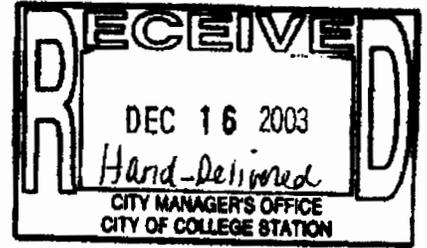


December 16, 2003

✓ Tom Brymer, City Manager  
Glen Brown, Assistant City Manager  
Steve Beachy, Director of Parks  
Charles Cryan, Director of Finance  
Kim Foutz, Director of Economic Development



Re: New City Cemetery with an Aggie Field of Honor Section

From: Ad-hoc Committee promoting an Aggie Field of Honor.

The enclosed material is provided to you in connection with our meeting Thursday December 18, 2003 at 10:00 AM.

The first two pages are an explanation of the concept and the advantages. This is the same two pages that was passed out at the December 4, 2003 City Council meeting.

The next two pages are answers to question proposed by Glen Brown in an E-mail last week.

The next page is an updated cash flow for the project demonstrating the economic benefit of the project. A table listing the number of potential customers by TAMU class year follows.

Finally, we have prepared a draft of a plan listing the major steps to carry out this project and a list of universities that have cemeteries.

We look forward to our meeting with you.

Dick Birdwell

Jimmy Bond

Weldon Kruger

Dennis Goehring

Greg Taggart

Joe Wallace



## **CONCEPT FOR AN AGGIE FIELD OF HONOR AS A PART OF THE NEW COLLEGE STATION CEMETERY**

**WHAT:** A new College Station City Cemetery with a section designated as An Aggie Field of Honor. A place for Former Students, TAMU employees and Friends of TAMU and their spouses to be buried. Such a Field of Honor will bring a large economic benefit to College Station.

**WHERE:** The cemetery will be located on 74 acres of land near the northwest corner of FM 2818 and FM 60. About 25 acres of land will be donated by TAMU to the City for the Aggie Field of Honor. The City would purchase 27.09 acres from Dr. Kinman and obtain an option to purchase 20 acres from TAMU in the future. Other lands could be purchased in the future.

**WHEN:** The land purchase and land donation details should be completed within 12 to 18 months so that the new cemetery will be ready for burials by December 2007 or sooner.

**HOW:** The purchase of the land and the development of the cemetery would be financed by the sale of burial plots to former students and others. The price of a burial plot in the Aggie Field of Honor would be 100% higher than the current price of burial plots in the City Cemetery. This premium in cost for the Aggie Field of Honor would be used to pay for Monuments in the Aggie Field of Honor and sales expenses. Initial development would be for 12 acres in the Aggie Field of Honor and 12 acres in the new City Cemetery.

**MANAGEMENT:** The ownership and management of the cemetery including the Aggie Field of Honor would be with the City of College Station. It is suggested that a joint committee with members appointed by TAMU and by the College Station City Council be formed to formulate plans, policies and regulations for the Aggie Field of Honor. The City Council would approve such plans, policies and regulations. The Field of Honor would be built and operated to satisfy covenants in the gift deed from TAMU.

**SALES:** A nonprofit group, possibly the Association of Former Students, would have the responsibility for the marketing of burial plots in the Aggie Field of Honor.

**COST:** The approximate cost of the first 24 acres of the new cemetery are estimated as follows:

Monuments in Aggie Field of Honor	\$ 650,000.
Land cost to City	\$ 300,000
Development cost to City	650,000
Interest cost for 3 years	150,000
Total City Cost	\$1,100,000

At current prices, it will require the sale of 1,830 burial plots over three years to pay the City back for its investment. It is believed that 1,700 Aggie plots and 130 City plots can easily be sold in this period. Future Aggie Field of Honor sales would create an endowment fund to pay operations and expansion cost.

## **Advantages of the Aggie Field of Honor Concept to Texas A&M**

Provides a place to move existing graves located on University property on Luther Street releasing that land for other uses.

Provides a way to satisfy a growing desire from former students for a place to be buried on or near the University Campus. There are about 17,000 living former students over the age of 65.

Protects the development of land located at a prominent entrance to the University from undesirable or unsightly development.

Very likely to enhance the fund raising efforts carried out by the Association of Former Students and The A&M Foundation.

## **Advantages of the Aggie Field of Honor Concept to College Station.**

Provides land in a convenient location for a new City Cemetery that is projected to be needed by 2008.

Provides economic benefits to the City through the sale of a large number of burial plots at premium prices. Additional economic benefits will be realized as funerals and memorials are held in College Station.

Protects the development of land located at a prominent entrance to the City from undesirable or unsightly development.

Provides development that is in accord with a recently approved development plan for the proposed location. Provides a low utility usage development in a location where utility development is expensive.

## **Other Considerations**

In the past, The Association of Former Students and The Texas A&M Foundation have considered the concept of an Aggie Field of Honor. They have been supportive of the concept but have been unwilling to take on the management of such a project because it would dilute management of their major mission. An attempt by a private corporation to build an Aggie Field of Honor was unsuccessful. Having the City own and manage the project removes many of the legal restrictions on private cemeteries.

## **QUESTIONS REGARDING AGGIE FIELD OF HONOR AND ANSWERS**

- Is there a business plan and feasibility analysis of the Field of Honor other than the report that was prepared several years ago? If not, has this report had any updates?

We have not prepared a new business plan. MDG has made a new construction cost estimate to develop 24 acres. The 2000 business plan was for a private stand-alone cemetery. We believe a City Cemetery with an FOH section will have a better cash flow than a private cemetery. A cash flow estimate prepared on a conservative basis is attached.

- What is the commitment for marketing the Field of Honor and by whom?

There is no firm commitment from anyone to market the FOH. We have discussed the concept with The Association of Former Students and they have expressed a strong interest to be involved. They will send a letter to the Mayor to indicate their interest.

- What commitments are in place, or being worked on, with Texas A&M, the 12<sup>th</sup> Man Foundation, Former Student Association, etc., regarding the Field of Honor? Will any of these groups be involved with the marketing?

Our concept is for The Association of Former Students to have an agreement with the City of College Station to be the marketer for the FOH. They are the only source of a complete and up to date database of former students.

- What is the basis for the operations and maintenance numbers from the report prepared in 2000? Have there been any recent updates?

There has been no update of the 2000 numbers. We understand that those numbers were based on national cemetery standards.

- Is there a commitment to pre sell a specified number of lots as a condition of the City agreeing to the Field of Honor? If so, who can/will contractually commit to this?

We know of no group that can make a contractual commitment to sell a specified number of lots. It would be possible for the City to hold off on development until some significant number of lot sales is assured. Our concept is for the City to assume the risk of success since the prospects for economic benefits to the City are excellent.

- What are the economic development/growth benefits to the City resulting from the Field of Honor?

We believe there is a pent-up demand for Lots in the FOH and that a large number of lots can be sold in the first 3 to 5 years at prices higher than normal lots. These sales will generate funds to payoff the early development cost of both the FOH and the City Cemetery. We think there will be 150 to 250 funerals or memorial services in the FOH each year. The number will increase with time. Each of these services will bring a number of people to College Station to eat in local business and stay in local motels. Funerals homes in the community will also see a large increase in activity.

- Has this concept been utilized in other university communities? Through a municipal cemetery? If so, where?

Within the last few years, several universities have started to use cemeteries and or columbariums as a fund raising source. We do not know of any project where a city has taken the lead role in a university cemetery. A limited search of the Internet shows that quite a few universities have cemeteries.

- What is the status of the land negotiations for A&M's property that would be needed for the Field of Honor? Are there any commitments in place, or being worked on, with TAMU Administration to make a favorable recommendation to the Board of Regents to provide the land for the Field of Honor?

As you know, the Board of Regents of TAMU granted an easement on 35 acres to the Association of Former Students for an Aggie FOH. This project failed to materialize. We have had private conversations with several of the Regents and we believe that they will support this concept. We do not have any commitments in place. Dr. Gates is aware of the desire to have an Aggie FOH. We do not know his position.

**Pro forma New City Cemetery & Aggie Field of Honor-- Estimate of Cash Flow**

<b>Year</b>	2004	2005	2006	2007	2008	2009	2010
FOH lots sold		200	800	700	250	250	250
City lots sold			75	150	150	150	150
Gross sales FOH (\$1200/lot)		240,000	960,000	840,000	300,000	300,000	300,000
Sales Commission and expense (20%)		48,000	192,000	168,000	60,000	60,000	60,000
Net sales FOH (\$960)		192,000	768,000	672,000	240,000	240,000	240,000
Gross sales City (\$600/lot)			45,000	90,000	90,000	90,000	90,000
Funds to FOH act (\$360/lot)		72,000	288,000	252,000	90,000	90,000	90,000
Funds to City act (\$600/lot)		120,000	525,000	510,000	240,000	240,000	240,000
<b>Gross income</b>		192,000	813,000	762,000	330,000	330,000	330,000
Expenses							
Engineering	70,000	40,000	15,000				
Construction		400,000	125,000				
Land cost		300,000					
FOH Monuments		250,000	400,000				
Operations and Maintenance			40,000	75,000	80,000	85,000	90,000
<b>Total Expense</b>		70,000	990,000	580,000	75,000	85,000	90,000
Cash flow for year	(70,000)	(798,000)	233,000	687,000	250,000	245,000	240,000
<b>Funds Balance</b>		(70,000)	(868,000)	(635,000)	52,000	302,000	787,000
FOH account		0	(178,000)	(290,000)	(38,000)	52,000	232,000
City account	(70,000)	(690,000)	(345,000)	90,000	250,000	405,000	555,000

## Living Former Students Potential Customer Base for Aggie Field of Honor

Class year	Approximate Age	Number living	
1930	94	84	There are about 40,000 living Aggies and spouses over the age of 65. There would also be some number of TAMU employees interested in an Aggie Field of Honor. To be successful, we would need to sell about 4% of this potential base a lot within 3 to 5 years.
1931	93	80	
1932	92	105	
1933	91	111	
1934	90	124	
1935	89	117	
1936	88	136	
1937	87	271	
1938	86	324	
1939	85	376	
<b>Total Age</b>	<b>85-94</b>		<b>1728</b>
1940	84	447	
1941	83	639	
1942	82	708	
1943	81	747	
1944	80	826	
1945	79	858	
1946	78	776	
1947	77	717	
1948	76	748	
1949	75	1178	
<b>Total age</b>	<b>75-84</b>		<b>7644</b>
1950	74	1358	
1951	73	998	
1952	72	1038	
1953	71	942	
1954	70	914	
1955	69	1020	
1956	68	917	
1957	67	1066	
1958	66	1224	
1959	65	1230	
<b>Total age</b>	<b>65-74</b>		<b>10707</b>
<b>Total age</b>	<b>65-94</b>		<b>20079</b>
<b>Total age (classes of the 60's)</b>	<b>55-64</b>		<b>15656</b>

**Draft      Draft      Draft      Draft      Draft      Draft**

**Steps for implementation of a New  
City Cemetery at the Northwest Corner of  
FM 60 and FM 2818**

<b>Time</b>	<b>Activity</b>
30 to 60 days	City staff to study economics and recommend concept to Council.
60 to 75 days	Council to pass a resolution proposing a new City cemetery at the Northwest corner of FM 60 and FM 2818 with a section for an Aggie Field of Honor, directing staff to acquire land from Dr Kinman and TAMU and to proceed with planning.
75 to 90 days	Set up meetings with TAMU to discuss land gifts and purchase options. Get Appraisal on land to be purchased. Set up meetings with Association of Former Students to discuss marketing agreement between City and AFS. Appoint Aggie Field of Honor Committee.
90 to 135 days	Contact land owner and make offer. If unable to negotiate a price within 30 days, start process to acquire land by eminent domain.
135 to 165 days	Select professional for Master plan. Draft agreements for land gift and option from TAMU. Draft agreements for marketing with AFS.
165 to 180 days	Final go / no go decision. Approve contracts with AFS and TAMU
180 to 195 days	Select Professional for detail design of first phase.
240 days	Finalize land purchase. Finalize marketing agreement. Finalize plans and policies for Aggie Field of Honor.
300 days	Council to approve master plans and first phase.
365 days	Bid construction of first phase. Sell CO's for first phase.
2 years	Latest date for bids on first phase.

## UNIVERSITY CEMETERIES AND COLUMBARIUMS

University	Burial Facility	Cost	Source or Comment
Virginia	cemetery columbarium	Full \$1,800/4	WSJ
Richmond	columbarium	\$3,000/2	WSJ
Mount St. Mary's	cemetery	\$2,000/lot	WSJ
Centre College	columbarium	\$2,500/2	WSJ
St. John's NW Military Academy	columbarium	\$2,300/1	WSJ
Bucknell	cemetery	\$950	WSJ
Iowa State	cemetery	\$300	Internet
Rhode Island	cemetery		Internet
Hampton	cemetery		Next to a National Cemetery
Princeton	cemetery		Started in 1757, now owned by the church.
LeTourneau	cemetery		On campus
Santa Clara	cemetery		In City of Santa Clara
Syracuse	cemetery		On campus
Notre Dame	cemetery		On campus