Any Posted Item -

6C. 551.087 Texas Government Code. -

6D. Building Improvement Grant Application--1029 N. Saginaw Blvd. - 8:26 PM

Mayor Flippo declared the meeting back in Regular Session at 8:26 p.m.

Valerie Junkersfeld made a motion to Approve that was seconded by Randy Edwards with a result of 6 - 0

## **7. Adjournment**

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7A. Adjournment--Todd Flippo, Mayor -

Valerie Junkersfeld made a motion to adjourn that was seconded by Randy Edwards with a result of 6-0. Mayor

Flippo declared the meeting adjourned at 8:26 p.m.



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**Approval of Minutes, July 18, 2023--Janice England, City Secretary**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Consent Agenda	Item: C
Reference File		

**BACKGROUND/DISCUSSION:**

The minutes of the City Council Meeting held on July 18, 2023 are presented for consideration and action.

**FINANCIAL IMPACT:**

N/A

**RECOMMENDATION:**

N/A

**\*\*The Following Document is a draft of the minutes and not the official approved minutes\*\***

**Minutes for the City Council meeting**

333 West McLeroy Boulevard, Saginaw, Texas, 76179.

July 18th, 2023, 6:00 PM - July 18th, 2023, 9:17 PM

**Roll Call:** (The following members were in attendance)

Todd Flippo, Mayor  
Cindy Bighorse, Place 5  
Mary Copeland, Place 6  
Randy Edwards, Place 4  
Paul Felegy, Place 1  
Valerie Junkersfeld, Mayor Pro Tem  
Nick Lawson, Place 2

**1. Call To Order**

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1A. Call To Order -- Todd Flippo, Mayor - 6:00 PM

Present:

City Attorney Bryn Meredith  
City Engineer Trenton Tidwell, P.E.  
City Manager Gabe Reaume  
Asst. City Manager Lee Howell  
Finance Director Kim Quin  
Finance Manager Jennifer Garrett  
City Secretary Janice England  
Police Chief Russell Ragsdale  
Asst. Police Chief Brandon Badovinac  
Fire Chief Doug Spears  
Director of Public Works Randy Newsom  
Director of Community & Economic Development Keith Rinehart  
Director of Human Resources Melanie McManus  
Library Director Ellen Ritchie  
Communications Manager Pedro Zambrano  
Building Official Larry Little  
Management Analyst Salvador Gonzalez  
IT Manager Greg Clayton  
Recreation Services Manager Vickie Weldon  
Senior Center Director Kristi Sinclair  
Asst. Director Evelyn Gahagan  
Asst. Director Shyanne Tibbs

Visitors:

Brack St. Clair  
John Peet  
Judy Deiler  
Michael Momper  
Kelly Stewart  
Julie Scott  
Ben Scott  
Spencer Meara  
Michael Lloyd  
Skyler Burke  
Ronnie Horton

Doug Goff

Shayna Goff

1B. Pledges--Pledge of Allegiance to the United States; Pledge of Allegiance to the State of Texas--"Honor the Texas Flag; I pledge allegiance to thee, Texas, one State under God, one and indivisible" - 6:00 PM

1C. Invocation--Pastor Ronnie Mills, Kingdom Chapel - 6:00 PM

In the absence of Pastor Mills, Councilmember Copeland gave the invocation.

1D. Audience Participation--Anyone wishing to speak during the discussion of an item listed on the agenda must complete an audience participation form. These forms are located by the City Secretary. After completing the form, give it to the City Secretary. She will give it to the Mayor. The Mayor will call on you when that item is discussed. You will have three (3) minutes to make your comments. - 6:01 PM

## **2. Consent Agenda**

*All items listed are part of the Consent Agenda. Public hearing and review are held collectively unless opposition is presented, in which case the contested item will be heard separately.*

Valerie Junkersfeld made a motion to Approve that was seconded by Paul Felegy with a result of 7 - 0

2A. Consent Agenda - 6:01 PM

2B. Action regarding Building Improvement Grant Agreement with 1029 N. Saginaw Blvd.--Keith C. Rinehart, Director of Community & Economic Development #F2-3 -

On Wednesday, July 5, 2023, the City Council received information in Executive Session pertaining to the specifics of a Building Improvement Grant (BIG) Program application submitted by Atheneum Cider in regards to their property located at 1029 N. Saginaw Blvd., #F2. The proposed BIG Agreement will award an amount not-to-exceed \$10,000 in reimbursable and matching dollars for improvements proposed in their application. Funds are available in Account 01-6142-13-00, Building Improvement Grants.

2C. Action regarding Approval of Surplus Auction Contract--Doug Spears, Fire Chief -

The proposed contract with Raven Auction Group LLC is for an auction on July 22, 2023 in the former fire station building at 400 S. Saginaw Blvd. Raven Auction Group has conducted auctions of City surplus items in the past. The auction items will include surplus equipment, appliances, and furnishings from the relocation of the fire station as well as surplus items from various city departments. Raven Auction Group will receive a specified commission of the gross receipts of all the auction sales. There are no other fees or associated costs to be paid to Raven Auction Group. Proceeds from the auction will go into the City's General Fund.

2D. Consideration and Action regarding Approval of a Preliminary Plat for Winsome Living, 15.129 acres out of the Benjamin Thomas Survey, Abstract No. 1497, Tract 3A8, City of Saginaw, Tarrant County--Salvador Gonzalez, Management Analyst -

The preliminary plat for Winsome Living consisting of 15.129 acres out of the Benjamin Thomas Survey, Abstract No. 1497, Tract 3A8, City of Saginaw, Tarrant County, Texas has been submitted for consideration. This property is part of the Beltnill Planned Development. The Development Review Committee has reviewed the proposed preliminary plat and determined that it meets all City standards and requirements.

2E. Consideration and Action regarding Award of Bid for East Cement Creek Channel Reconstruction Phase 2 Project--Randy Newsom, Director of Public Works -

Bids for the East Cement Creek Channel Reconstruction Phase 2 Project were opened on July 11, 2023. A total of four (4) bids were received. Kimley-Horn and Associates reviewed the bids and determined that Humphrey & Morton Construction is the lowest responsive bidder. The amount of their total base bid was \$1,335,379. Funds are available in the Drainage Utility Fund for this expenditure.

2F. Consideration and Action regarding Award of Bid for Library Sanitary Sewer and Storm Drain Improvements--Randy Newsom, Director of Public Works -

Bids for the Library Sanitary Sewer and Storm Drain Improvements were opened on July 11, 2023. A total of five (5) bids were received. Kimley-Horn and Associates reviewed the bids and determined that D.T. Contractors, Inc. was the lowest responsive bidder. The amount of their bid was \$751,350. Funds are available in the Drainage Utility Fund for this expenditure.

## **3. Proclamations-Presentations**

3A. Presentation of Renovation Concept Study of John Ed Keeter Building Remodel--Lee Howell, Assistant City Manager - 6:03 PM  
Presentation will detail findings of the Renovation Concept Study and design options for the remodel of the John Ed Keeter building.

Michael H. Lloyd, Principal Architect with PGAL, addressed the Council and presented potential design options for the John Ed Keeter Building Remodel.

3B. Presentation of Flock Safety (Automated License Plate Readers) - Brandon Badovinac, Assistant Police Chief - 6:31 PM

Hector Soliman-Valdez with Flock Safety will present their Automated License Plate Reader system.

**3C. Presentation of the Community & Economic Development Department--Keith C. Rinehart, Director of Community & Economic Development - 7:00 PM**

The Community & Economic Development Department is responsible for the promotion, organization, implementation and evaluation of a wide variety of services that include, but are not limited to, the operation of the Recreation Center, Community Center, Senior Citizen's Center, Aquatic Center, Switchyard Food Truck Park, Communications, and Economic Development.

Presentations were given regarding Senior Programs and Events, Communications and Special Events, and Recreation Services including the Switchyard, Concerts in the Park, Summer Camp and Athletic Programs.

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**4. Public Hearings**

**4A. PUBLIC HEARING--Consideration & Action regarding Recommendation from Planning & Zoning Commission regarding Specific Use Permit to Allow the Construction and Use of a Carport at 1145 West Hills Terrace (Ordinance 2023-21)--Salvador Gonzalez, Management Analyst - 8:38 PM**

Management Analyst Gonzalez briefly explained the request. Mayor Flippo declared the public hearing for this item opened at 8:38 p.m. He called for public input. There was none. Mayor Flippo declared the public hearing closed at 8:45 p.m.

Valerie Junkersfeld made a motion to Approve that was seconded by Randy Edwards with a result of 7 - 0

**4B. PUBLIC HEARING--Consideration and Action Regarding Resolution No. 2023-15, Recommendation from the Advisory Recreation and Parks Board regarding the Site Location for Non-Urban Outdoor Recreation Park Grant -- Maria Hernandez, Administrative Intern - 8:45 PM**

Management Analyst Gonzalez explained that the City is eligible to apply for the Non-Urban Outdoor Recreation Park Grant. The grant can provide funding of up to \$750,000 in match funds for recreation development.

Resolution No. 2023-15 supports the grant application and designates the site to be Willow Creek Park. The Advisory Recreation and Parks Board considered this item at their meeting on July 17th and voted to recommend approval to the City Council. Mayor Flippo declared the public hearing for this item opened at 8:45 p.m. He called for public input on this item. Mr. John Peet addressed the Council. He stated that there is no such thing as free money. It's a loan or a grant from the U.S. taxpayers throughout this nation. Mayor Flippo declared the public hearing closed at 8:51 p.m.

Mary Copeland made a motion to Approve that was seconded by Paul Felegy with a result of 7 - 0

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**5. Business**

**5A. Consideration and Action regarding Appointments: a. Advisory Recreation & Parks Board; b. Animal Shelter Advisory Committee; c. Board of Adjustment; d. Diversity & Inclusion Committee; e. Library Board; f. Keep Saginaw Beautiful Board; & g. Planning & Zoning Commission--Councilmembers Felegy, Bighorse, and Copeland - 8:52 PM**

Councilmember Bighorse presented the Council Sub Committee's recommended appointments and reappointments to the various boards for consideration and action by the City Council.

Valerie Junkersfeld made a motion to Approve that was seconded by Paul Felegy with a result of 7 - 0

*the following: Animal Shelter Advisory Committee: reappoint Dr. Metzler-Place 1, Joseph Stout-Place 3, Breanna Farley-Place 5, Judy Deller-Place 7, Stacy Liebel-Place 9, move John Peet from Alternate 1 to Place 6, move Laura Yandell from Alternate 2 to Place 8, appoint Spencer Meara-Alternate 1, and Megan Le-Alternate 2; Keep Saginaw Beautiful Board: reappoint Teresa Johnson-Place 1 and Melissa King-Place 5, appoint Gusatavo Garcia-Place 3, Jeremy Rogers-Place 7, Tyler Neal-Alternate 1 and Jamie Arbuckle-Alternate 2; Library Board: reappoint Rick Russell-Place 1, Belinda Henson-Place 3, Mary Nichols-Place 5, Jean King-7, and appoint Cara Cahalan-Alternate 1 and Samuel Cowlishaw-Alternate 2; Advisory Recreation & Parks Board: reappoint Jane Lyon-Place 1, Brack St.Clair-Place 5 and Thomas Weaver-Place 7; move Michael Arbuckle from Alternate 1 to Place 1 and move Adhel Torres from Alternate 2 to Place 3; appoint Charles Tucker to Alternate 1 and Emily Molsbee to Alternate2; Planning & Zoning Commission: Reappoint Philip Allen-Place 3 and Jason LaBruyere-Place 4; move David Kraus from Alternate 1 to Place 1 and move Lainey Wood from Alternate 2 to Place 4; appoint Benjamin Guttery-Alternate 1 and Malinda Julien-Alternate 2; Board of Adjustment: Reappoint Mike Colegrove-Place 1, Bethany Sanderson-Place 3 and Derrick Thomas-Place 5, move Eric King from Alternate 2 to Alternate 1, and appoint Pedro Pena to Alternate 2; and disband the Diversity & Inclusion Committee until a time when there is more interest.*

**5B. FY2023/2024 Budget Workshop--Kim Quin, Finance Director - 8:56 PM**

Finance Director Quin discussed the Enterprise Fund (water and wastewater), Enterprise Escrow Fund, Donations Fund, General Escrow Fund, and Building and Facility Maintenance. She also explained the next steps in the FY2023/2024 budget process.

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**6. Executive Session**

*The City Council may take action on any Executive Session item posted.*

6A. 551.071. Texas Government Code. -

6B. Any Posted Item -

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**7. Adjournment**



7A. Adjournment--Todd Flippo, Mayor - 9:16 PM

Valerie Junkersfeld made a motion to Approve that was seconded by Cindy Bighorse with a result of 7 - 0



## City of Saginaw

### City Council Memorandum

Prepared By: Pedro Zambrano

#### Recognition of the 2023 Student Apprentice Program Participants -- Pedro Zambrano, Communications Manager

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Proclamations-Presentations	Item: A
Reference File		

### **BACKGROUND/DISCUSSION:**

The Saginaw Student Apprentice Program (SAP) was implemented in June 2021, providing youth with summer employment and life skills, and city departments with eager employees amidst an incredibly difficult and competitive labor market. To entice the right candidates for the program, city staff worked with local schools to help advertise the Saginaw SAP.

Students are interviewed and selected in the spring and work their respective stations in the summer months. Youth have been placed in public works, police department, fleet, library, and animal shelter.

The Saginaw Student Apprentice Program is a TML award winning program and it was also recognized as a youth engagement program when Saginaw went to Denver for the 2023 All American City Award Finalist competition.

#### **2023 Student Apprentice Program Class**

- Isabel Gamboa, Library
- Jannett Garcia, Library
- Camryn Simon, Library
- Alyssa Griesing, PD
- Fabian Palacios, Recreation
- Daniel Dreese, Animal Services
- Kaleb Wininger, Public Works
- David Wininger, Fleet
- JiaJun Wynn, Finance

### **FINANCIAL IMPACT:**

N/A

### **RECOMMENDATION:**

N/A



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Lee Howell

**Presentation of Needs Assessment for the Design and Construction of a new City Animal Shelter--Heather Lewis, Animal Arts.**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Proclamations-Presentations	Item: B
Reference File		

**BACKGROUND/DISCUSSION:**

After directing staff to seek an architectural firm to perform a needs assessment for a new city animal shelter, Council approved Animal Arts Design Studio, Inc, on September 9, 2022. Heather Lewis and David Farnsworth began researching the needs specific to Saginaw, and over the course of several months obtained and analyzed statistics, toured the current facilities, met and interviewed staff, council members, involved citizen leaders, and held a workshop attending by two City Council Members, Animal Advisory Board members, Saginaw Texas Animal Services Welfare and Safety Corp board members (501c3) involved citizens, staff and shelter volunteers.

Animal Arts has now completed a comprehensive study of the local needs for new facilities, providing multiple options for a shelter that will be a safer and healthier place for animals and people. Animals Arts principal architect Heather Lewis will present the study.

If Council discretion resulted in a decision to move forward to a voter approved bond election to fund actual architectural design, and/or construction of a new facility, the following dates are important;

August 15, 2023 - last regularly scheduled City Council meeting before August 21st deadline to vote on call for election.

August 21, 2023 - deadline to vote on a call for an election on the November 7, 2023 General Election.

November 7, 2023 - next general election date.

February 6, 2024 - last available regularly scheduled City Council meeting to vote on a call for election.

February 13, 2024 - last Tuesday available for a Special City Council meeting to vote on a call for election.

May 4, 2024 - first general election date in 2024.

**FINANCIAL IMPACT:**

N/A

**RECOMMENDATION:**

Council discretion.

City of Saginaw

Needs Assessment Report

April 2023



## Table of Contents

1. Executive Summary
  - a. New Facility Statistics
2. Best Practices
  - a. Hold Only When Essential, Reduce Time in Care
  - b. Provide a Healthy and Sanitary Environment
  - c. Design for Easy Operations
3. Statistical Trends
  - a. Calculating Animal Capacity Requirements
  - b. Adjustments for Human Population Growth
4. Demographics
  - a. Human Population Statistics
5. Future Site Recommendations
  - a. Existing Site
  - b. Potential Site - Option Two - Adjacent to Blue Mound Road
  - c. Potential Site - Option Three - Adjacent to Blue Mound Road
6. Programming Workshop Summary
7. Brief Overview of the Existing Facility
8. New Facility Recommendations
  - a. Program of Spaces
  - b. Feline Housing, Husbandry and Enrichment
  - c. Canine Housing, Husbandry and Enrichment
9. New Facility Budget Recommendations
  - a. Comparisons
  - b. Budget Options for the City of Saginaw Animal Shelter
  - c. Brief Summary of Recommended Option
  - d. Budget Considerations
10. Next Steps
11. Appendix: Workshop Presentation

## 1. Executive Summary

The City of Saginaw, Texas has an opportunity to replace an undersized and aging animal shelter with a new best-practice facility that provides mandated animal control and animal holding services, and also helps the city deliver the best outcomes for pets. The new shelter will create a positive, customer-service-friendly space where the public can interact with animal services, find their lost pets, and adopt new pets. The new shelter will be a safer and healthier place for people and animals.

In January of 2023, Heather Lewis and David Farnsworth of Animal Arts hosted a Needs Assessment Workshop with leaders and staff members from the City of Saginaw to evaluate the existing shelter facility and discuss how it relates to today's best practices. The team then worked together to develop and confirm an animal shelter program of spaces based on the number of animals that need to be housed, human population growth, and required services provided. From this program several budget options were developed to assist with funding of the shelter.

The following report documents an analysis of the existing facility, recommendations for a new facility based on needs, and the budget options.

### New Facility Statistics

Below are estimates for the new facility to serve the City of Saginaw for the next thirty years.

- Recommended Square Footage

Interior Conditioned	Exterior Covered Space	Utility Structures
12,429 GSF	4,632 GSF	2,252 GSF

- Recommended Animal Holding Capacity not including Medical Housing
  - 40 *Canines*
  - 36 *Felines*

Animal Arts developed several budget options to assist the city with creating a fiscally responsible project. Cost per square foot is based on numerous relevant comps. Using these comps, the construction methods have been adjusted to seek the best value.

Base Option	Traditional, Custom Constructed Building	Recommended Budget Range Including Hard and Soft Costs: \$15.75 - \$16.25 million
Value Option 1	Offices in Modular Building	Recommended Budget Range Including Hard and Soft Costs: \$14.5 - \$15.00 million
Value Option 2	Shelter (except kennel) is a Pre-Engineered Metal Building	Recommended Budget Range Including Hard and Soft Costs: \$15.0 - \$15.5 million
Value Option 3* Recommended	Combination of Pre-Engineered Buildings and Modular Buildings	Recommended Budget Range Including Hard and Soft Costs: \$14.25 - \$14.75 million
Value Option 4	Reduce Program below level of needs, Use Variety of Building Types, Reduce Contingencies	Recommended Budget Range Including Hard and Soft Costs: \$12.00 - \$12.5 million

**Value Option 3 is the recommended option, as it is the best value while still meeting the requirements of the program.** Value Option 4, while less expensive, is not recommended as it does not meet the project needs.

*\*\*\* Note: Based on the project timeframe, 5 percent per year escalation should be added. Please see the full Budget discussion in Section 9 of this report for details on these budget numbers.*

## 2. Best Practices

Best-practice industry standards are important to analyze and incorporate when designing a new shelter building. By considering these standards, a new shelter can be right sized and not overbuilt. An overbuilt shelter costs more to build and operate than necessary. The basics for best practices for animal care are:

- Hold only when essential, reduce time in care.
  - Reduction of mandated holds if possible (in this case, the shelter is following state minimum holding times).
  - Provide in-house medical care to reduce the burden of illness and disease.
  - Create a public-friendly building so people want to come to adopt animals.
  - Utilize foster care to the greatest extent possible.
  - Utilize resources to prevent relinquishments.
- Provide a healthy and sanitary environment.
  - For staff.
  - For animals.
- Design for easy operations.

### Hold Only When Essential, Reduce Time in Care

A shelter is a stressful place for a pet. Therefore, reducing time in care is one of the most important goals for best-practice animal sheltering. Animal behavior experts explain that two weeks is about the length of time a dog can stay before it begins to deteriorate behaviorally. Both dogs and cats are more likely to become ill in the shelter environment the longer they stay. More information on this topic can be found at [www.sheltermedicine.com](http://www.sheltermedicine.com).

Saginaw currently follows minimum hold times for animals as required by law, but it is important to see if there are other ways to streamline the number of days an animal stays in care. In-house medical care, including surgical services can greatly decrease the length of stay for sheltered animals. Currently there is no efficient access to veterinary care. Most animals coming in are stray, and in most cases, they require sterilization and/or vaccination. Animals who need these services must be transported to an off-site facility on specific days of the week, lengthening hold times. An onsite medical care facility provides opportunities to reduce the length of stay for stray animals as it provides a place on campus for partnering veterinarians to work, without the inefficiency of transport. It may take effort and some time to develop partnerships to bring a veterinarian onsite, but this will be the best long-term solution for the city. We assume that the city will continue to work with part-time, independent partnering veterinarians, rather than hiring one fulltime, due to the shortage of veterinarians nationwide, and at this time, we have not included a surgical facility in the proposed building.

Creating an adoption-friendly facility should be of high priority. This includes having a friendly, welcoming space for adopters to view adoptable pets. After viewing, one-on-one, meet and greet spaces can be utilized to introduce the shelter pets and potential adopters. The Humane Society of the United States published a manual to help animal shelters design their adoption programs called *Adopters Welcome* (<https://humanepro.org/page/adopters-welcome-manual>). *Adopters Welcome* is a research-based set of guidelines that can be very helpful when considering operational goals for the new City of Saginaw Animal Shelter.



Saginaw should utilize a foster care program to the greatest extent possible. More pets in foster care means fewer pets in the shelter; therefore, less housing is needed, and a smaller capacity facility can be designed.

Utilize resources to prevent relinquishments. As noted during the workshop, the new shelter facility for City of Saginaw will be more community facing than the older facility. A simple example of a resource that could be provided is a volunteer-run pet food bank.

### **Provide a Healthy and Sanitary Environment**

The most important aspect of providing well-being for shelter pets is to operate the City of Saginaw shelter in such a way as to be able to provide humane care for each animal. This includes strategies to reduce the number of pets in care, but also means constructing and staffing the shelter such that each animal is housed in an environment that supports its well-being. For more information about capacity for care, refer to [Overview of Capacity for Care \(C4C\) | Resources | Koret Shelter Medicine Program](#). A healthy and sanitary environment is directly beneficial to shelter pets while supporting staff during their day-to-day tasks. Laundry rooms, dishwashing, and food prep areas, along with kennels that are well draining and easy to clean are all crucial infrastructure components for staff to reduce the time they spend on essential tasks. This then provides more staff time for animal enrichment and helps meet the goals of capacity for care.

A new animal shelter would typically have areas for isolation of infectious disease. Infectious disease has been a major burden to staff operations at the City of Saginaw shelter and increases the risk of euthanasia for the animals in the shelter. Isolation areas should be dedicated to housing infectious animals and should not be used as overflow healthy housing. Isolation areas can be designed for proper protocols such as the donning of personal protective equipment and should be separated by species and type of disease, for safety and the well-being for dogs and cats.

Create a Fear Free® environment. Fear Free is a movement that provides guidelines to reduce fear, anxiety, and stress for pets in veterinary hospitals and shelters. Fear Free Sheltering training is specific to animal shelters, is self-paced, and available online, at no charge (<https://fearfreeshelters.com/>).

### **Design for Easy Operations**

As described in the previous section, easy-to-operate laundry, dish washing, and food prep areas, as well as easy-to-clean kennels, will free up hours per day of staff time. This time can be better spent on customer service, animal enrichment, and animal placement efforts.

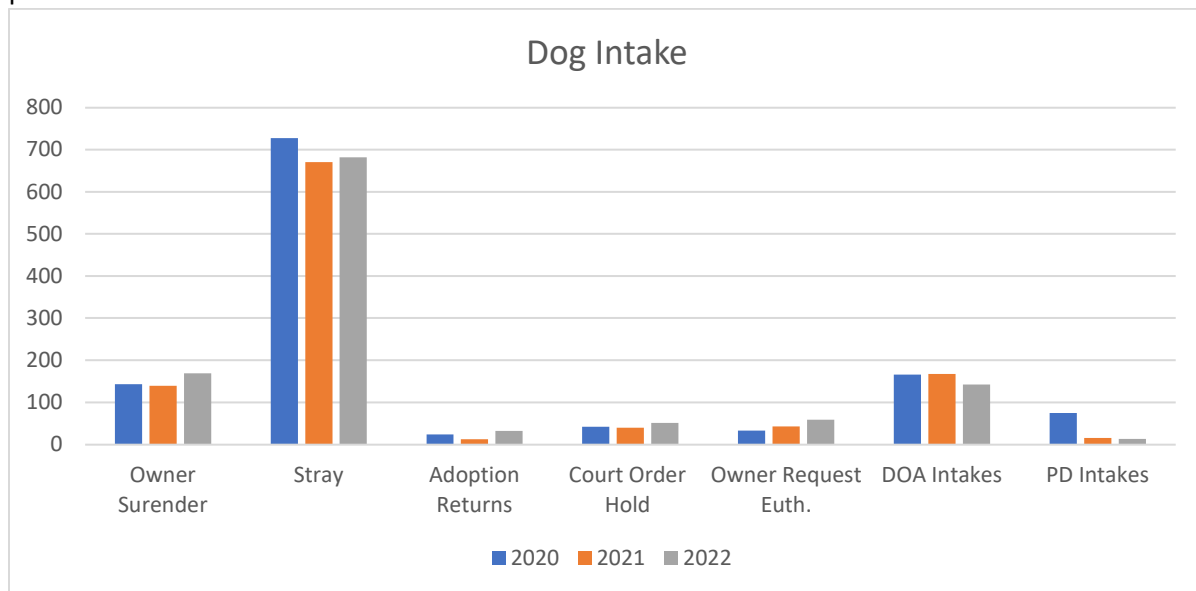
Best practice animal control facilities are designed with efficient and safe intake areas. A sallyport (enclosed area where officers can unload animals) will prevent animal escapes and will increase officer safety and comfort. From a sallyport, animals should be able to be moved safely into intake examination areas and housing. Dogs on bite holds and dogs with other dangerous behaviors should be able to be moved efficiently. This requires good flow design such as wide hallways and wider kennels that are easier and safer for staff to enter with dogs.

Another task that can be very time consuming for staff is moving dogs from housing into yards for play. Flow from dog areas to yards should be short. Yards can be designed to separate groups of dogs, or individual dogs depending on the dogs' behavior and the staffing or volunteers available to run play group programs. Yards should be partially covered for use during hot weather and rain.

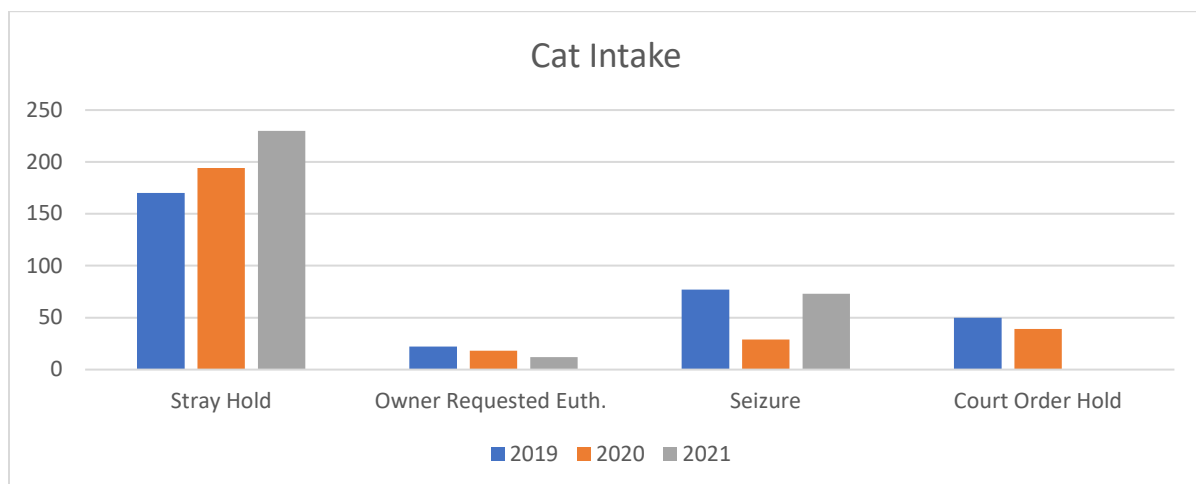
On the customer service side of the building, safety and security should be considered in the design. Public areas are separated from staff areas with secure doors. Public lobbies should be designed for the safety of staff during critical incidents such as a threatening customer. Designing for safety is a balance of creating a welcoming feeling, but with the underlay of safety infrastructure such as vestibules, safe rooms, security cameras, and panic buttons.

### 3. Statistical Trends

One of the first steps we take when working with an organization is to review data for intakes and outcomes for animals. We work together with our clients to build on positive trends, and to design around strategic goals. Based on data, we can design facilities to last an organization several decades into the future. The City of Saginaw had only three years of data, due to a change in software management, so we are using this data to understand general information rather than as a trend predictor.



As can be seen by the above diagram, most dog intakes are stray dogs, which makes sense for an animal control agency that is responding to calls.



Stray intakes are also most significant for cats, which is typical based on the large number of cats free roaming in communities.

Saginaw achieves the following live release rates for dogs and cats. With additional programs and a better facility, the city will be able to achieve above 90 percent live release for dogs and cats, as have other jurisdictions around the nation, regardless of socioeconomic conditions. Analyzing operations is out of the scope of our report, so we have limited focus to the creation of best practice facilities.

80.2%	LRR Dogs
74.6%	LRR Cats

### Calculating Animal Capacity Requirements

We examined the animal statistics at City of Saginaw Animal Services to determine recommended capacity for the new shelter, and also considered human population growth, which is a major factor, as the Dallas/Fort Worth area is one of the fastest growing areas of the country. The goal with sizing the animal shelter is right sizing. Too much capacity means animals are likely to stay longer, and too little capacity can result in overcrowding, especially as the city grows. Animal capacity is calculated using the following:

- Annual intakes.
- Expected human population growth.
- Current average length of stay.
- Peak capacity (ratio of highest month of intake to average month).

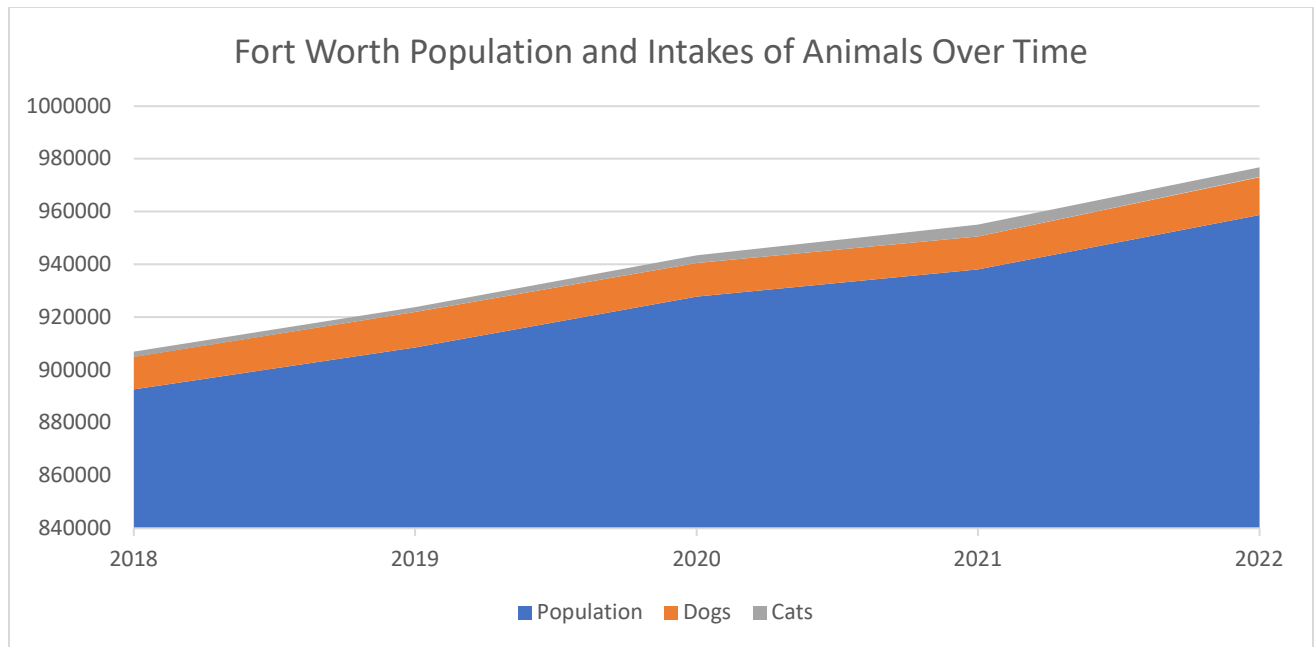
The recommended capacity can be calculated based on the following:

Average Daily Intakes (projected to meet growth)	X	Average Length of Stay	=	Animals in Shelter per Day	X	Peak Capacity	=	Animal Capacity
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### Adjustment for Human Population Growth

The relationship between animal intake into the shelter and human population growth is complicated. As populations of people urbanize, the number of animal intakes per thousand capita of humans tends to decrease, as there is less habitat for free-roaming animals. Programs provided by animal shelters also play a significant role in increasing or decreasing intakes, as does the approach to animal control. For example, if there are more officers to respond to calls, more animals may be impounded. On the other hand, if there are more programs to help people keep their pets, intake may decrease.

Animal Arts reviewed data from the City of Fort Worth animal shelter for a local comparison. The City of Fort Worth's statistics are available online. The chart on the following page illustrates the City of Fort Worth animal shelter intakes relative to the human population. Currently the city admits approximately 19 animals per 1,000 people in the city per year. We believe this number is low, because the City of Fort Worth shelters intentionally do not impound very many cats. However, the chart clearly illustrates that animal intakes are growing at approximately the same rate as the human population. This supports our professional opinion that the City of Saginaw will also need to impound more animals as its human population grows. Fortunately, the City of Saginaw is geographically bounded, meaning that the animal shelter can be sized for SOME future growth, without having to grow indefinitely.



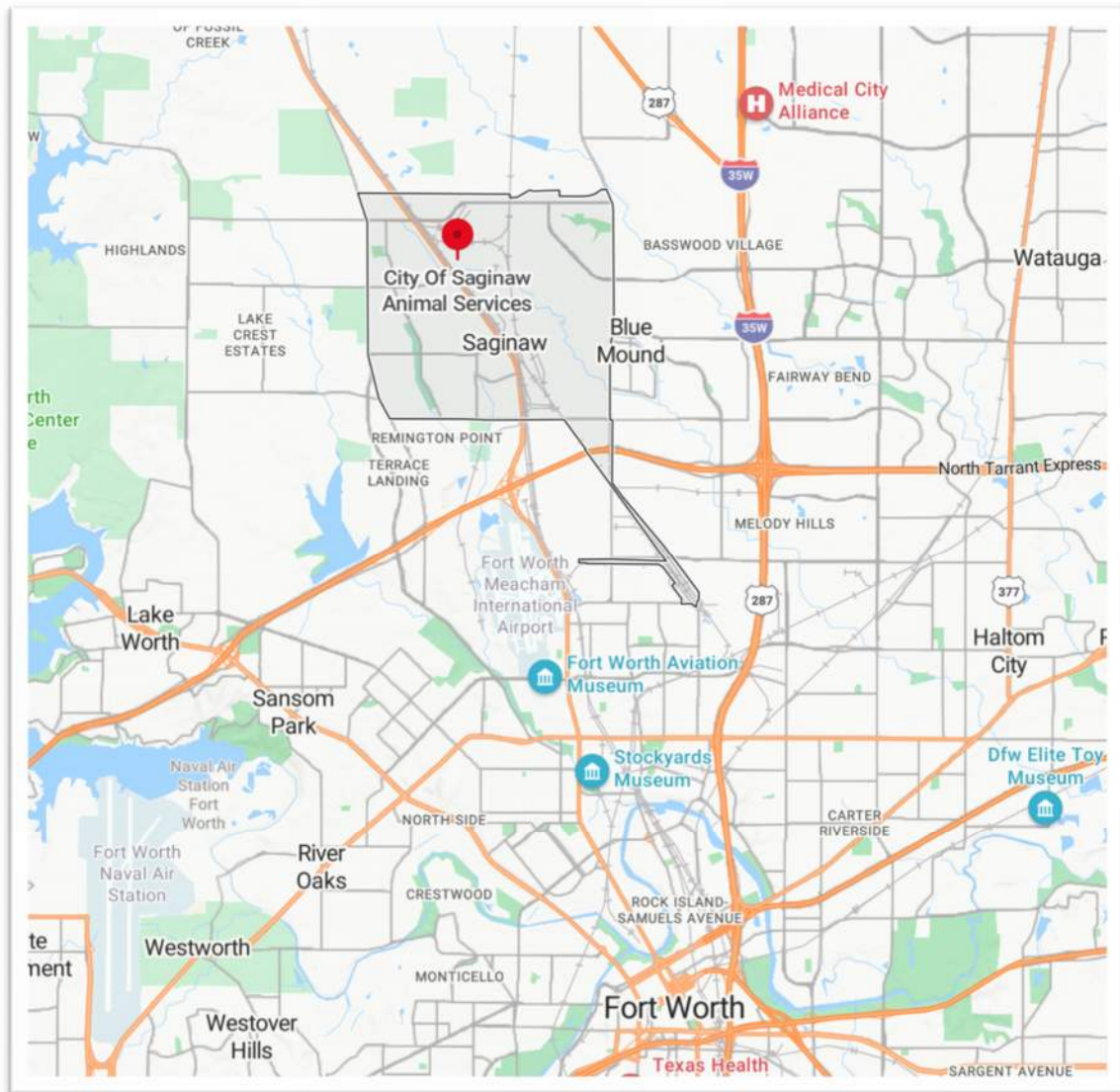
The City of Saginaw shelter impounds about 25 animals per thousand people in the community, which is a more typical statistic for small communities around the country. We have included a 20 percent human population growth factor in our model, at the same intake ratio per 1,000 humans, for the new shelter. We carefully reviewed this adjustment with the animal shelter staff, and these projections are logical to those closest to the animal shelter operations.

The other adjustment we propose is to decrease the length of stay for animals in care. Currently, animals stay longer than is ideal for many reasons. A new shelter will assist in streamlining operations, and therefore we have reduced the length of stay slightly in the proposed model. After the adjustments discussed in this section, we propose the following calculator for sizing the new shelter facility:

Type	Current Intake	Adjusted Intake (+20%)	Div/365	Length of Stay	Capacity	Peak Factor	Peak Capacity	Housing
Adult Dogs	362	435	1.2	24	29	1.25	36	36
Puppies	59	70	0.2	10	2	1.5	3	1
Adult Cats	160	192	0.5	24	13	1.75	22	22
Kittens	124	148	0.4	10	4	2.5	10	5

In addition to space for dogs and cats, the shelter needs an area for livestock impounds, and places to stage short stays for wildlife.

## 4. Demographics

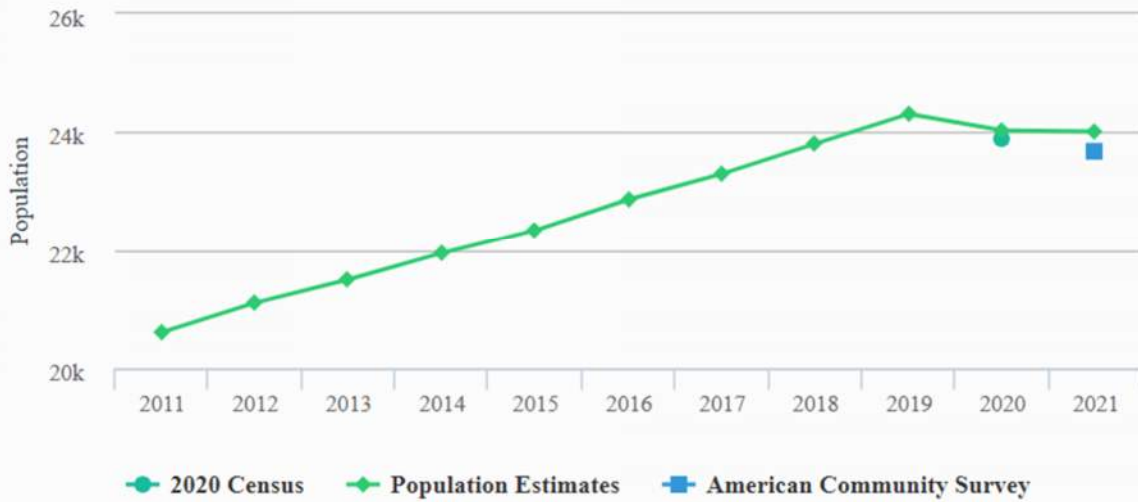


### Human Population Statistics

Population growth trends are important to analyze when considering the location of a future animal shelter because these trends imply where services are needed and at what scale. The City of Saginaw has experienced a 10 percent growth in population between 2011-2020, bringing the population to more than 24,000 people today. Saginaw is currently growing at a rate of 2.02% annually.

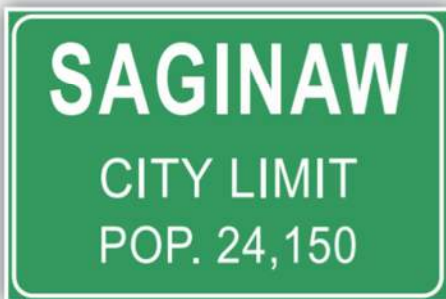
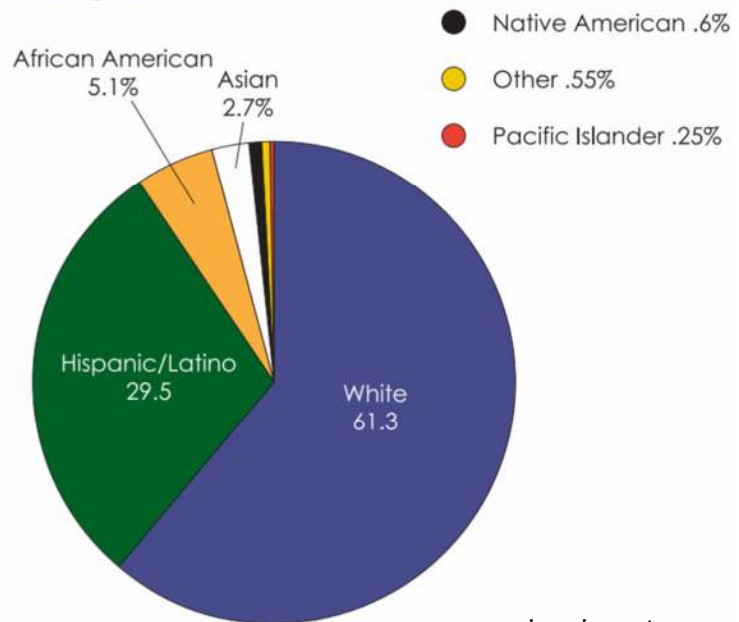
The average household income in Saginaw is \$114,673 with a poverty rate of 5.03%. The median rental costs in recent years comes to \$1,206 per month, and the median house value is \$292,000. The median age in Saginaw is 36.3 years, 34.9 years for males, and 37.7 years for females. Overall, Saginaw is a reasonably affluent, young, and growing community.

## City of Saginaw



Saginaw is a city located in Texas. With a 2020 population of 24,150, it is the 119th largest city in Texas and the 1526th largest city in the United States. Saginaw is currently growing at a rate of 2.02% annually and its population has increased by 27.80% since the most recent census, which recorded a population of 19,806 in 2010. Saginaw reached its highest population of 24,150 in 2021. Spanning over 7.75 square miles, Saginaw has a population density of 3,116 people per square mile.

### Demographics





## 2021 SAGINAW TEXAS BY THE NUMBERS

**24,150**  
POPULATION

**7.75 Square Miles**  
CITY SIZE

**1952**  
YEAR INCORPORATED

**\$114,673**  
AVERAGE HOUSEHOLD INCOME

**\$292,000**  
AVERAGE NEW HOME VALUE

**19,381**  
DAYTIME POPULATION

**\$0.461579**  
CITY TAX RATE

**EAGLE MOUNTAIN/  
SAGINAW I.S.D.**  
17 - Elementary Schools  
6 - Middle Schools  
4 - High Schools



# SAGINAW TEXAS



## SAGINAW RESIDENTS

**AVERAGE AGE: 34**

**EDUCATION: 59%**  
(with post-secondary training)

**FAMILY SIZE: 3.45**

**OWN OR RENT: 82%**

### HOUSEHOLDS BY INCOME



[www.ci.saginaw.tx.us](http://www.ci.saginaw.tx.us)



## 5. Future Site Recommendations

With a new project, it is beneficial to determine the minimum site requirements needed to accommodate the square footage of the building(s), parking, outdoor yard spaces, and site setbacks or easements. Ideally, a new animal shelter site would have a usable area that is at least five times larger than the building's total gross square footage, as determined in the program of spaces listed below.

Total Footprint of Buildings and Covered Exterior Space = 17,061 GSF.

Total square footage requirements:  $17,061 \text{ GSF} \times 5 = 85,307 \text{ GSF}$  of land.

Total acreage requirements:  $85,307 \text{ GSF} / 43,560 \text{ GSF per acre} = 2 \text{ acres}$ .

The new animal shelter will need at least two usable acres, but more land is recommended because:

- The shelter may grow to include a veterinary clinic or classroom.
- Large animal pastures and paddocks require more land.

**Overall, we recommend 4-5 acres for the new City of Saginaw animal shelter.**

Below are some recommended qualities of a new site for the City of Saginaw Animal Services.

- Not in a FEMA flood zone or plain (can be studied with county GIS data).
- City utilities are available.
- Three phase power is available.
- Proper zoning designations and/or ability to rezone or achieve special use permits.
- In a safe area, easily accessible to visitors.
- Near a quiet area to allow for outdoor dog activities without disturbing neighbors.

### Existing Site



The existing site would pose some potential issues for a new animal shelter building. The site is roughly one acre, which would not be sufficient for the expanded building program. It is too small even for the existing building program. Another issue with using the existing site would be phasing. The existing

building would need to be demolished, leaving shelter operations unable to continue, because the site is not large enough to stage operations.

If there is the potential of utilizing adjacent land owned by the city, this site can continue to be considered for use.

Pros:

- Easy to stage operations to a new building.
- Is in a quiet area where neighbors are not an issue.
- Is near other city land.

Cons:

- Staff universally registered a concern for how hard the shelter is to find. Signage could help, but the shelter is very out of the way, which likely discourages visitors.
- The train can block traffic into and out of the site, although this may happen in many places within the city.

**Potential Site - Option Two - Adjacent to Blue Mound Road**



At approximately five acres, Option 2 would serve the area requirements for the new building program. However, there are some concerns with this location. One of our concerns would be accessing the site. There does not appear to be a prominent road for access to this site. Another concern, similar to the existing site location, would be wayfinding. This location could be hard for some people to navigate to. The site is also located partially in a flood plain, which means not all of its area is usable. Lastly, the site was previously used as a shooting range and could potentially have lead contamination in the soil. A

soils analysis should be completed, and a lead extraction process would most likely need to be completed before development of the site could begin. Boundaries of the flood plain should be studied, and a site footprint would need to be developed to test the viability of the location.

#### Potential Site - Option Three - Adjacent to Blue Mound Road



Option Three, located adjacent to Option Two, shares similar challenges. The site is partially in a flood plain as well. The site would have better street frontage adjacent to Blue Mound Road. The site is approximately four acres, but with the flood plain running through the site, it is not nearly large enough for the animal shelter programs.

If the City of Saginaw would like Animal Arts to perform additional analyses, we could review the possibility of placing animal shelter programs creatively across the entire Option 2 and 3 parcels to avoid the flood plain. We could also consider a two-story building, but this almost always significantly increases costs.

## 6. Programming Workshop Summary

In January of 2023, Animal Arts conducted a workshop with the City of Saginaw Animal Services, which was attended by staff and council members. Enclosed are notes from the open facilitated discussion of the need for a new animal shelter.

### *What do you like about City of Saginaw Animal Services*

- Small-town feel.
- Plenty of volunteers.
- Community oriented.
- Positive interactions with staff and community members.
- The feeling of making a difference in the life of each animal.
- Shelter staff cares and has an open mind.
- Good organization.
- Staff.

### *What do you wish you could change about City of Saginaw Animal Services*

- Increase rescue capacity.
- Find cost-effective solutions to pet care.
- Community education.
- Class options located at the shelter.
- Better conditions for staff and volunteers.
- Be more proactive.
- Reduce the waitlist time for new animals.
- Reduce the number of euthanized animals.
- Better collaboration.
- Understaffed.

### *What would you like to see in a new facility?*

- Quieter kennel areas.
- Odor reduction.
- Better cleanability.
- More room for storage/supplies.
- More room for training new staff and meetings.
- Conference room.
- Outside areas to walk.
- Increased areas for animal play.
- Better signage.
- Easier to locate.
- Better street access.
- Make shelter a destination.
- Room for staff offices.
- Lobby.
- Flexible spaces for training and classrooms.

- Exam areas located near sallyport.
- Pull through sallyport.
- Bathrooms.
- Improved medical areas.

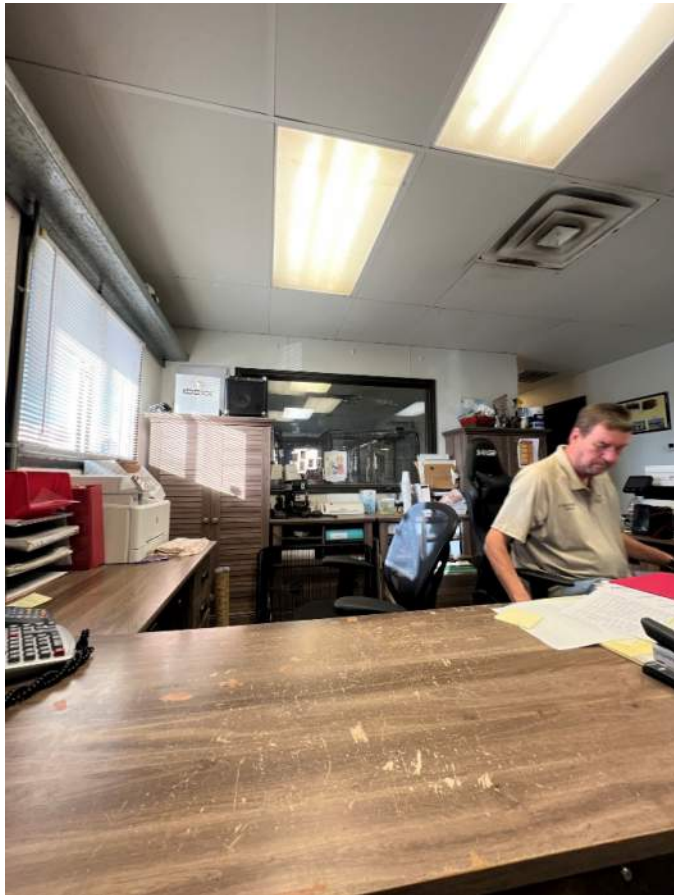
*Final Comments:*

- House as many animals as we can so they don't have to be euthanized.
- Built-in efficiency - more time to care for animals and less "busy work."
- Kiosks for working areas to rent to those making products and provide services.
- Supplements from private donors.
- Better lighting in the medical rooms.
- Better way to store food.
- Increased animal safety and staff safety.
- Increased security.
- Find ways to allow staff to be more efficient.
- Create better working conditions for staff.
- Find better ways to house larger dogs.
- Find ways to make volunteers feel more welcome.



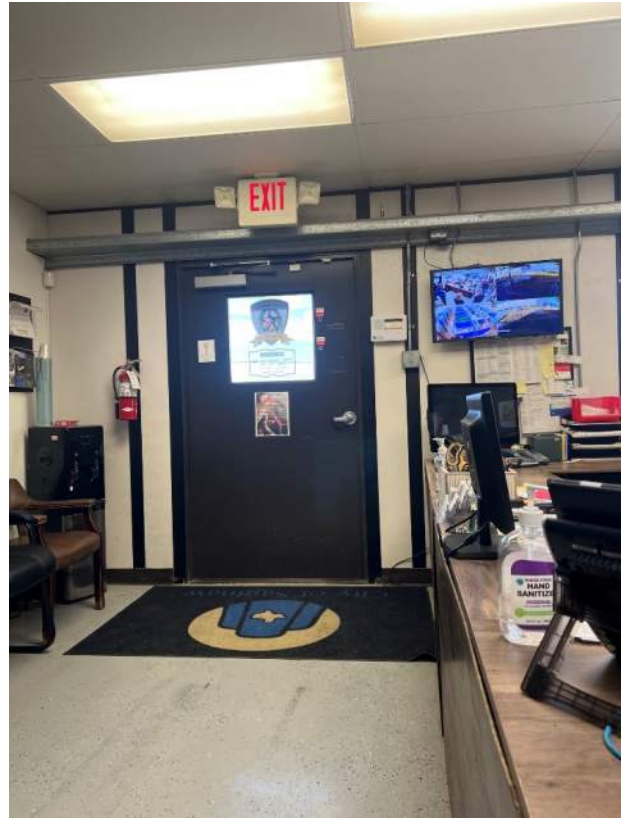
## 7. Brief Overview of Existing Facility

### Lobby and Reception



The lobby and reception areas were noted as being undersized and very cramped. There was not sufficient room for more than a couple people at one time. Having more than one animal at a time would be a safety concern for both the animals and people.

## Lobby/Hall



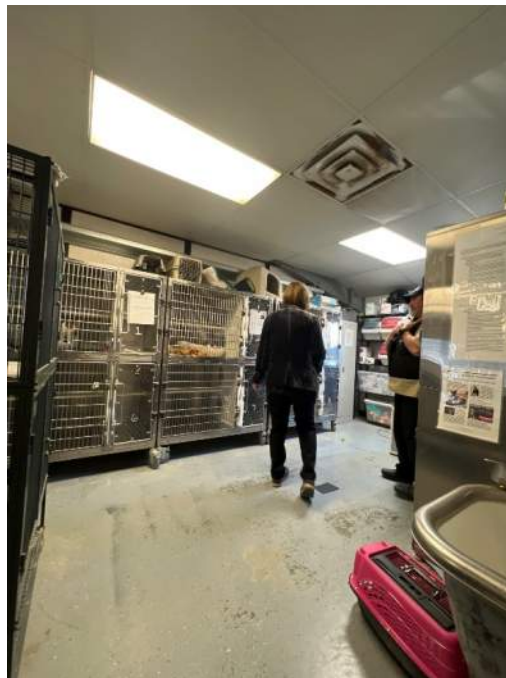
There were multiple areas throughout the shelter where items were being stacked in the hallways due to minimal storage space or simply no storage space available. In these images we can see how small the entry/lobby areas are, and we can also see the adjacent hallway clutter and storage occupying much of the space. ADA accessibility code and fire egress code requirements are also a large concern with these spaces.

### **Lockers/Staff Area**



The Locker Room/Staff Area was also noted as being undersized with very little room for interaction and lacking sufficient area for storage of items.

### **Cat Housing**



Cat housing was also a crowded space. There were few storage options available in this room. Pet odor was very strong in this room, suggesting a lack of ventilation.



## Dog Housing



Similarly, Dog housing was very poorly ventilated leading to excessive amount of odor in this space. This not only makes the space uncomfortable for those working, the odor is unenjoyable for visitors. As is the case with all animal housing areas, poor ventilation can also lead to an increase in infectious disease.

## Outside Storage



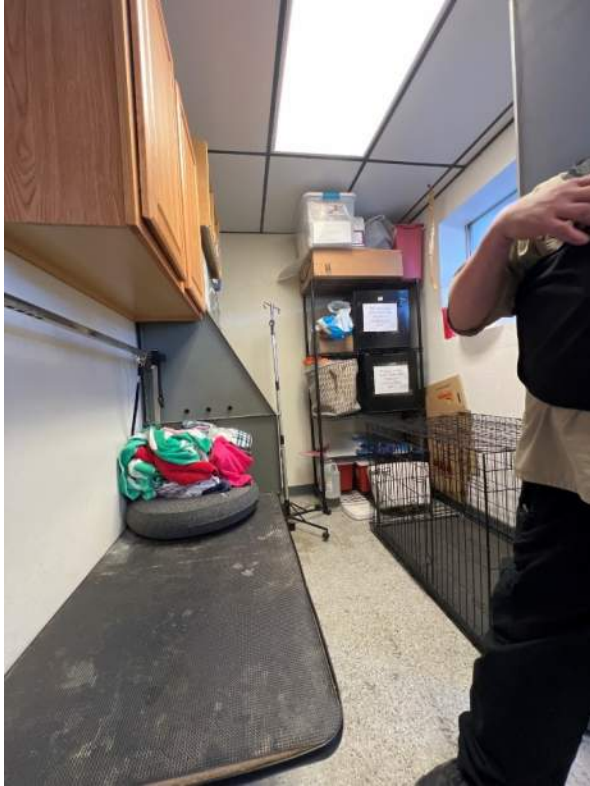
Staff members are universally concerned about lack of storage space at the animal shelter. The storage options that are available are spread out and hard to access. They also lead to other issues such as mice and other animal infestations.

## Building Condition



It should be noted that the overall condition of the building was deteriorating. Many areas of the exterior provided very little insulation or separation from the outside and portions of the building were missing.

## AOC Building/Laundry/Dishes



Behind the main building is the animal control intake area, dog quarantine, and laundry areas. As is the case with the main building these spaces are crowded. This overutilization not only makes the space far less efficient than it could be, it also creates an atmosphere that is very unpleasant to work in for staff and volunteers. Again, as in the main building, there was practically no space designated for the storage of items and in many areas, there was very little room for any type of circulation. These issues are not only contributing to a lack of efficiency, they also create many code issues for egress and ADA accessibility. The washer and dryer in this space is also not an industrial type and is undersized. There were no automated dishwashing systems.

## Dog Quarantine



The dog kennel areas were very small, and the surfaces of these spaces were noted as being very difficult to clean. We received similar feedback from staff while visiting. The runs and hardware were very dated. The ventilation was very poor and the odor in these spaces was substantial. As with all the animal spaces, this contributes to a very unpleasant and potentially very unhealthy space.



## Outside Play Areas and Storage



The outside areas for play were small and fencing lacked the necessary height to secure the animals adequately, leading to safety concerns for the staff and other animals. None of the outside areas provide any shade for the animals, and water runoff can lead to flooding of these areas. Outside storage areas were small and insufficiently protected from intruders including mice and insects and other animals. There is also very little protection from environmental conditions such as freezing temperatures and excessive heat.

### Cat Quarantine/Diseased Animal Storage



The cat quarantine areas were also noted as being small and the interaction between quarantine and medical procedures in these spaces seems to be a concern. These spaces were also somewhat far from the main buildings. The materials in these spaces also create cleanability issues.

## Waste Disposal



Waste disposal is done only through this toilet which is removed from the main building. This is a non-industrial toilet fixture, and it tends to clog.



## Sallyport/Food Storage



The sallyport is located at the rear of the facility. It is a small metal overhang and does not cover a vehicle fully. There is also no security around the perimeter of the sallyport. Food storage is in a large metal shipping container located in the back. This, as with the other outdoor storage containers, is not well protected from the elements. It is not a suitable work environment for those who have to access it.

In summary, the existing animal shelter is too small in every functional area and has pervasive issues including crowding, lack of storage, poor-quality environments, and poor ventilation. The shelter needs to be replaced with a more durable, appropriately sized building.

## 8. New Facility Recommendations

After the workshop, with careful review by animal shelter staff and including Animal Arts recommendations based on our experience, the below recommended program of spaces was developed.

### Program of Spaces

Space	#	Size				Net	Load	Gross	Ext. Cov.	Utility Structures	Ex. Uncov.	Dogs	Cats
Public													
Lobby	1	20	X	30	=	600	1.35	810					
Public Restrooms	2	8	X	9	=	144	1.35	194					
Office	1	10	X	10	=	100	1.35	135					
Volunteer Room	1	10	X	10	=	100	1.35	135					
Storage/Janitorial	1	8	x	10	=	80	1.35	108					
Cat, Small Dog													
Cat Meet	1	10	X	10	=	100	1.35	135					
Cat Cages	14	2.5	X	5	=	175	2.75	481					14
Kitten Cages	5	2.5	X	5	=	62.5	2.75	172					13
Cat Runs	3	5	X	6	=	90	2.00	180					5
Cat Group	1	10	X	10	=	100	1.35	135					5
Catio	1	10	X	10	=	100	1.00		100				
Small Dog/Puppy	3	4	X	8	=	96	2.50	240				6	
Dog Kennels													
Covered Connectors									500				
Meet/Greet	2	10	X	12	=	240	1.35	324					
Dog Runs Indoor	30	5	X	6	=	900	3.25	2,925				30	
Dog Runs Outdoor	30	5	X	6	=	900	2.50		2,250				
Flex/Bite Quarantine	4	6	X	6	=	144	3.25	468				4	
Dog Runs Outdoor	4	6	X	6	=	144	2.50		360				
Kennel Janitorial	2	8	X	12	=	192	1.35	259					
Dog Yards	6	20	x	40	=	4800	1.00			4,800			
Support Spaces													
Laundry	1	16	X	20	=	320	1.35	432					
Food Prep + Dishes	1	16	X	20	=	320	1.35	432					
Bathing	1	10	X	12	=	120	1.35	162					
Central Janitorial	1	10	X	10	=	100	1.35	135					
Mechanical	1	10	X	16	=	160	1.35	216					
Electrical	1	10	X	10	=	100	1.35	135					
IT Room	1	10	X	10	=	100	1.35	135					
Intake													
Sallyport Bay	1	15	X	36	=	540	1.15		621				

<i>Wash Bay</i>	<i>1</i>	<i>15</i>	<i>X</i>	<i>36</i>	<i>=</i>	<i>540</i>	<i>1.15</i>	<i>621</i>				
Conditioned ACO Storage	1	10	X	10	=	100	1.35	135				
Intake Exam Room	1	10	X	12	=	120	1.35	162				
Flex Room	1	9	x	10	=	90	1.35	122				
Euthanasia Room	1	10	X	14	=	140	1.35	189				
<i>Freezer</i>	<i>1</i>	<i>10</i>	<i>X</i>	<i>12</i>	<i>=</i>	<i>120</i>	<i>1.50</i>	<i>180</i>				
Clinic + Isolation												
Shelter Treatment	1	14	X	24	=	336	1.35	454				
Shelter Surgery	0	12	X	14	=	0	1.35	0				
Wards	0	10	X	16	=	0	1.35	0				
Office	0	10	X	12	=	0	1.35	0				
Feral Cat Hold	1	10	X	10	=	100	1.35	135				
Vestibule	1	10	X	10	=	100	1.35	135				
Isolation Wards	3	10	X	10	=	300	1.35	405				
Staff + Office												
Officer Stations	3	6	X	8	=	144	1.65	238				
Other Stations	3	6	X	8	=	144	1.65	238				
Enclosed Offices	2	10	X	12	=	240	1.65	396				
Staff Restrooms	2	8	X	9	=	144	1.35	194				
Shower Room	1	6	x	9	=	54	1.35	73				
Locker Room	1	12	x	14	=	168	1.35	227				
Break Alcove	1	12	X	16	=	192	1.35	259				
Conference Room	1	20	X	30	=	600	1.20	720				
Exterior Structures												
<i>Storage</i>	<i>1</i>	<i>30</i>	<i>x</i>	<i>50</i>	<i>=</i>	<i>1500</i>	<i>1.00</i>	<i>1,500</i>				
<i>Donations (shed)</i>	<i>1</i>	<i>10</i>	<i>x</i>	<i>12</i>	<i>=</i>	<i>120</i>	<i>1.00</i>	<i>120</i>				
<i>Lawn Equip. (shed)</i>	<i>1</i>	<i>10</i>	<i>x</i>	<i>20</i>	<i>=</i>	<i>200</i>	<i>1.00</i>	<i>200</i>				
<i>Livestock</i>	<i>1</i>	<i>12</i>	<i>x</i>	<i>24</i>	<i>=</i>	<i>288</i>	<i>1.50</i>	<i>432</i>				
									12,429	4,632	2,252	4,800
									GSF	GSF	GSF	GSF
											40	36
											Dogs	Cats
Total Footprint												
									17,061	GSF		

The program of spaces includes today's standards for animal housing, which are described below.

### Feline Housing, Husbandry and Enrichment

The best practice standards for feline housing are as follows:

- Per the Association of Shelter Veterinarians (ASV), a cage that is appropriately 4'-5' long.
- Double compartment for safe handling and cleaning.
- Variety of enrichments items in the housing.
- Cats housed away from dogs.
- Cats housed to fast track through the shelter.



*Cat Portal*

The above image shows a cat walking through a portal within their cat cage. This portal connects two stainless steel cat cages together, which transforms inadequate cat cages into fulfilling the four-to-five-foot size requirement and the double-compartment requirement. These requirements are extremely important to cats because to be happy and healthy they need at least a three-foot separation between their litter box and their food. Double-compartment cages allow for food to be on one side, and a litter box to be on the other side. Additionally, while a staff member cleans one side of the housing, the cat can be on the other side which allows for a minimally stressful cleaning experience for all parties involved. Stress is directly related to the incidence of upper respiratory infections in cats so by providing appropriate housing spaces and short lengths of stay, the rate will be reduced or mitigated altogether.



*Feline Housing*

Another important factor for socialized felines in animal shelters is their ability to socialize with either staff members, volunteers, or potential adoptees. The above image shows an example of housing spaces large enough for people to socialize with the cats. The lower portion is frosted glass which allows for privacy without promoting claustrophobia, while the upper portion is metal grating which promotes air flow. These rooms are large enough for people and cats to be together comfortably which can help the cats' mental well-being, along with giving adopters a comfortable space to socialize and get to know different felines.

Appropriate double-compartment cages are a requirement for cats in confinement. Ample space not only reduces stress for the cats and lowers rates of upper respiratory infections as a result, but compartments with a door between them can be closed so the staff can spot clean one side of the compartment safely. Spot cleaning is imperative as removing cats from their enclosure to do a deep disinfection is contraindicated as it is stressful for the cats, removes familiar scents, and increases risk for the staff. Full sanitation can be done once the cat leaves the enclosure permanently.

Cats, like people, have a variety of preferences. Some cats may enjoy a free-roam room in the company of other cats, while others prefer their own double-compartment housing. Options to behave normally are crucial, so perching options in a free-roam room and hiding spots in both types of housing are imperative. Some experts recommend only using free-roam rooms for bonded cats as it may take up to three weeks for the cats to assimilate to one another (and the industry standard recommendation is less than 14 days in the shelter to their live outcome opportunity).

All animals in confinement need appropriate enrichment in their environment where they can behave normally. For cats this includes scratching, interactive toys, and a soft bed. Since cats are grazers, they should always have access to dry food and the option of canned food twice daily.

### **Canine Housing, Husbandry and Enrichment**

The best practice standards for canine housing are as follows:

- Most importantly, durable housing.
- Sized appropriately for the dog.
- Double compartment for easy, safe handling and cleaning.
- Access to the out of doors.
- In kennel enrichments.
- Strategies to reduce length of stay.



*Canine Kennel*

The above photo shows the interior portion of a double-compartment canine kennel. The front of the kennels have metal grates, which allow the dogs to have ventilation and be aware of what is going on outside of their kennel. This also allows staff members a view of the canines, potentially even from another room through an interior window. Another important aspect of interior housing for canines is



cleanability, which involves flooring material, drains, and a means to clean. Ideally, non-slip, wet-application flooring is installed, with drains within the kennels, as well as the hallways (so that each space can be cleaned independently), and ceiling-mounted hoses for washing down and the application of disinfectant. The ability to clean is especially important for canines because they are housed on the floor.



*Outdoor runs, canine kennel*

Indoor/outdoor runs are beneficial to canines' mental well-being and physical health. The outdoor portions of kennels should ideally be covered by an overhang to protect the canine from harsh sunlight and rain. There are visual barriers between each dog, but the front of the runs have metal grids which help the dog not feel trapped and promote quality air flow.



*Canine Enrichment*

Enrichment can be woven in with architecture as seen here. This is a designed, interactive play yard, but something as simple as a kiddie pool filled with water can bring much joy into a shelter dog's stay.

Double-compartment kennels benefit both dogs and people. To easily sanitize the kennel, which should be done each morning, the staff can sequester the dog on one side and close the divider door. This is the

safest and most efficient for the staff. Fresh food and water can be provided after the kennel is cleaned, then the dog moves over so the opposite side of the kennel can be sanitized. Dogs should be fed a mixture of consistent quality dry and canned food twice daily. Food puzzles are another excellent way to provide added enrichment and treats to occupy dogs while in confinement.

Play groups are an important part of the enrichment program for shelter dogs. Every dog, every day should have play group time with the exception of those who do not enjoy play groups. Dogs Playing for Life ([dogsplayingforlife.com](https://dogsplayingforlife.com)) and Shelter Playgroup Alliance ([shelterdogsplay.org](https://shelterdogsplay.org)) are the two organizations offering onsite training. When designing a new shelter facility, appropriate play yard spaces should always be included.

Natural, free play and exercise are imperative for dogs in confinement. These programs have proven to lower stress hormones, decrease the length of stay, and increase adoptions (<https://pubmed.ncbi.nlm.nih.gov/21862471/>, <https://dogsplayingforlife.com/2021-impact-report/>). Many of these programs are run 100 percent by volunteers and they offer the added benefit of endless opportunities to get social media content of dogs at their best.

Human and canine companionship, in and out of kennel enrichment, and a comfortable, soft bed to rest are key components of a Fear Free shelter environment for dogs. But focusing on preventing their intake and if they do enter, the shortest length of stay to the best possible placement, are more beneficial for dogs and people.

## 9. New Facility Budget Recommendations

### Comparisons

Animal Arts has designed dozens of animal shelter facilities around the United States and maintains a good set of comparisons. That said, budgets are notoriously difficult to predict in today's market, and so we have included many data points that are beyond our normal dataset, to make budgetary recommendations for this project. The chart below includes a variety of projects, all adjusted to 2023 numbers and averaged to the "average" location within the United States. The chart also includes projects by architects other than Animal Arts to be more realistic and inclusive of many different project parameters and design approaches.

Architect	Project Name	State	Turner Cost Index		RS Means	
			Inflated to 2023	Cost/s.f.	Location	Adj. Cost/s.f.
AA	Arizona Humane Society	AZ	\$40,610,566	\$561.87	105.00%	\$535.11
AA	Atlanta Humane Society	GA	\$20,002,200	\$503.26	94.00%	\$535.39
BG	Broward County Animal Care & Adoption	FL	\$23,388,750	\$584.72	99.00%	\$590.63
AA	Confidential Project	NY	\$24,960,000	\$780.00	99.90%	\$780.78
AA	Dumb Friends League***	CO	\$36,791,115	\$566.02	118.00%	\$479.68
AA	Fulton County Animal Services	GA	\$30,404,378	\$556.50	94.00%	\$592.02
SPOA	Harris County Pets	TX	\$25,383,890	\$528.83	100.00%	\$528.83
JR	Houston SPCA Campus Expansion	TX	\$29,967,798	\$356.65	100.00%	\$356.65
AA	Humane Society of the Pikes Peak Region	CO	\$5,294,986	\$656.54	94.00%	\$698.45
AA	Larimer County Animal Shelter	CO	\$23,696,801	\$613.91	116.00%	\$529.23
AA	Loudoun County Animal Services	VA	\$17,044,767	\$728.13	120.00%	\$606.77
SPOA	Montgomery County Animal Care	VA	\$5,687,160	\$339.88	75.00%	\$453.17
AA	Mountain Humane	ID	\$19,945,200	\$633.18	150.00%	\$422.12
SPOA	Operation Kindness	TX	\$12,971,000	\$405.34	100.00%	\$405.34
AA	Pima Animal Care**	AZ	\$21,895,240	\$480.16	100.00%	\$480.16
AA	Santa Cruz SPCA	CA	\$6,591,653	\$927.62	130.00%	\$713.55
AA	Seattle Humane Society	WA	\$27,165,780	\$482.99	147.00%	\$328.56
				<b>\$570.92</b>		<b>\$531.56</b>
				<b>Average</b>		<b>Average</b>

For the City of Saginaw project, we recommend \$550 per s.f. for traditional animal shelter construction for a preliminary ballpark number. This is higher than some of the comps on this chart, but keep in mind that the **Fort Worth region's current construction costs are around 26 percent higher than industry average**, and this is because of rapid growth, which makes the labor market tighter. At this early stage, when we know nothing of the project site, and we know little about the other aspects that may increase or decrease costs, it behooves the city to use a conservative number for earliest preliminary ballpark budgeting. It is easier to tighten up a budget after more design parameters are known. Some of our budget options explored in this section are well below \$550, because they utilize different types of buildings such as pre-engineered buildings for a better value.



## Budget Options for the City of Saginaw Animal Shelter

We have included several options for the City of Saginaw Animal Shelter budget and have described them in the pages following.

### Base Budget

#### Best-Practice Animal Shelter, Built with Longevity in Mind

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	\$250,000	Guesstimate
12,429	Interior Shelter GSF	\$550	=	\$6,836,129	Based on Strong Comps
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Covered Kennel, Sallyport
2,252	Utility Structures	\$100	=	\$225,200	Sheds, Storage Buildings
				\$10,832,529	Subtotal
	Cost Escalation	10%		\$1,083,253	
				<b>\$11,915,782</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,668,209	Incl. Contractor Install
	Professional	10%	=	\$1,191,578	
	Owner Contingency	10%	=	\$1,191,578	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees not incl.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$4,051,366</b>	<b>Soft Costs (Recommended)</b>
				<b>\$15,967,147</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$15.75 million to \$16.25 million</b>

### Budget Option 1

#### Value Engineered Option - Staff/Offices in a Modular Office Building (M.O.B.)

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	N.I.C.	Deferred
2,345	Modular Office Building	\$275	=	\$644,875	Based on Strong Comps
10,084	Interior Shelter GSF	\$550	=	\$5,546,379	Covered Kennel, Sallyport
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Sheds, Storage Buildings
2,252	Utility Structures	\$100	=	\$225,200	Subtotal
				\$9,937,654	Based on Typical Percentage
	Cost Escalation	10%		\$993,765	
				<b>\$10,931,419</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,530,399	Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP
	Professional	10%	=	\$1,093,142	

	Owner Contingency	10%	=	\$1,093,142	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees not incl.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$3,716,683</b>	<b>Soft Costs (Recommended)</b>
				<b>\$14,648,102</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$14.5 million to \$15 million</b>

## Budget Option 2

### Value Engineered Option – Building is a Pre-Engineered Metal Building

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	N.I.C.	Deferred
8,453	PEMB Shelter	\$500	=	\$4,226,663	All but Kennels Cost per s.f. slightly increased because not averaged w/ Shelter
3,976	Kennels	\$600	=	\$2,385,600	
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Covered Kennel, Sallyport
2,252	Utility Structures	\$100	=	\$225,200	Sheds, Storage Buildings
				\$10,385,663	Subtotal
	Cost Escalation	10%		\$1,035,866	
				<b>\$11,394,529</b>	<b>Hard Costs (Recommended)</b>

	F, F, and E, IT Infrastructure	14%	=	\$1,595,234	Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP
	Professional	10%	=	\$1,139,453	
	Owner Contingency	10%	=	\$1,139,453	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees not incl.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$3,874,140</b>	<b>Soft Costs (Recommended)</b>
				<b>\$15,268,669</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$15.00 million to \$15.5 million</b>

## Budget Option 3 (Preferred)

### Value Engineered Option - Staff in M.O.B., Shelter Except Kennels in a Pre-Engineered Metal Building

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	N.I.C.	Deferred
2,345	Modular Office Building	\$275	=	\$644,875	Staff, Offices, ACO Space
6,108	PEMB Shelter	\$500	=	\$3,054,163	All but Kennels Cost per s.f. slightly increased because not averaged w/ Shelter
3,976	Kennels	\$600	=	\$2,385,600	
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Covered Kennel, Sallyport
2,252	Utility Structures	\$100	=	\$225,200	Sheds, Storage Buildings

				\$9,831,038	<i>Subtotal</i>
	Cost Escalation	10%		\$983,104	
				<b>\$10,814,141</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,513,980	<i>Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP</i>
	Professional	10%	=	\$1,081,414	
	Owner Contingency	10%	=	\$1,081,414	
	Owner Project Manag.		=	N.I.C.	<i>CM or Owner's PM fees N.I.C.</i>
	Permitting, Entitlements		=	N.I.C.	<i>Not included for now</i>
				<b>\$3,676,808</b>	<b>Soft Costs (Recommended)</b>
				<b>\$14,490,949</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$14.25 million to 14.75 million</b>

## Budget Option 4 - NOT RECOMMENDED

### Maximum Reduction Option – Not Recommended Because Square Footage Is Well Below Requirements

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,805,000	<i>Reduced slightly</i>
	Generator Allowance		=	N.I.C.	<i>Deferred</i>
1,819	Modular Office Building	\$275	=	\$500,225	<i>Staff, Offices, ACO Space</i>
3,607	PEMB Shelter	\$500	=	\$1,803,500	<i>All but Kennel</i>
					<i>Cost per s.f. slightly increased because not averaged w/ Shelter</i>
5,214	Kennels	\$600	=	\$3,128,100	
3,851	Exterior Covered GSF	\$350	=	\$1,347,850	<i>Covered Kennel, Sallyport</i>
1,352	Utility Structures	\$100	=	\$135,200	<i>Sheds, Storage Buildings</i>
				\$8,719,875	<i>Subtotal</i>
	Cost Escalation	6%		\$523,193	<i>Risky to Reduce Escalation Costs</i>
				<b>\$9,243,068</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	13%	=	\$1,201,599	<i>Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP</i>
	Professional	10%	=	\$924,307	
	Owner Contingency	8%	=	\$739,445	<i>Risky</i>
	Owner Project Management		=	N.I.C.	<i>CM or Owner's PM fees N.I.C.</i>
	Permitting, Entitlements		=	N.I.C.	<i>Not included for now</i>
				<b>\$2,865,351</b>	<b>Soft Costs (Recommended)</b>
				<b>\$12,108,418</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$12 million to \$12.5 million</b>

### **Brief Summary of Recommended Option**

Option 3 is the recommended option because it is the best value while not taking risky moves such as cutting into contingencies, nor does it reduce the square footage below the minimum required program to serve the City of Saginaw.

Please note that Pre-engineered metal buildings, while perfectly reasonable for most areas of a shelter, do not work well at all for kennel space for many reasons. Kennels are best built as masonry buildings. Thus each option that uses a metal building still utilizes a traditionally constructed kennel.

In option 3, because we were searching for the best value, the staff offices are in a modular building. The city should expect to replace this building in 15 years.

### **Budget Considerations**

Below are some reasons why animal shelters are more expensive than other types of projects.

#### **Designing for Sanitation**

Shelters must provide a clean and sanitary environment for the health of animals. Unlike human hospitals where patients are protected by footwear, animals are in direct contact with the floors and walls of housing and circulation spaces. Sanitation systems are expensive because they involve skilled trades and significant infrastructure. A well-designed shelter has:

- Floor drains in every animal housing enclosure, as well as in the aisles outside the enclosures.
- Thickened concrete slabs to incorporate drainage systems.
- Hoses and disinfectant mixing stations throughout housing areas.
- Waterproof floor and wall systems. This is extremely important to prevent degradation of finishes and to extend the lifespan of the shelter.
- Commercial-grade dishwashers for sanitizing bowls and equipment.
- Commercial-grade washing machines for sanitizing laundry.
- Sag-resistant ceilings to withstand humid conditions during cleaning.
- Doors and interior window openings that are durable enough to be cleaned with water and disinfected.

#### **Designing for Healthy Air**

Just as floors, walls, and equipment must be sanitary, the air that the animals breathe must be clean and free of pathogens and odors. Odors are indicative of unhealthy air quality, and so animal shelters are typically designed to prevent noticeable odor in the air. An odor-free environment also creates a more positive experience for visitors and staff. Animal shelters employ these strategies to maintain healthy and odor-free environments:

- Enhanced air changes.
- Greater dilution with outside air.
- Air pressurization strategies to prevent contaminated air from flowing through the shelter from one space to another.
- Energy recovery strategies to recover the energy lost by moving more air.
- Greater levels of filtration to catch dust and animal hair.

#### **Designing for Lighting and Power**

Buildings such as shelters that have larger mechanical systems also need more electrical capacity to run these systems. Shelters contain equipment such as commercial laundry equipment that require dedicated power. Shelters also must be lit brightly and evenly for good cleaning, the safety of the animals and staff, and to promote adoptions. Given current energy codes, shelters must be designed with highly efficient lighting systems to afford the illumination levels that are needed. This equates to more expensive lighting selections.

### **Durability and Use**

The only building type that receives more daily, difficult use than an animal shelter is a correctional facility. Unlike schools, shelters are used 24 hours per day by the animals. Unlike hospitals, shelters are cleaned with a hose and water. Shelters are used daily by staff, volunteers, the public, and animals, and therefore they must be durable enough to withstand the unpredictable use patterns of this combined group. To last for years, shelters typically have:

- Specialized doors and hardware.
- Wall protection to prevent damage from carts and leashes.
- Tempered glass in interior openings to prevent breakage.
- Flooring that holds up to cart traffic and dog claws.
- Higher performance paints and finishes for easy cleaning.

### **Importance of Well-Built Shelters**

Animal shelter organizations do not have many opportunities to build buildings. Therefore, shelters should be designed to protect important investments and to maintain functional, efficient, and healthy operations for decades to come. Good shelter buildings may cost more money in the short term, but they reduce long-term operational expenses. A great shelter building supports the work that staff and volunteers do to provide humane and compassionate care for the animals, to control disease, and to keep the public safe.

## 10. Next Steps

The City of Saginaw Animal Shelter is planned to be both fiscally responsible and right sized for today and the future. Via the needs assessment process and rigorous engagement with animal shelter staff, we are confident that this project is the right project for the city's minimum mandated services, as well as an adoption-friendly, customer-oriented approach.

Animal shelters can be difficult projects to plan because they are expensive compared to other building types. With budget in mind, we recommend these next steps in the process of planning the new animal shelter for the City of Saginaw.

1. **Choose a project site.** Additional due diligence to review project sites should be performed until the best site is chosen. A confirmed site will allow for defining some budget parameters that are currently nebulous, such as the condition of soils, or environmental concerns, access to the site, and off-site utility costs.
2. **Preliminary Design.** After developing a preliminary design, budgets can be re-validated using confirmed square footages of building elements.
3. **Confirm a project timeline based on funding.** This will confirm the required escalation costs within the project budget.

Once the project is fully approved for construction documents, the city could consider ongoing budget management. For additional real-time cost estimating, and rigorous budget management, the City of Saginaw could consider retaining a Construction Manager at Risk. Many projects are being delivered using this method to ensure the project does not increase in costs as it is being designed.

We look forward to the success of this project and to the best outcomes for pets and people in your community.

## 11. Appendix



# Designing a Best Practice Animal Shelter

City of Saginaw Workshop

1-18-2023

Heather E. Lewis, AIA, NCARB, AAA





# The Basics – What Are They?

- Design / Operate to Minimize Need to Shelter Animals
- Healthy and Sanitary Environments
- Design for Easy Operations



# Minimizing The Need to Shelter Animals

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# Maintaining a Right-Sized Shelter!

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Healthier for Animals



Better Use of Public Funding



Easier to Operate



Fewer \$ to Maintain



Costs Less to Build





# Triaged Intake



# Adoption Counseling



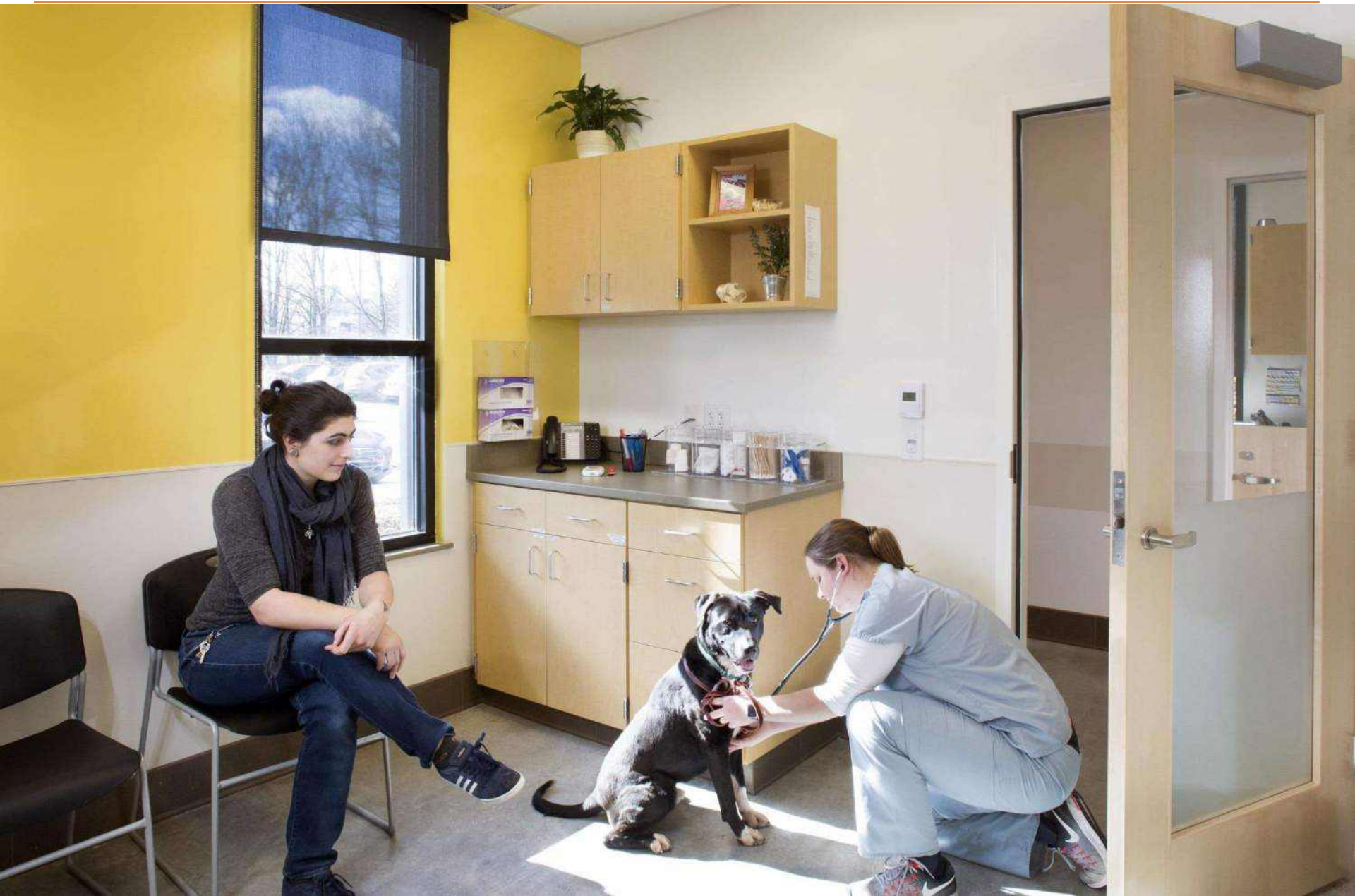


# Community Cat Programs

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# Foster Care





# High Volume Spay/Neuter





# Classrooms





# Pet Food Banks



# Simple Math Examples

10	dogs	x	12 days	=	120	dogs in care
----	------	---	---------	---	-----	--------------

8	dogs	x	12 days	=	96	dogs in care
---	------	---	---------	---	----	--------------

***150 s.f. per dog x 24 dogs = 3,600 s.f. x \$450 per s.f. = \$1,620,000 Saved by Reducing Intakes***

10	dogs	x	12 days	=	120	dogs in care
----	------	---	---------	---	-----	--------------

10	dogs	x	10 days	=	100	dogs in care
----	------	---	---------	---	-----	--------------

***150 s.f. per dog x 20 dogs = 3,000 s.f. x \$500 per s.f. = \$1,350,000 Saved by Reducing LOS***







# Healthy and Sanitary Environment

---



# Cat Housing Basics

- Best Practice 4' to 5' long cat caging
- Enrichments in the housing
- Cats housed away from dogs





# Good Basic Housing

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# Good Basic Housing





# Better Housing



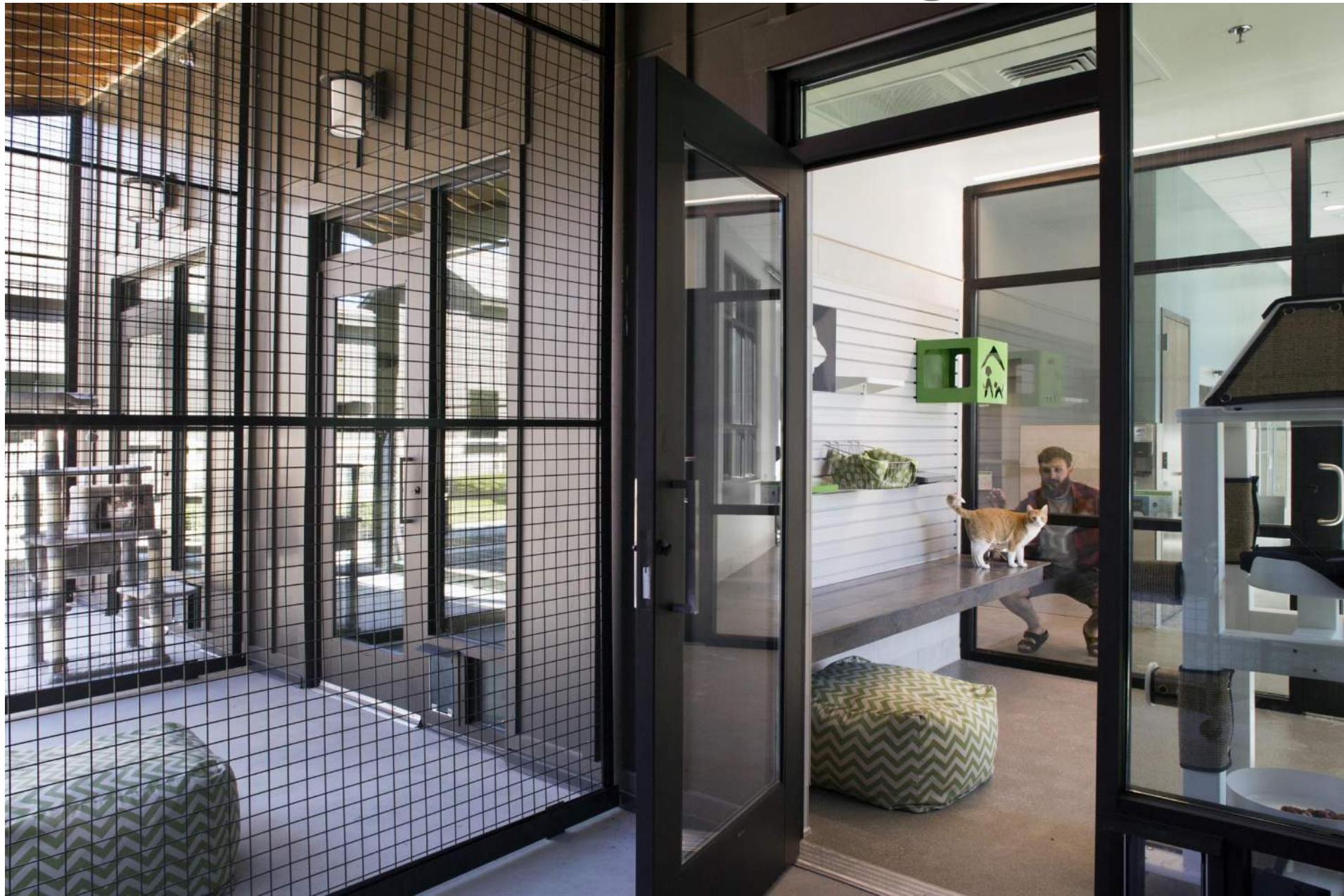
Architect: Animal Arts  
Photo Credit: Tim Murphy/Foto Imagery

# Adoption Friendly Versions





# Group Housing



# Adoption Strategies for Cats

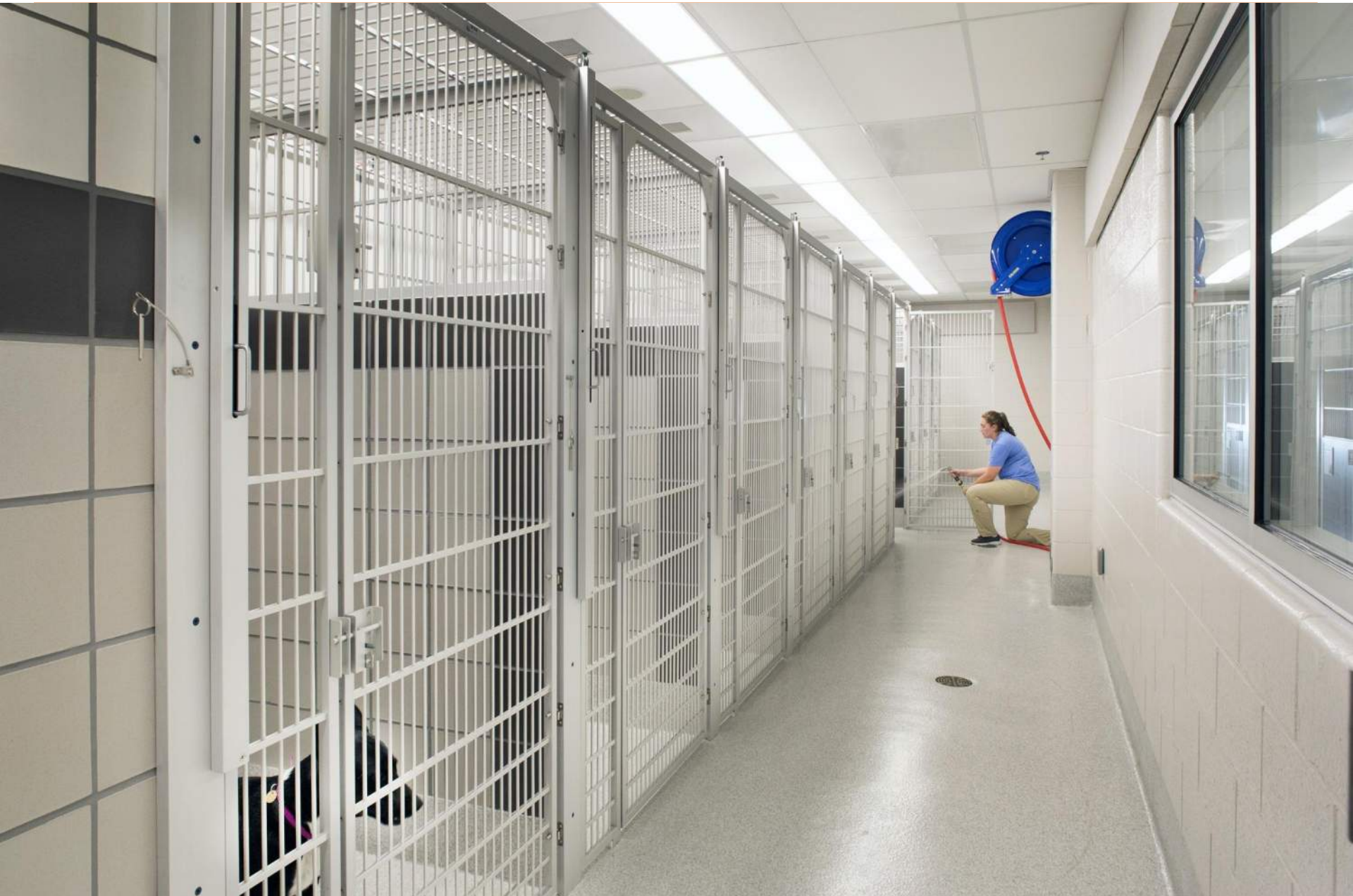




# Isolation Housing - Cats



# Good Basic Housing





# The Best Drain Design

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# Indoor/Outdoor Housing

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# The Gallery – A LIFE CHANGER



# Another Gallery Example





# Indoor Play / Training

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# Outdoor Quasi- Enclosed

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# Outdoor Minimally Covered

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# Outdoor Uncovered





# Wellness for People



# Staffing



# Wellness for Staff Members







# Design for Operations

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# Staff Areas: Making Work Easier



# Staff Areas: Making Work Easier

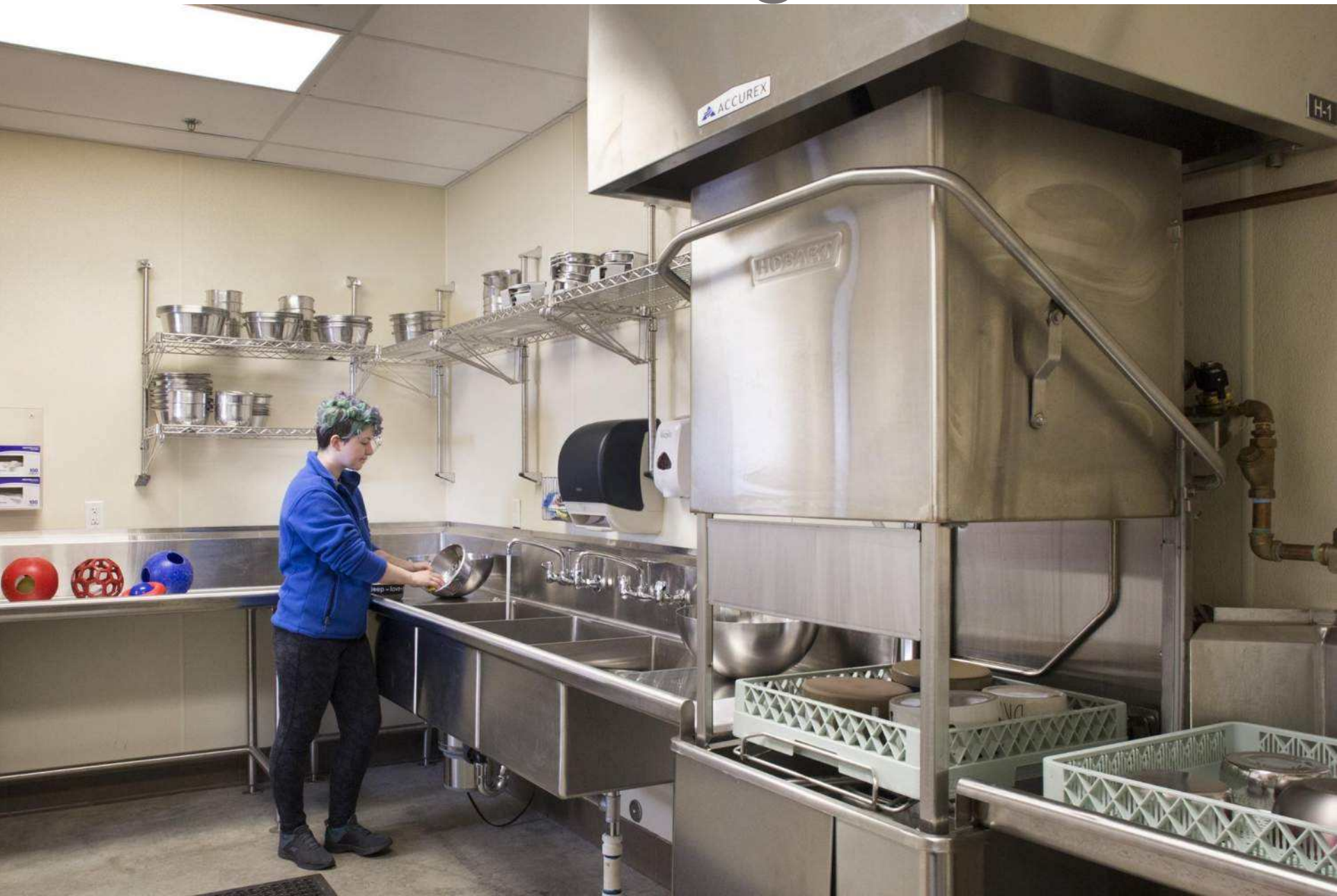




# Staff Areas: Making Work Easier



# Staff Areas: Making Work Easier





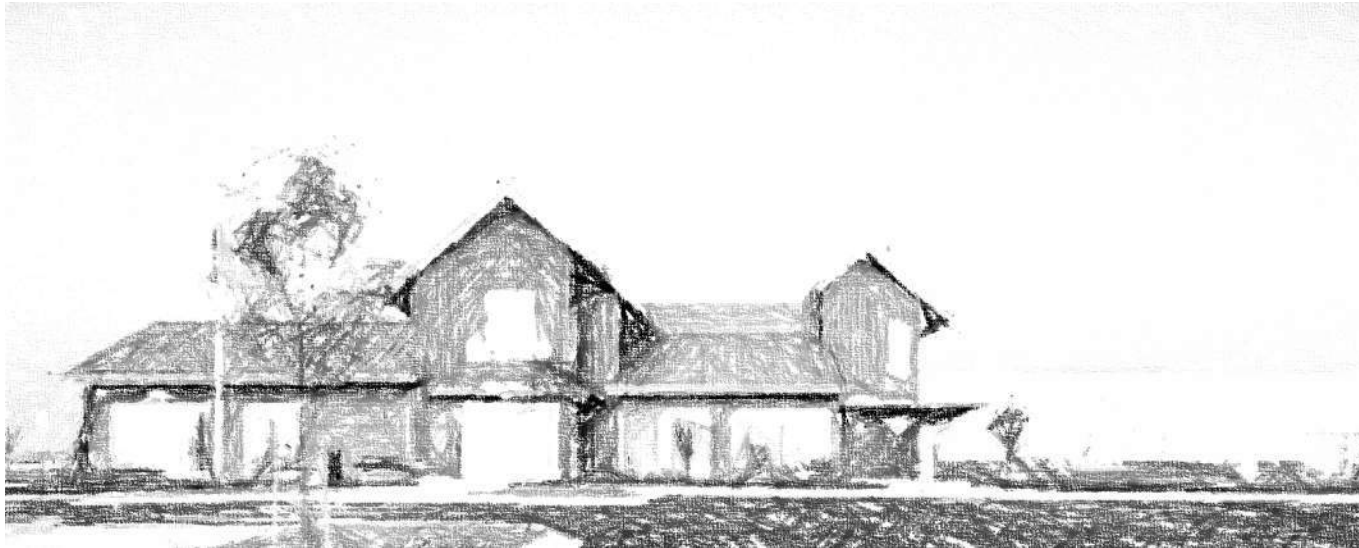
# Staff Areas: Making Work Easier



# Summary of Priorities

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- Operations *Before* Construction
- Right Sized, not Oversized
- Build it Right (healthy, durable)







# City of Saginaw

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Study for New Animal Shelter

August 1, 2023



ANIMAL ARTS

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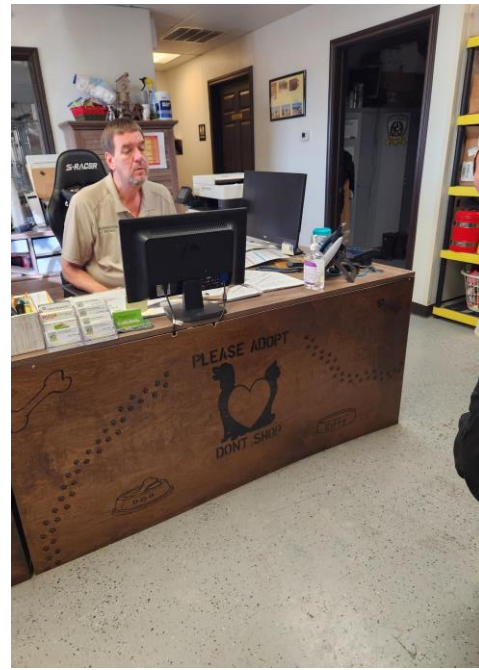
architecture • animals • people

# Overview of Presentation

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- Brief Introductions
- Concerns Regarding the Existing Shelter
- Methods for the Assessment
- Philosophy of the Recommendations
- Options Considered + Their Budgetary Implications
- Brief Site Analyses
- Next Steps
- Discussion





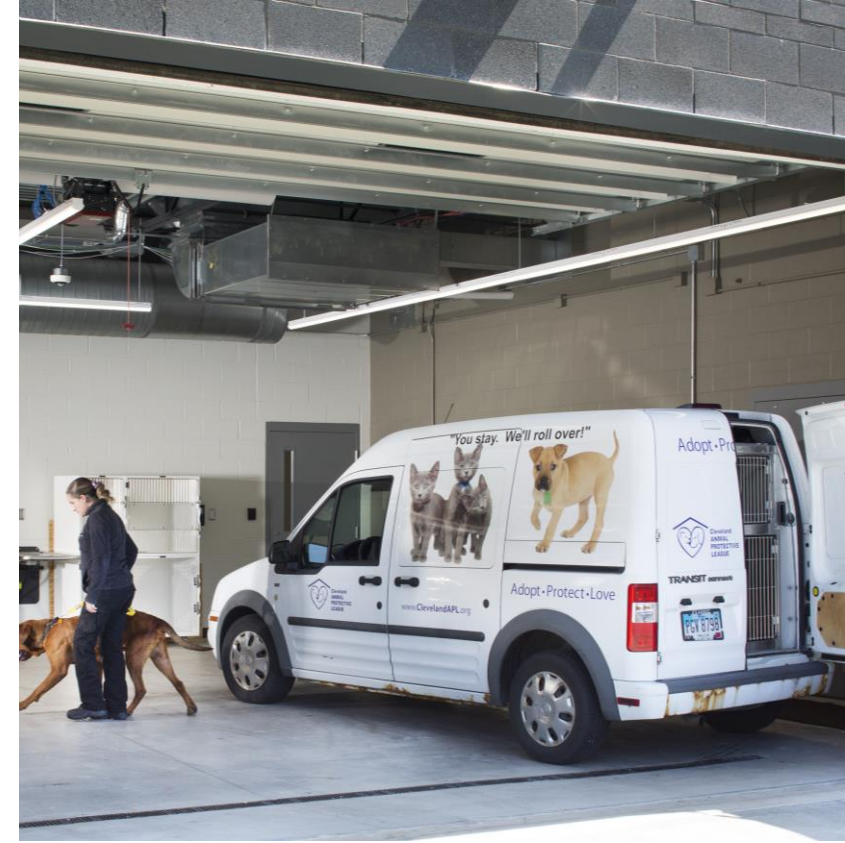
# Concerns Regarding the Existing Shelter



# Methods for the Assessment

- Model the Animal Capacity based on Intake, outcome, operations, mandates, demographic changes

Type	Current Intake	Adjusted Intake (+20%)	Div/365	Length of Stay	Capacity	Peak Factor	Peak Capacity	Housing
Adult Dogs	362	435	1.2	24	29	1.25	36	36
Puppies	59	70	0.2	10	2	1.5	3	1
Adult Cats	160	192	0.5	24	13	1.75	22	22
Kittens	124	148	0.4	10	4	2.5	10	5



## Methods for the Assessment

- Program the Needs of the Shelter based on established standards for animal housing, staff numbers, and functional requirements

# Results of the Study

- 12,429 GSF of Interior Conditioned
- 4,632 GSF of Exterior Covered Kennel
- 2,252 GSF of Exterior Inexpensively Covered (ex: Sallyport)
- 40 dogs, 36 cats

Total Footprint of Buildings and Covered Exterior Space = 17,061 GSF.

Total square footage requirements:  $17,061 \text{ GSF} \times 5 = 85,307 \text{ GSF}$  of land.

Total acreage requirements:  $85,307 \text{ GSF} / 43,560 \text{ GSF per acre} = 2 \text{ acres}$ .

The new animal shelter will need at least two usable acres, but more land is recommended because:

- The shelter may grow to include a veterinary clinic or classroom.
- Large animal pastures and paddocks require more land.

**Overall, we recommend 4-5 acres for the new City of Saginaw animal shelter.**



# Philosophy of the Recommendations

- Right Sizing – Not too Small, Not too Large
- Meeting Best Practices and Mandated Requirements
- Durability and Utility
- Cost Modeling to Consider Relevant Benchmarks
- Modeling All Potential Costs Now to Avoid Surprises

# Overview of Options

Base Option	Traditional, Custom Constructed Building	Recommended Budget Range Including Hard and Soft Costs: \$15.75 - \$16.25 million
Value Option 1	Offices in Modular Building	Recommended Budget Range Including Hard and Soft Costs: \$14.5 - \$15.00 million
Value Option 2	Shelter (except kennel) is a Pre-Engineered Metal Building	Recommended Budget Range Including Hard and Soft Costs: \$15.0 - \$15.5 million
Value Option 3* Recommended	Combination of Pre-Engineered Buildings and Modular Buildings	Recommended Budget Range Including Hard and Soft Costs: \$14.25 - \$14.75 million
Value Option 4	Reduce Program below level of needs, Use Variety of Building Types, Reduce Contingencies	Recommended Budget Range Including Hard and Soft Costs: \$12.00 - \$12.5 million

# BASE BUDGET

## Base Budget

### Best-Practice Animal Shelter, Built with Longevity in Mind

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	\$250,000	Guesstimate
12,429	Interior Shelter GSF	\$550	=	\$6,836,129	Based on Strong Comps
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Covered Kennel, Sallyport
2,252	Utility Structures	\$100	=	\$225,200	Sheds, Storage Buildings
				\$10,832,529	Subtotal
	Cost Escalation	10%		\$1,083,253	
				<b>\$11,915,782</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,668,209	Incl. Contractor Install
	Professional	10%	=	\$1,191,578	
	Owner Contingency	10%	=	\$1,191,578	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees not incl.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$4,051,366</b>	<b>Soft Costs (Recommended)</b>
				<b>\$15,967,147</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$15.75 million to \$16.25 million</b>



Example of  
Shelter Built  
Like Base  
Option



# BUDGET OPTION 1

## Budget Option 1

### Value Engineered Option - Staff/Offices in a Modular Office Building (M.O.B.)

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	N.I.C.	Deferred
2,345	Modular Office Building	\$275	=	\$644,875	Based on Strong Comps
10,084	Interior Shelter GSF	\$550	=	\$5,546,379	Covered Kennel, Sallyport
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Sheds, Storage Buildings
2,252	Utility Structures	\$100	=	\$225,200	Subtotal
				\$9,937,654	Based on Typical Percentage
	Cost Escalation	10%		\$993,765	
				<b>\$10,931,419</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,530,399	Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP
	Professional	10%	=	\$1,093,142	
	Owner Contingency	10%	=	\$1,093,142	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees not incl.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$3,716,683</b>	<b>Soft Costs (Recommended)</b>
				<b>\$14,648,102</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$14.5 million to \$15 million</b>

# Two Building Types for Option 1, for Cost Savings

## Traditional Building for the Shelter, and Modular Building for Office and Classroom





## BUDGET OPTION 2

### Budget Option 2

#### Value Engineered Option – Building is a Pre-Engineered Metal Building

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	N.I.C.	Deferred
8,453	PEMB Shelter	\$500	=	\$4,226,663	All but Kennels Cost per s.f. slightly increased because not averaged w/ Shelter
3,976	Kennels	\$600	=	\$2,385,600	Covered Kennel, Sallyport
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Sheds, Storage Buildings
2,252	Utility Structures	\$100	=	\$225,200	
				\$10,385,663	Subtotal
	Cost Escalation	10%		\$1,035,866	
				<b>\$11,394,529</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,595,234	Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP
	Professional	10%	=	\$1,139,453	
	Owner Contingency	10%	=	\$1,139,453	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees not incl.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$3,874,140</b>	<b>Soft Costs (Recommended)</b>
				<b>\$15,268,669</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$15.00 million to \$15.5 million</b>

# Two Building Types for Option 2, for Cost Savings

## Pre-Engineered Metal Building for Shelter and Office/Classroom, and Traditional Building for Kennel



## BUDGET OPTION 3

### Budget Option 3 (Preferred)

#### Value Engineered Option - Staff in M.O.B., Shelter Except Kennels in a Pre-Engineered Metal Building

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,900,000	Based on Typical Percentage
	Generator Allowance		=	N.I.C.	Deferred
2,345	Modular Office Building	\$275	=	\$644,875	Staff, Offices, ACO Space
6,108	PEMB Shelter	\$500	=	\$3,054,163	All but Kennels Cost per s.f. slightly increased because not averaged w/ Shelter
3,976	Kennels	\$600	=	\$2,385,600	
4,632	Exterior Covered GSF	\$350	=	\$1,621,200	Covered Kennel, Sallyport
2,252	Utility Structures	\$100	=	\$225,200	Sheds, Storage Buildings
				\$9,831,038	Subtotal
Cost Escalation		10%		\$983,104	
				<b>\$10,814,141</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	14%	=	\$1,513,980	Incl. Contractor Install Civil, Landscape, Architectural, Structural, MEP
	Professional	10%	=	\$1,081,414	
	Owner Contingency	10%	=	\$1,081,414	
	Owner Project Manag.		=	N.I.C.	CM or Owner's PM fees N.I.C.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$3,676,808</b>	<b>Soft Costs (Recommended)</b>
				<b>\$14,490,949</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$14.25 million to 14.75 million</b>



# Three Building Types for Option 3

## Traditional Kennel, Pre-Engineered Building for Shelter, and Modular Building for Office/Classroom



## BUDGET OPTION 4

### Budget Option 4 - NOT RECOMMENDED

Maximum Reduction Option – Not Recommended Because Square Footage Is Well Below Requirements

	Offsite Utility Improvements		=	N.I.C.	
	Site Development Costs		=	\$1,805,000	Reduced slightly
	Generator Allowance		=	N.I.C.	Deferred
1,819	Modular Office Building	\$275	=	\$500,225	Staff, Offices, ACO Space
3,607	PEMB Shelter	\$500	=	\$1,803,500	All but Kennel
					Cost per s.f. slightly increased
5,214	Kennels	\$600	=	\$3,128,100	because not averaged w/ Shelter
3,851	Exterior Covered GSF	\$350	=	\$1,347,850	Covered Kennel, Sallyport
1,352	Utility Structures	\$100	=	\$135,200	Sheds, Storage Buildings
				\$8,719,875	Subtotal
	Cost Escalation	6%		\$523,193	Risky to Reduce Escalation Costs
				<b>\$9,243,068</b>	<b>Hard Costs (Recommended)</b>
	F, F, and E, IT Infrastructure	13%	=	\$1,201,599	Incl. Contractor Install
	Professional	10%	=	\$924,307	Civil, Landscape, Architectural, Structural, MEP
	Owner Contingency	8%	=	\$739,445	Risky
	Owner Project Management		=	N.I.C.	CM or Owner's PM fees N.I.C.
	Permitting, Entitlements		=	N.I.C.	Not included for now
				<b>\$2,865,351</b>	<b>Soft Costs (Recommended)</b>
				<b>\$12,108,418</b>	<b>Approximate Project Costs</b>
				<b>Range</b>	<b>\$12 million to \$12.5 million</b>



# Existing Site

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- Site, at One Acre, is Too Small
- Could Use Adjacent Parcels
  - Pro: Easy to Transition
  - Pro: Site is Flat
  - Pro: Zoning is Easy
  - Con: Hard to Access
  - Con: Not Very Welcoming





# Site Adjacent to Blue Mound Road

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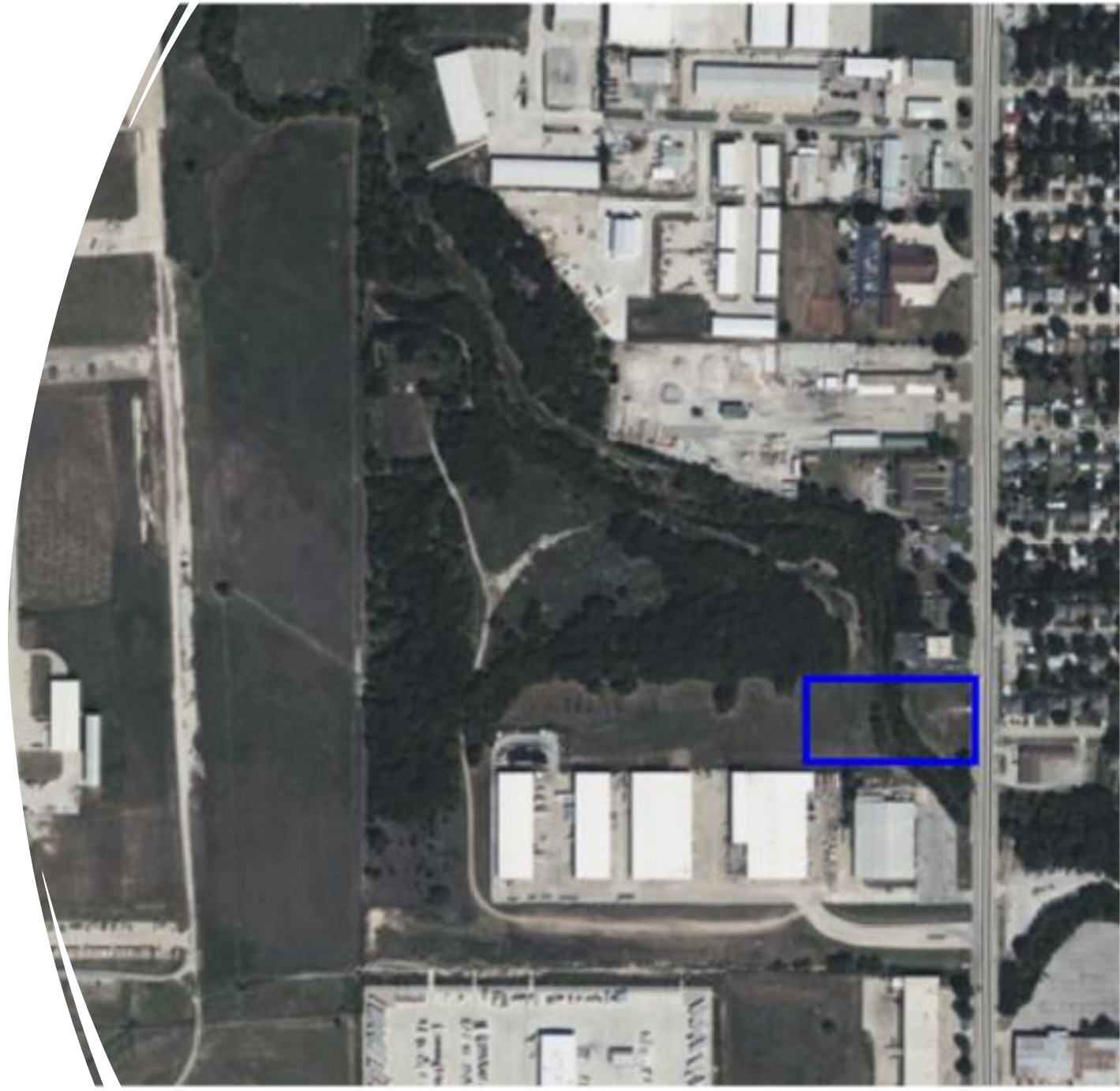
- Pro: Five Acres may be large enough
- Pro: Pleasant site, with amenities
- Con: Access
- Con: Former Use as Shooting Range
- Con: Flood Plain



# Second Site at Blue Mound Road

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- Better Road Access
- Pro: Pleasant site, with amenities
- Con: Too Small
  - *4 acres but not useable*
- Con: Flood Plain



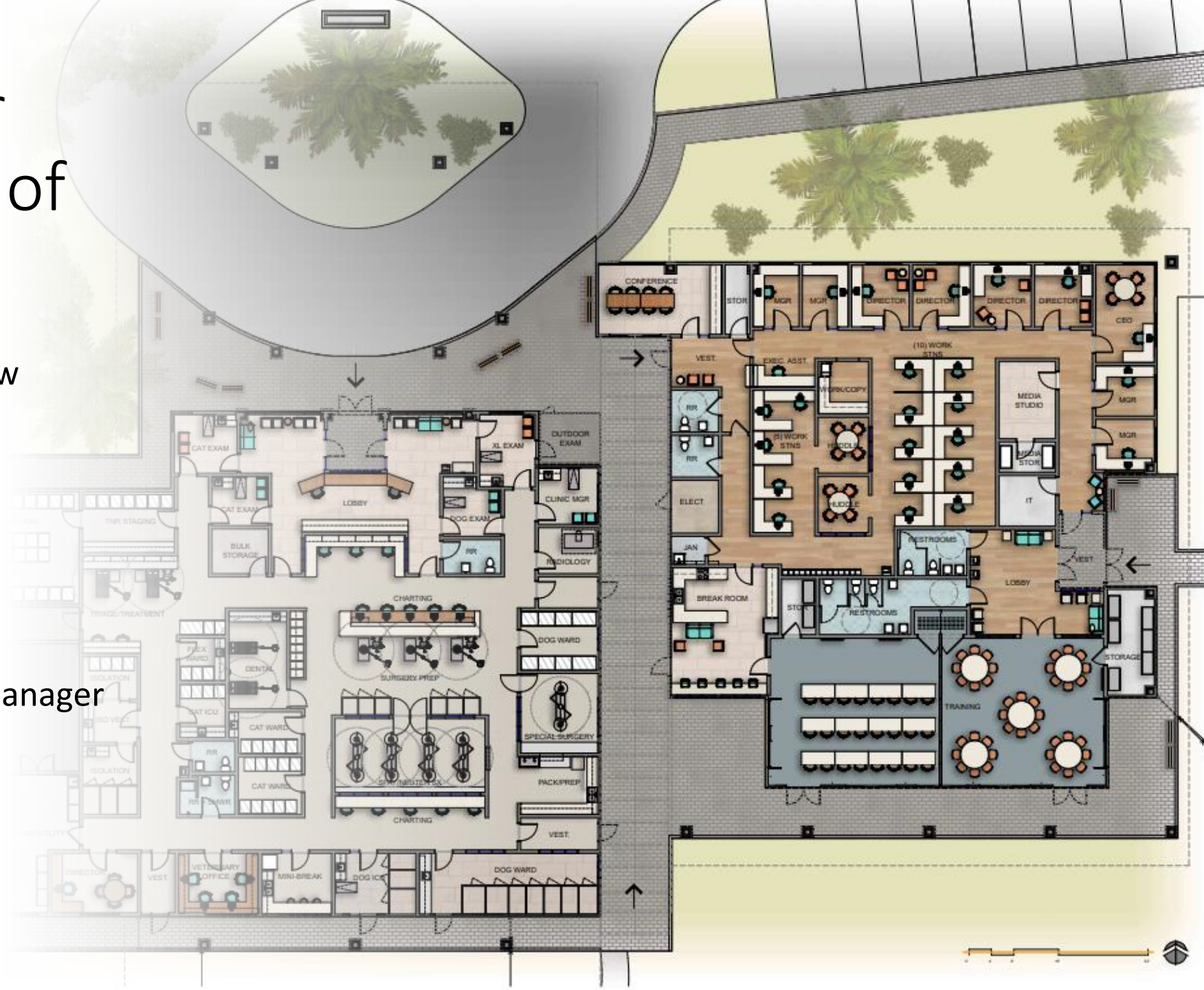


# Next Steps for Development of the Project

- More Detailed Site Review
- Site Selection
- Preliminary Design

## Funding Approval

- Choose a Construction Manager
- Construction Documents
- Permitting
- Construction







Example of Render



# Discussion and Questions



ANIMAL ARTS

architecture • animals • people

Space	#	Size				Net	Load	Gross	Ext. Cov.	Utility Structures	Ex. Uncov.	Dogs	Cats
Public													
Lobby	1	20	X	30	=	600	1.35	810					
Public Restrooms	2	8	X	9	=	144	1.35	194					
Office	1	10	X	10	=	100	1.35	135					
Volunteer Room	1	10	X	10	=	100	1.35	135					
Storage/Janitorial	1	8	x	10	=	80	1.35	108					
Cat, Small Dog													
Cat Meet	1	10	X	10	=	100	1.35	135					
Cat Cages	14	2.5	X	5	=	175	2.75	481					14
Kitten Cages	5	2.5	X	5	=	62.5	2.75	172					13
Cat Runs	3	5	X	6	=	90	2.00	180					5
Cat Group	1	10	X	10	=	100	1.35	135					5
Catio	1	10	X	10	=	100	1.00		100				
Small Dog/Puppy	3	4	X	8	=	96	2.50	240				6	
Dog Kennels													
Covered Connectors									500				
Meet/Greet	2	10	X	12	=	240	1.35	324					
Dog Runs Indoor	30	5	X	6	=	900	3.25	2,925				30	
Dog Runs Outdoor	30	5	X	6	=	900	2.50		2,250				
Flex/Bite Quarantine	4	6	X	6	=	144	3.25	468				4	
Dog Runs Outdoor	4	6	X	6	=	144	2.50		360				
Kennel Janitorial	2	8	X	12	=	192	1.35	259					
Dog Yards	6	20	x	40	=	4800	1.00				4,800		



Wash Bay	1	15	X	36	=	540	1.15	621
Conditioned ACO Storage	1	10	X	10	=	100	1.35	135
Intake Exam Room	1	10	X	12	=	120	1.35	162
Flex Room	1	9	x	10	=	90	1.35	122
Euthanasia Room	1	10	X	14	=	140	1.35	189
Freezer	1	10	X	12	=	120	1.50	180
Clinic + Isolation								
Shelter Treatment	1	14	X	24	=	336	1.35	454
Shelter Surgery	0	12	X	14	=	0	1.35	0
Wards	0	10	X	16	=	0	1.35	0
Office	0	10	X	12	=	0	1.35	0
Feral Cat Hold	1	10	X	10	=	100	1.35	135
Vestibule	1	10	X	10	=	100	1.35	135
Isolation Wards	3	10	X	10	=	300	1.35	405
Support Spaces								
Laundry	1	16	X	20	=	320	1.35	432
Food Prep + Dishes	1	16	X	20	=	320	1.35	432
Bathing	1	10	X	12	=	120	1.35	162
Central Janitorial	1	10	X	10	=	100	1.35	135
Mechanical	1	10	X	16	=	160	1.35	216
Electrical	1	10	X	10	=	100	1.35	135
IT Room	1	10	X	10	=	100	1.35	135
Intake								
Sallyport Bay	1	15	X	36	=	540	1.15	621

Staff + Office								
Officer Stations	3	6	X	8	=	144	1.65	238
Other Stations	3	6	X	8	=	144	1.65	238
Enclosed Offices	2	10	X	12	=	240	1.65	396
Staff Restrooms	2	8	X	9	=	144	1.35	194
Shower Room	1	6	x	9	=	54	1.35	73
Locker Room	1	12	x	14	=	168	1.35	227
Break Alcove	1	12	X	16	=	192	1.35	259
Conference Room	1	20	X	30	=	600	1.20	720
Exterior Structures								
<i>Storage</i>	<i>1</i>	<i>30</i>	<i>x</i>	<i>50</i>	<i>=</i>	<i>1500</i>	<i>1.00</i>	<i>1,500</i>
<i>Donations (shed)</i>	<i>1</i>	<i>10</i>	<i>x</i>	<i>12</i>	<i>=</i>	<i>120</i>	<i>1.00</i>	<i>120</i>
<i>Lawn Equip. (shed)</i>	<i>1</i>	<i>10</i>	<i>x</i>	<i>20</i>	<i>=</i>	<i>200</i>	<i>1.00</i>	<i>200</i>
<i>Livestock</i>	<i>1</i>	<i>12</i>	<i>x</i>	<i>24</i>	<i>=</i>	<i>288</i>	<i>1.50</i>	<i>432</i>
							<b>12,429</b>	<b>4,632</b>
							GSF	GSF
							<b>2,252</b>	<b>4,800</b>
							GSF	GSF
								<b>40</b>
								Dogs
								<b>36</b>
								Cats
<b>Total Footprint</b>							<b>17,061</b>	<b>GSF</b>



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**Presentation of the Community & Economic Development Department continued--Keith C. Rinehart, Director of Community & Economic Development**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Proclamations-Presentations	Item: C
Reference File		

**BACKGROUND/DISCUSSION:**

The Community & Economic Development Department is responsible for the promotion, organization, implementation and evaluation of a wide variety services that include, but are not limited to, the operation of the Recreation Center, Community Center, Senior Citizen's Center, Aquatic Center, Switchyard Food Truck Park, Communications, and Economic Development.

**FINANCIAL IMPACT:**

N/A

**RECOMMENDATION:**

N/A



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# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

- SENIOR CENTER
- COMMUNICATIONS
- RECREATION / COMMUNITY SERVICES
- SWITCHYARD FOOD TRUCK PARK
- AQUATIC CENTER
- OTHER
- ECONOMIC DEVELOPMENT



# WHO WE ARE



- The **Community Services Department** is responsible for the promotion, organization, implementation and evaluation of a wide variety of recreational and leisure programs for youth, adults and senior adults in the community. These programs and facilities include: the operation of the Recreation Center, Community Center, Senior Citizen's Center, Aquatic Center, Switchyard Food Truck Park, educational/recreational programs, health/fitness programs, special events/concerts, adult athletics, youth camps, field usage agreements with youth associations and facility reservations.
- The **Senior Center** consists of a Senior Center Manager and two – part-time employees. The purpose of the Senior Center is for the promotion, organization, implementation and evaluation of a wide variety of recreational and leisure programs for our senior adult community. Such as, but not limited to, educational classes, fitness, dances, events, arts & crafts, lunches/dinners and trips
- The **Office of Communications** consists of a Communications Manager. The purpose of the Office of Communications is to lead the organization's citizen engagement efforts and dissemination of information to the public, as well as to maintain and strengthen the city's positive public image.
- The **Economic Development Department** seeks to promote, support, enhance, and diversify the local economy through business recruitment, retention, redevelopment and information-sharing regarding market conditions, development in Saginaw and around the DFW Metroplex. The Economic Development Department is also responsible for New Development, Re-Development, Business Recruitment and Business Retention.

# WHO WE ARE



The **Community & Economic Development Department**...in a nutshell.

RECREATION / COMMUNITY SERVICES	SENIOR CENTER	COMMUNICATIONS	ECONOMIC DEVELOPMENT	OTHER
<ul style="list-style-type: none"><li>• Recreation Center</li><li>• Community Center</li><li>• Aquatic Center</li><li>• Facility Rentals (Indoor and Outdoor)</li><li>• Switchyard Food Truck Park</li><li>• Concert Series</li><li>• Classes / Programs</li><li>• Summer Camp</li><li>• Adult Athletics</li></ul>	<ul style="list-style-type: none"><li>• Senior Center</li><li>• Classes</li><li>• Programs</li><li>• Special Events</li><li>• Arts &amp; Crafts</li><li>• Trips</li><li>• Dances</li><li>• Dinners &amp; Lunches</li><li>• Sponsorship Management</li><li>• Solicitation &amp; Donation Management</li></ul>	<ul style="list-style-type: none"><li>• Website</li><li>• Newsletter</li><li>• Social Media</li><li>• Email Alerts</li><li>• Videos</li><li>• Photography</li><li>• Citizen Engagement</li><li>• City Special Events<ul style="list-style-type: none"><li>○ <i>Train &amp; Grain</i></li><li>○ <i>4<sup>th</sup> of July</i></li><li>○ <i>Big Event</i></li><li>○ <i>Christmas Parade</i></li></ul></li></ul>	<ul style="list-style-type: none"><li>• Business Recruitment</li><li>• Business Retention</li><li>• New Development</li><li>• Re-Development</li><li>• Business Promotion</li><li>• Relationship Building</li><li>• Chamber of Commerce</li><li>• Programs/Grants</li><li>• Communication<ul style="list-style-type: none"><li>○ <i>Site Visits</i></li><li>○ <i>Newsletters</i></li><li>○ <i>CO's</i></li></ul></li></ul>	<ul style="list-style-type: none"><li>• City-Wide Janitorial</li><li>• Eagle Scout Projects</li><li>• Boy/Girl Scout Projects</li><li>• Keep Saginaw Beautiful Committee</li><li>• Adopt A Spot</li><li>• Assist with Communications</li></ul>



# ISSUES WE FACE

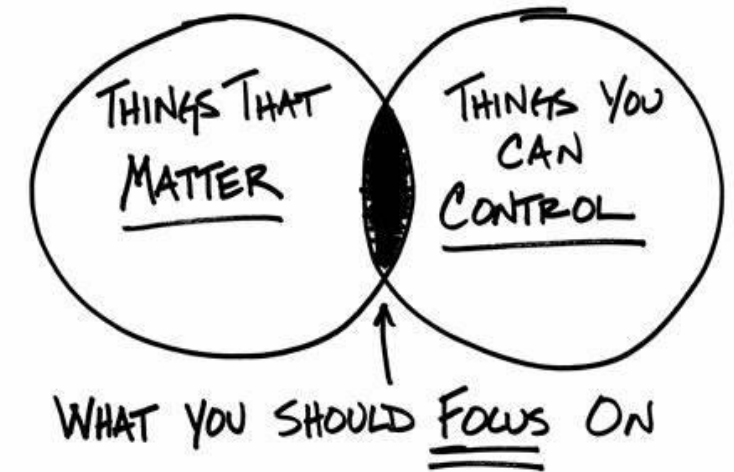
## SOME, NOT ALL



### ■ Things We Can't Control

- Weather
- People
- # of Applicants
- Mechanical Failures Due to Age and Usage
- What is said on Social Media
- Other Departments

- **Current Staffing Levels vs Expectations of the Public and City Council**
- **Current Budget/Funding vs Expectations of the Public and City Council**
- **Essential Employees vs Non-Essential Employees**
  - Salaries vs Other Communities



**TONIGHT'S GOAL:**  
**We want to prove to you that WE DO provide value and are essential to our citizens.**



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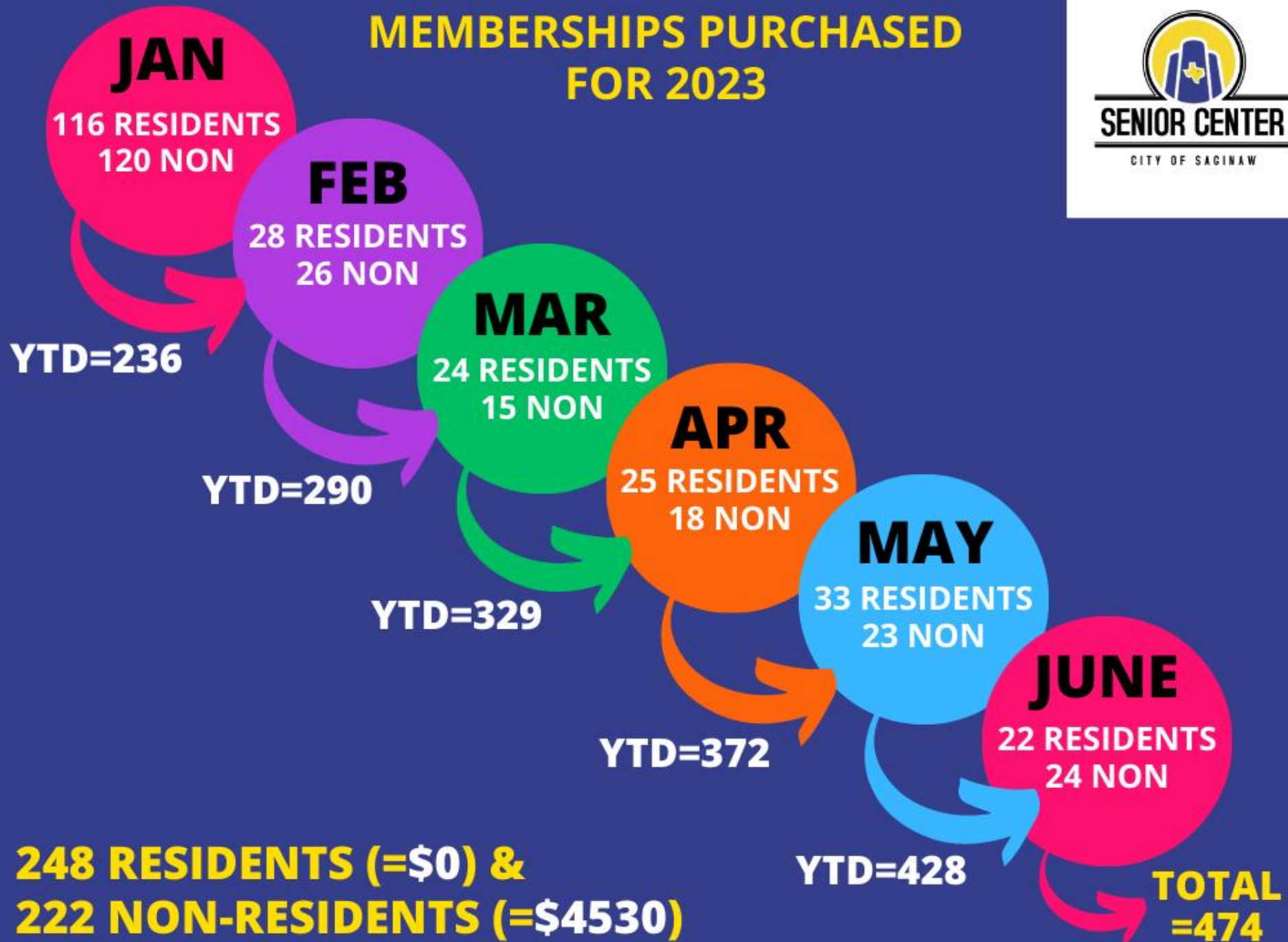
# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

- **SENIOR CENTER – KRISTI SINCLAIR**
- COMMUNICATIONS
- RECREATION / COMMUNITY SERVICES
- SWITCHYARD FOOD TRUCK PARK
- AQUATIC CENTER
- OTHER
- ECONOMIC DEVELOPMENT



# MEMBERSHIPS PURCHASED FOR 2023

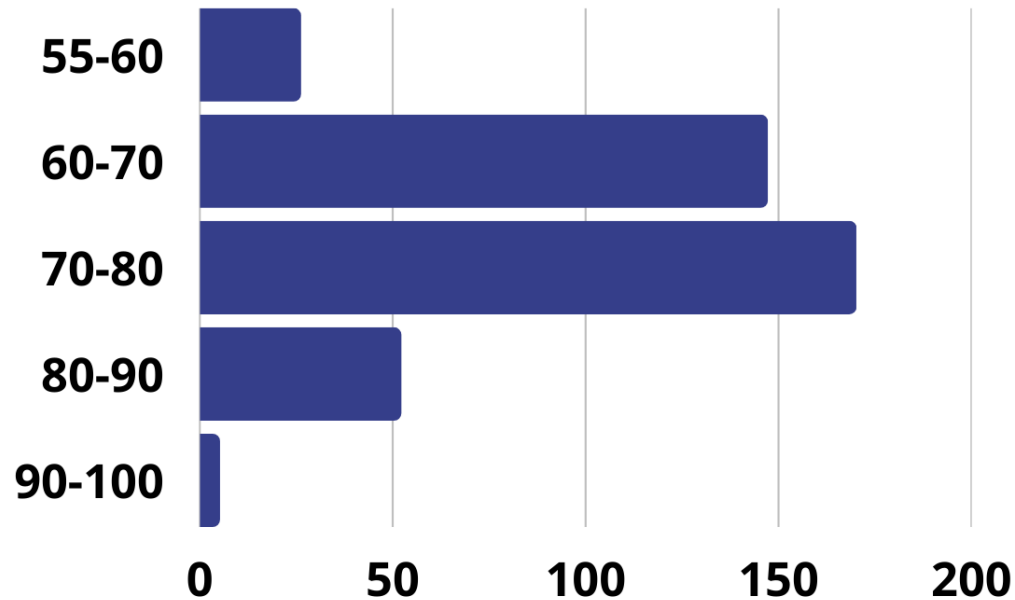




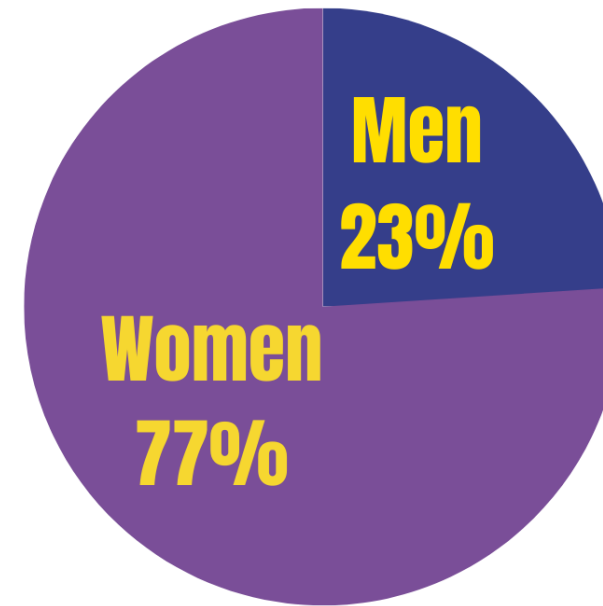


# 2023 Active Members

## Demographics



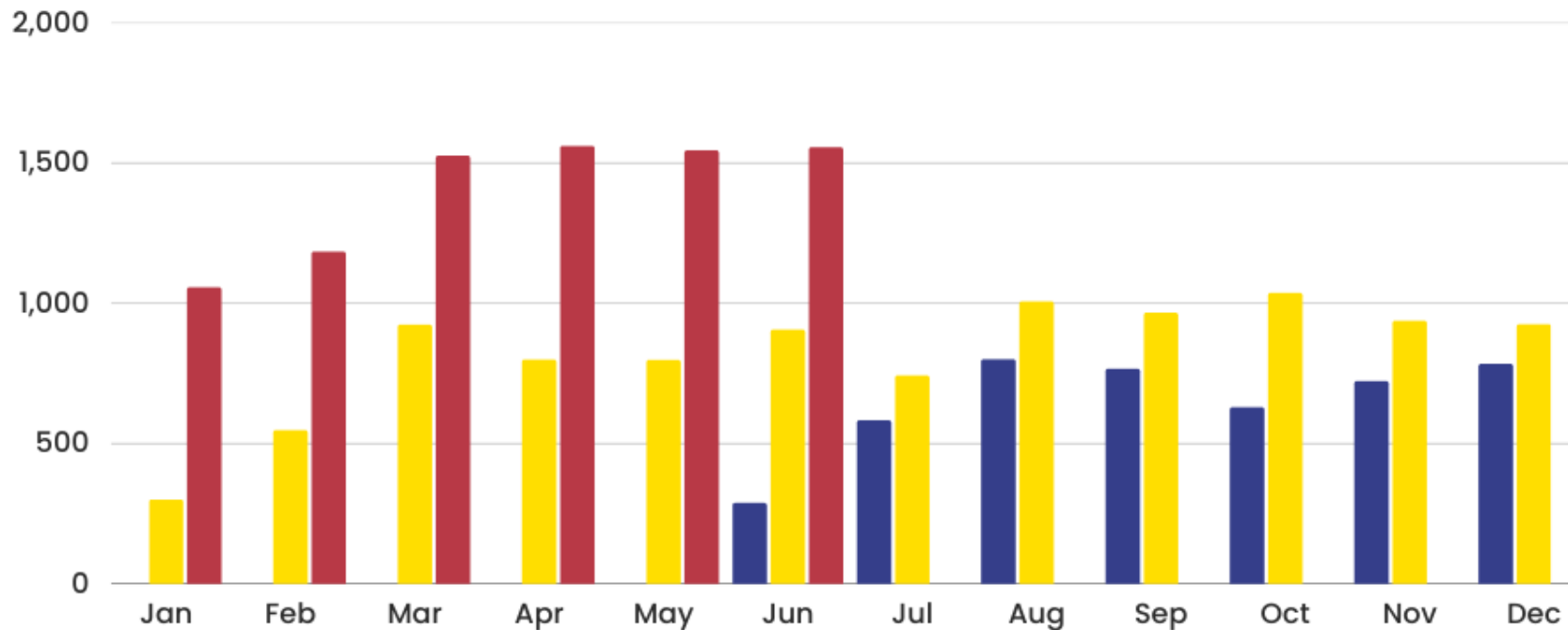
Ages



Gender

**Baby Boomers are now ages 57-75, 71.6 million in U.S.**

# SENIOR CENTER ATTENDANCE



2021

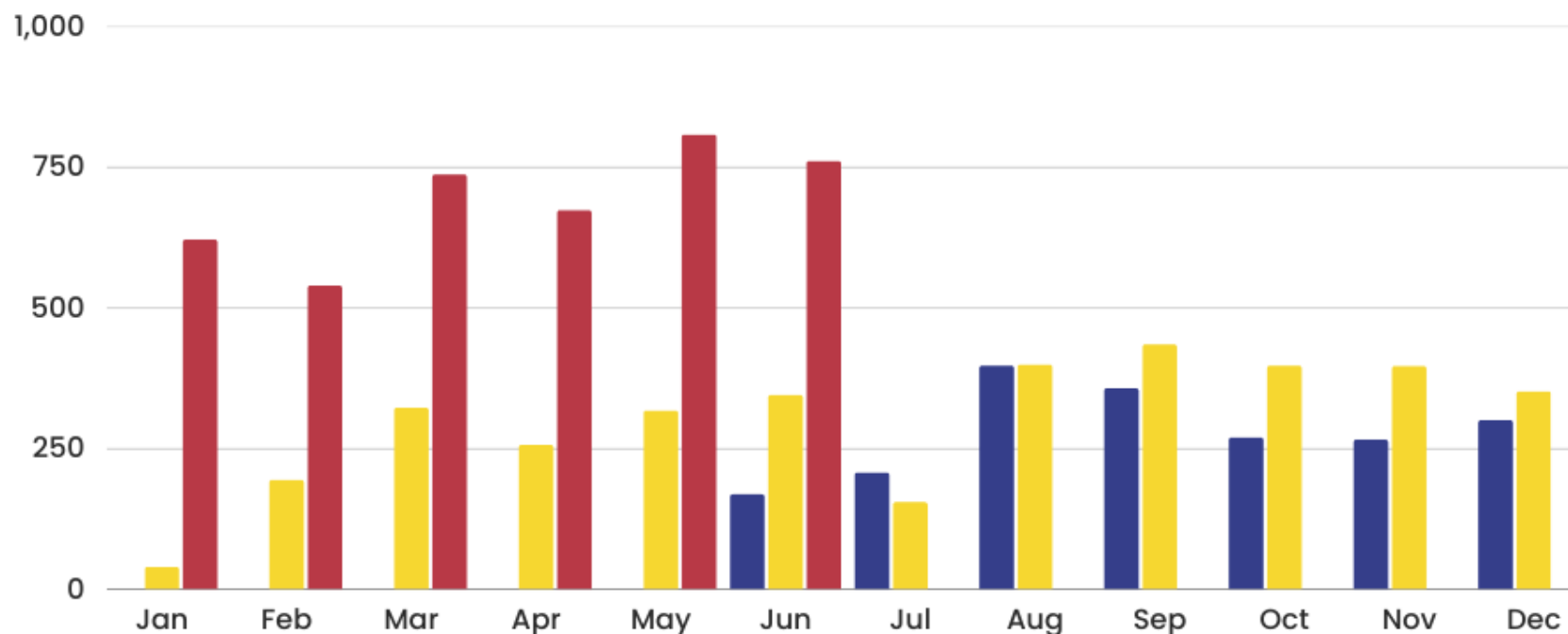
2022

2023

**Attendance is recorded only once a day per person  
(even if they attend mult programs at the senior center in the same day)**



# SENIOR CENTER EXERCISE CLASS ATTENDANCE



2021

2022

2023

**We currently have 8 classes each week and we would like to add additional classes (like rock steady boxing, zumba gold, martial arts, and more ) if we receive funding**





COOKING WELL WITH DIABETES

AARP Foundation  
**TAX-AIDE**

TEXAS A&M  
AGRI LIFE  
EXTENSION  
BETTER LIVING FOR TEXANS

IMPROVING  
**CARDIOVASCULAR**  
HEALTH



alzheimer's  
association

**EDUCATIONAL  
PROGRAMS**



**DANCES, TRIPS, MEALS  
& CELEBRATIONS**



**EXERCISE  
PROGRAMS**

**BABY BOOMERS  
WANT ALL OF THIS  
FROM THEIR  
SENIOR CENTER**



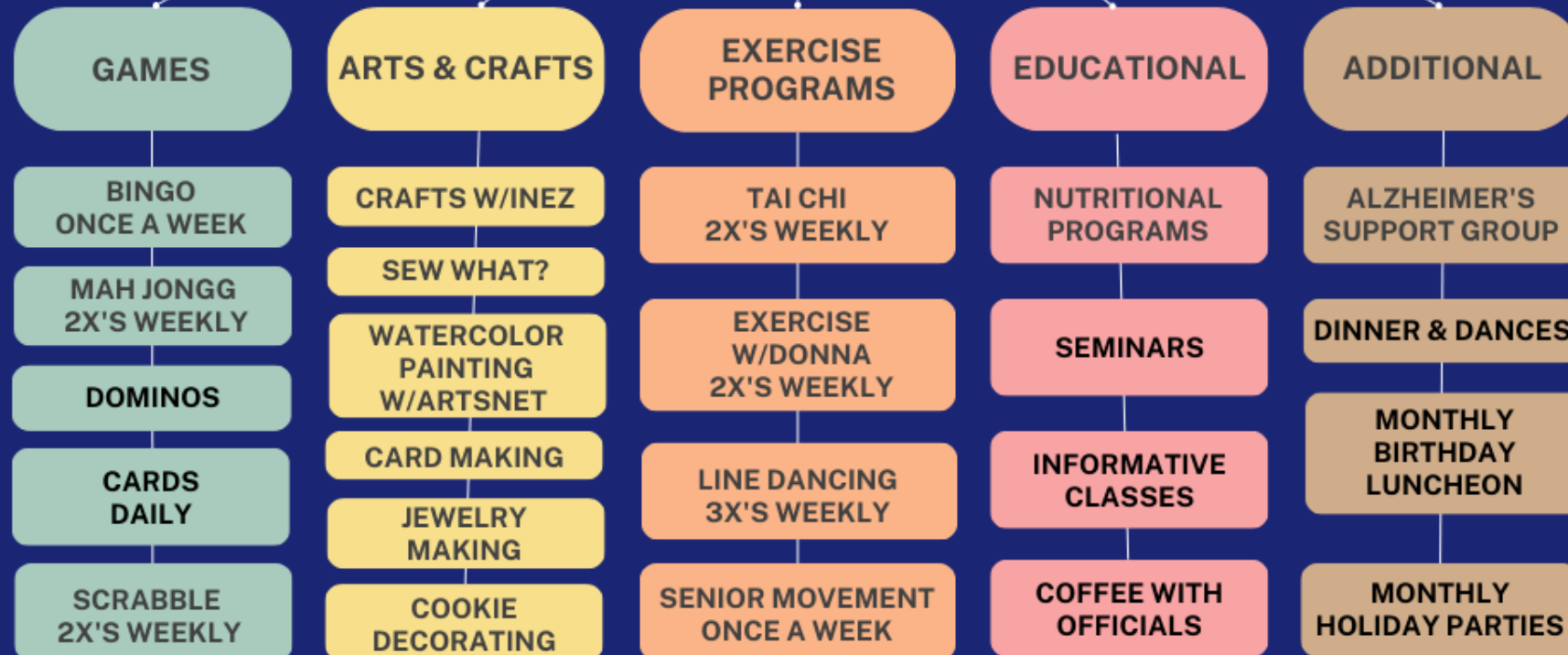
**ARTS & CRAFTS**



**BINGO & SOCIALS**







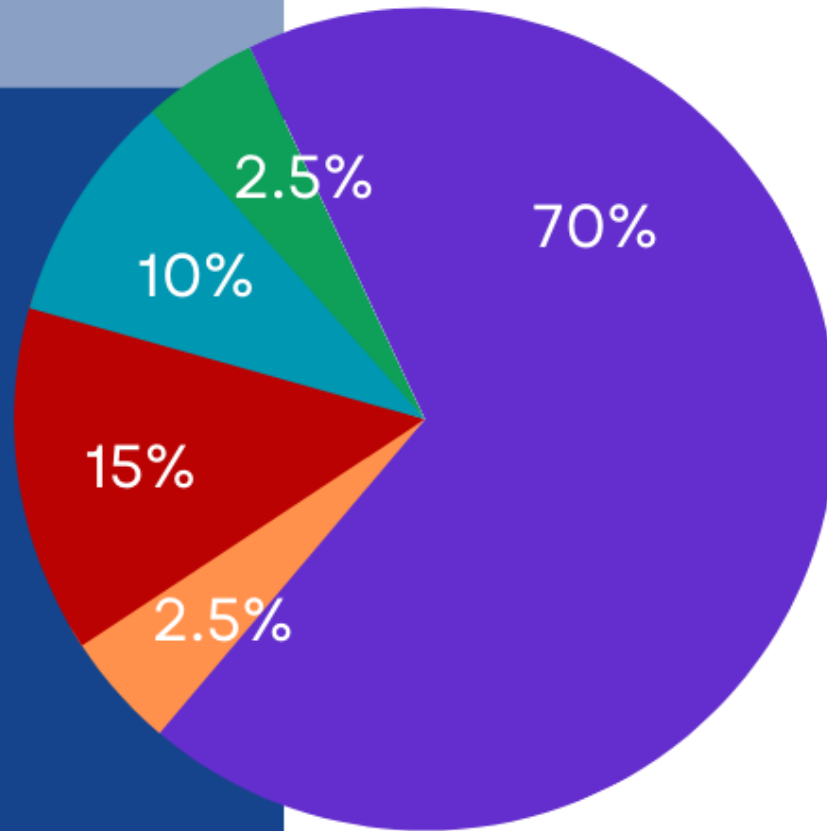
**A City Facebook Page**  
**w/ 930+ followers**  
**100% run by the Senior Center**



**EST. MARCH 2020**



# EXPENSES



**WE NEED MORE \$** →

## EVENTS & MONTHLY HOLIDAY SOCIALS

THANKSGIVING MEAL DANCES BINGO  
CHRISTMAS MEAL MONTHLY LUNCHEONS  
NEW YEARS MARDI GRAS ST PATTYS DAY  
VALENTINES DAY EASTER MOTHERS DAY  
MEMORIAL DAY FATHERS DAY 4TH OF JULY  
LABOR DAY VETERANS DAY HALLOWEEN

## ARTS, CRAFTS, EQUIPMENT & GAMES

CRAFT CLASS EXERCISE EQUIPMENT  
GAME SUPPLIES SEWING CLASS  
WATERCOLOR PAINTING JEWELRY MAKING  
CARD MAKING CLASS COLORING CONTEST

## DAILY EXPENSES

COFFEE TEA BOTTLED WATER SNACKS  
NAPKINS PLATES UTENSILS CUPS  
CLEANING SUPPLIES CONDIMENTS ETC

## TRANSPORTATION

\$1800 A YEAR 2022-23 then \$2250 2023-24

## OFFICE EXPENSES

NEWSLETTER PAPER OFFICE SUPPLIES  
ELECTRONICS PRINTER INK COLOR COPIES

**WE NEED \$ FOR INSTRUCTORS**

DONNA	JOHN	PEGGY	JASON	INEZ
SANDI	VICKI	JAMES	DARLENE	YVETTE



The senior center is not currently staffed or salaried adequately with our increased attendance/ workload



**FULL-TIME: KRISTI**

**PART-TIME 29HRS: EVELYN**

**PART-TIME 20HRS: SHYANNE**

## Job Responsibilities

- Manage annual budget
- **Make all marketing flyers**
- Write a monthly newsletter/calendar
- **Maintain a city facebook page**
- Plan all activities/ events/ exercise programs/ seminars & classes
- **Get and maintain sponsors- big job**
- Raise thousands of dollars to help fund center from craft sale & garage sale
- **Purchase and pick up full & heavy truckloads from SAMS & Walmart and stock all items**
- Set up chairs, tables & equipment/ supplies daily for programs, classes, exercise, dances & special events

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# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

- SENIOR CENTER
- **COMMUNICATIONS – PEDRO ZAMBRANO**
- RECREATION / COMMUNITY SERVICES
- SWITCHYARD FOOD TRUCK PARK
- AQUATIC CENTER
- OTHER
- ECONOMIC DEVELOPMENT





# WHAT WE DO

## COMMUNICATIONS



### Communications Goals

1. Focus on increasing transparency, efficiency, and innovation through the creation and implementation of various communication resources
2. Provide residents city information through various multimedia channels
3. Enhance internal communications to support external messaging
4. Inform our residents and protect our organization's stability and reputation in times of crisis
5. Develop and maintain positive working relationships with members of the media on all aspects of city municipal services, programs, activities, and news.



# WHAT WE DO

## COMMUNICATIONS



### Strategic Communication

- Communications Audit
- Social Media Compliance
- Translation
  - Spanish
  - Newsletter
- Remind Communications
- E-Newsletter Analytics – June 2023
  - 7,639 Emails

#### Subject

Inside Saginaw Newsletter June 2023

#### From

City of Saginaw  
newsletter@saginawtx.org

0%  50%

**3,335** 44.09%

Estimated opened ⓘ

0%  10%

**231** 3.05%

Clicked

0%  2%

**10** 0.13%

Unsubscribed

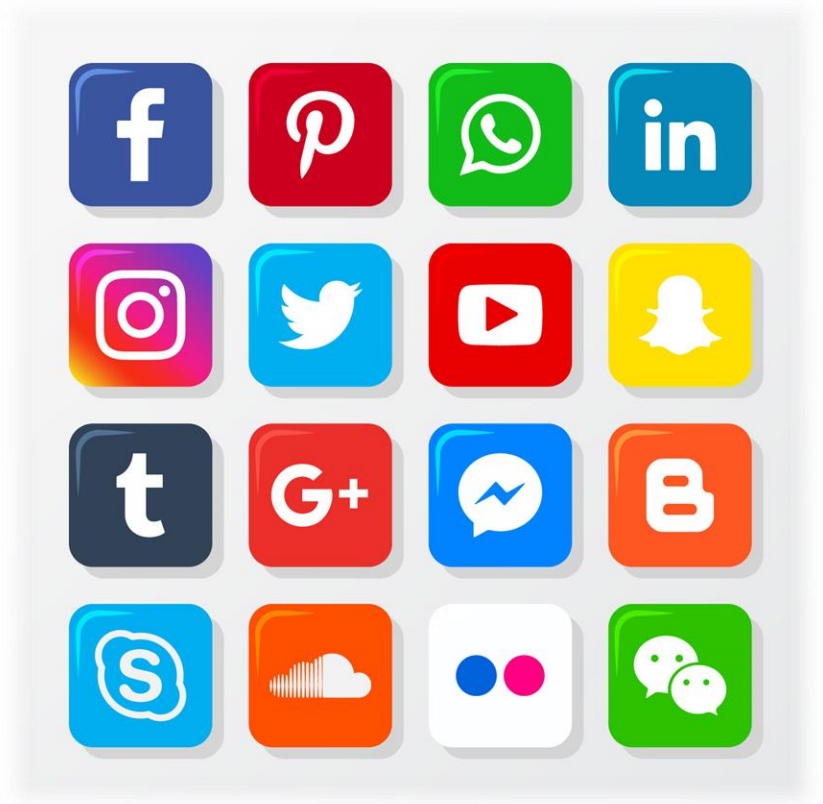
# WHAT WE DO

## COMMUNICATIONS



### Social Media

- *Instagram*
  - City (not active claimed handle)
  - Library
  - Switchyard
  - Police K9\*
- *TikTok*
  - Animal Services
- *LinkedIn*
  - City
- *YouTube*
  - City
  - Library
- *Twitter*
  - City
  - Police
- *Threads*
  - City (not active claimed handle)





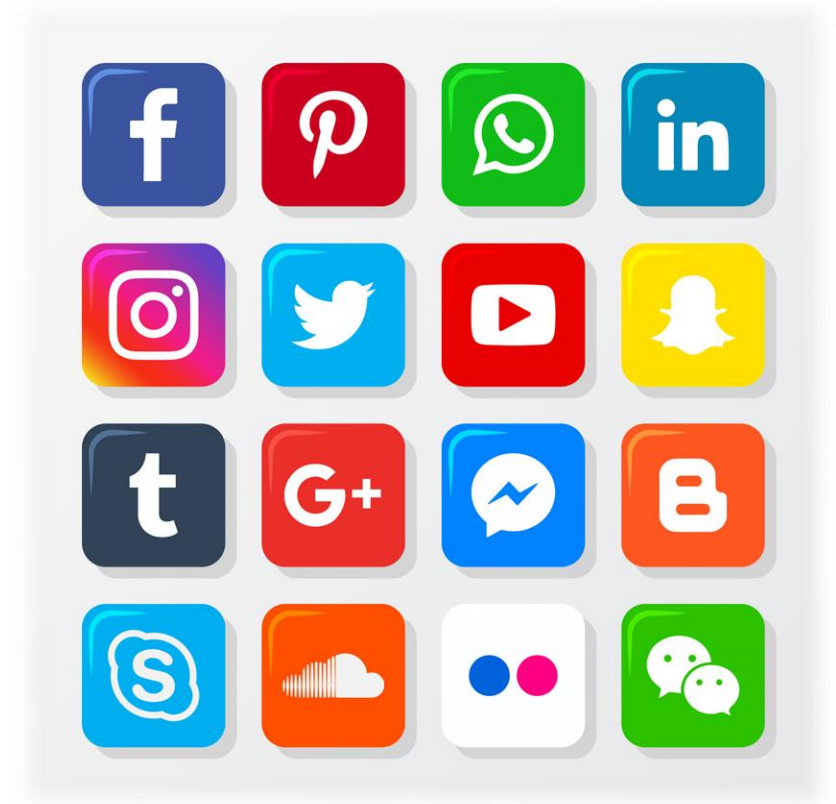
# WHAT WE DO

## COMMUNICATIONS



### Social Media

- Facebook
  - City
  - Fire
  - Rec Center
  - Senior Center
  - Animal Services
  - Library
  - Police
  - Switchyard



# WHAT WE DO

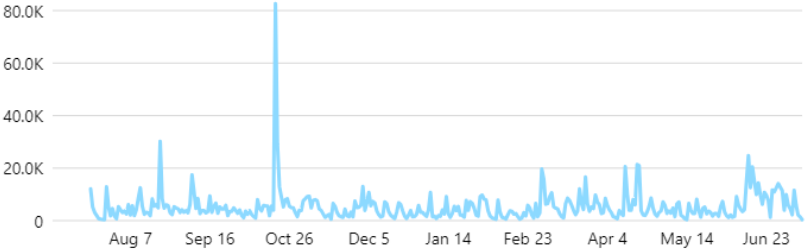
## COMMUNICATIONS



### Social Media

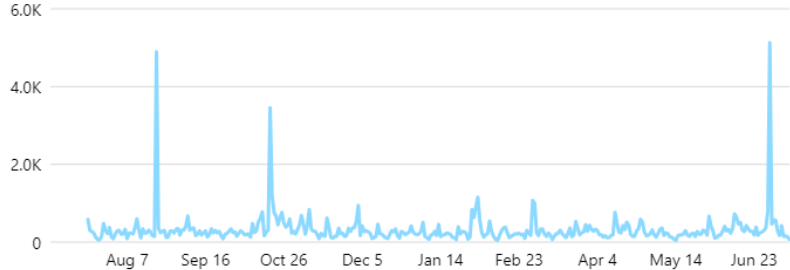
Facebook reach ⓘ

427,403 ↑ 54.5%



Facebook visits ⓘ

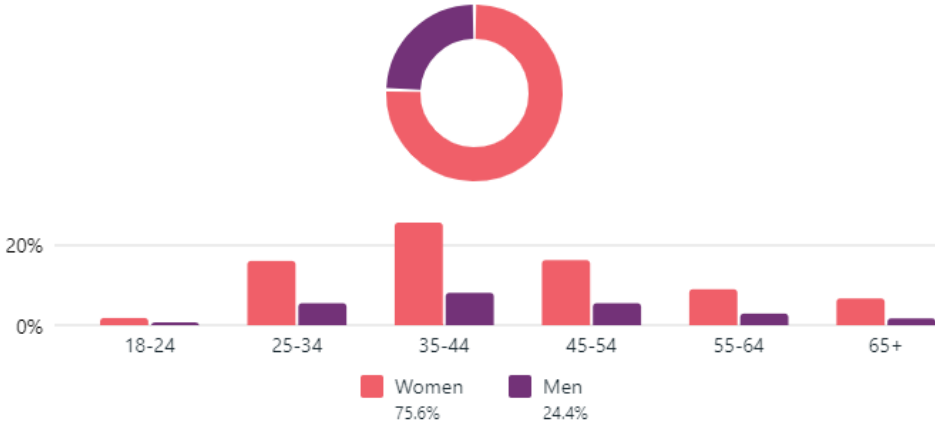
115,797 ↑ 60.3%



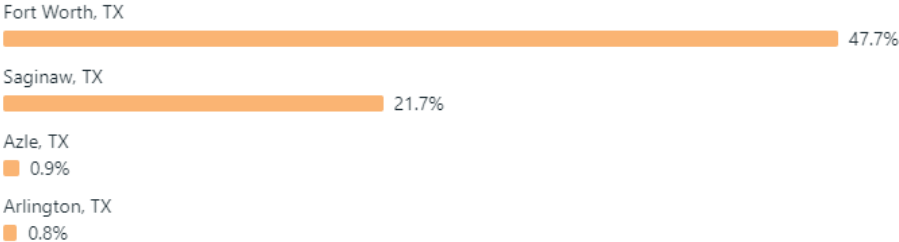
Facebook followers ⓘ

14,798

Age & gender ⓘ



Top cities



# WHAT WE DO

## COMMUNICATIONS



### Community Engagement

- Spanish Translation
- Farmers Market Table
- Community Meetings/Town Halls
  - Staff is in the process of changing their approach to have optimal results
- Future Engagement Opportunities:
  - City Truck Show
  - Listening Tour
  - Laundry Center
  - Community Communication Liaisons
  - Citizen Academy





# WHAT WE DO

## COMMUNICATIONS



### Media Relations

- City PIOs
  - Fire: Chief Doug Spears
  - Police: Chief Russell Ragsdale
  - City: Pedro Zambrano
- Press Releases / News Flashes

### Video Broadcast

- Work Plan Project
- Department Videos
- Day in a Life
- PSAs
- Budget
- Broadcast
- YouTube Channel
- PEG Channel



# WHAT WE DO

## COMMUNICATIONS



### PEG Channel

- Provides an additional medium where the city can communicate with residents and visitors.
- Council and Board meetings will be streamed as well as city announcements
- Allows the city to collect PEG Funds as a source a revenue to be used to purchase equipment.
- The plan is to start a PEG channel and streaming channel on YouTube at the same time.

**CityView**  
MUNICIPAL TELEVISION

95°/72°  
Tuesday

SEPTEMBER 20, 2022  
5:11 PM

It is the responsibility of property owners to maintain the right-of-way on their property, including any property outside the fence line.



**MAINTAINED****UNMAINTAINED**

[LongviewTexas.gov/ROW](http://LongviewTexas.gov/ROW)

Today's   
**UV INDEX**



**Very High**

Very high risk of harm from unprotected sun exposure. Unprotected skin and eyes will be damaged and can burn quickly.

**TAKE ACTION**  
Generously apply broad spectrum SPF 30+ sunscreen every 2 hours.

ur National Night Out Party? Find details at [LongviewTexas.gov/NNO](http://LongviewTexas.gov/NNO) **PARKING LOT**

# WHAT WE DO

## COMMUNICATIONS



## Video Broadcast

**2023 Capital Improvements Plan | City Council Update**

### Community Facilities

City of Saginaw  
2022 - 2027 Capital Improvements Plan

Project Description	Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
1) Americans with Disability Act Transition Plan						
Phase 1 - 1	Complete					
Phase 4A - Sidewalk Evaluation	Complete					
Phase 4B - Sidewalk Evaluation	Complete	\$80,000				
Phase 4C - Sidewalk Evaluation	Complete	\$80,000				
2) Central Fire Station (25,000 SF)	\$4,888,700					
A. Design - CCA	\$0					
B. Construction	\$4,888,700		\$4,888,700			
3) Combined Library / Senior Center (41,000 SF)	\$24,980,000					
A. Design - CCA	\$1,200,000		\$1,200,000			
B. Construction	\$23,780,000		\$23,780,000			
4) Youth Works Facility (Library Renovation)	\$0					
City Community Facilities Subtotal:	\$29,548,700	\$6,168,700	\$23,780,000	\$0	\$0	\$0
5) City Hall Expansion	TBD					
6) Animal Shelter	TBD					
7) Recreation Center Expansion	TBD					
8) Police Department Expansion	TBD					
9) Aquatic Expansion	TBD					

**Future**

Notes:  
\*Project budgets are based on a planning level analysis, on 2023 dollars, and on best available 2023 construction prices

City of Saginaw City Council Meeting

City Council Meeting - July 5, 2023

**Deny Motion: Passed**

### PUBLIC HEARING--Applicant Rezone 304 S. Hampshire -- Salvador Gonzalez Jr., Management Analyst

Consideration and Action Regarding Approval of an Ordinance Amending the Zoning Ordinance of the City of Saginaw, Texas, Regarding a Change in Zoning from Single-Family Housing (SF2) To Duplex (DX) on the Approximate .2812 acres out of Saginaw Block 11 Lot 11A4, More Commonly Known As 304 S. Hampshire Street Saginaw, Texas 76179 (Per TAD).

**City Council Members:**

- Todd Flippo, Mayor
- Paul Felegy, Place 1
- Nick Lawson, Place 2
- Valerie Junkersfeld, Mayor Pro Tem
- Randy Edwards, Place 4
- Mary Copeland, Place 6

City Council Meeting - July 5, 2023

City Council Meeting - July 5, 2023

# WHAT WE DO

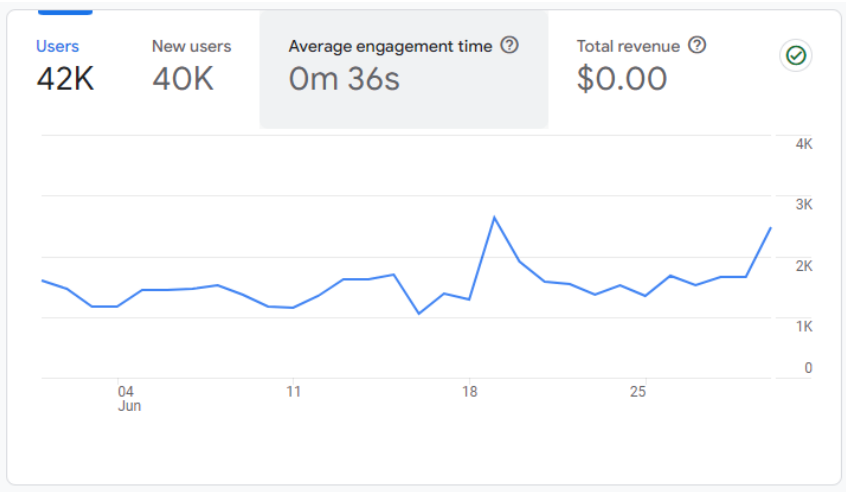
## COMMUNICATIONS



### Website

- City Websites
  - Train & Grain Website (www.SaginawTrain-Grain.com)
  - City Official Website (www.saginawtx.org)
- June Analytics

### Site Visitors →



### Top Webpages →

1	Saginaw, TX - Official Website   Official Website
2	Online Payments   Saginaw, TX - Official Website
3	Aquatic Center   Saginaw, TX - Official Website
4	Search • Saginaw, TX • CivicEngage
5	Welcome to the SAGINAW Public Library!   Saginaw, TX - Official Website
6	Memberships and Admission   Saginaw, TX - Official Website
7	Recreation Center   Saginaw, TX - Official Website
8	Human Resources   Saginaw, TX - Official Website
9	Form Center • Saginaw, TX • CivicEngage
10	My Account • Saginaw, TX • CivicEngage



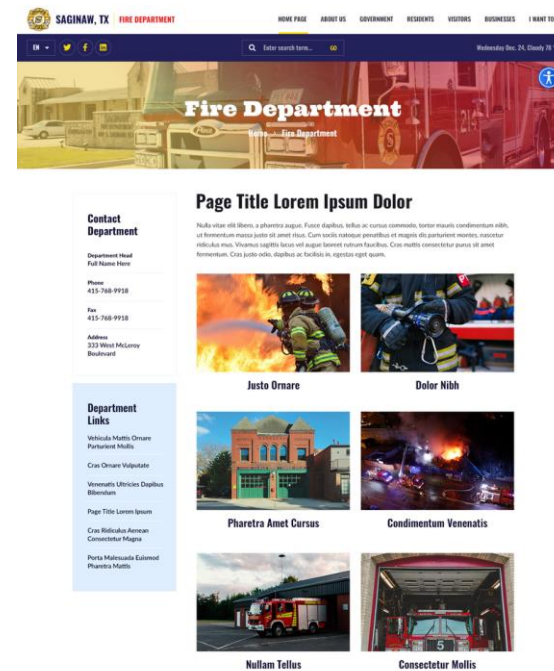
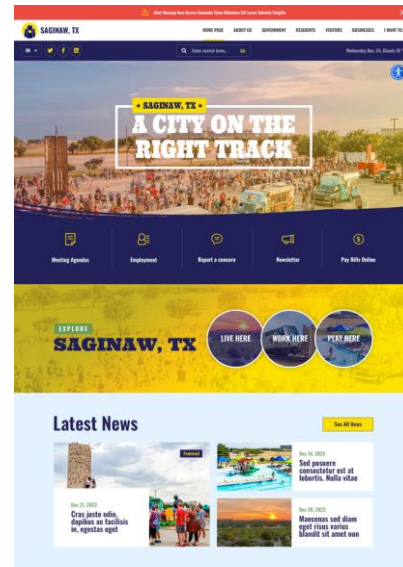
# WHAT WE DO

## COMMUNICATIONS



## Website

- Website Redesign
- A lot of TIME!!
- New Platform
- New Layout
- 3 Clicks or less
- ADA Compliant



# WHAT WE DO

## COMMUNICATIONS



### Special Events

#### ■ Current

- Big Event – April
- Independence Day Event/Fireworks - July or June
- Train & Grain Festival – October
- Holiday/Christmas Parade - November or December

#### ■ Future

- Christmas Village – Parking
- Saginaw 75th Incorporation Birthday



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# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

- SENIOR CENTER
- COMMUNICATIONS
- **RECREATION / COMMUNITY SERVICES – VICKIE WELDON**
- **SWITCHYARD FOOD TRUCK PARK – VICKIE WELDON**
- **AQUATIC CENTER – VICKIE WELDON**
- OTHER
- ECONOMIC DEVELOPMENT



# WHAT WE DO

## RECREATION / COMMUNITY SERVICES



### ■ Recreation Center

- *Classes*
- *Events*
- *Facility Rentals*

### ■ Community Center

- *Classes*
- *Facility Rentals*

### ■ Switchyard Food Truck Park

### ■ Outdoor and Indoor Concert Series

### ■ Summer Camp

### ■ Adult Athletics





# WHAT WE DO

## SWITCHYARD FOOD TRUCK PARK



theswitchyardfoodtruckpark ▾



1,608  
Posts

1,625  
Followers

156  
Following

The Switchyard Food Truck Park • Saginaw, TX

📞 50946440

Food & beverage

100 Official Instagram account for The Switchyard Food Truck Park in Saginaw, TX.

📍 752 S. Knowles Drive

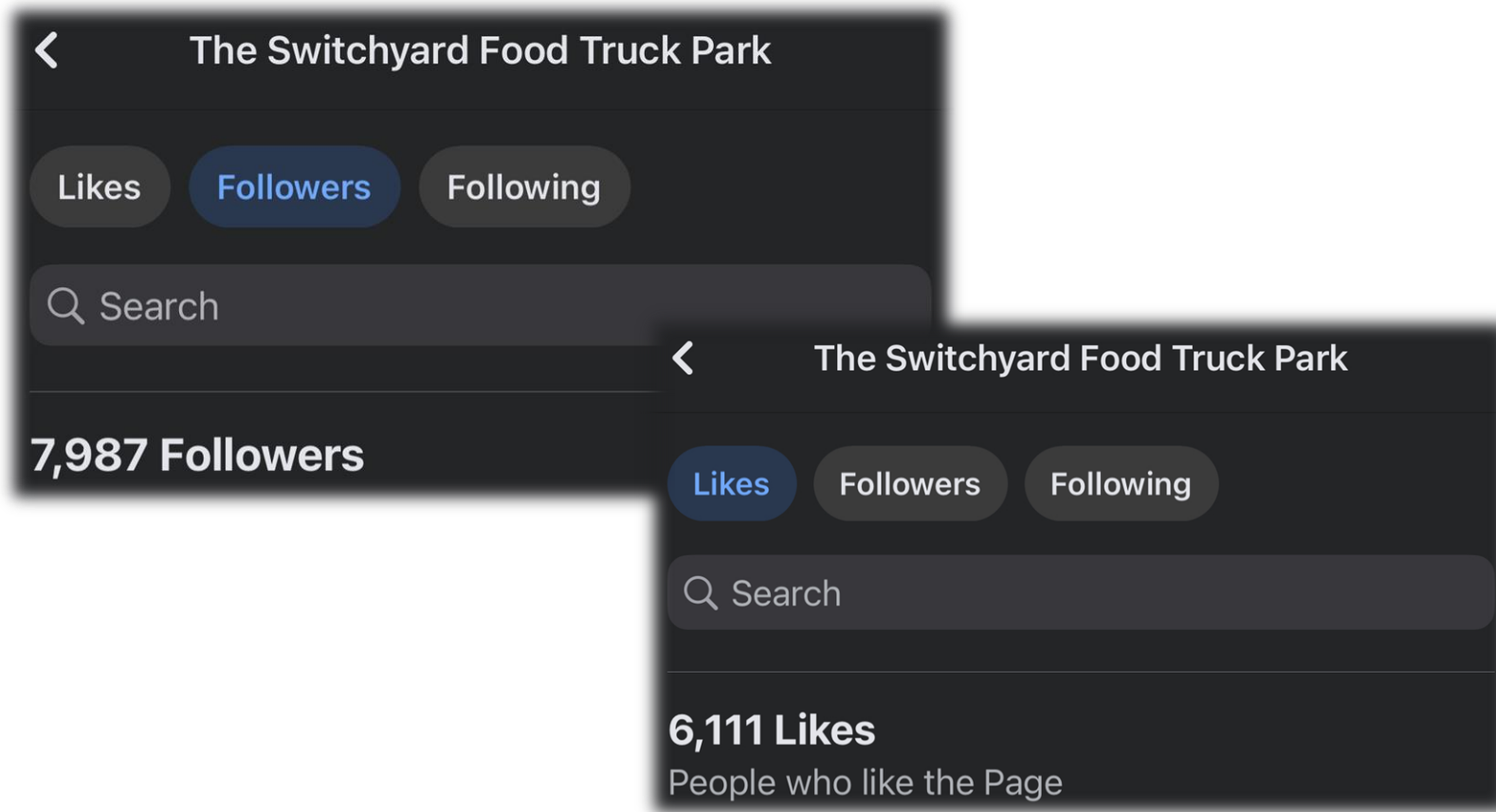
Saginaw TX 76179

•schedules•food pics•updates•



# WHAT WE DO

## SWITCHYARD FOOD TRUCK PARK



# WHAT WE DO

## AQUATIC CENTER



### ■ Aquatic Center

- Memberships for Residents and Non-Residents
- Day Cares
- Reduced Admission Rates for Saginaw Residents
- Maintenance is 24 hours a day / 7 days a week, 365 days per year
- Snack Shack - providing customers the opportunity to purchase a tasty treat



# WHAT WE DO

## AQUATIC CENTER



### ■ Aquatic Center

- Certified Staff (Vickie and Jason – Certified Pool Operators)
- Lifeguards, Head Guards, Customer Service Associates
  - *They are actually the 1<sup>st</sup> responders.*
  - *Fire, Paramedics, Medstar and Police are 2<sup>nd</sup> Responders.*
- Water Aerobics (Contracted with Off the Deep End Aquatics)
- Family Friendly Environment





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# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

- SENIOR CENTER
- COMMUNICATIONS
- RECREATION / COMMUNITY SERVICES
- SWITCHYARD FOOD TRUCK PARK
- AQUATIC CENTER
- **OTHER – KEITH RINEHART**
- ECONOMIC DEVELOPMENT



# WHAT WE DO

## OTHER



- **Janitorial Services for the City of Saginaw**
- **Assists other Departments with Various Needs of Assistance**
  - *We are a team and we help each other! That's what we do and that's what we should do!*
- **Employee Newsletter**
- **Eagle Scout Projects**
- **Keep Saginaw Beautiful Committee**
- **Adopt A Spot**
- **Other...**



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# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

- SENIOR CENTER
- COMMUNICATIONS
- RECREATION / COMMUNITY SERVICES
- SWITCHYARD FOOD TRUCK PARK
- AQUATIC CENTER
- OTHER
- **ECONOMIC DEVELOPMENT – KEITH RINEHART**



# WHAT WE DO

## ECONOMIC DEVELOPMENT



# What is Economic Development?

- *"The intentional practice of improving a community's economic well-being and quality of life."*





***AN UNFORTUNATE FACT:***

**Economic Development**  
**Takes Time and Requires**  
**Patience**

# WHAT WE DO

## ECONOMIC DEVELOPMENT



# The 2 Most Important Things:

## I. BUILD RELATIONSHIPS

- My job as a Leader and Economic Developer with the City of Saginaw is to **“BUILD RELATIONSHIPS”** with Land Developers, CEOs, Site Selectors, Commercial Real Estate Professionals, Business Owners, Elected Officials, School District, City Staff and most importantly the Citizens of Saginaw.

## 2. LISTEN TO OTHERS

- Surveys, in-person conversations, emails, phone calls, etc.
- Every Community is Different and not “cookie-cutter”



# WHAT WE DO

## ECONOMIC DEVELOPMENT



### ■ Relationship Builder

- *Land Developers, CEOs, Site Selectors, Commercial Real Estate Professionals, Business Owners, Elected Officials, School District, City Employees, Citizens of Saginaw*

### ■ S.W.O.T. Analyzer

- *Strengths, Weaknesses, Opportunities, Threats*

### ■ Business Recruitment

- *“Diversify Your Portfolio”*
  - *Restaurant, Retail, Industrial (Not Residential)*
- *Real Estate Agent???*
- *Available 2<sup>nd</sup> Generation Space vs. Not Yet Constructed*

### ■ Business Retention

- *Programs and Shopping Local!*
- **FACT:** *We lost zero (0) businesses because of COVID-19.*

### ■ New Developments

- *Four Mixed Use Developments*

### ■ \*\*Re-Developments

- *Southern & Northern Saginaw along Business 287 (the BLVD)*

### ■ Business Promotion & Communication

- *Scenes from the Roads Less Taken (Industrial)*
- *Business Spotlight (Small Business)*
- *City View Eco. Dev. Newsletter, Email Alerts, Social Media*
- *Ribbon Cuttings, Grand Openings, Ground Breakings*
- **\*\*Certificates of Occupancy Partnership with Building Dept.**

### ■ Chamber of Commerce

- *Partner City Liaison and Point of Contact*
- *An Established Chamber is Proving to be the Best Solution*

# WHAT WE DO

## ECONOMIC DEVELOPMENT



### Just A Few Highlights of FY 2022-23 (the last 8 months)

- Four (4) Mixed-Use Developments Under Construction in Saginaw
- **\*\*Sale and Development of Globe Aviation Site is HUGE for Saginaw, TX!!!**
- **\*\*Miller Milling Expansion is HUGE for Saginaw, TX!!!**
  - Third largest flour capacity in US and largest in the state of Texas
- **New Businesses** (Retail, Restaurant, Fast Casual and Industrial)
- **Re-Development**
  - *Blazing Hospitality Property, Vaquero Ventures Property, North Town Center*
  - *Building Improvement Grant Program (Multi-Award Winning Program)*
- **Increased Sales Tax Revenues**
  - Fiscal Year 2022-23 Total Revenues = \$5,259,476.06 – through May 2023 **(8.01% increase AND \$389,986.59 more revenue than the same 8 months last fiscal year)**
  - Fiscal Year 2021-22 Total Revenues = \$7,762,572.97 **(7.27% increase)**
  - Fiscal Year 2020-21 Total Revenues = \$7,236,582.55 **(21.46% increase)**
  - **\*\*Fiscal Year 2019-20 Total Revenues = \$5,957,804.98 (6.72% increase) \*\*(COVID-19 began March 2020)**
  - Fiscal Year 2018-19 Total Revenues = \$5,582,848.90 **(6.73% increase)**
  - Fiscal Year 2017-18 Total Revenues = \$5,257,738.16 **(3.19% increase)**





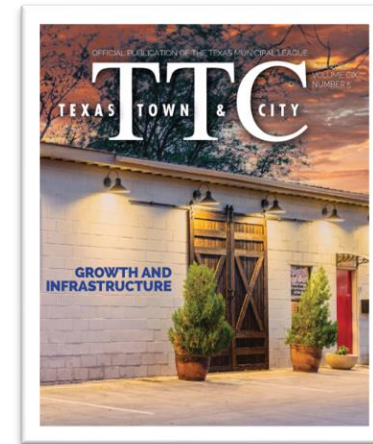
# WHAT WE DO

## ECONOMIC DEVELOPMENT



### Just A Few More Highlights of 2022-23 (the last 8 months)

- **Completed Two City Council Initiated Work Plan Items (2022)**
  - Reignite a Chamber of Commerce (Joined Northeast Tarrant Chamber of Commerce)
  - Fire Station Property – Destination Restaurant / Entertainment Venue (Local Favorite)
- **Four Local Business Forums**
  - Included retired Tarrant County Judge Glen Whitley and NEW Tarrant County Commissioner of Precinct 4 Manny Ramirez
- **Texas Municipal League “Texas Town & City Magazine”**
  - May 2023 - “Community Engagement, Building Relationships and Redevelopment in Small Town Texas”
  - June 2023 - “Reinvesting in Saginaw, Texas”
- **Won State Awards / Recognition**
  - Two 2022 Texas Economic Development Council Awards
    - Economic Excellence (one of 54 in the state of Texas)
    - Community Economic Development
  - 2022 Texas Municipal League – Finalist for City Spirit Award (One of Three in the State)
- **“City View” Economic Development Newsletter**



**YOU ARE INVITED!**

## SAGINAW BUSINESS FORUM

CONNECTING BUSINESSES • SHARING INFORMATION • BUILDING A STRONG NETWORK

**JUNE 15**

**WHEN:** Thursday, June 15, 2023  
8:00 AM to 9:15 AM

**WHERE:** City of Saginaw Recreation Center, 633 West McLeroy Blvd.

**COST:** FREE to attend but RSVP is requested. Breakfast and coffee will be provided.

**AGENDA:** 8:00: Networking and breakfast  
8:15: Welcome and introductions  
8:20: Speaker: **Manny Ramirez**, Tarrant County Commissioner, Precinct 4  
9:00: Questions and Networking

**Manny Ramirez**  
Commissioner

The Local Business Forum, sponsored by the City of Saginaw Economic Development Department, is available to all stakeholders in the community. This forum provides the chance for the business community and the City to come together to help foster growth and build relationships! The event is FREE to attend with complimentary breakfast and coffee! If you are interested in learning more about the Economic Development activities and the growing local economy in Saginaw, Texas, then this casual breakfast is just for you.

Manny Ramirez is an Alumnus of W.E. Baswell High School, Tarrant State University, and Texas Christian University. Manny is an experienced executive, small business owner, and served for more than 15 years as a Police Officer, Detective, and Sergeant. He was recently elected to serve as Tarrant County Commissioner of Precinct 4.

Contact and RSVP: Keith at 817-230-0331 or [krinehart@saginawtx.org](mailto:krinehart@saginawtx.org)

WHAT WE DO

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

# **BOTTOM LINE:**

- ✓ We **DO PROVIDE VALUE** to our residents.
- ✓ We **ARE ESSENTIAL** to Saginaw, Texas.

# STAFFING AND SALARIES

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT



### STARTING SALARIES

Position	Colleyville	Bedford	Hurst	Watauga	Burleson	Haltom City	SAGINAW	AVERAGE (not including Saginaw)	Difference + / -
Director of Rec & Community Services	\$114,739	\$116,018	\$106,050	\$101,108	\$125,405	\$97,008	\$99,293	\$110,055	-\$10,762
Director of Economic Development	-	\$121,819	\$106,050	-	\$119,433	\$115,312	\$104,257	\$115,654	-\$11,397
Recreation Services Manager	-	-	\$46,529	-	\$69,830	\$57,757	\$55,291	\$58,039	-\$2,748
Recreation Services Supervisor	-	-	-	-	\$54,713	\$46,248	\$47,761	\$50,481	-\$2,720
Recreation Services Coordinator	\$52,563	-	\$41,038	\$40,012	\$35,859	\$38,907	\$35,641	\$41,676	-\$6,035
Senior Center Manager	\$74,333	\$62,500	\$69,214	\$47,715	\$54,713	\$80,153	\$41,259	\$63,271	-\$22,012
PT Customer Service Associate	\$12.50	-	\$15	\$14.78	\$12	-	\$12	\$14	-\$2/hour
Communications Manager	\$77,660	\$116,018	\$49,878	\$68,434	###	\$62,198	\$64,005	\$74,838	-\$10,833

### = Burleson has the position Director of Community Services that handles Communications (\$119,433)

**NOTE:** This survey was conducted between December 2022 – January 2023.

# 2023-2024 BUDGET

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT



### Recreation & Community Services

- Senior Center Manager (Reclassification from Grade 20 to Grade 26) - \$20,000
- New Senior Center Account (Instructors) - \$12,000
- New Senior Center Account (Supplies) - \$15,000
- Special Event (Increase Concerts) - \$6,000
- Replace Two Treadmills and One Stair-climber - \$23,500
- Recreation Center (Replace Banquet Chairs) - \$8,000
- Recreation Center Repairs (Painting) - \$15,500
- Recreation Center Repairs (Flooring) - \$8,000
- Recreation Center Repairs (Ceilings) - \$23,000
- Replace Stage Curtain - \$11,100
- **TOTAL SPECIAL REQUESTS: \$142,100**

### Communications

- Citizen Satisfaction Survey: One-Time (Year 2 of 3) - \$10,950
- Part-Time Special Events Coordinator (Reoccurring) - \$45,000
- PEG Channel Equipment Purchase (One-Time) - \$36,940
- Contract Services (Webcast) - \$8,448
- Saginaw City and Customer Service App (Reoccurring) - \$13,920
- Equipment (One-time) - \$8,000
- Crisis Communication Training for City Elected and Administrative Officials (One Time) - \$15,000
- Community Engagement (Reoccurring) - \$10,000
- Educational Training/Travel - \$3,450
- **TOTAL SPECIAL REQUESTS: \$151,708**



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# COMMUNITY SERVICES DEPARTMENT

CITY COUNCIL MEETING – JULY 18, 2023

***ANY QUESTIONS?***





**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**International Leadership of Texas-Saginaw Charter School Update--Bryn Meredith, City Attorney**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Business	Item: A
Reference File		

**BACKGROUND/DISCUSSION:**

**FINANCIAL IMPACT:**

N/A

**RECOMMENDATION:**

N/A

**Continued traffic and safety concerns with the International Leadership of Texas (ILT) Charter School located at 500 N Old Decatur Road, Saginaw TX 76179**

The City of Saginaw has been in negotiations with ILT concerning traffic and safety concerns in the area surrounding the school for over two years. It is time that we immediately address the following two situations. Eradicating these activities will significantly alleviate the problem.

1. ILT blocks half of the street with traffic cones and/or a vehicle.
2. Vehicles stopping/parking on the street waiting for pickup or drop-off.

These two activities are causing congestion, road rage and unsafe conditions. Emergency vehicles are not able to effectively navigate and respond to emergencies during these times with all the congestion. Citizens who reside in the area are unable to freely come and go from their residence without being inconvenienced and delayed.

Starting this fall semester, there will be zero tolerance for this disregard of traffic laws. ILT will be notified they are not permitted to impede any traffic. This includes, but is not limited to, vehicles, objects and/or persons. No Stopping signs will be posted on Old Decatur Road, Sherwood Trail, and Silverbrook Drive. Individuals stopping or parking on the street will be fined. All traffic laws will be enforced, and violations will be issued.

If ILT needs to impede traffic for a special event, they will be required to follow the appropriate channels for obtaining permission from the City of Saginaw.



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**FY2023/2024 Budget Workshop--Kim Quin, Finance Director**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Business	Item: B
Reference File		

**BACKGROUND/DISCUSSION:**

Budget preparation has begun for the 2023/2034 fiscal year. Presentations will be made to the City Council throughout the spring and summer to review and discuss issues pertinent to the budget.

**FINANCIAL IMPACT:**

Items discussed may impact the FY2023/2024 Proposed Budget.

**RECOMMENDATION:**

This is a workshop to discuss budget issues. No action will be taken.





**City of Saginaw**  
**City Council Memorandum**

Prepared By: Kim Quin

**Consideration and Action regarding proposed FY2023-2024 Tax Rate and Notice of Public Hearing--Kim Quin, Finance Director**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Business	Item: C
Reference File		

**BACKGROUND/DISCUSSION:**

To comply with the Truth-in-Taxation requirements, the City Council must take a record vote on the proposed tax rate. The rate and record vote will be published in the newspaper and on the City website. A draft notice is attached.

**FINANCIAL IMPACT:**

This item will have a financial impact, as tax revenue is a primary funding source of the budget, but the purpose of tonight's action is to satisfy State law and Truth-in Taxation procedures.

**RECOMMENDATION:**

Staff recommends the City Council vote on the proposed tax rate in preparation of the public hearing on the FY2023-2024 tax rate that will be held at the City Council meeting on August 15, 2023.

# NOTICE OF PUBLIC HEARING ON TAX INCREASE

A tax rate of \$0.498769 per \$100 valuation has been proposed by the governing body of City of Saginaw.

PROPOSED TAX RATE	\$0.498769 per \$100
NO-NEW-REVENUE TAX RATE	\$0.459254 per \$100
VOTER-APPROVAL TAX RATE	\$0.498769 per \$100

The no-new-revenue tax rate is the tax rate for the 2023 tax year that will raise the same amount of property tax revenue for City of Saginaw from the same properties in both the 2022 tax year and the 2023 tax year.

The voter-approval rate is the highest tax rate that City of Saginaw may adopt without holding an election to seek voter approval of the rate.

The proposed tax rate is greater than the no-new-revenue tax rate. This means that City of Saginaw is proposing to increase property taxes for the 2023 tax year.

A PUBLIC HEARING ON THE PROPOSED TAX RATE WILL BE HELD ON August 15, 2023 AT 6:00 PM AT City of Saginaw, City Hall.

The proposed tax rate is not greater than the voter-approval tax rate. As a result, City of Saginaw is not required to hold an election at which voters may accept or reject the proposed tax rate. However, you may express your support for or opposition to the proposed tax rate by contacting the members of the City of Saginaw or City of Saginaw at their offices or by attending the public hearing mentioned above.

YOUR TAXES OWED UNDER ANY OF THE RATES MENTIONED ABOVE CAN BE CALCULATED  
AS FOLLOWS:

$$\text{Property tax amount} = (\text{tax rate}) \times (\text{taxable value of your property}) / 100$$

**FOR the proposal:**

**AGAINST the proposal:**

**PRESENT** and not voting:

**ABSENT:**

Visit [Texas.gov/PropertyTaxes](https://www.texas.gov/PropertyTaxes) to find a link to your local property tax database on which you can easily access information regarding your property taxes, including information about proposed tax rates and scheduled public hearings of each entity that taxes your property.

The 86th Texas Legislature modified the manner in which the voter-approval tax rate is calculated to limit the rate of growth of property taxes in the state.

The following table compares the taxes imposed on the average residence homestead by City of Saginaw last year to the taxes proposed to be imposed on the average residence homestead by City of Saginaw this year.

	2022	2023	Change
<b>Total tax rate (per \$100 of value)</b>	\$0.508042	\$0.498769	decrease of -0.009273, or -1.83%

<b>Average homestead taxable value</b>	\$217,978	\$248,725	increase of 30,747, or 14.11%
<b>Tax on average homestead</b>	\$1,107.42	\$1,240.56	increase of 133.14, or 12.02%
<b>Total tax levy on all properties</b>	\$13,478,803	\$14,765,485	increase of 1,286,682, or 9.55%

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For assistance with tax calculations, please contact the tax assessor for City of Saginaw at 817-230-0332 or [info@saginaw.org](mailto:info@saginaw.org), or visit [www.saginawtx.org](http://www.saginawtx.org) for more information.



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**Consideration and Action regarding FY2023-24 Employee Health Benefits--Melanie McManus, Director of Human Resources**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Business	Item: D
Reference File		

**BACKGROUND/DISCUSSION:**

On July 12th a meeting of the Employee Insurance Committee was held with our Broker Brett Bowers. A summary of that meeting including the details of the committee's recommendations is included in the attached memo.

**FINANCIAL IMPACT:**

Funds for group medical are included in the budgets of the respective departments. Funds to cover the expenses will be included in the 2023-2024 fiscal year budget.

**RECOMMENDATION:**

Staff concurs with the Employee Insurance Committee's recommendations to change health insurance carrier to Blue Cross Blue Shield, continue the Flexible Spending Account benefit with Alt-Bentley Yates and continue Health Savings Account (HSA) benefit with UMB Bank.



## MEMORANDUM

DATE: July 27, 2023

TO: Mayor and City Council

FROM: Melanie McManus, HR Director

RE: Employee Health Insurance

Our insurance broker Brett Bowers with Hub International, met with the Employee Insurance Committee on July 12<sup>th</sup> to review our insurance plan information. The following is a summary of that meeting and the committee's recommendation.

Our current health insurance provider is Cigna. We have used Cigna for three years. Based on the fact we had a good claims history for the current year staff decided to advertise for proposals in hopes of obtaining better rates and benefits.

Cigna, our health coverage provider originally offered a renewal rate with a 4.9% increase. The Committee reviewed the proposed rates and benefit plans and determined the two most competitive plans were from Blue Cross/Blue Shield and United Healthcare. Although United Healthcare offered a 6.5% decrease and Cigna's final offer was a 4.2% decrease, Blue Cross/Blue Shield offered a decrease of 4.4% under the current rates, a lower renewal rate cap and better benefits.

We will continue to offer three PPO plan options, original co-pay, health savings account (HSA) and the alternate co-pay. The decision was made to offer an additional HMO plan to give a less expensive option to employees with family coverage. The City will continue to provide an additional \$365 per month for dependent coverage.

Under the original co-pay plan employees would pay \$60.78 per month for employee-only, \$695.07 per month for employee-spouse coverage, \$430.23 per month for employee-children coverage, and \$1,429.54 per month for full family coverage.

Under the HSA plan employees would pay \$294.16 per month for employee-spouse coverage, \$119.47 per month for employee-children coverage, and \$778.64 per month for full family coverage. The original co-pay cost difference of \$179.99 per month will be deposited in the employee's HSA account.

Under the alternate co-pay plan employees would pay \$392.25 per month for employee-spouse coverage, \$174.64 per month for employee-children coverage, and \$995.71 per month for full family coverage. The original co-pay cost difference of \$63.81 per month will be applied to the dependent coverage.

Under the HMO co-pay plan employees would pay \$99.77 per month for employee-spouse coverage, \$0 per month for employee-children coverage, and \$576.72 per month for full family coverage. The original co-pay cost difference of \$184.16 will be applied to the dependent coverage.

The reduction in premiums translates into a positive impact on employees' take-home pay since the deduction for monthly premiums will be less than the current year.

After reviewing all the information, the Employee Insurance Committee recommends switching to Blue Cross/Blue Shield for health, continuing the Flexible Spending Account benefit through Alt-Bentley Yates Benefit Administrator, and UMB Bank for the Health Savings Account.



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**Consideration and Action regarding FY2023-24 Employee Ancillary - Dental, Life and Vision Benefits--Melanie McManus, Director of Human Resources**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Business	Item: E
Reference File		

**BACKGROUND/DISCUSSION:**

On July 12th a meeting of the Employee Insurance Committee was held with our Broker Brett Bowers. A summary of that meeting including the details of the committee's recommendations is included in the attached memo.

**FINANCIAL IMPACT:**

Funds for group ancillary benefits are included in the budgets of the respective departments. Funds to cover the expenses will be included in the 2023-2024 fiscal year budget.

**RECOMMENDATION:**

The Employee Insurance Committee's recommends switching to Renaissance for ancillary benefits.

## MEMORANDUM

DATE: July 27, 2023

TO: Mayor and City Council

FROM: Melanie McManus, HR Director

RE: Employee Ancillary Benefits

Our insurance broker Brett Bowers with Hub International, met with the Employee Insurance Committee on July 12<sup>th</sup> to review our insurance plan information. The following is a summary of that meeting and the committee's recommendation.

Our current dental and life insurance provider is Cigna. We have used Cigna for three years. Based on the fact we had a good claims history for the current year staff decided to advertise for proposals in hopes of obtaining better rates and benefits.

The Committee reviewed the top two proposed dental benefit plans from Cigna and Renaissance. Although Cigna offered a 4.0% increase and Renaissance offered a rate of 4.1% increase with better benefits. After reviewing all the information, the Employee Insurance Committee recommends switching to Renaissance.

Renaissance Dental Coverage – the City will continue to provide full coverage dental insurance for employee-only coverage. The carrier will offer a 4-tier rate plan to equitably distribute the cost. Dental benefits will increase to \$1,500 from \$1,000.

The Committee reviewed the top two proposed life benefit plans from Cigna and Renaissance. Although Cigna came back with a 0% increase and Renaissance offered a decrease of 3.8%. After reviewing all the information, the Employee Insurance Committee recommends switching to Renaissance.

Renaissance Life Coverage – the City will continue to provide \$50,000 life and accidental death/dismemberment at no cost to the employee.

Renaissance Vision Coverage - optional vision plan is available to employees at the employee's sole cost. The improved benefit offers frames/contacts every 12 months instead of every 24 months.

Renaissance Voluntary Life and Long-Term Disability – optional plans to be available to employees at the employee's sole cost.



**City of Saginaw**  
**City Council Memorandum**

Prepared By: Janice England

**Any Posted Item**

Meeting	Agenda Group	
August 1st, 2023, 6:00 PM	Executive Session	Item: B
Reference File		

**BACKGROUND/DISCUSSION:**

text placeholder

**FINANCIAL IMPACT:**

N/A

**RECOMMENDATION:**

N/A