

Date: February 25, 2021

To: Mayor and City Council

From: Kent Myers, City Manager

Subject: City Council Work Session-March 3

The next City Council Work Session is scheduled for this Wednesday, March 3 at 8:30 a.m. at the Rock Box. A light breakfast will be served prior to the meeting starting about 8:00 a.m. Attached is the agenda for this meeting along with several reports on the various agenda items. As a reminder, the Work Session is for discussion purposes only and no actions should be taken at this meeting.

The first agenda item scheduled for discussion involves our HOT application process for this year. We have budgeted a total of \$480,000 in the Tourism Fund this year for HOT allocations to local organizations. Before we start accepting applications for this funding, we wanted the Council to discuss the funding process and offer any changes to this process. Attached is a report from Shelley that includes the recommended application forms and schedule for this year's HOT application process. The Mayor has suggested that the Council may want to approve both the Nimitz Museum and the Pioneer Museum for an annual allocation since they receive funds from the City every year.

The second agenda item for the Work Session is to discuss the possibility of moving forward on development of a new Comprehensive Plan this year. Although we currently do not have the costs for a new Comprehensive Plan included in our FY 2021 Budget, several Council members have indicated that you might support a budget amendment to fund this Plan. This is due to the increased community growth we are expecting over the next several years and the fact that our current Comprehensive Plan was adopted about 15 years ago. Attached is a report from Jason which includes basic information on Comprehensive Plans and a preliminary timeline for the development of a new Comprehensive Plan if the Council wants to start this project in 2021. Also, attached is a sample of a Request for Proposals (RFP) that we would propose to issue to planning consultants.

The City of Fredericksburg

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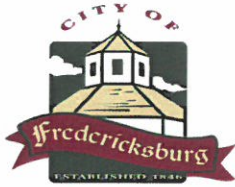
The third item included on the agenda is a discussion on street improvements that were recommended in the Transportation Projects Traffic Impact Study (TIS) completed by Kimley-Horn and Associates last year. These improvements include the short-term intersection projects that would involve a partnership with TXDOT. It also includes four larger high priority street projects that would require debt financing by the City. Attached is a report from Garret summarizing this agenda item. Also attached is a copy of the Executive Summary of the TIS for your review.

The final agenda item scheduled for discussion next Wednesday are the City Manager's performance goals for 2021. These goals serve as helpful guidance on what areas need to be addressed in the coming year. I have attached a copy of my performance goals for last year. Also is a copy of a preliminary draft of the 2021 performance goals which incorporates some of the comments from Council members during my recent performance evaluation. This listing also includes the completion of several current initiatives. Following the discussion at the Work Session, the performance goals will be presented to the City Council for approval at your March 15 meeting.

We look forward to the discussion at next Wednesday's Work Session.

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City of Fredericksburg

CITY COUNCIL WORK SESSION AGENDA

WEDNESDAY, MARCH 3, 2021 ~ 8:30 A.M.

ROCK BOX THEATER

109 N. LLANO STREET

FREDERICKSBURG, TEXAS 78624

Charlie Kiehne, Mayor
Tom Musselman, Councilmember
Bobby Watson, Councilmember

Jerry M. Luckenbach, Councilmember
Polly Rickert, Councilmember
Kent Myers, City Manager

The City of Fredericksburg City Council will meet in a Work Session on Wednesday, March 3, 2021 at 8:30 a.m. **This meeting will be held in person at the Rock Box Theater located at 109 N. Llano Street in Fredericksburg, Texas and live stream on our YouTube Channel.**

Link to City of Fredericksburg YouTube Channel [Fredericksburg, Texas USA - YouTube](https://www.youtube.com/channel/UCrhnIFjVfDS1SPBJD2pYKcQ/featured)
(<https://www.youtube.com/channel/UCrhnIFjVfDS1SPBJD2pYKcQ/featured>)

Audio of this meeting will be recorded and uploaded to the City website following the conclusion of the meeting.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. PUBLIC COMMENTS

The City Council welcomes citizen participation and comments at all City Council Work Session. The City Council offers citizens the opportunity to address them by signing up to speak prior to the meeting and to limit comments to 3-minutes.

NOTE: The Texas Open Meetings Act permits a member of the public or a member of the governmental body to raise a subject that has not been included in the notice for the meeting. However, any discussion of the subject must be limited to a proposal to place the subject on the agenda for a future meeting and any response to a question posed to the City Council is limited to either a statement of specific information or recitation of existing policy. TEX. GOV'T CODE § 551.042.

Written Comments: to be submitted remotely:

A. Must be received by 4:30 p.m. on March 2, 2021.

B. Complete the Citizen Comment Form online at www.fbgtx.org; or

C. Email your comments to CitizenComments@fbgtx.org or

D. Complete a Citizen Comment Form located inside the Public Access entrance at 126 W.

Main Street, Fredericksburg, Texas, and place in the box marked Citizen Comment Form.

Copies of the submitted comments will be provided to the City Council and made public on the City website under the "**March 3, 2021**, City Council Regular Work Session" tab.

Verbal Comments:

- A. Sign up in-person between 8:00 a.m. and 8:30 a.m. at the Rock Box Theater for comments.
- B. You will be limited to 3 minutes to speak.

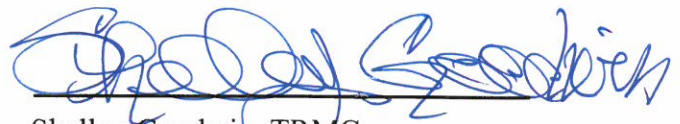
4. WORK SESSION ITEMS

The following items will be considered, discussed, and take appropriate action on:

- A. Report and discussion on possible changes to Hotel Occupancy Tax Application Process (Shelley Goodwin, City Secretary).
(Agenda Packet Pages 5-18)
- B. Report and discussion on the Comprehensive Plan (Jason Lutz, Development Service Director)
(Agenda Packet Pages 19- 42)
- C. Report and discussion on City of Fredericksburg Street Improvement Program (Clinton Bailey, Assistant City Manager/Director Public Works and Utilities and Garret Bonn, Assistant City Engineer).
(Agenda Packet Pages 43-5)
- D. Report and discussion on City Manager's 2021 Performance Goals (Kent Myers, City Manager).
(Agenda Packet Pages 51-53)

5. ADJOURN

This is to certify that I, Shelley Goodwin, posted this Agenda at 9:15 a.m. on February 26, 2021, at the entrance and on the bulletin board of the City of Fredericksburg City Hall, 126 W. Main St., Fredericksburg, Texas.


Shelley Goodwin, TRMC
City Secretary



CITY COUNCIL MEMO

DATE: February 22, 2021
TO: Mayor and City Council
FROM: Shelley Goodwin, City Secretary
SUBJECT: Hotel Occupancy Tax (HOT) Funding Process

Summary:

The City Council approves HOT Funding to local recipients every year. To streamline the process the City continues to make changes to better the process.

Recommendation:

Staff recommends the approval of the attached documents and Option 2 as indicated below.

Background / Analysis:

A few years ago, the City made several changes to the HOT funding process and before the process begins for 2021, I need a few directions:

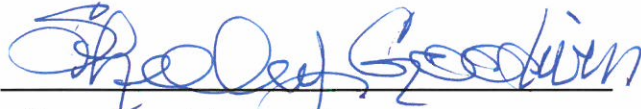
- Application Process and forms
- Timeline
- Option 1-Accept Applications from all local organizations that submit within the deadline and the City Council decides which applicants to fund, or
- Option 2-Approve contracts that allocate a specific level of funding for the Pioneer Museum and Nimitz Museum separately and the City Council decide which of the remaining applicants to fund.

Attachments:

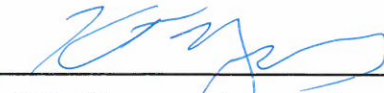
- Proposed Timeline
- Letter for Applicants

The City of Fredericksburg

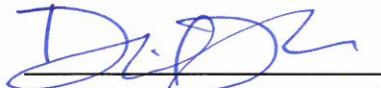
- Hotel Occupancy Tax Funding Application
- Reporting Forms
- Guidelines



Department Approval



City Manager Approval



City Attorney Approval

The City of Fredericksburg

2021 HOT FUNDING TIMELINE

Timeframe for funding is May 1, 2021 – April 30, 2022

March 4, 2021	Update City website
March 8, 2021	Send out Applicant letters
March 10, 2021	Put ad in the Fredericksburg Standard
March 26, 2021	Deadline to submit Applications
March 31, 2021	Provide City Council with HOT Funding Applications
April 5, 2021	City Council Regular Meeting discuss qualifications and possible allocations
April 19, 2021	City Council Regular Meeting approve the HOT Funding Allocations
April 21, 2021	Start getting contracts signed. After contract is sign then a copy is provided to Finance to provide the funding.



March 8, 2021

Hotel Occupancy Tax Applicants:

It's that time of year!!!

The City Council will review the 2021 Hotel / Tax Funding Requests at the Regular Meeting on April 5, 2021. Enclosed, please find the *Application for Hotel Occupancy Tax Funds*. The Application form must be completed and returned to my office no later than Friday, March 26, 2021. The form is also available online at the City of Fredericksburg website, www.fbgtx.org. Find the link under the City Secretary page.

This year, the City of Fredericksburg will only accept one application per event. Please ensure that your organization complies with the reporting requirements in your 2020/2021 HOT Grant Agreement for returning applicants.

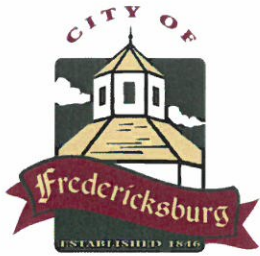
Each applicant is responsible for attending the April 5, 2021, City Council Regular Meeting to answer any question. This meeting will be held at the Rock Box Theater (109 N. Llano Street) at 6 pm. and the funding will be allocated on April 19, 2021, at the City Council Regular Meeting. This meeting will also begin at 6 p.m. and held at the Rock Box Theater.

If you have any questions, please don't hesitate to call me.

Shelley Goodwin
City Secretary

The City of Fredericksburg

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Shelley Goodwin
City Secretary

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City of Fredericksburg, Texas

HOTEL OCCUPANCY TAX FUNDING APPLICATION

2021

Date Application received (To be completed by City Staff):		
Official Name of Organization/Entity:	Is Organization/Entity a non-profit?	Date Organization/Entity Founded:
Organization/Entity Mailing Address:		
Organization/Entity website:		
Name and Title of Person authorized to act on behalf of Organization/Entity for this application ("Applicant"):	Organization/Entity Phone:	
	Organization/Entity Email:	

SECTION A – FUNDING REQUEST DESCRIPTION

Name of Project/Event:		Project/Event Date(s):
Estimated number of room nights that will be occupied at local hotels, motels, & short term rentals by attendees of your event(s) or project(s)?	Estimated number of the annual attendance at your event(s) or project(s)?	Amount of funds requested:
Project/Event location(s):		

In the space below, please describe each individual project/event for which funding is sought, and explain how each project/event will directly enhance and promote tourism and the hotel/motel/short term rental (STR) industry in the City of Fredericksburg:

SECTION B – FUNDING CATEGORIES AUTHORIZED BY TEXAS LAW (Please indicate which funding categories are applicable to your project/event – multiple categories may be selected)

	Check box below
1. Construction, maintenance and operation of Convention or visitor center	
2. Facilities and personnel for the registration of convention delegates	
3. Advertising and promotional programs to attract tourists	
4. Encouragement and promotion of the arts	
5. Historical restoration and preservation projects, advertising to encourage tourists to visited historic sites and museums	
6. Signage directing the public to sights and attractions frequently visited by tourists	
7. Certain transportation systems serving tourists and hotel guests; and, for certain cities	
8. Sporting events for which the majority of participants come from out of town	
9. Qualifying sports facilities that routinely host regional or national tournament	
10. Coliseums or multiuse facilities	

SECTION C – ASSURANCES

The Applicant hereby certifies to the City of Fredericksburg that, to the best of the Applicant’s knowledge and belief, the:

1. Project(s)/event(s) for which financial assistance is sought will be administered in accordance with Federal, State, and local law;
2. HOT funds received as a result of this application will be used solely for the project(s)/event(s) described herein;
3. Applicant has read, understands, and will conform to the City HOT Guidelines; and
4. Figures, facts and representations made in this application, including any attachments hereto, are true and correct.

Receipt of any HOT funds awarded pursuant to this application is conditioned upon the execution of a Hotel Occupancy Tax Grant Agreement with the City.

PLEASE ATTACH TO APPLICATION:

1. Copy of the organization/entity IRS 501(c)(3) ruling letter, if applicable.
2. If you cannot provide an estimated number of room nights to be occupied at local hotels, motels, short term rentals, or bed and breakfast inns by attendees of your project/event, or if you cannot provide an estimated number of attendees of your project/event, please attach an explanation of why your project/event prevents you from estimating the number of local room nights or attendees for your event(s) or project.

PLEASE MAKE SURE ALL HOT REPORTS THAT ARE DUE FOR THE PREVIOUS YEAR HAVE BEEN SUBMITTED.

Applicant Signature:	Date signed:
Applicant Name & Title (print or type):	Applicant Phone (if different from phone # listed on page 1):
Applicant Address (if different from Mailing Address listed on page 1):	Applicant E-Mail Address (if different from e-mail address listed on page 1):

Applications are due , by 4:30 p.m.

City of Fredericksburg Annual Financial Report for Hotel Occupancy Tax (HOT)

Reports are due by April 30 – Please submit completed form to Shelley Goodwin, City Secretary, at City Hall, 126 W. Main, Fredericksburg, TX 78624 or submit by email to sgoodwin@fbgtx.org

PROJECT OR EVENT INFORMATION

Name of Grantee Organization: _____

Name of Event or Project: _____

Date(s) of Event or Project: _____

Primary Location of Event or Project: _____

FUNDING USE INFORMATION

Total amount of City hotel occupancy tax (HOT) expended during year: _____

Actual percentage of total event costs funded by City hotel occupancy tax: _____

Actual percentage of facility costs funded by City hotel occupancy tax (if applicable): _____

Actual percentage of staff costs funded by City hotel occupancy tax (if applicable): _____

ATTENDANCE & LOCAL HOTEL/MOTEL OCCUPANCY INFORMATION

Estimate of the annual attendance at your event(s)? _____

Estimate of the annual tourist/visitor attendance at your event(s)? _____

If the attendance numbers differ greatly from the estimated numbers submitted with your application, please explain circumstances that you believe may have affected attendance:

Can you provide an actual or estimated number of how many room nights were occupied at local hotels, motels, short term rentals, or bed and breakfast inns by attendees of your event(s) or project? ☐ Yes ☐ No

If yes, please provide that number: _____ Is the number provided an actual number, or estimated? _____

If no, please explain why your event prevents you from determining the number of local room nights occupied by attendees of your event(s) or project: _____

Was a room block established for attendees of your event at an area hotel or motel? ____ Yes ____ No

Which hotel(s)/motel(s)? _____

How many rooms were blocked? ____

How many rooms were used? ____

MARKETING & PROMOTION ACTIVITY INFORMATION

Please check all efforts your organization used to promote your event and indicate how much was spent in each category:

____ Newspaper - \$ _____

____ Press Releases - \$ _____

____ Radio - \$ _____

____ Direct Mail - \$ _____

____ Internet ads - \$ _____

____ Social media ads - \$ _____

____ TV - \$ _____

____ Other _____ - \$ _____

SPORTING EVENT SECTION *(for use by sporting events only)*

How many individuals participated in the sporting event? _____

How many of the event participants were from another city or county? _____

Explain how the activity substantially increased economic activity at hotel and motels within the City or its vicinity?

City of Fredericksburg Quarterly Hotel/Motel Occupancy Tax (HOT) Report

Grantee Name:

Date submitted:

Person submitting report:

Contact Phone:

Contact Email:

HOT Funds

Total HOT funds received from the City (fiscal year-to-date)

Total HOT funds expended this quarter

Remaining balance from previous quarter

Remaining balance (fiscal year-to-date)

Quarter 1 (May 1st- July 31st)

Quarter 2 (Aug. 1st- Oct. 31st)

Quarter 3 (Nov. 1st- Jan. 31st)

Quarter 4 (Feb. 1st - April 30th)

☐

☐

☐

☐

HOT Fund expenditures this quarter

Advertising and promotion to attract tourists

Promotion of the arts

Historical restoration or preservation programs

Expenses related to convention center or visitor information center

Signage directing tourists to sights and attractions

Expenses directly related to sporting event

Other:

\$

\$

\$

\$

\$

\$

\$

Signature:

Guidelines Under Texas Law for the Use of Hotel Occupancy Tax Revenue

Under Texas law and City ordinance, the City of Fredericksburg collects a Hotel Occupancy Tax (HOT) from hotels, motels, Bed and Breakfasts, and Short-Term Rentals. Under Texas Tax Code, Chapter 351, every expenditure must directly promote tourism and the convention/hotel industry.

Additionally, every expenditure must fit into one of the following categories authorized by statute:

- the construction, maintenance and operation of a convention or visitor center;
- facilities and personnel for the registration of convention delegates;
- advertising and promotional programs to attract tourists;
- encouragement and promotion of the arts;
- historical restoration and preservation projects, advertising to encourage tourists to visit historic sites and museums;
- signage directing the public to sights and attractions frequently visited by tourists;
- certain transportation systems serving tourists and hotel guests;
and, for certain cities,
- sporting events for which the majority of participants come from out of town;
- qualifying sports facilities that routinely host regional or national tournaments; and
- coliseums or multiuse facilities.



CITY COUNCIL MEMO

DATE: March 3, 2021

TO: Mayor and City Council Members

FROM: Jason Lutz, Development Services Director

SUBJECT: Comprehensive Plan

Summary: This item is to discuss the City's need to update our adopted Comprehensive Plan. Staff has put together a document outlining what a Comprehensive Plan is, what it includes, the importance of the plan, the planning process, implementation procedures, cost estimates, and a draft RFP (Request for Proposals).

Recommendation: Review the provided documents and provide staff with goals, concerns, and feedback regarding the proposed process and timelines.

Background / Analysis: The City's Comprehensive Plan was adopted by City Council on January 23, 2006 and updated in May of 2015. The 2015 updated included the City's Sidewalk Plan, Gateways Plan, and Design Standards & Guidelines for Entry Corridors.

Comprehensive Plans should be updated every 5-7 years to take a proactive stance regarding development trends and issues faced by the City. Since the plan was updated in 2015, we are approaching the timeframe to re-visit and update the plan.

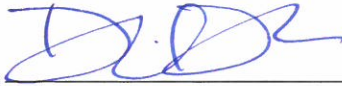
Given the rate at which the City is experiencing growth and the new issues and development patterns we are witnessing, staff is recommending that the City seek a qualified consultant to assist in overhauling or creating an entire new plan vs updating the existing plan.

Attachments: Comprehensive Plan Information Document and Draft RFP

The City of Fredericksburg

Jason Lutz

Department Approval



City Attorney Approval



City Manager Approval

The City of Fredericksburg

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Comprehensive Plan Information Sheet

A. What is a Comprehensive Plan?

1. Community planning is a process that seeks to engage all members of the community to communicate a community's goals and objectives, provides a blueprint for future land use, and serves as the basis for zoning, subdivision, and land use codes.
 - a. One of the fundamental responsibilities of local government is to plan for future growth and development of the community. The guidance document that results from this planning process is the comprehensive plan.
 - b. An old saying amongst those in the planning profession is that if you fail to plan, what you are doing is planning to fail. If a community you work, play, and live in does not have a plan for its future, what ultimately may happen is that the community will fail to adapt to change and to take advantage of opportunities.
2. The comprehensive plan is a recommendatory document, providing guidance and is often written abstractly so that appointed and elected officials can utilize a variety of means to implement it.
3. It is important to remember that a comprehensive plan and a zoning ordinance are two separate tools that are used in conjunction with one another.
 - a. A comprehensive plan acts in a guiding role and provides recommendations on how land should be utilized to meet the needs and desires of the community.
 - b. A zoning ordinance regulates land uses as recommended by the plan.

B. What is in a Comprehensive Plan?

1. The comprehensive plan, consisting of maps, charts, and textual matter, shall include, but need not be limited to the following related basic elements:
 - a. Comprehensive, long ranging, and general in nature.
 - b. It should focus on physical development and relate physical design proposals to community goals and social and economic policies.
 - c. Contain a statement of objectives of the municipality concerning its future development, including but not limited to, the location, character, and timing of future development.
 - d. Contain a plan for land use, including provisions for the amount, intensity, character, and timing of land uses proposed for residence, industry, business, agriculture, major traffic and transit facilities, utilities, community facilities, public grounds, parks and recreation, preservation of prime agricultural lands, flood plains, and other areas of special hazards and other similar uses.
 - e. Contain a plan to meet the housing needs of present and future residents, which may include conservation of existing housing & neighborhoods, rehabilitation of housing in declining neighborhoods, and the accommodation

of expected new housing in different dwelling types and at appropriate densities for households of all income levels.

- f. A plan for movement of people and goods, which may include expressways, highways, local street systems, parking facilities, pedestrian and bikeway systems, public transit routes, terminals, airfields, and other similar facilities or uses.
- g. A plan for community facilities and utilities, which may include public and private education, recreation, municipal buildings, fire and police stations, libraries, hospitals, water supply and distribution, sewage and waste treatment, solid waste management, storm drainage, flood plain management, utility corridors and associated facilities, and other similar facilities or uses.
- h. The comprehensive plan shall include a plan for a reliable supply of water, considering current and future water resources availability, uses and limitations, including provisions adequate to protect water supply sources. Any such plan shall be generally consistent with State, County, or Regional Water Plans.
- i. A statement of the interrelationships among the various plan components, which may include an estimate of the environmental, energy conservation, fiscal, economic development, and social consequences of the municipality.

C. What should a Comprehensive Plan Do?

- 1. Comprehensive plans should provide guidance on the types and densities of housing that will be needed to support future population growth.
- 2. Comprehensive Plans emphasizes that a variety of housing types and prices will be needed to support future growth in the region. The plan also provides guidance on where higher-density residential housing should be located as well as ways to protect the character of existing single-family residential neighborhoods.
- 3. Outline short and long-range plan implementation strategies, which may include implications for capital improvements programming, new or updated development regulations, and identification of public funds potentially available.
- 4. Outline the protection of natural and historic resources to the extent not preempted by federal or state law. This clause includes, but is not limited to, wetlands and aquifer recharge zones, woodlands, steep slopes, prime agricultural land, flood plains, unique natural areas, and historic sites.
- 5. Comprehensive Plans allow jurisdictions to be proactive and have greater control over its development by identifying factors influencing and shaping the community, which provides guidance for future decision makers.

D. What is the Comprehensive Plan Process?

- 1. Creating a comprehensive plan can be a daunting task that requires adequate research, discussion, and public input. The most effective comprehensive plans are those that were developed following this planning process and have the support of citizens in the community.

2. While professional staff play a role in coordinating and drafting the contents of the comprehensive plan, City Council, Commissioners, Board members, other City leaders, stakeholders, and most importantly the citizens play a vital role in identifying planning issues relevant to their community and neighborhoods.

3. **Comp Plan Process:**

- a. ***Defining the Question/Issues***

1. Communities are not static environments but are constantly subjected to change. And because change is always occurring, planning for the future of the community is always needed.
 2. The first step in the planning process is to identify what issues the community would like to address in the plan. The types of issues that are addressed in a comprehensive plan are community specific. Communities with declining populations face different issues than communities that have stagnant or growing populations.
 3. Defining these issues, whether they are problems to overcome or traits and characteristics that the community would like to maintain, is key and an important first step in creating a comprehensive plan.
 4. This process is completed via a series of public workshops, surveys, and as much community input as possible.

- b. ***Background Studies***

1. In order to understand the current status of the community, background studies should be performed.
 2. Surveys, studies, and analyses of housing, demographic, and economic characteristics and trends; amount, type, and general location and interrelationships of different categories of land use; general location and extent of transportation and community facilities; natural features affecting development; natural, historic, and cultural resources; and the prospects for future growth in the municipality."
 3. By preparing these studies and analyses, it allows for further refinement of the issues that will be addressed in the comprehensive plan and may provide indications on policies that will be effective in addressing them.

- c. ***Identifying Goals and Objectives***

1. Once issues have been identified and background studies have been completed, community development goals and objectives should be identified. These goals and objectives should seek to address the issues that were previously identified and studied.
 2. Goals and objectives are usually stated abstractly and may be considered by some in the community to be too idealistic. The statement of these goals and objectives, however difficult to achieve, is an important step in identifying the environment the community will be working towards.

3. These goals and objectives should be organized into plan components, or chapters, that organize similar goals and objectives together under larger subjects such as land use, housing, open space, etc.
4. This portion of the comprehensive planning process can be the most time consuming and requires adequate study and analysis. Determining the best course of action to address community issues requires support from appointed and elected officials as well as from the community at large.

d. ***Community Input***

1. Throughout the comprehensive plan's development, soliciting community feedback and support is essential. Failure to do so can create distrust of appointed and elected officials and staff.
2. The best plans are those that have community support and approval. While it is not possible to satisfy the wishes of every resident, having general consensus amongst residents should be sought.
3. Involving community members in plan creation and review is essential and requires multiple open houses, surveys, workshops, and should be supported via social media campaigns in order to allow the community to take ownership of the document and help ensure its support in years to come.

e. ***Implementation***

1. Once a plan is adopted, it is time for implementation to begin, which is why it is important that a comprehensive plan provide strategies on how implementation will occur.
2. Implementation may be initiated through the various tools and processes such as zoning & subdivision regulations in order to begin to shape how the community develops and grows. This may require additional amendments to those regulations to ensure the vision of the plan takes shape.
- 3.

E. How much does a Comprehensive Plan Cost and how long does it take to complete?

1. The cost of a comprehensive plan varies greatly and will be determined by the scope of the work needed to complete the process. Staff will need to identify goals and determine how much will work and information will be included in this plan.
2. Ultimately the cost of a Comprehensive Plan can range from anywhere between \$50,000 - \$200,00 or more depending on the scope of work.
3. Council may need to consider amending the City's budget in order to allocate funds to cover the cost of the project. The cost may be divided up between multiple fiscal years.
4. Generally it can take anywhere from 1-2 years to prepare, complete, and adopt a Comprehensive Plan.

F. Comprehensive Plan Process Timeline & Next Steps

1. Initiation of the comp plan process will begin at the City Staff Level. Staff will meet with all City departments in order to understand their short- and long-range plans, needs, concerns, issues, goals, and visions. These issues along with various master plans, such as transportation/thoroughfare, parks, trails, sidewalks and other documents will be incorporated into a document to seek qualified companies, firms, or consultants to assist City staff in the creation of the City's Comprehensive Plan.
2. Draft a Request for Proposals (RFP) document
 - a. The RFP document outlines the City's needs, goals, timelines, contact information, background on the community, and outlines the City's expectations in order to give prospective consultants an opportunity to provide an appropriate bid/proposal for the work.
 - b. Once an RFP is developed and advertised the City will allow approximately 30 days to accept applications. Another 30 days will be required to review, interview, and compare proposals prior to selecting a qualified consultant.
 - c. Attached to this document is a "Draft RFP" staff has created.
3. Consultant Selection
 - a. Once a consultant is selected, City staff will have a series of scoping meetings to provide feedback regarding specific challenges, goals, and desired timelines for completing the process.
4. Public Input
 - a. The first major step, and the most important, is to provide a series of workshops and surveys in order to get information from citizens regarding the issues they are most concerned with and how they want the city to grow and develop. This will be an ongoing step that will be revisited multiple times throughout the process.
 - b. Once citizen comments are received, staff will coordinate with the consultant to review those issues, concerns, and goals that had the most consensus and begin to use that information to draft the Comprehensive Plan.
 - c. Additional opportunities for the community to review and make recommendations on the draft plan will be provided.
5. Plan Adoption
 - a. Once the draft plan is ready for distribution, review and adoption City staff will schedule a series of workshops and public hearings to provide citizens one last opportunity to comment on the plan prior to consideration of adoption by the City Council.
6. Tentative Timeline and Process Flowchart: The timeline and flowchart provided below are conceptual and based on current staff workloads and may be modified given other circumstances.

Tentative Timeline

A. June 2021

1. Meet with City Departments and draft RFP.

B. July 2021

1. Advertise RFP, receive and review proposals, select consultant.

C. September 2021

1. Begin scoping meetings with consultant.
2. Public workshops, surveys, & data collection

D. November 2021 - December 2022

1. Review initial findings, survey results, data with the community.
2. Receive feedback regarding initial findings.

E. January 2022 – April 2022

1. Draft various sections of the plan & provide community opportunity to review draft sections via workshops.

F. May 2022 – August 2022

1. Provide initial completed draft of the plan.
2. Provide citizens opportunity to review and comment.

G. September 2022 – December 2022

1. Review Final Draft and allow Citizens and Boards & Commissions to review and make a recommendation to City Council.

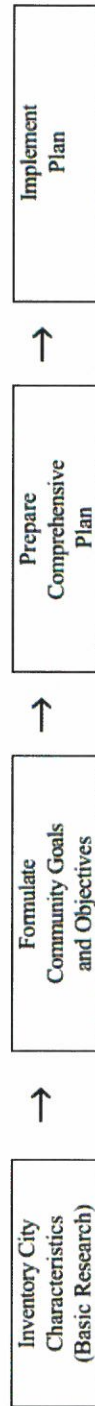
H. December 2022

1. Adopt the City's Comprehensive Plan

Figure 1

COMPREHENSIVE PLANNING PROCESS

Steps:



Elements:

- | | | | |
|---|--|--|---|
| <ul style="list-style-type: none"> • Adequate Base Map • Economy • Population • Physical Environment • Existing Land Uses • Traffic Circulation • Housing • Public Community Facilities | <p>Goals (General)</p> <p>Example:</p> <ul style="list-style-type: none"> • Attract Jobs-Producing Industry <p>Objectives (Specific)</p> <p>Examples:</p> <ul style="list-style-type: none"> • Improve Water Supply • Establish an Industrial Commission • Widen Main Street | <ul style="list-style-type: none"> • Goals and Objectives Statement • Results of Community Inventory • Land Use Plan • Transportation Plan • Community Facilities Plan • Implementation Strategy • Special Plans (Optional) | <ul style="list-style-type: none"> • Zoning Rules • Subdivision Regulations • Capital Improvements • Annexation |
|---|--|--|---|



REQUEST FOR PROPOSALS

CITY OF FREDERICKSBURG, TX

2021 COMPREHENSIVE PLAN UPDATE

DUE AUGUST 1, 2021
AT 5:00 P.M.

City of Fredericksburg
City Hall
126 W Main Street
Fredericksburg, TX 78624-3708



THE CITY OF
Fredericksburg, Texas

REQUEST FOR PROPOSALS

Comprehensive Plan Update

Section I: General Information

Article 1. Statement of Need

The City of Fredericksburg is seeking proposals from qualified, professional consultants who will assist the City in updating the City's comprehensive plan and policy framework for intelligent growth over a 15-year planning horizon ("RFP"). The consultant awarded this contract will have the primary responsibility of developing the Fredericksburg Comprehensive Plan document ("Comprehensive Plan" or "Plan") and will work in coordination with the City of Fredericksburg's City Council, Boards and Commissions, Stakeholders, Citizens, and City Departments. The selected consultant shall be expected to address several issues facing the City now and in the future. Such issues shall include but not limited to updating Future Land Use assumptions for the City's planning area, pedestrian connectivity, transportation review, relief routes, mobility, parking issues, updates to the City's Future Thoroughfare Plan, incorporation of the City's Future Parks Plan & Transportation Master Plan, business retention & expansion, agricultural & environmental issues, Conference Center/Hotel development, workforce education & retainment, other labor issues, broadband connectivity, and affordable housing.

"By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities" ... Socrates.

"Do not try to make circumstances fit your plans. Make plans that fit the circumstances" ... George S. Patton.

Article 2. City Overview

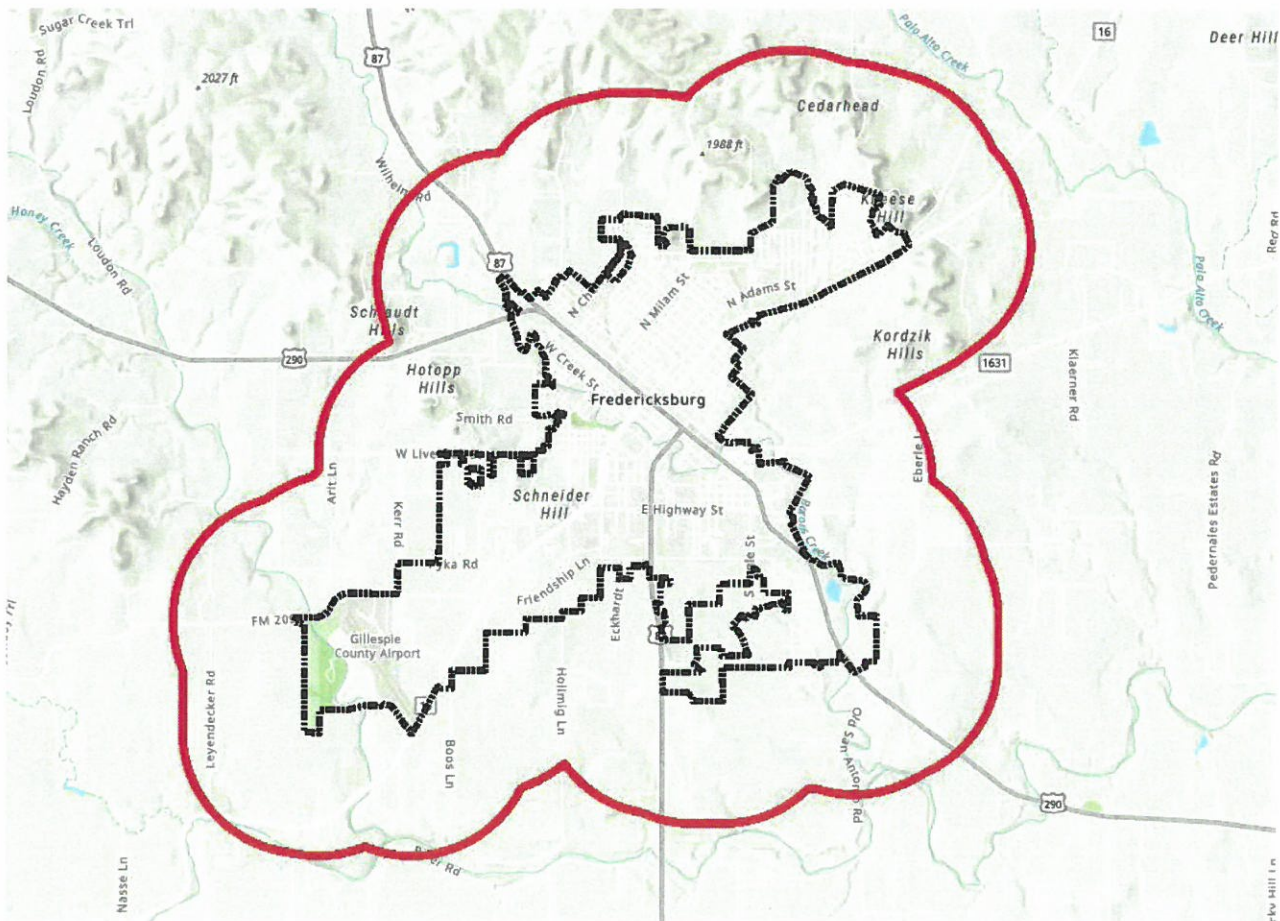
Located in Gillespie County and situated in the geographic center of the Texas Hill Country, along US Highway 290, approximately 70 miles from the major metropolitan areas of Austin and San Antonio and draws from several cultural and historical influences including German, Native American, Spanish, Mexican, and U.S. South and Texas farming and ranching heritages. The City of Fredericksburg has experienced steady growth, and according to the 1930 United States census, the first in which Fredericksburg was included, indicated the town's population to be 2,416, by 1980 increased to 6,412 and the current population estimate to be approximately 12,000. City staff consists of 170 full-time employees that work together to coordinate daily activities and development within the City to ensure a high quality of life for its citizens and visitors. Fredericksburg is the County Seat and the principal manufacturing center of Gillespie County, with other major economic sectors that include agriculture, medical, and tourism. While the natural charm, historic character, wineries, restaurants, annual festivals, and the National Museum of the Pacific War have always been a driver of the City as a popular tourism destination, this industry has seen tremendous growth over the last decade with over 150,000 people visiting the community each year. The City's vibrant tourist industry is accommodated via 100+ restaurants and food operation facilities, hotels, motels, and over 700 short-term rentals. The increase in tourism can be attributed to the rapidly expanding Texas wine industry with over 50 wineries and tasting rooms located within the County. The City is considered a full-service community with multiple parks, swimming pools, an 18-hole golf course, and an international airport that features a 5,000 foot runway. The City offers educational opportunities for all age groups with access to a growing Texas Hill Country University Center, where residents can pursue dual credit courses, certification, and degree programs; additionally multiple k-12 schools and the highly rated Fredericksburg Independent School District, with a population of 3,126 students. The City also offers an independent health care system that consistently ranks among the best in the nation, multiple fitness and rehabilitation centers, and assisted living facilities. The City's real estate market has seen an increase of 12.3% from 2018-2019 with an average sale price of \$390,150 and a price per square foot of \$213.62. These factors have resulted in Fredericksburg continuing to be a desirable place to live and work.

Section II: Scope of Work

Article 1. Project Area

The Study Area identified for this plan encompasses the primary entries into Fredericksburg as well as the area outside the City Limits encompassed by the City's ETJ. The ETJ includes the area within one mile of the current city limits. See map below.

The decision to include the ETJ in this project was to ensure that the City sidewalks connect to the region. In addition, much of the development along the designated entry corridors will occur in the ETJ, so there will need to be coordination with the standards defined in this plan. The coordinated development along entry corridors will create a unique character into town that supports the overall image of Fredericksburg.



Article 2. Expectation of Selected Consultant

Throughout the process the selected consultant will be expected to utilize their experience and drive the process. To achieve this goal, and utilize the experience of the selected consultant, the City of Fredericksburg will require the following expectations be met and identified within the consultant's proposal:

1. Initial meeting with City staff to review project timeline, schedule meetings, and begin the process of data acquisition.
2. Review all existing plans, maps, documents, data and other materials relevant to the project. The City will provide all available existing documentation to the selected consultant. The selected consultant will study, amend as needed, and consolidate applicable materials into the Plan.
3. Conduct meetings with key elected and appointed officials. The selected consultant will lead stakeholder outreach and participation efforts with City staff providing assistance where needed.
4. Plan and implement an extensive stakeholder and public outreach process using a range of methods to inform and involve stakeholders, citizen organizations and the general public.
5. Develop Plan goals, objectives, and implementation strategies based on technical data and public input.
6. Draft materials for review and comment by the City in accordance with a schedule at the beginning of the planning process.
7. Confirm the final Plan conforms to all Federal, State, and local codes.
8. Analyze consistency of current City ordinances and policies in relationship to the Plan goals and objectives.
9. Prepare draft document for public review and comment, and present to City boards, committees, commissions, and City Council as necessary.
10. Prepare final draft document and present to all associated meetings and public hearings for adoption of the Plan.
11. Provide at least weekly updates, primarily through email or telephone and occasionally in-person, to update City staff on project status, discuss issues and review drafts. Periodic written status reports and status presentations may also be required by the Planning and Zoning Commission and City Council.

Article 3: Project Scope

1. Infrastructure:

Incorporate the current infrastructure in place and recommend goal, policy, and action items for future infrastructure to include Capital Improvements Plan update and service provision to recently annexed areas. Address growth management strategies as it relates to infrastructure, as well as projections for needed items.

2. Traffic/Transportation:

Review and update the City's Future Thoroughfare Plan, Master Transportation Plan, and Sidewalk Plan to include projections for traffic management in relation to future developments of the City. Incorporate County Transportation Plans and TXDOT plans for relief routes.

3. Current and Future Land Use:

Develop realistic population projections and build-out scenarios utilizing preferred land-use patterns for the City and ETJ. The build-out scenarios shall include land use projections, population densities, development phasing models, and infrastructure improvements as required. Review, analyze and provide the land use and development character goal, policy, and action items of the Plan and refine as needed to account for shifting demographics, the proliferation of Short-term rentals (STRs) in single-family neighborhoods, and incorporation of the vision of the community.

4. Overlays & Special Development Regulations:

Ensure all overlays are incorporated into any assumptions including the City's expanded Historic District and Entry Corridor Plans. Specific focus shall be made to create entry corridor plans that provides for consistent and unified development along the corridor including current and future land uses, architectural standards, site design standards, landscaping, and signage.

5. Facilities:

Review and analyze the needs for community facilities such as a hotel/conference center including the library, community center, pools, golf course, airport, athletic fields and courts, and other City facilities based on population projections.

6. Parks, Trails and Open Space:

Review and incorporate the City's Future Parks Plan and Sidewalk Plan in order to adequately address multi-modal connectivity between Parks and Neighborhoods. Review the City's parkland dedication requirements to align with goals of the Future Parks Plan.

7. Economic Development & Affordable Housing:

Review and update the City's economic development approach and recommend policy changes and guidance to include possible incentives including ordinances, PID policy, Opportunity or Reinvestment Zones and develop an Economic Development Plan.

8. Provide strategies and policies to address issues of Affordable and Workforce Housing. These policies should address definitions of each, possible actions to mitigate rising home prices, and possible ordinances or tax breaks regarding appraisals and property tax freezes.

9. Sustainability:

Focus should be made on integrating sustainable practices throughout the Plan elements. Additionally, goals or policy recommendations should be put forth that make the city more sustainable such as building standards, renewable energy, stormwater management, water conservation, and waste minimization.

Article 4: Public Participation

The City of Fredericksburg considers public participation essential to a successful Comprehensive Plan. The Plan process shall be structured to efficiently maximize citizen involvement and participation.

The selected consultant shall be responsible for designing a public engagement strategy, to include an online platform, which incorporates effective and innovative participation techniques and encourages participation throughout the development of the Comprehensive Plan. Participation by residents, businesses, agencies, organizations, all city departments, and public officials is a must throughout the planning process. The proposed public engagement strategy must include the latest technologies and be

creative, inclusive, efficient and reliable with the goal of channeling this input into realistic alternatives for consideration by the public. The selected consultant team must demonstrate extensive expertise and experience in the public participation and facilitation process. The selected consultant team must have strong leadership and creativity to provide clear direction in participation techniques that result in inclusive and timely decisions.

Section III: Proposal and Submission Requirements

The City of Fredericksburg requires comprehensive responses to every section within this RFP. To facilitate the review of the responses, Proposers shall follow the described proposal narrative. The intent of the proposal narrative requirements is to expedite review and evaluation. It is not the intent to constrain Proposers with regard to content, but to assure that the specific requirements set forth in this RFP are addressed in a uniform manner amenable to review and evaluation.

Article 1: Proposal Narrative

All proposal information shall be presented in a single-bound volume and an electronic version that has been checked sufficiently to ensure completeness and accuracy of detail. Proposals that do not comply with the instructions in this RFP will not be considered for selection. It is mandatory that the proposal contains the following 7 items and that is be presented in the following order:

1. Cover
2. Title Page
 - a. Show the RFP title being proposed, the name of your firm, address, telephone numbers, name of a contact person and date
3. Letter of Transmittal
 - a. Identify the RFP project for which the proposal has been prepared.
 - b. Briefly state your Firm's understanding of the services to be performed and make a positive commitment to provide services as specified.

-
- c. Provide the name(s) of the person(s) authorized to make representations for your firm, their titles, address, and telephone numbers.
 - d. A corporate officer or another individual who has the authority to bind the firm must sign the letter. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.
4. Table of Contents
- a. Clearly identify the materials by Section and Page Number.
5. Core Content
- a. *Recent Comprehensive Planning Experience:* Include a brief statement concerning the recent relevant experience of the persons from your firm and each sub-consultant who will be actively engaged in the proposal effort. Do not include firm experiences unless individuals who will work on this project participated in that experience. If the consultant proposal includes sub-consultants, a list of such consultants shall be submitted, and qualifications and experience stated for each sub-consultant.
 - b. *Consultant Work Approach:* The proposal must include a brief description of the Proposer's overall approach to comprehensive planning and any unique capabilities the firm can bring to the project. Also include information addressing how the Proposer plans to provide project management, quality assurance, contract deliverables, budget and cost control, schedule control, and internal/external coordination for this project.
 - c. *Key Project Personnel:* It is recommended personnel have a thorough knowledge and understanding of Municipal Government operations to provide perspective related to comprehensive planning analysis and recommendations. Specific background information for key individuals who will be assigned to the project must be included. The background information on these individuals should emphasize their work experience relative to project requirements, current projects, and availability. The proposed key personnel must be the personnel assigned to the project.
 - d. *Rates and Expenses:* Provide a proposed fee schedule broken down by task. Express your administrative fee in a lump sum not-to-exceed maximum amount and separate price for travel and related expenses (if applicable).

Firms shall incur no travel or related expenses chargeable to the City without prior approval by an authorized City representative. Proposers may submit proposals on any task or combination of tasks and may propose alternative payment methods (ie: hourly rates). However, expenses not specifically listed will be considered. The actual contract amount will be negotiated after the consultant has been selected and the scope of work finalized.

- e. *References:* Information is to be provided on the firm's performance on past projects (include City projects if applicable), regarding the project management items identified. Provide the names, addresses, current telephone numbers, and brief project description of three past or current clients who can comment on aspects of your work relevant to this proposal.

6. Supporting Attachments

- a. Attach only information pertinent to the project being proposed and that will provide reviewers clear and concise insights into your firm's capabilities.
- b. Include a timeline for estimated completion dates from start to finish with a summary of key benchmarks.

7. The City intends to execute a contract with the successful Proposer that substantially includes the general terms and conditions attached hereto in Exhibit A (Inserted at Later Date by City Attorney).

- a. The Proposer shall include all objections, deletions to the general terms and conditions, or required additions to the contract sought by Proposer. The number of additions, deletions, modifications, and objections to the general terms and conditions will be considered in the City's evaluation of the proposals.

Article 2: Submission Information and Schedule

Questions regarding the content of this proposal shall be submitted to:

Director of Development Services

Jason Lutz

126 W. Main Street

Fredericksburg, TX 78624

Phone: 830-990-2028

Fax: 830-997-1861

Email: jlutz@fbgtx.org

Schedule of Important Dates

Release of RFP to Vendors:	TBD, 2021
Advertisement Dates:	TBD, 2021
Deadline for Questions and Inquires:	TBD, 2021
Proposal Submission Deadline:	TBD, 2021at 2:00 p.m. C.S.T
Oral Interviews (if advanced):	TBD, 2021
Earliest Award by City:	TBD, 2021

Article 3: Preparation Cost

The City shall not be responsible for proposal preparation costs, nor for costs including attorney fees associated with any (administrative, judicial, or otherwise) challenge to the determination of the highest ranked Proposer and/or award of contract and/or rejection of the proposal. By submitting a proposal each Proposer agrees to be bound in this respect and waives all claims to such costs and fees.

Article 4. Rules Governing Competition

1. *Examination of Proposal:* Proposers should carefully examine the entire RFP, any addenda thereto, and all related materials and data referenced in the RFP. Proposers should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

-
2. *Proposal Acceptance Period:* Award of this proposal is anticipated to be announced with thirty-one (31) calendar days, although all offers must be completed and irrevocable for ninety (90) days following the submission date.
 3. *Confidentiality:* The content of all proposals and scoring sheets may be subject to confidentiality pursuant to the Texas Public Information Act ("Act"). After the award of the contract, all information related to proposals received may be subject to release pursuant to the Act.
 4. *Proposal Format:* Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of Proposer's capabilities to satisfy the requirements of this RFP. Emphasis should be placed on conformance to RFP instructions, responsiveness to RFP requirements, overall completeness, and clarity of content.
 5. *Signature Requirements:* All proposals must be signed. An officer or other agent of a corporate vendor, if authorized to sign contracts on its behalf; a member of a partnership; the owner of privately owned vendor; or other agent if properly authorized by a Power of Attorney or equivalent document may sign a proposal. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.
 6. *Proposal Submission:* Ten (10) copies of the finished and bound proposal and one (1) flash drive of the proposal must be received by the City of Fredericksburg, City Secretary no later than 2:00 p.m. C.S.T on TBD, 2020. All copies of the proposal must be under sealed cover and plainly marked with the project name.

Proposals shall be delivered or mailed to:

The City of Fredericksburg,
ATTN: City Secretary
126 W. Main Street,
Fredericksburg, Texas 78624

7. *News Releases:* News releases pertaining to the award resulting from the RFPs shall not be made without prior written approval of the City's Development Services Department.

-
8. *Disposition of Proposals:* All materials submitted in response to this RFP will become the property of the City of Fredericksburg. One copy shall be retained for the official files of the City and will become public record after award of the contract.
 9. *Modification/Withdrawal of Proposals:* A Proposer may withdraw a proposal at any time before the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the agency. The Proposer may thereafter submit a new or modified proposal before the final submission date. Modifications offered in any other manner, oral or written, will not be considered. A final proposal cannot be changed or withdrawn after the time designated for the receipt, except for modifications requested by the City after the date of receipt and following oral presentations.
 10. *Oral Change/Interpretation:* No oral change or interpretation of any provision contained in this RFP is valid unless issued as a written addendum. A written addendum shall be issued when the City deems changes, clarifications, or amendments to proposal documents is necessary.
 11. *Late Submissions:* Proposals not received before the date and time specified will not be considered and will be returned unopened after recommendation of award.
 12. *Rejection of Proposals:* The City of Fredericksburg reserves the right to reject any and all proposals, to waive irregularities in the submittal and evaluation process and to accept that proposal deemed what in its judgement is in the best interest of the City and/or the most advantageous to the City.
 13. *Project Completion:* Based on a timeline provided in the submission and agreed upon by both the City and consultant who is awarded the contract.

Section IV: Evaluation Criteria and Selection Process

The City intends to award a single contract for this project. The proposal should address the consultant's capabilities for performing all aspects of the project development process while presenting specific project information and substantiating the consultant's methodologies and approach for completing the work requested.

Firms will be ranked using the points available for each RFP criterion. The criterion categories and points available for each are as follows:

1. 40% Recent Comprehensive Planning Experience and Past Performance
2. 25% Rates and Expenses
3. 20% Consultant Project Approach
4. 10% Key Project Personnel
5. 5% Conformance to RFP Instructions and Contract General Terms and Conditions Changes or Additions

A committee of individuals representing the City of Fredericksburg shall evaluate the proposals and will rank the proposals as submitted.

The City of Fredericksburg reserves the right to award a contract solely on the written proposal. The City also reserves the right to request oral interviews with the highest ranked firms. The purpose of the interviews with the highest ranks firms is to allow expansion upon written responses. The City reserves the right to request additional questions to be answered during the interviews, determine the format and content of the interviews, and establish the maximum number of people who attend the interview from each firm. If interviews are conducted, a maximum of three firms will be shortlisted. The Consultant's project manager identified in the proposal will be required to attend the interviews. By submitting a proposal, it is understood that the Proposers may not change (add or delete) personnel for interviews from those listed in the proposals without written consent from the City.

A second score sheet will be used to score those firms interviewed. If oral interviews are conducted, the final selection will be based on the total of all evaluators' scores achieved on the second rating. The highest ranked Proposer(s), after the second scoring, if performed, may be invited to enter final negotiations with the City for the purpose of Contract award.

Section V: Contract Negotiation Process

The highest ranked Proposer(s) may be invited to enter Contract negotiations with the City of Fredericksburg. If an agreement cannot be reached with the highest ranked Proposer, the City shall notify the Proposer and terminate negotiations. The second highest ranked Proposer may be contacted for negotiations. This process may continue until successful negotiations are achieved. However, the City reserves the right to terminate negotiations with any Proposer should it be in the City's best interest. The City of Fredericksburg reserves the right to reject all proposals submitted.

Exhibit A: Contract General Terms and Conditions (To Be Inserted By City Attorney At A Later Date)



CITY COUNCIL MEMO

DATE: March 3, 2021

TO: Mayor and City Council

FROM: Clinton Bailey, P.E. – Asst. City Engineer/Director of Public Works & Utilities

Garret Bonn, P.E., CFM – Asst. City Engineer

SUBJECT: Transportation Improvement Projects

Summary:

City staff will provide a brief overview of the of the short and medium-term transportation projects identified in the Transportation Projects Traffic Impact Study and discuss Council priorities and options moving forward.

Recommendation:

N/A

Background / Analysis:

The Transportation Projects Traffic Impact Study (TIS) completed by Kimley-Horn & Associates analyzed current and future traffic conditions in and around Fredericksburg. Recommendations include short term projects that could immediately enhance operations and safety within the transportation system. With Council's approval, City crews recently modified the intersection of N. Milam and W. Austin to an all-way stop condition as recommended in the TIS. In addition, staff has continued discussions with the TxDOT Area Office regarding a possible partnership proposal to complete 23 intersection-specific projects and 2 restriping projects which have a total estimated cost of \$810,000.

The City of Fredericksburg

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

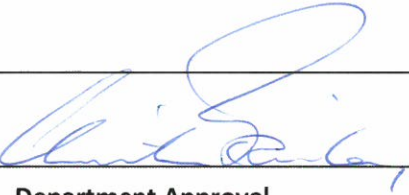
Although these projects provide short-term relief, additional roadway extension projects will be required to address ongoing local and regional growth in the area. The TIS analyzed 4 high priority projects that appear in whole or in part in the City's 2017 Transportation Master Plan. These medium-term projects include:

1. Post Oak Rd. Extension (also referred to as Cherry St. extension) – W. Main St. to SH 16S
2. Mulberry Extension – N. Llano St. to E. Main St.
3. Frederick Extension – N. Llano St. to E. Main St.
4. Inner Loop Extension (also referred to as the Friendship Ln. extension) – SH 16S to US 87N

The executive summary of the TIS is attached for your reference.

Attachments:

Transportation Projects TIS Executive Summary



Department Approval

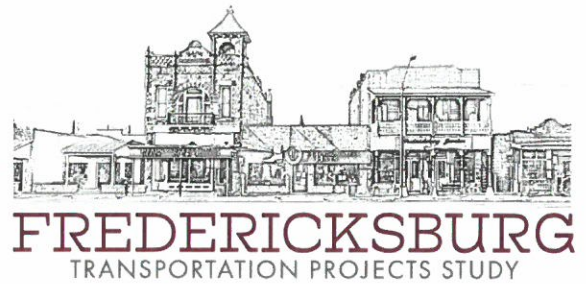


City Manager Approval

The City of Fredericksburg



Robert J. Gutekunst



FREDERICKSBURG PROJECTS TRAFFIC IMPACT STUDY (TIS)



EXECUTIVE SUMMARY

In November 2019, the City of Fredericksburg, Texas initiated a Traffic Impact Study (TIS) to be performed by Kimley-Horn. The purpose of the TIS is to determine ways to provide local congestion relief. The TIS covers two major components – 1) an evaluation of high-priority new connection projects, identified in **Figure 1** below as medium-term solutions, and 2) short-term operational and safety improvements at intersections in the City Limits. In Figure 1 below, the new connections are as follows:

1. Post Oak Extension (completes gap from Bowie St to Main St, widens Post Oak)
2. Mulberry Extension (connects Mulberry at Llano to Main at Eagle)
3. Frederick Rd Extension (SH 16 to US 290 E)
4. Inner Loop Extension (formerly Friendship Lane or Interim Relief Route from SH 16 to US 87 N)

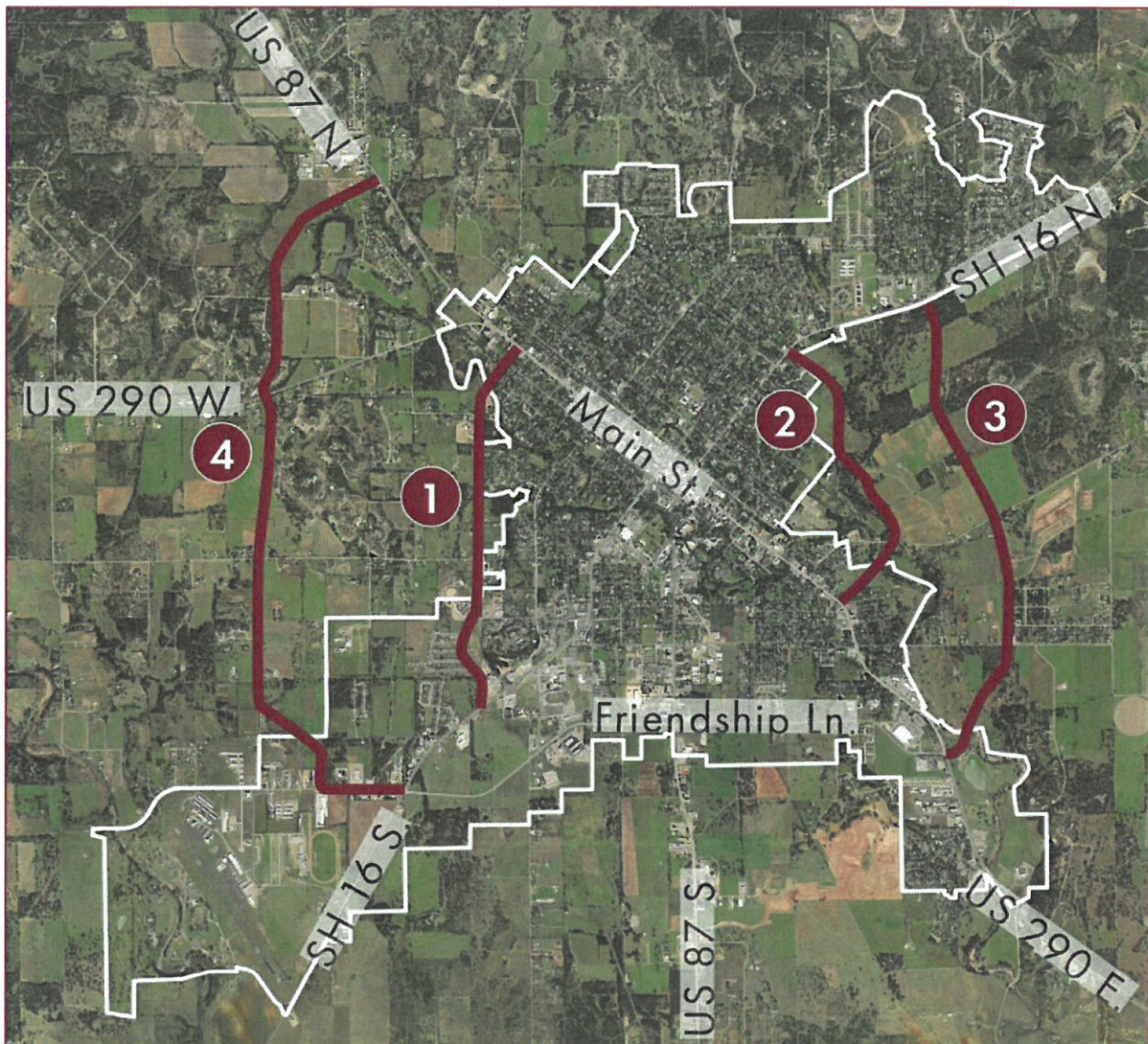


Figure 1: Four High-Priority Connection Options

SUMMARY OF RESULTS AND BENEFITS

MEDIUM TERM SOLUTIONS

In general, all four new connection options would see benefits in key travel measures of effectiveness, including travel time savings and amount of fuel consumed. Cost estimates for all projects include costs of construction, Right-of-Way (ROW) acquisition, new signals, widening at major intersections, and engineering costs. For comparison's sake, benefits for all projects were estimated using two factors over a 20-year period: (1) the daily reduction in travel delay multiplied by a person's value of time (i.e. how much a person values their time no longer spent in traffic), and (2) the amount of fuel cost savings. The benefit/cost ratio and cost estimate for each project is summarized in Table 1.

Table 1: Benefit-Cost Ratios for Extension Projects

Measure	Intersection plus Post Oak	Intersection plus Mulberry	Intersection plus Frederick	Intersection plus Inner Loop
Cost	\$7.2 Million	\$7.9 Million	\$17 Million	\$21 Million
Benefit/Cost (B/C) ratio over a 20-year period	3.9	3.8	1.8	1.6

Some of these new connections are identified on the 2017 Transportation Master Plan, while others are modifications of projects that appear in whole or in part in the 2017 Transportation Master Plan. The four new connection projects are classified as either collector streets or arterial streets, based on the ultimate anticipated function of each roadway. The following **Figure 2** and **Figure 3** illustrate the anticipated cross section for each roadway that was used as a basis for the project cost and ROW acquisition requirements. Post Oak Extension and Mulberry Extension are contemplated as collector roadways in Figure 2, while Frederick Rd and Inner Loop are contemplated as arterial roadways in Figure 3.

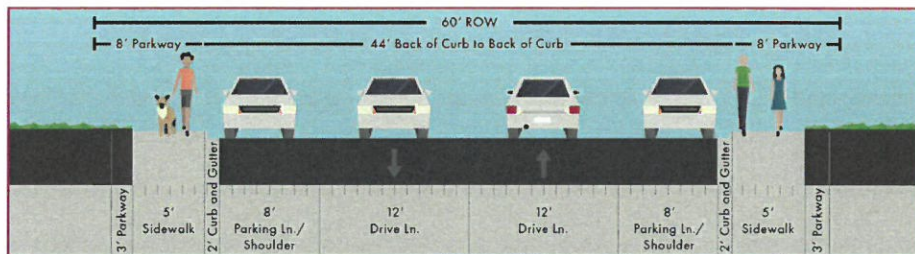


Figure 2: Recommended Collector Road with 60 Foot ROW Section (subject to change)

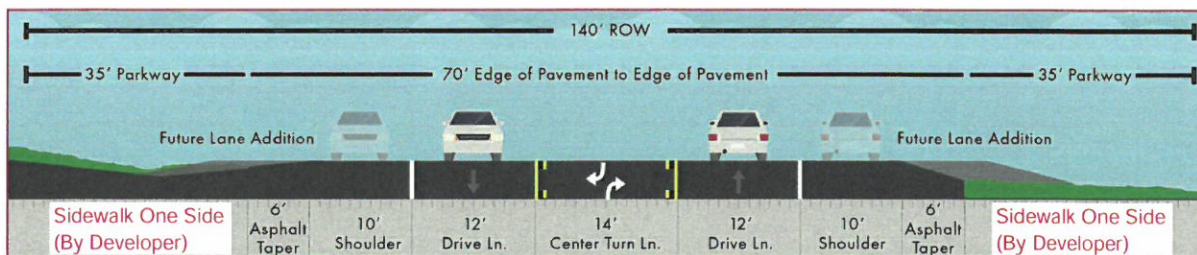


Figure 3: Recommended Minor Arterial Road with 140 Foot ROW Section (subject to change)



Post Oak Extension

The Post Oak Extension would connect Main St to SH 16 between Post Oak at SH 16 and Cherry at Main with a 44 ft wide roadway (face of curb to face of curb) within 60 ft of ROW. The projected average daily traffic on this road in 2040 is between 6,700-8,800 vehicles per day. It is assumed that this extension would relieve 10% of traffic turning at the intersection of Adams and Main, 25% of traffic turning at the intersection of Milam and Main, and 25% of traffic turning at the intersection of Milam at SH 16.

Mulberry Extension

The Mulberry Extension would connect Main St to Llano St between Eagle at Main and Mulberry at Llano with a 44 ft wide roadway (face of curb to face of curb) within 60 ft of ROW. The projected average daily traffic on this road in 2040 is 6,700 vehicles per day. It is assumed that this extension would relieve 50% of traffic turning between Llano and Main; 25% of traffic turning left off Llano between Austin and Travis; and 25% of traffic turning right along Main between Lincoln and Olive.

Frederick Extension

The Frederick Extension would connect Main St to Llano St between Friendship at US 290 and Frederick at Llano with a 70 ft wide roadway (face of curb to face of curb) within 140 ft of ROW. The projected average daily traffic on this road in 2040 is 6,000 vehicles per day. It is assumed that this extension would relieve 25% of traffic turning between Llano and Main; 15% of traffic turning left along Llano between Austin and Mulberry; and 15% of traffic turning right along Main between Lincoln and Goehmann.

Inner Loop Extension

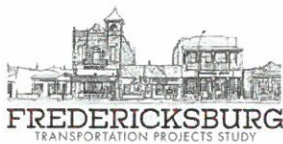
The Inner Loop Extension, previously known as the Friendship Extension or Interim Relief Route, is situated around the western edge of Fredericksburg and would connect SH 16 to US 290 and US 87 with a 70 ft wide roadway (face of curb to face of curb) within 140 ft of ROW to primarily redirect non-local traffic. The projected average daily traffic on this road in 2040 is 5,700 vehicles per day. It is assumed that this extension would reroute 20% of traffic traveling to downtown at Friendship and US 290; 20% of traffic heading west at the intersection of Washington and Main; and a portion of traffic turning at Adams and Main.

SHORT TERM SOLUTIONS

Short-term relief options were considered by analyzing the twenty-six (26) signalized intersections in the City of Fredericksburg, as well as some additional intersections identified for safety issues, for a total of twenty-eight (28) studied intersections. Of these intersections, twenty-three (23) were found to have viable improvement options. The benefit of implementing these options is significant, and the impact of these projects (benefit and cost) is included in the benefit/cost ratio of each of the four new connection projects.

Lane Assignment and Signal Improvements

Many intersections can benefit from reassigning lanes to improve operations. Some lane reassignments involve "swapping" lanes – for example, changing a through-left lane and right turn only lane approach to instead be a left turn only and through-right lane approach. Some lane reassignments involve adding new lanes by better utilizing the existing road space with new paint for traffic. Some lane reassignments



involve adding new lanes by adding new pavement surface. At Washington at Main and Creek at Adams, a recommendation from the 2017 Transportation Master Plan has been reiterated to make Washington one-way northbound on the north side of Main and Creek Street one-way eastbound east of Adams. Some lane reassignments require upgrading existing signal heads, primarily for left turns, such as at Elk and Main on the southbound approach, to include left turn or right turn arrow indications.

Safety Improvements

Safety-specific improvements have been made for seven locations in Fredericksburg, including five signalized intersections which have also been analyzed for operational improvements. These seven intersections were selected based on crash history and include (1) US 290 at US 87 ("the Y"), (2) Main at Olive, (3) Main at Highway, (4) Main at Llano, (5) Washington at Walnut, (6) Llano at Travis, and (7) Milam at Austin. Safety improvements include restriping, adding new pedestrian or left turn signal heads, installing new signs, access management and drainage improvements. Additionally, many stop bars at minor streets intersecting with Main Street are suggested to be moved further back from the intersections to provide room for large trucks turning right that conflict with left turns

Signal Timing Improvements

Several intersection timing changes have been suggested to reduce overall delay at signalized intersections. It is recommended that signal timings at all signalized intersections are updated every 2-3 years in the future to respond to local demands.

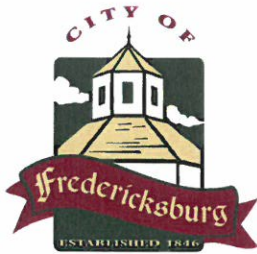
Restriping Projects on Main

Two separate striping and signage design and construction projects were identified on Main Street to help improve safety and traffic flow. One project includes restriping Main Street between Baron's Creek to Crisol Dr to add a center turn lane in the existing pavement section the entire length. The other project is to remove the narrow 6' painted median area on Main Street between Milam St to Elk Street and extend the left turn lanes along this portion of Main Street to accommodate anticipated queues.

PRELIMINARY RECOMMENDATIONS

Based on the analysis performed, the short- and medium-term projects would improve conditions in Fredericksburg and the surrounding local area. The short-term projects would have a significant benefit to local traffic at a relatively low cost and could be implemented within the next 1-3 years. Each of the four new connection options offer different benefits to local traffic, though there are significant variations in costs and benefits between each project. Any recommendations made regarding the four new connection projects is reliant on the anticipated budget for these projects.

The findings of this report will be used to aid City Council in making decisions on whether to move forward with funding discussions for short- and long-term projects. Funding has not yet been identified or allocated for any of the projects, but partnerships with other agencies and potential grant funding will be explored to offset costs to the City to implement these projects.



Date: February 26, 2021

To: Mayor and City Council

From: Kent Myers, City Manager *KM*

Subject: City Manager Performance Goals

Every year the City Council establishes certain performance goals for the City Manager. These goals provide useful guidance to the City Manager and City staff on what issues are important to address in the coming year. At Monday's Work Session we will continue to discuss these goals with final approval scheduled at the City Council meeting on March 15.

Attached to this memo is a copy of the 2020 City Manager Performance Goals. There may be several goals on this list that you would like for me to continue to work on in 2021. In addition, I have attached a preliminary listing of 2021 performance goals. This listing was prepared based on comments from the City Council during my recent performance evaluation. Also included on this listing is the completion of several major initiatives that are currently underway.

The City of Fredericksburg

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City of Fredericksburg
City Manager Performance Goals
2020

1. Enhance communications with City Council to keep members informed and to avoid any surprises.
2. Implement steps for dealing with financial challenges as part of the annual budget process.
3. Implement Council's recommendations for major roadway improvements.
4. Continue to be prepared for future growth by preparing and implementing long-range plans.
5. Improve the handling of STR permits, inspections and enforcement of STR regulations.
6. Continue to work with individuals and organizations to fund and develop the Sports Park.
7. Continue to implement annexation plan previously approved by the City Council.
8. Monitor performance of City departments to ensure adherence to the City mission statement and core values.
9. Continue to develop options for addressing affordable housing issues.

DRAFT
City of Fredericksburg
City Manager Performance Goals
2021

1. Work closely with Fredericksburg Independent School District to evaluate reuse of buildings on Middle School Campus for possible reuse by the City.
2. Complete the development of the 5-Year City Financial Plan
3. Continue to expand and improved both internal and external City communications efforts on social media and other sources to keep City Council, City staff and local citizens fully informed about City activities
4. Work closely with local citizen groups to gain input on major issues including future street projects, Comprehensive Plan, and changes to STR regulations
5. Revisit the Path to the Future community visioning report to determine what has been accomplished and major priority issues that need to be accomplished in the next two years
6. Continue to develop long-range planning including a new Strategic Plan and the new Comprehensive Plan
7. Work in partnership with the EDC and Chamber to expand local broadband services