



CITY COUNCIL AND GILLESPIE COUNTY COMMISSIONERS COURT JOINT WORK SESSION MEETING

**TUESDAY, APRIL 26, 2022 – 8:30 A.M.
CITY HALL-FIRE TRAINING ROOM
126 W.. MAIN STREET
FREDERICKSBURG, TEXAS 78624**

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

Jerry M. Luckenbach, Councilmember
Kathy O'Neill, Councilmember
Kent Myers, City Manager

The City of Fredericksburg City Council and Gillespie County Commissioners Court will meet in a Work Session Meeting on Tuesday, April 26 2022, at 8:30 a.m. This meeting will be held in person and the audio will be posted to the City website upon completion of the meeting.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. PUBLIC COMMENTS ON ITEMS ON THE AGENDA

The City Council welcomes citizen participation and comments at all City Council Meetings.

A. Written Comments: to be submitted remotely:

- i. Must be received by 3 p.m. on April 25, 2022
- ii. Complete the Citizen Comment Form online at www.fbgtx.org; or
- iii. Email your comments to CitizenComments@fbgtx.org; or
- iv. 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 "April 26, 2022, City Council Work Session Meeting" tab.

B. Verbal Comments:

- i. Sign up in-person between 8 a.m. and 8:30 a.m. at the City Hall-Fire Training Room in order to comment.
- ii. You will be limited to 3 minutes to speak.
- iii. If any citizen has handouts for these should be provided to the City Secretary prior to speaking. If you wish the City Council to receive your handouts for the meeting, please provide 10 copies, if not the City Council will receive your handouts the following day.

4. PRESENTATION, DISCUSSION, REVIEW AND POSSIBLE DIRECTION AND ACTION

- A. Consider and discuss the proposed new Fire Station site (Lynn Bizzell, Fire Chief).
(Agenda Packet Page 5- 24)
- B. Consider and discuss the County Wide Radio System for Fire/ EMS (Reagan Rabke, Fire Marshal).
(Agenda Packet Page 25- 56)

- C. Consider and discuss an update on Sports Parks (Clinton Bailey, Assistant City Manager/Public Works and Utilities Director).
(Agenda Packet Page 57- 60)

- D. Consider and discuss the Affordable Housing Development Strategies (Vince Michel).
(Agenda Packet Page 61- 63)

5. ADJOURN

This is to certify that I, Shelley Goodwin, posted this Agenda at 3:15 p.m. on April 21, 2022, on the bulletin board at the main entrance of the City of Fredericksburg City Hall, 126 W. Main St., Fredericksburg, Texas.



Shelley Goodwin, TRMC/CMC
City Secretary



Date: April 20, 2022

To: Mayor and City Council
County Judge and Commissioners

From: Kent Myers, City Manager 

Subject: April 26th Special Meeting

At you know, we have scheduled a special City Council/County Commissioners meeting for Tuesday, April 26th in the Fire Training Room starting at 8:30 a.m. We will serve a light breakfast starting at 8:00 a.m. if you would like to arrive early to have an opportunity to visit prior to the meeting.

Attached to this memo is an agenda for the meeting and staff reports and other information covering each agenda item. This memo is intended to summarize the four items that are included on the agenda.

The first item scheduled for discussion is an update report and recommendations from Chief Bizzell on the proposed site for the third Fire Station. If this site is approved and the Station is constructed and operated in the future, it will serve both areas within the City Limits as well as areas outside the City Limits.

As noted in the attached report and power point presentation, Chief Bizzell and his staff have reviewed recent Fire/EMS call locations and considered future development trends. He has also identified the need to include training facilities at the site of the new Fire Station. We currently have very limited training facilities available for both our Fire/EMS personnel as well as volunteers from the other departments in Gillespie County.

Considering factors such as Fire/EMS call locations, future development projections and the need for training facilities, Chief Bizzell and his staff have identified a site at the University Center as the most strategic location. This site has many advantages which he will explain at the meeting. If the City Council and County Commissioners ultimately approves this site, we would also need to get approval from the University Center Foundation Board. Then we would need to

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consider appropriating funds in the FY 2023 Budget to hire an architectural firm to prepare preliminary design plans and cost estimates for the new Fire Station.

The second item scheduled for presentation and discussion at the joint meeting next week is the need for all Fire Departments in Gillespie County to replace their radio system with a LCRA 700M Hz system. The attached power point presentation will be presented by Reagan Rabke, Fire Marshal. We expect that representatives from the Fire Departments in Gillespie County will attend the meeting to express their support for this new system. If the City Council and County Commissioners agree that this system is needed, then funding options for the system will need to be discussed as part of our FY 2023 budget process.

The third item on the agenda is an update report from Clinton Bailey on proposed plans to develop a soccer field complex on City-owned property adjacent to Oakcrest Park. Clinton will provide updated information on the easement granted by the Fair Association and the City's plans to provide utilities to this complex. He will also report on the City's recent efforts to develop an agreement with the Soccer Association for the maintenance and operation of the complex. Dan Kemp will attend the meeting to provide an update on the Soccer Association's fund-raising activities.

The final item on the agenda involves a report and discussion on affordable housing development strategies. Our new Housing Coordinator, Vince Michel, will present information on recommended strategies that we should adopt to be successful in developing affordable housing (see attached report). He will then lead a discussion to determine whether the City Council and County Commissioners generally support these strategies.

We look forward to seeing you next Tuesday.

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CITY COUNCIL MEMO

DATE: April 19, 2022

TO: Mayor and City Council

FROM: Lynn Bizzell

SUBJECT: Land for third Fire EMS Station.

Summary:

Fredericksburg Fire EMS developed a Five Year plan in 2020 that included the purchase of property and the construction of a new fire station. The increased call volume and additional development throughout Gillespie County for Fredericksburg Fire EMS has drastically increased over the last few years. Families purchasing property, additional commercial structures, residential structures, and tourism has a direct impact on Fire and Medical Responses to those in need of our services. In an effort to keep up with the growth and keep response times to emergency calls at levels we currently have or help decrease in certain areas. We are proposing to secure land for a third Fire EMS Station on the east side of town and eventually build a new Fire EMS station at that location. We have looked at many potential sites on the east side of Fredericksburg and feel the University Center would be an appropriate site.

Recommendation:

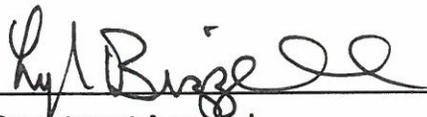
In reviewing current growth taking place and the potential for additional large development we would recommend securing a site at the University Center. Careful consideration has been given to the actual site. Upon reviewing response times, current growth taking place on the east side of town, existing Fire EMS Stations, and other important factors it appears the University Center site would work for us. Staff would like to propose securing a site at the University Center.

Background / Analysis:

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Attachments:

Power Point attached



Department Approval



City Manager Approval

The City of Fredericksburg

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Agenda Packet Page 6

||| East Fire
Station



Goals and Objectives of East Fire Station Study

- **Why**
 - Increased call volume on East side of city and county out to Stonewall
 - Current response time is long
 - Address population growth areas
 - Address training site needs
- **Improve response time**
 - For East Main Street at Friendship
 - For East US HWY 290 to Stonewall
- **Task – Identify land to purchase NTE \$350,000**

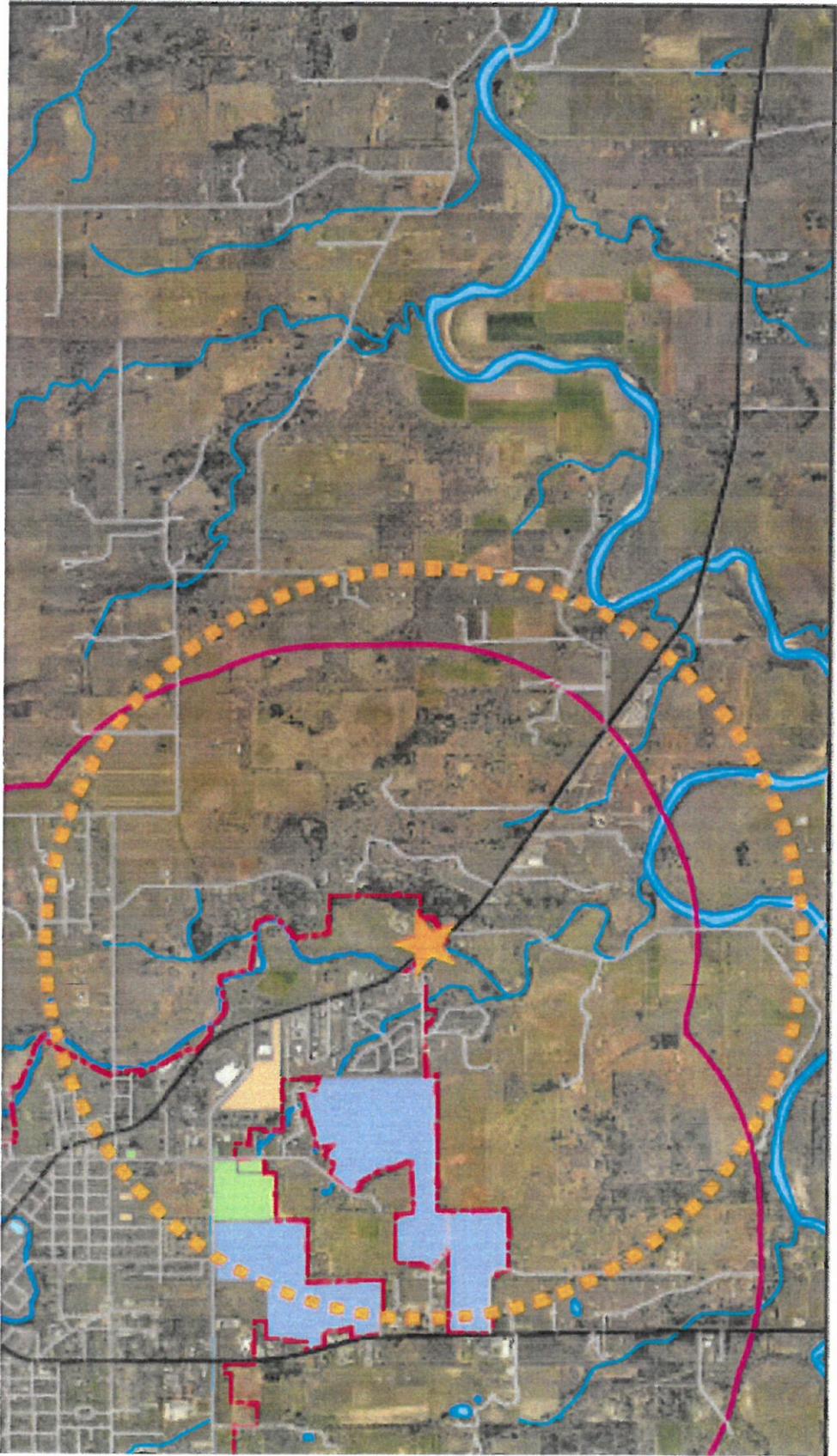
Findings/Recommendation

- TASK – Identify land to purchase for NTE \$350,000
 - No properties were identified in that price range
 - Current land cost are excessive in this area
 - Identified land areas are already committed to other development or to far out and impacts response time to Friendship development area.

Findings/Recommendation

- **RECOMMENDATION – HCUC Site**
 - HCUC site addresses needs by providing response to Friendship land development and reduces travel time to
 - Stonewall travel time improved by 41% (5.5 minutes).
 - Site on campus master plan, former Performing Arts Center.
 - Provides training site with College program and needs of County Departments.
 - Meets goals of HCUC to be a training center.

New Station at University Center





Fredericksburg Fire and EMS

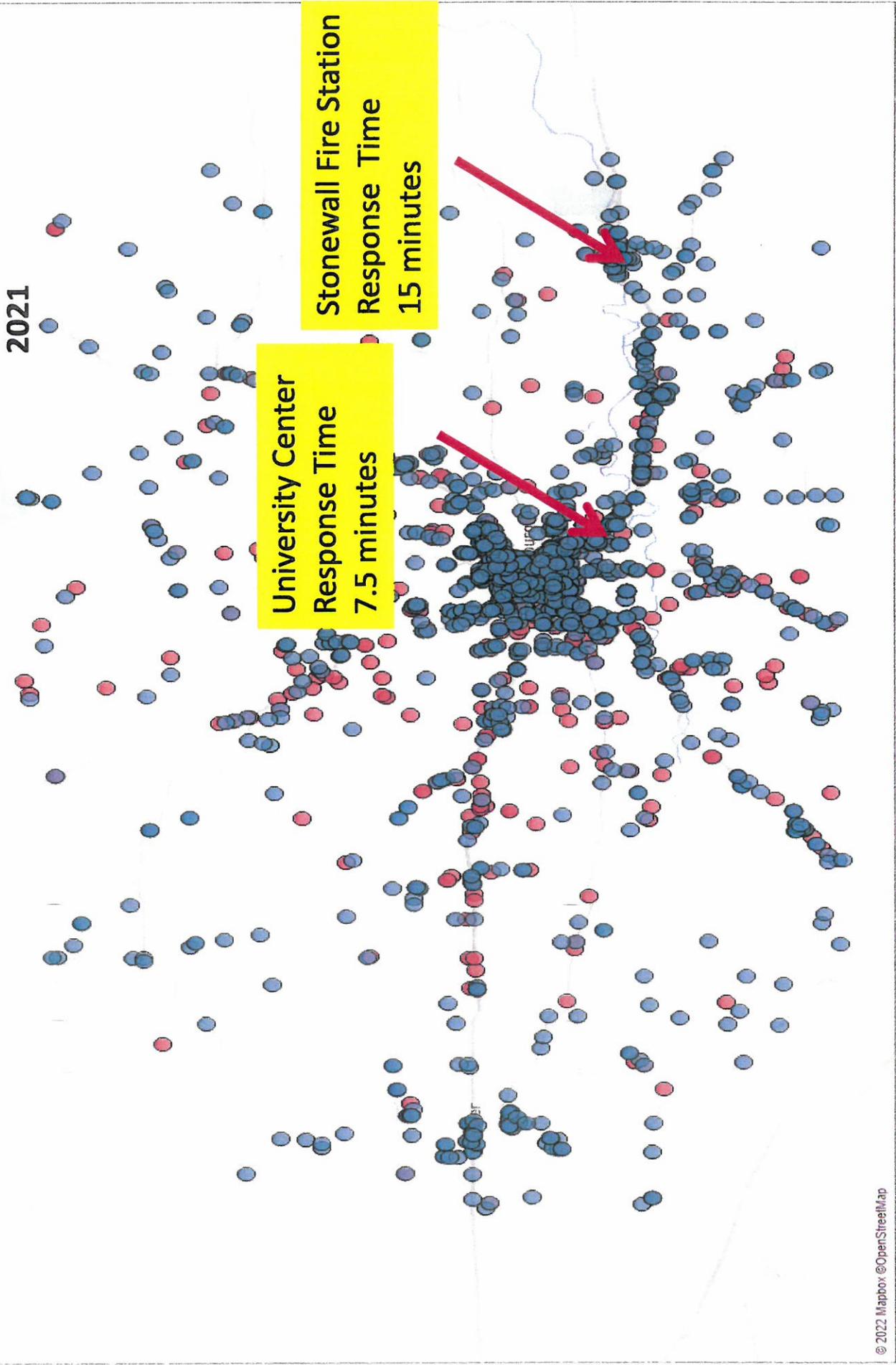
4,081 (99.7%) incidents have coordinates out of 4,092 incidents total. Incidents without coordinates are not shown.

Click to highlight Fire or EMS



Incident Locations by Type

2021



Existing Stations			EAST Station HCUC		
Minutes	Response Time	Travel Time	Response Time	Travel Time	Response Time
HCUC	7.5	6.0	NA	NA	NA
RR 1376	8.5	7.0	3.0	1.5	1.5
Chaparral	10.0	8.5	4.5	3.0	3.0
Stonewall	15.0	13.5	9.5	8.0	8.0

Based on actual run data for 2019-2022



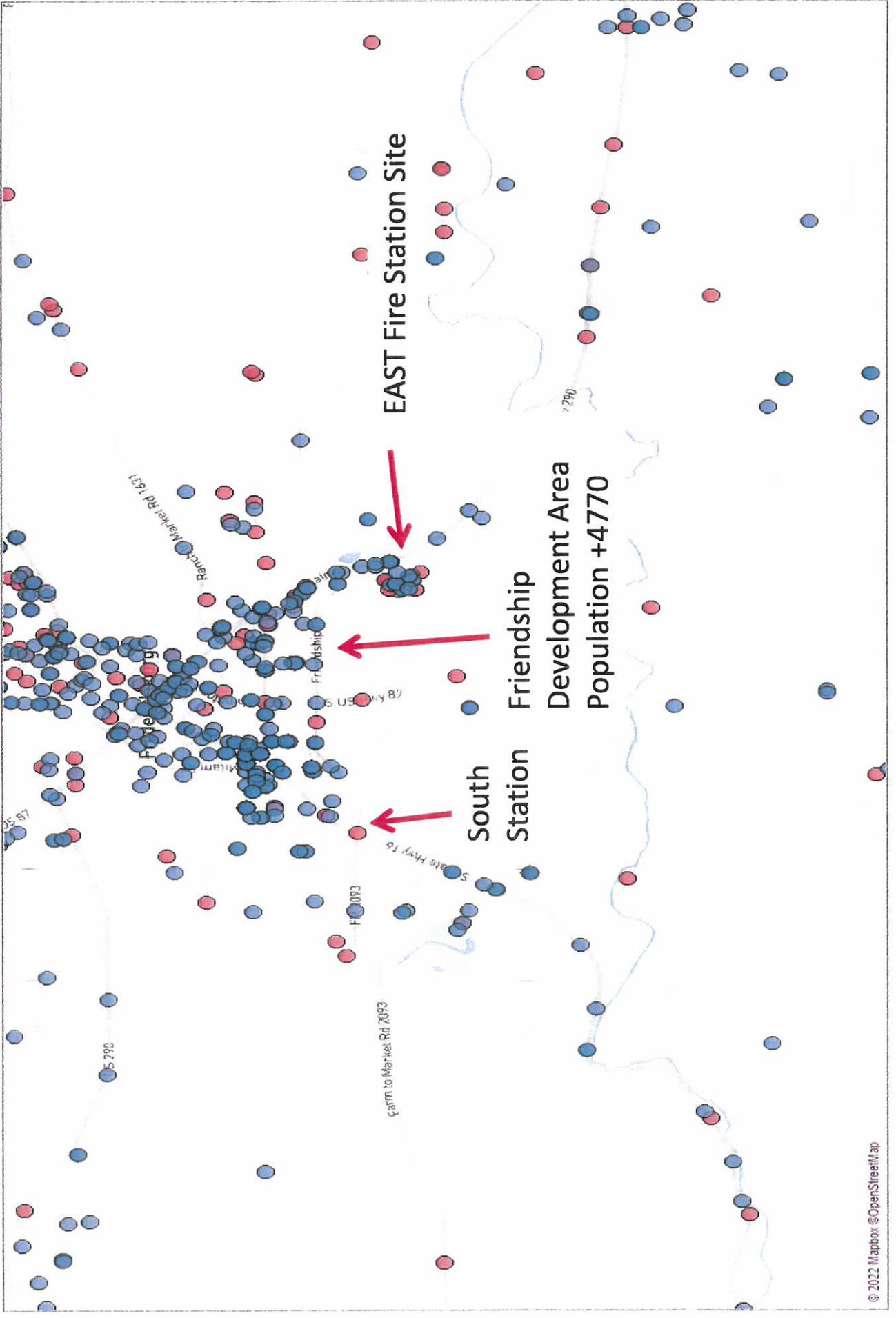
Fredericksburg Fire and EMS

1,062 (99.3%) incidents have coordinates out of 1,070 incidents total. Incidents without coordinates are not shown.

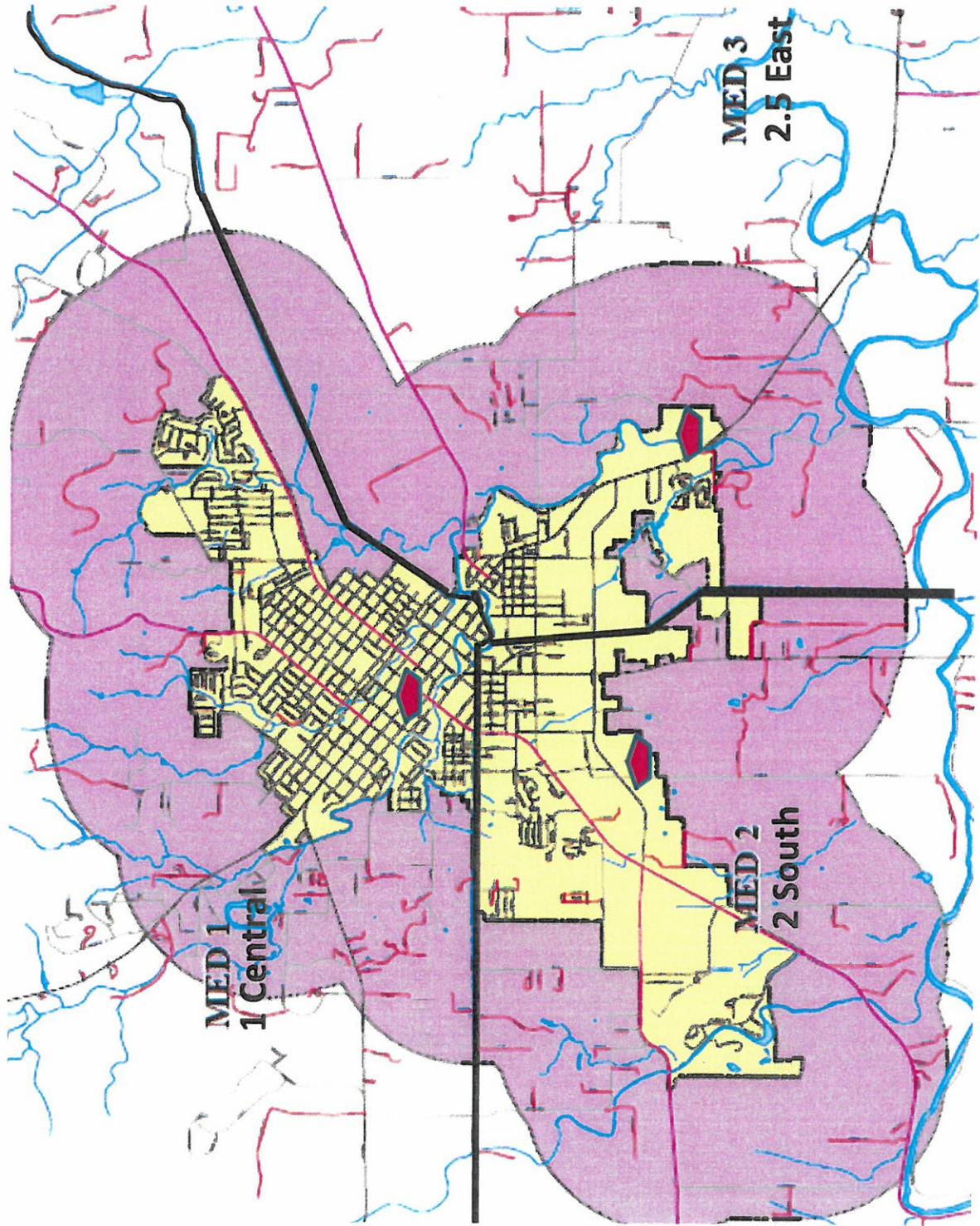
Click to highlight Fire or EMS

Fire **EMS**

Incident Locations by Type



EMS Med Unit Zones



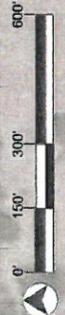
MASTER PLAN



Performing Arts
Site Area

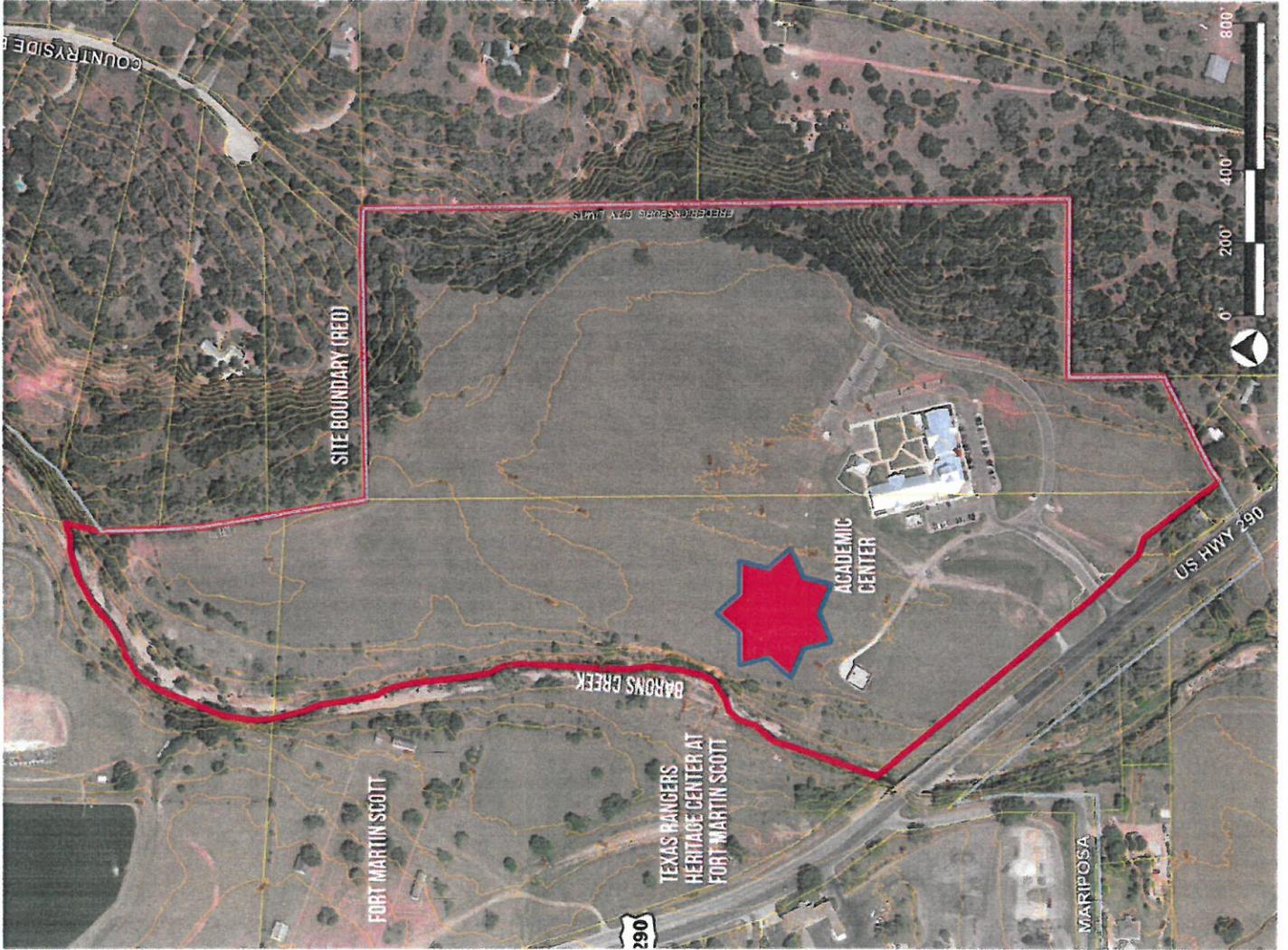
LEGEND

- Existing Building
- Proposed Building
- Academic Flex Building
- 11 Fredericksburg Visual Arts Education Facility
- 12 Performing Arts Center
- 13 Academic Flex Building
- 14 Texas Center for Wine and Culinary Arts
- 15 Academic Building B/ Nursing Education
- 16 Housing
- 17 Vocational Training Center
- 18 Existing Academic Building
- 19 Detention with Fountain
- 20 Academic Center Formal Open Space
- 21 Monument Features
- 22 Vineyards
- 23 Garden Spaces
- 24 Potential Trail Crossings
- 25 Enhanced Crosswalk
- 26 Maintenance Building
- 27 Possible Future Access
- 28 Future Development Site



How it fits into current HCUC site development Plan



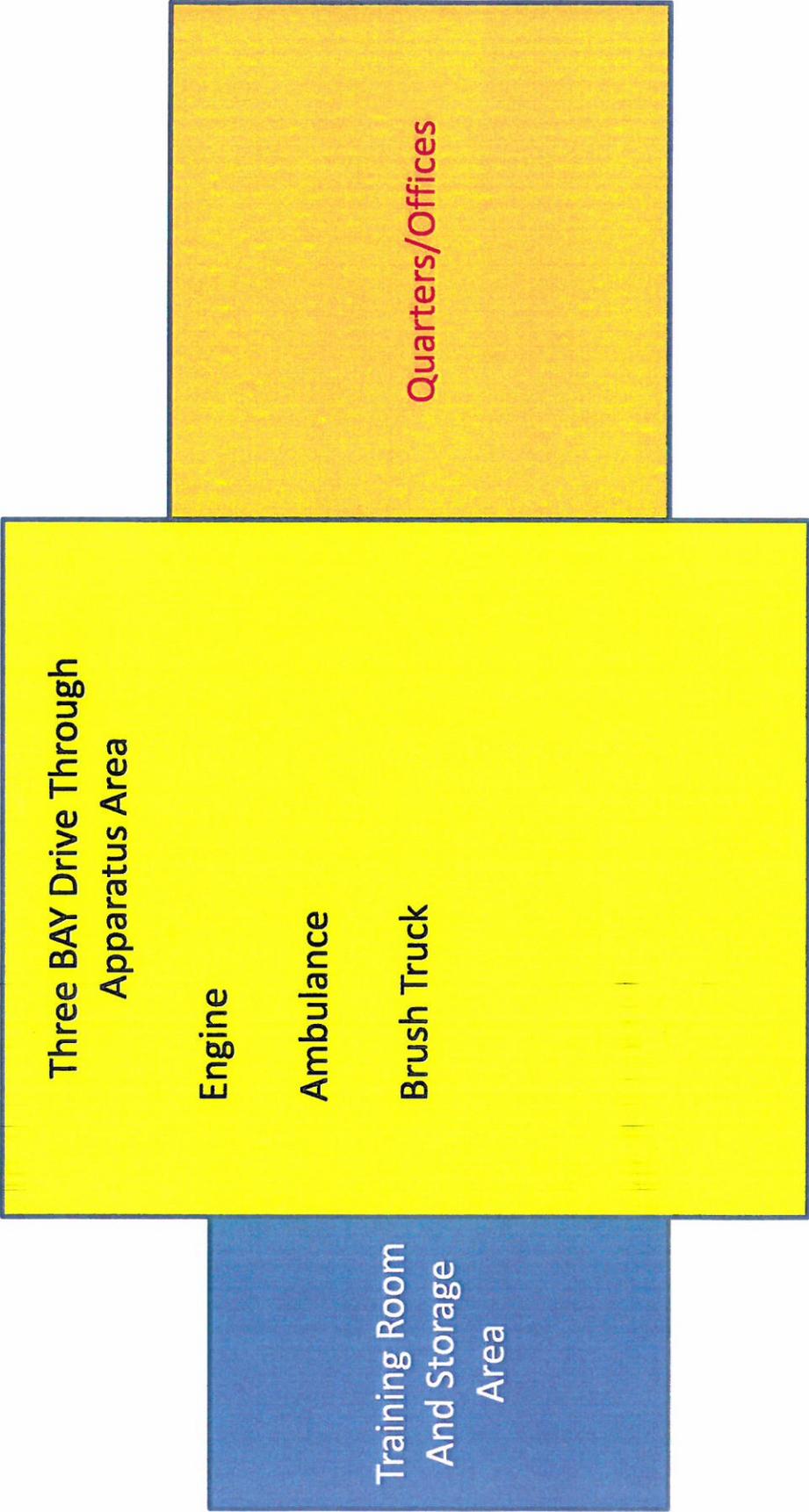


Current HCUC Site Development

Station Concept

- Three bay station
 - 1 Engine
 - 1 EMS unit
 - 1 Brush Truck
- Quarters for 8 personnel
 - Sleeping area
 - Day Room
 - Kitchen
 - Rest Rooms and showers
 - Exercise area
- Office Area
 - Report writing area, 4 stations
 - Command office, Shift office, Staff office
 - Public entry area
- Training Area
 - Classroom, training tower, SCBA maze, storage of equipment
- Storage area
 - EMS supplies
 - Fire equipment, cleaning equipment and tools
 - Turnout lockers for 3 shifts

Building Concept



Training Concept Area

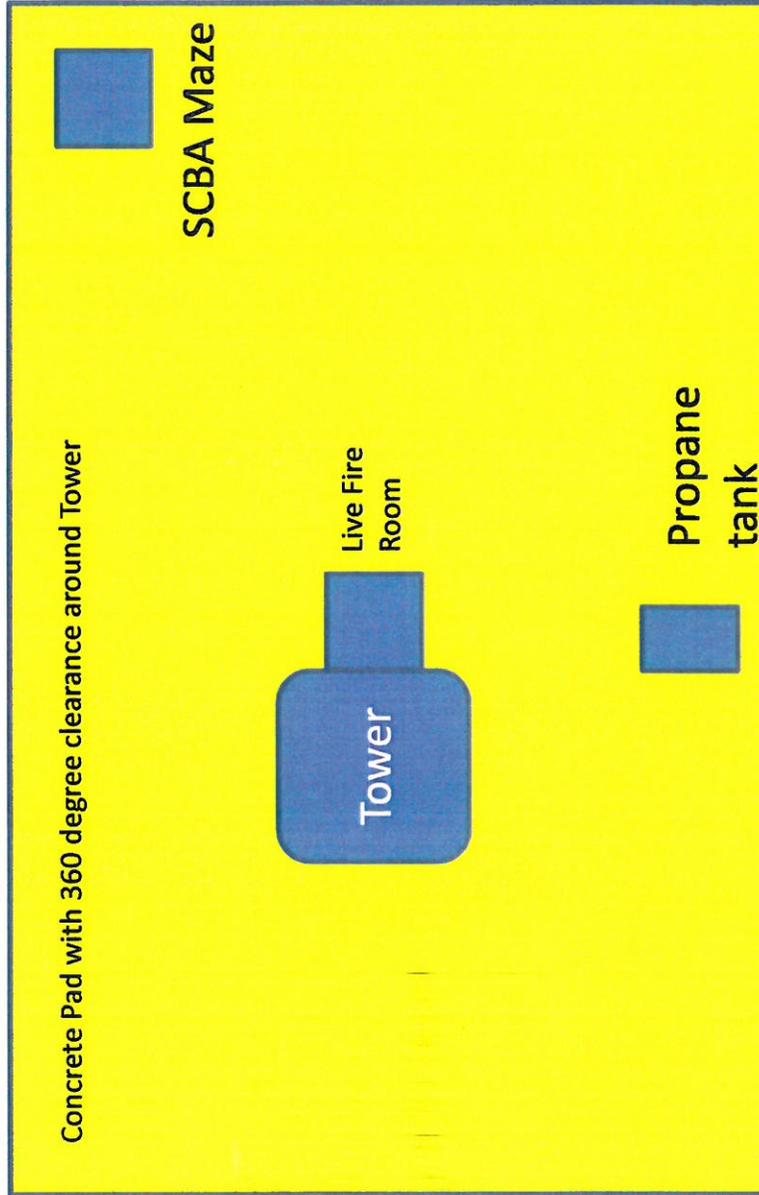
Fire Training:

- 3 Story Tower
- Live burn room
- Propane storage tank area
- SCBA training maze
- Waste water runoff control system
- Storage Room for equipment
- Gear cleaning equipment

EMS Training:

- class room
- storage for training equipment
- ambulance in bay (spare)

Training Area



Action Plan

- Meet with HCUC Board on Concept
- Meet with Central Texas College on training program support and integration
- Retain Architect to prepare conceptual design
 - Use part of existing budget for this, \$350,000
- If approved, proceed with detailed design.



CITY COUNCIL MEMO

DATE: April 13, 2022
TO: Mayor and City Council
FROM: Reagan Rabke, Fire Marshall
SUBJECT: County Wide Radio System

Summary:

This agenda item is a proposal for the purchase of new radios and the addition of another tower site, so that all Gillespie County Fire Departments can switch to the LCRA 700 MHz radio system.

Recommendation:

Staff recommends that the Council and Commissioners approve this proposal.

Background / Analysis:

The Gillespie County Fire Chiefs meet each month, in order to discuss the events that are occurring in the County.

The radio system for Gillespie County is aging and in need of major upgrades. The reason for the upgrades is our current system is outdated, unreliable at times, and some equipment is no longer produced for repairs.

The current radio system has dead spots where the responders cannot talk with Dispatch or the members on the scene.

In order to get better radio coverage throughout the county and equipment that is not at the end of its life, the radio committee was formed within the Gillespie County Fire Chiefs association, with members from each department on this committee.

The City of Fredericksburg

Over the course of the past years, the radio committee met with several vendors in an attempt to get a new radio system. The committee then presented the Gillespie County Fire Chiefs their recommendations and the Gillespie County Fire Chiefs voted on which system they would like to see implemented in the county. All the Gillespie County Fire Chiefs voted to implement the LCRA 700 MHz system. This system is already used by Law Enforcement in Gillespie County.

Attachments:



Department Approval



City Manager Approval



City Attorney Approval

GILLESPIE COUNTY FIRE/EMS RADIO SYSTEM



Radio Committee Timeline

- **2020- Radio Committee stalled due to COVID-19**
- **February 2021- Ice storm confirmed need for upgraded radio system.**
- **March 2021- Radio Committee re-established.**
- **April-June 2021- Radio Committee met with vendors and tower representatives to formulate options.**
- **July 2021- Began receiving information from vendors.**
 - **July 21, 2021 Presentation at Fire Chief's meeting.**

RECOMMENDED SYSTEM

- **NOVEMBER 2021**
- **GILLESPIE COUNTY FIRE CHIEFS MET AND VOTED ON WHICH RADIO SYSTEM THEY PREFERRED**
- **EACH DEPARTMENT WAS GIVEN THE OPPORTUNITY TO SAY WHICH SYSTEM THEY WOULD LIKE TO GO WITH**
- **700 MHZ SYSTEM WAS RECOMMENDED BY ALL COUNTY DEPARTMENTS**

CURRENT RADIO SYSTEM

- **3 RADIO TOWERS**
 - **CENTRAL TOWER**
 - **LOCATED ON TRIEB'S HILL JUST NORTHWEST OF FREDERICKSBURG, OFF US 87 NORTH**
 - **HOSTS THE "CENTRAL" RADIO CHANNEL**
 - **THIS CHANNEL IS USED THROUGHOUT THE COUNTY**
 - **HAS THE PAGING SYSTEM ON IT FOR COUNTY WIDE PAGING**
 - **EAST TOWER**
 - **LOCATED OFF HIGHWAY 16 NORTH, ON THE KNESSE HILL**
 - **THIS CHANNEL WAS DESIGNED TO HAVE WILLOW CITY AND STONEWALL USE**
 - **HOSTS THE "EAST" RADIO CHANNEL.**
 - **HAS THE PAGING SYSTEM ON IT FOR WILLOW CITY AND STONEWALL**
 - **WEST TOWER**
 - **LOCATED OFF OF 783 NORTH, JUST NORTH OF HARPER**
 - **HOSTS THE "WEST" RADIO CHANNEL**
 - **USED FOR HARPER, DOSS, TIERRA LINDA**
 - **HAS THE PAGING SYSTEM ON IT, FOR HARPER, DOSS AND TIERRA LINDA**

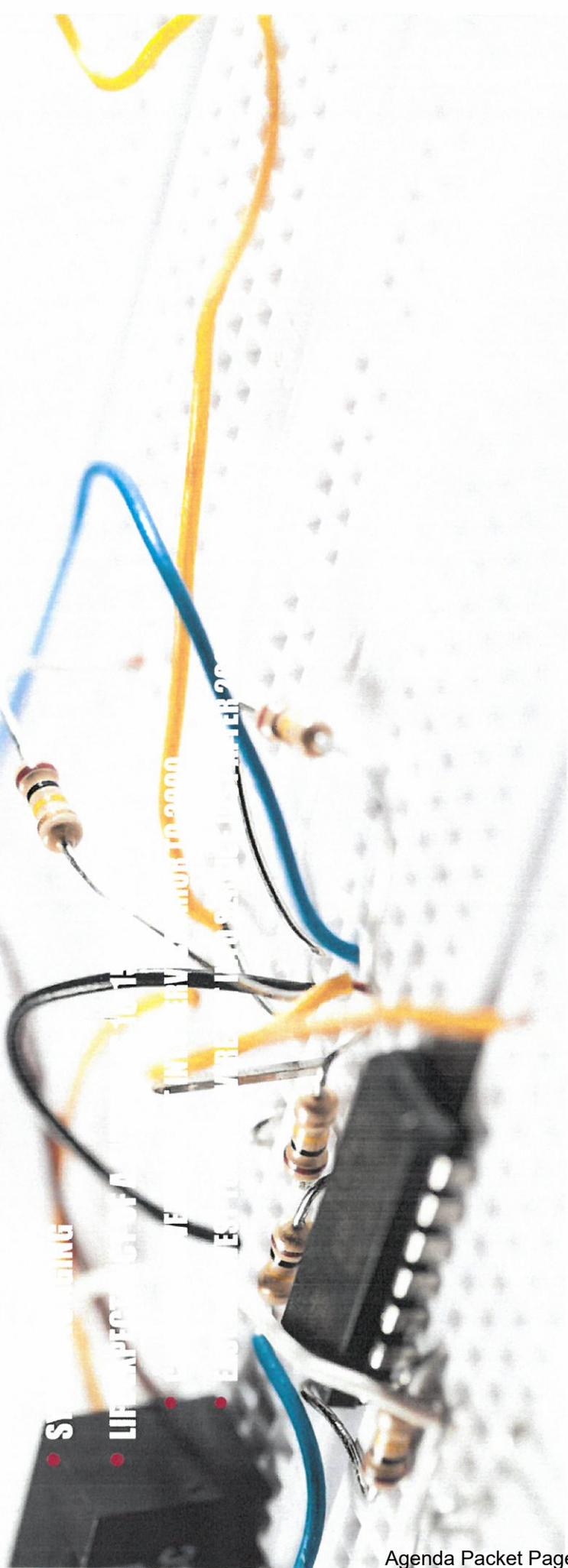
STEM 60

• S

• LIFE

• E

• E



SYSTEM TYPES

VHF

- COUNTY/CITY WOULD OWN EQUIPMENT AND TOWER SPACE WOULD BE LEASED.
- COUNTY/CITY IS RESPONSIBLE FOR MAINTENANCE AND UPKEEP.
 - UNKNOWN COST
- CITY/COUNTY WOULD BE RESPONSIBLE FOR SITE PREP AND FREQUENCY REQUISITION (NEED 6 PAIR AND CURRENTLY HAVE 3).
 - **VHF FREQUENCIES MAY NOT BE AVAILABLE.**
- CURRENTLY HAVE A LARGE CACHE OF VHF CAPABLE RADIOS.

700 MHZ

- 700 SYSTEM IS SUPPORTED THROUGH LCRA DIGITAL AND TRUNKED SYSTEM (P25 COMPLIANT).
 - THERE IS A MONTHLY COST PER RADIO (\$20 A MONTH).
 - THIS COST INCLUDES MAINTENANCE AND UPGRADES ON THE SYSTEM.
 - ONE ADDITIONAL TOWER IS NEEDED AT THIS TIME.
 - ALL GILLESPIE COUNTY LE USE THIS SYSTEM.
 - PENETRATES STRUCTURES BETTER.
 - DOES NOT FOLLOW TERRAIN AS WELL AS VHF.
 - LCRA RECOMMENDS MAINTAINING CURRENT SYSTEM FOR PAGING AND INTEROPERABILITY.
 - THERE IS THE POSSIBILITY OF 700 PAGING.

SYSTEM TYPES CONTINUED

VHF

- BETTER REGIONAL INTEROPERABILITY.
- COST FOR NEW SYSTEM HIGHER
 - 4-6 MILLION ESTIMATED
 - DUE TO MORE TOWERS NEEDED
 - WOULD NEED AT LEAST 3 NEW TOWER SITES.
 - RADIOS AND TOWER PREP NOT INCLUDED IN ESTIMATE

700 MHZ

- WILL REQUIRE A LARGE PURCHASE OF 700 CAPABLE RADIOS.
- COST FOR SYSTEM LOWER
 - \$2,843,000.00
 - 1 ADDITIONAL TOWER NEEDED CURRENTLY
 - INCLUDES TOWER SITE WORK
 - INCLUDES RADIOS

TOWER SITE



TOWER SITE LOCATION

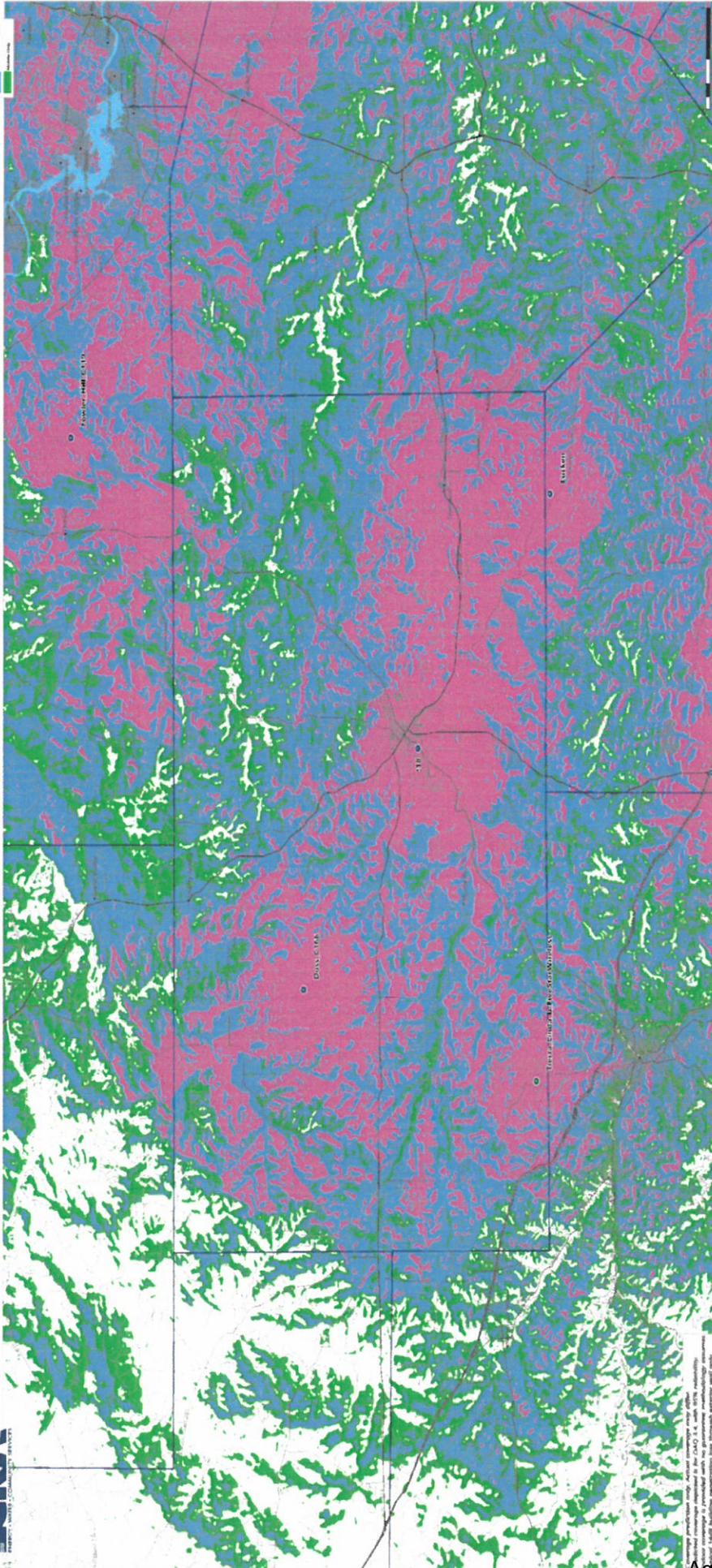
- JUST NORTH OF THE TIERRA LINDA RANCH ENTRANCE ON 783
- THIS TOWER IS OWNED BY WEST CENTRAL WIRELESS
 - MONTHLY LEASE IS \$2,150 OR
 - YEARLY LEASE OF \$25,800



Tierra Linda Tower

- Legend**
- Cafe at The Ridge
 - ➔ Tierra Linda Fire Department
 - Tierra Linda Ranch Aprt-80te
 - 📍 West Central Wireless-Tierra Linda

P25 Radio System Coverage - 1 Site a



TOWER SITE COSTS

Infrastructure For County Wide Communications Improvement Cost

One 6 Channel P25, Phase II Site
\$ 452,000.

Microwave / Transport Router \$ 111,000.

Tower Upgrades \$145,000.

3 Conventional Interfaces \$ 8,000.
Engineering and Labor
\$ 73,000.

Dispatch Update \$13,000.

Total Price*: \$802,000.

RADIOS



**NUMBER OF
RADIOS
NEEDED**

**225 Portables
(handhelds)**

**60 Mobiles
(vehicle mounted)**

- **NUMBER OF PORTABLE RADIOS DETERMINED BY HOW MANY SEATS ARE IN A APPARATUS**

- **EXAMPLE**

- **ENGINE 1**
 - 5
- **MED 1**
 - 2
- **RESCUE 1**
 - 5

- **EACH APPARATUS HAS ONE MOBILE 700 MHZ RADIO IN IT**

NUMBER OF RADIOS NEEDED

COST PER RADIO AND INFORMATION

PORTABLE

- **MOTOROLA APX 8000**
- **MULTI BAND RADIO**
- **WILL HAVE 700 MHZ AND VHF**
- **5 YEAR WARRANTY**
- **PROGRAMMING INCLUDED**
- **\$7,568.89 EACH**
- **NEED 225 TOTAL**



MOBILE

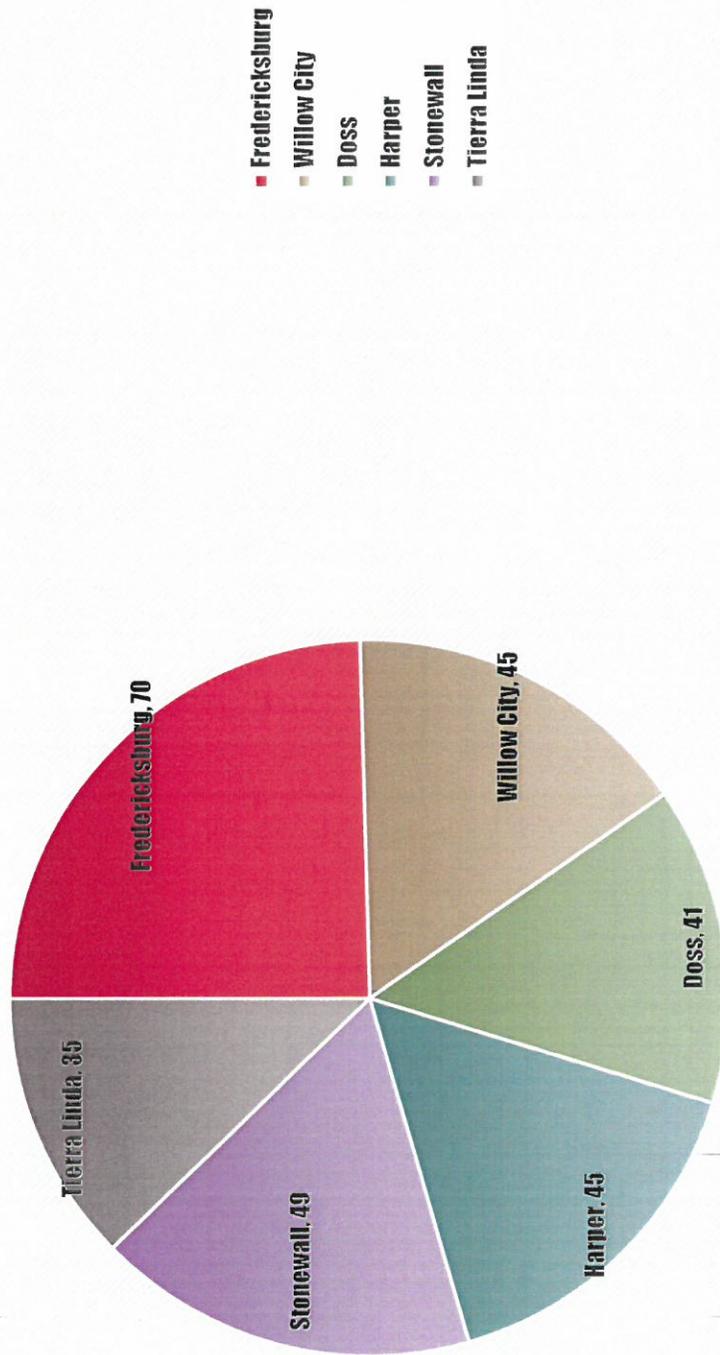
- **MOTOROLA APX 4500**
- **SINGLE BAND RADIO**
- **WILL ONLY HAVE 700 MHZ**
- **5 YEAR WARRANTY**
- **\$5,216.67 EACH**
- **NEED 60 TOTAL**
- **LCRA WILL COME INSTALL THESE FOR \$25,000**



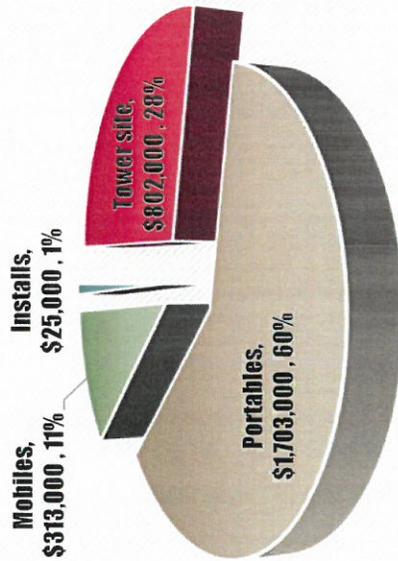
RADIOS PER ENTITY

Fredericksburg	70
Willow City	45
DOSS	41
HARPER	45
STONEWALL	49
TIERRA LINDA	35

Radios per Entity



INITIAL COSTS



- Tower site
- Portables
- Mobiles
- Installs



Tower site

\$802,000



Radios

Portables
• \$1,703,000
Mobiles
• \$313,000



Install cost

\$25,000

TOTAL PROJECT COST



\$ 2,843,000

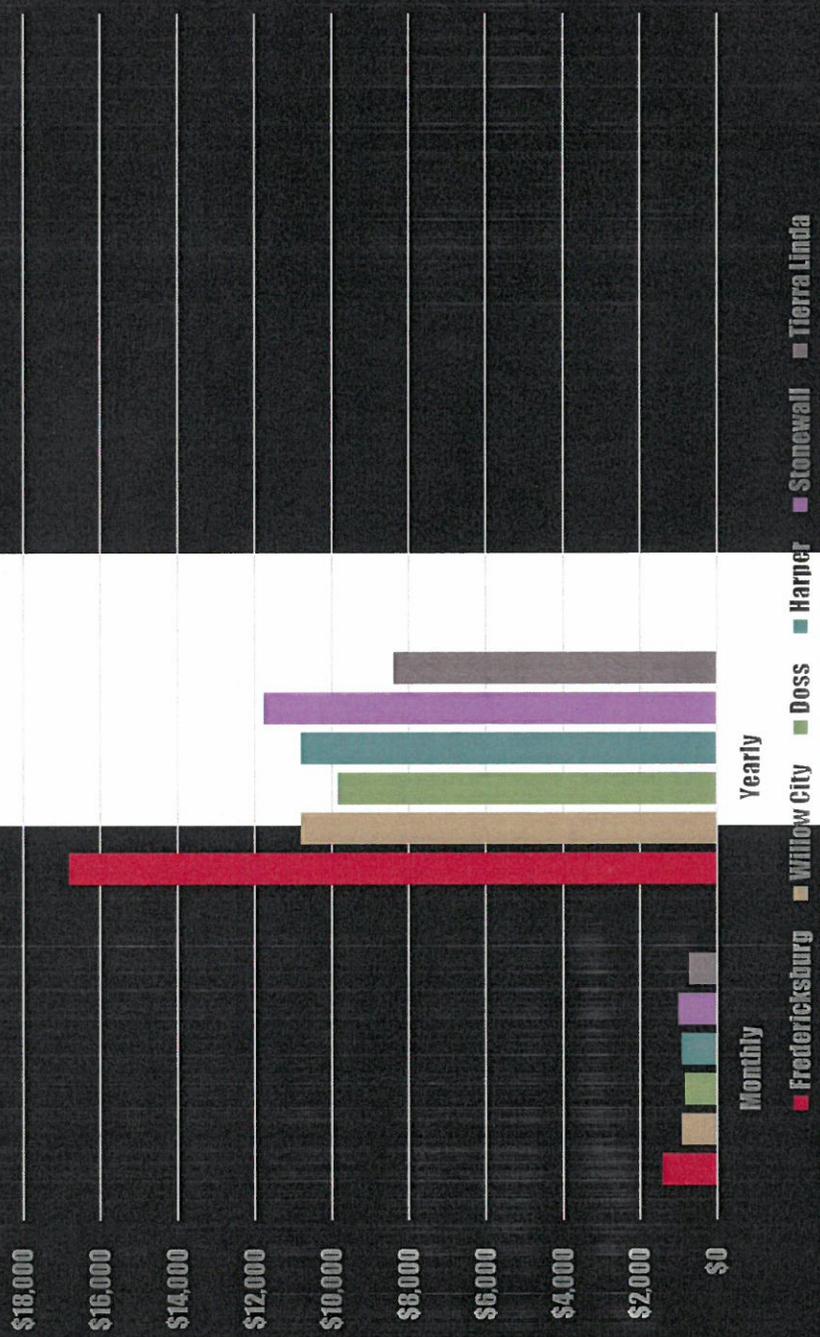
MONTHLY AIRTIME FEE

- **LCRA CHARGES A MONTHLY SERVICE (AIRTIME) FEE OF**
- **\$20.00 PER RADIO**
- **THIS COST INCLUDES MAINTENANCE AND UPGRADES ON THE SYSTEM**

MONTHLY AIRTIME PER ENTITY

Fredericksburg	Willow City	Doss	Harper	Stonewall	Tierra Linda	TOTAL
Radios-70	Radios-45	Radios-41	Radios-45	Radios-49	Radios-35	285
\$1,400/month	\$900/month	820/month	\$900/month	\$980/month	\$700/month	\$5,700/month
\$16,800/year	\$10,800/year	\$9,840/year	\$10,800/year	\$11,760/year	\$8,400/year	\$68,400/year

Airtime cost



YEARLY COSTS

- **EACH YEAR THE FOLLOWING COSTS WILL BE INCURRED**
 - MONTHLY AIRTIME FEE
 - \$68,400
- **TOWER LEASES**
 - \$28,950
 - EAST, WEST AND TIERRA LINDA SITES
- **DAMAGED/BROKEN EQUIPMENT**
 - RADIOS HAVE 5 YEAR WARRANTY
 - REPLACEMENT PLAN TO TRY AND KEEP RADIOS UNDER WARRANTY?
 - COST TO KEEP PAGING EQUIPMENT OPERATIONAL
- **NEW EQUIPMENT**
 - IF A NEW APPARATUS IS PURCHASED

PAGING SYSTEM

- WE WILL CONTINUE TO USE THE PAGING SYSTEM THAT IS ACTIVE
- TOWER LEASE COSTS
 - FOR 2 TOWERS CURRENTLY IS \$3,100, PER YEAR
- FUTURE COSTS
 - SYSTEM IS AGING
 - UNKNOWN MAINTENANCE COST LOOKING FORWARD
 - WILL TRY TO GET LCRA TO TAKE OVER

PAYMENT TERMS

- 25% UPON EXECUTION OF THIS PROPOSAL
- 50% UPON RECEIPT OF MATERIALS (SHELTER, MICROWAVE, GENERATOR, ANTENNA, AND RADIOS)
- 15% UPON INSTALLATION AND TESTING
- 10% UPON ACCEPTANCE. ACCEPTANCE SHALL MEAN THIRTY CALENDAR DAYS OF SYSTEM OPERATION WITHOUT ANY MAJOR INTERRUPTION IN RADIO SERVICE AFTER INSTALLATION OF THE RADIO SYSTEM INFRASTRUCTURE DESCRIBED IN ATTACHMENT A1.

PAYMENT TERMS CONTINUED

\$2,843,000 Total

1. \$710,750 following signature (25%)
2. \$1,421,500 once LCRA receives the materials (50%) which would likely be before Oct 1, 2022, but it depends on when, orders get placed, and material is delivered to LCRA
3. \$426,450 following installation and testing (25%) which would likely be after Oct 1, 2022.
4. \$284,300 30 days after installation, with no major interruptions (10%). This would likely be after Oct 1, 2022, again depending on the signature date.
 1. Payments of roughly \$2,131,250 this fiscal year, and roughly \$710,750 in next fiscal year.

MOVING FORWARD

- ❖ LCRA has pushed Motorola hard to hold radio prices firm through June 30, 2022. Motorola had a ~15% price increase on January 1, 2022, they expect that Motorola will try to raise prices again July 1.
- LCRA encourages all agencies to act as quickly as possible to avoid higher prices.

QUESTIONS ?



Date: April 26, 2022

To: Mayor and City Council
County Judge and Commissioners

From: Clinton Bailey, Assistant City Manager/Director of Public Works and Utilities

Subject: Sports Park Update

Over the past several years, the City has worked with the Fredericksburg Soccer Association on the proposed construction and management of new soccer fields at the “Sports Park” property located adjacent to Oakcrest Park on State Highway 16 South near the Gillespie County Airport. The Soccer Association has developed a proposed design and cost estimates for soccer fields and associated support facilities on the Sports Park property. The proposed improvements are generally consistent with the final design of the overall Sports Park facility. The City and the Soccer Association have worked together to develop a draft agreement for the construction, maintenance and operation of the proposed soccer facilities. The City has also recently secured an access easement from the Gillespie County Fair and Festivals Association into the Sports Park property off Fair Drive.

There are three primary sources of funding for construction of the proposed soccer facility improvements: the City of Fredericksburg, Gillespie County and private donations. The City has included \$850,000 in its FY 2022 budget for the construction of an effluent irrigation pond and entrance into the property off Fair Drive. The Soccer Association has had discussions with the County regarding matching the City’s contribution. Additionally, the Soccer Association has raised approximately \$225,000 in private donations since mid-February. To meet the proposed project budget, each funding source will need to contribute approximately \$800,000 to the project.

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EXHIBIT "A"



**CORNETT
ENGINEERING**
1174 Fair Knolls, Fredericksburg, Texas 78624
www.cornettengineering.com
254-213-1155 • 254-207-0415
Texas Prof. No. 13285

Revised 11-17-2007

PEDERNALES YOUTH SOCCER ASSOCIATION
Soccer Field Layout
OAKCREST CITY PARK • Fredericksburg, Texas



DOCUMENTS

C-1

PRELIMINARY LAYOUT



CITY COUNCIL MEMO

DATE: April 20, 2022

TO: Mayor and City Council

FROM: Kent Myers, City Manager

SUBJECT: Affordable Housing Development Strategies

Summary:

Our new Housing Coordinator, Vince Michel, has had an opportunity to meet with many individuals in our community over the past two months. Based upon these meetings and his knowledge about affordable housing, he plans to discuss with the City Council and County Commissioners some affordable housing development strategies that he believes will be important to implement in order to effectively address affordable housing issues in the community.

Recommendation:

It is recommended that the City Council (and County Commissioners) review the attached summary report from Vince Michel and be prepared to discuss whether you support these strategies.

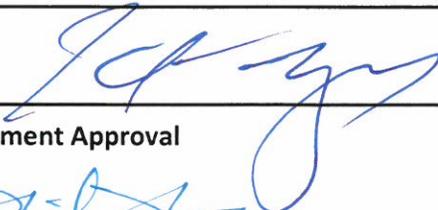
Background / Analysis:

Since Vince Michel came on board several months ago, he has spent a lot of time assessing our affordable housing needs. Based upon this assessment and his knowledge about how affordable housing has been successfully developed in other communities, he has developed some proposed strategies. He believes that these strategies are important for us to embrace as we begin to address this issue. He plans on presenting these strategies (see attached report) at Tuesday's meeting. But he would also like to create some discussion from the City Council and County Commissioners on whether you support these strategies.

The City of Fredericksburg

Attachments:

Affordable Housing Development Strategies



Department Approval



City Attorney Approval



City Manager Approval

Affordable Housing Development Strategies – A Local Government Approach

Historically, local units of government typically relied on the federal government to provide housing resources and programs to assist low income households with affordable housing options, and the private sector to develop an adequate supply of housing for everyone else. This historical model however can no longer be relied upon as it has failed to supply the needed housing across all income levels. Local governments are now faced with the dilemma of whether to interject themselves into this vacuum. Traditionally, local governments played a minor role in housing development with land use and development standards the only role they would typically play. The use of local tax dollars and active participation in housing development and administration were not viewed as roles a local unit of government was expected to assume. Recently, these local governments have begun to reassess their roles in assisting the development of affordable housing dictated primarily by a demand by their local community to step in and act, especially as it relates to the community's workforce housing needs.

The first step these local governments will typically take in moving into this new role is the acknowledgment that workforce housing and essential workers can and should be viewed as infrastructure. In using this new definition, the use of local public funds and resources for affordable housing development, become consistent with the traditional role of the local government being responsible for the development and administration of essential infrastructure just like roads, utilities, and public safety. Planning then includes this new role. Tax dollars can then be budgeted for these efforts. Community Development Departments and affiliated Public Facility Corporations within these governments can be formed. Bonds and loans sponsored by the local government can be created. Partnerships with other community stakeholders can be formed. All are necessary and needed components of a comprehensive strategy.

No one tool or policy alone however can be the "silver bullet" for producing needed workforce housing . When analyzing communities that have been successful in the development of affordable housing, key themes emerge when comparing them. They typically include a strong political commitment, an active effort in public relations and education, multiple strategies and tools utilized, clear and consistent policies and regulations, the establishment of quantitative and qualitative goals, a comprehensive economic development strategy, continued program monitoring and improvement, solid funding sources and commitments, and a plan that includes a diversity of income served, and a diversity of housing choices provided.

In addition to the key themes above, the use of public private partnerships is essential to leveraging all assets and expertise available in an affordable housing strategy. These partnerships combine the speed, flexibility, and expertise of the private sector with essential government subsidies and support from the public sector, both of which are needed to acquire, build, operate, and maintain affordable housing projects. Using a mix of private, philanthropic when operating such projects are just too high to be covered by middle-income rent, much less low-income rent. What this means is that you need the power of the public sector and the tax base to cover the long-term costs. Yet, at the same time, the public sector does not move quickly, it is risk-averse, and it cannot deliver capital quickly. So, while the public sector is needed for long-term funding, it's less effective when it comes to acquiring or building affordable housing.