

CITY OF FREDERICKSBURG CITY COUNCIL MEETING

MONDAY, APRIL 20, 2015 ~ 6:00 p.m.

Law Enforcement Center ~ 1601 East Main Street

Linda Langerhans, Mayor
Graham Pearson, Council Member
Jerry Luckenbach, Council Member

Gary Neffendorf, Council Member
Bobby Watson, Council Member
Kent Myers, City Manager

(REQUEST ALL PAGERS AND PHONES BE TURNED OFF, EXCEPT EMERGENCY ON-CALL PERSONNEL.)

A G E N D A

CALL TO ORDER.

PLEDGE OF ALLEGIANCE.

Page Ref

1. PUBLIC HEARINGS

A. PUBLIC HEARING Z-1415 Conditional Use Permit for Security State Bank (1) Drive-Through Associated with a Bank, and (2) Standardized Business in the Historic Shopping Overlay District. 1-12

2. ORDINANCES - RESOLUTIONS - ACTION ITEMS

A. Receive Recommendation and Consider Z-1415

B. Consider Ordinance on Regulations for Mobile Food Establishments Z-1502 - first reading. 13-22

3. INDIVIDUAL ITEMS FOR CONSIDERATION AND POSSIBLE ACTION

A. Receive Presentation from Hill Country Alliance Concerning Arundo Donax (Giant Cane) 23-24

B. Receive Presentation from Jerry Fischer on FOLB Report 25-34

C. Consider Agreement with Gillespie County - Baron's Creek Property. 35-36

4. CITY MANAGER'S REPORT

A. Chamber Leaders Breakfast

B. Frantzen Park Clean-Up Day

C. May 13 City Council Retreat

D. Employee Recognitions

5. ITEMS FOR FUTURE AGENDAS

6. **PUBLIC COMMENTS** - This time is for citizens to address the City Council on issues and items of concern not on this agenda. There will be no City Council action at this time.

7. **COUNCIL COMMENTS** - No discussion or action may take place.

8. **EXECUTIVE SESSION** - Council reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.086 (Economic Development).

A. Executive Session - Personnel - Municipal Court Judge Position

B. Executive Session - Real Estate - Baron's Creek Property

9. **ADJOURN**



CITY COUNCIL MEMO

DATE: April 13, 2015

TO: Mayor and City Council

FROM: Brian Jordan, AICP

SUBJECT: Conditional Use Permit to allow:

1. Drive-through associated with a bank, and
 2. Standardized Business in the Historic Shopping Overlay District (Z-1415).
-

Summary:

Security State Bank and Trust is proposing to relocate their drive-through motor bank into the old Beckmann Funeral Home Building located at the corner of Crockett and San Antonio Street. The proposed drive-through will be located on the west side of the building and will include multiple drive-through lanes. Customers can access the drive-through from San Antonio Street and the existing bank property. Exiting will be onto San Antonio Street (see attached Site Plan).

Because the bank is considered a standardized business and is located in the Historic Shopping Overlay District, a conditional use permit for this component is required as well.

Recommendation:

The Planning and Zoning Commission voted unanimously to recommend approval of both parts of the Conditional Use Permit. Staff concurs with the Commission's recommendation of approval.



The City of Fredericksburg

Background / Analysis:

See attached Zoning Brief for request Z-1501

②

The City of Fredericksburg

126 W. Main St. • Fredericksburg, Texas 78624-3708 • (830) 997-7521 • Fax (830) 997-1861

CONDITIONAL USE PERMIT BRIEF

Request Z-1501

Owner: Security State Bank and Trust

Applicant: Andy Bray, AIA with Mustard Design

Location: 202 W. San Antonio Street

Existing Zoning: CBD, Central Business District

Request: Conditional Use Permit to allow:

1. Drive-through associated with a bank, and
2. Standardized Business in the Historic Shopping District Overlay.

Site Plan Overview:

- The subject property consists of a single building that was formerly Beckmann Funeral Home and Beckmann Furniture Store. The owners intend to renovate the existing building for use as a drive-through motor bank for Security State Bank and Trust.
- The Site Plan for the parking lot associated with Security Bank was approved by the Commission May, 2013.
- The site will replace the current bank drive-through on W. Austin and N. Crockett.
- The site area is approximately 1.387 acres.
- The plan provides parking for 46 parking spaces, including 2 handicap accessible spaces.
- The site has access from S. Crockett Street and W. San Antonio Street. Primary access to the rear or drive-through portion of the site will be from San Antonio Street.
- Impervious coverage is estimated to be approximately 81% (90% maximum allowed in the CBD District).
- Seven drive-through lanes are proposed, including a commercial lane, and ATM lane.
- The site is bordered by commercial and assembly uses to the west, commercial to the north, public uses to the east and residential and B&B uses to the south.
- Adjacent zoning is CBD, Central Business District to the west, north and east, and R-2 to the south across San Antonio Street.

Review and Evaluation Criteria:

A. CONFORMANCE WITH APPLICABLE REGULATIONS:

- The site complies with applicable regulations, including parking, impervious coverage, building coverage and setbacks.

B. COMPATIBILITY WITH EXISTING OR PERMITTED USES IN ABUTTING SITES:

- With the exception of conflicts during certain peak times for school traffic, parades and drive-through traffic, we would expect the use to be compatible with existing and permitted uses in the vicinity.

C. POTENTIALLY UNFAVORABLE EFFECTS OR IMPACTS ON OTHER EXISTING OR PERMITTED USES ON ABUTTING PROPERTY:

- We expect the unfavorable effects of the proposed use to be minimal and isolated.

D. MODIFICATIONS TO THE SITE PLAN WHICH WOULD RESULT IN INCREASED COMPATIBILITY AND WOULD MITIGATE POTENTIALLY UNFAVORABLE IMPACTS:

- None suggested.

E. SAFETY AND CONVENIENCE OF VEHICULAR AND PEDESTRIAN CIRCULATION IN THE VICINITY:

- As mentioned previously, there may be certain times when traffic from school activities, parades and the bank will conflict. However, we do not have any recommended changes to the site that would eliminate this conflict.

F. PROTECTION OF PERSONS AND PROPERTY FROM EROSION, FLOOD OR WATER DAMAGE, FIRE, NOISE, GLARE:

- NA.

G. LOCATION OF LIGHTING AND TYPE OF SIGNS; THE RELATION OF SIGNS TO TRAFFIC CONTROL AND ADVERSE EFFECTS OF SIGNS ON ADJACENT PROPERTIES:

- All lighting and signage will be required to comply with applicable ordinances.

H. ADEQUACY AND CONVENIENCE OF OFF STREET PARKING AND LOADING FACILITIES:

- Number of parking spaces provided exceeds the number required by the code.

I. DETERMINATION THAT THE PROPOSED USE IS IN ACCORDANCE WITH THE OBJECTIVES OF THESE ZONING REGULATIONS AND PURPOSES OF THE ZONE IN WHICH THE SITE IS LOCATED:

- Affirmative.

J. DETERMINATION THAT THE PROPOSED USE WILL COMPLY WITH EACH OF THE APPLICABLE PROVISIONS OF THE ZONING ORDINANCE:

- Affirmative.

K. DETERMINATION THAT THE PROPOSED USE AND SITE DEVELOPMENT, TOGETHER WITH ANY MODIFICATIONS APPLICABLE, THERETO, WILL BE COMPATIBLE WITH EXISTING OR PERMITTED USES IN THE VICINITY:

- The proposed use would seem consistent with the CBD regulations.

L. DETERMINATION THAT ANY CONDITIONS APPLICABLE TO APPROVAL ARE THE MINIMUM NECESSARY TO MINIMIZE POTENTIALLY UNFAVORABLE IMPACTS ON NEARBY USES AND TO ENSURE COMPATIBILITY OF THE PROPOSED USE WITH EXISTING OR PERMITTED USES IN THE SAME DISTRICT AND THE SURROUNDING AREA:

- NA.

M. DETERMINATION THAT THE PROPOSED USE TOGETHER WITH THE CONDITIONS APPLICABLE THERETO, WILL NOT BE DETRIMENTAL TO THE PUBLIC HEALTH, SAFETY, OR WELFARE OR MATERALLY INJURIOUS TO PROPERTIES OR IMPROVEMENTS IN THE VICINITY:

- Affirmative

In addition to the criteria listed above, the Planning and Zoning Commission and the City Council shall review and evaluate Conditional Use Permit applications for all Standardized Businesses within the Historic Shopping District Overlay using the following criteria:

1. Affirmative finding that the existence of such business will not:

- a) Materially alter the general characteristic of the surrounding area of the small town German and Hill Country environment,
- b) Detract from the uniqueness of, nor materially alter the identity of, the Historic Shopping District,
- c) Contribute to the nationwide trend of standardized offerings, or
- d) Impair the intent of the Standardized Business Ordinance of the Comprehensive Plan of the City; and

2. Affirmative finding that the business will:

- a) Add diversity to the mix of businesses in the area including type of service, amusement, product, price range and the like, and
- b) Complement those businesses already in the Historic Shopping District, and
- c) Help promote and foster the local economic base as a whole, or
- d) Is currently existing in the district or is regionally or locally based or is serving a community need or local demand.

OPPOSITION/SUPPORT OF REQUEST: To date, we have received one letter in support and none in opposition to this request.

PLANNING AND ZONING COMMISSION RECOMMENDATION: The Commission voted unanimously to recommend approval of the request with a condition that a sign be added at the exit warning of pedestrian crossing.

STAFF RECOMMENDATION: While we expect there to be certain times when there are traffic conflicts, we expect these to be isolated and not detract from the functionality of the street and neighborhood. In addition, we believe the banks long term presence in the community, and conditions of the bank drive-through being relocated, support the criteria listed above. Staff recommends approval.



April 8, 2015

Re: Conditional Use Permit for a drive through motor bank

Security State Bank
118 S. Crockett Street
Fredericksburg, TX 78624

We are proposing for approval the renovation to the existing Beckmann Funeral for the use of a drive through motor bank for Security State Bank and Trust. The facility is located at the corner of South Crockett and West San Antonio Street on 1.387 acres in the CBD zoning district and within the Historic District overlay. The conditional use permit is proposed for the drive through component of the bank in addition as well as a standardized business in the historic district.

Security State Bank and Trust currently has an existing motor bank located within the CBD and Historic District at the corner of North Crockett and Austin Street. This location will be closed and operations moved to the new location we are discussing tonight.

SITE DESIGN CONSIDERATIONS:

- St. Mary's at the end of northern end of the block
- Open space on the southern end
- Street parking along the curbs of S. Crockett and W. San Antonio
- **Vehicle access and egress to the site: Entry and exit from S. Crockett, Entry and exit from W. San Antonio**
- **Right of way on W. San Antonio is 100.6' – wide street**
- **School Zone**

SITE ORGANIZATION:

- **Existing buildings**
- **Proposed renovations: façade improvements at the entries, addition of a motor bank canopy for bank equipment, tubes, etc.**
- **6 Drive thru lanes (1 ATM) and 1 commercial lane. Added a lane to reduce queue depth**

SITE FLOW

- **Parking has been installed as part of Phase 1, approved by the commission in May 2013**
- **Entry and exit onto S. Crockett Street. The existing drive has been widened to accommodate 2 way traffic. This will provide access to the parking area as well as the drive through lanes**
- **Entry and exit onto W. San Antonio. Existing curb cut shall remain. Access to employee parking and drive through lanes**

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- Exit only onto W. San Antonio, right or left hand turn. Based on current numbers of the existing facility on Austin Street we estimate traffic counts to be Max on the Monday after a holiday is about 500 cars per day and a typical day 200-250 cars per day through motor bank
- Street parking shall remain
- St. Mary's school zone location

EASEMENTS

- Shared access easement put in place on the May 2013 site plan approval shall remain, providing access to all parking areas
- Fire lane will be included

That is our presentation regarding proposed layout for the site design, flow of the users and how we utilized the existing conditions. I will address the standardized business item, however first I can respond to any questions regarding the site.

STANDARDIZED BUSINESS - Will not:

Security State Bank & Trust, born in the heart of Fredericksburg, Texas still resides in the former Buckhorn Saloon building at 201 West Main. In 1941 a group of local businessmen saw a need for a new bank to better serve the community's needs. On April of that year, Security State Bank officially opened for business in the old saloon building. The white-tailed deer was used as the bank's logo as a salute to the simple beginnings of their first property.

Materially alter the general characteristic

The renovations that will be done to the former Beckmann Funeral home will fit in detail, style and general character to the surrounding area of the small town German and Hill Country environment. Our proposed exterior renovations have been reviewed and approved by the Historic Review Board.

Detract from the uniqueness

The bank will not detract from the uniqueness or alter the identity of the Historic Shopping District. Business will be conducted Monday thru Friday 8am -6pm. Weekends and holidays which are the busiest periods in Fredericksburg, the ATM drive through lane will be available as well as the additional parking spaces for guests

Contribute to the nationwide trend of standardized offerings

Although Security State Bank & Trust is a financial organization, they provide a personalized service-not products that are considered a nationwide trend. There is a saying that is heard at Security State Bank & Trust and that is ***We are proud to say that we are small enough to know you by name and large enough to serve your banking needs. We are people working with people.*** Fredericksburg needs this, yes tourism is unique to our town, but we need business like SSB&T to provide professional banking services to the local community.

Impair the intent of this ordinance or the comprehensive plan of the City;

We do not see that the renovations and improvements to the former Beckmann Funeral home will impair the intent to the city plan or ordinance. SSB&T is technically a "standardized" business due to their 18 locations; we need to celebrate the fact that a local company, started in Fredericksburg has had the great success this bank has enjoyed.

STANDARDIZED BUSINESS- Will:

Add diversity to the mix of businesses

Not all banks provide equal service. Security State Bank & Trust is committed to providing the highest quality banking services and products available in the Texas Hill Country. However with their roots in Fredericksburg they remain dedicated to providing old-fashioned person to person customer service blended with our suite of electronic products. Our staff of SSBT Banking Professionals is what sets us apart from our competition. People working with people.

Complement those businesses already in the Historic Shopping District;

Security State Bank & Trust compliments business in the Historic District. They live and work in the community, employees are involved in the community. Coaching youth sports, involved with the FBG Chamber of Commerce, contributing to the Hill Country Needs Council and sponsoring local activities and events.

Help promote and foster the local economic base as a whole

They help promote the local economy by providing personal and business banking services, as well as mortgages and trust services.

Is currently existing in the District or is regionally or locally based or is serving a community need

Security State Bank & Trust exists in the historic district in the same building they have been in since 1941. They are a local banking company that knows the people of Fredericksburg

SSB&T Will not contain any external features of a standardized business, other than signage meeting the City of Fredericksburg ordinances.

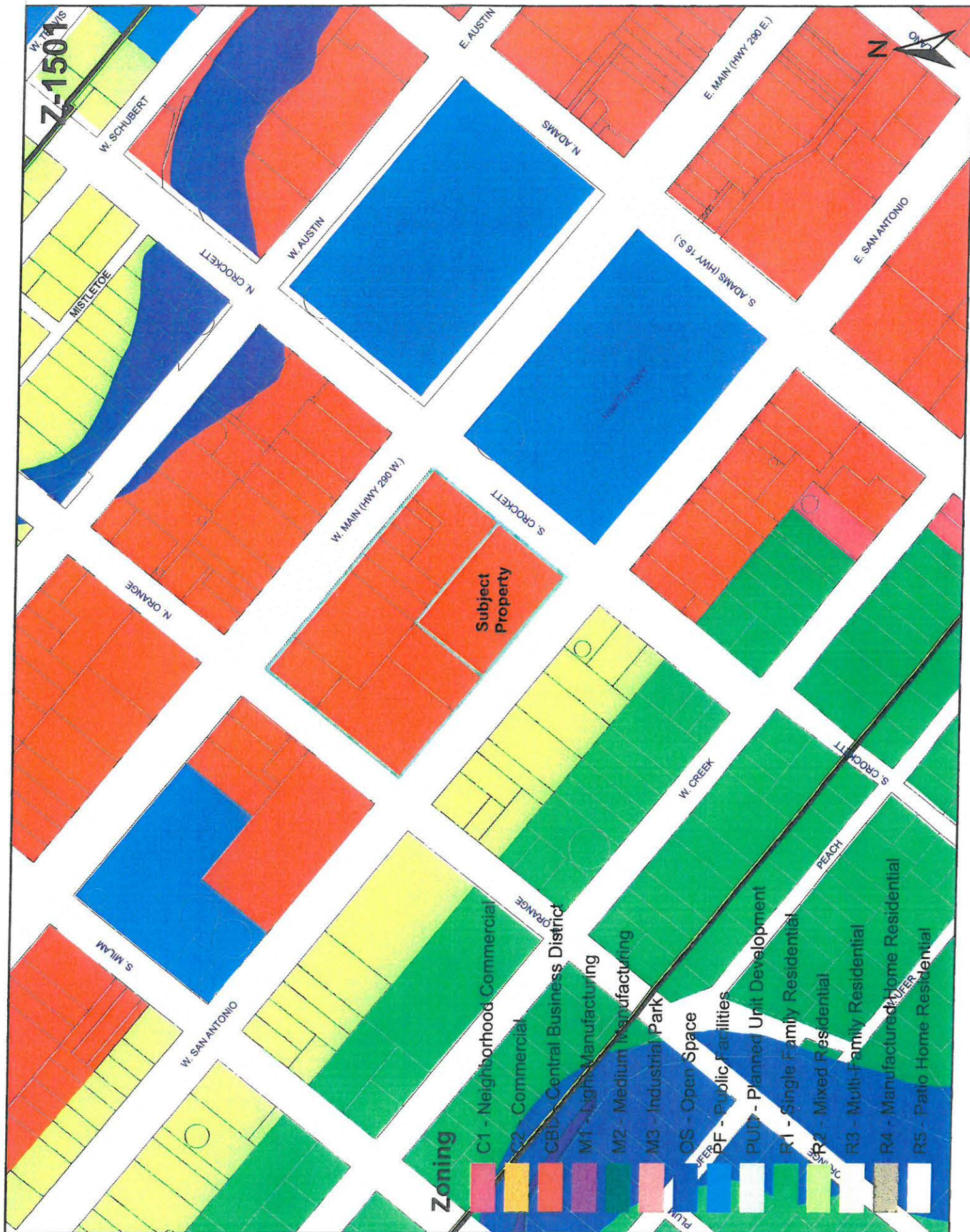
Located one block off Main Street the proposed location is pedestrian oriented, however the motor bank portion of the improvements will be more for vehicles.

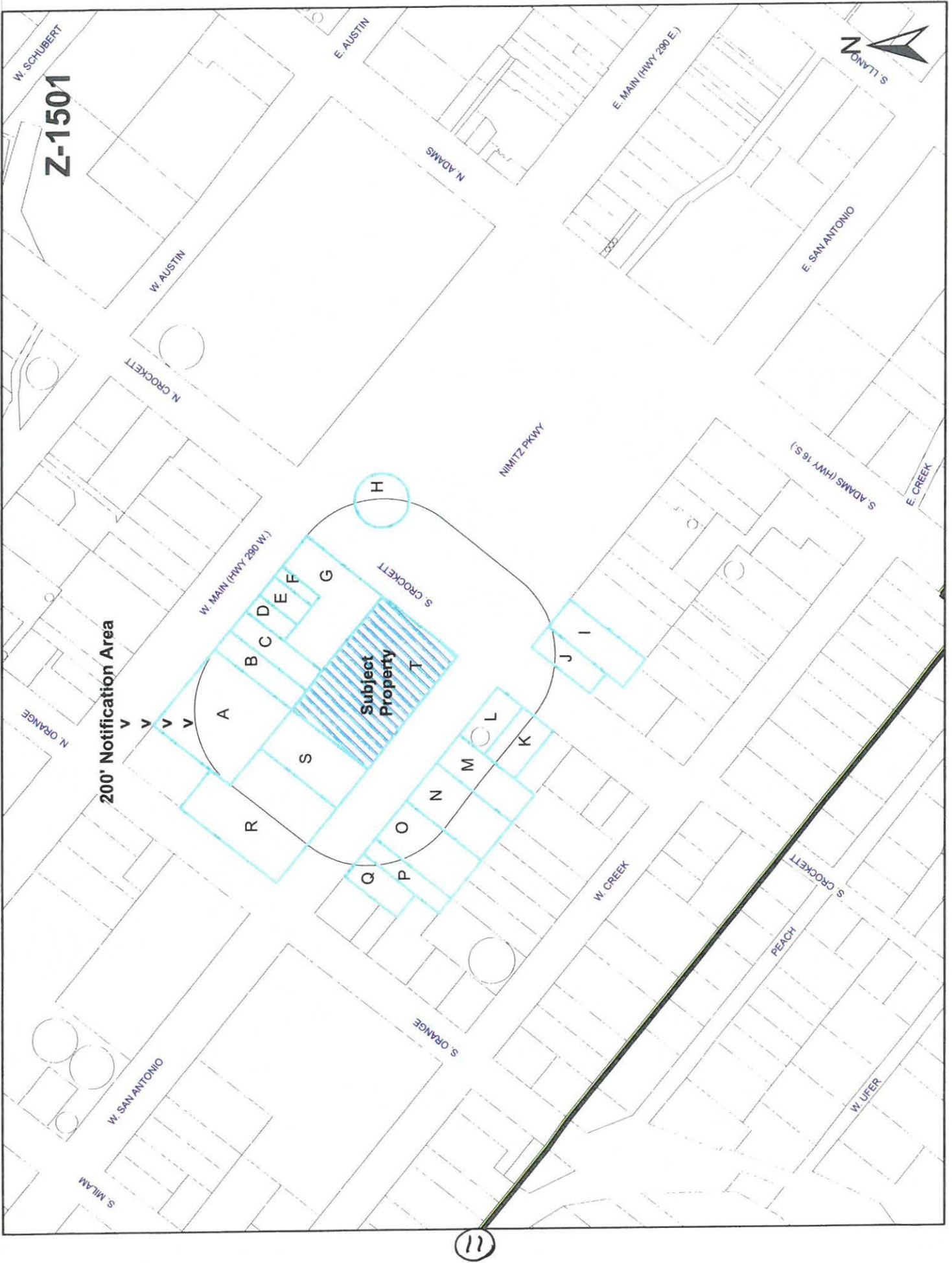
The exterior improvements are unique and complement the character of the Historic District

The location of their main offices and lobby is existing and has been since 1941. The location of the motor bank and offices is adjacent to the main office and across Main Street from their current location.

With eighteen locations throughout the hill country Security State Bank and Trust is a local business with strong support and involvement in the Fredericksburg community. We believe that when section **Sec. 5.461** of the City of Fredericksburg Ordinance was drafted it was to promote businesses like SSB&T. We propose that Security State Bank and Trust, is a standardized business that has and will continue to serve the community.

CUP





Z-1501

200' Notification Area

Subject Property

(13)

Letter	Owner	
A	Knopp & Metzger, Inc.	247 W. Main
B	Knopp & Metzger, Inc.	229 W. Main
C	Knopp & Metzger, Inc.	225 W. Main
D	DCJBK Bell Family Limited Partnership	219 W. Main
E	Ferguson Famly Properties, LP	215 W. Main
F	Ferguson Famly Properties, LP	211 W. Main
G	Security State Bank & Trust	201 W. Main
H	County of Gillespie	125 W. Main
I	Sharon Gail Joseph	123 W. San Antonio
J	Randall M. Turner	125 W. San Antonio
K	William Daniel Meskill	204 S. Crockett
L	Judy C. Boatwright	202 S. Crockett
M	Barbara Beckmann Hagel	203 W. San Antonio
N	Claudia L. Parker	207 W. San Antonio
O	Jean L. & Beverlyn Dubose	209 W. San Antonio
P	Sylvia Cook	211 W. San Antonio
Q	Heinrich & Brenda Boenig	215 W. San Antonio
R	St. Mary's Catholic Church	214 W. San Antonio
S	St. Mary's Catholic Church	214 W. San Antonio
T	Security State Bank & Trust	202 W. San Antonio

Z-1501



CITY COUNCIL MEMO

DATE: April 2, 2015

TO: Mayor and City Council

FROM: Brian Jordan, AICP, Director of Development Services

SUBJECT: Ordinance Regulations for Mobile Food Establishments (Z-1502)

Summary:

Currently, the City has a very limited set of regulations pertaining to mobile food vending trucks/trailers. In short, they are covered in our Temporary/Accessory Use regulations section of the Zoning Ordinance. The provisions permit the temporary use of mobile trailer units or similar portable structures for non-residential uses, located in districts other than the Historic Overlay District where the use is a permitted use, and limited to a maximum period of six (6) months. Additional criteria for each such use have been established, including compliance with all Gillespie County Health Division requirements, and items such as owners permission, restrooms, hours of operation, graywater discharge, parking/access, signage, trash receptacles, grease trap, outdoor dining, zoning and that there are no outstanding taxes or liens on the property.

Recommendation:

The Commission voted unanimously to recommend approval of the ordinance. Staff concurs with this recommendation.

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The City of Fredericksburg

Background / Analysis:

The proposed ordinance establishes the zoning districts where Mobile Food Establishments will be permitted. These include C-2, CBD, M-1, M-2, M-3, PF and PUD (where commercial uses are allowed) districts. No Mobile Food Establishment shall be allowed in the Historic Overlay District.

A permit application shall be required for all Mobile Food Establishments. The requirements for obtaining a permit are outlined in Section 8-117. The permit will be issued by the Regulatory Authority which will be the Gillespie County Health Division, who will issue the permit on an annual basis.

Mobile Food Establishments will be required to comply with all fire safety procedures established by the Fire Marshal, utilize a Central Preparation Facility, demonstrate that the vehicle is readily moveable, have access to restroom facilities within 150' , and comply with all regulations of the zoning district in which it is located with regard to parking, setbacks and any others that are applicable. As long as the unit is in compliance with the criteria established, there will be no limit on the length of time they are at a location.

ORDINANCE NO. _____

AN ORDINANCE AMENDING THE ZONING ORDINANCE OF THE CITY OF FREDERICKSBURG TO ADD MOBILE FOOD ESTABLISHMENTS AS PRINCIPAL PERMITTED USES IN CERTAIN ZONING DISTRICTS, TO AMEND SECTION 8.100 OF THE ZONING ORDINANCE TO ADD MOBILE FOOD ESTABLISHMENTS AS AN EXCEPTION TO THE REQUIREMENTS OF TEMPORARY USE TYPES, TO ADD SECTION 8-117 TO ARTICLE V. FOOD ESTABLISHMENT REGULATIONS OF CHAPTER 8- BUSINESSES, ADDING REGULATIONS FOR MOBILE FOOD ESTABLISHMENTS, DEFINITIONS, REPEAL OF INCONSISTENT PROVISIONS, SEVERABILITY, PENALTIES, EFFECTIVE DATE AND CODE PUBLICAITON.

WHEREAS, The City Council of the City of Fredericksburg has determined that there is a need for revision of the City's ordinances to provide for Mobile Food Establishments as a desired addition to the range of food services within the City of Fredericksburg, and

WHEREAS, the City Council has directed the staff to draft a proposed ordinance permitting and regulating such uses, and

WHEREAS, public hearings, before the Planning and Zoning Commission and the City Council of the City of Fredericksburg have been duly noticed and held regarding such proposed ordinance, as is hereinafter set out, and

WHEREAS, the Planning and Zoning Commission has determined that the zoning changes outlined in the following ordinance are in conformity with the uses established by the Comprehensive Land Use Plan of the City of Fredericksburg and is consistent with the objectives of the City of Fredericksburg Zoning Ordinance, and has recommended to the City Council of the City of Fredericksburg, based upon its findings that the rezoning be enacted, and the following ordinance be adopted, and

WHEREAS, the City Council has specifically found, following public hearing, that such changes are consistent with the objectives of the City of Fredericksburg Zoning Ordinance and the Comprehensive Land Use Plan of the City of Fredericksburg, and that the proposed regulations of Mobile Food Establishments should be adopted, and

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FREDERICKSBURG, TEXAS THAT:

The Zoning Ordinance of the City of Fredericksburg is hereby partially amended as follows:

Mobile Food Establishments, as defined in Chapter 8 Businesses, Article V, Food Establishment Regulations Sec.8-109 of the Code of Ordinances of the City of Fredericksburg be and are hereby added as Principal Permitted Uses to the following sections and Zoning Districts:

Sec.3.210.- C-2: Commercial District, but not in any right of way or public easement

Sec. 3.220.- CBD: Central Business District but not in any right of way, public easement or in the Historic Overlay District, except that Mobile Food Vendor's in the Historic District Overlay shall be allowed on school property, museum property, church property, and public property subject to Section H below.

Sec. 3.300.- Industrial District but not in any right of way or public easement

Sec. 3.310.-M-1: Light Manufacturing District but not in any right of way or public easement

Sec. 3.320.-M-2: Medium Manufacturing District but not in any right of way or public easement

Sec. 3.330.- M-3: Industrial Park District but not in any right of way or public easement

Sec. 3.600.- PF: Public Facilities District but not in any right of way or public easement

Sec. 3.700.-PUD: Planned Unit Development District but not in a PUD which permits residential use, and not in any right of way or public easement

Sec. 8.100 Temporary Use Types

L. Temporary use of mobile trailer units or similar portable structures including tents and like structures for non-residential uses, located in districts other than the Historic Overlay District (HO) where the use is a permitted use, and limited to a maximum period of six (6) months. Exception: KIOSK located in the Historic Overlay District (HO) where the use is a permitted use. (KIOSK as used herein is meant as an informational, non-manned structure). Permitted Mobile Food establishments are governed by Chapter 8 Article V. of this Code of Ordinances and are therefore not Temporary Use Types for the purposes of this section.

CHAPTER 8 BUSINESSES

ARTICLE V. FOOD ESTABLISHMENT REGULATIONS of the Code of Ordinances of the City of Fredericksburg is hereby partially amended as follows to amend Sec. 8-109 (b) specifically the definition of Mobile Food Establishment, and to add Sec. 8-117:

Sec. 8-109. - Adoption of Texas food establishment rules.

(b) Unless amended by this article, all definitions will be the same as the State of Texas rules, as the same may be amended from time to time.

Mobile Food Establishment means a vehicle mounted, self or otherwise propelled, self-contained food service operation designed to be readily movable (including, but not limited to, catering trucks, trailers, push carts and roadside vendors) and used to store, prepare, display, serve or sell food. The mobility of a Mobile Food Establishment units must completely maintained at all times. No drive-through service shall be permitted from a Mobile Food Establishment. A roadside vendor is classified as a Mobile Food Establishment. (A Mobile Food Establishment unit does *not* mean a stand, a booth, push carts and portable cooler type operations capable of being transported by one person which are not included and are not permitted under this ordinance. Such operations are permitted only with the zoning that would permit them, and they are subject to all other applicable health and safety regulations.)

Sec. 8-117- Mobile Food Establishments

(a) Permit Application

A person who, or entity (hereinafter referred to as applicant, person or operator) which seeks to operate a mobile food establishment must submit to the Regulatory Authority a written application for a permit on a form provided by the Regulatory Authority. The application must include:

- (1) name and address of the applicant and the applicant's identification number as shown on a current and valid government-issued identification document that includes a photograph of the applicant,
- (2) type of vehicle to be used for the proposed Mobile Food Establishment;
- (3) proof of sales tax and use permit,
- (4) an itinerary of locations where sales occur,
- (5) other information reasonably required by the Regulatory Authority,
- (6) the authorized signature of each applicant,
- (7) a notarized statement from the owner of a Central Preparation Facility stating the Mobile Food Establishment uses the facility as its base of operation (for the purposes hereof a Central Preparation Facility is a facility that is an approved and permitted retail food establishment at which food is prepared, stored, and wrapped; and the Mobile Food Establishment is supplied with fresh water and ice; and emptied of waste water into a proper waste disposal system, and cleaned, including washing, rinsing, and sanitizing of those food-contact surfaces or items not capable of being immersed in the Mobile Food Establishment utensil-washing sink. Use of a private residence as a Central Preparation Facility is prohibited),
- (8) a notarized statement from the owner of the property to be used for the Mobile Food Establishment permitting such use,

- (9) if at one location for more than two hours, a written agreement from a business within 150 feet for employees of the Mobile Food Establishment to have use of flushable (not port-a potty) restrooms (or other facilities as approved by the health authority) during hours of operation,
- (10) proof of fire inspection where applicable,
- (11) proof of compliance with parking regulations,
- (12) location of trash receptacles separate from the main business on the same property if any,
- (13) a notarized statement from the owner of a waste disposal facility stating the Mobile Food Establishment uses the facility in its disposal operation, and
- (14) the required fee for a Mobile Food Establishment which shall be the same as for other food establishments, may be temporary or annual, and which must accompany an application.

(b) Regulatory Authority permit

For a Mobile Food Establishment permit, the Regulatory Authority shall:

- (1) issue a permit (and this may be the same as an approved application) provided all of the requirements of all applicable laws, ordinances and regulations including fire safety procedures established by the Fire Marshal pursuant to the Fire Safety Code of the City of Fredericksburg are met,
- (2) describe on the permit any operating restrictions and
- (3) provide the permit holder a permit listing such restrictions, if any, and that indicates the permit expiration date.

(c) Must Display Permit

A person operating a Mobile Food Establishment shall promptly display the permit on the unit where it is readily visible (as designated by the Regulatory Authority).

(d) Suspension or revocation of Permit

The Regulatory Authority may inspect a Mobile Food Establishment at any time, and may suspend or revoke a Mobile Food Establishment permit if the Regulatory Authority determines that:

- (1) the operator fails to continue to comply with all applicable laws, ordinances and regulations,
- (2) an applicant obtained the Mobile Food Establishment permit by knowingly providing false information on the application,
- (3) a person is infected with or is a carrier of any foodborne communicable disease,
- (4) the continuation of the person's Mobile Food Establishment permit presents a significant public health or fire threat, or
- (5) the Mobile Food Establishment violates the terms and conditions of any restriction or written agreement with the Regulatory Authority. If a written agreement with the Regulatory Authority terminates without fault by the Mobile Food Establishment, the operator has ten days to replace the required written agreement without constituting a violation.

(e) Items to be sold.

- (1) A person operating a Mobile Food Establishment may only sell a food item described in the permit.
- (2) A person operating a Mobile Food Establishment may not sell a non-food item except for items which are related to the food served (for example souvenir cups containing the beverage sold) .

(f) Sanitary Requirements

- (1) A person operating a Mobile Food Establishment shall equip the interior of the Mobile Food Establishment with an attached trash receptacle approved by the Regulatory Authority for the use of persons working in the Mobile Food Establishment. The operator must hold, store, and dispose of solid and liquid waste in a receptacle approved by the Regulatory Authority and must comply with any other applicable City Code requirements.
- (2) A person who operates a Mobile Food Establishment must meet all of the following additional requirements:
 - (A) A Mobile Food Establishment shall provide only single service articles for use by the consumer.
 - (B) A Mobile Food Establishment shall comply with any regulations the Regulatory Authority adopts regarding time, temperature, plumbing, access to water, operation and maintenance requirements for Mobile Food Establishments.

(C) A Mobile Food Establishment shall comply with any regulations the Regulatory Authority adopts regarding a Mobile Food Establishment's provisions, mandatory central preparation facility, serving area and operations.

(D) A Mobile Food Establishment shall demonstrate that the vehicle is readily moveable if requested by the Regulatory Authority.

(E) A Mobile Food Establishment shall comply with all requirements of the Regulatory Authority prohibiting alteration, removal, attachments, placement or change in, under, or upon the Mobile Food Establishment that would prevent or otherwise reduce ready mobility of the Mobile Food Establishment unit.

(F) If at one location for more than two hours, a written agreement from a business within 150 feet of the Mobile Food Establishment, allowing employees of the mobile food establishment to have use of flushable (no-porta-potty) restrooms (or other facilities as approved by the health authority) during hours of operation must be provided.

(G) The Regulatory Authority shall require each Mobile Food Establishment to come, on an annual basis, to a location designated by the Regulatory Authority for an inspection.

(H) All food and food supplies must be stored within the mobile unit.

(I) Except as provided in Subsection (g) of this section, a person who operates a Mobile Food Establishment may not place waste, food, equipment, or supplies outside of the permitted unit and must conduct its operational activities within the Mobile Food Establishment.

(J) Mobile Food Establishments must comply with all regulations of the zoning district in which it is located with regard to parking, setbacks and any others that are applicable.

(K) No signage shall be placed anywhere other than on the Mobile Food Establishment unit.

(4) The Regulatory Authority may require that Mobile Food Establishments found by it to violate mobile food establishment regulations to come for a re-inspection at a location designated by the Regulatory Authority.

(g) Recycling

Subsection (2) (I) of this section does not apply to trash, recycling, or composting receptacles that a person uses while operating a Mobile Food Establishment. An operator of a Mobile Food Establishment may place trash, recycling, or composting receptacles outside of, and detached from, the Mobile Food Establishment when the establishment is open for business.

(h) Use of Public Property.

A person who operates a Mobile Food Establishment may not go into a City park or other City owned property to sell, offer for sale, or display a food item, unless the person's activity is authorized by:

(1)a park property rental agreement; or

(2)written permission of the director of the Parks and Recreation Department.

_____ End of Code Text _____

REMAINDER OF PROVISIONS

The remainder of each provision, Section or Chapter of the Code of Ordinances of the City of Fredericksburg will remain in full force and effect, except as amended by this ordinance.

DEFINITIONS

Words and phrases used in this chapter shall have the meanings set forth in this section. Terms that are not defined, but are defined elsewhere in the Code of Ordinances, shall be given the meanings set forth therein. Words and phrases not defined in the Code of Ordinances shall be given their common, ordinary meaning unless the context clearly requires otherwise. When not inconsistent with the context, words used in the present tense shall include the future tense; words in the plural number shall include the singular number (and vice versa); and words in the masculine gender shall include the feminine gender (and vice versa). The word "shall" is always mandatory, while the word "may" is merely directory. Headings and captions are for reference purposes only.

REPEALER

All ordinances and parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SEVERABILITY OR INVALIDITY

If any provision of this ordinance or the application hereof to any person or circumstance is held invalid, or in any exception to or limitation upon any provision contained herein be held to be unconstitutional, invalid or ineffective, such invalidity

shall not affect other provisions or applications of the ordinance which can be given effect, and to this end, the provisions of this ordinance are declared to be severable.

PENALTIES

Penalties provided for in the Code Ordinances of the city of Fredericksburg shall apply to violations hereof.

EFFECTIVE FOLLOWING PUBLICATION

This ordinance shall be effective from and after the date of its passage and publication in accordance with the law. The City Secretary of the City of Fredericksburg is hereby directed to publish notice of this Ordinance as required by law to become effective.

CODE PUBLICATION

The publishers of the Code of Ordinances of the City of Fredericksburg are authorized to amend said Code to reflect the changes adopted herein and to correct typographical errors, if any, and to format and number paragraphs to conform to the existing Code.

PASSED AND APPROVED this the _____ day of April, 2015.

Linda Langerhans, Mayor
City of Fredericksburg

ATTEST:

Shelley Britton, City Secretary

APPROVED AS TO FORM:

Pat McGowan, City Attorney



CITY COUNCIL MEMO

DATE: April 20, 2015

TO: Mayor and City Council

FROM: Clinton Bailey, P.E., Director of Public Works and Utilities

SUBJECT: Discussion of Arundo Donax - Giant Cane

Summary:

This item is for the presentation and discussion of the proliferation and possible eradication of Arundo Donax or "Giant Cane" in creeks throughout Fredericksburg. This presentation will be given by Katherine Romans of the Hill Country Alliance and Rachel Ranft of the Nature Conservancy.

Recommendation:

Receive presentation regarding Arundo Donax.

Background / Analysis:

Arundo Donax is a rapidly growing, invasive cane that can be found in both Town Creek and Barons Creek throughout Fredericksburg. This giant cane is also beginning to grow in areas along the Pedernales River between Fredericksburg and Johnson City. In conjunction with the Frantzen Park Revitalization Project creek cleanup effort, representatives from Leadership Gillespie County have been working with the Hill Country Alliance, Nature Conservancy, and Texas Parks and Wildlife Department on

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The City of Fredericksburg

the possible eradication of Arundo Donax in the Frantzen Park area and potentially in Town Creek and Barons Creek throughout Fredericksburg.



The City of Fredericksburg



CITY COUNCIL MEMO

DATE: April 20, 2015

TO: Mayor and City Council

FROM: Kent Myers

SUBJECT: Annual Report-Friends of Lady Bird Johnson Golf Course

Summary:

The Friends of Lady Bird Johnson Golf Course will offer a summary of their annual report at Monday's Council meeting.

Recommendation:

It is recommended that the Council listen to this annual report and offer any appropriate comments following this report.

Background / Analysis:

Attached is a complete copy of the annual FOLB report for your review prior to the Council meeting.

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The City of Fredericksburg

LADY BIRD JOHNSON MUNICIPAL GOLF COURSE

2014 Annual Report

Friends of Lady Bird Johnson Municipal Golf Course, Inc.

Honorable Linda Langerhans, Mayor

Kent Myers, City Manager

**Fredericksburg City Council : Jerry Luckenbach, Gary Neffendorf,
Graham Pearson, Bobby Watson**

FRIENDS OF LADY BIRD JOHNSON MUNICIPAL GOLF COURSE, INC.

2014 Annual Report to City Council

EXECUTIVE SUMMARY:

1. Decide on a definition for success:

There is a significant need to have a stated and agreed definition of what it takes for the Golf Department to be successful. Agreed upon expectations would simplify management's evaluation of the department and promote continuity of policy. Obviously, when the costs exceed the expected benefits there is clarity. However, disagreement and uncertainty occur when costs are viewed either alone or against a vague, subjective concept of what a benefit is. A concrete number (costs) is measured against an abstract concept (benefit). In that case, the definition of success is too subjective and open to interpretation. This complicates management's ability to evaluate progress, build consensus and implement effective changes. The tension over the course is simply disagreement over whether or not the benefits are worth the cost. The costs are known, but the understanding of what constitutes a benefit varies from individual to individual. It is hard to bridge that gap. Generally, the cost of anything is too high for most people when measured against a fuzzy concept of what they are getting in exchange. In the case of municipal golf, for some, any cost is too much and for others, no cost is too much. However, most reasonable people will be sympathetic to decisions or policies made consistent with a defined set of expectations clearly articulated in advance. Until recently, no effort had ever been made to quantify the benefits. Management's expectations of the course's performance should be uniform, realistic and consistent. Then, there will be more clarity and agreement on when and what changes, if any, need to be made.

What role does the department fill in the community? We suggest the golf department has four goals which help define the mission: to provide affordable golf to residents, to achieve a sustainable budget, to support tourism, and to provide instruction and support for junior golf. These goals balance the course's dual roles of asset and amenity. Because of a strong tourism industry here, public golf in Fredericksburg is not just an amenity like most small towns.

What is a sustainable budget? Amenities like pools, parks and ball fields are not viewed in strictly a budgetary sense nor should they be. Their budgets are determined to be sustainable by evaluating their cost relative to their benefit. In the case of parks, pools and ball fields, the benefits are subjective, largely intangible and unquantified—comfort, convenience, enjoyment, quality of life and historical preservation. If the golf department is defined entirely in a budgetary sense (cost), then it will never meet the definition of success because it omits half of the equation—benefit. It is both an amenity for locals and an asset for tourism. Additionally, it is a municipal department which must compete in the retail market. This factor injects additional variables for management to consider. For example, COLA increases would not be consistent within a solely budgetary definition of success. COLA increases in a down year are only justified by recognition that the department has worthwhile benefits beyond only a cost analysis. Community benefit and broad economic impact should be included with budgetary outcomes when defining success. Specifically, Council should consider all of the other economic factors which led the 2014 LCRA economic impact study to conclude that Lady Bird Johnson Municipal Golf Course adds \$8.5M to the local economy annually, the constructive benefits to our youth as evidence by 7

FHS students receiving golf scholarships, and the importance of golf for business recruitment as well as a quality of life issue for residents.

2. USGA:

The city should require and fund annual consultations from the United States Golf Association (USGA). This is effectively a reasonably priced independent audit or second opinion of our golf operations. The USGA is recognized as the foremost authority on comprehensive (as opposed to only turf/agronomy issues) golf course operations. These consultations provide unbiased professional assessment of local operations and compliance with industry standards. These consultations will serve as an objective standard for city management and council oversight of Golf Department operations. The cost of approximately \$2000 per year is minimal considering the investment in and importance of the golf course to the economics of the community.

3. Long Term Planning, Continuity of Mission

One cannot accurately measure performance of personnel or validity of policies if the vision or strategy keeps changing. Trends can only be accurately identified if the data cover a significant period of time. In this context, there is almost always a “lag time” between cause and effect. Continuity and consistency will provide a more reliable “apples to apples” comparison of annual performance and eliminate many variables which make operating such an enterprise unnecessarily difficult and unpredictable. Otherwise, reactive policies may result with each new administration, increasing the risk of duplication of effort and/or unnecessary expense and potentially obscuring true “cause and effect”. For example, the conditions which meet “unplayable weather days” need to remain the same every year for accurate comparisons. The current DOG has greatly improved data accumulation which is an essential diagnostic tool for evaluating trends and performance.

4. DOG Performance Metrics:

DOG (Director of Golf) performance evaluation should be measured by broad-based production standards more typical of business than government and consistent with the 4 goals of the Golf Department mentioned above (affordable golf for residents, a sustainable budget, support tourism, junior golf). Typical performance standards include revenue growth, cost containment, ability to attract new customers and customer satisfaction.

5. Junior Golf:

The city should fund a budget item for Junior Golf support. Golf is a lifetime sport available to all in our community. Teaching golf to juniors helps to assure local support for golf in the future. Importantly, the level of professional teaching locally has led to 7 FHS students receiving golf scholarships to college.

6. Safety and Security:

The city should provide sufficient safety and security infrastructure to protect the club house, green areas, maintenance facility and equipment which represent many millions of dollars invested and which are not adequately protected. Currently, there is no physical barrier to the grounds when the course is closed. The bridge across Live Oak Creek is kept open even after the course is closed to allow access to a public park pavilion and restroom facilities on the golf course side of Live Oak Creek. The site is subject to vandalism, defacement and destruction.

FRIENDS OF LADY BIRD JOHNSON MUNICIPAL GOLF COURSE, INC.

2014 ANNUAL REPORT TO CITY COUNCIL

INTRODUCTION:

There are many myths, stereotypes and misconceptions about golf in general and our course specifically. Our golf course is not an exclusive country club for an elite few. Quite the opposite is true, local golfers mirror the demographics of our community and much effort is made to increase popularity rather than restrict utilization to only a select group. However, unlike most small towns, golf in Fredericksburg has dual benefits and purposes because it is both an amenity for locals and an asset for a city which already attracts over 1 million visitors annually. LBJMGC provides a quality of life asset not only for residents, but also for business recruitment, the tourism industry and visitors. With our weather, classic hill country scenery, unrivaled hospitality and national reputation, there is good reason to expect Lady Bird to become a popular golf destination providing significant economic benefits to our community.

AUTHORIZATION:

This report is the 5th Annual Report to City Council and fulfills our commitment and privilege to:

"Prepare an annual review of golf course operations and present the results and recommendations to the City Manager and the Director of Parks & Recreation, and then to the Fredericksburg City Council and the City Council of the City of Fredericksburg" (City Council resolution 3-9-09, para. 4).

PURPOSE OF FOLB AND THIS REPORT:

FOLB organized in 2008 as a constructive response to a long history of perceived under-performance, criticism and concerns over golf course operations by a segment of the public. While the Parks and Recreation Department usually costs taxpayers about 2 to 4 times more than the Golf Department, golf seemed to present a politically volatile concern disproportionate to its ranking within the city's budget system. By the very definition of an amenity, it was not profitable and thus was scrutinized as to whether it was cost-effective. A primary difference in public perception of these two types of amenities appears to be agreement on what benefits parks are expected to provide, but there was no agreement or consensus as to what, if any, benefit the golf course provided. It was viewed strictly as a benefit to local golfers and not the broader community. Consequently, the focus was almost exclusively on cost, i.e. financial performance. The most frequently used explanations to concerns about financial performance of the course were either lack of manpower or budget constraints. These two limitations are precisely why one of the mandates issued to FOLB was to identify and help establish priorities. Where could the city get the most bang for the buck?

The first question was whether or not improvement in financial performance was economically realistic. To that end, FOLB funded a comprehensive independent review of the golf course by the United States Golf Association (USGA) in October, 2008. The USGA study concluded that although the greens and turf had degraded and maintenance was below standard, LBJMGC had much untapped potential to become a more significant community asset as well as a significant attraction to visitors. As a result of those findings, we recommended 4 key items: professional management, financial controls, objective standards of performance and long term planning. Importantly, it is due to improved financial controls that city staff and management are now able to more closely track the revenues and expenses which are the subject of such close scrutiny.

We recognized the status quo at that time was unsustainable and organized to volunteer our time and efforts in accordance to the following principles:

FOLB Mission Statement and Vision

Mission: To create the finest affordable golf venue for Fredericksburg residents and visitors

Vision: 1. Maintain an affordable municipal golf experience for residents;

2. Create a destination golf experience to support tourism;

3. Create an excellent junior golf program.

In August 2011, the city council unanimously approved the long range Master Plan for the Golf Department and subsequently moved to renovate the entire golf course at a cost of \$1.8M. The decision was made after careful consideration of the previous investments in both green areas and vertical structures, the natural depreciation of the original (1961) 9 holes as well as the “new” (1991) 9 holes, the \$550,000 from the avigation easement issue with the county, and the judgment of several golf authorities that the current layout was no longer competitive with most golf facilities. FOLB supported and lauded the process the city management used to make their determination. There was transparency, multiple public hearings and town hall meetings, etc. FOLB did not endorse a specific plan or proposal, but encouraged decisiveness followed by commitment. To assist council, we laid out the various options, surveyed local golfers and provided sources for potentially helpful guidance. Once the vision was decided by management, we lined up to help it succeed.

FOLB recognizes city officials have many significant issues with which to deal. The taxpayer burden (subsidy) of the golf course is about 1% (\$421,000 transfer from General Fund of \$42,000,000 total city budget), but it generates much controversy from some in the community. FOLB attempts to gather facts, survey opinions, conduct research, etc. related to our local golf course in order to assist Council in its oversight and to free up some of Council's time to devote to more pressing or broader local issues. No recommendations or comments are to be considered personal in nature and this report should not be misconstrued as lack of appreciation or respect for those involved or affected. As stated above, there will always be budget and manpower limitations and this work is an effort to address specific challenges and to prioritize needs. This report was compiled with input from city staff who had an opportunity to review and comment on the substance and form of the document. All the stakeholders: taxpayers, residents, visitors, businesses, juniors, and city staff have recommendations, suggestions and concerns which should be considered.

OBSERVATIONS OF PAST YEAR:

Financial: The current practice of regular and frequent financial reports to council by the DOG renders this topic less important to council than in past FOLB Annual Reports. The City budget approval for 2014-2015 reflects a trend toward improvement in the traditional Department operations deficit, although the actual FY 2014 deficit is higher than predicted about 4 years ago. Revenues outperformed every year, except one, prior to renovation, but missed the financial forecast developed four years ago of where revenues would be now. The DOG believes this situation is explained by unusually bad weather. While it is not surprising that outdoor recreation is affected by weather, it is also true that weather is a constant factor. Its influence as a cause for missed projections should not be cavalierly accepted without investigation. Our own research indicates the DOG's assertion that lost revenues due to weather surpassed prior levels is supported by several facts. First, telephone calls to area courses reveal similar experiences over the same

time period. Most significantly, the municipal courses in San Antonio experienced similar, if not identical decline attributed specifically and expressly due to weather during the same time period. Due to their proximity and the number of municipal and public course in San Antonio, this is a significant sample size. Second, according to the Professional Golf Association, rounds statewide were down 5% specifically due to weather over the same period the year before. Third, in just one 3-month period in 2014 (Jan.-Mar.), rounds played in Fredericksburg were down 2,051 over that same period in 2013. That is the equivalent of being closed for 25 of the 90 days in that period. Notably, guest rounds showed the biggest decrease in 2014 (approx. 4,000 rounds) which is consistent with the poor weather experienced specifically on holidays, as well as generally. For example, Memorial Day weekend had 3.5 Inches of rain and Labor Day weekend had 1.5 inches of rain locally. In conclusion, there is credible evidence to support the DOG's conclusion that the fiscal year 2014 revenues were negatively impacted by a greater number of unplayable days than 2013. Alternate theories for the revenue decline, i.e. managerial, demographic or operational factors are simply that--- theoretical. Facts trump speculation.

In summary, the preliminary trend is consistent with progress and there appears to be corroboration for the Director's attribution of weather-related causes for lack of more progress toward improving net income.

Marketing:

This issue was much more significant in past reports since there was very little effort to market the course. Marketing, along with regular financial/ budget updates, are two of the several areas of significant improvement. Currently, promotion and advertising plans are in place and LBJMGC is being marketed much more aggressively. The marketing and pricing of LBJMGC must target the many visitors to our great city, while recognizing the importance of local fees remaining competitive in the regional market. FOLB applauds the institution of dynamic pricing as a means to raise daily average rounds and daily average revenues.

Master Plan:

FOLB will request a series of meetings with the Director of Golf and the City Manager to aid in planning, staging and implementation of Phases II-V of the Master Plan (Phase II – vertical structures, Phase III – aesthetics, Phase IV – irrigation, Phase V – bridge & entrance). When these plans are formulated, FOLB will be available to aid in their presentation and explanation to Council, local golfers and the public. The future implementation of these phases will enhance the golf experience in Fredericksburg, save some operational costs , benefit the City Water Department in sewage and gray water disposal, increase road and park safety and complete the vision for enhanced recreational opportunities that was begun with the renovation of 2012.

Junior Golf:

This is another area of significant improvement. The Junior Golf program has grown significantly since 2011 due to efforts by Mr. Wooley and the two other PGA professionals in our community, Edwin Dickens and Emil Hale. As a direct result of the interest and support of these professionals, 7 FHS students or graduates will be attending college with golf scholarships. FOLB participates in projects to support the Junior Golf Program such as the STPGA (South Texas Professional Golf Association) sponsored Summer Golf Marathon. Funds are raised and used to provide golf clubs, practice range access and scholarship support for summer camp. Instruction is currently provided without cost by the PGA professionals. Future needs include transportation to Lady Bird and Boot Ranch for after school and summer programs, support for junior instruction and practice outside of scheduled programming as well as support for

instruction and providing competition. Eventually, FOLB plans to provide a junior golf training area with covered teaching facility, AV equipment, and “mini golf course” integral to the current practice facility.

A significant reason for the success of the local Junior Golf program has been the involvement of Edwin Dickens, PGA member over the past four years. Recognizing Mr. Dickens passion for teaching, Mr. Wooley designated Mr. Dickens as Head Teaching Pro at LBJ two years ago. Between Mr. Wooley and Mr. Dickens, there has been a steady rise in golf instruction, clinics and playing golf among adults as well as juniors. Instruction is an important method to introduce more people to the sport. An example of this program is the Get Golf Ready program for women: 6 lessons, practice facility access and two rounds of golf for \$99. The number of golf lessons for both beginners and experienced golfers has increased significantly. Because of improved record keeping generally, the DOG is now able to track participation in these instructional programs. In 2014, over 1000 hours of golf instruction was provided to junior golfers in Fredericksburg (students from FHS, FMS, FES, Ambleside, Heritage and Home School). This is an increase from approx. 775 hours of instruction in 2013. In 2015, this number is projected to increase by 10%.

1. Ambleside School Spring Golf Program started in 2013 with 21 students. This program met twice weekly for 6 weeks in the spring. In 2014 this program had 26 students and is projected to enroll 34 students in the spring of 2015. It will also include the creation of a High School Golf Program that will begin to participate in TAPPS competition for the 2015 school year.
2. LBJ Little Linksters. This program was very unique and created for the summer of 2014. This program was modeled after the STPGA Team Golf program. Junior golfers were involved in a summer- long program that met twice a week for practice and instruction. They were also given the opportunity to participate in two tournaments. The design of the program is to give students an overall understanding of the game and then allow them to compete in small stress free tournament. Initially, the desire was to have 20 kids participate. The program was a huge success with 28 kids ending up being involved. Parents have requested a continuation of this program.
3. The FHS program is strong. The FMS program is projected to increase this year based on feedback from parents and participants.

RECOMMENDATIONS

USGA Role: We continue to encourage the city to support and fund annual USGA consultations to provide objective expert reviews and recommendations which function as an independent audit or second opinion of our golf operations. The USGA is recognized as the foremost authority on comprehensive (as opposed to only turf/agronomy issues) golf course operations. The written reports from these consultations also offer to City Council and the City Manager objective standards for measuring performance. USGA consultations cost approximately \$2000 per year.

Continuity of Vision and Operations: A vision and long term plan for the golf course are the key elements needed to allow responsible decisions for operations and capital going forward. Continuity and consistency will provide a more reliable “apples to apples” comparison of annual performance and reduce some of the subjectivity of accountability. We believe the purpose of the Golf Department has four elements: providing affordable golf for residents, achieving revenues sufficient for a sustainable budget, supporting tourism, and supporting junior golf. As we have recommended each year, we believe that City Council should adopt a Mission Statement defining the expectations for the Golf Department which includes these four elements and recognizing the Golf Department serves dual roles as both an amenity for its residents and an asset for our local tourism industry.

While there is no obligation to follow a prior council or administration's decisions, major strategic changes should be made reluctantly *if* the issue was previously fully debated in public and thoroughly analyzed. In the past, frequent changes in priorities, financial accounting methods, standards of performance, operations and personnel have made it hard to diagnose what needs to be changed. There was much subjectivity in the analysis of past performance of the course and it was difficult to compare apples to apples. FOLB encourages City Council to take a long term, methodical and systematic approach to the issues facing Lady Bird. A specific example of how Council might adopt a longer term view is to look at the new, renovated Lady Bird as a start-up business which has been open only for 1 year. It is a tenet of business management that a new business requires sufficient capital resources to sustain operations for 3-5 years before making an assessment about viability and/or a need to re-consider the original business plan. Instead of looking only at revenues and expenses in the budget process, Council should hold the DOG (Director of Golf) accountable to a series of goals consistent with the business plan and community benefits. The business plan set forth is not "written in stone", but requires timely updates responsive to the business environment.

FOLB would encourage City Council to take a methodical and systematic approach to the issues facing Lady Bird.

Performance metrics: The performance of the Golf Department and DOG should be measured by broad based industry standards more typical of business than of government. These metrics should be consistent with the four purposes of the Golf Department mentioned above. Department specific performance standards include revenue growth, cost containment, attraction of new customers and customer satisfaction.

Financial management: We encourage the CM and City Council to allow the DOG to adopt a coordinated internal financial management system. While the city uses budgetary accounting to predict revenues and expenses for the department's budget year, the Golf Department actually requires a financial accounting system which allows the director to allocate expenses where they actually occur, to transfer financial resources to meet increased demand for consumables (food, beverage, and retail sales), and to track specific information concerning the various cost and revenue centers within the department. Closer tracking and scrutiny of costs would be possible. An appropriate financial accounting system is not currently budgeted; the city should provide financial support to the Golf Department. The DOG estimates an appropriate financial accounting system would cost approximately \$2000-5000 with monthly support costs of approximately \$ 200-400.

Security and Safety: We continue to recommend attention to security and safety. The clubhouse, course and equipment represent many millions of dollars invested which are not adequately protected. Currently, there is no physical barrier to the grounds when the course is closed; the bridge across Live Oak Creek is kept open even after the course is closed to allow access to a public park pavilion and restroom facilities on the golf course side of Live Oak Creek. Because it is so remote and unsupervised at night, the site is particularly vulnerable to vandalism: defacement or destruction of the club house, the golf carts (which are stored outdoors) the green areas, and maintenance facility with its cache of botanical chemicals and heavy equipment.

Increase Local Utilization: For increasing play among residents at Lady Bird we suggested the DOG develop a menu of all products and services which are currently or could be available and then develop several packages of these products and services with a specific price per package. Selling packages provides a focus for marketing, predictable cash flow, and loyalty. We appreciate and find laudatory the current direction of lessons for juniors and adults and especially for introducing more women to the game. FOLB solicited all 3 local golf associations and its own members for a list of ideas

to increase local membership and increase the value of membership. FOLB does not have the expertise to evaluate the economic merit or practicality of those ideas. We simply solicited, compiled and presented them to the DOG for evaluation in making his recommendations to council for Season Ticket packages. Council has already acted on those recommendations.



CITY COUNCIL MEMO

DATE: April 20, 2015

TO: Mayor and City Council

FROM: Kent Myers

SUBJECT: Baron's Creek Property

Summary:

The City has identified several parcels along Baron's Creek that are owned by the County that we would like to transfer to City ownership for purposes of economic development, flood plain management and recreation.

Recommendation:

It is recommended that an exchange with Gillespie County be discussed in executive session and, following the executive session, the Council should authorize what the City is willing to exchange for this property.

Background / Analysis:

There are several parcels along Baron's Creek that are part of the original town site and have never been appropriated to private ownership. Therefore, the County has legal ownership of this property. It is in

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the City' best interest to obtain this property so that it can be used for floodplain management, economic development and future development of trails.



The City of Fredericksburg

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