



Mayor
Ron Silvia
Mayor Pro Tempore
Ben White
City Manager
Glenn Brown

Council Members
John Happ
Ron Gay
Lynn McIlhaney
Chris Scotti
David Ruesink

Agenda
College Station City Council
Workshop Meeting
Thursday, November 09, 2006 3:00 PM
City Hall Council Chambers, 1101 Texas Avenue
College Station, Texas

1. Presentation, possible action, and discussion on items listed on the consent agenda.
2. Presentation, possible action, and discussion regarding a report given by Council Members Lynn McIlhaney and Chris Scotti on the National League of Cities Leadership Summit held in September in Colorado Springs, Colorado. Topics of discussion shall include citizen involvement, ethics in leadership, and governance.
3. Presentation, possible action and discussion on the outside agency funding policy.
4. Presentation, possible action, and discussion on future agenda items: A Council Member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.
5. Council Calendars

Nov. 12	Veteran's Day Ceremony at Veteran's Park 2:00 p.m.
Nov. 13	International Education Week 2006 KickOff – Palace Theatre – Main Street – Bryan – 11:00 a.m. - Noon
Nov. 15	Leadership Brazos Government Day 7:30 a.m. Breakfast at Chamber of Commerce, then Program at City of Bryan
Nov. 18	Employee Banquet 6:00 p.m. – 10:00 p.m. – Brazos Center
Nov. 20	Intergovernmental Committee Meeting – City of Bryan – Noon
Nov. 20	Council Workshop and Regular Meeting 3:00 p.m.
Nov. 21	Transportation Committee Meeting – 4:30 p.m. – Administrative Conference Room
Nov. 23-24	City Offices Closed for Thanksgiving Holiday
Dec. 6 – 9	NLC 83 rd Congress of Cities Conference – Reno, NV.

6. Discussion, review and possible action regarding the following meetings: Brazos County Health Dept., Brazos Valley Council of Governments, Cemetery Committee, City Center, CSISD/City Joint Meeting, Design Review Board, Fraternal Partnership, Historic Preservation Committee, Interfaith Dialogue Association, Intergovernmental Committee and School District, Joint Relief Funding Review Committee, Library Committee, Making Cities Livable Conference, Metropolitan Planning Organization, Outside Agency Funding Review, Parks and Recreation Board, Planning and Zoning Commission, Sister City Association, TAMU Student Senate, Research Valley Partnership, Regional Transportation Committee for Council of Governments, Transportation Committee, Wolf Pen Creek Oversight Committee, Wolf Pen Creek TIF Board, Zoning Board of Adjustments, (see attached posted notices for subject matters).
7. Executive Session will immediately follow the workshop meeting in the Administrative Conference Room.

Consultation with Attorney {Gov't Code Section 551.071}; possible action The City Council may seek advice from its attorney regarding a pending and contemplated litigation subject or settlement offer or attorney-client privileged information. Litigation is an ongoing process and questions may arise as to a litigation tactic or settlement offer, which needs to be discussed with the City Council. Upon occasion the City Council may need information from its attorney as to the status of a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

- a. TCEQ Docket No. 2002-1147-UCR, Applications of Brushy Water Supply and College Station (Westside/Highway 60)
- b. TCEQ Docket No. 2003-0544MWD, Application of Nantucket, Ltd.
- c. TXU Lone Star Gas Rate Request.
- d. Cause No. 03-002098-CV-85, *Brazos County, College Station v. Wellborn Special Utility District*
- e. Civil Action No. H-04-4558, U.S. District Court, Southern District of Texas, Houston Division, *College Station v. U.S. Dept. of Agriculture, etc., and Wellborn Special Utility District*
- f. Civil Action No. H-04-3876, U.S. District Court, Southern District of Texas, Houston Division, *JK Development v. College Station*
- g. GUD No. 9530 – Gas Cost Prudence Review, Atmos Energy Corporation
- h. GUD No. 9560 – Gas Reliability Infrastructure Program (GRIP) rate increases, Atmos Energy Corporation
- i. Cause No. GN-502012, Travis County, *TMPA v. PUC* (College Station filed Intervention 7/6/05)
- j. Cause No. 06-000703-CV-85, Patricia Moore, et al. v. Ross Stores, Inc., City of College Station, et al.
- k. Possible settlement water CCN with Wellborn
- l. Possible settlement of sewer CCN issue
- m. Legal aspects of Lease Agreements for No. 4 Water Well and possible purchase of or lease of another water site from City of Bryan

- n. C.C.N. Issue for Sewer & Water regarding possible overlaps by City of College Station and City of Bryan

Personnel {Gov't Code Section 551.074}; possible action

The City Council may deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer. After executive session discussion, any final action or vote taken will be in public. The following public officer(s) may be discussed:

- 1. Judge Ed Spillane Evaluation

Economic Incentive Negotiations {Gov't Code Section 551.087}; possible action

The City Council may deliberate on commercial or financial information that the City Council has received from a business prospect that the City Council seeks to have locate, stay or expand in or near the city with which the City Council in conducting economic development negotiations may deliberate on an offer of financial or other incentives for a business prospect. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

- 1. Data Center
- 2. Proposed city convention center and associated privately developed hotel.

Competitive Matter {Gov't Code Section 551.086}; possible action

The City Council may deliberate, vote, or take final action on a competitive matter in closed session. The City Council must make a good faith determination, by majority vote of the City Council, that the matter is a Competitive Matter. A "Competitive Matter" is a utility-related matter that the City Council determines is related to the City of College Station's Electric Utility Competitive Activity, including commercial information, which if disclosed would give advantage to competitors or prospective competitors. The following is a general representation of the subject(s) to be considered as a competitive matter.

- 1. Assignment of Power Sale Contract
 - 2. Possible electric service territory adjustment
- 8. Final Action on executive session, if necessary.
 - 9. Adjourn.

APPROVED:

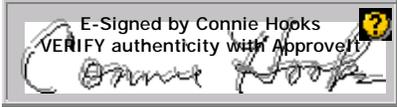


City Manager

Notice is hereby given that a Workshop Meeting of the City Council of the City of College Station, Texas will be held on the November 9, 2006 at 3:00 p.m. at the City Hall

Council Chambers, 1101 Texas Avenue, College Station, Texas. The following subjects will be discussed, to wit: See Agenda

Posted this 6th day of November, at 2:00 p.m.



City Secretary

I, the undersigned, do hereby certify that the above Notice of Meeting of the Governing Body of the City of College Station, Texas, is a true and correct copy of said Notice and that I posted a true and correct copy of said notice on the bulletin board at City Hall, 1101 Texas Avenue, in College Station, Texas, and the City’s website, www.cstx.gov . The Agenda and Notice are readily accessible to the general public at all times. Said Notice and Agenda were posted on November 6, 2006 at 2:00 p.m. and remained so posted continuously for at least 72 hours proceeding the scheduled time of said meeting.

This public notice was removed from the official board at the College Station City Hall on the following date and time: _____ by _____.

Dated this _____ day of _____, 2006.
CITY OF COLLEGE STATION, TEXAS

By _____

Subscribed and sworn to before me on this the _____ day of _____,
_____ Notary Public – Brazos County, Texas

My commission expires: _____

This building is wheelchair accessible. Handicap parking spaces are available. Any request for sign interpretive service must be made 48 hours before the meeting. To make arrangements call (979) 764-3517 or (TDD) 1-800-735-2989. Agendas may be viewed on www.cstx.gov. Council meetings are broadcast live on Cable Access Channel 19.

Agenda
College Station City Council
Regular Meeting
Thursday, November 09, 2006 at 7:00 p.m.
City Hall Council Chamber, 1101 Texas Avenue
College Station, Texas

- 10. Pledge of Allegiance, Invocation, Consider absence requests, presentation by International Students from Costa Rica

Hear Visitors: Any citizen may address the City Council on any item which does not appear on the posted Agenda. Registration forms are available in the lobby and at the desk of the City Secretary. This form should be completed and delivered to the City Secretary by 6:45 p.m. Please limit remarks to three minutes. A timer alarm will sound after 2 1/2 minutes to signal that you have thirty seconds remaining so that you may conclude your remarks. The City Council will receive the information, ask staff to look into the matter, or place the issue on a future agenda. Topics of operational concerns shall be directed to the City Manager.

Consent Agenda

Individuals who wish to address the City Council on a consent or regular agenda item not posted as a public hearing shall register with the City Secretary prior to the Mayor’s reading of the agenda item. Registration forms are available in the lobby and at the desk of the City Secretary. The Mayor will recognize individuals who wish to come forward to speak for or against the item. The speaker will please state their name and address for the record and provided three minutes. A timer alarm will sound after 2 1/2 minutes to signal thirty seconds remaining so that the speaker may conclude your remarks.

Vision Statement II – Parks and Leisure Services
Professionals providing a wide range of leisure, recreational, educational, and cultural opportunities.

- 11.1 Presentation, possible action, and discussion regarding an amendment to an Interlocal Agreement with the Texas A&M University Department of Atmospheric Sciences to place an air quality monitoring station in Lick Creek Park.

Vision Statement I - Core Services
Professionals providing world-class customer focused services at a competitive cost through innovation and planning.

- 11.2 Presentation, possible action, and discussion on approval of the 2006 Property Tax Roll in the amount of \$17,811,835.17.
- 11.3 Presentation, possible action, and discussion on the purchase of seven (7) police motorcycles from Independence Harley Davidson of College Station for the amount of \$140,337.26. Bid Number 07-10.
- 11.4 Presentation, discussion, and possible action on approval of minutes for City Council Workshop and Regular Meeting, October 23, 2006.

Regular Agenda

Individuals who wish to address the City Council **on a regular agenda item not posted as a public hearing** shall register with the City Secretary prior to the Mayor's reading of the agenda item. The Mayor will recognize you to come forward to speak for or against the item. The speaker will state their name and address for the record and allowed three minutes. A timer alarm will sound after 2 1/2 minutes to signal thirty seconds remaining so that the speaker may conclude your remarks.

Individuals who wish to address the City Council on an item **posted as a public hearing** shall register with the City Secretary prior to the Mayor's announcement to open the public hearing. The Mayor will recognize individuals who wish to come forward to speak for or against the item. The speaker will state their name and address for the record and allowed three minutes. A timer alarm will sound after 2 1/2 minutes to signal thirty seconds remaining so that the speaker may conclude your remarks. After a public hearing is closed, there shall be no additional public comments. If Council needs additional information from the general public, some limited comments may be allowed at the discretion of the Mayor.

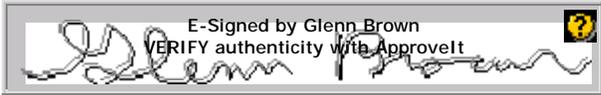
If an individual does not wish to address the City Council, but still wishes to be recorded in the official minutes as being in support or opposition to an agenda item, the individual may complete the registration form provided in the lobby by providing the name, address, and comments about a city related subject. These comments will be referred to the City Council and City Manager.

Vision Statement I - Core Services
Professionals providing world-class customer focused services at a competitive cost through innovation and planning.

- 12.1 Presentation, possible action, and discussion regarding a Statement of Support for the Guard and Reserve.
- 12.2 Presentation, possible action, and discussion approving a resolution for the City of College Station's participation in Partnership for Working Toward Inclusive Communities, a program sponsored by the National League of Cities.
- 12.3 Presentation, possible action and discussion on an ordinance authorizing the issuance and sale of City of College Station, Texas General Obligation Refunding Bonds, Series 2006, in an aggregate principal amount not to exceed \$15,000,000; approving the form of a preliminary official statement; selecting underwriters for the bonds; and ordaining other matters related thereto, including immediate effectiveness.
- 12.4 Presentation, possible action, and discussion of the City of College Station Recycling Collection Program.
- 13. The City Council may convene the executive session following the regular meeting to discuss matters posted on the executive session agenda for November 9, 2006.
- 14. Final action on executive session, if necessary.
- 15. Adjourn.

If litigation issues arise to the posted subject matter of these Council Meetings an executive session will be held.

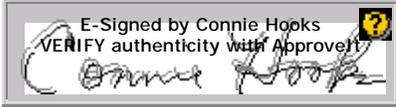
APPROVED:



City Manager

Notice is hereby given that a Regular Meeting of the City Council of the City of College Station, Texas will be held on the Thursday, November 09, 2006 at 7:00 p.m. at the City Hall Council Chambers, 1101 Texas Avenue, College Station, Texas. The following subjects will be discussed, to wit: See Agenda.

Posted this the 6th day of November, 2006 at 2:00 p.m.



City Secretary

I, the undersigned, do hereby certify that the above Notice of Meeting of the Governing Body of the City of College Station, Texas, is a true and correct copy of said Notice and that I posted a true and correct copy of said notice on the bulletin board at City Hall, 1101 Texas Avenue, in College Station, Texas, and the City’s website, www.cstx.gov . The Agenda and Notice are readily accessible to the general public at all times. Said Notice and Agenda were posted on November 6, 2006 at 2:00 p.m. and remained so posted continuously for at least 72 hours proceeding the scheduled time of said meeting.

This public notice was removed from the official posting board at the College Station City Hall on the following date and time: _____ by _____.

Dated this ____ day of _____, 2006.
By _____

Subscribed and sworn to before me on this the ____ day of _____, 2006.

Notary Public – Brazos County, Texas My commission expires: _____

The building is wheelchair accessible. Handicap parking spaces are available. Any request for sign interpretive service must be made 48 hours before the meeting. To make arrangements call (979) 764-3517 or (TDD) 1-800-735-2989. Agendas may be viewed on www.cstx.gov . Council meetings are broadcast live on Cable Access Channel 19.

**November 9, 2006
Workshop
National League of Cities Summit Report**

To: Glenn Brown, City Manager

From: Connie Hooks, City Secretary

Agenda Caption: Presentation, possible action, and discussion regarding a report given by Council Members Lynn McIlhaney and Chris Scotti on the National League of Cities Leadership Summit held in September in Colorado Springs, Colorado. Topics of discussion shall include citizen involvement, ethics in leadership, and governance.

Recommendation(s): N/A

Summary: Presented by Council Members.

Attachments:

Allan Wallis Article

Peter Block Article

Adaptive Leadership Key in Addressing Challenges

by Dr. Allan Wallis

This is the fourth in a series of articles revolving around the issues and topics that will be presented at the 14th Annual Leadership Summit, scheduled for Sept. 21-23 at the Cheyenne Mountain Resort in Colorado Springs, Colo. Designed as a leadership retreat, the summit provides personal leadership development that focuses on community perspectives.

The following is the second half of a two-part article. The first half of the article appeared in last week's issue of Nation's Cities Weekly.

In addition to being a darned good tale of adventure, Sir Ernest Shackleton's unsuccessful expedition in 1914 to be the first to transverse Antarctica seems to resonate with the challenges faced by modern leaders.

Two of the best-selling analyses of Shackleton's voyage — "Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer" by Margot Morrell and Stephanie Capparell and "Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition" by Dennis N.T. Perkins — are often pitched to corporate business readers.

It wouldn't be hard for such readers to look around at their own or other major businesses and see how many of them were frozen in the ice and in danger of being crushed. But the same can be said for major organizations



Dr. Allan Wallis

in the public and nonprofit realms. Rapidly changing realities have left some organizations going nowhere, but with engines signaling full steam ahead.

Under these conditions, technical leadership is clearly not enough. Leaders must work with their followers to invent solutions that allow everyone to not only survive, but also exceed their own expectations.

Six Lessons from Shackleton

Many people have drawn lessons from Shackleton's expedition. There are six that especially resonate well with leaders in the public sector.

- Know when the ship's stuck in the ice: Leaders need to be aware when the environment in which their organizations operate has changed, and when continuing to conduct business is just consuming vital resources that could be better used to effectively change course. But it's not enough for a leader to

realize that the ship is stuck in the ice. That reality needs to be communicated to the crew so that they understand that there is adaptive work to be done.

- Build organizational capacity to fit the challenge: Technical work is often well-handled in a hierarchical organization, with expertise increasing with rank. But adaptive work requires everyone's involvement.

Shackleton realized the importance of molding his crew into a team. He did this, in part, by flattening the traditional hierarchy used on a ship at sea. Everyone shared performing menial tasks. At the same time, Shackleton was mindful of the distinct temperament of each crew member and assigned them to teams that would get along well and accomplish their tasks.

- Provide a clear and elevating vision: After their ship was crushed by ice, Shackleton brought his men together and informed them that, "with ship and stores gone, we'll go home." In the book "The Leadership Challenge," James M. Kouzes and Barry Z. Posner identify providing a clear and elevating vision as one of the four major skills of effective leadership. Shackleton's vision of getting everyone home alive provided a powerful example of such vision.

Although it may seem that Shackleton was just stating the obvious, under the circumstances they faced, his vision offered an even greater challenge than traversing the pole. Other expeditions faced with

similar challenges simply perished. Therefore, an organization should figure out its vision.

- Give the work back: Although he had great expertise in conducting polar expeditions, Shackleton was not capable of realizing his vision alone. He needed the full and often inventive engagement of every member of his crew. Shackleton effectively distributed leadership responsibilities for different tasks to appropriate individuals and then left them to work out the details. He also openly took suggestions on how to solve problems.

In this and other ways, Shackleton gave the work back to his men. All adaptive leaders must be careful not to send the message that the responsibility of leadership is to make all of the decisions and come up with the good ideas. That invites the crew to disengage rather than put their best effort forward.

- Effectively deal with challenges to leadership: Stranded on the ice with only three lifeboats, Shackleton ordered his men to drag the boats to open water some 25 miles away. The effort proved fruitless, but he wanted to demonstrate to his men that they were doing everything possible to get home.

After hours of extreme effort, the ship's carpenter refused to pull any farther. Shackleton had to address this challenge to his authority. His approach was to reassert his command, yet leave the carpenter to make up his own mind. Dealing with adaptive challenges will often pro-

voke challenges to authority, and a leader needs to be prepared to respond, but in a way that leaves resources and moral whole.

- Be willing to take risks that commensurate the challenge: Shackleton managed to get his crew to land, but then he was still hundreds of miles from any point where he could find people to assist in their rescue. He formed a plan to sail 800 miles across the stormy South Atlantic to seek help from a whaling station on South Georgia Island. Although there seemed little chance for success, they seemed to have little choice but to take the risk.

Faced with a daunting adaptive challenge, too many organizations are only willing to take small risks with the result confirming that they're stuck.

If stuck in the ice, consider Shackleton as a role model. As he demonstrated, though the voyage may be difficult, it can be one that's richly rewarding if the leadership challenge is recognized and accepted.

Details: The Leadership Summit is NLC's premiere leadership development program for local officials. The registration deadline is Aug. 30. For more information, contact the Leadership Training Institute at (202) 626-3170 or visit the NLC website at www.nlc.org.

Dr. Allan Wallis is an associate professor of public policy at the Graduate School of Public Affairs, University of Colorado at Denver.

Leading in Challenging Times: The Role of Adaptive Leadership

Trainer(s):

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Allan.Wallis@cudenver.edu

LEADING IN
CHALLENGING
TIMES

The role of
adaptive leadership

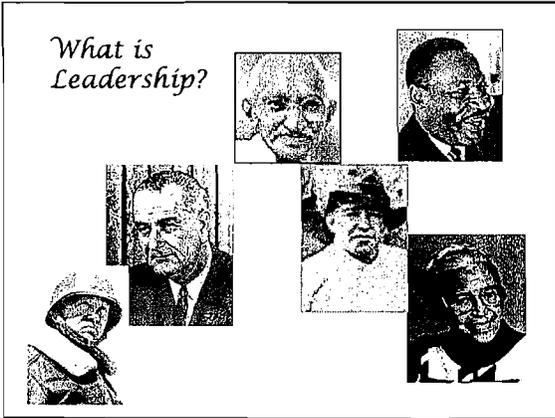


Leadership is inside out
process - understand
your strength

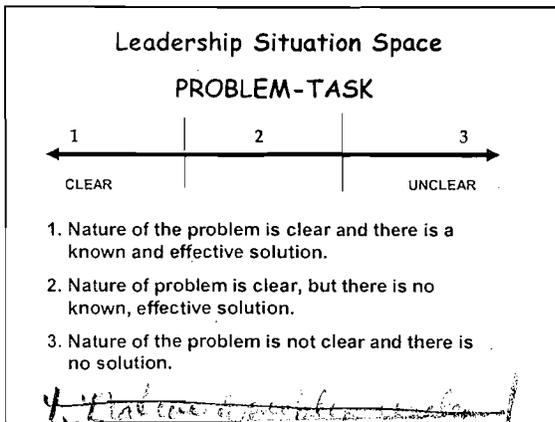


...and I mean
challenging

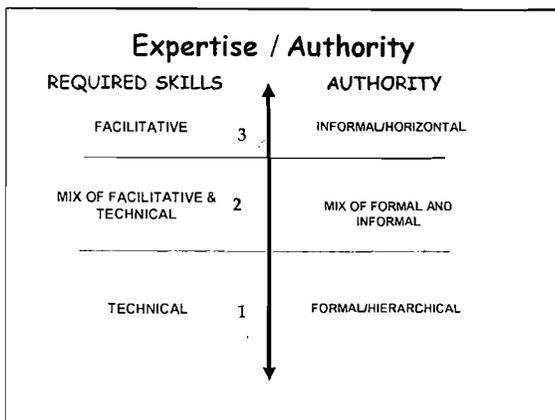
Things are pretty much
the same here.
How are they with you?



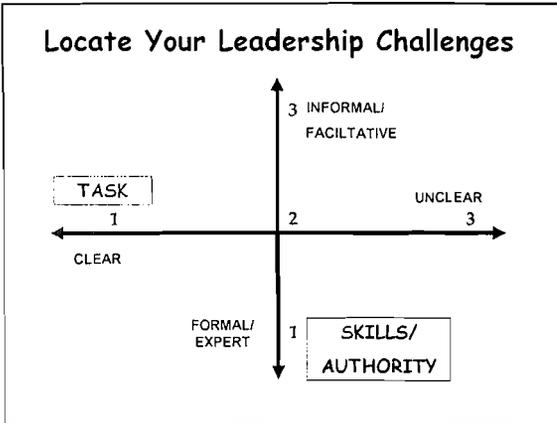
Adaptive Leadership:
 confidence } qualities
 clarity }
 presence }
 fearless }
 passion }
 own total dedication
 articulates the vision
 loyalty - team loyalty by
 show himself as part of a
 lineage.



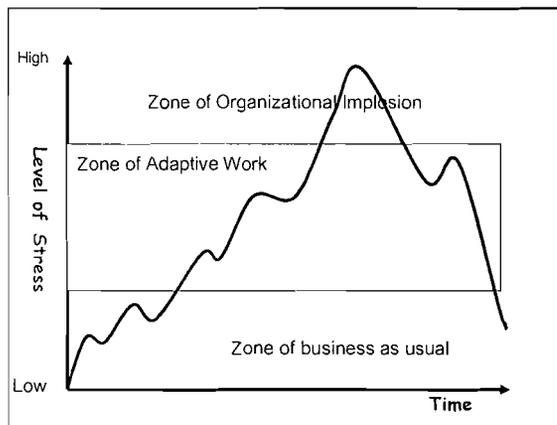
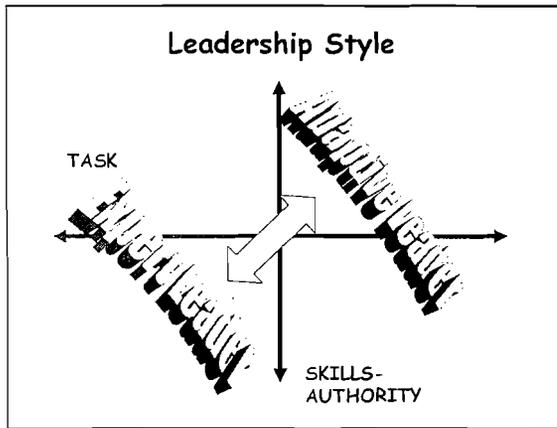
Technical knowledge

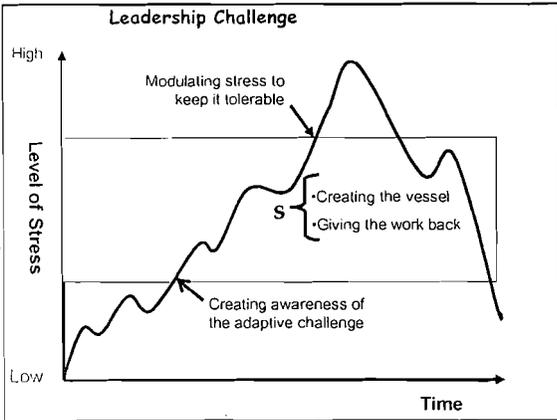


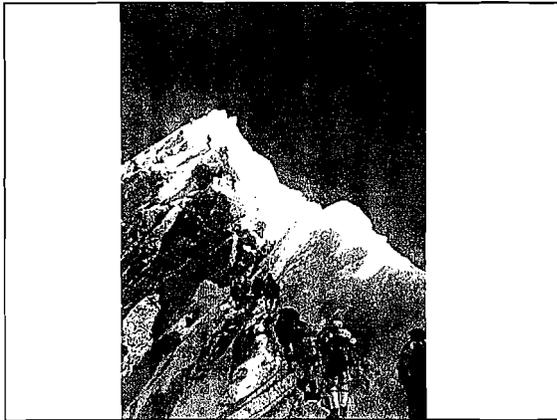
Some problems call for technical help
 Other call for facilitator
 Patton - Expert / Authority leader
 King - Informal / Facilitator leader



Most issues change from technical to facilitative







We were more than 50 people camped on the Col that night, huddled in shelters pitched side by side, yet an odd feeling of isolation hung in the air. The roar of the wind made it impossible to communicate from one tent to the next. In that God forsaken place, I felt disconnected from the climbers around me—emotionally, spiritually, physically—to a degree that I had not experienced on previous expeditions. We were a team in name only, I'd sadly come to realize. Although in a few hours we would leave the camp as a group, we would ascend as individuals, linked to one another by neither rope nor any deep sense of loyalty. Each client was in it for himself or herself, pretty much. And I was not different.

from *Into Thin Air*



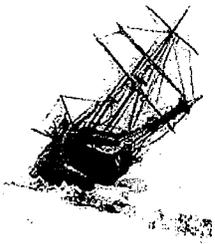
The makings of crisis:

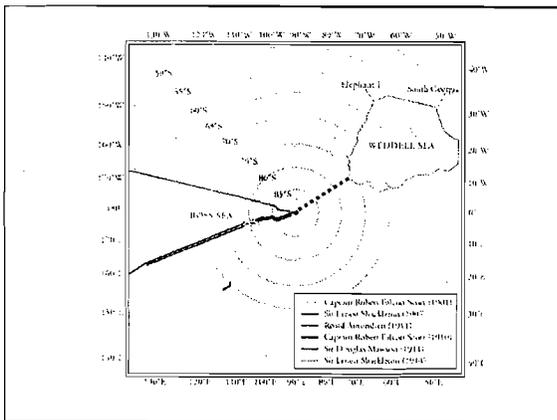
Treating an adaptive challenge as a technical challenge.

Failing to create a team out of members of the expedition.

LEADING IN CHALLENGING TIMES

The role of adaptive leadership







LESSON ONE

KNOW WHEN YOU'RE STUCK IN THE ICE: don't confuse an adaptive challenge with a technical challenge.

Create an organization that is adaptive

TECHNICAL VS. ADAPTIVE CHALLENGES

- When the challenge is technical we know the nature of the problem and how to solve it.
- When the problem is adaptive we know what the problem is, but have no solution...
- OR some of our followers question whether there is a problem.

What do you see/ What do they see?





LESSON TWO
DEVELOP A GROUP OR TEAM IDENTITY
TO MEET THE CHALLENGE: make every
individual responsible for the solution.

What do you see / What do they see?

Model 1: The traditional top-down 'management' team.

Model 2: The cross-functional 'project' team.

CREATING A SENSE OF TEAM

- Flatten hierarchy, but make your authority clear.
- Reduce differences in social class, training and temperament.
- Although not everyone has equal status, make it clear that each is valued equally and treated with respect.
- Set the example by never asking someone to do something that you wouldn't do yourself

Characteristics of High Performance Teams*

- They share a clear and elevating goal
- They are results driven
- All team members are competent
- They share a unified commitment
- There is a collaborative work climate
- Standards of excellence are shared
- External support and recognition
- Principled Leadership

* Based on Larson and Fasto

LESSON THREE

FRAME A WINNING ATTITUDE: bring a realistic sense of optimism to your task and share that optimism with others you work with.



Optimism is a learned behavior

"The mind is like a pond of water. If you do not stir it, it remains clear."

Erik Weihenmayer, 2001

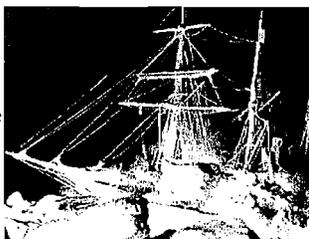
Elements of Optimism

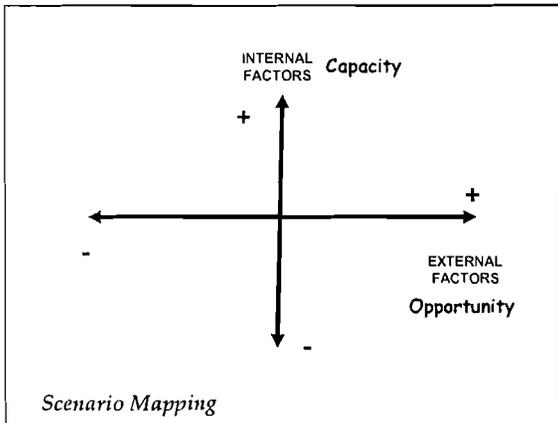
Optimism consists of how we interpret our setbacks.

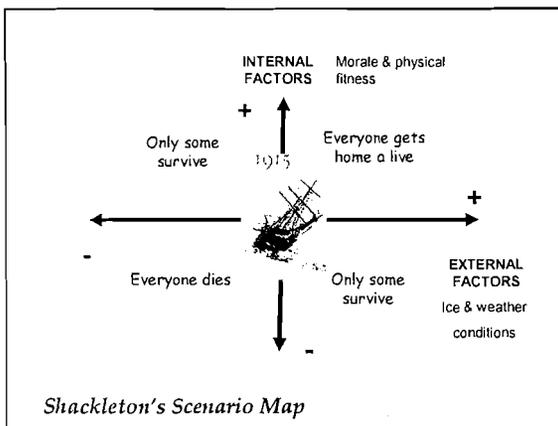
- Pessimists see set back as a fatal flaw in themselves that cannot be changed. Optimists see setbacks as the result of factors that they have the power to do something about.
- Optimists can more readily make a realistic assessment of a setback and admit how they contributed to it.

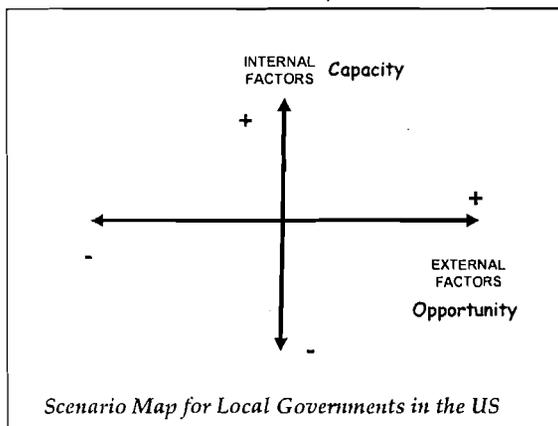
LESSON FOUR

DEVELOP A PLAN: reframe the situation to provide a "clear and elevating vision" of a positive outcome to your efforts.









INTERNALS - Policies
STAFF
AGENDA
Team works / community
culture / engagement
Moral / Motivation

EXTERNAL

EXTERNALS: LAWS - STATE / Fed
HEALTH OF ECONOMY
NATURAL DISASTERS
EXTREMISTS
MEDIA
Demographics



LESSON FIVE

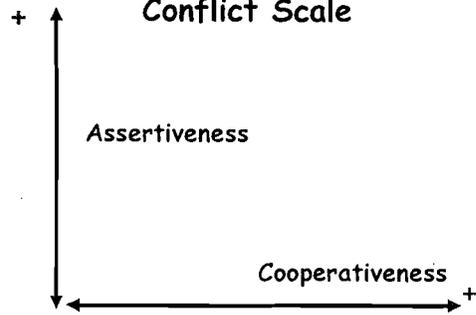
DEAL WITH CONFLICT CONSTRUCTIVELY: address challenges to your authority in a manner that maintains all of the resources that you need.

WORKING WITH DIFFICULT PEOPLE

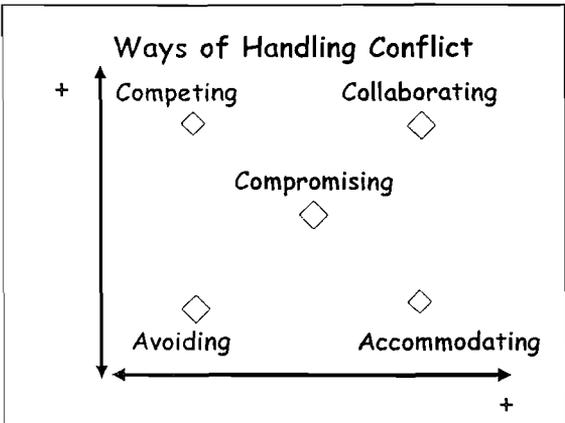
- Keep ^{your} you opposition close.
- Learn to listen to criticism.
- Think about how to use your opponents as a resource.

- Be aware of your style for addressing conflict & change it when required by the situation.

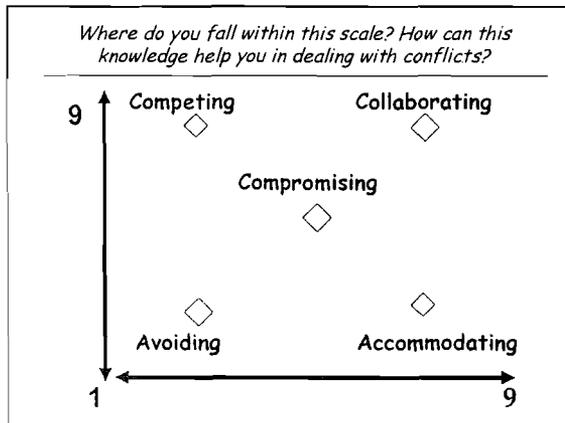
Conflict Scale



Thomas-Killman Conflict Mode instrument



- ### Ways of Handling Conflicts
- Competing- an individual pursues her/his own concerns at another's expense.
 - Accommodating- individual neglects her/his own concerns to satisfy another.
 - Avoiding- individual avoid addressing her/his concerns and those of others.
 - Collaborating- individual works with others to find a mutually satisfying solution.
 - Compromising- individual looks for an expedient, mutually acceptable solution which partially satisfies parties





LESSON SIX

FORM A BOLD STRATEGY: a strategy whose risks are in proportion to the challenge that you face.

What risks are you willing to assume to achieve your goals?

- Going for broke risks become more acceptable as options narrow. Sometimes the potential rewards at the end of a daring venture justify the risk of suffering a spectacular failure.
- Seek inspiration in enduring wisdom that has comforted or motivated you or others in times of crisis. It will get you through the most physically and emotionally draining times and help you keep perspective.

- *moderate the stress, keeping you crew focused and calm.*

Lessons for Leading in Crisis

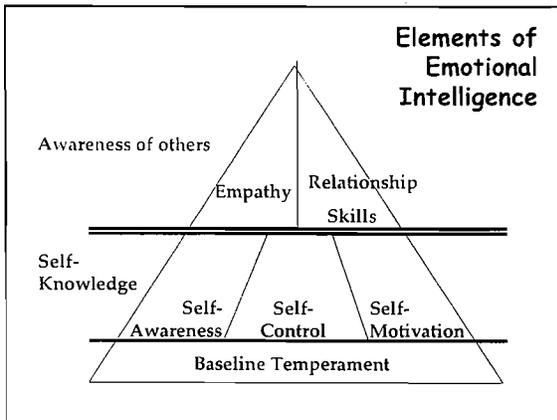
1. KNOW WHEN YOU'RE STUCK IN THE ICE: don't confuse an adaptive challenge with a technical challenge.
2. DEVELOP A GROUP OR TEAM IDENTITY TO MEET THE CHALLENGE: make every individual responsible for the solution.
3. FRAME A WINNING ATTITUDE: bring a realistic sense of optimism to your task and share that optimism with others you work with.
4. DEVELOP A PLAN: reframe the situation to provide a shared vision of a positive outcome.
5. DEAL WITH CONFLICT CONSTRUCTIVELY: address challenges to your authority in a manner that maintains all of the resources that you need.
6. FORM A BOLD STRATEGY: a strategy whose risks are in proportion to the challenge that you face.

LESSON SEVEN: PRACTICE GOING TO THE BALCONY: keep clear the distinction between self and role.

LESSON EIGHT: FORM AN INNER COUNCIL IN WHOM YOU CAN CONFIDE: use your council as a sounding board and include your critics.

LESSON NINE: BUILD A PERSONAL SANCTUARY: develop and maintain stress reduction practices.





Optimism - work through all the elements as they work together.

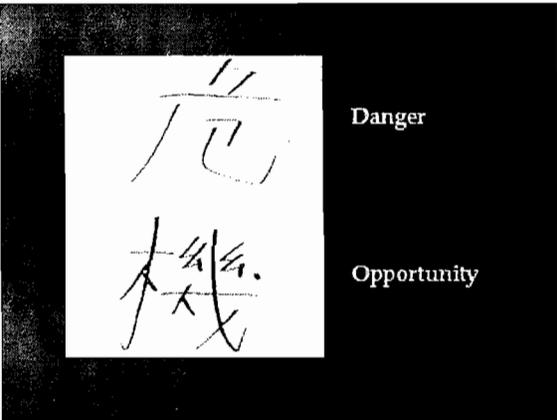
Dimensions of Emotional Intelligence

- Self Awareness- ability to recognize and understand your moods, emotions and drives.
- Self Regulation- ability to control or redirect disruptive impulses and moods.
- Motivation- a passion to work for reasons that go beyond money and status.
- Empathy- ability to understand the emotional makeup of other people.
- Social Skills- proficiency in managing relationships and building networks.

Optimism is connected

Ways to Encourage the Heart

- Set Clear Standards
- Expect the best
- Pay attention
- Personalize recognition
- Celebrate together
- Set the example



*This slide stands for
crisis - crisis is a
combination of danger +
opportunity -
Keep your eye on danger
but see opportunity.*

More on Shackleton and Leadership

On Shackleton's Expedition

- *The Endurance*, DVD format widescreen documentary
- *Endurance: Shackleton's Incredible Journey* (1999, Avalon)

Leadership Lessons from Shackleton

- *Shackleton's Way* by Morell and Capparell (2002, Penguin Paperback)
- *Leading on the Edge* by Dennis Perkins (2000, AMACOM)

Adaptive Leadership

- *Leadership Without Easy Answers* by Ron Heifetz (1994, Harvard)
- *Leading on the Line* by Heifetz and Linsky (2002, Harvard)

Emotional Intelligence

- *Emotional Intelligence* by Daniel Goleman (1997, Banham)
- *Working With Emotional Intelligence* by Goleman (1998, Banham)

THOMAS-KILMANN CONFLICT MODE INSTRUMENT
By: Kenneth W. Thomas and Ralph H. Kilmann

Instructions

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situation?

On the following pages are several pairs of statements describing possible behavioral responses. For each pair, please circle the "A" or "B" statement, which is most characteristic of your own behavior.

In many case, neither the "A" nor the "B" statement may be very typical of your behavior; but please select the response which you would be more likely to us.

Thomas-Kilmann Conflict Mode Instrument

1. A There are times when I let others take responsibility for solving the problem.
 B Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.
2. A I try to find a compromise solution.
 B I attempt to deal with all of his/her and my concerns.
3. A I am usually firm in pursuing my goals.
 B I might try to soothe the other's feelings and preserve our relationship.
4. A I try to find a compromise solution.
 B I Sometimes sacrifice my own wishes for the wishes of the other person.
5. A I consistently seek the other's help in working out a solution.
 B I try to do what is necessary to avoid useless tensions.
6. A I try to avoid creating unpleasantness for myself.
 B I try to win my position.
7. A I try to postpone the issue until I have had some time to think it over.
 B I give up some points in exchange for others.
8. ~~A~~ I am usually firm in pursuing my goals.
 B I attempt to get all concerns and issues immediately out in the open.
9. A I feel that differences are not always worth worrying about.
 B I make some effort to get my way.
10. A I am firm in pursuing my goals.
 B I try to find a compromise solution.
11. A I attempt to get all concerns and issues immediately out in the open.
 B I might try to soothe the other's feelings and preserve our relationship.
12. A I sometimes avoid taking positions, which would create controversy.
 B I will let the other person have some of his/her positions if s/he lets me have some of mine.
13. A I propose a middle ground.
 B I press to get my points made.
14. ~~A~~ I tell the other person my ideas and ask for his/hers.
 B I try to show the other person the logic and benefits of my position.
15. A I might try to soothe the other's feelings and preserve our relationship.
 B I try to do what is necessary to avoid tensions.
16. A I try not to hurt the other's feelings.
 B I try to convince the other person of the merits of my position.

Thomas-Kilmann Conflict Mode Instrument

17. A I am usually firm in pursuing my goals.
 B I try to do what is necessary to avoid useless tensions.
18. A If it makes other people happy, I might let them maintain their views.
 B I will let other people have some of their positions if they let me have some of mine.
19. A I attempt to get all concerns and issues immediately out in the open.
 B I try to postpone the issue until I have had some time to think it over.
20. A I attempt to immediately work through our differences.
 B I try to find a fair combination of gains and losses for both of us.
21. A In approaching negotiations, I try to be considerate of the other person's wishes.
 B I always lean toward a direct discussion of the problem.
22. A I try to find a position that is intermediate between his/hers and mine.
 B I assert my wishes.
23. A I am very often concerned with satisfying all our wishes.
 B There are times when I let others take responsibility for solving the problem.
24. A If the other's position seems very important to him/her, I would try to meet his/her wishes.
 B I try to get the other person to settle for a compromise.
25. A I try to show the other person the logic and benefits of my position.
 B In approaching negotiations, I try to be considerate of the other person's wishes.
26. A I propose a middle ground.
 B I am nearly always concerned with satisfying all our wishes.
27. A I sometimes avoid taking positions that would create controversy.
 B If it makes other people happy, I might let them maintain their views.
28. A I am usually firm in pursuing my goals.
 B I usually seek the other's help in working out a solution.
29. A I propose a middle ground.
 B I feel that differences are not always worth worrying about.
30. A I try not to hurt the other's feelings.
 B I always share the problem with the other person so that we can work it out.

Scoring and Interpreting the
Thomas-Kilmann Conflict Mode Instrument

	(9/1)	(9/9)	(5/5)	(1/1)	(1/9)
1.				A	B
2.		B	A		
3.	A				B
4.			A		B
5.		A		B	
6.	B			A	
7.			B	A	
8.	A	B			
9.	B			A	
10.	A		B		
11.		A			B
12.			B	A	
13.	B		A		
14.	B	A			
15.				B	A
16.	B				A
17.	A			B	
18.			B		A
19.		A		B	
20.		A	B		
21.		B			A
22.	B		A		
23.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.			A	B	
30.		B			A

Total the number of items circled in each column:

$\frac{5}{(9/1)}$ $\frac{10}{(9/9)}$ $\frac{5}{(5/5)}$ $\frac{5}{(1/1)}$ $\frac{5}{(1/9)}$

*collaboration
is my style*



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BEST OF HBR

The Work of Leadership

by Ronald A. Heifetz and Donald L. Laurie

Included with this full-text *Harvard Business Review* article:

1 **Article Summary**

The Idea in Brief—*the core idea*

The Idea in Practice—*putting the idea to work*

2 **The Work of Leadership**

13 **Further Reading**

A list of related materials, with annotations to guide further exploration of the article's ideas and applications

The Work of Leadership

The Idea in Brief

What presents your company with its toughest challenges? Shifting markets? Stiffening competition? Emerging technologies? When such challenges intensify, you may need to reclarify corporate values, redesign strategies, merge or dissolve businesses, or manage cross-functional strife.

These **adaptive challenges** are murky, systemic problems with no easy answers. Perhaps even more vexing, the solutions to adaptive challenges *don't* reside in the executive suite. Solving them requires the involvement of people *throughout* your organization.

Adaptive work is tough on everyone. For *leaders*, it's counterintuitive. Rather than providing solutions, you must ask tough questions and leverage employees' collective intelligence. Instead of maintaining norms, you must challenge the "way we do business." And rather than quelling conflict, you need to draw issues out and let people feel the sting of reality.

For your *employees*, adaptive work is painful—requiring unfamiliar roles, responsibilities, values, and ways of working. No wonder employees often try to lob adaptive work back to their leaders.

How to ensure that you *and* your employees embrace the challenges of adaptive work? Applying the following six principles will help.

The Idea in Practice

1. Get on the balcony. Don't get swept up in the field of play. Instead, move back and forth between the "action" and the "balcony." You'll spot emerging patterns, such as power struggles or work avoidance. This high-level perspective helps you mobilize people to do adaptive work.

2. Identify your adaptive challenge.

► Example:

When British Airways' passengers nicknamed it "Bloody Awful," CEO Colin Marshall knew he had to infuse the company with a dedication to customers. He identified the adaptive challenge as "creating trust throughout British Airways." To diagnose the challenge further, Marshall's team mingled with employees and customers in baggage areas, reservation centers, and planes, asking which beliefs, values, and behaviors needed overhauling. They exposed value-based conflicts underlying surface-level disputes, and resolved the team's own dysfunctional conflicts which impaired companywide collaboration. By understanding themselves, their people, and the company's conflicts, the team strengthened British Airways' bid to become "the World's Favourite Airline."

3. Regulate distress. To inspire change—without disabling people—pace adaptive work:

- First, let employees debate issues and clarify assumptions behind competing views—safely.
- Then provide direction. Define *key* issues and values. Control the rate of change: Don't start too many initiatives simultaneously without stopping others.
- Maintain just enough tension, resisting pressure to restore the status quo. Raise tough questions without succumbing to anxiety yourself. Communicate presence and poise.

4. Maintain disciplined attention. Encourage managers to grapple with divisive issues, rather than indulging in scapegoating or denial. Deepen the debate to unlock polarized, superficial conflict. Demonstrate collaboration to solve problems.

5. Give the work back to employees. To instill collective self-confidence—versus dependence on you—support rather than control people. Encourage risk-taking and responsibility—then back people up if they err. Help them recognize *they* contain the solutions.

6. Protect leadership voices from below. Don't silence whistle-blowers, creative deviants, and others exposing contradictions within your company. Their perspectives can provoke fresh thinking. Ask, "What is this guy *really* talking about? Have we missed something?"

Followers want comfort, stability, and solutions from their leaders. But that's babysitting. Real leaders ask hard questions and knock people out of their comfort zones. Then they manage the resulting distress.

BEST OF HBR

The Work of Leadership

by Ronald A. Heifetz and Donald L. Laurie

Sometimes an article comes along and turns the conventional thinking on a subject not upside down but inside out. So it is with this landmark piece by Ronald Heifetz and Donald Laurie, published in January 1997. Not only do the authors introduce the breakthrough concept of adaptive change—the sort of change that occurs when people and organizations are forced to adjust to a radically altered environment—they challenge the traditional understanding of the leader-follower relationship.

Leaders are shepherds, goes the conventional thinking, protecting their flock from harsh surroundings. Not so, say the authors. Leaders who truly care for their followers expose them to the painful reality of their condition and demand that they fashion a response. Instead of giving people false assurance that their best is good enough, leaders insist that people surpass themselves. And rather than smoothing over conflicts, leaders force disputes to the surface.

Modeling the candor they encourage leaders to display, the authors don't disguise adaptive change's emotional costs. Few people are likely to

thank the leader for stirring anxiety and uncovering conflict. But leaders who cultivate emotional fortitude soon learn what they can achieve when they maximize their followers' well-being instead of their comfort.

To stay alive, Jack Pritchard had to change his life. Triple bypass surgery and medication could help, the heart surgeon told him, but no technical fix could release Pritchard from his own responsibility for changing the habits of a lifetime. He had to stop smoking, improve his diet, get some exercise, and take time to relax, remembering to breathe more deeply each day. Pritchard's doctor could provide sustaining technical expertise and take supportive action, but only Pritchard could adapt his ingrained habits to improve his long-term health. The doctor faced the leadership task of mobilizing the patient to make critical behavioral changes; Jack Pritchard faced the adaptive work of figuring out which specific changes to make and how to incorporate them into his daily life.

Companies today face challenges similar to the ones that confronted Pritchard and his doctor. They face adaptive challenges. Changes in societies, markets, customers, competition, and technology around the globe are forcing organizations to clarify their values, develop new strategies, and learn new ways of operating. Often the toughest task for leaders in effecting change is mobilizing people throughout the organization to do adaptive work.

Adaptive work is required when our deeply held beliefs are challenged, when the values that made us successful become less relevant, and when legitimate yet competing perspectives emerge. We see adaptive challenges every day at every level of the workplace—when companies restructure or reengineer, develop or implement strategy, or merge businesses. We see adaptive challenges when marketing has difficulty working with operations, when cross-functional teams don't work well, or when senior executives complain, "We don't seem to be able to execute effectively." Adaptive problems are often systemic problems with no ready answers.

Mobilizing an organization to adapt its behaviors in order to thrive in new business environments is critical. Without such change, any company today would falter. Indeed, getting people to do adaptive work is the mark of leadership in a competitive world. Yet for most senior executives, providing leadership and not just authoritative expertise is extremely difficult. Why? We see two reasons. First, in order to make change happen, executives have to break a longstanding behavior pattern of their own: providing leadership in the form of solutions. This tendency is quite natural because many executives reach their positions of authority by virtue of their competence in taking responsibility and solving problems. But the locus of responsibility for problem solving when a company faces an adaptive challenge must shift to its people. Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels, who need to use one another as resources, often across boundaries, and learn their way to those solutions.

Second, adaptive change is distressing for the people going through it. They need to take on new roles, new relationships, new values, new behaviors, and new approaches to work. Many employees are ambivalent about the ef-

forts and sacrifices required of them. They often look to the senior executive to take problems off their shoulders. But those expectations have to be unlearned. Rather than fulfilling the expectation that they will provide answers, leaders have to ask tough questions. Rather than protecting people from outside threats, leaders should allow them to feel the pinch of reality in order to stimulate them to adapt. Instead of orienting people to their current roles, leaders must disorient them so that new relationships can develop. Instead of quelling conflict, leaders have to draw the issues out. Instead of maintaining norms, leaders have to challenge "the way we do business" and help others distinguish immutable values from historical practices that must go.

Drawing on our experience with managers from around the world, we offer six principles for leading adaptive work: "getting on the balcony," identifying the adaptive challenge, regulating distress, maintaining disciplined attention, giving the work back to people, and protecting voices of leadership from below. We illustrate those principles with an example of adaptive change at KPMG Netherlands, a professional-services firm.

Get on the Balcony

Earvin "Magic" Johnson's greatness in leading his basketball team came in part from his ability to play hard while keeping the whole game situation in mind, as if he stood in a press box or on a balcony above the field of play. Bobby Orr played hockey in the same way. Other players might fail to recognize the larger patterns of play that performers like Johnson and Orr quickly understand, because they are so engaged in the game that they get carried away by it. Their attention is captured by the rapid motion, the physical contact, the roar of the crowd, and the pressure to execute. In sports, most players simply may not see who is open for a pass, who is missing a block, or how the offense and defense work together. Players like Johnson and Orr watch these things and allow their observations to guide their actions.

Business leaders have to be able to view patterns as if they were on a balcony. It does them no good to be swept up in the field of action. Leaders have to see a context for change or create one. They should give employees a strong sense of the history of the enterprise and what's good about its past, as well as an idea of

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Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels.

the market forces at work today and the responsibility people must take in shaping the future. Leaders must be able to identify struggles over values and power, recognize patterns of work avoidance, and watch for the many other functional and dysfunctional reactions to change.

Without the capacity to move back and forth between the field of action and the balcony, to reflect day to day, moment to moment, on the many ways in which an organization's habits can sabotage adaptive work, a leader easily and unwittingly becomes a prisoner of the system. The dynamics of adaptive change are far too complex to keep track of, let alone influence, if leaders stay only on the field of play.

We have encountered several leaders, some of whom we discuss in this article, who manage to spend much of their precious time on the balcony as they guide their organizations through change. Without that perspective, they probably would have been unable to mobilize people to do adaptive work. Getting on the balcony is thus a prerequisite for following the next five principles.

Identify the Adaptive Challenge

When a leopard threatens a band of chimpanzees, the leopard rarely succeeds in picking off a stray. Chimps know how to respond to this kind of threat. But when a man with an automatic rifle comes near, the routine responses fail. Chimps risk extinction in a world of poachers unless they figure out how to disarm the new threat. Similarly, when businesses cannot learn quickly to adapt to new challenges, they are likely to face their own form of extinction.

Consider the well-known case of British Airways. Having observed the revolutionary changes in the airline industry during the 1980s, then chief executive Colin Marshall clearly recognized the need to transform an airline nicknamed *Bloody Awful* by its own passengers into an exemplar of customer service. He also understood that this ambition would require more than anything else changes in values, practices, and relationships throughout the company. An organization whose people clung to functional silos and valued pleasing their bosses more than pleasing customers could not become "the world's favorite airline." Marshall needed an organization dedi-

cated to serving people, acting on trust, respecting the individual, and making teamwork happen across boundaries. Values had to change throughout British Airways. People had to learn to collaborate and to develop a collective sense of responsibility for the direction and performance of the airline. Marshall identified the essential adaptive challenge: creating trust throughout the organization. He is one of the first executives we have known to make "creating trust" a priority.

To lead British Airways, Marshall had to get his executive team to understand the nature of the threat created by dissatisfied customers: Did it represent a technical challenge or an adaptive challenge? Would expert advice and technical adjustments within basic routines suffice, or would people throughout the company have to learn different ways of doing business, develop new competencies, and begin to work collectively?

Marshall and his team set out to diagnose in more detail the organization's challenges. They looked in three places. First, they listened to the ideas and concerns of people inside and outside the organization—meeting with crews on flights, showing up in the 350-person reservations center in New York, wandering around the baggage-handling area in Tokyo, or visiting the passenger lounge in whatever airport they happened to be in. Their primary questions were, Whose values, beliefs, attitudes, or behaviors would have to change in order for progress to take place? What shifts in priorities, resources, and power were necessary? What sacrifices would have to be made and by whom?

Second, Marshall and his team saw conflicts as clues—symptoms of adaptive challenges. The way conflicts across functions were being expressed were mere surface phenomena; the underlying conflicts had to be diagnosed. Disputes over seemingly technical issues such as procedures, schedules, and lines of authority were in fact proxies for underlying conflicts about values and norms.

Third, Marshall and his team held a mirror up to themselves, recognizing that they embodied the adaptive challenges facing the organization. Early in the transformation of British Airways, competing values and norms were played out on the executive team in dysfunctional ways that impaired the capacity of the rest of the company to collaborate across func-

tions and units and make the necessary trade-offs. No executive can hide from the fact that his or her team reflects the best and the worst of the company's values and norms, and therefore provides a case in point for insight into the nature of the adaptive work ahead.

Thus, identifying its adaptive challenge was crucial in British Airways' bid to become the world's favorite airline. For the strategy to succeed, the company's leaders needed to understand themselves, their people, and the potential sources of conflict. Marshall recognized that strategy development itself requires adaptive work.

Regulate Distress

Adaptive work generates distress. Before putting people to work on challenges for which there are no ready solutions, a leader must realize that people can learn only so much so fast. At the same time, they must feel the need to change as reality brings new challenges. They cannot learn new ways when they are overwhelmed, but eliminating stress altogether removes the impetus for doing adaptive work. Because a leader must strike a delicate balance between having people feel the need to change and having them feel overwhelmed by change, leadership is a razor's edge.

A leader must attend to three fundamental tasks in order to help maintain a productive level of tension. Adhering to these tasks will allow him or her to motivate people without disabling them. First, a leader must create what can be called a *holding environment*. To use the analogy of a pressure cooker, a leader needs to regulate the pressure by turning up the heat while also allowing some steam to escape. If the pressure exceeds the cooker's capacity, the cooker can blow up. However, nothing cooks without some heat.

In the early stages of a corporate change, the holding environment can be a temporary "place" in which a leader creates the conditions for diverse groups to talk to one another about the challenges facing them, to frame and debate issues, and to clarify the assumptions behind competing perspectives and values. Over time, more issues can be phased in as they become ripe. At British Airways, for example, the shift from an internal focus to a customer focus took place over four or five years and dealt with important issues in succession: building a credible executive team, communi-

cating with a highly fragmented organization, defining new measures of performance and compensation, and developing sophisticated information systems. During that time, employees at all levels learned to identify what and how they needed to change.

Thus, a leader must sequence and pace the work. Too often, senior managers convey that everything is important. They start new initiatives without stopping other activities, or they start too many initiatives at the same time. They overwhelm and disorient the very people who need to take responsibility for the work.

Second, a leader is responsible for direction, protection, orientation, managing conflict, and shaping norms. (See the exhibit "Adaptive Work Calls for Leadership.") Fulfilling these responsibilities is also important for a manager in technical or routine situations. But a leader engaged in adaptive work uses his authority to fulfill them differently. A leader provides direction by identifying the organization's adaptive challenge and framing the key questions and issues. A leader protects people by managing the rate of change. A leader orients people to new roles and responsibilities by clarifying business realities and key values. A leader helps expose conflict, viewing it as the engine of creativity and learning. Finally, a leader helps the organization maintain those norms that must endure and challenge those that need to change.

Third, a leader must have presence and poise; regulating distress is perhaps a leader's most difficult job. The pressures to restore equilibrium are enormous. Just as molecules bang hard against the walls of a pressure cooker, people bang up against leaders who are trying to sustain the pressures of tough, conflict-filled work. Although leadership demands a deep understanding of the pain of change—the fears and sacrifices associated with major readjustment—it also requires the ability to hold steady and maintain the tension. Otherwise, the pressure escapes and the stimulus for learning and change is lost.

A leader has to have the emotional capacity to tolerate uncertainty, frustration, and pain. He has to be able to raise tough questions without getting too anxious himself. Employees as well as colleagues and customers will carefully observe verbal and nonverbal cues to a leader's ability to hold steady. He needs to communicate confidence that he and they can tackle the tasks ahead.

A leader must sequence and pace the work. Too often, senior managers convey that everything is important. They overwhelm and disorient the very people who need to take responsibility for the work.

Maintain Disciplined Attention

Different people within the same organization bring different experiences, assumptions, values, beliefs, and habits to their work. This diversity is valuable because innovation and learning are the products of differences. No one learns anything without being open to contrasting points of view. Yet managers at all levels are often unwilling—or unable—to address their competing perspectives collectively. They frequently avoid paying attention to issues that disturb them. They restore equilibrium quickly, often with work avoidance maneuvers. A leader must get employees to confront tough trade-offs in values, procedures, operating styles, and power.

That is as true at the top of the organization as it is in the middle or on the front line. Indeed, if the executive team cannot model adaptive work, the organization will languish. If senior managers can't draw out and deal

with divisive issues, how will people elsewhere in the organization change their behaviors and rework their relationships? As Jan Carlzon, the legendary CEO of Scandinavian Airlines System (SAS), told us, "One of the most interesting missions of leadership is getting people on the executive team to listen to and learn from one another. Held in debate, people can learn their way to collective solutions when they understand one another's assumptions. The work of the leader is to get conflict out into the open and use it as a source of creativity."

Because work avoidance is rampant in organizations, a leader has to counteract distractions that prevent people from dealing with adaptive issues. Scapegoating, denial, focusing only on today's technical issues, or attacking individuals rather than the perspectives they represent—all forms of work avoidance—are to be expected when an organization undertakes adaptive work. Distractions have to be

Adaptive Work Calls for Leadership

<i>Leader's Responsibilities</i>	<i>Type of Situation</i>	
	<i>Technical or Routine</i>	<i>Adaptive</i>
Direction	Define problems and provide solutions	Identify the adaptive challenge and frame key questions and issues
Protection	Shield the organization from external threats	Let the organization feel external pressures within a range it can stand
Orientation	Clarify roles and responsibilities	Challenge current roles and resist pressure to define new roles quickly
Managing Conflict	Restore order	Expose conflict or let it emerge
Shaping Norms	Maintain norms	Challenge unproductive norms

In the course of regulating people's distress, a leader faces several key responsibilities and may have to use his or her authority differently depending on the type of work situation.

identified when they occur so that people will regain focus.

When sterile conflict takes the place of dialogue, a leader has to step in and put the team to work on reframing the issues. She has to deepen the debate with questions, unbundling the issues into their parts rather than letting conflict remain polarized and superficial. When people preoccupy themselves with blaming external forces, higher management, or a heavy workload, a leader has to sharpen the team's sense of responsibility for carving out the time to press forward. When the team fragments and individuals resort to protecting their own turf, leaders have to demonstrate the need for collaboration. People have to discover the value of consulting with one another and using one another as resources in the problem-solving process. For example, one CEO we know uses executive meetings, even those that focus on operational and technical issues, as opportunities to teach the team how to work collectively on adaptive problems.

Of course, only the rare manager intends to avoid adaptive work. In general, people feel ambivalent about it. Although they want to make progress on hard problems or live up to their renewed and clarified values, people also want to avoid the associated distress. Just as millions of U.S. citizens want to reduce the federal budget deficit, but not by giving up their tax dollars or benefits or jobs, so, too, managers may consider adaptive work a priority but have difficulty sacrificing their familiar ways of doing business. People need leadership to help them maintain their focus on the tough questions. Disciplined attention is the currency of leadership.

Give the Work Back to People

Everyone in the organization has special access to information that comes from his or her particular vantage point. Everyone may see different needs and opportunities. People who sense early changes in the marketplace are often at the periphery, but the organization will thrive if it can bring that information to bear on tactical and strategic decisions. When people do not act on their special knowledge, businesses fail to adapt.

All too often, people look up the chain of command, expecting senior management to meet market challenges for which they themselves are responsible. Indeed, the greater and

more persistent distresses that accompany adaptive work make such dependence worse. People tend to become passive, and senior managers who pride themselves on being problem solvers take decisive action. That behavior restores equilibrium in the short term but ultimately leads to complacency and habits of work avoidance that shield people from responsibility, pain, and the need to change.

Getting people to assume greater responsibility is not easy. Not only are many lower-level employees comfortable being told what to do, but many managers are accustomed to treating subordinates like machinery that requires control. Letting people take the initiative in defining and solving problems means that management needs to learn to support rather than control. Workers, for their part, need to learn to take responsibility.

Jan Carlzon encouraged responsibility taking at SAS by trusting others and decentralizing authority. A leader has to let people bear the weight of responsibility. "The key is to let them discover the problem," he said. "You won't be successful if people aren't carrying the recognition of the problem and the solution within themselves." To that end, Carlzon sought widespread engagement.

For example, in his first two years at SAS, Carlzon spent up to 50% of his time communicating directly in large meetings and indirectly in a host of innovative ways: through workshops, brainstorming sessions, learning exercises, newsletters, brochures, and exposure in the public media. He demonstrated through a variety of symbolic acts—for example, by eliminating the pretentious executive dining room and burning thousands of pages of manuals and handbooks—the extent to which rules had come to dominate the company. He made himself a pervasive presence, meeting with and listening to people both inside and outside the organization. He even wrote a book, *Moments of Truth* (HarperCollins, 1989), to explain his values, philosophy, and strategy. As Carlzon noted, "If no one else read it, at least my people would."

A leader also must develop collective self-confidence. Again, Carlzon said it well: "People aren't born with self-confidence. Even the most self-confident people can be broken. Self-confidence comes from success, experience, and the organization's environment. The leader's most important role is to instill confi-

Management needs to learn to support rather than control. Workers, for their part, need to learn to take responsibility.

dence in people. They must dare to take risks and responsibility. You must back them up if they make mistakes.”

Protect Voices of Leadership from Below

Giving a voice to all people is the foundation of an organization that is willing to experiment and learn. But, in fact, whistle-blowers, creative deviants, and other such original voices routinely get smashed and silenced in organizational life. They generate disequilibrium, and the easiest way for an organization to restore equilibrium is to neutralize those voices, sometimes in the name of teamwork and “alignment.”

The voices from below are usually not as articulate as one would wish. People speaking beyond their authority usually feel self-conscious and sometimes have to generate “too much” passion to get themselves geared up for speaking out. Of course, that often makes it harder for them to communicate effectively. They pick the wrong time and place, and often bypass proper channels of communication and lines of authority. But buried inside a poorly packaged interjection may lie an important intuition that needs to be teased out and considered. To toss it out for its bad timing, lack of clarity, or seeming unreasonable is to lose potentially valuable information and discourage a potential leader in the organization.

That is what happened to David, a manager in a large manufacturing company. He had listened when his superiors encouraged people to look for problems, speak openly, and take responsibility. So he raised an issue about one of the CEO’s pet projects—an issue that was deemed “too hot to handle” and had been swept under the carpet for years. Everyone understood that it was not open to discussion, but David knew that proceeding with the project could damage or derail key elements of the company’s overall strategy. He raised the issue directly in a meeting with his boss and the CEO. He provided a clear description of the problem, a rundown of competing perspectives, and a summary of the consequences of continuing to pursue the project.

The CEO angrily squelched the discussion and reinforced the positive aspects of his pet project. When David and his boss left the room, his boss exploded: “Who do you think

you are, with your holier-than-thou attitude?” He insinuated that David had never liked the CEO’s pet project because David hadn’t come up with the idea himself. The subject was closed.

David had greater expertise in the area of the project than either his boss or the CEO. But his two superiors demonstrated no curiosity, no effort to investigate David’s reasoning, no awareness that he was behaving responsibly with the interests of the company at heart. It rapidly became clear to David that it was more important to understand what mattered to the boss than to focus on real issues. The CEO and David’s boss together squashed the viewpoint of a leader from below and thereby killed his potential for leadership in the organization. He would either leave the company or never go against the grain again.

Leaders must rely on others within the business to raise questions that may indicate an impending adaptive challenge. They have to provide cover to people who point to the internal contradictions of the enterprise. Those individuals often have the perspective to provoke rethinking that people in authority do not. Thus, as a rule of thumb, when authority figures feel the reflexive urge to glare at or otherwise silence someone, they should resist. The urge to restore social equilibrium is quite powerful, and it comes on fast. One has to get accustomed to getting on the balcony, delaying the impulse, and asking, What is this guy really talking about? Is there something we’re missing?

Doing Adaptive Work at KPMG Netherlands

The highly successful KPMG Netherlands provides a good example of how a company can engage in adaptive work. In 1994, Ruud Koedijk, the firm’s chairman, recognized a strategic challenge. Although the auditing, consulting, and tax-preparation partnership was the industry leader in the Netherlands and was highly profitable, growth opportunities in the segments it served were limited. Margins in the auditing business were being squeezed as the market became more saturated, and competition in the consulting business was increasing as well. Koedijk knew that the firm needed to move into more profitable growth areas, but he didn’t know what they were or how KPMG might identify them.

Koedijk and his board were confident that

they had the tools to do the analytical strategy work: analyze trends and discontinuities, understand core competencies, assess their competitive position, and map potential opportunities. They were considerably less certain that they could commit to implementing the strategy that would emerge from their work. Historically, the partnership had resisted attempts to change, basically because the partners were content with the way things were. They had been successful for a long time, so they saw no reason to learn new ways of doing business, either from their fellow partners or from anyone lower down in the organization. Overturning the partners' attitude and its deep impact on the organization's culture posed an enormous adaptive challenge for KPMG.

Koedijk could see from the balcony that the very structure of KPMG inhibited change. In truth, KPMG was less a partnership than a collection of small fiefdoms in which each partner was a lord. The firm's success was the cumulative accomplishment of each of the individual partners, not the unified result of 300 colleagues pulling together toward a shared ambition. Success was measured solely in terms of the profitability of individual units. As one partner described it, "If the bottom line was correct, you were a 'good fellow.'" As a result, one partner would not trespass on another's turf, and learning from others was a rare event. Because independence was so highly valued, confrontations were rare and conflict was camouflaged. If partners wanted to resist firmwide change, they did not kill the issue directly. "Say yes, do no" was the operative phrase.

Koedijk also knew that this sense of autonomy got in the way of developing new talent at KPMG. Directors rewarded their subordinates for two things: not making mistakes and delivering a high number of billable hours per week. The emphasis was not on creativity or innovation. Partners were looking for errors when they reviewed their subordinates' work, not for new understanding or fresh insight. Although Koedijk could see the broad outlines of the adaptive challenges facing his organization, he knew that he could not mandate behavioral change. What he could do was create the conditions for people to discover for themselves how they needed to change. He set a process in motion to make that happen.

To start, Koedijk held a meeting of all 300 partners and focused their attention on the

history of KPMG, the current business reality, and the business issues they could expect to face. He then raised the question of how they would go about changing as a firm and asked for their perspectives on the issues. By launching the strategic initiative through dialogue rather than edict, he built trust within the partner ranks. Based on this emerging trust and his own credibility, Koedijk persuaded the partners to release 100 partners and nonpartners from their day-to-day responsibilities to work on the strategic challenges. They would devote 60% of their time for nearly four months to that work.

Koedijk and his colleagues established a strategic integration team of 12 senior partners to work with the 100 professionals (called "the 100") from different levels and disciplines. Engaging people below the rank of partner in a major strategic initiative was unheard of and signaled a new approach from the start: Many of these people's opinions had never before been valued or sought by authority figures in the firm. Divided into 14 task forces, the 100 were to work in three areas: gauging future trends and discontinuities, defining core competencies, and grappling with the adaptive challenges facing the organization. They were housed on a separate floor with their own support staff, and they were unfettered by traditional rules and regulations. Hennie Both, KPMG's director of marketing and communications, signed on as project manager.

As the strategy work got under way, the task forces had to confront the existing KPMG culture. Why? Because they literally could not do their new work within the old rules. They could not work when strong respect for the individual came at the expense of effective teamwork, when deeply held individual beliefs got in the way of genuine discussion, and when unit loyalties formed a barrier to cross-functional problem solving. Worst of all, task force members found themselves avoiding conflict and unable to discuss those problems. A number of the task forces became dysfunctional and unable to do their strategy work.

To focus their attention on what needed to change, Both helped the task forces map the culture they desired against the current culture. They discovered very little overlap. The top descriptors of the current culture were: develop opposing views, demand perfection, and avoid conflict. The top characteristics of the

desired culture were: create the opportunity for self-fulfillment, develop a caring environment, and maintain trusting relations with colleagues. Articulating this gap made tangible for the group the adaptive challenge that Koedijk saw facing KPMG. In other words, the people who needed to do the changing had finally framed the adaptive challenge for themselves: How could KPMG succeed at a competence-based strategy that depended on cooperation across multiple units and layers if its people couldn't succeed in these task forces? Armed with that understanding, the task force members could become emissaries to the rest of the firm.

On a more personal level, each member was asked to identify his or her individual adaptive challenge. What attitudes, behaviors, or habits did each one need to change, and what specific actions would he or she take? Who else needed to be involved for individual change to take root? Acting as coaches and consultants, the task force members gave one another supportive feedback and suggestions. They had learned to confide, to listen, and to advise with genuine care.

Progress on these issues raised the level of trust dramatically, and task force members began to understand what adapting their behavior meant in everyday terms. They understood how to identify an adaptive issue and developed a language with which to discuss what they needed to do to improve their collective ability to solve problems. They talked about dialogue, work avoidance, and using the collective intelligence of the group. They knew how to call one another on dysfunctional behavior. They had begun to develop the culture required to implement the new business strategy.

Despite the critical breakthroughs toward developing a collective understanding of the adaptive challenge, regulating the level of distress was a constant preoccupation for Koedijk, the board, and Both. The nature of the work was distressing. Strategy work means broad assignments with limited instructions; at KPMG, people were accustomed to highly structured assignments. Strategy work also means being creative. At one breakfast meeting, a board member stood on a table to challenge the group to be more creative and toss aside old rules. This radical and unexpected behavior further raised the distress level. No one had ever seen a partner behave this way

before. People realized that their work experience had prepared them only for performing routine tasks with people "like them" from their own units.

The process allowed for conflict and focused people's attention on the hot issues in order to help them learn how to work with conflict in a constructive manner. But the heat was kept within a tolerable range in some of the following ways:

- On one occasion when tensions were unusually high, the 100 were brought together to voice their concerns to the board in an Oprah Winfrey—style meeting. The board sat in the center of an auditorium and took pointed questions from the surrounding group.
- The group devised sanctions to discourage unwanted behavior. In the soccer-crazy Netherlands, all participants in the process were issued the yellow cards that soccer referees use to indicate "foul" to offending players. They used the cards to stop the action when someone started arguing his or her point without listening to or understanding the assumptions and competing perspectives of other participants.
- The group created symbols. They compared the old KPMG to a hippopotamus that was large and cumbersome, liked to sleep a lot, and became aggressive when its normal habits were disturbed. They aspired to be dolphins, which they characterized as playful, eager to learn, and happily willing to go the extra mile for the team. They even paid attention to the statement that clothes make: It surprised some clients to see managers wandering through the KPMG offices that summer in Bermuda shorts and T-shirts.
- The group made a deliberate point of having fun. "Playtime" could mean long bicycle rides or laser-gun games at a local amusement center. In one spontaneous moment at the KPMG offices, a discussion of the power of people mobilized toward a common goal led the group to go outside and use their collective leverage to move a seemingly immovable concrete block.
- The group attended frequent two- and three-day off-site meetings to help bring closure to parts of the work.

These actions, taken as a whole, altered attitudes and behaviors. Curiosity became more valued than obedience to rules. People no longer deferred to the senior authority figure in the room; genuine dialogue neutralized hi-

erarchical power in the battle over ideas. The tendency for each individual to promote his or her pet solution gave way to understanding other perspectives. A confidence in the ability of people in different units to work together and work things out emerged. The people with the most curious minds and interesting questions soon became the most respected.

As a result of confronting strategic and adaptive challenges, KPMG as a whole will move from auditing to assurance, from operations consulting to shaping corporate vision, from business-process reengineering to developing organizational capabilities, and from teaching traditional skills to its own clients to creating learning organizations. The task forces identified \$50 million to \$60 million worth of new business opportunities.

Many senior partners who had believed that a firm dominated by the auditing mentality could not contain creative people were surprised when the process unlocked creativity, passion, imagination, and a willingness to take risks. Two stories illustrate the fundamental changes that took place in the firm's mind-set.

We saw one middle manager develop the confidence to create a new business. He spotted the opportunity to provide KPMG services to virtual organizations and strategic alliances. He traveled the world, visiting the leaders of 65 virtual organizations. The results of his innovative research served as a resource to KPMG in entering this growing market. Moreover, he represented the new KPMG by giving a keynote address discussing his findings at a world forum. We also saw a 28-year-old female auditor skillfully guide a group of older, male senior partners through a complex day of looking at opportunities associated with implementing the firm's new strategies. That could not have occurred the year before. The senior partners never would have listened to such a voice from below.

Leadership as Learning

Many efforts to transform organizations through mergers and acquisitions, restructuring, reengineering, and strategy work falter because managers fail to grasp the requirements of adaptive work. They make the classic error of treating adaptive challenges like technical problems that can be solved by tough-minded senior executives.

The implications of that error go to the

heart of the work of leaders in organizations today. Leaders crafting strategy have access to the technical expertise and the tools they need to calculate the benefits of a merger or restructuring, understand future trends and discontinuities, identify opportunities, map existing competencies, and identify the steering mechanisms to support their strategic direction. These tools and techniques are readily available both within organizations and from a variety of consulting firms, and they are very useful. In many cases, however, seemingly good strategies fail to be implemented. And often the failure is misdiagnosed: "We had a good strategy, but we couldn't execute it effectively."

In fact, the strategy itself is often deficient because too many perspectives were ignored during its formulation. The failure to do the necessary adaptive work during the strategy development process is a symptom of senior managers' technical orientation. Managers frequently derive their solution to a problem and then try to sell it to some colleagues and bypass or sandbag others in the commitment-building process. Too often, leaders, their team, and consultants fail to identify and tackle the adaptive dimensions of the challenge and to ask themselves, Who needs to learn what in order to develop, understand, commit to, and implement the strategy?

The same technical orientation entraps business-process-reengineering and restructuring initiatives, in which consultants and managers have the know-how to do the technical work of framing the objectives, designing a new work flow, documenting and communicating results, and identifying the activities to be performed by people in the organization. In many instances, reengineering falls short of the mark because it treats process redesign as a technical problem: Managers neglect to identify the adaptive work and involve the people who have to do the changing. Senior executives fail to invest their time and their souls in understanding these issues and guiding people through the transition. Indeed, engineering is itself the wrong metaphor.

In short, the prevailing notion that leadership consists of having a vision and aligning people with that vision is bankrupt because it continues to treat adaptive situations as if they were technical: The authority figure is supposed to divine where the company is going, and people are supposed to follow.

As a result of confronting strategic and adaptive challenges, KPMG task forces identified \$50 million to \$60 million worth of new business opportunities.

Leadership is reduced to a combination of grand knowing and salesmanship. Such a perspective reveals a basic misconception about the way businesses succeed in addressing adaptive challenges. Adaptive situations are hard to define and resolve precisely because they demand the work and responsibility of managers and people throughout the organization. They are not amenable to solutions provided by leaders; adaptive solutions require members of the organization to take responsibility for the problematic situations that face them.

Leadership has to take place every day. It cannot be the responsibility of the few, a rare event, or a once-in-a-lifetime opportunity. In our world, in our businesses, we face adaptive challenges all the time. When an executive is asked to square conflicting aspirations, he and his people face an adaptive challenge. When a manager sees a solution to a problem—technical in many respects except that it requires a change in the attitudes and habits of subordinates—he faces an adaptive challenge. When an employee close to the front line sees a gap between the organization's purpose and the objectives he is asked

to achieve, he faces both an adaptive challenge and the risks and opportunity of leading from below.

Leadership, as seen in this light, requires a learning strategy. A leader, from above or below, with or without authority, has to engage people in confronting the challenge, adjusting their values, changing perspectives, and learning new habits. To an authoritative person who prides himself on his ability to tackle hard problems, this shift may come as a rude awakening. But it also should ease the burden of having to know all the answers and bear all the load. To the person who waits to receive either the coach's call or "the vision" to lead, this change may also seem a mixture of good news and bad news. The adaptive demands of our time require leaders who take responsibility without waiting for revelation or request. One can lead with no more than a question in hand.

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The Work of Leadership

Further Reading

ARTICLE

Whatever Happened to the Take-Charge Manager?

by Nitin Nohria and James D. Berkley

Harvard Business Review

January–February 1994

Product no. 94109

This article shares with Heifetz and Laurie the conviction that the fundamental responsibility of leadership cannot be outsourced. In the 1980s, U.S. business experienced an explosion of new managerial concepts unparalleled in previous decades—all claiming to have unlocked the secret to staying competitive in increasingly challenging marketplaces. Many managers felt that the emergence of these new managerial ideas signaled a rejuvenation of U.S. business. By readily adopting innovations such as total quality programs and self-managed teams, managers believed that they were demonstrating the kind of decisive leadership that would keep their companies competitive. But their thinking didn't correspond to the facts. American managers didn't take charge in the 1980s; they abdicated their responsibility to a burgeoning industry of management consultants. If business leaders want to reverse this trend, they must reclaim managerial responsibility—and pragmatism is the place to start. Pragmatic managers, like leaders of adaptive work, are sensitive to their company's context and open to uncertainty.

BOOK

The Will to Lead: Running a Business with a Network of Leaders

by Marvin Bower

Harvard Business School Press

1997

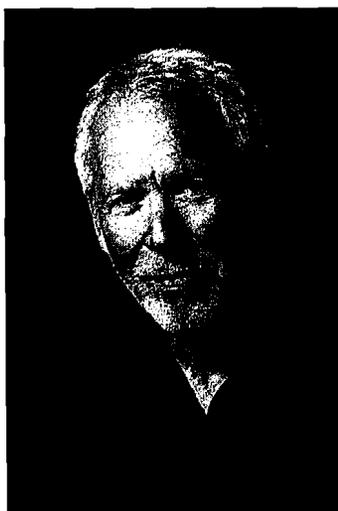
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This book provides another perspective on the negative aspects of command-and-control leadership, and the positive aspects of a "network of leaders." Such networks effectively respond to adaptive challenges that require the involvement of people throughout an organization. Bower, longtime leader of McKinsey & Company, emphasizes that while command-and-control leadership once contributed to building America's might, it is no longer the best system for today's intensely competitive global market. Command-and-control management breeds rigidity and excessive reliance on authority. In contrast, Bower sets forth his vision of a leadership model that replaces hierarchy with a network of leaders and leadership groups placed strategically throughout a company. The goal? Helping individual workers learn to lead, work more efficiently, have more ideas, and exercise more creativity and initiative.

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Peter Block

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Peter Block is an author, consultant and citizen of Cincinnati, Ohio. His work is about empowerment, stewardship, chosen accountability, and the reconciliation of community.

Peter is the author of several best selling books. The most widely known being *Flawless Consulting: A Guide to Getting Your Expertise Used* (1st edition 1980); *Stewardship: Choosing Service Over Self-Interest* (1993) and *The Empowered Manager: Positive Political Skills at Work* (1987). Peter is the recipient of the first place 2004 Members' Choice Award by the Organization Development Network, which recognized *Flawless Consulting* as the most influential book for OD practitioners over the past 40 years.

He has also authored *Flawless Consulting Fieldbook & Companion: A Guide to Understanding Your Expertise*, published in November 2000. *The Answer to How Is Yes: Acting on What Matters* (Berrett Koehler 2002) won the 2002 Independent Publisher Book Award for Business Breakthrough Book of the Year. *Freedom and Accountability at Work: Applying Philosophic Insight to the Real World*, was co-authored with consultant and philosopher Peter Koestenbaum (Jossey-Bass/Pfeiffer, 2001).

The books are about ways to create workplaces and communities that work for all. They offer an alternative to the patriarchal beliefs that dominate our culture. His work is to bring change into the world through consent and connectedness rather than through mandate and force. *Flawless Consulting* (2nd edition 1999) is about having impact when you have no direct control and has become a classic for anyone in a consulting role. *The Empowered Manager* focuses on creating an organization of your own choosing. *Stewardship* is about the right use of power and designing organizations for service. *The Answer to How Is Yes* is about giving priority to what matters over what simply works.

He is a partner in Designed Learning, a training company that offers workshops designed by Peter to build the skills outlined in his books. He received a Masters Degree in Industrial Administration from Yale University in 1963; he performed his undergraduate work at the University of Kansas.

Peter serves on the Board of Directors of Cincinnati Classical Public Radio, and acts as an advisor to the City of Hope and Hip Hop Center in Cincinnati. He is the first Distinguished Consultant-in-Residence at Xavier University. He has received national awards for outstanding contributions in the field of training and development, including the American Society for Training and Development Award for Distinguished Contributions; the Association for Quality and Participation President's Award; and *Training Magazine* HRD Hall of Fame.

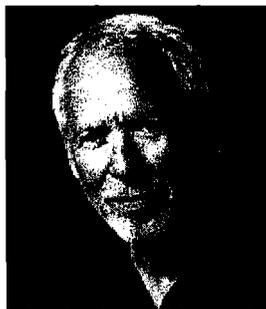
Civic Engagement Key in Restoring Communities

by Peter Block

This is the second in a series of articles revolving around the topics that will be presented at NLC's 14th Annual Leadership Summit, scheduled for September 21-23 at the Cheyenne Mountain Resort in Colorado Springs, Colo. This year's underlying themes are democratic governance, citizen engagement and the restoration of community. Designed as a leadership retreat, the summit provides personal leadership development that is focused on community perspectives.

If we want to change the direction of our community, then we must change the conversation. The dominant existing public conversation is retributive, not restorative. It is void of accountability and soft on commitment. This is true both in the conversation played out in the media and in the private conversations occurring in smaller gatherings.

The existing public conversa-



Peter Block

tion drives us apart; it does not bring us together. The media exploits the wounds of community by over-reporting fear, dramatizing opposition and headlining retribution. The existing conversation nurtures entitlement and individual rights, not accountability and community.

The limitation of most conversations in smaller gatherings is our desire to talk about people who are not in the room. We seek to

change, persuade and influence others as if their change will help us reach our goals. This conversation does not produce power; it consumes it.

We restrain our power through our obsession with a narrow view of action. We think that by focusing on concrete steps, milestones and measures that the future will shift. If we are too concerned with immediate actions and outcomes, we will seek only small changes and the past will remain intact. The action that leads to large changes is indifferent to speed and is focused on language, relatedness and purpose.

The power to create a future requires us to choose to be accountable. To be accountable, among other things, means you act as an owner and part creator of whatever it is that you wish to improve. In the absence of this, you are in the position of effect, not cause — a powerless stance. To be accountable is to care for the well-being of the whole and

act as if this well-being is in our hands and hearts to create.

What Constitutes Action

Civic engagement is the pursuit of accountability and commitment through a shift in the language and conversation we use to make our community better.

We treat civic engagement as something more than voting, volunteering and supporting events designed to bring people together. While civic engagement is about action, it is not about community action and community development as we normally think of it.

Action as we use it here is not a decision to spend more money, end or continue programs, or to step in a new direction. It is, most simply put, the choice to radically change our language. Civic engagement is an action through which citizens join in new conversations that have the capacity to alter the future.

The Futility of Symptoms

The conventional view of community action and development frequently addresses what we typically call problems, such as crime and public safety, affordable housing, youth, jobs and local economy, universal health care and education. In the context of civic engagement, these are really symptoms.

The deeper cause is in the unreconciled and fragmented nature of our community. This fragmentation creates a context where trying to solve the symptoms only sustains them. Otherwise why have we been working on these symptoms for so long and so hard and, even with so many successful programs, seen too little fundamental change?

The real intent of civic engagement is to shift the context where traditional problem solving, investment, and social and community action take place. It is aimed at the restoration of the experience and vitality of community. It is this shift in context, expressed through a shift in language that creates the condition where traditional forms of action can make a difference.

What Leadership Means

Leaders create the conditions for civic engagement. They do this through the power they have to focus attention and define the con-

versations for people when they gather. We might say that leadership is the capacity to name the debate and design the gatherings.

Each gathering serves two functions: to address its stated purpose and business issues, and to be an occasion for each person to decide to become engaged as an owner. The leader's task is to design the place and experience of these occasions to move the culture toward shared ownership.

The dominant conventional belief system is that the task of leadership is to set a vision, enroll others in it and hold people accountable through measurements and reward. The shift is to believe that the task of leadership is to produce engagement; to engage groups of people in a way that creates accountability (to care for their well-being of the whole), and commitment (to make and fulfill a promise without expectation of return).

These are the specific elements of civic engagement. They are linguistic shifts that change the context through which community can be restored and traditional problem solving and community development can make the difference.

This kind of leadership is restorative; not retributive. It produces energy rather than consumes it. It is leadership that creates accountability as it confronts people with their freedom. As a result, engagement centered leaders bring kitchen table and street corner democracy into being.

Details: The annual Leadership Summit is NLC's premiere leadership development program for local officials. The advance registration deadline is July 15. For more information, call (202) 626-3127 or visit www.nlc.org.

Peter Block is an author and consultant residing in Cincinnati. His work is about empowerment, stewardship, chosen accountability and the reconciliation of community. Block is the author of several best-selling books including "Flawless Consulting: A Guide to Getting Your Expertise Used" and "Stewardship: Choosing Service Over Self-Interest." Block has also received several national awards for outstanding contributions in the field of training and development.

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Changing Our Ideas of Leadership

Commitment is what transforms a promise into reality; it is the power to change the face of things; it is the daily triumph of integrity over skepticism. To be committed means you are willing to make a promise with no expectation of return; a promise not conditional on another's action. Leaders create the conditions for civic engagement through the power to focus attention and define the conversations for people when they gather.

The Restoration of Community

Explore the opportunities to create commitment and accountability, and encourage people to act as owners. Leadership is getting people connected with each other and confronting them with their freedom. Discover leadership based on invitation and consent. Most of our efforts at building institutions try to drive and engineer change. Strategies of consent create communities where accountability replaces entitlement, commitment replaces negotiation, and conversation replaces persuasion and manipulation. Examine the elements that create the social space where change and development can be chosen instead of feared and fought.

Leading the Way in Challenging Times

Explore the difficulties and opportunities of leadership in challenging times. Examine the differences between technical vs. adaptive challenges of leadership; know when you are "stuck in the job" and don't confuse an adaptive challenge with a technical challenge. Engage in unique experiential activities to discern those ideas about critical, often neglected, aspects of exercising leadership.

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Creating a New Culture: Changing our Ideas of Leadership

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CREATING PARTNERSHIPS

Peter Block

For Transformation to Occur:

- There is a shift in Thinking
- There is a shift in Strategy
- There is a shift in Tools

The Conventional Ideology or the Thinking of the Default Culture is:

Leader and Top are essential

Destination can be defined

The work is to bring others on board

Measurement facilitates progress

People need more training

Rewards make a difference

What worked elsewhere can work here

The future is a problem to be solved

The Myths of Change

- Train lots of individuals
- Automate citizen involvement
- Privatize services
- Increase consequences
- The top drives the change
- Get a better plan

The Appeal of the Myths

- They are concrete and easy to implement
- They keep the existing system in place
- Based on the transformation of others
- They avoid accountability

The point:

**To shift our Thinking, we must invert it
180 degrees.**

179 degrees falls short.

- The inversion is about accountability:
Accountability hinges on three conditions
- The reversal of cause and effect
 - The quality of peer relationships
 - The power of language to bring the future into the moment

Some examples of the inversion of thinking about accountability and commitment:

The audience determines the quality of the performance

The subordinate constructs the boss

The child creates the nature of parent

The citizen creates its leadership

Problem solving occurs to build relatedness

Inhabitants create the room and the building

The student creates the teacher

The future creates the present

The listening creates the speaker

The shift is from Parenting to Partnership

Examples of the Theory

- **Policing** (Singapore, Longmont) moving from high tech to high citizen engagement
- **Military** from centralized control to field decision making
- **Education** improves with high aspirations and high student interaction
- **Health care** declines with high privatization, high technology and high spending
- **Private sector** (Ford, Saturn, Harley) transformed through employee involvement and high engagement
- **Local Government** in Carlsbad, Tucson, Naperville create citizen accountability through engagement.

The shift is to think that:

- The Cause and Effect understanding of the default culture must be reversed
- A shift in conversation is the transformation
- Relationships are the ends, not the means
- Context or Possibility determines outcomes

The nature of the conversation shifts the moment we believe that conversations of:

Invitation	replaces	Mandate
Ownership	replaces	Blame
Possibility	replaces	Problem Solving
Dissent	replaces	Lip Service
Commitment	replaces	Barter
Gifts	replaces	Deficiencies

The task of leadership is to be intentional about the way we group people and the questions that we engage them in.

The context for applying the materials is:

- Transformation occurs in public, in assembly, in meetings, when we are reminded we are part of something larger.
- Private conversation, no matter how powerful, does not shift the communal possibility.
- The circle trumps the triangle, the rectangle and the classroom/auditorium as the geometry of choice.

Each conversation needs to be customized with its own set of questions.

Invitation

- Who needs to be in the room?
- How do we ensure they come by choice? Where should the invitation come from?
- What hurdle is required of them should they choose to attend?
- How do we welcome them when they show up and assure them they are in the right place?
- What declaration defines the context and possibility of the gathering?

Possibility

- What crossroads do you find yourself at this stage of your life, work, whatever?
- What declaration can you make that has the power to transform the world and inspire you?
- What do we want to create together?

Ownership

- How valuable an experience (or project) do you plan this to be?
- How much risk are you willing to take?
- How participative do you plan to be?
- To what extent are you invested in the well being of the whole?
- How much of a creator of this event do you plan to be?
- What have done to contribute to the very thing you complain about or want to change?

Dissent

- What doubts and reservations do you have?
- What is the refusal you have been postponing?
- What have you said Yes to that you no longer mean?
- What is the forgiveness you continue to withhold?

Commitment

- What is the promise you are willing to make, with no expectation of return?
- What is the price you are willing to pay for falling short of the promise?
- Peers decide whether you have committed enough to meet the requirements of the whole.
- “I am willing to make no promise at this moment” is a fine and acceptable stance.

Gifts

- What gift have you received from another in this room?
- What is the gift you continue to hold in exile?
- What gift do you bring into the world that you do not fully acknowledge?

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**November 9, 2006
Workshop Agenda Item
Outside Agency Funding Policy Review**

To: Glenn Brown, City Manager

From: Jeff Kersten, Chief Financial Officer

Agenda Caption: Presentation, possible action and discussion on the outside agency funding policy.

Recommendation(s): Staff recommends Council provide direction on changes to the outside agency funding process.

Summary: As part of the 2006-2007 budget process the City Council provided direction to bring back to the City Council for discussion an item on the outside agency funding policy. The proposed policy is intended to be a starting point for discussion on what direction the City Council wishes to go with the policy for outside agency funding. The goal will be to get a revised policy adopted by early 2007.

A meeting was held with the Outside Agency Funding Review Committee to review this draft policy. Feedback from the committee will be provided at the City Council meeting.

Budget & Financial Summary: There is no immediate budget and financial impact to this presentation.

Attachments:

1. Executive Summary
2. Proposed Policy

Executive Summary

Outside Agency Funding Policy

The following is a summary of the proposed outside agency funding policy.

- **Section 1 - Policy Statement**
 - The new policy provides a specific policy statement that defines the parameters for providing funding to outside agencies.

- **Section 2 - Contract Partner Agencies**
 - Proposed Process
 - § The new policy identifies Contract Partner Agencies which provide unique services to the City through providing economic development, tourism development and marketing, and coordination of cultural arts activities.
 - § These organizations are the Research valley Partnership, Convention and Visitors Bureau, and the Arts Council of Brazos Valley. These organizations will have their budget requests reviewed at the staff level as part of the department budget review process.
 - § The City Manager shall make recommendations to the City Council on funding for those organizations, and the City Council will decide final funding levels.
 - Current Process
 - § Currently the funding request for the Arts Council of Brazos Valley is reviewed by the Outside Agency Funding Review Committee
 - § Currently the requests for the Research Valley Partnership and the Convention and Visitors Bureau are reviewed at the staff level and then presented to the City Council for consideration.

- **Section 3 - Outside Service Agencies (Non CDBG)**
 - The new policy states that only agency programs will be funded. This means that funds must be used for a specific program and not for general operations.
 - The new policy also requires agencies to request funds from other governmental agencies including the City of Bryan and Brazos County.
 - The new policy states that funding will be provided from one source only from the City of College Station and multiple requests will not be accepted.
 - The new policy provides a limit to the amount of time and level at which an agency can be funded. Agency will receive funds for no more than 3 years on a declining funding basis.
 - § Year 1 100% of initial funding
 - § Year 2 50% of initial funding
 - § Year 3 25% of initial funding
 - The new policy requires agencies demonstrate sustainability beyond a 3 year City funding period.

- **Section 4 - CDBG/Joint Relief Funding Review**
 - Agencies qualify for CDBG funding based on HUD criteria and the Joint Relief Funding Review Committee guidelines established by College Station and Bryan.

- **Section 5 - Outside Agency Review Process**
 - All applications except those exempt will be presented to the Council appointed Outside Agency Funding Review Committee (OAFRC).
 - Evaluation Criteria
 - § Public purpose
 - § Community impact
 - § Compliance with policy requirements
 - § Essential service
 - § Sustainability test
 - § Availability of funds
 - Estimate of available funding to support the Council policy will be provided.
 - Funding Sources
 - § CDBG
 - § Hotel Tax Funds
 - § General Funds - limited to 0.5% of estimated General Fund revenues (less return on investment)
 - § Total funds allocated from the General Fund will not exceed 85% of the available with the balance of funds 15% to be available for use by the City Council to support Council corporate sponsorship activities.



Outside Agency Funding Policy

**Final Draft
October 19, 2006**

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Introduction

This proposed policy presents a comprehensive policy statement by the College Station City Council in connection with funding for Outside Agencies and programs. The proposed policy replaces all previous policies adopted by the Council except as specifically noted within this policy statement. The proposed policy has been divided into four (4) Sections.

Section 1 – General Policy Statement. This Section describes the scope of the Outside Agency policy, Policy Objectives, Definition of terms used in the policy, and types of Agencies addressed in the policy.

Section 2 – Contract Partner Agencies. This Section deals with three (3) specific agencies which provide services to the City of College Station. Because of the magnitude of the funding and the unique nature of the services provided by the Contract Partner Agencies, they are treated on a separate policy basis from other Outside Service Agencies.

Section – 3 Outside Service Agencies. This section addresses Outside Service Agencies funded by the City of College Station from city sources other than Community Development Block Grant Funds.

Section – 4 CDBG Public Service Agencies. This section addresses Outside Public Service Agencies funded by CDBG funds through the Joint Relief Funding Review process between the City of College Station and the City of Bryan.

Section – 5 Outside Agency Review Process. This final section describes the review process for Outside Agency funding.

Section 1 – Policy Statement

This Section describes the scope of the Outside Agency policy, Policy Objectives, Definition of terms used in the policy, and types of Agencies addressed in the policy.

1.00 Policy Statement

It is the policy of the City of College Station, as adopted by its City Council, to provide funding in the form of grants to Community organizations and agencies who provide specific services and programs which support at least one of the following service objectives of the City:

- 1) Provides a vital social service which is not duplicated by other organizations in the community or region.
- 2) Provides a needed cultural or arts amenity to the community which is not duplicated in the community or region.
- 3) Provides the City government with a specific economic development or tourism benefit which is consistent with the Council adopted Strategic Plan.
- 4) Provides a unique service or program which is better delivered by a Community organization rather than City government itself.

This policy applies to any Community organization, agency, program, or activity which operates as a non profit organization and requests a grant of funds from the City of College Station to deliver the program, service, or activity to College Station citizens.

1.01 Policy Objectives

Community organizations enrich College Station as a community and assists the City government in achieving its mission ... *On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life.* Providing public funding to community organizations require the achievement of public purposes through the statement of fair and equitable policies.

The use of public money must meet clearly defined standards as mandated by the Texas Constitution, state statutes, and federal regulations. Those standards demand public funds be spent for public purposes and not for private benefit. This policy establishes a clear standard to provide grants to various Community organization who provide a public purpose by delivering programs and activities to the citizens of College Station.

This policy has three (3) objectives:

1. To provide a comprehensive statement of policy for funding Community organizations.
2. To provide specific guidance to Community organizations to evaluate their eligibility to receive public funds from the City of College Station.

3. To establish clear guidelines and procedures to be administered by the City Manager and the City Council appointed review body to evaluate request for funding from Community organizations.

1.02 Public Funding Test

The Texas Constitution, state statutes, and federal regulations establish clear standards for the use of public money. The standards require cities to spend taxpayer money for public purposes and prohibits the use of public money for private purposes. The application of this mandate, for the purposes of this policy, will be accomplished on the basis that the City will fund those agencies and programs which fully meet the requirements of this policy. Every agency must serve a public purpose by delivering services which the City government could provide itself but chooses to deliver the services through a non profit entity.

1.03 Definitions

For the purposes of this policy, the following definitions will apply.

Program. Refers to the smallest subpart of an organization or entity.

Capacity Building. Systematic effort by an organization to develop organizational capabilities to raise funds, build leadership and stewardship capacity, and increase its service impacts.

General and Administrative expenses. Cost of goods and services designed to pay for administrative services, management or general agency costs not directly attributable to the delivery of services to clients.

Community Impact Statement. Compilation of data required by this policy which clearly demonstrates the number of College Station citizens benefiting from the program being considered for funding by the City of College Station.

Sustainability. The ability of the program being considered for funding to be sustained after City funding has been exhausted.

1.04 Enforcement and Implementation

The City Manager will insure this policy is equitably administered. Each agency which receives City funding will be provided a copy of this policy and the necessary guidelines developed to fully implement this policy.

1.05 Amendments and Changes

This policy may be amended by resolution of the City Council.

Section – 2 Contract Partner Agencies

This Section deals with three (3) specific agencies which provide services to the City of College Station. Because of the magnitude of the funding and the unique nature of the services provided by the Contract Partner Agencies, they are treated on a separate policy basis than other Outside Service Agencies.

2.00 Contract Partner Agencies

The City of College Station recognizes there are Community organizations which provide unique services to the City through providing economic development, tourist development, marketing, and coordination of cultural arts activities to College Station citizens. Contract Partner Agencies will be required to follow a distinct and separate annual funding process from all other agencies covered by this policy.

Agencies which fit the Contract Partner Agencies category are as follows:

- § Research Valley Partnership (Economic Development)
- § Convention and Visitors Bureau (Tourism Development and Marketing)
- § Arts Council of Brazos Valley (Arts and Culture)

2.01 Contract Partner Agencies Funding Process

Contract Partner Agencies will use the following procedures for annual funding requests:

- a) Submit budget requests to the City Manager by the deadline and format established by the City Manager.
- b) Budget request beyond base budget amounts will be submitted as service level adjustments to the City Manager for review and recommendations.
- c) Agency funding requests will be reviewed during departmental budget review process and submitted to the Council at the same time all departmental requests are submitted.
- d) The City Manager will provide recommendations on each request from Contract Partner Agencies.
- e) City Council will approve funding levels for each Contract Partner Agency.

2.02 Contract Partner Agencies Contracts

Contracts will be required for all Contract Partner Agencies who are allocated funds by the City Council. Contracts will be approved by the City Attorney and submitted to City Council for final approval.

2.03 Reports and Monitoring

Quarterly Reports will be required of all Contract Partner Agencies. Quarterly Reports will include quarterly financial statements that describe specifically how the funds from the City of College Station are being utilized, a narrative of program activities for the organization, and service levels and performance measures for each organization. The City will monitor Contract Partner Agencies to ensure City funds are used to achieve public purposes and in compliance with Contract language.



- a. Continued funding is contingent on the timely submission of required Quarterly Reports.
- b. Organizations that receive funds from the Hotel Occupancy Tax Fund will meet the requirements of this section and all of the requirements listed in the state law regarding the proper reporting and accounting of Hotel Occupancy Tax funds.
- c. An annual report will be prepared by all Contract Partner Agencies for City Council review as a part of the budget review process.



Section 3 – Outside Service Agencies (Non CDBG)

This section addresses Outside Service Agencies funded by the City of College Station from city sources other than Community Development Block Grant Funds.

3.00 Outside Service Agencies (non CDBG)

All agencies, except Contract Partner Agencies and CDBG eligible Public Service programs, requesting program funding will be required to follow the Outside Service Agency funding requirements established by this Section of the Outside Agency Funding Policy.

Outside Service Agencies fall in three (3) categories:

- § Outside Social Service Agencies (non CDBG eligible)
- § Tourism Development and Marketing Agencies
- § Arts and Culture Agencies

3.01 General Eligibility Criteria for Outside Service Agencies (non CDBG)

Outside Service Agencies must meet the following criteria and standards to be eligible for funding.

3.01.1 Program Based Funding

The City will fund Agency programs only. An agency must demonstrate a program serves a public purpose and the program has a positive community impact with the funds provided by the City.

3.01.2 Funding Request to Other Public Entities

Agencies are required to request and document in the application similar funding request to the City of Bryan and Brazos County if their primary mission serves Brazos County. When an agency also serves the Brazos Valley region, they must request and document similar funding request from other regional entities.

3.01.3 Sustainability Test

Outside Service Agencies must be able to clearly demonstrate it possesses the ability to sustain the program being submitted for funding beyond the three (3) year City funding period. The City of College Station does not desire to fund programs which only survive as long as City funding is available. Applicants must submit full documentation and plans to demonstrate the program can be sustained beyond the three (3) year funding period.

3.01.4 Unified Pre-Application Workshop

Outside Service Agencies must participate in a City sponsored Unified Pre-Application workshop to be eligible to submit an application for funding. During the required Unified Pre-Application Workshop, Outside Social Service Agencies must determine if their programs(s) qualify for CDBG funding. Technical assistance will be provided during the Unified Pre-Application Workshop to assist agencies to qualify for CDBG funding. The Unified Pre-Application workshop will provide at minimum the following elements:

- a. Distribution and discussion of the Council adopted policy on Outside Agency funding.
- b. Discussion of eligibility requirements for funding.
- c. Distribution of application form and required submittals with the application.
- d. Presentation of application timetables and schedules.
- e. Explanation of evaluation criteria and review process for applications.
- f. Response to specific questions from potential applicants.

3.01.5 Single Source Funding Application

City funding will be provided from one source only. No Outside Service Agency will be permitted to submit an application for City funding from more than one source of funds during a funding cycle. Programs eligible to receive CDBG funding may not apply for other City funding in addition to or in lieu of non CDBG funding. Applicants are required to attend the Unified Pre-application workshop to assist them in the selection of the best single source of funds.

City funding is limited by statute and regulatory rules for specific purposes. The City's sources of funding to be granted to Outside Service Agencies are as follows:

- Hotel Occupancy Tax which can be used for tourism development, arts, and event marketing.
- General Fund may be used for programs and activities which meet the public purpose test for the expenditure of public funds.
- Sanitation Fund may be used to support programs which reduce the waste stream and promotes the beautification of College Station.

3.01.6 Grant Applications

All applications for grants from the City must be in writing using the prescribed format and schedule established by the City Manager. Grant applications will contain the following elements:

- a. The Applicant must clearly demonstrate how the program meets the mission, vision, and values of the City of College Station.
- b. The Applicant must demonstrate they meet the Public Purpose Test for the expenditure of public funds.
- c. The Applicant must clearly demonstrate positive community impacts by submitting a Community Impact Statement.

- d. The Applicant must demonstrate its capability to generate necessary funds to sustain its operations outside the grant funding being requested from the City.
- e. The Applicant must be able to clearly demonstrate a 3 year past history and current request for funding to the City of Bryan and Brazos County if the grant request is represented to serve Brazos County.
- f. Grants to Agencies will be awarded on a program basis. The applicant must demonstrate the program delivers a specified service or activity which can be segmented and measured for results.
- g. Grant applications must be submitted in writing using the application form and format established by the City Manager. All applications must be submitted in hard copy at the location designated by the City Manager to receive grant applications. Grant applications will not be accepted via electronic transmission.
- h. Applications must be submitted by the deadline date established by the City Manager. Applications must be complete in all respects upon submittal. Incomplete or late applications will be returned and denied processing for the grant period for which they are submitted.
- i. Grant applications will be accepted for the upcoming funding cycle only. The City will not accept grant applications for any future funding period.

3.01.7 Funding Period

The City of College Station provides an initial grant for a one year period. Outside Service Agencies will receive funds for a single program for no more than three (3) years on a declining funding bases.

b. Year 1	100% of initial funding
c. Year 2	50% of initial funding
d. Year 3	25% of initial funding

Once an Outside Service Agency has exhausted its program funding eligibility, it may apply for new funds for a different program. In no event will multiple programs or activities be funded from the same agency during the same funding year.

3.01.8 Hotel Occupancy Tax Funds Limitation

Hotel Occupancy Tax funds are restricted in their use by state statues and the priority needs of the City of College Station. Hotel Occupancy Tax funds will be limited as follows:

- a. In no event will more than 45% of Hotel Occupancy Tax funds collected by the City of College Station be used to fund convention visitor, marketing, and tourism development

activities. The balance of the funds collected will be dedicated to other eligible expenses, including the development of the College Station Convention Center and Hotel.

- b. In no event, will more than 15% of Hotel Occupancy Tax funds collected by the City of College Station be used for cultural arts programs in compliance with State statutes. The balance of the Hotel Occupancy Tax funds will be dedicated to other eligible expenses, including the development of the College Station Convention Center and Hotel.

3.02 Outside Social Service Agencies (non-CDBG eligible)

Outside Social Service Agencies who are not eligible for CDBG funding may submit an application for other City funding if the Outside Social Service Agency meets the following criteria:

- a. The program must provide an essential service, serve a public purpose, and is the only program providing such services in the College Station.
- b. Requests for funding ongoing administrative costs will not be considered. Funding will only be considered for program specific or capacity building activities.
- c. Social service programs may only be granted funding from the City of College Station for a maximum of three (3) years beginning in FY08 through the Outside Agency process.
- d. The program must meet the Sustainability Test as required by this policy.
- e. Clients served by a program must be primarily located in the College Station. Client intake forms or proof of clientele will be required.

3.03 Tourism Development and Marketing Agencies

It is recognized that various Community Organizations provide excellent tourism development and marketing programs beyond the comprehensive Bryan-College Station Convention Visitors Bureau (CVB) programs. As such, the City will consider applications from Agencies who desire program funding for tourism development and marketing community events and activities consistent with the statutory requirements for the use of Hotel Occupancy Tax funds.

Tourism Development and Marketing Agencies may submit an application for Hotel Occupancy Tax funding if the Agency meets the following criteria:

- a. The program must provide a tourism development and marketing program consistent with State statutes and not duplicated by the CVB programs.
- b. Requests for funding of ongoing general and administrative costs will not be considered. Funding will only be considered for program or capacity building activities.
- c. Tourism development and marketing programs may only be granted funding from the City of College Station for a maximum of three (3) years beginning in FY08 through the Outside Agency process.

- d. The program must primarily serve the College Station community. Programs which are regional in focus will not be funded since they are likely to duplicate CVB programs and activities.
- e. The program must meet the Sustainability Test as required by this policy.
- f. No more than 25% of a program's budget may be used for general and administrative expenses. At least 75% of the Program's budget must be dedicated to program specific activity.

3.04 Arts and Culture Agencies

Arts and Culture programming is vital to the College Station community. While the City of College Station provides funding through ACBV to support arts and culture coordination activities, funding will be considered for Arts and Culture Agencies who do not qualify or participate in the Arts Council Affiliate program. Funding for non participants in the ACBV funding will be administered using the criteria set forth in this policy. If an agency receives funds as an Arts Council Affiliate, they will not be eligible to receive funds from any other City source of funds.

3.04.1 Cultural Arts Agencies (Non ACBV Affiliates) Funding Criteria

- a. The program must provide a cultural arts program consistent with State statues regulating the use of Hotel Occupancy Tax funds and not duplicate programs funded through ACBV.
- b. Requests for funding of ongoing general and administrative costs will not be considered. Funding will only be considered for program specific activities.
- c. Cultural Arts programs may only be granted funding from the City of College Station for a maximum of three (3) years beginning in FY08 through the Outside Agency process.
- d. The program must meet the Sustainability Test as required by this policy.
- e. The program must primarily serve the College Station community. Programs which are regional in focus will not be funded since they are likely to duplicate ACBV programs and activities.
- f. No more than 25% of a program's budget may be used for general and administrative expenses. At least 75% of the Program's budget must be dedicated to program specific activity.



Section 4 – CDBG / Joint Relief Funding Review

This section addresses Outside Public Service Agencies funded with CDBG funds through the Joint Relief Funding Review process between the City of College Station and the City of Bryan.

4.00 CDBG Funded Agencies

Agencies may qualify for CDBG funding based on criteria and guidelines established by the US Department of Housing and Urban Development (HUD) and the Joint Relief Funding Review guidelines established by the cities of College Station and Bryan. Programs who qualify for Public Service funding under CDBG guidelines may not apply for City of College Station funding.

4.01 CDBG / Joint Relief Funding Review Criteria

The following criteria will be used to determine if a program is eligible for CDBG funding:

- a. The program must be located within the City limits of Bryan or College Station;
- b. The program or agency must have a non-profit status;
- c. The program must serve and be able to document that a minimum of 51 percent of the requested funded program's clientele is at or below 80 percent of the median income for Bryan/College Station (as defined by HUD);
- d. The program must provide evidence of ability to understand and comply with all applicable city, state, and federal regulations.

4.02 CDBG Joint Relief Funding Review Process

Agencies who have qualified programs for consideration of CDBG funding will participate in the Joint Relief Funding Review (JRFR) process.

The cities of College Station and Bryan have established a policy that requires all programs submitting proposals for CDBG funds must participate in the Joint Relief Funding Review (JRFR) Process. By reference, this policy adopts the JRFR policies as amended February 23, 2006 and requires all agencies seeking CDBG funds to participate in the JRFR process.



Section 5 – Outside Agency Review Process

This final section describes the review process for Outside Agency funding.

5.00 Outside Agency Review Process

All applications for public funding, except as exempted by this policy, will be presented to the Council appointed Outside Agency Funding Review Committee.

The Committee Chair in coordination with the City Manager will establish the review schedule for all completed applications to conduct public meetings for the purpose of preparing their recommendations for funding to the City Council.

5.01 Outside Agency Review Committee Evaluation Criteria

The Council appointed Outside Agency Funding Review Committee (OAFRC) will use the following criteria to evaluate applications coming before the Committee.

- a. The public purpose to be served by the program proposed for funding. Each program funded by the City of College Station must meet the purpose test established in this policy.
- b. Community impact. The program must have a substantive impact on the College Station community consistent with the mission and priorities established by the City Council.
- c. Compliance with requirements of the Outside Agency Funding Policy. The Committee will consider both the completeness and timeliness of the application in adherence to the requirements of this policy.
- d. Essential Service. The program must provide an essential service, serve a public purpose, and is the only program providing such services in the College Station.
- e. Sustainability Test. The program must demonstrate it has sufficient plans and capabilities to continue the program after City funding has expired. Programs which fail to meet the Sustainability Test will not be funded.
- f. Availability of funds. The Committee will be provided each year the total funding available to be allocated to Outside Service Agencies. The Committee will allocate funds to programs which they believe best serves the public interest and consistent with this policy.

5.02 Outside Agency Review Committee Recommendations

The Outside Agency Funding Review Committee (OAFRC) will prepare its recommendations and submit them to City Council identifying programs recommended for funding and funding amounts recommended. The OAFRC will also provide the City Council a written narrative which explains its rationale for its recommendations.

5.03 Funding Outside Agency Request

The City Manager is required by Charter to develop an annual budget which estimates the revenues and expenses for College Station city government. The City Manager will prepare an estimate of available funding to support the Council's Outside Agency Funding Policy. The City



Council and Outside Agency Funding Review Committee will be provided the available funding estimate in writing together with the total dollar request from Outside Agencies.

5.04 Funding Sources

The City Manager will have the following sources of funds to fund the Council's Outside Agency Funding Policy.

- § **Community Development Block Grant Funds limited to 15% of the total funds as required by HUD regulations.**
- § **Hotel Occupancy Tax Funds limited by statutory restrictions and funds required for the City's planned Convention Center and Hotel.**
- § **General Fund limited to .5% of General Fund revenues less Return on Investment dollars remitted to General Fund.**
- § **The total funds allocated to fund Outside Service Agencies will not exceed 85% of the available funds with the balance of the funds (15%) to be available for use by the City Council to support Council corporate sponsorship activities.**

November 9, 2006
Consent Agenda Item #
Amendment to Interlocal Agreement with Texas A&M University System for a
Temporary Air Quality Monitoring Station in Lick Creek Park

To: Glenn Brown, City Manager

From: Steve Beachy, Director of Parks & Recreation

Agenda Caption: Presentation, possible action and discussion regarding an amendment to extend an Interlocal Agreement with the Texas A&M University Department of Atmospheric Sciences for one additional year through October 31, 2007 for an air quality monitoring station located in Lick Creek Park.

Recommendation(s): Staff recommends approval of the amendment to the Interlocal Agreement to place a temporary air quality monitoring station and tower in Lick Creek Park. The original proposal was presented to the Parks & Recreation Advisory Board on June 8, 2004 for their discussion and consideration. At that time, the Board unanimously approved a motion in support of the request.

The original presentation regarding this research project was made at the November 9, 2004 City Council workshop and the initial Interlocal Agreement was approved at the December 9th, 2004 meeting. The current agreement expired on October 31, 2006 and this amendment will extend the agreement by one year.

Summary: This project is being conducted by the TAMU Department of Atmospheric Sciences in cooperation with The University of Texas and The University of Houston to continue to conduct a regional study of the effects on rural areas from air-borne pollution generated in the Houston/Galveston metro region through October 31, 2007. The study will provide a means to determine the levels of atmospheric pollutants entering College Station and will establish a data base for other research efforts in the area.

The monitoring station is currently located west of the equestrian parking area (old gravel parking lot) and includes a fenced enclosure with a temporary tower that supports the monitoring equipment. The facility is screened by existing trees and has not changed the use of the park. It has had very minimal impact upon the park visitors.

The study supports the City of College Station Strategic Plan through collaboration with other agencies, promotion of regionalism and promotion of the health, safety and general well being of the community. The project is coordinated by Dr. John Nielson-Gammon, Texas State Climatologist.

Budget & Financial Summary: All expenses related to the installation, operation and removal of the monitoring station and facilities are the responsibility of Texas A&M University.

Attachments:

1. Amendment to Interlocal Agreement with TAMU System dated January 13, 2005
2. Location map



A&M System Building, Suite 1151 • 200 Technology Way • College Station, Texas 77845-3424
Phone 979.458.6350 • Fax 979.458.6359 • Campus Mail Stop 1120 • Web tamus.edu

- Texas A&M University
- Prarie View A&M University
- Larleton State University
- Texas A&M International University
- Texas A&M University-Corpus Christi
- Texas A&M University-Kingsville
- West Texas A&M University
- Texas A&M University-Commerce
- Texas A&M University-Texasrkana
- The Texas A&M University System Health Science Center
- Texas Agricultural Experiment Station
- Texas Engineering Experiment Station
- Texas Cooperative Extension
- Texas Forest Service
- Texas Engineering Extension Service
- Texas Transportation Institute
- Texas Veterinary Medical Diagnostic Laboratory

October 9, 2006

Mr. Steve Beachy
Parks Director
City of College Station Parks and Recreation
PO Box 9960
College Station, Texas 77842

LEGAL DEPT

OCT 15 2006

COLLEGE STATION

THROUGH: Mr. Dan K. Buchly
Associate Vice Chancellor
for Real Estate

RE: *Amendment to the First Interlocal Agreement* Between The Texas A&M University System and the City of College Station of an Air Quality Monitoring Tower Located in Lick Creek Park Serving Texas A&M University's Meteorological Department in College Station, Brazos County, Texas. SREO File No. 07020002.

Dear Mr. Beachy:

I have enclosing the *Amendment to the First Interlocal Agreement* Between The Texas A&M University System and the City of College Station of an air quality monitoring tower located in Lick Creek Park on Rock Creek Parkway serving Texas A&M University's Meteorological Department in College Station, Brazos County, Texas. Please route the documents with the city of College Station and return them to me for further handling.

If you have any questions regarding this matter, please do not hesitate to contact me at (979) 458-6350.

Very truly yours,

Eddie Zimmerman
Senior Real Estate Analyst

EZ:ez

Enclosures

THE TEXAS A&M UNIVERSITY SYSTEM FIRST INTERLOCAL AGREEMENT AMENDMENT

This First Interlocal Agreement Amendment ("First Amendment") is made by and between the **CITY OF COLLEGE STATION** ("**COLLEGE STATION**"), and **THE TEXAS A&M UNIVERSITY SYSTEM** ("**TAMUS**") an agency of the State of Texas, for the use and benefit of Texas A&M University.

1. This First Amendment amends and modifies the Interlocal Agreement (the "Agreement") between **COLLEGE STATION** and **TAMUS** and pertaining to the property commonly known as the Lick Creek Park, located on Rock Prairie Road, College Station, Brazos County, Texas. This property use agreement was dated January 13, 2005 and is due to expire on October 31, 2006.
2. **COLLEGE STATION** and **TAMUS** expressly agree that the Agreement is amended and modified to allow the Agreement to be extended for a period of one year and expire on October 31, 2007.
3. All unmodified terms of the Agreement remain in full force and effect, subject only to mutually agreed upon adjustment continued in this First Amendment.

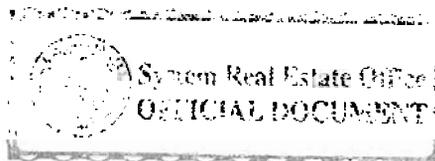
EXECUTED in duplicate originals on this _____ day of _____, 2006.

"COLLEGE STATION"
CITY OF COLLEGE STATION

RON SILVIA
Mayor

ATTEST:

CONNIE HOOKS
City Secretary



APPROVED:

GLENN BROWN
City Manager

Date

Carla A. Robinson

CARLA A. ROBINSON
City Attorney

Date

JEFF KERSTEN
Finance & Strategic Planning Director

Date

“TAMUS”
THE TEXAS A&M UNIVERSITY SYSTEM
for the use and benefit of Texas A&M University

ROBERT T. BISOR, III
Associate Vice President for Finance and
University Contracts Officer
Texas A&M University

SPRM 41.05.03 REVIEWED:

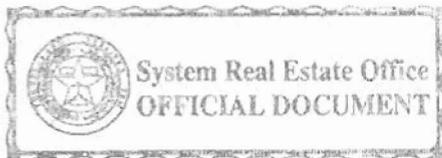
Dan K. Buchly

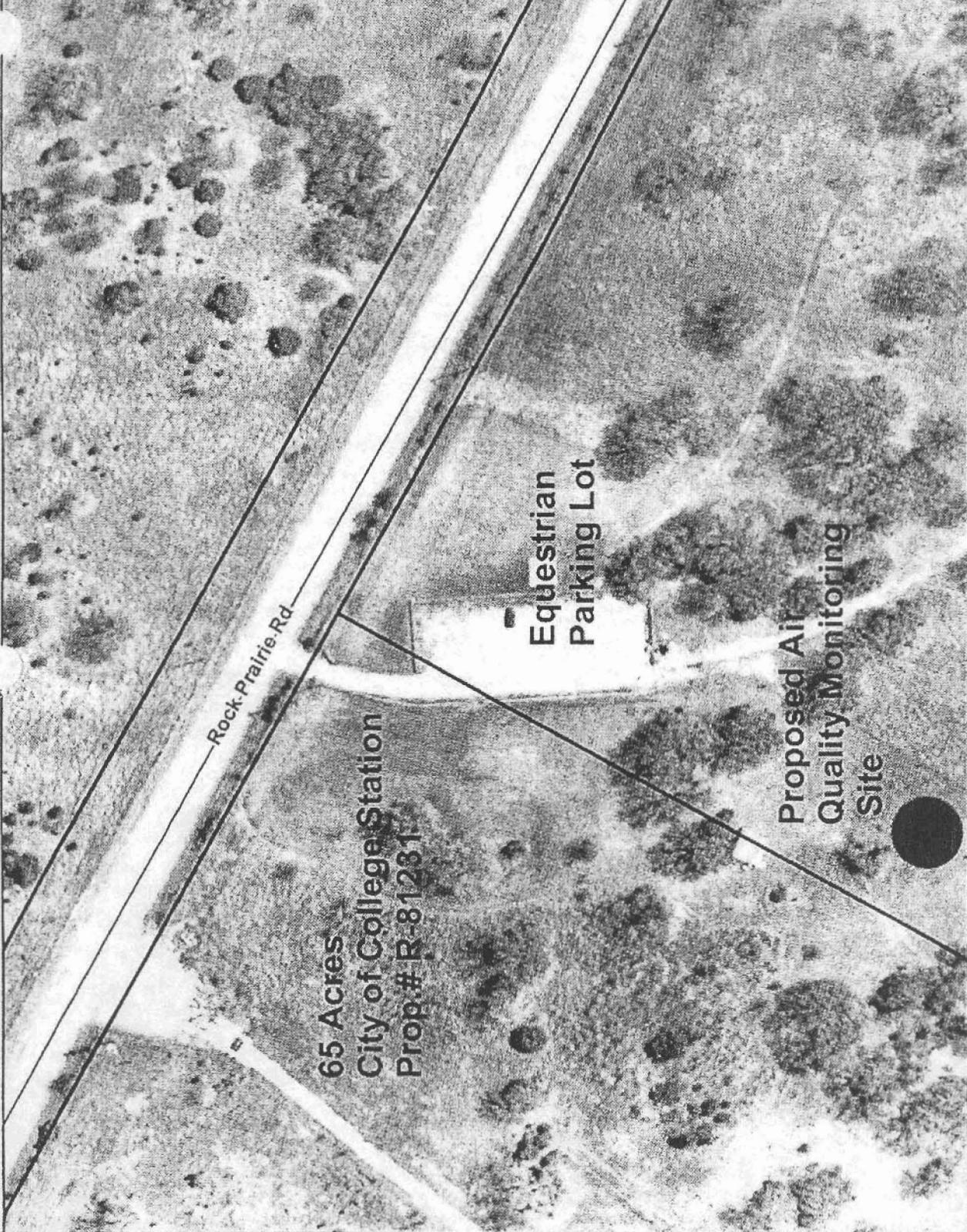
DAN K. BUCHLY
Associate Vice Chancellor for Real Estate
System Real Estate Office

APPROVED AS TO FORM:

Eddie D. Gose, J.D.

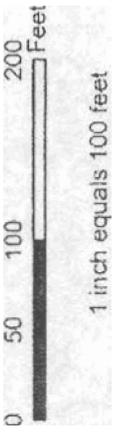
EDDIE D. GOSE, J.D.
Associate General Counsel
Office of General Counsel





65 Acres
 City of College Station
 Prop.# R-81231

PROPERTY LOCATION



November 9, 2006
Consent Agenda Item
Approval of the 2006 Property Tax Roll

To: Glenn Brown, City Manager

From: Jeff Kersten, Chief Financial Officer

Agenda Caption: Presentation, possible action, and discussion on approval of the 2006 Property Tax Roll in the amount of \$17,811,835.17.

Recommendation(s): Staff recommends approval of the 2006 Property Tax Roll.

Summary: Section 26.09 (e) of the Texas Property Tax Code mandates formal approval of the Tax Roll by the Council as the final step in the process of establishing the tax roll for the new year. The Roll consists of the Maintenance and Operations levy in the amount of \$7,742,514.80, and the Interest and Sinking fund levy in the amount of \$10,069,320.37.

This is the tax roll that will be generated by the tax rate of \$0.4394 per \$100 assessed valuation adopted by the City Council at its September 28, 2006 meeting.

Budget & Financial Summary: See above

Attachments:

Final Roll Report (The City of College Station is designated as C2 on the report.)

Final Roll Report

Date: 10/11/2006 Tax Year: 2006

Taxing Unit Totals									
Taxing Unit	Number of Properties	Total Assessed Value	Exemptions		Total Taxable Value	Tax Rate	Total Taxes Owed	Credit Adjustments	
			Number of Properties	Total Amount				Number of Properties	Total Credit Total Freeze
S1	76,345	4,032,194,472	655	4,277,999	3,778,526,252	1.63000000	59,380,515.30	961	(2,209,585.02) 2,595,801.44
C1	49,437	3,014,467,983	27,125	86,542,061	2,927,925,922	0.63640000	18,633,317.53	49,201	0.00 0.00
C2	24,241	4,161,411,515	9,738	107,750,325	4,053,661,190	0.43940000	17,811,835.17	24,005	45.74 0.00
C3	1,033	13,505,868	443	119,658	13,386,210	0.15900000	21,284.05	842	0.00 0.00
F1	12,032	652,559,734	5,242	1,080,140	651,479,594	0.03000000	195,541.73	11,796	96.83 0.00
F2	6,522	239,435,312	2,266	302,912	239,132,400	0.02610000	62,420.14	6,286	5.19 0.00
F3	10,557	409,514,577	4,116	575,523	408,939,054	0.02850000	116,557.34	10,321	10.37 0.00
F4	10,325	323,198,220	3,501	456,320	322,739,675	0.02790000	90,049.31	10,055	4.70 0.00
G1	111,197	8,818,153,989	1,565	5,248,765	8,298,930,867	0.45500000	37,528,034.76	3,779	(232,127.96) 1,237,633.10
S2	31,406	4,666,714,853	523	2,833,126	4,492,085,507	1.48000000	65,571,005.14	845	(911,861.85) 2,974,895.77

Levy Fund Totals			
Taxing Unit	Levy Fund	Tax Rate	Total Taxes Owed
S1	Interest & Sinking	0.26000000	9,471,738.76
	Maintenance & Operations	1.37000000	49,908,776.54
	Total:		59,380,515.30
C1	Interest & Sinking	0.18190000	5,325,897.29
	Maintenance & Operations	0.45450000	13,307,420.24
	Total:		18,633,317.53
C2	Maintenance & Operations	0.19100000	7,742,514.80

Final Roll Report

Date: 10/11/2006 Tax Year: 2006

	Interest & Sinking	0.24840000	10,069,320.37
	Total:		17,811,835.17
C3	Interest & Sinking	0.00000000	0.00
	Maintenance & Operations	0.15900000	21,284.05
	Total:		21,284.05
F1	Maintenance & Operations	0.01050000	68,439.36
	Interest & Sinking	0.01950000	127,102.37
	Total:		195,541.73
F2	Interest & Sinking	0.00000000	0.00
	Maintenance & Operations	0.02610000	62,420.14
	Total:		62,420.14
F3	Interest & Sinking	0.00000000	0.00
	Maintenance & Operations	0.02850000	116,557.34
	Total:		116,557.34
F4	Interest & Sinking	0.00000000	0.00
	Maintenance & Operations	0.02790000	90,049.31
	Total:		90,049.31
G1	Interest & Sinking	0.06200000	5,113,705.00
	Maintenance & Operations	0.39300000	32,414,329.76
	Total:		37,528,034.76
S2	Interest & Sinking	0.15000000	6,645,709.15
	Maintenance & Operations	1.33000000	58,925,295.99
	Total:		65,571,005.14

Special Assessment Totals		
Special Assessment	Number of Properties	Total Amount Owed
Total	0	0

**November 9, 2006
Consent Agenda
Police Motorcycle Purchase**

To: Glenn Brown, City Manager

From: Michael Clancey, Chief of Police

Agenda Caption: Presentation, discussion and possible action on the purchase of seven (7) police motorcycles from Independence Harley Davidson of College Station for the amount of \$140,337.26. Bid Number 07-10.

Recommendation(s): Recommend award to the lowest, responsible bidder meeting specifications, Independence Harley Davidson, a local dealership.

Summary: This purchase is a scheduled replacement of seven (7) Harley Davidson police motorcycles. We received two (2) bids, one from Independence Harley Davidson of College Station, TX and the other from Renegade Harley Davidson of Alexandria, LA. While Renegade provided a guaranteed buy back option and a trade-in option, Independence Harley Davidson is the lower bidder and performs all mechanical maintenance on the motorcycles regardless of their purchased location. Therefore, the Staff recommends to stay local with Independence Harley Davidson.

Budget & Financial Summary: The purchase of these motorcycles will be funded out of the Fleet Replacement Fund.

Attachments:

- 1.) Bid Tabulation Sheet

**Seven (7) Police Motorcycles
Bid No. 07-10**

		Independence HD		Renegade HD	
		unit price	total	unit price	total
7	Purchase Price	\$20,048.18	\$140,337.26	\$21,000.00	\$147,000.00
	Make	2007		2007	
	Model	FLHTP		HD FLHTP1	
7	Guaranteed Repurchase Price (in 2 years - '07 bikes)	N/B	N/B	\$10,500.00	\$73,500.00
7	Trade-In ('05 bikes)	N/B	N/B	\$10,500.00	\$73,500.00



Mayor
 Ron Silvia
Mayor Pro Tempore
 Ben White
City Manager
 Glenn Brown

Council Members
 John Happ
 Ron Gay
 Lynn McIlhane
 Chris Scotti
 David Ruesink

Draft Minutes
City Council Workshop and Regular Meetings
Thursday, October 23, 2006, 3:00 p.m. and 7:00 p.m.
City Hall Council Chambers, 1101 Texas Avenue
College Station, Texas

COUNCIL MEMBERS PRESENT: Mayor Silvia, Mayor Pro Tem White, Council members Happ, Gay, McIlhane, Scotti, Ruesink

STAFF PRESENT: City Manager Brown, City Attorney Cargill Jr., City Secretary Hooks, Assistant City Secretary Casares, Management Team

Mayor Silvia called the meeting to order at 3:01 p.m. Chief Information Officer Olivia Burnside described the new audio/visual equipment installed in the Council Chambers.

Workshop Agenda Item No. 1 -- Presentation, possible action, and discussion on items listed on the consent agenda.

No items were removed for discussion.

Workshop Agenda Item No. 2 -- Presentation, possible action, and discussion regarding an update on Convention and Visitor Bureau activities and Wayfinding.

Chief Executive Officer Barry Biggar from the Convention and Visitors Bureau presented a status update on the Convention and Visitors activities and wayfinding study for College Station and Bryan.

No formal action was taken.

Council recessed for a short break at 4:22 p.m. and reconvened the workshop meeting at 4:35 p.m.

Workshop Agenda Item No. 3 -- Presentation, possible action, and discussion approving a Memorandum of Understanding (MOU) between Bryan/College Station Metropolitan Planning Organization, Brazos County, The City of Bryan, The City of College Station and Texas A&M University in regards to a Regional concept of Transportation Operations for the Brazos Valley.

Director of Public Works Mark Smith made opening remarks regarding the Memorandum of Understanding and introduced Kevin Balke, P.E., PH.D., Director of TransLind Research Center, Texas Transportation Institute.

Mr. Balke presented a brief summary of the Regional Concept of Transportation operations priorities.

Mr. Smith described the Memorandum of Understanding between Bryan/College Station Metropolitan Planning Organization, Brazos County, The City of Bryan, The City of College Station and Texas A&M University pertaining to regional concept of transportation operations for the Brazos Valley.

Council member Scotti moved to approve the Memorandum of Understanding (MOU) between Bryan/College Station Metropolitan Planning Organization, Brazos County, The City of College Station, The City of Bryan, and Texas A&M University. Mayor Pro Tem White seconded the motion.

Council member Scotti amended the motion to approve the Memorandum of Understanding (MOU) contingent on all partners involved approve the Memorandum of Understanding (MOU). Mayor Pro Tem White seconded the motion, which carried unanimously, 7-0.

FOR: Silvia, White, Happ, Gay, McIlhaney, Scotti, Ruesink

AGAINST: None

Workshop Agenda Item No. 4 – Presentation, possible action, and discussion regarding the implementation of a neighborhood forum fostering dialogue between citizens, Council members and staff.

Chief Information Officer Olivia Burnside described the implementation of a neighborhood forum fostering dialogue between the citizens of College Station, Council members and staff.

Economic and Community Development Director David Guinn spoke of his previous experiences on neighborhood forums.

After a brief discussion, City Council directed staff to move forward with the implementation of a Neighborhood forum fostering dialogue between citizens of College Station, Council members and staff.

Council member Gay noted he was not in support of the implementation of a neighborhood forum because the City has success if communicating with citizens in current programs and the tools to receive feedback from neighborhoods.

Workshop Agenda Item No. 5 -- Presentation, possible action, and discussion on future agenda items: A Council Member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.

This item was postponed to the regular meeting.

Workshop Agenda Item No.6 – Council Calendars

This item was postponed to the regular meeting.

Workshop Agenda Item No. 7 -- Discussion, review and possible action regarding the following meetings: Brazos County Health Dept., Brazos Valley Council of Governments, Cemetery Committee, City Center, CSISD/City Joint Meeting, Design Review Board, Fraternal Partnership, Historic Preservation Committee, Interfaith Dialogue Association, Intergovernmental Committee and School District, Joint Relief Funding Review Committee, Library Committee, Making Cities Livable Conference, Metropolitan Planning Organization, Outside Agency Funding Review, Parks and Recreation Board, Planning and Zoning Commission, Sister City Association, TAMU Student Senate, Research Valley Partnership, Regional Transportation Committee for Council of Governments, Transportation Committee, Wolf Pen Creek Oversight Committee, Wolf Pen Creek TIF Board, Zoning Board of Adjustments.

This item was postponed until after the regular meeting.

Workshop Agenda Item No. 8 -- Executive Session will immediately follow the workshop meeting in the Administration Conference Room

At 5:58 p.m., Mayor Silvia announced in open session that the City Council would convene into executive session pursuant to Sections 551.071 of the Open Meetings Act, to seek the advice of our attorney with respect to pending and contemplated litigation.

Consultation with Attorney {Gov't Code Section 551.071}; possible action The City Council may seek advice from its attorney regarding a pending and contemplated litigation subject or settlement offer or attorney-client privileged information. Litigation is an ongoing process and questions may arise as to a litigation tactic or settlement offer, which needs to be discussed with the City Council. Upon occasion the City Council may need information from its attorney as to the status of a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. After executive session discussion, any final action or vote taken will be in public.

- a. TCEQ Docket No. 2002-1147-UCR, Applications of Brushy Water Supply and College Station (Westside/Highway 60)
- b. TCEQ Docket No. 2003-0544MWD, Application of Nantucket, Ltd.
- c. TXU Lone Star Gas Rate Request.
- d. Cause No. 03-002098-CV-85, *Brazos County, College Station v. Wellborn Special Utility District*
- e. Civil Action No. H-04-4558, U.S. District Court, Southern District of Texas, Houston Division, *College Station v. U.S. Dept. of Agriculture, etc., and Wellborn Special Utility District*
- f. Civil Action No. H-04-3876, U.S. District Court, Southern District of Texas, Houston Division, *JK Development v. College Station*
- g. GUD No. 9530 – Gas Cost Prudence Review, Atmos Energy Corporation

- h. GUD No. 9560 – Gas Reliability Infrastructure Program (GRIP) rate increases, Atmos Energy Corporation
- i. Cause No. GN-502012, Travis County, *TMPA v. PUC* (College Station filed Intervention 7/6/05)
- j. Cause No. 06-000703-CV-85, Patricia Moore, et al. v. Ross Stores, Inc., City of College Station, et al.
- k. Possible settlement water CCN with Wellborn
- l. Possible settlement of sewer CCN issue

Workshop Agenda Item No. 9 -- Final Action on executive session, if necessary.

Council returned from executive session at 6:45 p.m. No action was taken

Workshop Agenda Item No. 10 --Adjourn.

The workshop session concluded at 6:46 p.m.

Regular Agenda Item No. 11 – Pledge of Allegiance, Invocation, Consider Absence Request

Mayor Silvia called the meeting to order at 7:00 p.m. with all council members present. He led the audience in the pledge of allegiance.

Hear Visitors

Council did not receive any public comments.

Consent Agenda

Vision Statement I - Core Services
Professionals providing world-class customer focused services at a competitive cost through innovation and planning.

Council member Happ moved to approve Consent Agenda Items 12.1 – 12.9. Mayor Pro Tem White seconded the motion, which carried unanimously, 7-0.

- 12.1 Approved by common consent the minutes for the College Station City Council meetings of July 20, 2006, August 14, 2006, August 22, 2006, August 23, 2006, August 31, 2006, September 28, 2006, and October 12, 2006.
- 12.2 Approved by common consent **Resolution No. 10-23-2006-12.02** approving the Comprehensive Selective Traffic Enforcement Program grant contract in the amount of \$51,624 for fiscal year 2007.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS AUTHORIZING THE MAYOR TO SIGN A TEXAS HIGHWAY TRAFFIC SAFETY PROGRAM GRANT AGREEMENT FOR THE COMPREHENSIVE

SELECTIVE TRAFFIC ENFORCEMENT PROGRAM WITH THE TEXAS DEPARTMENT OF TRANSPORTATION.

- 12.3 Approved by common consent Bid 06-146 for the purchase of EMS supplies for the Fire Department ambulance service in the amount of \$53,738.19.
- 12.4 Approved by common consent **Resolution No. 10-23-2006-12.04** accepting the Governors Division of Emergency Management (GDEM) the 2006 Homeland Security Grant Program Sub-recipient of \$80,502.85, approving the Election Regarding State Use of Homeland Security Grant Funding for Statewide Local Projects, and naming a City staff member as manager of those grant funds.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLELGE STATION, TEXAS, ACCEPTING THE 2006 HOMELAND SECURITY GRANT PROGRAM SUB-RECIPIENT AWARD FOR THE PURCHASE OF RESPONSE EQUIPMENT AND AUTHORIZING A CONTACT PERSON FOR THE CITY.

- 12.5 Approved by common consent project change orders 2 & 3 to contract 06-034 with W.W. Payton Corporation for increased well production capacity. These combined change orders total \$32,732 and elevate the project's cumulative value of all change orders to \$35,532.
- 12.6 Approved by common consent a settlement agreement with Ms. Stella Wilkes, second of three agreements that will allow the City to pursue approval from TCEQ of our application to extend our sewer certificated area into the ETJ.
- 12.7 Approved by common consent **Resolution No. 10-23-2006-12.07** awarding a design contract 05-030, Engineering for Carter's Creek Ultra-Violet Disinfection System Improvements to Camp, Dresser, McKee Inc. in the amount of \$94,120.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLELGE STATION, TEXAS, SELECTING A PROFESSIONAL CONTRACTOR, APPROVING A PROFESSIONAL SERVICES CONTRACT AND AUTHORIZING THE EXPENDITURE OF FUNDS FOR THE CARTERS CREEK WASTEWATER TREATMENT PLANT ULTRAVIOLET DISINFECTION SYSTEM IMPROVMENTS PROJECT.

- 12.8 Approved by common consent **Resolution No. 10-23-2006-12.08** adopting an updated Water Conservation Plan, including goals required by TCEQ.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS, ADOPTING AN AMENDED CITY OF COLLEGE STATION, WATER CONSERVATION PLAN AS REQUIRED BY THE TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ).

12.9 Approved by common consent **Resolution No. 10-23-2006-12.09** awarding a Professional Services Contract to Lockwood, Andrews, & Newnam, Inc. (LAN, Inc.), in the amount of \$54,840.00, for the design of the Corsair Drive (AMS Road) Extension project.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS, APPROVING A PROFESSIONAL SERVICES CONTRACT FOR THE CONCEPTUAL, PRELIMINARY, AND FINAL DESIGNS OF THE CORSAIR DRIVE (AMS ROAD) EXTENSION PROJECT AND AUTHORIZING THE EXPENDITURE OF FUNDS.

Regular Agenda Item No. 13.1 -- Public hearing, presentation, possible action, and discussion regarding an ordinance amending the Comprehensive Plan land use designation for approximately 0.44 acres located at 2201 Texas Avenue South from Single-Family Residential – High Density to Regional Retail.

This item was removed from the agenda by the applicant.

Regular Agenda Item No. 13.2 -- Public hearing, presentation, possible action, and discussion regarding an ordinance rezoning approximately .44 acres located at 2201 Texas Avenue South from R-1 (Single-Family Residential) to C-1 (General Commercial).

This item was removed from the agenda by the applicant.

Regular Agenda Item No. 13.3 -- Presentation, possible action, and discussion on approval of expenditures for administrative fees for employee medical and dental insurance with Blue Cross/Blue Shield of Texas, employee prescription drug plan with Pharmacare, and employee assistance program with Interface EAP and the approval of expenditures for projected claims for a total amount of \$4,652,205 for 2007.

Director of Human Resources Julie O’Connell presented a brief summary of regular agenda items 13.3, 13.4, 13.5, and 13.6.

Council member Happ moved to approve expenditures for administrative fees for employee medical and dental insurance with Blue Cross/Blue Shield of Texas, employee prescription drug plan with Pharmacare, and employee assistance program with Interface EAP and the approval of expenditures for projected claims for a total amount of \$4,652,202 for 2007. Mayor Pro Tem White seconded the motion which carried by a vote of, 6-0-1.

FOR: Silvia, White, Happ, Gay, Scotti, Ruesink

AGAINST: None

ABSTAINED: McIlhaney

Regular Agenda Item No. 13.4 -- Presentation, possible action, and discussion of approval of expenditures of \$272,516 for stop-loss insurance with Blue Cross Blue Shield of Texas for our self-funded employee medical plan for 2007.

Council member Happ moved to approve expenditures of \$272,516 for stop-loss insurance with Blue Cross Blue Shield of Texas for self-funded employee medical plan for 2007. Mayor Pro Tem White seconded the motion, which carried by a vote of, 6-0-1.

FOR: Silvia, White, Happ, Gay, Scotti, Ruesink

AGAINST: None

ABSTAINED: McIlhaney

Regular Agenda Item No. 13.5 -- Presentation, possible action, and discussion on approval of expenditures for employee life, accidental death & dismemberment (AD&D), voluntary life and AD&D, and dependent life insurance in the amount of \$89,916 with Standard Insurance Company for 2007.

Council member Happ moved to approve the expenditures for employee life, accidental death & dismemberment (AD&D), voluntary life and AD&D, and dependent life insurance in the amount of \$89,916 with Standard Insurance Company for 2007. Mayor Pro Tem White seconded the motion, which carried by a vote of, 6-0-1.

FOR: Silvia, White, Happ, Gay, Scotti, Ruesink

AGAINST: None

ABSTAINED: McIlhaney

Regular Agenda Item No. 13.6 -- Presentation, possible action, and discussion on approval of expenditures for long term disability insurance (LTD) with Standard Insurance Company in the amount of \$55,800 for 2007.

Council member Happ moved to approve the expenditures for long term disability insurance (LTD) with Standard Insurance Company in the amount of \$55,800 for 2007. Mayor Pro Tem White seconded the motion, which carried by a vote of, 6-0-1.

FOR: Silvia, White, Happ, Gay, Scotti, Ruesink

AGAINST: None

ABSTAINED: McIlhaney

Workshop Agenda Item No. 5 -- Presentation, possible action, and discussion on future agenda items: A Council Member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.

Council member Happ inquired about an agenda item that he requested regarding a new City Hall. After a brief discussion, the consensus of the City Council was to bring this item back before the City Council.

Mayor Silvia noted that Mr. Hugh Stearns, citizen of College Station, recently requested that the City of College Station post elected officials campaign reports and other election related materials on the City's web-site. No motion was made to approve the request.

Workshop Agenda Item No. 6 – Council Calendars

- Oct. 23 Intergovernmental Committee Meeting – Noon – Brazos County
- Oct. 24 Legislative Outlook Forum (Annenberg Presidential Conf. Center) 8:00 a.m. to Noon
- Oct. 25 – 28 TML Annual Conference – Austin
- Oct. 26 Walk Our Walk, Talk Our Talk Luncheon – CSISD Sponsored – A&M Consolidated Middle School 105 Holik Street – 11:30 a.m.
- Oct. 30 United Way Cook Out at Central Park -11:00 -1:00
- Nov. 2 Chamber Annual Banquet 5:30 p.m. – 9:00 p.m. Hilton
- Nov. 6 - 7-06 Tourism Security Conference, 8:00 am Hilton
- Nov. 9 Council Workshop and Regular Meeting 3:00 p.m.
- Nov. 12 Veteran's Day Ceremony at Veteran's Park 2:00 p.m.
- Nov. 18 Employee Banquet 6:00 p.m. – 10:00 p.m. – Brazos Center
- Nov. 20 Intergovernmental Committee Meeting – City of Bryan – Noon
- Nov. 20 Council Workshop and Regular meeting 3:00 pm
- Nov. 21 Transportation Committee Meeting – 4:30 p.m. – Administrative Conference Room
- Nov. 23-24 City Offices Closed for Thanksgiving Holiday

Council reviewed their upcoming events.

Workshop Agenda Item No. 7 -- Discussion, review and possible action regarding the following meetings: Brazos County Health Dept., Brazos Valley Council of Governments, Cemetery Committee, City Center, CSISD/City Joint Meeting, Design Review Board, Fraternal Partnership, Historic Preservation Committee, Interfaith Dialogue Association, Intergovernmental Committee and School District, Joint Relief Funding Review Committee, Library Committee, Making Cities Livable Conference, Metropolitan Planning Organization, Outside Agency Funding Review, Parks and Recreation Board, Planning and Zoning Commission, Sister City Association, TAMU Student Senate, Research Valley Partnership, Regional Transportation Committee for Council of Governments, Transportation Committee, Wolf Pen Creek Oversight Committee, Wolf Pen Creek TIF Board, Zoning Board of Adjustments.

Council member Happ made brief comments about the Transportation and Intergovernmental Committee meetings held this month.

Council member Scotti presented information about the RVP monthly meeting.

Regular Agenda Item No. 14 – The City Council may convene the executive session following the regular meeting to discuss matters posted on the executive session agenda for October 23, 2006.

Council concluded the executive session prior to the regular meeting.

Regular Agenda Item No. 15 – Final action on executive session, if necessary.

No action was taken.

Regular Agenda Item No. 16 – Adjourn

Hearing no objections, the meeting adjourned at 8:00 p.m. on Thursday, October 23, 2006.

PASSED and APPROVED on the 9th day of November.

APPROVED:

Mayor Ron Silvia

ATTEST:

City Secretary Connie Hooks

November 9, 2006
Regular Agenda
Presentation of a Statement of Support for the Guard and Reserve

To: Glenn Brown, City Manager

From: Steve Beachy, Director of Parks and Recreation

Agenda Caption: Presentation, possible action, and discussion regarding a Statement of Support for the Guard and Reserve

Recommendation: Staff recommends acceptance of the Statement of Support for the Guard and Reserve and continued support for employees who volunteer to serve in the National Guard or Reserve forces of our military.

Summary: The City of College Station has several employees who are members of the National Guard and Reserve forces. Their service, along with that of thousands of other citizen soldiers, sailors, marines, coast guard and air force members, is vital to the security of the United States.

The City of College Station has demonstrated exceptional support for their service by adopting policies that are consistent with existing laws as well as providing additional benefits beyond those basic requirements. In addition, a team of City employees has volunteered to work with the State-wide ESGR (Employer Support of the Guard and Reserve) organization to assist our service members, families and City departments as needed during active duty deployments and routine training periods.

The City of College Station has been recognized as "FIVE STAR" employer because of this demonstrated level of support.

Attachments:

1. STATEMENT OF SUPPORT FOR THE GUARD AND RESERVE
2. Memorandum from Julie O'Connell
3. Current Members of National Guard and Reserve



STATEMENT OF SUPPORT FOR THE GUARD AND RESERVE



City of College Station, Texas

We recognize the National Guard and Reserve as essential to the strength of our nation and the well-being of our communities.

In the highest American tradition, the patriotic men and women of the Guard and Reserve serve voluntarily in an honorable and vital profession. They train to respond to their community and their country in time of need. They deserve the support of every segment of our society.

If these volunteer forces are to continue to serve our nation, increased public understanding is required of the essential role of the Guard and Reserve in preserving our national security. Their members must have the cooperation of all American employers in encouraging employee participation in Guard and Reserve.

Therefore, we join other employers in pledging that:

1. Employment will not be denied because of service in the Guard or Reserve;
2. Employee job and career opportunities will not be limited or reduced because of service in the Guard or Reserve;
3. Employees will be granted leaves of absence for military service in the Guard or Reserve, consistent with existing laws, without sacrifice of vacation; and
4. This agreement and its resultant policies will be made known throughout our organization.

Certifying for the Employer

Print Name

Date

Chairman
National Committee for Employer
Support of the Guard and Reserve

Secretary of Defense





October 25, 2006

MEMORANDUM

From: Julie O'Connell, Human Resources Director

Julie O'Connell

Subject: **Statement of Support for the Guard and Reserve**

The City of College Station recognizes the importance of having our employees serve in the National Guard and Reserve. The City proudly supports its employees who serve our country in this capacity. Below are some of the policies and practices at the City relating to military duty and military leave:

The City of College Station has signed a STATEMENT OF SUPPORT that they will stand behind their employees in peace as well as in times of crises or war.

The Policies and Procedures Manual regulations include provisions that comply with regulations outlined in USERRA, Title 38, US Code, Public Law 103-353.

All Managers and Supervisors are trained on City policies concerning military leave as well as on reemployment rights of those returning to duty.

The City of College Station has adopted policies which go above and beyond those basic requirements of the law including:

- Grants an employee on leave of absence for National Guard or Reserve duty fifteen days of paid leave per year. This is in addition to any other paid leaves for which the employee may be eligible.
- The City supports and encourages Departments to participate in events such as donations for "care" packages and letters to help support our troops.
- The City will arrange (if feasible and applicable) for employees to take promotional tests while serving overseas.
- The City supports and assists in the annual Veterans Day Ceremony at Veterans Park and Athletic Complex, which is dedicated in honor of all veterans.
- The City provides use of park facilities for Guard or Reserve unit activities such as "welcome home" or "farewell" socials.
- The City has contributed thousands of dollars to the unique Brazos Valley Veterans Memorial.

The City of College Station has also established an ESGR committee of employees to assist service members, families and city departments work with issues related to military service.

City of College Station, Texas Current Members of National Guard or Reserves

AS OF: November 06

<u>NAME</u>	<u>RANK</u>	<u>SERVICE BRANCH & UNIT</u>	<u>DEPT.</u>
Linda Matos	STAFF SGT	Army Reserve, 420 th ENG BDE	Police
Jeff Durham	LT COL	Air Force Reserve, 99 th SFG	Police
David Newman	CAPTAIN	Army Reserve, 302 nd MP Co	Police
John Ortiz	CPL	Army Reserve, 211 th Mpad	Police
Tony Ruiz	SGT	Marine Reserve, 1 st BN/23 rd , 24 th DIV	Parks& Rec
Juan Verduquez*	SGT	Texas Army NG, 36 th INF DIV	Parks & Rec
Jamesia Redwine*	2 nd LT	Army Reserve, 101 st Airborne DIV	Parks & Rec
Canaan Blake	CAPTAIN	Texas Army NG, 36 th INF DIV	Fire
John LeBlanc	CAPTAIN	Army Reserve, 420 th ENG BDE	Fire
Donald Davis	MAJOR	Army Reserve, IRR, 1 st PERSCOM	Info Services

**CURRENTLY ON ACTIVE DUTY*

College Station ESGR (Employer Support of the Guard & Reserve) Team:

Olivia Burnside, Chief Information Officer

Ben Roper, Assistant Director of Information Technology

Marita O'Dell, Organizational Development Specialist

Brian Hilton, Emergency Management Coordinator

Steve Beachy, Director of Parks & Recreation

Peter Lamont, Recreation Superintendent

David Coleman, Assistant Director of Water Services

**November 9, 2006
Regular Agenda
Partnership for Inclusive Communities**

To: Glenn Brown, City Manager

From: Olivia Burnside, Chief Information Officer

Agenda Caption: Presentation, possible action, and discussion approving a resolution for the City of College Station's participation in Partnership for Working Toward Inclusive Communities, a program sponsored by the National League of Cities.

Recommendation(s): Staff recommends approval of the resolution for the City to join the Partnership for Working Toward Inclusive Communities.

Summary: This partnership is expected to:

- Raise awareness and focus attention on the importance and value of inclusive communities
- Motivate cities and towns to make a public commitment to building inclusive communities
- Provide support to local officials in focused efforts around affordable housing, race and ethnic relations and equal citizen participation in decision-making
- Share valuable insights, experience, and lessons learned among the participating cities
- Recognize, publicize, and celebrate the work of cities and towns that join the partnership

Budget & Financial Summary: The City is already providing programs and projects that work toward inclusiveness. No additional funding is required.

Attachments:

Resolution to Work Toward Inclusive Community

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS, APPROVING A PARTNERSHIP FOR WORKING TOWARD INCLUSIVE COMMUNITIES.

WHEREAS, the City Council of the City of College Station, Texas, is committed to inclusion as a fundamental aspect of our community; and acknowledges that cities and towns are the best place to make inclusiveness an everyday priority; and local elected officials can and should lead the way forward in making inclusiveness a priority in America's cities and towns; and

WHEREAS, the National League of Cities has designed the Partnership for Working Toward Inclusive Communities to support cities and towns in their commitment to inclusion; and the National League of Cities and its members believe an inclusive community promotes equal opportunity and fairness, citizen participation and engagement; and

WHEREAS, the National League of Cities has invited local officials to join the Partnership for Working Toward Inclusive Communities and to make a commitment to building more inclusive communities in their own cities and towns; now, therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS:

PART 1: That the City Council hereby reaffirms its commitment to inclusion as a fundamental aspect of our community and pledges active efforts to seek to achieve that goal.

PART 2: That the City Council hereby joins the Partnership for Working Toward Inclusive Communities.

PART 2: That this resolution shall take effect immediately from and after its passage.

ADOPTED this _____ day of November, A.D. 2006.

ATTEST:

APPROVED:

CONNIE HOOKS, City Secretary

RON SILVIA, Mayor

APPROVED:



City Attorney

**November 9, 2006
Regular Agenda Item
General Obligation Bond Refunding**

To: Glenn Brown, City Manager

From: Jeff Kersten, Chief Financial Officer

Agenda Caption: Presentation, possible action and discussion on an ordinance authorizing the issuance and sale of City of College Station, Texas General Obligation Refunding Bonds, Series 2006, in an aggregate principal amount not to exceed \$15,000,000; approving the form of a preliminary official statement; selecting underwriters for the bonds; and ordaining other matters related thereto, including immediate effectiveness.

Recommendation(s): Council move to approve the attached ordinance authorizing the issuance and sale of General Obligation Refunding Bonds, Series 2006; preliminary official statement; selection of underwriters for the bonds, and ordaining other matters related thereto, including immediate effectiveness.

Summary: The City has the opportunity to refund a portion of its General Obligation Bonds in order to achieve savings due to lower interest rates that are available currently. The City's Financial Advisor, Drew Masterson with First Southwest Company has presented the City with an opportunity to issue refunding bonds for several of our outstanding General Obligation Bond issues. Refunding is issuing new debt to replace and pay off existing debt. Refunding can be done for a number of reasons; however, most often are used to accrue a savings against the current debt.

The bonds that are proposed to be refunded are:

General Obligation & Refunding Bonds, Series 1996	\$1,860,000
General Obligation, Series 1998	\$2,705,000
Certificates of Obligation, Series 2000	\$1,685,000
General Obligation Bonds, Series 2000	\$3,935,000

The City Council's Finance and Budgetary Policies allow for the City to "refund" debt when there is a net present value savings of at least 5%. The opportunity that is currently before the City Council will save the City approximately 4.67% over the remaining life of the issues. The net present value savings includes the debt issuance costs. **If this ordinance is approved the City Council will be delegating to the City Manager the authority to effect the bond sale when the net present value savings hits the 5% threshold through May 31, 2007. This will provide an opportunity to reach the 5% threshold over the next 6 months, in order to generate as much savings as possible for the City.**

Refundings are typically done as negotiated sales rather than our normal bidding process. In a negotiated sale, a consortium of investment firms is selected with one firm named as the managing partner for the sale. The sale is negotiated and pricing is verified against pricing for similar instruments within a few days of the actual sale date to make sure that the City is getting good pricing for its debt.

Budget & Financial Summary: The refunding will reduce the overall cost of the refunded bonds by at least 5% over the remaining life of the existing bonds. Total net present value savings will be at least \$473,345.17 against actual savings of at least \$612,408.35. Annual actual savings will range between at least \$17,948.89 and \$56,303.76 per year. The

savings will help the City by providing an additional margin that Council may choose to use for projects not currently funded by an identified source.

Attachments:

1. Ordinance authorizing the issuance and sale of City of College Station, Texas General Obligation Refunding Bonds, Series 2006A, in an aggregate principal amount not to exceed \$15,000,000; approving the form of a preliminary official statement; selecting underwriters for the bonds; and ordaining other matters related thereto, including immediate effectiveness.

ORDINANCE NO. _____

ORDINANCE AUTHORIZING THE ISSUANCE AND SALE OF CITY OF COLLEGE STATION, TEXAS GENERAL OBLIGATION REFUNDING BONDS, SERIES 2006, IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$15,000,000; AND ORDAINING OTHER MATTERS RELATED THERETO, INCLUDING IMMEDIATE EFFECTIVENESS

WHEREAS, the City Council has determined to authorize the refunding of all or a portion of the outstanding obligations of the City described in Schedule I attached to this ordinance (the "Refundable Obligations") to achieve a debt service savings with respect to Refundable Obligations; and

WHEREAS, because of fluctuating conditions in the municipal bond market, the City Council has determined to delegate to the City Manager the authority to effect the sale of the bonds hereinafter authorized for the purpose of providing for the refunding of all or a portion of the Refundable Obligations described in Schedule I, subject to the parameters hereinafter described; and

WHEREAS, the bonds hereinafter authorized are to be issued and delivered pursuant to the laws of the State of Texas, including specifically Chapter 1207, Texas Government Code, for the purposes set forth above.

THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS:

1. BONDS AUTHORIZED. That there shall be authorized to be issued, sold, and delivered hereunder fully registered bonds, without interest coupons (the "Bonds"), numbered consecutively from R-1 upward, payable to the respective initial registered owners thereof, or to the registered assignee or assignees of the Bonds or any portion or portions thereof, in the denomination of \$5,000 or any integral multiple thereof (an "Authorized Denomination"), maturing not later than February 15, 2031, payable serially or otherwise on the dates, in the years and in the principal amounts, respectively, and dated, all as set forth in the Purchase Agreement. The Bonds are hereby authorized to be issued for the purpose of refunding all or a portion of the Refundable Obligations, and to pay the costs of issuing the Bonds. The Bonds authorized by this Ordinance to be issued, sold and delivered may not be sold in an aggregate principal amount in excess of \$15,000,000.

2. SALE OF BONDS. (a) That the Bonds will be sold through a negotiated sale pursuant to the procedures set forth herein. A.G. Edwards & Sons, Inc. is hereby designated to be the senior managing underwriter for the Bonds. The City Manager, acting for and on behalf of the City, is authorized to enter into and carry out the Purchase Agreement with the Underwriters, in substantially the form attached hereto and made a part hereof for all purposes, with such changes as may be necessary to effect the sale of the Bonds to the Underwriters. The Bonds shall be sold to the Underwriters at such price, and subject to such terms and conditions as set forth in the Purchase Agreement, as shall be determined by the City Manager pursuant to subsection (b) below. The authority of the City Manager to execute the Purchase Agreement shall expire if the Purchase

Agreement has not been executed by the City and by the Underwriters (acting through their duly designated representative) by 5:00 p.m., Thursday, May 31, 2007. Any finding or determination made by the City Manager relating to the issuance and sale of the Bonds and the execution of the Purchase Agreement in connection therewith shall have the same force and effect as a finding or determination made by the City Council.

(b) As authorized by Chapter 1207, the City Manager is hereby authorized, appointed, and designated to act on behalf of the City in selling and delivering the Bonds and carrying out the other procedures specified in this Ordinance, including determining and fixing the date of the Bonds, any additional or different designation or title by which the Bonds shall be known, the aggregate principal amount of the Bonds, the date of delivery of the Bonds, the price at which the Bonds will be sold, the years in which the Bonds will mature, the principal amount of Bonds to mature in each of such years, the rate of interest to be borne by each such maturity, the interest payment periods, the dates, price, and terms upon and at which the Bonds shall be subject to redemption prior to maturity at the option of the City, as well as any mandatory sinking fund redemption provisions, and all other matters relating to the issuance, sale, and delivery of the Bonds, and the refunding of the Refunded Obligations, including, without limitation, obtaining a municipal bond insurance policy in support of the Bonds, all of which shall be specified in the Purchase Agreement; provided, that (i) the price to be paid for the Bonds shall not less than 95% of the aggregate original principal amount thereof, plus accrued interest thereon from the date of their delivery, and (ii) none of the Bonds shall bear interest at a rate greater than 10% per annum.

(c) The City Manager and the Chief Financial Officer of the City are authorized and directed to provide for and oversee the preparation of a final official statement in connection with the issuance of the Bonds, and to approve such final official statement and deem the preliminary official statement prepared in connection with the sale of the Bonds final in compliance with the Rule and to provide it to the Underwriters of the Bonds in compliance with the Rule. The use of the preliminary official statement prepared in connection with the sale of the Bonds is hereby approved.

3. REDEMPTION OF THE BONDS. (a) To the extent so provided for in the Purchase Agreement, the Bonds may be subject to redemption prior to their scheduled maturities. Should the Purchase Agreement provide for the redemption of the Bonds prior to their scheduled maturities at the option of the City, if less than all of the Bonds are to be redeemed by the City, the City shall determine the maturity or maturities and the amounts thereof to be redeemed and shall direct the Paying Agent/Registrar to call by lot Bonds, or portions thereof, within such maturity or maturities and in such principal amounts, for redemption; provided, that during any period in which ownership of the Bonds is determined only by a book entry at a securities depository for the Bonds, if fewer than all of the Bonds of the same maturity and bearing the same interest rate are to be redeemed, the particular Bonds of such maturity and bearing such interest rate shall be selected in accordance with the arrangements between the City and the securities depository. Should the Purchase Agreement provide for the mandatory sinking fund redemption of Bonds, the terms and conditions governing any such mandatory sinking fund redemption and the payment of sinking fund redemption payments relating thereto shall be as set forth in the Purchase Agreement.

(b) At least thirty (30) days prior to the date any such Bonds are to be redeemed, a written notice of redemption shall be given by the Paying Agent/Registrar to the registered owner of each

Bond or a portion thereof being called for redemption by depositing such notice in the United States mail, first-class, postage prepaid, addressed to each such registered owner at the address thereof as shown on the Registration Books (hereinafter defined). By the date fixed for any such redemption due provision shall be made by the City with the Paying Agent/Registrar for the payment of the required redemption price for the Bonds or the portions thereof which are to be so redeemed, plus accrued interest thereon to the date fixed for redemption. If such notice of redemption is given, and if due provision for such payment is made, all as provided above, the Bonds, or the portions thereof which are to be so redeemed, thereby automatically shall be redeemed prior to their scheduled maturities, and shall not bear interest after the date fixed for their redemption, and shall not be regarded as being outstanding except for the right of the registered owner to receive the redemption price plus accrued interest to the date fixed for redemption from the Paying Agent/Registrar out of the funds provided for such payment. The Paying Agent/Registrar shall record in the Registration Books all such redemptions of principal of the Bonds or any portion thereof. If a portion of any Bond shall be redeemed, a substitute Bond or Bonds having the same maturity date, bearing interest at the same rate, in any Authorized Denomination, at the written request of the registered owner, and in an aggregate principal amount equal to the unredeemed portion thereof, will be issued to the registered owner upon the surrender thereof for cancellation, at the expense of the City, all as provided in this Ordinance.

(c) (i) In addition to the manner of providing notice of redemption of Bonds as set forth above, the Paying Agent/Registrar shall give notice of redemption of Bonds by either United States mail, first-class postage prepaid, or electronic mail, at least 30 days prior to a redemption date to each NRMSIR and the SID. In addition, in the event of a redemption caused by an advance refunding of the Bonds, the Paying Agent/Registrar shall send a second notice of redemption to the persons specified in the immediately preceding sentence at least 30 days but not more than 90 days prior to the actual redemption date. Any notice sent to each NRMSIR and the SID shall be sent so that they are received at least two days prior to the general mailing or publication date of such notice. The Paying Agent/Registrar shall also send a notice of prepayment or redemption to the owner of any Bond who has not sent the Bonds in for redemption 60 days after the redemption date.

(ii) Each redemption notice, whether required in the FORM OF BOND or otherwise by this Ordinance, shall contain a description of the Bonds to be redeemed including the complete name of the Bonds, the series, the date of issue, the interest rate, the maturity date, the CUSIP number, if any, the amounts called of for redemption, the publication and mailing date for the notice, the date of redemption, the redemption price, the name of the Paying Agent/Registrar and the address at which the Bond may be redeemed including a contact person and telephone number.

(iii) All redemption payments made by the Paying Agent/Registrar to the registered owners of the Bonds shall include a CUSIP number relating to each amount paid to such registered owner.

4. INTEREST. That the Bonds shall bear interest calculated on the basis of a 360-day year composed of twelve 30-day months from the dates specified in the FORM OF BOND to their respective dates of maturity at the rates set forth in the Purchase Agreement. Interest on the Bonds shall be payable on the dates as set forth in the Purchase Agreement, until the maturity or prior redemption of the Bonds.

5. ADDITIONAL CHARACTERISTICS OF THE BONDS. (a) That the City shall keep

or cause to be kept at the designated corporate trust office in Dallas, Texas (the "Designated Payment/Transfer Office") of The Bank of New York Trust Company, N.A. (the "Paying Agent/Registrar"), or such other bank, trust company, financial institution, or other agency named in accordance with the provisions of (g) below, books or records of the registration and transfer of the Bonds (the "Registration Books"), and the City hereby appoints the Paying Agent/Registrar as its registrar and transfer agent to keep such books or records and make such transfers and registrations under such reasonable regulations as the City and Paying Agent/Registrar may prescribe; and the Paying Agent/Registrar shall make such transfers and registrations as herein provided. It shall be the duty of the Paying Agent/Registrar to obtain from the registered owner and record in the Registration Books the address of such registered owner of each bond to which payments with respect to the Bonds shall be mailed, as herein provided. The City or its designee shall have the right to inspect the Registration Books during regular business hours of the Paying Agent/Registrar, but otherwise the Paying Agent/Registrar shall keep the Registration Books confidential and, unless otherwise required by law, shall not permit their inspection by any other entity. Registration of each Bond may be transferred in the Registration Books only upon presentation and surrender of such bond to the Paying Agent/Registrar for transfer of registration and cancellation, together with proper written instruments of assignment, in form and with guarantee of signatures satisfactory to the Paying Agent/Registrar, evidencing the assignment of such bond, or any portion thereof in any integral multiple of \$5,000, to the assignee or assignees thereof, and the right of such assignee or assignees to have such bond or any such portion thereof registered in the name of such assignee or assignees. Upon the assignment and transfer of any Bond or any portion thereof, a new substitute bond or bonds shall be issued in exchange therefor in the manner herein provided.

(b) The entity in whose name any Bond shall be registered in the Registration Books at any time shall be treated as the absolute owner thereof for all purposes of this Ordinance, whether or not such bond shall be overdue, and the City and the Paying Agent/Registrar shall not be affected by any notice to the contrary; and payment of, or on account of, the principal of, premium, if any, and interest on any such bond shall be made only to such registered owner. All such payments shall be valid and effectual to satisfy and discharge the liability upon such bond to the extent of the sum or sums so paid.

(c) The City hereby further appoints the Paying Agent/Registrar to act as the paying agent for paying the principal of and interest on the Bonds, and to act as its agent to exchange or replace Bonds, all as provided in this Ordinance. The Paying Agent/Registrar shall keep proper records of all payments made by the City and the Paying Agent/Registrar with respect to the Bonds, and of all exchanges thereof, and all replacements thereof, as provided in this Ordinance.

(d) Each Bond may be exchanged for fully registered bonds in the manner set forth herein. Each Bond issued and delivered pursuant to this Ordinance, to the extent of the unredeemed principal amount thereof, may, upon surrender thereof at the Designated Payment/Transfer Office of the Paying Agent/Registrar, together with a written request therefor duly executed by the registered owner or the assignee or assignees thereof, or its or their duly authorized attorneys or representatives, with guarantee of signatures satisfactory to the Paying Agent/Registrar, at the option of the registered owner or such assignee or assignees, as appropriate, be exchanged for fully registered bonds, without interest coupons, in the form prescribed in the FORM OF BOND, in the denomination of \$5,000, or any integral multiple thereof (subject to the requirement hereinafter stated that each substitute bond shall have a single stated maturity date), as requested in writing by such registered owner or such assignee or

assignees, in an aggregate principal amount equal to the unredeemed principal amount of any Bond or Bonds so surrendered, and payable to the appropriate registered owner, assignee, or assignees, as the case may be. If a portion of any Bond shall be redeemed prior to its scheduled maturity as provided herein, a substitute bond or bonds having the same maturity date, bearing interest at the same rate, in the denomination or denominations of any integral multiple of \$5,000 at the request of the registered owner, and in an aggregate principal amount equal to the unredeemed portion thereof, will be issued to the registered owner upon surrender thereof for cancellation. If any Bond or portion thereof is assigned and transferred, each bond issued in exchange therefor shall have the same principal maturity date and bear interest at the same rate as the bond for which it is being exchanged. Each substitute bond shall bear a letter and/or number to distinguish it from each other bond. The Paying Agent/Registrar shall exchange or replace Bonds as provided herein, and each fully registered bond or bonds delivered in exchange for or replacement of any Bond or portion thereof as permitted or required by any provision of this Ordinance shall constitute one of the Bonds for all purposes of this Ordinance, and may again be exchanged or replaced. It is specifically provided, however, that any Bond delivered in exchange for or replacement of another Bond prior to the first scheduled interest payment date on the Bonds (as stated on the face thereof) shall be dated the same date as such Bond, but each substitute bond so delivered on or after such first scheduled interest payment date shall be dated as of the interest payment date preceding the date on which such substitute bond is delivered, unless such substitute bond is delivered on an interest payment date, in which case it shall be dated as of such date of delivery; *provided, however*, that if at the time of delivery of any substitute bond the interest on the bond for which it is being exchanged has not been paid, then such substitute bond shall be dated as of the date to which such interest has been paid in full. On each substitute bond issued in exchange for or replacement of any Bond or Bonds issued under this Ordinance there shall be printed thereon a Paying Agent/Registrar's Authentication Certificate, in the form hereinafter set forth in the FORM OF BOND (the "Authentication Certificate"). An authorized representative of the Paying Agent/Registrar shall, before the delivery of any such substitute bond, date such substitute bond in the manner set forth above, and manually sign and date the Authentication Certificate, and no such substitute bond shall be deemed to be issued or outstanding unless the Authentication Certificate is so executed. The Paying Agent/Registrar promptly shall cancel all Bonds surrendered for exchange or replacement. No additional ordinances, orders, or resolutions need be passed or adopted by the City Council or any other body or person so as to accomplish the foregoing exchange or replacement of any Bond or portion hereof, and the Paying Agent/Registrar shall provide for the printing, execution, and delivery of the substitute bonds in the manner prescribed herein. Pursuant to Chapter 1206, Texas Government Code, the duty of exchange or replacement of any Bond as aforesaid is hereby imposed upon the Paying Agent/Registrar, and, upon the execution of the Authentication Certificate, the exchanged or replaced bond shall be valid, incontestable, and enforceable in the same manner and with the same effect as the Bonds which originally were delivered pursuant to this Ordinance, approved by the Attorney General, and registered by the Comptroller of Public Accounts. Neither the City nor the Paying Agent/Registrar shall be required to transfer or exchange any Bond so selected for redemption, in whole or in part, within 45 calendar days of the date fixed for redemption; provided, however, such limitation of transfer shall not be applicable to an exchange by the registered owner of the uncalled principal of a Bond.

(e) All Bonds issued in exchange or replacement of any other Bond or portion thereof, (i) shall be issued in fully registered form, without interest coupons, with the principal of and interest on such Bonds to be payable only to the registered owners thereof, (ii) may be redeemed prior to their sched-

uled maturities, (iii) may be transferred and assigned, (iv) may be exchanged for other Bonds, (v) shall have the characteristics, (vi) shall be signed and sealed, and (vii) the principal of and interest on the Bonds shall be payable, all as provided, and in the manner required or indicated, in the FORM OF BOND.

(f) The City shall pay the Paying Agent/Registrar's reasonable and customary fees and charges for making transfers of Bonds, but the registered owner of any Bond requesting such transfer shall pay any taxes or other governmental charges required to be paid with respect thereto. The registered owner of any Bond requesting any exchange shall pay the Paying Agent/Registrar's reasonable and standard or customary fees and charges for exchanging any such bond or portion thereof, together with any taxes or governmental charges required to be paid with respect thereto, all as a condition precedent to the exercise of such privilege of exchange, except, however, that in the case of the exchange of an assigned and transferred bond or bonds or any portion or portions thereof in any integral multiple of \$5,000, and in the case of the exchange of the unredeemed portion of a Bond which has been redeemed in part prior to maturity, as provided in this Ordinance, such fees and charges will be paid by the City. In addition, the City hereby covenants with the registered owners of the Bonds that it will (i) pay the reasonable and standard or customary fees and charges of the Paying Agent/Registrar for its services with respect to the payment of the principal of and interest on the Bonds, when due, and (ii) pay the fees and charges of the Paying Agent/Registrar for services with respect to the transfer or registration of Bonds solely to the extent above provided, and with respect to the exchange of Bonds solely to the extent above provided.

(g) The City covenants with the registered owners of the Bonds that at all times while the Bonds are outstanding the City will provide a competent and legally qualified bank, trust company, or other entity duly qualified and legally authorized to act as and perform the services of Paying Agent/Registrar for the Bonds under this Ordinance, and that the Paying Agent/Registrar will be one entity. The City reserves the right to, and may, at its option, change the Paying Agent/Registrar upon not less than 60 days written notice to the Paying Agent/Registrar. In the event that the entity at any time acting as Paying Agent/Registrar (or its successor by merger, acquisition, or other method) should resign or otherwise cease to act as such, the City covenants that it will promptly appoint a competent and legally qualified national or state banking institution which shall be a corporation organized and doing business under the laws of the United States of America or of any state, authorized under such laws to exercise trust powers, subject to supervision or examination by federal or state authority, and whose qualifications substantially are similar to the previous Paying Agent/Registrar to act as Paying Agent/Registrar under this Ordinance. Upon any change in the Paying Agent/Registrar, the previous Paying Agent/Registrar promptly shall transfer and deliver the Registration Books (or a copy thereof), along with all other pertinent books and records relating to the Bonds, to the new Paying Agent/Registrar designated and appointed by the City. Upon any change in the Paying Agent/Registrar, the City promptly will cause a written notice thereof to be sent by the new Paying Agent/Registrar to each registered owner of the Bonds, by United States mail, first-class postage prepaid, which notice also shall give the address of the new Paying Agent/Registrar. By accepting the position and performing as such, each Paying Agent/Registrar shall be deemed to have agreed to the provisions of this Ordinance, and a certified copy of this Ordinance shall be delivered to each Paying Agent/Registrar.

6. **FORM OF BONDS.** That the form of all Bonds, including the form of the

Authentication Certificate, the form of Assignment, and the form of the Comptroller's Registration Certificate to accompany the Bonds on the initial delivery thereof, shall be, respectively, substantially in the form set forth in Exhibit A to this Ordinance, with such appropriate variations, omissions, or insertions as are permitted or required by this Ordinance. The printer of the Bonds is hereby authorized to print on the Bonds (i) the form of bond counsel's opinion relating to the Bonds, and (ii) an appropriate statement of insurance furnished by a municipal bond insurance company providing municipal bond insurance, if any, covering all or any part of the Bonds.

7. **DEFINITIONS.** That, as used in this Ordinance, the following terms shall have the meanings set forth below, unless the text hereof specifically indicates otherwise:

"Bond" or "Bonds" means one or more, as the case may be, of the General Obligation Refunding Bonds authorized to be issued by this Ordinance.

"City" and "Issuer" mean the City of College Station, Texas, or where appropriate, the City Council.

"City Council" means the governing body of the City.

"Code" means the Internal Revenue Code of 1986, as amended.

"Defeasance Securities" means (i) direct, noncallable obligations of the United States of America, including obligations that are unconditionally guaranteed by the United States of America, (ii) noncallable obligations of an agency or instrumentality of the United States of America, including obligations that are unconditionally guaranteed or insured by the agency or instrumentality and that, on the date of the purchase thereof are rated as to investment quality by a nationally recognized investment rating firm not less than AAA or its equivalent, and (iii) noncallable obligations of a state or an agency or a county, municipality, or other political subdivision of a state that have been refunded and that, on the date the governing body of the City adopts or approves the proceedings authorizing the financial arrangements are rated as to investment quality by a nationally recognized investment rating firm not less than AAA or its equivalent.

"Escrow Agreement" means the Escrow Agreement between the City and the escrow agent named therein, executed and delivered in connection with the refunding of the Refunded Obligations.

"MAC" means the Municipal Advisory Council of Texas.

"MSRB" means the Municipal Securities Rulemaking Board.

"NRMSIR" means each person whom the SEC or its staff has determined to be a nationally recognized municipal securities information repository within the meaning of the Rule from time to time.

"Purchase Agreement" means the bond purchase contract between the City and the Underwriters pertaining to the purchase of the Bonds by the Underwriters.

"Refundable Obligations" means those bonds identified in Schedule I attached to this Ordinance that are eligible to be refunded in accordance with Section 13 of this Ordinance.

"Refunded Obligations" means those Refundable Obligations selected by the City Manager to be refunded with the proceeds of the Bonds, as identified in the Purchase Agreement.

"Rule" means SEC Rule 15c2-12, as amended from time to time.

"SEC" means the United States Securities and Exchange Commission.

"SID" means any person designated by the State of Texas or an authorized department, officer, or agency thereof as, and determined by the SEC or its staff to be, a state information depository within the meaning of the Rule from time to time.

"Underwriters" means the investment banking firm or syndicate of investment banking firms which contract to purchase the Bonds in accordance with the terms and conditions of the Purchase Agreement.

"Year" or "fiscal year" means the regular fiscal year of the City, which may be any 12 consecutive months period established by the City Council.

8. LEVY OF TAX; INTEREST AND SINKING FUND. (a) That a special fund or account, to be designated the "**City of College Station, Texas Series 2006 General Obligation Refunding Bonds Interest and Sinking Fund**" (the "Interest and Sinking Fund") is hereby created and shall be established and maintained at an official depository of the City. The Interest and Sinking Fund shall be kept separate and apart from all other funds and accounts of the City, and shall be used only for paying the interest on and principal of the Bonds. All ad valorem taxes levied and collected for and on account of the Bonds shall be deposited, as collected, to the credit of the Interest and Sinking Fund. During each year while any Bond is outstanding and unpaid, the City Council of the City shall compute and ascertain the rate and amount of ad valorem tax, based on the latest approved tax rolls of the City, with full allowances being made for tax delinquencies and costs of tax collections, which will be sufficient to raise and produce the money required to pay the interest on the Bonds as such interest comes due, and to provide a sinking fund to pay the principal (including mandatory sinking fund redemption payments, if any) of the Bonds as such principal matures, but never less than 2% of the outstanding principal amount of the Bonds as a sinking fund each year. Said rate and amount of ad valorem tax is hereby ordered to be levied and is hereby levied against all taxable property in the City for each year while any Bond is outstanding and unpaid, and said ad valorem tax shall be assessed and collected each such year and deposited to the credit of the Interest and Sinking Fund. Said ad valorem taxes necessary to pay the interest on and principal of the Bonds, as such interest comes due, and such principal matures or comes due through operation of the mandatory sinking fund redemption, if any, as provided in the FORM OF BOND, are hereby pledged for such purpose, within the limit prescribed by law. There shall be appropriated from the General Fund of the City for deposit into the Interest and Sinking Fund moneys as may be necessary to pay the principal and interest payments on the Bonds scheduled to occur on or before February 15, 2007. Money in the Interest and Sinking Fund, at the option of the City, may be invested in such securities or obligations as permitted under applicable law and the City's investment policy. Any securities or obligations in which money

is so invested shall be kept and held in trust for the benefit of the owners of the Bonds and shall be sold and the proceeds of sale shall be timely applied to the making of all payments required to be made from the Interest and Sinking Fund. Interest and income derived from the investment of money in the Interest and Sinking Fund shall be credited thereto.

(b) Chapter 1208, Texas Government Code, applies to the issuance of the Bonds and the pledge of ad valorem taxes made under Section 7(a) of this Ordinance, and such pledge is therefore valid, effective, and perfected. If Texas law is amended at any time while the Bonds are outstanding and unpaid such that the pledge of ad valorem taxes made by the City under Section 7(a) of this Ordinance is to be subject to the filing requirements of Chapter 9, Texas Business & Commerce Code, then in order to preserve to the registered owners of the Bonds the perfection of the security interest in said pledge, the City agrees to take such measures as it determines are reasonable and necessary under Texas law to comply with the applicable provisions of Chapter 9, Texas Business & Commerce Code and enable a filing to perfect the security interest in said pledge to occur.

9. DAMAGED, LOST, STOLEN OR DESTROYED BONDS. (a) That in the event any outstanding Bond is damaged, mutilated, lost, stolen, or destroyed, the Paying Agent/Registrar shall cause to be printed, executed, and delivered, a new bond of the same principal amount, maturity, and interest rate, as the damaged, mutilated, lost, stolen, or destroyed Bond, in replacement for such Bond in the manner hereinafter provided.

(b) Application for replacement of damaged, mutilated, lost, stolen, or destroyed Bonds shall be made to the Paying Agent/Registrar. In every case of loss, theft, or destruction of a Bond, the applicant for a replacement bond shall furnish to the City and to the Paying Agent/Registrar such security or indemnity as may be required by them to save each of them harmless from any loss or damage with respect thereto. Also, in every case of loss, theft, or destruction of a Bond, the applicant shall furnish to the City and to the Paying Agent/Registrar evidence to their satisfaction of the loss, theft, or destruction of such Bond, as the case may be. In every case of damage or mutilation of a Bond, the applicant shall surrender to the Paying Agent/Registrar for cancellation the Bond so damaged or mutilated.

(c) Notwithstanding the foregoing provisions of this Section, in the event any such Bond shall have matured, and no default has occurred which is then continuing in the payment of the principal of, redemption premium, if any, or interest on the Bond, the City may authorize the payment of the same (without surrender thereof except in the case of a damaged or mutilated Bond) instead of issuing a replacement Bond, provided security or indemnity is furnished as above provided in this Section.

(d) Prior to the issuance of any replacement bond, the Paying Agent/Registrar shall charge the owner of such Bond with all legal, printing, and other expenses in connection therewith. Every replacement bond issued pursuant to the provisions of this Section by virtue of the fact that any Bond is lost, stolen, or destroyed shall constitute a contractual obligation of the City whether or not the lost, stolen, or destroyed Bond shall be found at any time, or be enforceable by anyone, and shall be entitled to all the benefits of this Ordinance equally and proportionately with any and all other Bonds duly issued under this Ordinance.

(e) In accordance with Chapter 1206, Texas Government Code, this Section of this Ordinance

shall constitute authority for the issuance of any such replacement bond without necessity of further action by the governing body of the City or any other body or person, and the duty of the replacement of such bonds is hereby authorized and imposed upon the Paying Agent/Registrar, subject to the conditions imposed by this Section 8 of this Ordinance, and the Paying Agent/Registrar shall authenticate and deliver such bonds in the form and manner and with the effect, as provided in Section 5(d) of this Ordinance for Bonds issued in exchange for other Bonds.

10. SUBMISSION OF PROCEEDINGS TO ATTORNEY GENERAL. That the Mayor or the designee thereof is hereby authorized to have control of the Bonds and all necessary records and proceedings pertaining to the Bonds pending their delivery and their investigation, examination and approval by the Attorney General of the State of Texas, and their registration by the Comptroller of Public Accounts of the State of Texas. Upon registration of the Bonds, said Comptroller of Public Accounts (or a deputy designated in writing to act for said Comptroller) shall manually sign the Comptroller's Registration Certificate accompanying the Bonds, and the seal of said Comptroller shall be impressed, or placed in facsimile, on each such certificate. After registration by said Comptroller, delivery of the Bonds shall be made to the representative for the Underwriters and subject to the general supervision and direction of the Mayor, against receipt by the City of all amounts due to the City under the terms of sale.

11. FEDERAL TAX COVENANTS. That the Issuer covenants to take any action to assure, or refrain from any action which would adversely affect, the treatment of the Bonds as obligations described in section 103 of the Code, the interest on which is not includable in the "gross income" of the holder for purposes of federal income taxation. In furtherance thereof, the Issuer covenants as follows:

(a) to take any action to assure that no more than 10 percent of the proceeds of the Bonds or the projects financed therewith (less amounts deposited to a reserve fund, if any) are used for any "private business use," as defined in section 141(b)(6) of the Code or, if more than 10 percent of the proceeds are so used, that amounts, whether or not received by the Issuer, with respect to such private business use, do not, under the terms of this Ordinance or any underlying arrangement, directly or indirectly, secure or provide for the payment of more than 10 percent of the debt service on the Bonds, in contravention of section 141(b)(2) of the Code;

(b) to take any action to assure that in the event that the "private business use" described in subsection (a) hereof exceeds 5 percent of the proceeds of the Bonds or the projects financed therewith (less amounts deposited into a reserve fund, if any) then the amount in excess of 5 percent is used for a "private business use" which is "related" and not "disproportionate," within the meaning of section 141(b)(3) of the Code, to the governmental use;

(c) to take any action to assure that no amount which is greater than the lesser of \$5,000,000, or 5 percent of the proceeds of the Bonds (less amounts deposited into a reserve fund, if any) is directly or indirectly used to finance loans to persons, other than state or local governmental units, in contravention of section 141(c) of the Code;

(d) to refrain from taking any action which would otherwise result in the Bonds being treated as "private activity bonds" within the meaning of section 141(b) of the Code;

(e) to refrain from taking any action that would result in the Bonds being "federally guaranteed" within the meaning of section 149(b) of the Code;

(f) to refrain from using any portion of the proceeds of the Bonds, directly or indirectly, to acquire or to replace funds which were used, directly or indirectly, to acquire investment property (as defined in section 148(b)(2) of the Code) which produces a materially higher yield over the term of the Bonds, other than investment property acquired with --

(1) proceeds of the Bonds invested for a reasonable temporary period of thirty days or less, until such proceeds are needed for the purpose for which the Bonds are issued,

(2) amounts invested in a bona fide debt service fund, within the meaning of section 1.148-1(b) of the Treasury Regulations, and

(3) amounts deposited in any reasonably required reserve or replacement fund to the extent such amounts do not exceed 10 percent of the proceeds of the Bonds;

(g) to otherwise restrict the use of the proceeds of the Bonds or amounts treated as proceeds of the Bonds, as may be necessary, so that the Bonds do not otherwise contravene the requirements of section 148 of the Code (relating to arbitrage) and, to the extent applicable, section 149(d) of the Code (relating to advance refundings); and

(h) to pay to the United States of America at least once during each five-year period (beginning on the date of delivery of the Bonds) an amount that is at least equal to 90 percent of the "Excess Earnings", within the meaning of section 148(f) of the Code and to pay to the United States of America, not later than 60 days after the Bonds have been paid in full, 100 percent of the amount then required to be paid as a result of Excess Earnings under section 148(f) of the Code.

For purposes of the foregoing clauses (a) and (b) above, the Issuer understands that the term "proceeds" includes "disposition proceeds" as defined in the Treasury Regulations and, in the case of a refunding bond, transferred proceeds (if any) and proceeds of the refunded bonds expended prior to the date of the issuance of the Bonds. It is the understanding of the Issuer that the covenants contained herein are intended to assure compliance with the Code and any regulations or rulings promulgated by the U.S. Department of the Treasury pursuant thereto. In the event that regulations or rulings are hereafter promulgated which modify or expand provisions of the Code, as applicable to the Bonds, the Issuer will not be required to comply with any covenant contained herein to the extent that such failure to comply, in the opinion of nationally-recognized bond counsel, will not adversely affect the exemption from federal income taxation of interest on the Bonds under section 103 of the Code. In the event that regulations or rulings are hereafter promulgated which impose additional requirements which are applicable to the Bonds, the Issuer agrees to comply with the additional requirements to the extent necessary, in the opinion of nationally-recognized bond counsel, to preserve the exemption from federal income taxation of interest on the Bonds under section 103 of the Code. In furtherance of the foregoing, the Mayor, the City Manager, the Deputy City Manager, any Assistant

City Manager, and the Chief Financial Officer of the City may execute any certificates or other reports required by the Code and to make such elections, on behalf of the City, which may be permitted by the Code as are consistent with the purpose for the issuance of the Bonds.

In order to facilitate compliance with the above clause (h), a "Rebate Fund" is hereby established by the City for the sole benefit of the United States of America, and such Rebate Fund shall not be subject to the claim of any other person, including without limitation the registered owners of the Bonds. The Rebate Fund is established for the additional purpose of compliance with section 148 of the Code.

12. DISPOSITION OF PROJECT. That the City covenants that the property financed or refinanced with the proceeds of the Bonds will not be sold or otherwise disposed in a transaction resulting in the receipt by the City of cash or other compensation, unless the City obtains an opinion of a nationally-recognized bond counsel substantially to the effect that such sale or other disposition will not adversely affect the tax-exempt status of the Bonds or the Refunded Obligations. For purposes of this Section, the portion of the property comprising personal property and disposed of in the ordinary course of business shall not be treated as a transaction resulting in the receipt of cash or other compensation. For purposes of this Section, the City shall not be obligated to comply with this covenant if it obtains an opinion of a nationally-recognized bond counsel to the effect that such failure to comply will not adversely affect the excludability for federal income tax purposes from gross income of the interest.

13. REFUNDING THE REFUNDED OBLIGATIONS. That the City hereby finds that the issuance of the Bonds for the purpose of refunding the Refunded Obligations to realize a net present value savings is a public purpose. As a condition to the issuance of the Bonds, the refunding of the aggregate principal amount of the Refunded Obligations must produce (i) a net present value savings, calculated in accordance with GASB Statement No. 7, of at least 5.00%, and (ii) a positive gross savings. The City Manager may elect not to refund any or all of the Refundable Obligations listed in Schedule I, but in no event shall the Bonds be issued if the refunding of the aggregate principal amount of the obligations selected for refunding does not result in the minimum savings threshold established in this Section being realized. On or before the date of delivery of the Bonds the Chief Financial Officer of the City shall execute and deliver to the City Council a certificate stating that the savings thresholds herein established have been realized. This certificate shall specifically state both the net present value savings and the gross savings realized by the City as a result of refunding the Refunded Obligations. In addition, the City hereby determines that, subject to the execution of the Purchase Agreement with the Underwriters and the delivery of the Bonds, the Refunded Obligations shall be called for redemption on the redemption date or dates set forth in Schedule I, at the applicable redemption price to the date fixed for redemption as provided in Schedule I. With respect to the redemption of the Series 2000 Certificates of Obligation identified in Schedule I, the City hereby finds that the omission in the ordinance authorizing the sale of the Series 2000 Certificates of Obligation of the call feature for said Series 2000 Certificates of Obligation was a typographical error, as (i) the official statement prepared in connection with the sale of said Series 2000 Certificates of Obligation contained the call feature that permitted the prior redemption at the option of the City of all or any portion of said Series 2000 Certificates of Obligation maturing on and after February 15, 2011 on February 15, 2010, or any date thereafter, and (ii) the City's financial advisor has represented to the City that the outstanding Series 2000 Certificates of Obligation are trading with an optional redemption date of February 15, 2010. The City Manager or the designee thereof shall take such actions as are necessary to cause notice of redemption to be given for the Refunded Obligations called for redemption. The determination of the City Manager relating to the issuance and sale of Bonds to refund Refunded

Obligations in such principal amount as provided in the Purchase Agreement shall have the same force and effect as if such determination were made by the City Council. The City Manager and the City Secretary are hereby authorized to execute and deliver the Escrow Agreement, in substantially the form attached to this Ordinance, should the Purchase Agreement be executed and the Bonds are sold.

14. **CONTINUING ONGOING DISCLOSURE.** (a) *Annual Reports.* (i) The City shall provide annually to each NRMSIR and any SID, within six months after the end of each fiscal year ending in or after 2006, financial information and operating data with respect to the City of the general type included in the final Official Statement authorized by Section 2(c) of this Ordinance, being the information described in Exhibit B hereto. Any financial statements so to be provided shall be (1) prepared in accordance with the accounting principles described in Exhibit B hereto, or such other accounting principles as the City may be required to employ from time to time pursuant to state law or regulation, and (2) audited, if the City commissions an audit of such statements and the audit is completed within the period during which they must be provided. If the audit of such financial statements is not complete within such period, then the City shall provide unaudited financial statements by the required time, and shall provide audited financial statements for the applicable fiscal year to each NRMSIR and any SID, when and if the audit report on such statements becomes available.

(ii) If the City changes its fiscal year, it will notify each NRMSIR and any SID of the change (and of the date of the new fiscal year end) prior to the next date by which the City otherwise would be required to provide financial information and operating data pursuant to this Section. The financial information and operating data to be provided pursuant to this Section may be set forth in full in one or more documents or may be included by specific reference to any document (including an official statement or other offering document, if it is available from the MSRB) that theretofore has been provided to each NRMSIR and any SID or filed with the SEC.

(b) *Material Event Notices.* The City shall notify any SID and either each NRMSIR or the MSRB, in a timely manner, of any of the following events with respect to the Bonds, if such event is material within the meaning of the federal securities laws:

1. Principal and interest payment delinquencies;
2. Non-payment related defaults;
3. Unscheduled draws on debt service reserves reflecting financial difficulties;
4. Unscheduled draws on credit enhancements reflecting financial difficulties;
5. Substitution of credit or liquidity providers, or their failure to perform;
6. Adverse tax opinions or events affecting the tax-exempt status of the Bonds;
7. Modifications to rights of holders of the Bonds;
8. Bond calls;
9. Defeasances;
10. Release, substitution, or sale of property securing repayment of the Bonds; and
11. Rating changes.

The City shall notify any SID and either each NRMSIR or the MSRB, in a timely manner, of any failure by the City to provide financial information or operating data in accordance with subsection (b) of this Section by the time required by such subsection. Any filing under this Section may be made solely by transmitting such filing to the MAC as provided at <http://www.disclosureusa.org>, unless the SEC has withdrawn the interpretive advice stated in its letter to the MAC dated September 7, 2004.

(c) *Limitations, Disclaimers, and Amendments.* (i) The City shall be obligated to observe and

perform the covenants specified in this Section for so long as, but only for so long as, the City remains an "obligated person" with respect to the Bonds within the meaning of the Rule, except that the City in any event will give notice of any deposit made in accordance with this Ordinance or applicable law that causes any Bonds no longer to be outstanding.

(ii) The provisions of this Section are for the sole benefit of the holders and beneficial owners of the Bonds, and nothing in this Section, express or implied, shall give any benefit or any legal or equitable right, remedy, or claim hereunder to any other person. The City undertakes to provide only the financial information, operating data, financial statements, and notices which it has expressly agreed to provide pursuant to this Section and does not hereby undertake to provide any other information that may be relevant or material to a complete presentation of the City's financial results, condition, or prospects or to update any information provided in accordance with this Section or otherwise, except as expressly provided herein. The City does not make any representation or warranty concerning such information or its usefulness to a decision to invest in or sell Bonds at any future date.

(iii) UNDER NO CIRCUMSTANCES SHALL THE CITY BE LIABLE TO THE HOLDER OR BENEFICIAL OWNER OF ANY BOND OR ANY OTHER PERSON, IN CONTRACT OR TORT, FOR DAMAGES RESULTING IN WHOLE OR IN PART FROM ANY BREACH BY THE CITY, WHETHER NEGLIGENT OR WITHOUT FAULT ON ITS PART, OF ANY COVENANT SPECIFIED IN THIS SECTION, BUT EVERY RIGHT AND REMEDY OF ANY SUCH PERSON, IN CONTRACT OR TORT, FOR OR ON ACCOUNT OF ANY SUCH BREACH SHALL BE LIMITED TO AN ACTION FOR MANDAMUS OR SPECIFIC PERFORMANCE.

(iv) No default by the City in observing or performing its obligations under this Section shall comprise a breach of or default under the Ordinance for purposes of any other provision of this Ordinance. Nothing in this Section is intended or shall act to disclaim, waive, or otherwise limit the duties of the City under federal and state securities laws.

(v) The provisions of this Section may be amended by the City from time to time to adapt to changed circumstances that arise from a change in legal requirements, a change in law, or a change in the identity, nature, status, or type of operations of the City, but only if (1) the provisions of this Section, as so amended, would have permitted an underwriter to purchase or sell Bonds in the primary offering of the Bonds in compliance with the Rule, taking into account any amendments or interpretations of the Rule since such offering as well as such changed circumstances and (2) either (a) the holders of a majority in aggregate principal amount (or any greater amount required by any other provision of this Ordinance that authorizes such an amendment) of the outstanding Bonds consent to such amendment or (b) a person that is unaffiliated with the City (such as nationally-recognized bond counsel) determines that such amendment will not materially impair the interest of the holders and beneficial owners of the Bonds. If the City so amends the provisions of this Section, it shall include with any amended financial information or operating data next provided in accordance with subsection (b) of this Section an explanation, in narrative form, of the reason for the amendment and of the impact of any change in the type of financial information or operating data so provided. The City may also amend or repeal the provisions of this continuing disclosure agreement if the SEC amends or repeals the applicable provision of the Rule or a court of final jurisdiction enters judgment that such provisions of the Rule are invalid, but only if and to the extent that the provisions of this sentence would not prevent an underwriter from lawfully purchasing or selling Bonds in the primary offering of the Bonds.

15. **DEFEASANCE.** (a) *Defeased Bonds.* That any Bond and the interest thereon shall be deemed to be paid, retired and no longer outstanding (a "Defeased Bond") within the meaning of this Ordinance, except to the extent provided in subsection (d) of this Section, when payment of the principal of such Bond, plus interest thereon to the due date (whether such due date be by reason of maturity or otherwise) either (i) shall have been made or caused to be made in accordance with the terms thereof, or (ii) shall have been provided for on or before such due date by irrevocably depositing with or making available to the Paying Agent/Registrar in accordance with an escrow agreement or other instrument (the "Future Escrow Agreement") for such payment (1) lawful money of the United States of America sufficient to make such payment or (2) Defeasance Securities that mature as to principal and interest in such amounts and at such times as will insure the availability, without reinvestment, of sufficient money to provide for such payment, and when proper arrangements have been made by the Issuer with the Paying Agent/Registrar for the payment of its services until all Defeased Bonds shall have become due and payable. At such time as a Bond shall be deemed to be a Defeased Bond hereunder, as aforesaid, such Bond and the interest thereon shall no longer be secured by, payable from, or entitled to the benefits of, the ad valorem taxes herein levied and pledged as provided in this Ordinance, and such principal and interest shall be payable solely from such money or Defeasance Securities. Notwithstanding any other provision of this Ordinance to the contrary, it is hereby provided that any determination not to redeem Defeased Bonds that is made in conjunction with the payment arrangements specified in subsection 15(a)(i) or (ii) shall not be irrevocable, provided that: (1) in the proceedings providing for such payment arrangements, the Issuer expressly reserves the right to call the Defeased Bonds for redemption; (2) the Issuer gives notice of the reservation of that right to the owners of the Defeased Bonds immediately following the making of the payment arrangements; and (3) the Issuer directs that notice of the reservation be included in any redemption notices that it authorizes.

(b) *Investment in Defeasance Securities.* Any moneys so deposited with the Paying Agent/Registrar may at the written direction of the Issuer be invested in Defeasance Securities, maturing in the amounts and times as hereinbefore set forth, and all income from such Defeasance Securities received by the Paying Agent/Registrar that is not required for the payment of the Bonds and interest thereon, with respect to which such money has been so deposited, shall be turned over to the Issuer, or deposited as directed in writing by the Issuer. Any Future Escrow Agreement pursuant to which the money and/or Defeasance Securities are held for the payment of Defeased Bonds may contain provisions permitting the investment or reinvestment of such moneys in Defeasance Securities or the substitution of other Defeasance Securities upon the satisfaction of the requirements specified in subsection 15(a)(i) or (ii). All income from such Defeasance Securities received by the Paying Agent/Registrar which is not required for the payment of the Defeased Bonds, with respect to which such money has been so deposited, shall be remitted to the Issuer or deposited as directed in writing by the Issuer.

(c) *Paying Agent/Registrar Services.* Until all Defeased Bonds shall have become due and payable, the Paying Agent/Registrar shall perform the services of Paying Agent/Registrar for such Defeased Bonds the same as if they had not been defeased, and the Issuer shall make proper arrangements to provide and pay for such services as required by this Ordinance.

(d) *Selection of Bonds for Defeasance.* In the event that the Issuer elects to defease less than all of the principal amount of Bonds of a maturity, the Paying Agent/Registrar shall select, or cause to be selected, such amount of Bonds by such random method as it deems fair and appropriate.

16. BOOK-ENTRY ONLY SYSTEM. That the Bonds initially shall be issued and delivered in such manner that no physical distribution of the Bonds will be made to the public, and The Depository Trust Company ("DTC"), New York, New York, initially will act as depository for the Bonds. DTC has represented that it is a limited purpose trust company incorporated under the laws of the State of New York, a member of the Federal Reserve System, a "clearing corporation" within the meaning of the New York Uniform Commercial Code, and a "clearing agency" registered under Section 17A of the Securities Exchange Act of 1934, as amended, and the City accepts, but in no way verifies, such representations. The Bonds initially authorized by this Ordinance intended to be held by DTC shall be delivered to and registered in the name of CEDE & CO., the nominee of DTC. It is expected that DTC will hold the Bonds on behalf of the Underwriters and their participants. So long as each Bonds is registered in the name of CEDE & CO., the Paying Agent/Registrar shall treat and deal with DTC the same in all respects as if it were the actual and beneficial owner thereof. It is expected that DTC will maintain a book-entry system which will identify ownership of the Bonds in integral amounts of \$5,000, with transfers of ownership being effected on the records of DTC and its participants pursuant to rules and regulations established by them, and that the Bonds initially deposited with DTC shall be immobilized and not be further exchanged for substitute Bonds except as hereinafter provided. The City is not responsible or liable for any functions of DTC, will not be responsible for paying any fees or charges with respect to its services, will not be responsible or liable for maintaining, supervising, or reviewing the records of DTC or its participants, or protecting any interests or rights of the beneficial owners of the Bonds. It shall be the duty of the DTC Participants, as defined in the Official Statement herein approved, to make all arrangements with DTC to establish this book-entry system, the beneficial ownership of the Bonds, and the method of paying the fees and charges of DTC. The City does not represent, nor does it in any way covenant that the initial book-entry system established with DTC will be maintained in the future. Notwithstanding the initial establishment of the foregoing book-entry system with DTC, if for any reason any of the originally delivered Bonds is duly filed with the Paying Agent/Registrar with proper request for transfer and substitution, as provided for in this Ordinance, substitute Bonds will be duly delivered as provided in this Ordinance, and there will be no assurance or representation that any book-entry system will be maintained for such Bonds. In connection with the initial establishment of the foregoing book-entry system with DTC, the City heretofore has executed a "Blanket Letter of Representations" prepared by DTC in order to implement the book-entry system described above.

17. BOND INSURANCE. That the City Manager is hereby authorized in connection with the sale of the Bonds to obtain a municipal bond insurance policy with respect to the payment of debt service on the Bonds. Should such a policy be obtained, the conditions of the company issuing such policy (the "Insurer") set forth in a commitment issued by the Insurer shall be incorporated into and be deemed part of this Ordinance. A legend provided by the Insurer for inclusion on the Bonds is hereby authorized to be printed on the Bonds.

18. DEFAULT AND REMEDIES. (a) *Events of Default.* Each of the following occurrences or events for the purpose of this Ordinance is hereby declared to be an Event of Default:

(i) the failure to make payment of the principal of or interest on any of the Bonds when the same becomes due and payable; or

(ii) default in the performance or observance of any other covenant, agreement or obligation of the City, the failure to perform which materially, adversely affects the rights of the registered owners of the Bonds, including, but not limited to, their prospect or ability to be

repaid in accordance with this Ordinance, and the continuation thereof for a period of 60 days after notice of such default is given by any registered owner to the City.

(b) *Remedies for Default.*

(i) Upon the happening of any Event of Default, then and in every case, any registered owner or an authorized representative thereof, including, but not limited to, a trustee or trustees therefor, may proceed against the City, or any official, officer or employee of the City in their official capacity, for the purpose of protecting and enforcing the rights of the registered owners under this Ordinance, by mandamus or other suit, action or special proceeding in equity or at law, in any court of competent jurisdiction, for any relief permitted by law, including the specific performance of any covenant or agreement contained herein, or thereby to enjoin any act or thing that may be unlawful or in violation of any right of the registered owners hereunder or any combination of such remedies.

(ii) It is provided that all such proceedings shall be instituted and maintained for the equal benefit of all registered owners of Bonds then outstanding.

(c) *Remedies Not Exclusive.*

(i) No remedy herein conferred or reserved is intended to be exclusive of any other available remedy or remedies, but each and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder or under the Bonds or now or hereafter existing at law or in equity; provided, however, that notwithstanding any other provision of this Ordinance, the right to accelerate the debt evidenced by the Bonds shall not be available as a remedy under this Ordinance.

(ii) The exercise of any remedy herein conferred or reserved shall not be deemed a waiver of any other available remedy.

(iii) By accepting the delivery of a Bond authorized under this Ordinance, such registered owner agrees that the certifications required to effectuate any covenants or representations contained in this Ordinance do not and shall never constitute or give rise to a personal or pecuniary liability or charge against the officers, employees or trustees of the City or the City Council.

(iv) None of the members of the City Council, nor any other official or officer, agent, or employee of the City, shall be charged personally by the registered owners with any liability, or be held personally liable to the registered owners under any term or provision of this Ordinance, or because of any Event of Default or alleged Event of Default under this Ordinance.

19. OFFICIALS AUTHORIZED TO ACT ON BEHALF OF THE CITY. That the Mayor, the City Secretary, the City Manager, the Deputy City Manager, any Assistant City Manager or the Chief Financial Officer of the City, and all other officers, employees, and agents of the City, and each of them, shall be and they are hereby expressly authorized, empowered, and directed from time to time and at any time to do and perform all such acts and things and to execute, acknowledge, and deliver in the name and under the seal and on behalf of the City all such instruments, whether or not

herein mentioned, as may be necessary or desirable in order to carry out the terms and provisions of this Ordinance, the Bonds, the offering documents prepared in connection with the sale of the Bonds, the Escrow Agreement, the Purchase Agreement or the Paying Agent/Registrar Agreement. In case any officer whose signature appears on any Bond shall cease to be such officer before the delivery of such Bond, such signature shall nevertheless be valid and sufficient for all purposes the same as if he or she had remained in office until such delivery.

20. **USE OF PROCEEDS.** That the proceeds from the sale of the Bonds shall be used in the manner described in the letter of instructions executed by or on behalf of the City. The foregoing notwithstanding, proceeds representing accrued interest on the Bonds shall be deposited to the credit of the Interest and Sinking Fund and proceeds representing premium on the Bonds shall be used in a manner consistent with the provisions of Section 1201.041(d), Texas Government Code.

21. **PREAMBLE.** That the preamble to this Ordinance is incorporated by reference and made a part hereof for all purposes.

22. **MISCELLANEOUS PROVISIONS.** (a) **Titles Not Restrictive.** That the titles assigned to the various sections of this Ordinance are for convenience only and shall not be considered restrictive of the subject matter of any section or of any part of this Ordinance.

(b) **Rules of Construction.** The words "herein", "hereof" and "hereunder" and other words of similar import refer to this Ordinance as a whole and not to any particular Section or other subdivision. Except where the context otherwise requires, terms defined in this Ordinance to impart the singular number shall be considered to include the plural number and vice versa. References to any named person means that party and its successors and assigns. References to any constitutional, statutory or regulatory provision means such provision as it exists on the date this Ordinance is adopted by the City and any future amendments thereto or successor provisions thereof. Any reference to the payment of principal in this Ordinance shall be deemed to include the payment of any mandatory sinking fund redemption payments as may be described herein. References to the FORM OF BOND in this Ordinance refer to the FORM OF BOND set forth in Exhibit A to this Ordinance.

(c) **Inconsistent Provisions.** All orders and resolutions, or parts thereof, which are in conflict or inconsistent with any provision of this Ordinance are hereby repealed and declared to be inapplicable, and the provisions of this Ordinance shall be and remain controlling as to the matters prescribed herein.

(d) **Severability.** If any word, phrase, clause, paragraph, sentence, part, portion, or provision of this Ordinance or the application thereof to any person or circumstance shall be held to be invalid, the remainder of this Ordinance shall nevertheless be valid and the City hereby declares that this Ordinance would have been enacted without such invalid word, phrase, clause, paragraph, sentence, part, portion, or provisions.

(e) **Governing Law.** This Ordinance shall be construed and enforced in accordance with the laws of the State of Texas.

(f) **Open Meeting.** The City officially finds and determines that the meeting at which this Ordinance is adopted was open to the public; and that public notice of the time, place, and purpose of such meeting was given, all as required by Chapter 551, Texas Government Code.

(g) **Immediate Effect.** In accordance with the provisions of Section 1201.028, Texas Government Code, this Ordinance shall be effective immediately upon its adoption by the City Council.

PASSED AND APPROVED this November 9, 2006.

City Secretary, City of College Station, Texas

Mayor, City of College Station, Texas

(CITY SEAL)

APPROVED:

McCall, Parkhurst & Horton L.L.P.
Bond Counsel

A handwritten signature in black ink, appearing to read "Jeffrey Alexander", written over a horizontal line.

SCHEDULE I

LIST OF REFUNDABLE OBLIGATIONS

SUMMARY OF BONDS REFUNDED

City of College Station
 General Obligation Refunding Bonds, Series 2006
 *** Preliminary - For Discussion Purposes Only ***
 FSW Scale as of 9-22-2006

Bond	Maturity Date	Interest Rate	Par Amount	Call Date	Call Price
General Obligation & Refunding Bonds, Series 1996, 1996:					
SERIAL	02/15/2010	5.250%	270,000.00	02/15/2007	100.000
	02/15/2011	5.350%	285,000.00	02/15/2007	100.000
	02/15/2012	5.450%	300,000.00	02/15/2007	100.000
	02/15/2013	5.500%	315,000.00	02/15/2007	100.000
	02/15/2014	5.500%	335,000.00	02/15/2007	100.000
	02/15/2015	5.550%	355,000.00	02/15/2007	100.000
			1,860,000.00		
General Obligation Improvement Bonds, Series 1998, 1998GO:					
SERIAL	02/15/2012	5.000%	395,000.00	02/15/2008	100.000
	02/15/2013	5.000%	415,000.00	02/15/2008	100.000
	02/15/2014	5.000%	440,000.00	02/15/2008	100.000
	02/15/2015	5.100%	460,000.00	02/15/2008	100.000
TERM17	02/15/2016	5.125%	485,000.00	02/15/2008	100.000
	02/15/2017	5.125%	510,000.00	02/15/2008	100.000
			2,705,000.00		
Certificates of Obligation, Series 2000, 2000CO:					
SERIAL	02/15/2011	5.200%	170,000.00	02/15/2010	100.000
	02/15/2012	5.300%	180,000.00	02/15/2010	100.000
	02/15/2013	5.350%	190,000.00	02/15/2010	100.000
	02/15/2014	5.400%	205,000.00	02/15/2010	100.000
	02/15/2015	5.500%	215,000.00	02/15/2010	100.000
	02/15/2016	5.500%	230,000.00	02/15/2010	100.000
	02/15/2017	5.500%	240,000.00	02/15/2010	100.000
	02/15/2018	5.500%	255,000.00	02/15/2010	100.000
			1,685,000.00		
General Obligation Bonds, Series 2000, 2000GO:					
SERIAL	02/15/2012	5.300%	470,000.00	02/15/2010	100.000
	02/15/2013	5.350%	500,000.00	02/15/2010	100.000
	02/15/2014	5.400%	525,000.00	02/15/2010	100.000
	02/15/2015	5.500%	560,000.00	02/15/2010	100.000
	02/15/2016	5.500%	590,000.00	02/15/2010	100.000
	02/15/2017	5.500%	625,000.00	02/15/2010	100.000
	02/15/2018	5.500%	665,000.00	02/15/2010	100.000
			3,935,000.00		
			10,185,000.00		

EXHIBIT A

FORM OF BOND

NO. _____

\$ _____

UNITED STATES OF AMERICA
STATE OF TEXAS
CITY OF COLLEGE STATION, TEXAS
GENERAL OBLIGATION REFUNDING BONDS,
SERIES 2006

MATURITY DATE INTEREST RATE ORIGINAL ISSUE DATE CUSIP

ON THE MATURITY DATE SPECIFIED ABOVE, THE CITY OF COLLEGE STATION, TEXAS (the "Issuer"), a home-rule municipality located Brazos County, Texas, hereby promises to pay to

or to the registered assignee hereof (either being hereinafter called the "registered owner") the principal amount of:

_____ DOLLARS

and to pay interest thereon, from the Original Issue Date specified above, to the maturity date specified above, or the date of its redemption prior to scheduled maturity, at the rate of interest per annum specified above, with said interest being payable on _____ 15, 200_, and semiannually on each _____ 15 and _____ 15 thereafter; except that if the Paying Agent/Registrar's Authentication Certificate appearing on the face of this Bond is dated later than _____ 15, 200_, such interest is payable semiannually on each _____ 15 and _____ 15 following such date.

THE PRINCIPAL OF AND INTEREST ON this Bond are payable in lawful money of the United States of America, without exchange or collection charges. The principal of this Bond shall be paid to the registered owner hereof upon presentation and surrender of this Bond at maturity or redemption prior to maturity at the designated corporate trust office in Dallas, Texas (the "Designated Payment/Transfer Office"), of The Bank of New York Trust Company, N.A., which is the "Paying Agent/Registrar" for this Bond. The payment of interest on this Bond shall be made by the Paying Agent/Registrar to the registered owner hereof as shown by the Registration Books kept by the Paying Agent/Registrar at the close of business on the last business day of the month next preceding such interest payment date by check, dated as of such interest payment date, drawn by the Paying Agent/Registrar on, and payable solely from, funds of the Issuer required to be on deposit with the Paying Agent/Registrar for such purpose as hereinafter provided; and such check shall be sent by the Paying Agent/Registrar by United States mail, first-class postage prepaid, on each such interest payment date, to the registered owner hereof at its address as it appears on the Registration Books kept by the Paying Agent/Registrar, as hereinafter described. Any accrued interest due at maturity or upon redemption of this Bond prior to maturity as provided herein shall be paid to the registered owner upon presentation and surrender of this Bond for redemption and payment at the Designated Payment/Transfer Office of the Paying Agent/Registrar. The Issuer covenants with the registered owner of this Bond that no later than each principal payment and/or interest payment date for this Bond it will make available to the Paying Agent/Registrar from the Interest and Sinking Fund as defined by the ordinance authorizing the Bonds (the "Ordinance") the amounts required to provide

for the payment, in immediately available funds, of all principal of and interest on the Bonds, when due.

IN THE EVENT OF A NON-PAYMENT of interest on a scheduled payment date, and for 30 days thereafter, a new record date for such interest payment (a "Special Record Date") will be established by the Paying Agent/Registrar, if and when funds for the payment of such interest have been received from the Issuer. Notice of the Special Record Date and of the scheduled payment date of the past due interest ("Special Payment Date", which shall be 15 days after the Special Record Date) shall be sent at least five business days prior to the Special Record Date by United States mail, first class postage prepaid, to the address of each registered owner of a Bond appearing on the registration books of the Paying Agent/Registrar at the close of business on the last business day next preceding the date of mailing of such notice.

IF THE DATE for the payment of the principal of or interest on this Bond shall be a Saturday, Sunday, a legal holiday, or a day on which banking institutions in the city where the Designated Payment/Transfer Office of the Paying Agent/Registrar is located are authorized by law or executive order to close, then the date for such payment shall be the next succeeding day which is not such a Saturday, Sunday, legal holiday, or day on which banking institutions are authorized to close; and payment on such date shall have the same force and effect as if made on the original date payment was due. Notwithstanding the foregoing, during any period in which ownership of the Bonds is determined only by a book entry at a securities depository for the Bonds, any payment to the securities depository, or its nominee or registered assigns, shall be made in accordance with existing arrangements between the Issuer and the securities depository.

THIS BOND is one of a Series of Bonds of like tenor and effect except as to number, principal amount, interest rate, maturity and option of redemption, authorized in accordance with the Constitution and laws of the State of Texas in the principal amount of \$_____, for the purpose of refunding the "Refunded Obligations" (as defined in the Ordinance); and to pay the costs incurred in connection with the issuance of the Bonds.

ON FEBRUARY 15, 201_, or on any date thereafter, the Bonds of this Series maturing on February 15, 201_ and thereafter may be redeemed prior to their scheduled maturities, at the option of the Issuer, in whole, or in part, at par and accrued interest to the date fixed for redemption. The years of maturity of the Bonds called for redemption at the option of the City prior to stated maturity shall be selected by the City. The Bonds or portions thereof redeemed within a maturity shall be selected by lot or other method by the Paying Agent/Registrar; *provided*, that during any period in which ownership of the Bonds is determined only by a book entry at a securities depository for the Bonds, if fewer than all of the Bonds of the same maturity and bearing the same interest rate are to be redeemed, the particular Bonds of such maturity and bearing such interest rate shall be selected in accordance with the arrangements between the Issuer and the securities depository.

AT LEAST 30 days prior to the date fixed for any such redemption a written notice of such redemption shall be given to the registered owner of each Bond or a portion thereof being called for redemption by depositing such notice in the United States mail, first-class postage prepaid, addressed to each such registered owner at his address shown on the Registration Books of the Paying Agent/Registrar. By the date fixed for any such redemption due provision shall be made by the Issuer with the Paying Agent/Registrar for the payment of the required redemption price for this Bond or the portion hereof which is to be so redeemed, plus accrued interest thereon to the date fixed for redemption. If such notice of redemption is given, and if due provision for such payment is made, all

as provided above, this Bond, or the portion hereof which is to be so redeemed, thereby automatically shall be redeemed prior to its scheduled maturity, and shall not bear interest after the date fixed for its redemption, and shall not be regarded as being outstanding except for the right of the registered owner to receive the redemption price plus accrued interest to the date fixed for redemption from the Paying Agent/Registrar out of the funds provided for such payment. The Paying Agent/Registrar shall record in the Registration Books all such redemptions of principal of this Bond or any portion hereof. If a portion of any Bond shall be redeemed a substitute Bond or Bonds having the same maturity date, bearing interest at the same rate, in any denomination or denominations in any integral multiple of \$5,000, at the written request of the registered owner, and in aggregate principal amount equal to the unredeemed portion thereof, will be issued to the registered owner upon the surrender thereof for cancellation, at the expense of the Issuer, all as provided in the Ordinance.

ALL BONDS OF THIS SERIES are issuable solely as fully registered bonds, without interest coupons, in the denomination of any integral multiple of \$5,000. As provided in the Ordinance, this Bond, or any unredeemed portion hereof, may, at the request of the registered owner or the assignee or assignees hereof, be assigned, transferred, and exchanged for a like aggregate principal amount of fully registered bonds, without interest coupons, payable to the appropriate registered owner, assignee, or assignees, as the case may be, having the same maturity date, and bearing interest at the same rate, in any denomination or denominations in any integral multiple of \$5,000 as requested in writing by the appropriate registered owner, assignee, or assignees, as the case may be, upon surrender of this Bond to the Paying Agent/Registrar at its Designated Payment/Transfer Office for cancellation, all in accordance with the form and procedures set forth in the Ordinance. Among other requirements for such assignment and transfer, this Bond must be presented and surrendered to the Paying Agent/Registrar, together with proper instruments of assignment, in form and with guarantee of signatures satisfactory to the Paying Agent/Registrar, evidencing assignment of this Bond or any portion or portions hereof in any integral multiple of \$5,000 to the assignee or assignees in whose name or names this Bond or any such portion or portions hereof is or are to be transferred and registered. The form of Assignment printed or endorsed on this Bond may be executed by the registered owner to evidence the assignment hereof, but such method is not exclusive, and other instruments of assignment satisfactory to the Paying Agent/Registrar may be used to evidence the assignment of this Bond or any portion or portions hereof from time to time by the registered owner. The one requesting such exchange shall pay the Paying Agent/Registrar's reasonable standard or customary fees and charges for exchanging any Bond or portion thereof. The foregoing notwithstanding, in the case of the exchange of a portion of a Bond which has been redeemed prior to maturity, as provided herein, and in the case of the exchange of an assigned and transferred Bond or Bonds or any portion or portions thereof, such fees and charges of the Paying Agent/Registrar will be paid by the Issuer. In any circumstance, neither the Issuer nor the Paying Agent/Registrar shall be required (1) to make any transfer or exchange during a period beginning at the opening of business 30 days before the day of the first mailing of a notice of redemption of Bonds and ending at the close of business on the day of such mailing, or (2) to transfer or exchange any Bonds so selected for redemption when such redemption is scheduled to occur within 30 calendar days.

WHENEVER the beneficial ownership of this Bond is determined by a book entry at a securities depository for the Bonds, the foregoing requirements of holding, delivering or transferring this Bond shall be modified to require the appropriate person or entity to meet the requirements of the securities depository as to registering or transferring the book entry to produce the same effect.

IN THE EVENT any Paying Agent/Registrar for the Bonds is changed by the Issuer, resigns, or otherwise ceases to act as such, the Issuer has covenanted in the Ordinance that it promptly will

appoint a competent and legally qualified substitute therefor, and promptly will cause written notice thereof to be mailed to the registered owners of the Bonds.

IT IS HEREBY CERTIFIED AND RECITED that the issuance of this Bond, and the series of which it is a part, is duly authorized by law; that all acts, conditions and things required to be done precedent to and in the issuance of this series of bonds, and of this Bond, have been properly done and performed and have happened in regular and due time, form and manner as required by law; that sufficient and proper provision for the levy and collection of ad valorem taxes has been made, which, when collected, shall be appropriated exclusively to the payment of this Bond and the series of which it is a part; and that the total indebtedness of the City of College Station, Texas, including the entire series of bonds of which this is one, does not exceed any constitutional or statutory limitation.

BY BECOMING the registered owner of this Bond, the registered owner thereby acknowledges all of the terms and provisions of the Ordinance, agrees to be bound by such terms and provisions, acknowledges that the Ordinance is duly recorded and available for inspection in the official minutes and records of the governing body of the Issuer, and agrees that the terms and provisions of this Bond and the Ordinance constitute a contract between each registered owner hereof and the Issuer.

IN WITNESS WHEREOF, the City has caused this Bond to be signed by the manual or facsimile signature of the Mayor of the City and countersigned by the manual or facsimile signature of the City Secretary of the City, has caused the official seal of the City to be duly impressed, or placed in facsimile, on this Bond.

City Secretary
City of College Station, Texas

Mayor
City of College Station, Texas

(SEAL)

FORM OF PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE:

PAYING AGENT/REGISTRAR'S AUTHENTICATION CERTIFICATE

It is hereby certified that this Bond has been issued under the provisions of the proceedings adopted by the Issuer as described in the text of this Bond; and that this Bond has been issued in conversion of and exchange for or replacement of a bond, bonds, or a portion of a bond or bonds of an issue which originally was approved by the Attorney General of the State of Texas and registered by the Comptroller of Public Accounts of the State of Texas.

Dated:

THE BANK OF NEW YORK TRUST COMPANY, N.A.,
Paying Agent/Registrar

By _____
Authorized Representative

FORM OF COMPTROLLER'S CERTIFICATE (ATTACHED TO
THE BONDS UPON INITIAL DELIVERY THEREOF):

OFFICE OF COMPTROLLER : REGISTER NO. _____
STATE OF TEXAS :

I hereby certify that there is on file and of record in my office a certificate of the Attorney General of the State of Texas to the effect that this Bond has been examined by him as required by law, and that he finds that it has been issued in conformity with the Constitution and laws of the State of Texas, and that it is a valid and binding obligation of the City of College Station, Texas, payable in the manner provided by and in the ordinance authorizing same, and said Bond has this day been registered by me.

WITNESS MY HAND and seal of office at Austin, Texas _____.

Comptroller of Public Accounts
of the State of Texas

(SEAL)

FORM OF ASSIGNMENT:

ASSIGNMENT

FOR VALUE RECEIVED, the undersigned hereby sells, assigns and transfers unto

Please insert Social Security or Taxpayer
Identification Number of Transferee

/ _____ /

(Please print or typewrite name and address, including
zip code of Transferee)

the within Bond and all rights thereunder, and hereby

irrevocably constitutes and appoints _____

attorney to register the transfer of the within Bond on the

books kept for registration thereof, with full power of

substitution in the premises.

Dated: _____

Signature Guaranteed:

NOTICE: Signature(s) must be guaranteed by
a member firm of the New York Stock
Exchange or a commercial bank or trust
company.

NOTICE: The signature above must
correspond with the name of the Registered
Owner as it appears upon the front of this
Bond in every particular, without alteration or
enlargement or any change whatsoever.

The printer of the Bonds is hereby authorized to print on the Bonds (i) the form of bond counsel's opinion relating to the Bonds, and (ii) an appropriate statement of insurance furnished by a municipal bond insurance company providing municipal bond insurance, if any, covering all or any part of the Bonds.

DESCRIPTION OF ANNUAL FINANCIAL INFORMATION

The following information is referred to in Section 14 of this Ordinance.

Annual Financial Statements and Operating Data

The financial information and operating data with respect to the City to be provided annually in accordance with such Section are as specified below (and included in the Appendix or under the headings of the Official Statement referred to):

1. The "Audit Report" for the most recently concluded fiscal year.
2. The information included in the Official Statement under the following captions, but for the most recently concluded fiscal year: Tables 1 through 6 and Tables 8 through 13 and Appendix B.

Accounting Principles

The accounting principles referred to in such Section are the accounting principles described in the notes to the financial statements referred to in paragraph 1 described above, as such principles may be changed from time to time to comply with state law or regulation.

**November 9, 2006
Regular Agenda
Recycling Collection Program**

To: Glenn Brown, City Manager

From: Mark Smith, Director of Public Works

Agenda Caption: Presentation, and discussion of the City of College Station Recycling Collection Program.

Recommendation(s): N/A

Summary: The presentation will update the City Council on the City of College Station Recycling Program. Staff will present current performance data, the recent addition of accepted commodities, and the economic feasibility for the addition of white office paper as a collected material.

Budget & Financial Summary: N/A

Attachments:

1. Staff Analysis – White Paper Recycling Collection
2. Recycling Survey Charts
3. Recycling Survey Comments
4. White Paper Collection Cost Quote



MEMORANDUM

To: Glenn Brown, City Manager
 From: Pete Caler, Assistant Director Public Works/BVSWMA Director
 CC: Terry Childers, Deputy City Manager
 Mark Smith, Director of Public Works
 Wally Urrutia, Sanitation Superintendent
 Dawn Self, Recycling Coordinator
 Date: November 2, 2006
 Subject: Staff Analysis – White Paper Recycling Collection

The purpose of this memorandum is to provide an analysis pertaining to a City Council request for the addition of white office paper as a material collected by the curbside recycling program.

Estimated cost for the addition of white paper to curbside recycling program:

Texas Commercial Waste (TCW), the recycling collection franchisee, has responded to a staff request for an informal quote on the cost to add white paper to the curbside recycling program. The quote is an additional \$1.50 per household, which would increase the total amount paid to TCW for recycling collection from \$2.15 to \$3.65 per household, per month. Adding white paper collection would increase contracted services for recycling by approximately \$25,000 per month or \$300,000 per year. The quote from Texas Commercial Waste is attached to this memorandum.

Alternatives for Citizens that wish to recycle white paper and other fiber products:

College Station residents can take commodities not accepted in the curbside program to the City of Bryan Drive-In Recycling Center or Texas A&M University Recycling Center. The Bryan Recycling Center is open seven days per week and accepts white paper and cardboard. The Texas A&M Recycling Center accepts white ledger paper, white mixed paper, office paper, mixed paper, newspaper, magazines, cardboard, and boxboard. This center is open to the public Monday-Friday. The primary reason that acceptance of paper materials is economically feasible for these facilities is the presence of staff at the collection point, who can sort grades of paper as they are delivered.

Pros and Cons of adding residential white paper recycling:

Pros- The addition of any commodity is a positive change for the recycling program and will result in some type of increase in the diversion of material from the landfill. Public perception about the program would be enhanced as more commodities are added, availability is expanded, or the setout process is made to be more convenient for the customer.

Cons- The current contractor has commented to staff that family households generate a very small amount of white sorted ledger (WSL). This type of paper is normally generated at schools, municipal buildings, and commercial establishments. Residential customers generate a mixed paper grade, which, if mixed with newspaper and magazines allows a risk upon delivery that the material will be rejected by the paper mill in Waco, causing the load to be transported back to College Station and landfilled. The quote received from TCW would add an increase of \$1.50 to a

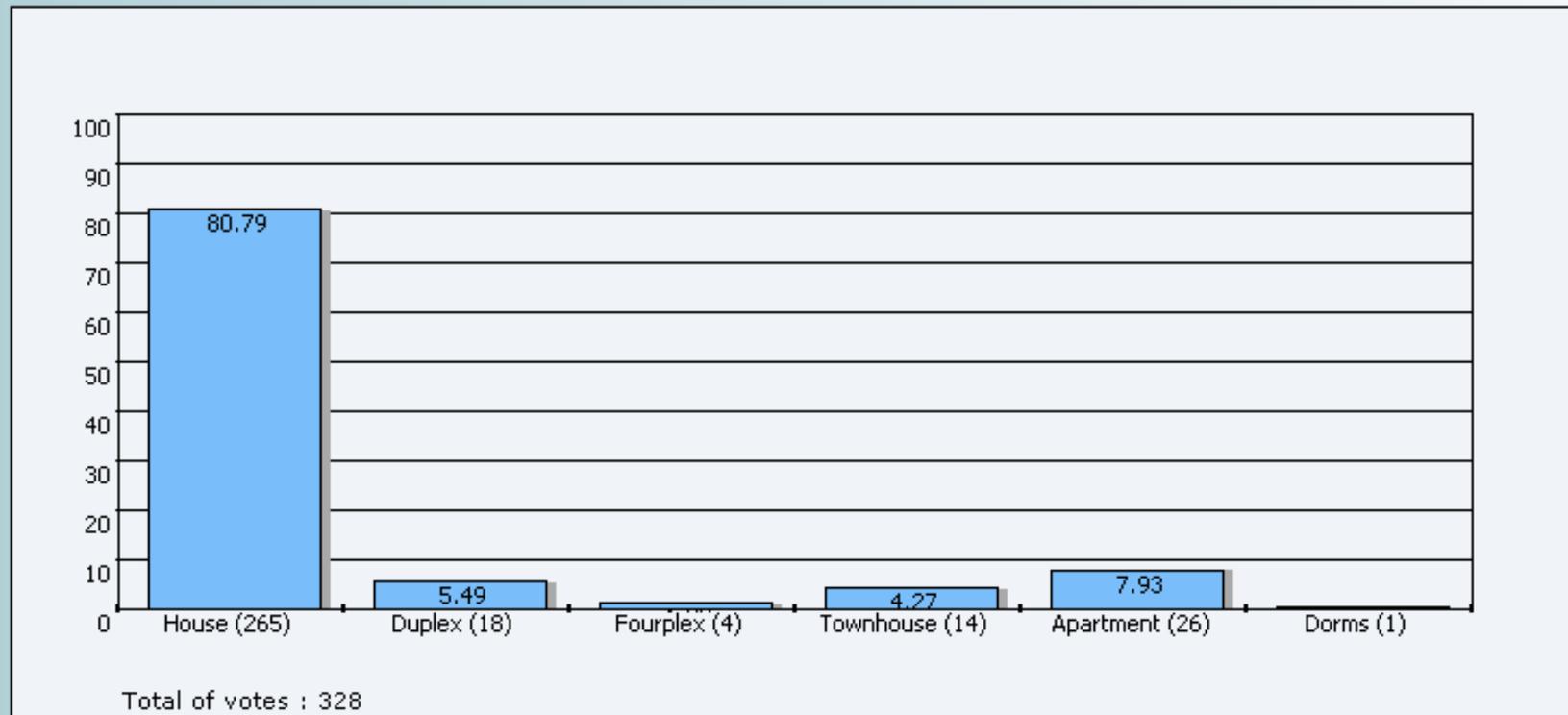


customer's monthly solid waste fee, for a potentially low rate of return on the amount of white paper recycled for revenue.

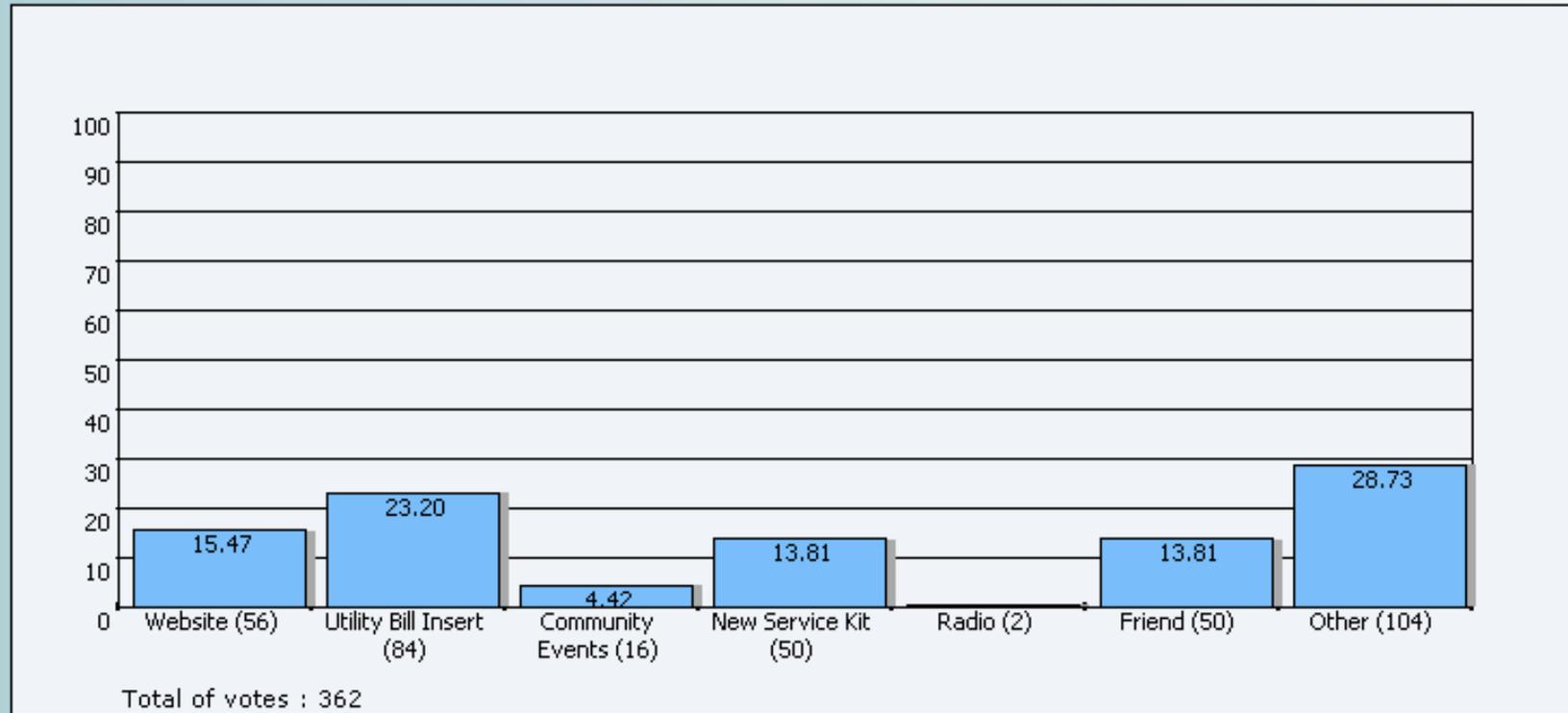
Recycling Survey Results:

A non-scientific survey was posted during the month of August on the city website. The survey was publicized in the local media and received about 300 responses. Based on the survey, 80% of the residents participating in the curbside recycling program are satisfied. Dissatisfaction with the program is attributable to lack of services for apartment complexes and the inconvenience caused by the bag system in comparison to single stream collection. In order of preference, residents want to see cardboard (22.91%), plastic grocery bags (22.57%), solid colored plastic bottles (18.06%), mixed paper (15.12%), and white office paper (13.66%) added to the curbside program. The contractor has recently added colored plastic bottles to the program. When asked if they use the Bryan Drive-In Recycling Center, 30% said yes and 84% say they would use a similar recycling facility if it was located College Station. The survey charts are attached to this memorandum, along with numerous citizen comments in a separate document.

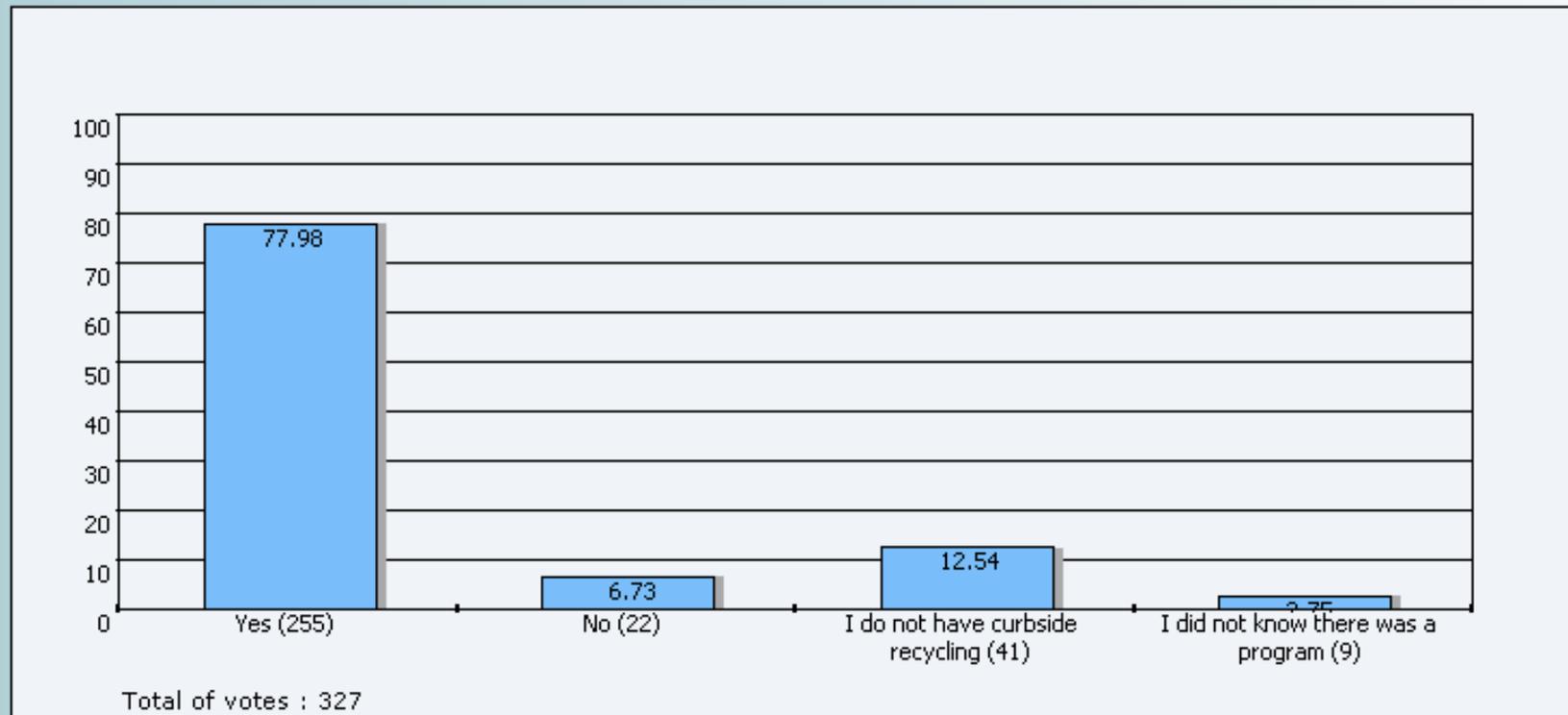
Type of residence



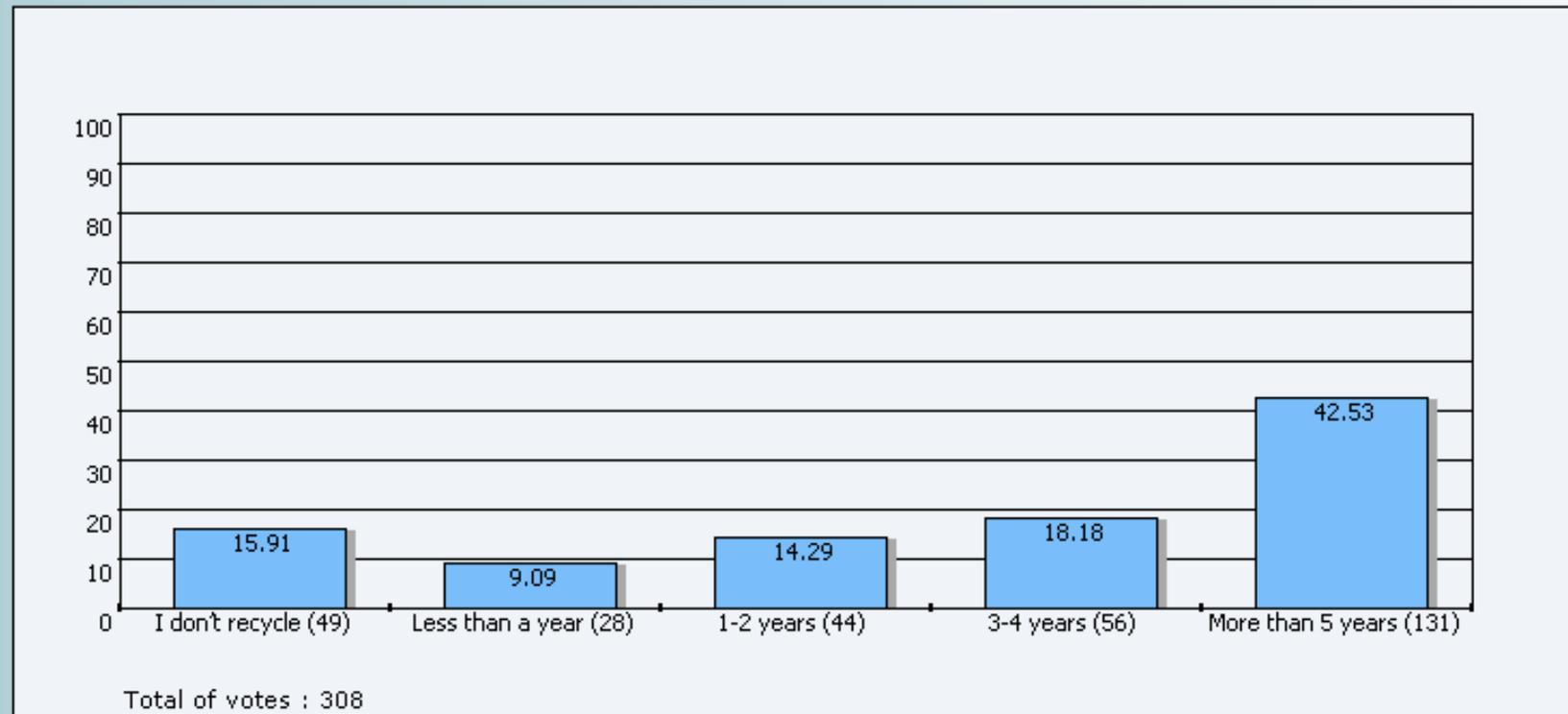
How did you hear about the recycling program?



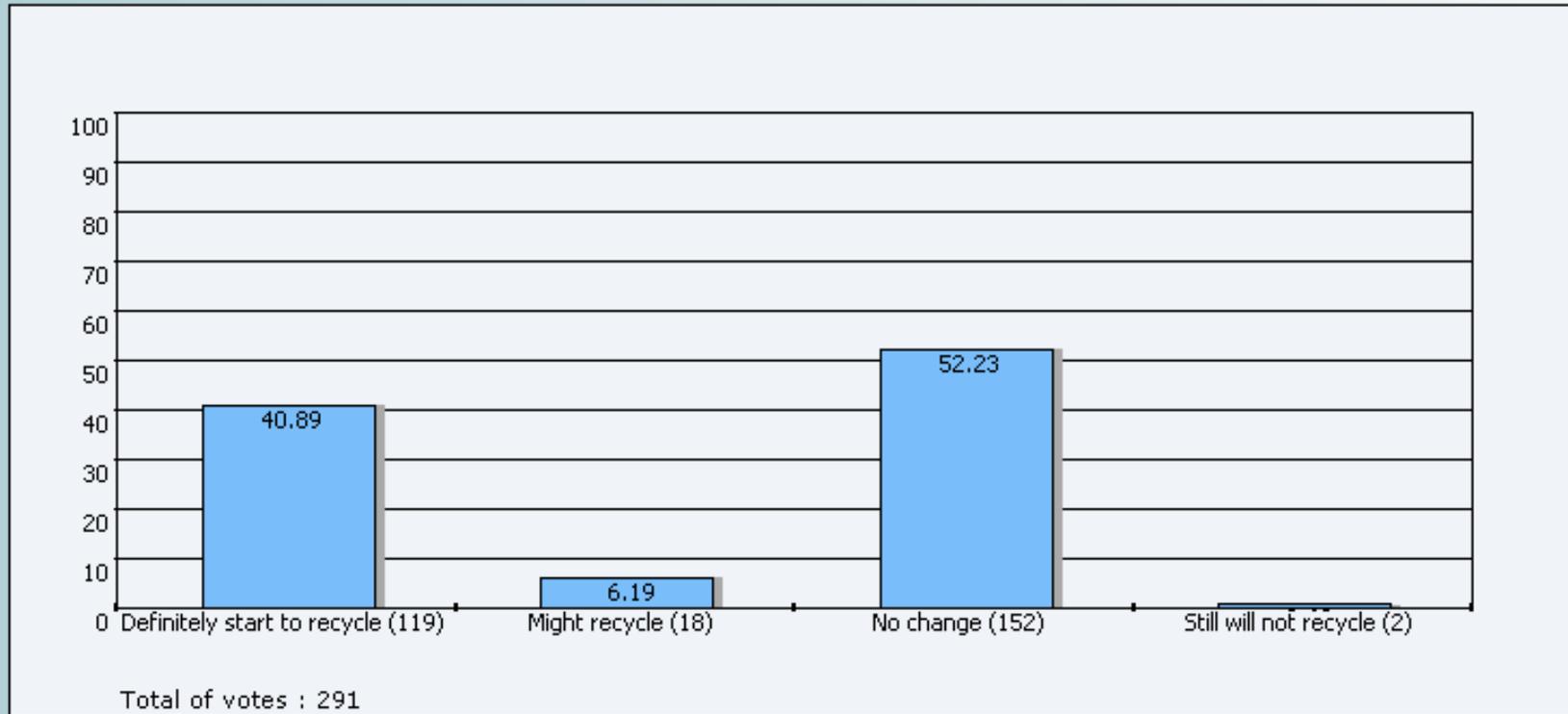
Do you participate in the Curbside Recycling Program?



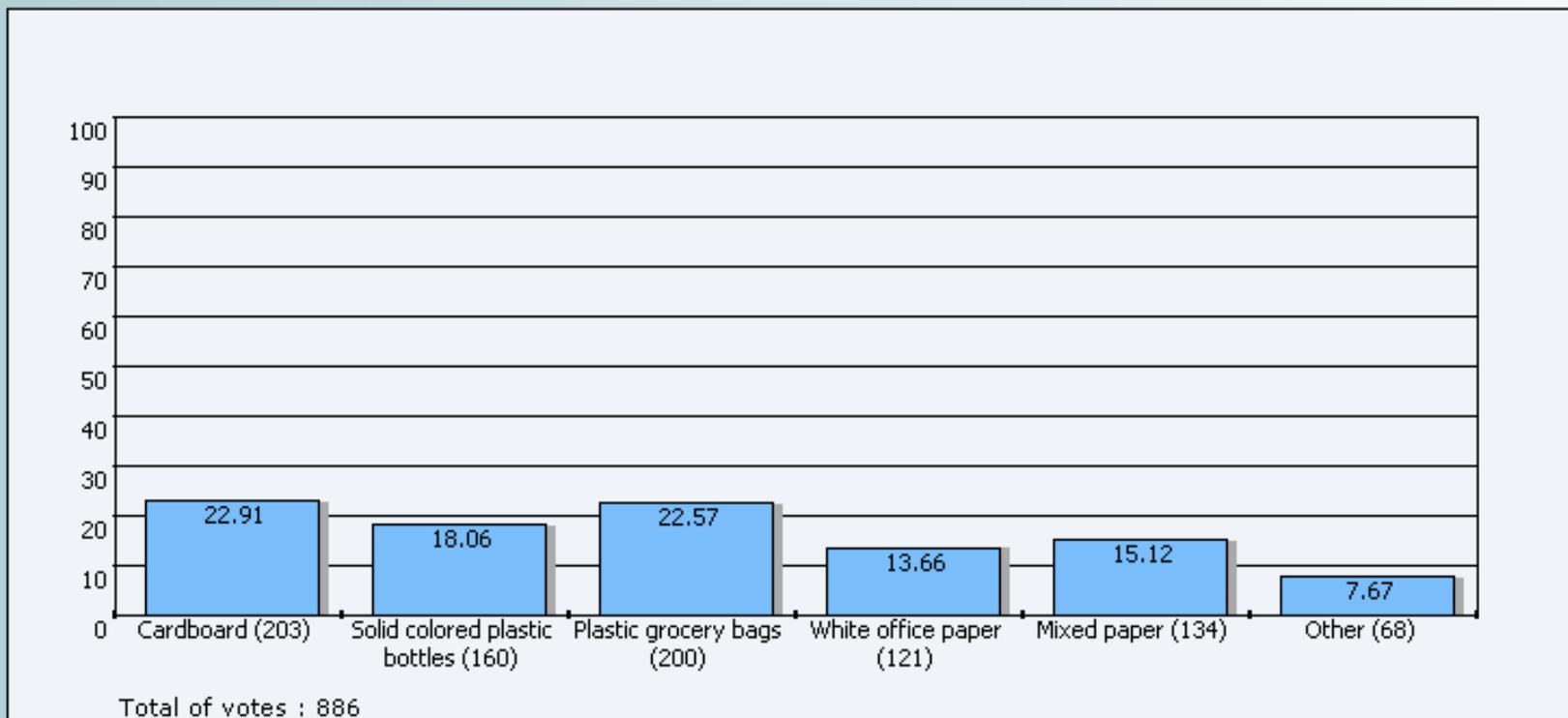
How long have you been using the Curbside Recycling Program?



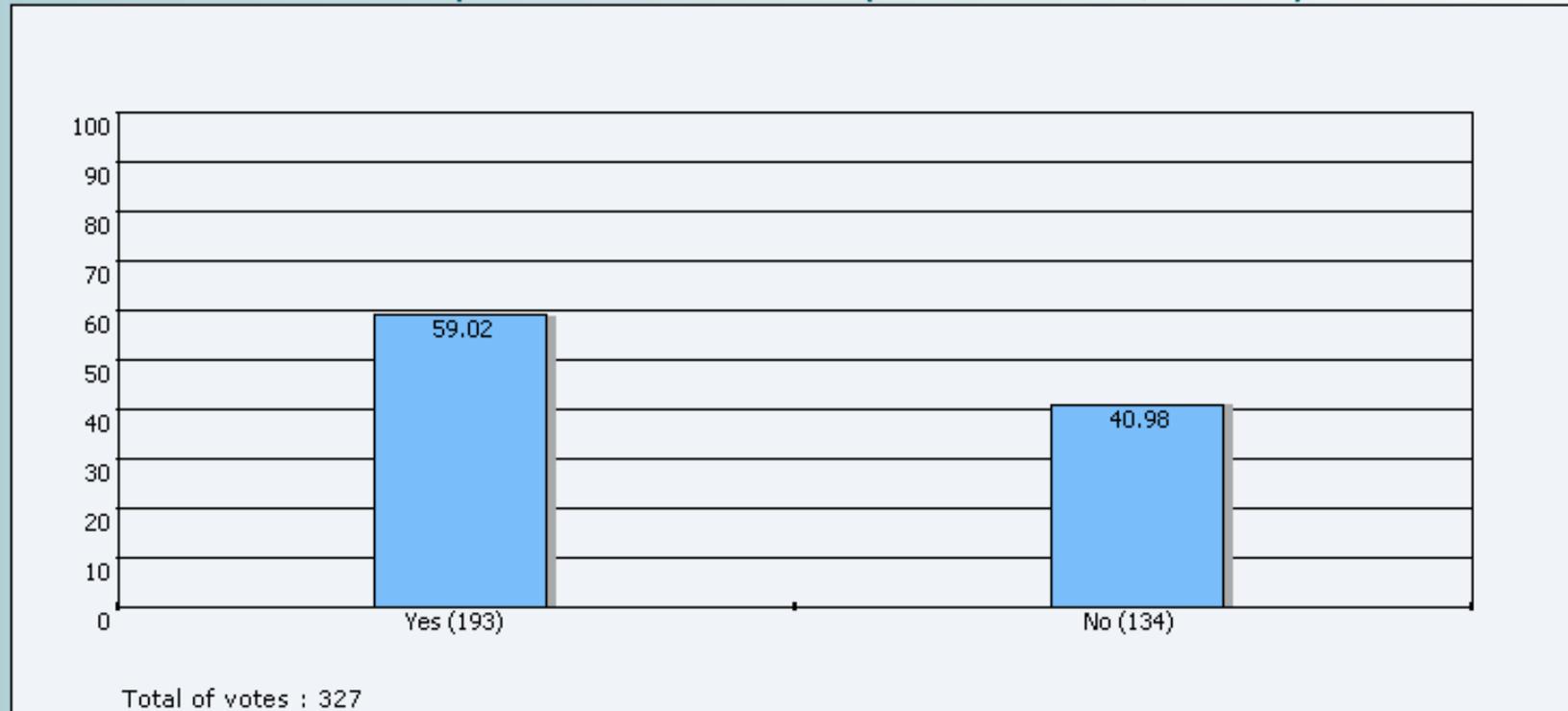
Would you start to recycle if all recyclables could go into one collection bin?



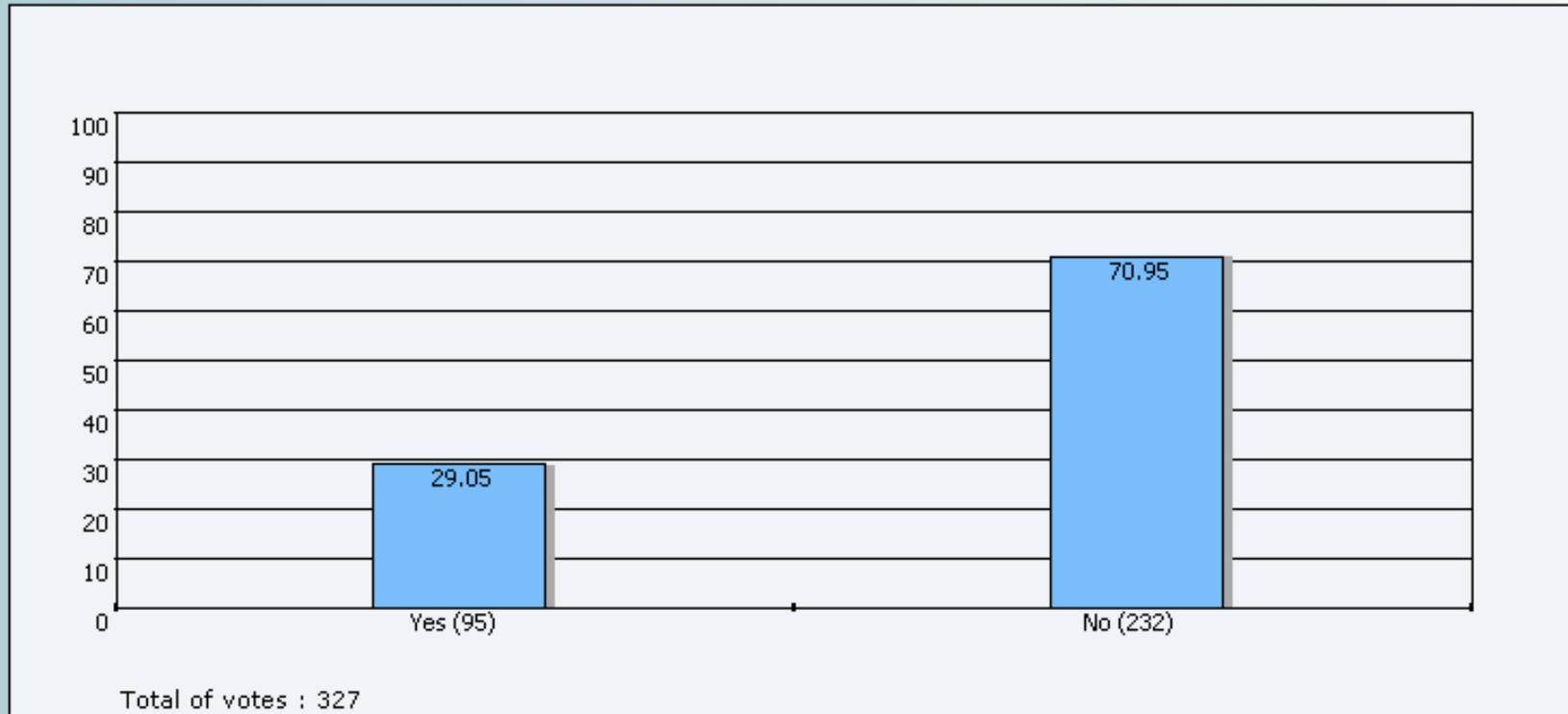
What commodity do you want to see added to the Curbside Recycling Program?



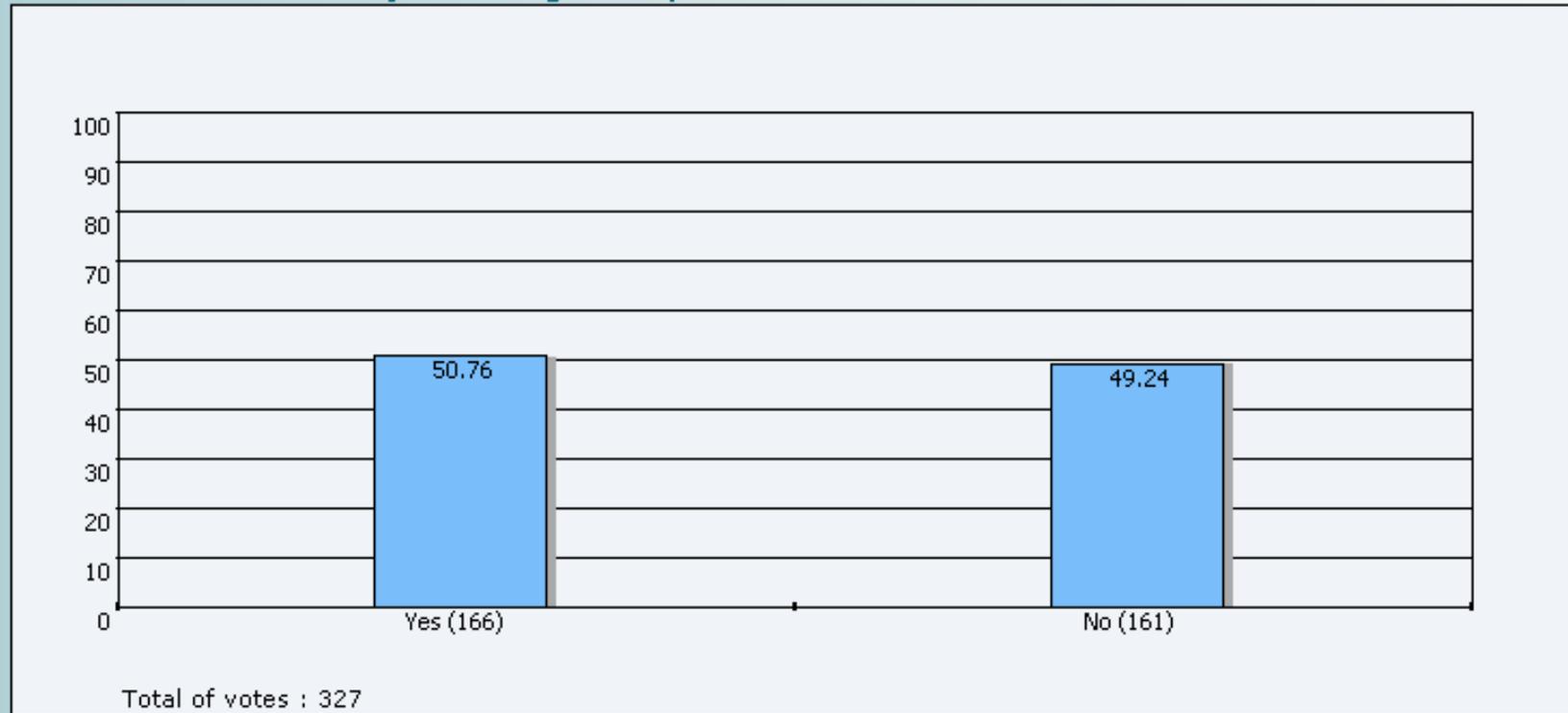
Did you know that by participating in the curbside recycling program, you are entered into the monthly Cash for Trash Contest? (Winner receives \$250 cash)



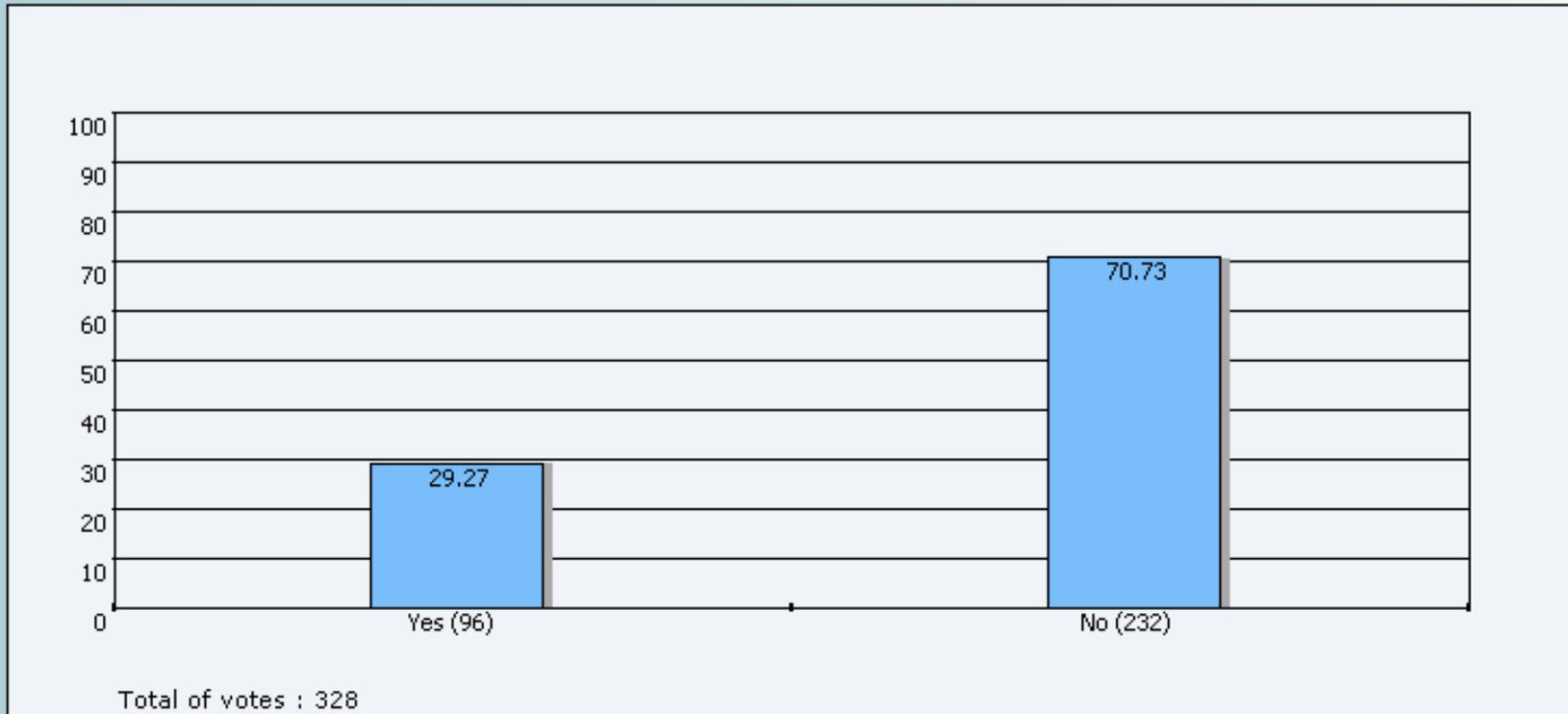
Do you ever access the Recycling website? (www.cstx.gov/recycle)



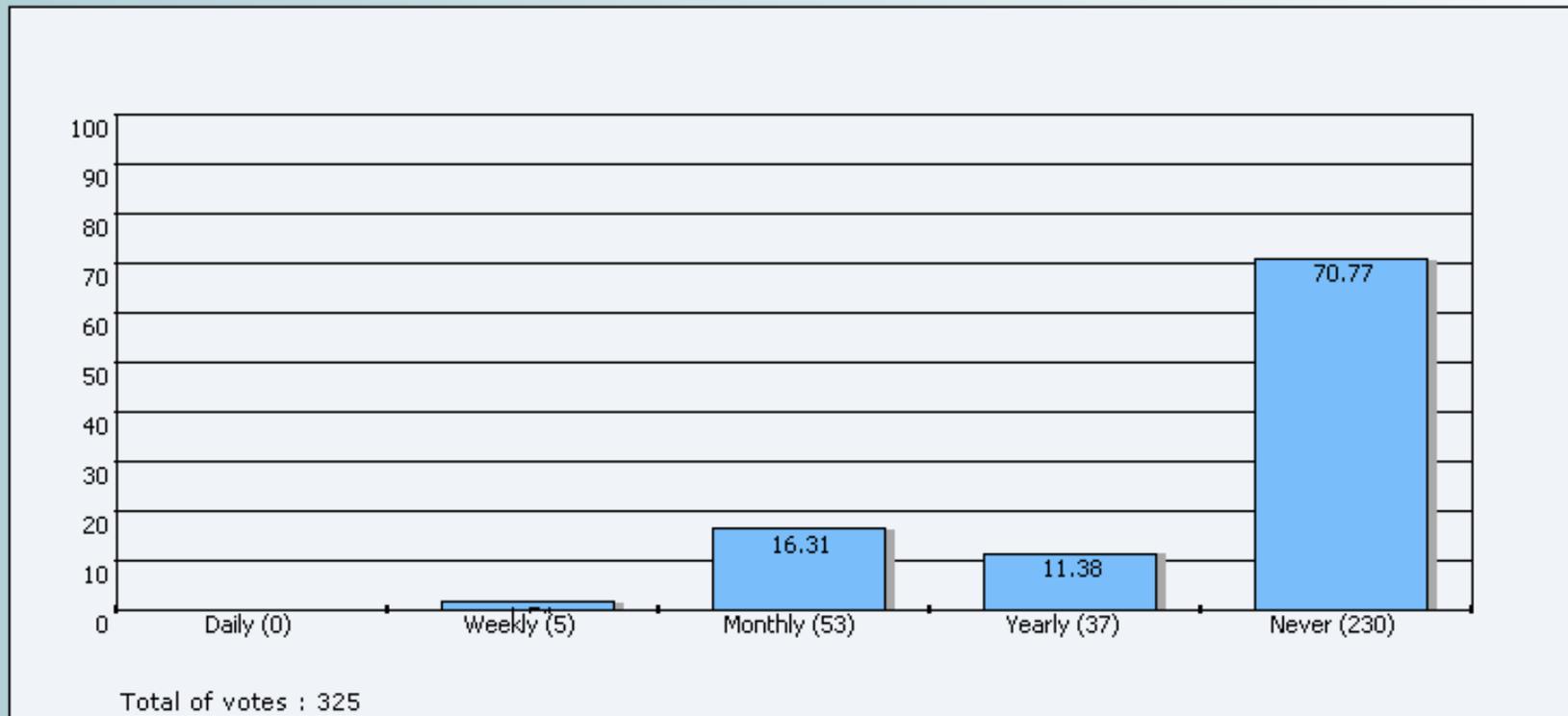
Did you know College Station has programs for residents to recycle cell phones, batteries, ink jet cartridges telephone books and various electronics?



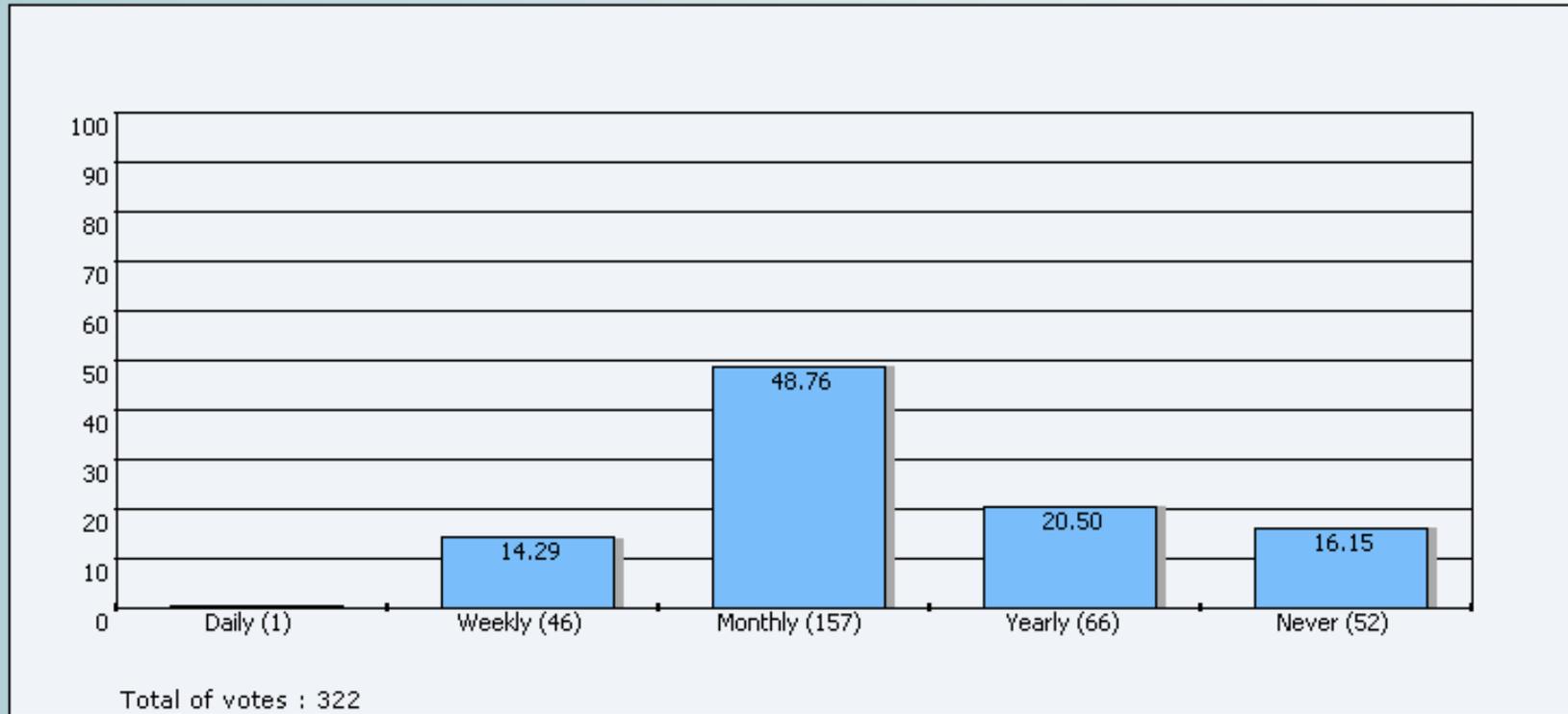
Do you use the City of Bryan's Drive-In Recycling Center located at the Wal-Mart in Bryan?



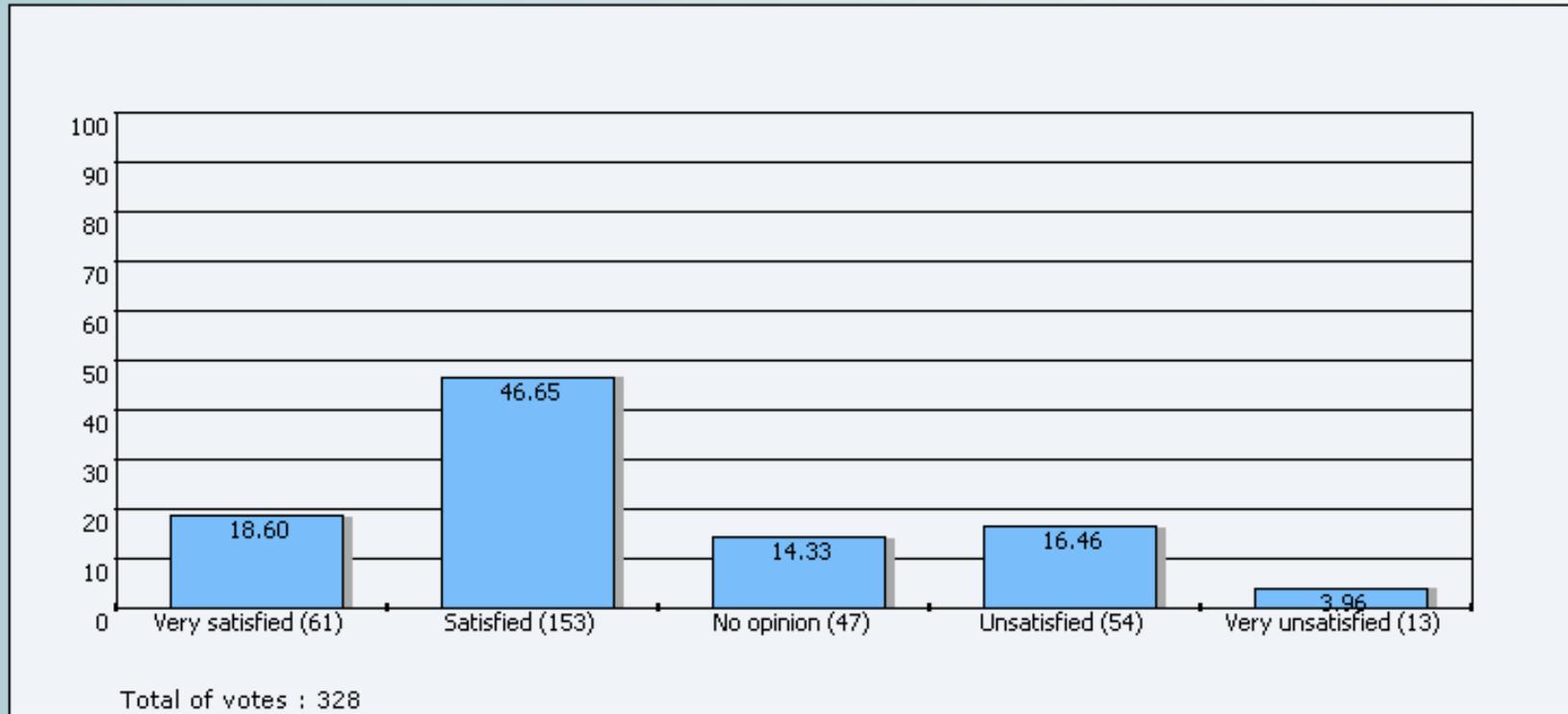
How often do you use the Bryan drive-in Recycling Center?



How often would you use a drive-in recycling center, if College Station had one?



How satisfied are you with College Station's recycling programs?



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Recycling Text Answers

Recycling Department Survey

Comments

It would be nice if the recycling was picked up. I've had recycling bags dumped in the yard, called sanitation NUMEROUS times to pick up the recycling, but it NEVER happens. Half the time my trash isn't even picked up!

I wish more people in my neighborhood recycled. College Station needs a apartment program or a drive-in like Bryan.

Keep up the good job!

It's nice that the Bryan Walmart location has more recycling options available than the curbside College Station pickup, but the location is inconvenient for College Station residents. It would be nice if there was a College Station recycling location drop-off for items that aren't included in curbside pickup.

Overall I am very pleased w/ the city's recycling program

Dawn is the best recycling coordinator ever!

perhaps the use of one container for all recyclables as it is done on the west coast might work better in getting a large population to recycle. Bags can be troublesome.

I think it's great that College Station is requesting input for future recycling programs--this is a fantastic start! Are there similar college towns to which CS could compare (eg. Austin)?

above.

I used to recycle. However, I repeatedly put my recycling out in the designated clear plastic bags on Wednesday night or Thursday morning, only to come home Friday evening to find the recycling still there. I gave up because it just wasn't worth my effort to sort, bag, carry out all the bags and then carry them back only to store them for another week without pick up or throw them in the garbage.

Keep up the good work

While realizing that it is just not a CS issue, the hazardous waste recycling day is wonderful! However, only 2 times a year? Who (besides me) stores old TVs out behind their shed waiting for the next day 4 months away? And, why have them in the middle of the semester? College kids can't wait to get rid of stuff... Add a couple of days that coincide to the end of the semesters so that the kids can safely move out. Also, you don't have listed on the haz waste website that you accept TVs... that seems silly to me. I called and asked, I would think adding it to the page would be easier.

However, I am very happy that CS has any recycling facility at all. I would rather have curbside with bins than drive-through - and more people are likely to participate if they don't have to go any further than the end of their driveway.

Doing a good job--could be much better!

I think recycling is very important, and I would recycle more if there was an easy way to do it.

Great program. Thanks for your effort.

I would like more information about what is really required. For example, I know that officially you want the plastic rings removed from bottles, but they are almost impossible to get off without serious injury. I just recycle without removing them but I wonder if they are just thrown away or if removing the rings is not really necessary.

If you have to pay people to use it (\$250 winners for recycling), it probably means that the city could use the money to better advantage elsewhere. I am in favor of recycling more items than the city currently picks up. Just make the drop off point centrally located and advertise where it is and hours of operation.

Am really happy you all do curbside recycling. Keep up the good work and thank you.

don't stop improving the program

I appreciate the efforts of CS to recycle and hope to see the program growing

It would be great if there was a drive through recycling center where we could drop things off in addition to the weekly curbside pickups.

You all do a great job. Please keep up the good work.

How about electric vehicles for collection?

If recycling was available I would use it. Having to save my recycling for one trip a month takes up a lot of space that I don't have in a small townhouse. If service could be given in a system similar to the small dumpster units I currently use I would be more open to recycling.

I am thankful that we have curbside pick up.
Keep up the good work!

I am thankful that college station offers curbside recycling.

I put my recycling stuff on curbside but you did not collect it often. So, I have to stop this programme.

All in all, the program is fairly successful and should be improved upon where possible.

I am one of many who wonder what the economic feasibility of this program is. A second thought is that if all recyclables are combined into one bin, it seems like the cost of separating it would be quite high.

Thanks for asking.

glad to see recycling going on. dawn self rules!

More than anything else the city needs to work with TAMU on coordinating a city/campus recycling program. Most college students feel recycling isn't just a nice thing to do but a very urgent and important thing to do, but there's no way for us to do that in a city run by people who don't care about us. More coordination with the university would be a major step in the right direction. The citizens who aren't connected directly to the university need to remember that they still owe this city's existence to the university, and both groups should be proud of the work they could do together. With some help and encouragement from people in the CS government, TAMU and CS together could set an example for the whole country to follow! That's the kind of action I'd like to see happen in our community.

I visited a friend in Burlington, Vermont a few years ago and was amazed at how much material they recycle and also compost. They have a bin that they put everything in, including hair, cardboard, compost, etc. It gets composted in a special way. They also recycled in the usual way, but with more materials.

My main comment is regarding the theft of Aluminum cans overnight from my driveway. I am sure that Aluminum is the biggest revenue returning feature of this program for the city, and it is frustrating to me to clean crush and bag the cans just for some individual to steal them and make a profit off of them. Policing efforts should be implemented, to stop this otherwise it certainly discourages me from recycling aluminum cans, and I have thrown many away recently.

Keep up the good work and a wonderful civic program.

Hazardous waste pickup/events should be added/advertised.

My aluminum cans are still being stolen from the curb. It would also be nice to have a sort of loyalty prize for the year as well as the regular \$250 award. Consistent recycling using only full bags should be desirable. Just a thought.

I would like to see recycling bins by trash dumpsters at apartment complexes. this will encourage residence to recycle when taking out the trash.

Please do not take my negative rating of the program wrong. i am so very, very happy that we have a program. i just want to see it expanded. We should be one of the leading communities in this state!!

as a whole i think we have a pretty good system and it educates kids to recycle to help save the planet

I was very happy to see recycling when I moved back to College Station in 1993--I lived in WA state and the recycling was VERY BIG---I felt guilty throwing anything in the trash.

Glad you have it and will ALWAYS participate.

generally, doing a great job.

Good JOB!!

it works and i believe it is going as well, if not better than most cities. keep up the good work.

Good job.

need to expand recycling to include things like asphalt shingles

I think the program is effective and targets the items that are easy for homeowners to separate and recycle. For it to continue to be effective it must not become so cumbersome that the program would not be used. White paper should not be included as part of the curbside program because of the cost, difficulty in separation and lack of impact.

KEEP UP THE GOOD WORK AND GOOD LUCK ON YOUR PRESENTATION TO COUNCIL ABOUT WHITE PAPER---SAMANTHA

This overall is an excellent program and every city should have one.

I think that better advertising of the City's recycling services would increase awareness of current services (which I was not completely aware of). Flyer in electrical bills and more on campus advertisement may be ways to accomplish this.

I have only started to use the program, i had never done it before because i had to use mulitple bags and have them get ripped before the pick up date.

Thank you for the opporunity to be surveyed! Perhaps more surveys regarding other city services.....

I am unsatisfied because I cannot recycle conveniently because I live in a condo. But if I lived in a house then I would definitely be satisfied with the current recycling program.

None

Pls add recycling center in College Station. Evening and/or Saturday hours would be sufficient.

These surveys seem absolutely useless since these ideas never get implemented and the recycle department will never change their ways. Something needs to happen and this town has the most potential of any town out there since the average age is quite young and younger people are typically open to newer ideas.

n/a

Overall, I'm not unhappy about the system, I'd just like to see it being used more and offer more options!

Add a collection center in CS.

I am very proud of our city and the recycling program and talk about it whenever I visit another city --- we are truly unique.

Please publicize the results of this survey

Overall, it's a very good program.

This is a good service that should be kept and, if possible, expanded

I don't mind sorting but suspect more people would participate if they didn't have to sort. In Los Angeles residents receive one big rolling bin (like our trash bins) that is dedicated to all types of recyclables. I don't know the economics of this but it's worth looking into.

I think that if the program were easier to follow, more people would be inclined to recycle. As it is now, it requires a lot of extra effort to recycle - it is easier to just throw stuff away!

Its wonderful that this community is interested and proactive regarding recycling. You do a great job and service. Thanks!!

thanks for asking.

we lived in fredericksburg, va (pop. about 25,000) and they let you use 1 box for everything and and at pick-up, men on truck would divide everything

All things considered it is a very good program

I have recycled almost every week since the first day of the program. My goal is to win the \$250!

Recycling is important. Please continue to offer and expand this service.

Continuing about students, it would be beneficial for all if in their "package" from the University there would be a welcome from the CS community government, police and neighborhood representatives, highlighting student responsibilities and well as benefits of living off campus.

It is a very important civic obligation to recycle. I applaud all Cs city efforts to improve its recycling.

I'll contact my stste legislators to urge deposits on all drink containers.

Thanks for asking for the public's input. I heard about this survey from a friend and on the Infomaniac program (M-F, 6-9 a.m., on WTAW), but I didn't see/hear anything about it from any other source. I may have just missed it, but spreading the word more might help.

increase the amt collected at curb!

I hope College Station with continue to use it's current recycling program.

After living in Bryan I am thrilled at having any curbside service. However, I do take LOTS of cardboard and grocery bags to Bryan. Also, it pains me to throw away materials that I see recycled when I visit other cities.

Please keep up the program.

I'm glad College Station did this several years ago. It's a proactive stand.

Keep up the good work!!

Thanks for asking

We moved here from a town that had MANDATORY recycling, and it irks me to watch my neighbors place two garbage cans for pick-up each week, while not even recycling their newspapers. Greater surcharges for extra garbage pick-up might help.

we have enjoyed recycling since 1994. the city of College Station has done an outstanding job addressing recycling.

Doing great job

I would add a recycling station in College Station (manned or unmanned). Maybe even add various paper recycling "dumpsters" like in the Dallas area (company name is ABTBI?) - they are usually placed in school parking lots and are very convenient for newspaper magazine and other paper recycling. It is pretty inconvenient for folks in south College Station to drive to the BRyan Walmart to recycle.

Please continue this terrific program! I would be a very unhappy citizen if our recycling program were deleted.

I would appreciate a response to my questions at my email address: ppeddicord@aol.com which addresses my concerns.

You are doing a wonderful job Dawn!!

Thank you for allowing me to express my opinions.

the attendants are always very friendly

Please keep re-cycling.

I think every individual should participate in this wonderful program.

I have been to several other states where they recycle almost everything from envelopes to cereal boxes.

Places like Sugar Land actually have plastic recycling bins that are given to all of the residents. They are put out at the curb and picked up once a week. If all citizens were provided with a recycling bin instead of having to use bags I think it would increase the amount of recycling that occurs. I know I would definitely start.

The program is great

Thanks for asking. I hope we can improve this program by adding more variety of items recycled and creating a drop off facility in College Station.

i would really like to see more students get involved in recycling. in all the rental houses around me, i never see the students recycle. there are a lot of aluminum cans and bottles which could be recycled. you need to encourage them to help save our resources. neighborhood groups could help with printed material given out on a personal basis.

Thanks for your efforts!

Visit Houston and Austin and take note that you can put all your items in one bin without sorting. Also, in Austin, apartment complexes have recycling containers. Oh, and in Houston and Dallas, the paper retriever recycling program has dumpsters at every school! In those dumpsters, cardboard, newspaper, white paper, magazines, and phonebooks can all be recycled! Also, the Houston Chronicle sponsors a contest for schools...my elementary school in Rosenberg has won many years running. That's a thought worth looking into. The amount of waste I see in this town is horrifying.

I imagine that most of your survey completion is being done by users of the recycling program.

1. Have more and easy access battery site locations. I have been in Best Buys that have battery bins in their entryways. Does the city of College Station have a battery recycling program for it's employees that carry pagers? Get corporations to buy into a program, but it has to be easy access. St Joseph hospital does not have a recycling program for all the batteries it uses in all of its pagers, does the Med??? The thought of the thousands of batteries that are going to the landfill just from these 2 facilities is depressing.
2. Promote in classrooms, put together easy presentations that substitute teachers could use if no other materials were available. Make contact with the schools. These materials could also be used by Girl/Boy clubs, scouts, science fairs, red cross health and safety days (the battery issue-when you check your smoke detector-where to recycle the batteries), service clubs, etc...
3. Pilot test a curbside collection where you use a separate recycling trash can like in Phoenix or Tempe, no sorting required by the consumer. I don't think this would work in every neighborhood but maybe could get those that don't like to mess with or store the separate plastic bags for at least a week (more if you don't fill the bags per your request).
4. Does the ballparks and parks have recycling bins, at least for plastic bottles and cans?

I am so glad you have a program here.

I have been recycling for yrs. We lived in Woodcreek for 16 yrs and recycled when the program began. we currently live in Wellborn, so I take my recycable to the Bryan location. I will continue to my part in keeping our enviroment in good shape for the next generation and taking care of what God has given us.

Not requiring separation should add considerably to the number of recycling residents.

I participated in an A&M focus group on recycling last semester (I am 44 and not a student). Separation seemed to be the big tipping point of those who do and don't recycle.

For those of us faithful to the program, separation usually means storing recyclables in our garage until there are "enough to fill the bag." Its a pain in the butt. It makes me think that we aren't serious about it.

That said, I am thankful for the program we have.
Best regards, Sam White 574-0626

appreciate the ability to recyle -Thanks

I really like that CS has curbside recycling, with backup to take other items to Bryan (cardboard, bags, etc) on occasional trips.

Continue it, expand it. Also, continue to push the composting programs.

I think College Station has an excellent waste management and recycling department. I do not mind sorting the items- it is actually less messy than a bin. The College Station waste management department is "heads above" the one that we had in Austin, TX.

Having lived in Austin for many years, I was very disappointed upon moving here regarding the recycling program (though very thankful there was one at all). They have a model program, and it's shown in the statistics for the average Austin household - the amount of trash produced every year is far less than the national average. Perhaps CS should look to their program for some guidance.

I think the with one bin college station will be people recycling...

Thanks for instituting this program. I regret it has taken us so long to get on board.

Thanks for making recycling an option in C.S.!

Please work together with Texas A&M on spreading the word and doing more educational work among the general public about the importance of recycling

I would like to participate in the program. I am glad I visited the website. Thanks for having a recycling program.

Some how this should be required of all apartment complexes and/or offered as an option to apartment complex tenants. Perhaps a separate garbage bin for recyclables. The easier it is to recycle the more likely people will be to do it. If I have to drive to some other location, other than where I drop of my garbage in my apartment complex, I am less likely to recycle.

Great Job

I applaud the city for this program. It has worked great for years, provided relief for the landfill, and provided jobs in our community. This program shows that our city is progressive and environmentally responsible.

Live at the Old Oak Tree Condos. It would be nice to have a recycle pick up here, rather than me taking my papers to my friend's home for pickup. Perhaps you could get more pickup places by placing containers at more apartments, condo, etc.

....we moved to College Station nine months ago from a city of 65,000+ which had a once-a-year city sponsored recycling event..that was it..needless to say, we are very impressed with the recycling program here. Congratulations for a job well done! It would be wonderful to have recycling of plastic grocery bags added to your efforts...human nature being what it is and our propensity to take the easy way out, these long-lived monsters end up in our house trash instead of us taking them across town to a recycle bin...and curbside pickup would surely relieve my conscience! <g> Thanks, again, for the super job you do!

I wish we could convince the non-recyclers to get on board

Thanks for the service and extending the life of the garbage dump.

I think we have a good program, but I think our community and planet deserve the best program we can design. With the expertise in this community (TAMU), we should be at the cutting edge of recycling and reuse. We should be a model community. Thank you for asking!

We only recycle our cans which are usually picked up by unknown parties before the city picks them up - even if we leave them out that morning.

Residents of apartment complexes and dorms need incentives to recycle until they value conservation.

I do not know if College Station offers curbside pick-up to businesses and apartments, but I would imagine that these locations would greatly benefit - if not from curbside, but from large recycling bins placed near these places for the specific items to pick-up - glass, plastic, paper, etc.

keep up the good work and start collecting plastic bags. We throw most of ours away.

You could eliminate the cash for trash and do something else to market the program with the money. You don't get much publicity, it only benefits a few, and \$\$ could be better used. You could possibly work with a campus organization that encourages recycling (there is one I just don't know the name) and perhaps do a pilot program at an apartment complex. Thanks for expanding the program as I just heard on tv and thanks for making it a curbside program.

Thanks for providing the supplies to make recycling easier for us! Since the recycling program began, I now put out one 12 gallon bag of trash every 2-3 weeks and roll my bin out for trash pickup only as needed -- sometimes I don't even roll it out during a calendar month.

We live next to a rent house with four students. They produce two containers of trash every week and do not recycle. My wife and I, plus or four dogs produce one paper bag of trash and the rest is either composed or recycled.

Having magnets with this information might be one fast and easy way to get the program's name out to the public. Talk with apartment complex's and put them in the new apartments or give them to A&M to offer in bags at the book stores.

Do not have a truck to haul refrigerator to location on Rock Prairie. Would pay to have it picked up.

I am glad for the efforts the city makes in saving/recycling resources, but we can improve some in my opinion. Thanks for doing what you do.

Hope to see this program as well as other conservation programs grow and continue. Dawn Self is beautiful and is having a great hair day (KBTX). hah

Before moving here, our previous city (Pasadena, CA) had 2 recycling trash bins -1 for yard debris and 1 for everything else (including: plastic #1-#6, paper, magazines, cardboard, and glass). Printed on top of each can was the types of things accepted. They made it very easy to recycle.

I think CS needs a drive-thru drop off like Bryan

Let the program grow and expand. Become a leader in Texas!

The employees who are responsible for curbside trash pickups are really good at their job. Because they are good, they are fast and will often make an effort to see that residents who almost miss or miss curbside pickup are accomodated. Of course, all the line employees I know are courteous and pleasant and appear to want to be a credit to the City. Wish I could say the same for some of those higher up!

I am glad that College Station does some recycling but would like to see it expanded

Keep up the good work!

I fully support recycling and am glad CS has a recycling program.

I would like to know more about College Station programs to recycle other items.

Robert Fliedner
1109 Santa Rita Court
College Station, TX 77845

It is a great program!

Exactly what plastics are ok?

More advertising needs to be done. Many of my friends do not know they have curbside recycling.

Keep the good job. Hopefully we can make college station one of the leading cities in recycling. Make more recycling stations available (not just at Walmart in Bryan for example, we have so many places we can have stations), more information for everyone to see.

A valuable program and very well done. This keeps our landfills for garbage only.

N/A

Keep it alive and well!!

Great about leaving new rolls of bags. Always on time for pick up. About the \$250, people on the end of the route have it out, but it is not seen as being out by 8 a.m. since our pick up is 2 to 3.

Keep up the good work.

Not sure about how one recycles at a complex w/ a dumpster...should we leave bags out by dumpster??? and how do we get the bags?

Looks like you are starting to make an effort. Texas needs to realize that out of sight does not mean out of mind when it comes to garbage and refuse.

Thanks for letting me know and being informed

What do you like best about the Recycling Programs?

Convenience of curbside pickup

NOTHING, it's terrible in College Station!

Steady pick-up, bags provided.

Having come from Austin, it is still much more easier to have recycling, even if you have to separate it yourself.

Curbside pickup

That College Station recycles, and does curbside pickup.

curbside, weekly

pickup is run very well never have had a problem with recycling not being picked up

Curbside. Bryan should invest in this.

That they exist and that they come and pick it up curbside.

not being wasteful

Curbside pickup is a nice feature. I called city council about recycling in apartments. I understand that it has been abused in the past, yet strongly believe this abuse could be curtailed and then all residents could benefit from this service.

Not as much trash to take out.

takes newspapers, magazines, plastic, and glass; easy to put at end of driveway

Weekly pickup

Less to the landfill.

That you have it all. I think it's great that you have curbside recycling.

I like curbside pickup! I like the free bags.

With the curbside recycling, I like that you come pick it up, and I don't have to pack it in the car and drive it anywhere. With the City of Bryan drop-off, I like that they take more kinds of things in one location.

Some things that can be reused get reused.

It's easy. The fact that you supply the bags.

I am glad to live in a community that promotes recycling.

I love the curbside pickup

convenient

Very consistant about pick-up. Good about leaving more bags.

It's good for the planet.

Curbside pickup.

The environmental benefits

To be able to recycle

Curbside pickup

I just like that we have a recycling program.

That it is curbside and that I always get another set of bags everytime I put the yellow sticker on the last bag.

weekly pick-up

I appreciate the reliability of the Recycling Program pick-up service. It is also great that there is a regular service for getting rid of hazardous things like paint, weed killer, etc.

Saving the planet

Being able to limit the amount of trash that we have.

Curb side recycling is convenient

Bags are provided. Prompt pick up and good customer service.

it helps save our resources

Curbside pickup.

I LIKE THAT THE RECYCLING IS COLLECTED CURBSIDE FROM MY HOME.

Helps reduce need for landfill space as well as helps the environment.

Convenience of curbside pickup of recycling and delivery of new recycling bags.

It's fine, but my apartment complex does not participate.

Curbside pickup. The city provide the bags

that it exists

that we have one at all

I like that it is every week and that it is a curbside program

They appear to serve the homeowners well.

curbside pickup; weekly schedule

Convenience and consistence! It's easy to drag the materials to the curbside. The bags work well, too.

Convenient

IT is easy and straightforward.

I like the weekly pickup schedule.

It's the best program I've used.

Convenience & environmental aspects.

I like that the bags are delivered promptly.

Provision of bags for recycling.

That there is actually a recycling program in the first place. having something is better than nothing.

That you have one.

The opportunity to protect environment and reuse materials

bags are provided and curbside service

That it is available.

Consistent pick up and replensihment of bags--I would not like it to be once a month, etc. I would forget.

Free bags

the fact that it exists

Being able to reduce trash volume, and to know that something useful is being made of the recycled items

easy curbside service

convenience - city provides bags

Curbside service and the fact that the bags are provided.

while i don't personally do it, i do see others doing and when the trucks are out picking up the materials, they usually are very full.

Fairly easy

convenient curb pick up

Reducing waste in landfill

Curbside pickup

WEEKLY PICKUPS AND FREE BAGS

The convenience and efficiency

There is one for those who wish to use it.

Recycling releases dump sites, environmentally. Create products from recycled products at lower cost

ONCE A WEEK COLLECTION

It's less going to the landfill

Being able to recycle without having to drive all over creation.

That we have one at all.

Ease of use

na

curb side pick up

That fact that the City has a recycling program and that the City delivers the recycle bags to my home.

Convenience

The Curbside Service; it's very convenient.

The coordinator and staff

That College Station actually has a recycling program.

Not sure....dont know a lot about it. Although I do try and recycle all my aluminum soda cans.

Free plastic bags to use! I think it's a good environmental thing to do.

I like that they pick up the recycling.

That it recycles!

I am a senior citizen and curbside recycling makes it possible for me to participate. Let's keep it the way it is.

convenience

Not having to separate glossy inserts when recycling newspaper and accepting magazines.

Curbside recycling is ideal. I applaud the city for this service

Weekly curbside pickup; takes bulk of our recyclables; reliable and easy to use.

I think it is great that we have curbside recycling!

curbside pickup

Curbside recycling.

they pick up from the house

The environmental savings.

convenient

feeling we are contributing to a better environment and helping things to be used again.

Helps the environment

The fact that it is curbside and convenient ensures that I use it every week.

Convenient drop off of bags and supplies, courteous employees on pick-up route

The dependable weekly regularity; the products they currently take.

The people at the office are very courteous. It's easy to obtain supplies of recycling bags when needed.

Also, I appreciate the recycling program for hazardous waste & computer parts.

curbside pickup

That they exist at all.

It allows me to get rid of stuff that's recyclable, which cuts down on the quantity of those items that go to the landfill; it's convenient; I don't have to drive to recycle; CS provides the recycling bags.

These items are picked up at the curb, this makes recycling much easier and I like the plastic bags are furnished.

I like that you simply recycle. I like that it is once a week instead of every other week as it is in my former home of Minneapolis.

easy to put things out at curb

consistency, door to door pick-up, the fact that it helps keep our dump site manageable.

Curbside service

I like to think I am helping keep the environment clean. It's very easy to do; recycling can be done on a daily basis and picked up curbside weekly.

It is picked up regularly at my home. I do not have to take it to a remote location.

They pick up recycling bags at the curb in front of our house.

The fact that they come by and pick it up--I am happy that College Station has a program to keep some of the things that don't break down, out of the environment.

Saves filling the land fill

better than nothing!

Very efficient, comes every week. They quickly give us a new set of bags when we ask.

I like the Recycling Program. I am diligent in preparing my stuff for recycle and do not want anything changed, just improved.

It is well managed and very convenient for the home owner. Keep up the good work!!

the recycling bags are furnished, and the recycling is picked up curbside on a weekly basis. Good job.

I enjoy being able to recycle.

Bags supplied

I like that fact that the city has a recycling program and that it helps reduce the amount of trash that goes into our landfill.

Ease

For a city our size, our program is amazing. We are able to recycle so many different types items.

The best aspect is that items are picked up from our home.

I am a firm believer in recycling and am grateful for the curbside collection, bag replacement, and timely collection service.

Curbside collection is convenient and easy.

The fact that people do not need to put plastics, glass, newspapers, etc., into our landfill.

it's curbside, easy

I like the whole program C.S. has.

Prompt service when you ask for bags

Keeps it out of the land fill.

Curbside pickup. Pamphlets left with bundles of bags indicating what and how to recycle. Ease of ordering replacement bags. Dependability of service. Curbside pickup.

Ease of leaving it on the curb to be picked up and the bags being given to us.

That you have one.

I can leave the items next to my driveway

They pick up weekly and do pick up newsprint, plastic, and glass.

That we have one for paper and phone books

Convenient to use.

Our family is glad that curbside recycling is available.

Just that it recycles

What I like best is those programs help to educate residents about preserving natural resources by recycling commonly used materials

Possibility of winning money!

Saving space in my regular trash and saving on landfill space.

For those items the program takes it's pretty convenient.

the fact that it is easy and convenient to use. i probably wouldn't be as inclined to participate if i have to carry it to a center.

I like that my city cares about the environment.

I live in an apartment. I think the program stinks.

that you have curbside recycling

I love that we can recycle plastic, cans, and some paper. We recycle all that we can.

curbside

It is very easy and convenient

Keeping the environment cleaner

The program exists. That is a start.

the curbside pick-up

Convenient. Curbside location. Should provide example for others in neighborhood to recycle if they choose to notice their surroundings.

Saves the city money, I hope.

Curbside recycling is easy, convenient and the plastic bags make it neat- nothing blowing away or falling. I sometimes use the Bryan facility when a holiday falls on my recycling days.

There *is* curbside pickup, rather than requiring residents to go to a drive thru

curbside is great!!!

environmentally responsible action by citizens and city

curbside pickup

curbside pickup

I like it that College Station is very active in recycling and tries to incorporate it into daily lives of people

Keeps the environment clean!

I had no clue that CS even had a recycling program until I updated a listing of websites we provide to our incoming students! Why doesn't my apartment complex offer this service? How do I recycle if they don't offer this program for some reason?

Quick and great service

we are preserving space in the landfill and reusing materials. I love the courteous people who man the recycling truck. I like the fact that we are a progressive community and care about leaving a better world for our children.

Weekly Pickup

helps the environment

That you are putting thought and energy into it.

weekly curbside pickup

that it's curbside; that bags are provided

The convenience of curbside pick up as I do not have a car.

It makes me feel better about my family's use of plastics, etc. It is reliable.

That exists in some form. Many communities do not offer recycling at all. Curb-side pickup is definitely great.

Weekly pick up is very convenient

Conservation of natural resources.

Convenience of having curbside pick-up

I feel that by recycling, I am helping preserve the environment in some small way.

that they pick it up. I think more people recycle when you make it that convenient,

That it exists!

Curbside!!

Help environment, reduce waste in land fill. Easy to use.

The fact that the City is doing something about recycling, and making it convenient with the provision of bags and curbside pick-up.

easy to use

N/A

Curbside Pickup

curbside pickup

Weekly service schedule. Bags provided.

I feel like I'm helping with the environment and it's easy to do with city supplying the bags and coming once a week to pick up the recycle items.

I don't know one thing I like best.

that it's picked up at my house, and every week

Curbside pickup!

Easy to participate

I like the convenience and regularity of the program. Appreciate the bags being provided.

Regularity of pickup, and the fact that the City is concerned about filling landfills with goods that would enhance further land use.

I believe in recycling.

What I like best is that they pick up

free bags, consistent pickup

curbside service

curbside pick up

I like the fact that we can combine newspapers and magazines!

That CS has one!

THE WEEKLY COLLECTION AND BAGS PROVIDED

It is very convenient to have curbside pick-up. I applaud the city for the outstanding job it does with recycling!

Feel we can all do our part to lower landfill waste

Curbside pick-up and weekly pick-up

That we can get rid of things while helping our community.

Pick up is always done and bags are furnished and refills are available in an organized way.

N/A

It cuts down on the amount of trash.

Keeps stuff out of the Landfill.

curb pick up and the stability of the program---good service

Less trash

saves landfill space

The convenience of curbside pickup

That we have one.

Clean p the environment.

What do you like least about the Recycling Programs?

Storing my recyclables until the bag is full. Sometimes it may take several weeks until my bag of newspapers is full enough to put on the curb. In the meantime, I have to find a place to store it.

The incompetent people. This ranges all the way up to the sanitation managers.

I wish I was able to recycle more commodities in one collection bin.

Must dedicate 3 separate large trash cans for dark glass, clear glass, and cans-- even though the clear glass and cans take months to fill up.

Having to separate the glass but understand the savings.

Having to maintain multiple containers to sort recyclables.

I wish it included more items like cardboard, colored glass, and colored plastic.

will not take cardboard
have to separate everything

Would like to see a couple more types of recycling added

TCW. Never pick up at the same time. Hard to get a routine going if you miss them.

Would like to put all items in to bins - like Austin has - ALSO - get actual bins rather than the bags.

That apartments are not covered.

availability in apartment complexes

No apartment recycling, no colored plastic recycling, no plastic bag recycling, one has to sort everything vs. in my hometown where recyclables all go in the same bin --and there is a bin. No drive through recycling place for college station!!!

Just having the bags. It would be much easier if they were recycling containers. Also, more than once I've put recycling on the curb and the cans get taken by someone before the recycling truck ever comes.

does not take cardboard (heavy & light [eg, cereal boxes])

I kept putting out recycling for Thursday morning and it was never picked up.

That we cannot recycle green glass. Green glass is the "hip" thing with newer wines and import beers. I have to throw away all of this glass that we generate.

No green glass allowed

Need to add colored glass, plastic, wine bottles, and more materials.

maybe with the new landfill a central recycling facility could be built for the Brazos Valley to accept recyclable material. It could even be used to make money by selling the material to industries that need them.

That you have to use bags to place items into and not bins, that you have to fill those bags before setting them out. It's just 2 of us in our tiny house and we don't often use a lot of one thing before the space to store the recyclables fills up. That's why I mainly use the Bryan facility as I can go when my storage space is full. I would prefer curbside (less gas) if we could use bins for different items or place all of the items into one container. Also, the very limited numbers of items recycled is problematic (with Bryan, too). Waco seems to have started a great program that takes nearly everything - and they say is saving them money to boot.

The fact that it will not take opaque plastic, or plastics other than 1 and 2. There is currently no way to get rid of, say, a yogurt container.

The fact that curbside recycling doesn't accept cardboard and plastic grocery bags.

Having to put a "free for Haul" sign on things that could still be used, but do not fit the recycling criteria. If someone wants an old dry erase board that is damaged and I put it out on the curb, let them have it. College station is far too over-ordinanced in many ways.

You often don't pick-up near holidays

Mainly, the lack of recycling of cardboard boxes and green glass.

I wish you took cardboard and green glass

not everything I recycle can be put curbside

Would like to recycle plastic grocery bags.

The clutter in the garage and having to go to A & M to recycle paper and Bryan to recycle cardboard and many other places.....

The requirement to separate types of glass, etc.

That it doesn't take solid colored containers. At least I thought it didn't till I saw it on the page just a bit ago. Guess it changed. Also don't like that they come by right at 8:00. I don't like putting it out the night before, and I don't have time to get outside that early when dealing with 2 kids under the age of 4.

Not being able to recycle more

No green glass

The bag program is a bit cumbersome. To make it easier for myself, I've bought medium-sized trash cans and place the recycling bags in them to collect glass and aluminum cans. Unfortunately, due to the size of the bags, no receptacle is of matching size. So, I either don't fill the bags completely or have to remove the bag from the container to continue filling it. It would be nice if we had the plastic bins that other cities have.

That plastic shopping bags are not one of the items on the list. That you can't recycle solid colored plastic bottles like washing detergent.

can't recycle paper and its difficult to separate all the different types. One bin would be much more convenient and easier.

If I loose the yellow sticker, it is hard to get more recycling bags.

They dont come to our neighborhood Timbercrest

It is not available to people who use dumpsters for their trash. A community bin for a complex would be great to start recycling in multifamily housing.

Separating items into different bags.

Having all the recyclables around the house.

Many items cannot be recycled (green glass, certain plastics etc)

Cardboard and junk mail not accepted

Items must be bagged separately

the lesser known programs are harder to find out about

having to seperate and put recycling in plastic bags. Doesn't that just create more waste?

It would be nice not to have to sort everything and I wish the city would accept more items (plastic besides #1 and #2) and more paper items.

The lack of recycling for junk mail and so on.

I LEAST LIKE THE MISSED DAYS SUCH AS HOLIDAYS WHICH ARE NOT RESCHEDULED.

Having to clean containers to avoid attracting bugs, etc.

Doesn't include plastic grocery bags.

Not familiar enough to answer.

When bags we run out of bags it's a hassle. The fact that green glass is not recycled (at least as far as I know).

that it is not mandatory for residents

i used to live in san diego. in california, it's been found the best system is to allow people to put nearly everything in one hard container and then pay a few people to sort it out at a sorting center. it's the confusion about how to sort things that keeps people from recycling.

clear plastic bags suck. give us hard containers.

I wish that there were more types of items that I could recycle (e.g., green glass, colored plastic bottles, cardboard, office paper and plastic bags). I also like the X-mas tree recycling program where you get a seedling in exchange for the old tree. I wish there were more seedling give aways :)

They do not help college students at all, and we are the ones who are the most environmentally aware and actually care about the future enough to want to recycle.

That noone knows about them.

All the different bags for each separate item laying around my garage. There is no online form to fill out to get more bags.

I would really like to see CS recycle #7 plastics (as well as others) and cardboard, especially cereal box-type cardboard. It would be great to reduce the amount of packaging that goes in the trash. Of course, it would be better to not have so much packaging in the first place!

Would like to recycle other plastics and green glass, also on several occasions aluminum placed on curb overnight is stolen by morning in Castlegate.

More convenient and frequent way to dispose of hazardous materials.

doesn't go far enough

not having bins; aluminum cans being stolen

I would like more automotive waste to be picked up curbside (oil filters/used motor oil) or that oil filters could be dropped off behind the police department as well.

No acceptance of green glass or blue glass, no acceptance of colored plastics. Also somewhat dislike sorting own recyleables, instead of tossing all into a single bin.

the program only recycles a limited number of items.. so i have to go to Bryan and take things into the office.

recycling doesnt always get picked up and bags arent always delivered when requested

That it is not available to me.

I would like to see more days that hazardous items can be turned in. Bryan is inconvenient and the line is too long---AND I HATE SuperWalmart and Briarcrest Dr.

Could recycle bins for other items be set up in College Station?

limited product pick-up

do not take cardboard or plastics, like shampoo bottles, butter tubs, etc.

nothing

n/a

no plastic grocery bags

no bins

not enough recyclable accepted

Need to recycle boxes, cardboard ect.

SOMETIMES THEY WON'T PICK UP THE GLASS IF NOT SORTED BY COLOR

My street is often missed and when I place out the yellow sticker for bags, I still have to call to have some brought out

The inconvenience of having to sort the items at home.

Can't recycle colored glass.

have to separate colored glass. often not enough of a particular color (other than clear) to make it worthwhile to separate.

Having to stack up all the stuff till it's picked up

SORTING THE RECYCLEABLES.

Nothing

That not all my plastic can be done, and my boxes aren't allowed either.

Compared to many other cities College Station has very little in the way of recycling services. Additionally, College Station does not take a very wide range of materials such as green glass.

Would like to see it expanded

Not enough public awareness about the recycling program.

Not available in all parts of the city.

It is difficult to sort and store different bags all week long.

The plastic recycle bags are too small, especially for newspapers! Prior to living in CS, lived in the City of Copperas Cove who provided a plastic tub for newspaper and recycle cardboard materials in one consolidated container.

I wish there was a recycling center in College Station. Or that condos had a system similar to Curbside Recycling Program.

No issues

Having to drive to Bryan to recycle.

How it is incredibly limited and will never expand beyond where it is now. It will always be the same and new ideas are looked at as too difficult to do and not worth it.

That I don't know a lot about it...but that is mostly my fault. If I needed to know something, I can either call the city or look it up online.

Storing and sorting the recyclables while trying to get enough to justify filling a bag!

I don't like having to separate items. I also don't like the plastic bags.

lack of recycling center like the one in Bryan for drop-off of recyclable materials for residents without curbside recycling

There is no way to recycle in CS if I live in an apartment. I have to drive to Bryan (which I do) in order to recycle.

Limited number of items to recycle;

Not enough plastics are accepted.
 No green glass.
 No cardboard.
 No whitepaper.

Items have to be sorted. I know that some people do not recycle because of this.
 Some other cities allow residents to place materials in one bin

Won't accept green glass; acceptable glass colors are ambiguous (shades of green to yellow); won't accept cardboard or wider variety of plastics.

My recycling hardly ever gets picked up when it is supposed to.

1. Workers cut open bags to remove items not currently accepted, and toss unwanted items on the lawn
2. List of accepted items changes capriciously
3. Truck doesn't always come

Do not take green glass. Having the separate bags for different colored glass, not taking cardboard or plastic bags.

Having to continually call for additional bags as the yellow notice I put on the bag is generally ignored.

don't have complaints

1. too many different sacks
2. having to crush things

Do not like to separate items because I never have enough to fill bags

I would like to see cardboard and plastic grocery sacks added.

Limitations on what items are included, particularly plastics and glass.

I would like to add green glass, colored and opaque milk, juice and tea containers.

Too restrictive, too specific on what goes where. I would indeed much prefer single-bin collection, rather than separate bags, although I know it costs more. Also, I cringe when I see aluminum cans by the hundreds go into trash bins at businesses and schools.

The program doesn't cover enough neighborhoods; the program doesn't take green plastic and glass bottles, cardboard, or plastic bags.

nothing

I do not like having to get bags from the City. It seems sort of wasteful and it is a little inconvenient. I'd like to use brown paper grocery bags with a recycling bin. I do not like that cardboard, corrugated boxes, and office paper are not recycled. However, I will admit that I am spoiled from living in such a progressive city as Minneapolis.

The fact that all eligible plastic items are not recyclable here.

not everything is recycled. if one wrong thing is in the bag, the entire bag is not picked up

I have no problems with any of the recycling program,.

Unable to pick up a greater variety of recyclables causing me to depend on the Bryan drive-thru facility or throw away what I know can be recycled.

When we run out of bags, getting new ones has been somewhat difficult. I don't know if the drivers don't see our large note stapled to the outside of a bag or the yellow sticker/label indicating we need more bags. But it seems like we have had to make a phone(s) requesting more bags, which can take time.

Limited types of materials picked up for recycling.

Would like to see recycling for plastic bags, different colors of containers (plastic and glass, brown, blue or green) but have these put into one container. It's asking too much for every item to be separated, but think we should do our part in recycling.

I can't think of any thing that isn't to like

Limitations on what is taken

I hate having to use new plastic bags for each material - makes no sense to use one product to recycle another.

They don't even bother to recycle at the apartment complexes, which means that the largest source of trash and recyclables is all going into a landfill, not being recycled.

It is great!!!

Nothing

n/a

Wish there were more sites to drop off materials.

I think the city could do more to recycle additional items.

?

I stopped using the recycling program in College Station because my recycling bags were never picked up. I would set my bags on the curb the night before or early morning on the day it was scheduled to be picked up. On numerous occasions, the bags were never picked up. I stopped using the program because of this issue.

I wonder why we are not able to recycle green glass and cardboard. In other municipalities both are accepted. Why not here? What a waste!

I wish the program would recycle colored wine bottles and plastic bags.

I would prefer that the recycling program include other substances, especially cardboard and plastic bags. I have tried to take them into the A&M recycling area but that is very inconvenient. They do not take plastic so I bring that into the grocery stores but the space is limited and also not convenient for large amounts. The other recommendation I would have is to find a way to provide for recycling during holiday times or for holidays.

No cardboard and paper for curbside recycle, and I have too many plastic bags with recycle items in my garage. We are only two in our household so it takes awhile to fill them up.

The majority of my trash consists of junk mail and advertisements. It would be great if mixed paper could be added to the program.

That not everyone is taking advantage of such a convenient system.

i don't know how it's determined who wins the \$250 each month

Nothing

putting things in bags

Doesn't take enough. Would sort green glass and would like to see white paper collected. We shread and take it to the university.

Recycle item list not broad enough. Need to add more items to the list.

Wish more things could be recycled.

Not at apartments or easy location in town to drop off.

They don't pick up magazines, computer paper, and other paper products.

that we can't recycle solid white milk bottles.

Also, my mom lives in an apt. complex here and there is no facility for her to use to recycle. She has to bring her papers and bottles to me to recycle them.

Wish it included items such as cardboard, white paper, etc.

We would like to see more items available for recycling in the curbside program.

Know of nothing

Unable to recycle #3 plastics or colored plastic containers.

I dislike the way the recycling program is distributed along the city. Only houses are included in the recycling program. Apartments / apartment complexes are not concerned by the curbside recycling program. and I think they do not represent a small part of the production of garbage.

Don't take cardboard

High cost

When you consider the volume of trash, the variety of things we can recycle at the curb is pretty small.

the fact that more items aren't included such as cardboard, more plastics, and miscellaneous paper as catalogs.

That not enough people participate. Trash bins are full of recyclables and no one cares.

nothing.

1 & 2 colored plastic, cardboard and green glass not acceptable, the green waste--branches and lawn clippings are put in regular truck even though put out on Fridays.

I wish we could recycle more kinds of paper.

such a limited # of items can be picked up/difficulty of getting more bags to use/useless yellow sticker that never sticks

The pick-ups come late in the day and sometimes do not come on regular day.

No green glass. Use of plastic bags. Separation.

Separating content is a bit of a pain, but not too bad. Don't accept many recyclables (plastic types, colors, etc). Corrugated cardboard is very prevalent, but getting it knowcked down and compressed could be an issue and it would blow around neighborhood.

People who come by on recycle days and run off with the aluminum cans

Need to recycle more items such as green and blue glass- all plastics and plastic bags and cardboard.

- having to hassle w/ different bags for everything, especially separating glass colors
- lack of programs for residents in apartment complexes
- the many items that are *not* allowed by the program

the separating items into different bags, make a hassle to get it to the curbside..

nothing, really

doesn't take cardboard, colored bottles, plastic grocery bags

Curbside recycling is not available in many apartment complexes, as well as for many businesses

No very accessable.

Had no idea they existed. More marketing is needed on this valuable program!

I forget to ask for bags

I'd like to see more students participating.

I would like to see cardboard recycled (that is what I take to the Bryan facility)

I know nothing about them. Y'all need to get the word out. I'm so excited about recycling and only have not been because I thought you had no program at all.

don't take cardboard, white paper, green glass

My recycables are not always picked up. I live in a high student population area and I am probably the only one on the block to recycle, usually only once a month. therefore it is probably not economical for the truck to check my area.

m

I repeatedly put the yellow stickers on my bags indicating that I need more bags. To date, it has NEVER worked. I have to call each time to get more bags (and my family uses a LOT of bags)!

That the materials that can be recycled here are so limited.

I do not always get new bags even when I put the yellow sticker on as a signal.

Not enough items are recyclable such as a variety of colored glass bottles other than just brown and clear.

Not enough stuff can be recycled such as:

1. Green glass bottles
2. Plastic shopping bags (though they can at Wal-Mart)
3. Solid plastic containers

nada

Lack of knowledge

the unreliability. Several times they have not come on the day and you have had to pick it up. They did not come yesterday and I will be calling again today.

That it does not take more recyclables

Not all plastics are accepted (I understand as of this morning's Channel 3 spot that all #1 and #2 plastics are now accepted -- would love to see all plastics included). Green glass is no longer accepted (I understand there is no market for it). No cardboard recycling.

Can't think of anything

Would like to include more items in curbside recycling.

not enough items collected and recycled

Perhaps its my own fault, but I was not aware of curbside pickup. I am sure many other students are not either which is a huge problem considering so many students live here. Awareness. That is what I like least about the program.

Would pay to have refrigerators picked up and freon removed.

you do not take cardboard (I see a LOT of cardboard put out at the curb going to the dump!) -and- using plastic bags

Need more education and information on recycling systems. Like how to setup the containers and such in the garage. Like identify a color code system and make available for purchase containers that are color coded to make it easier and more involving for the family to recycle.

Have trouble getting recycle bags from time to time.

It's very difficult to deal with multiple bags every week. I dislike throwing away many types of plastic because they can't be recycled here.

We left our recycling out on the curb on the assigned day for our address. The stuff was still there a week and a half later before it finally got picked up.

No green glass pickup,

That it doesn't accept more types of recyclables

No problems.

That we can no longer put out plastic shopping bags for dispersal and disposal. I have found that Albertson's however, will take these bags. I would also like to be reassured that these products; the plastic, etc are not dumped in the ocean.

skip Mondays that are holidays - should pick up Tuesday or Wednesday

Don't recycle enough products.

can't put out cardboard including cardboard cereal boxes etc

I would like to be able to recycle more items such as paperboard which makes up a large percentage of household waste.

Don't take paperboard or cardboard or colored glass.

It sometimes comes too early in the day

would like better info on changes of what is ok to recycle. Didn't know about colored plastic (laundry bottles) Wouldlike to recycle plastic fruit containers (like strawberry)

No cardboard or paperboard recycling and no apartment complex recycling programs

Nothing really.

Nothing

N/A

Having to separate everything.

n/a

nothing

Having to use the recycling bags. They are difficult to use for newspapers cardboard?

cans are frequently stolen before collection

I really wish you would collect plastic numbers 1 through 5 or 7 and paper such as cereal boxes;

I always seem to be out of bags.

While realizing the difficulties at your end-- not having to separate items would be great!!

Not happening in the apartment I am in.

What would you change about the Curbside Recycling Program?

Better publicity to improve participation, especially on TV and radio

Please add the option for green glass, ie. wine bottles.

That it would be picked up.

Make it single stream like Houston.

Like in Austin-- one large plastic bin where ALL recyclables are tossed into one container to be sorted by workers.

Add green glass

Add more recycling options

give us a bin instead of plastic bags, take cardboard

Add Green bottles, almost all the wine I drink comes in green bottles. Add plastic grocery bags.

Start accepting paper and plastic bags.

Quit using the bags and get the plastic boxes like other cities

Add cardboard.

curbside pick up at apartments and drop off location in college station

Give residents recycling bins vs. wasting more plastic, and create an incentive program--charge more for regular trash disposal services and less for recycling services!!!

Containers instead of just bags.

add cardboard; encourage more people to use

Not having to sort would make recycling even more convenient and make me more likely to recycle again.

Bigger bags or move to bins. The little bags provided do not hold much when dealing with the plastic milk jugs and soda bottles.

Allowing green glass

Create recycling program for condos and apartments.

Make it mandatory for apartment complexes. They're making money hand over fist, force them to do it for the betterment of the public welfare.

Use bins and not plastic bags (more enviro friendly) and have recycle pick up on the same day as trash pickup - easier to remember. Accept all of the plastics, not just clear bottles of #1 and 2, but other items, too.

Also, where are you guys on campus when the college students are arriving? My student worker didn't even know about the curbside and wouldn't have recycled at all had I not educated her. A small info booth at the MSC at the beginning of each semester to hand out the bags or info on what is accepted would do a lot of good!

White and mixed paper recycling would be a real blessing. Cereal box cardboard is also something that needs to be recycled.

See #15.

Pick up around holidays too. More education on other things that can be recycled. Maybe a refrigerator magnet with a list.

I wish you took cardboard and green glass

I would eliminate it. It is too costly. Far too many citizens do not participate. By having a central location to drop off recyclables, the added inconvenience would be offset by cost savings.

Would like to recycle plastic grocery bags.

recycle more stuff

Less separation required.

Add items to recycle, if it's beneficial.

I would add other items to be recycled

In relationship to the bags/bins discussion, perhaps to decrease expense, a consumer could "earn" the right to get collection bins after participating in the recycling program for XX months (or something similar). I would also like to see the ability to recycle colored glass (wine bottles).

Putting all recycling in one bin rather than separated. I don't have a lot of extra space to have garbage cans for each type of item.

I notice that rather a lot of trucks come through--picking up different things such as brush, or newspapers, or bulky trash items. Wouldn't it be more efficient and less noisy for the neighborhoods to go through just once and pick everything up at one time?

Expand to Bryan and currently unserved College Station neighborhoods.

extend to include nearby divisions

Offer it to townhouses, apartments, duplexes, etc.

Allow all recycle items to be put into one bag.

I would like to be able to put all the recyclables into one container

Include those items in the program

Accept cardboard and junk mail.

Accept all glass, plastic containers, mixed paper in one plastic container.

-recycle a larger variety of materials.

-recycling bins (similar to many other cities) instead of plastic bags

When you place the yellow sticker they actually will drop off bags. I have probably gone thru 10-15 bundles of bags and have only had them left once. I always have to call.

I have seen other cities that will give a container just for recycling goods, and all recyclables go into this one container. much easier than trying to find room in my duplex for 8 different bags of recyclables.

Instead of separate bags for each item, it would be nice to have one or even a few open plastic boxes/bins (like in other cities). It is difficult to justify using a separate bag for the small amount of each type of recyclables we collect each week.

I WOULD ALLOW THE CITIZENS TO PLACE ALL THE GARBAGE OUT TO BE COLLECTED AND THEN SORT THE RECYCLING AT A CITY FACILITY. THAT WAY EVERYONE WOULD PARTICIPATE AND ALL ITEMS THAT COULD BE USED WOULD BE RECYCLED.

If the answer to question 15 could be resolved, that would be it.

I would definitely work with apartment managers to set up a recycling program. I have been very disappointed that this is not available. I have to collect my things (in an apartment there is little room for this!!) and take them all the way over to Bryan to recycle. I came from a city and state where recycling was very easy and inexpensive and I definitely would like this improved in College Station.

Nothing except that mentioned above

more publicity about how it saves energy and pollution. show high profile people recycling. get rid of the clear bags and give us hard containers.

add the above items at least on a monthly basis if not weekly.

Would like to be able to place all recyclables in the same bin.

They need to expand this program to make it more convenient for people living in apartments. If anything that should be easier than the curbside program because the residents are already used to hauling trash to a dumpster. If there was a way to add recycling to apartments there would be a lot more participation.

Make it more widely known. Expand the list of items that can be recycled.

One or two dedicated cans that can be rolled out to the curb. I would prefer smaller than the current trash cans so they could fit in the garage. My aunt in California has a trash can, a recycle can (all recyclables), and a brown can (grass clippings etc.) which works well.

Allow more materials to be recycled.

Possible have recycle bins to avoid waste associated with plastic bags, and allow other plastics and green glass.

Nothing except expand to include certain hazardous materials such as batteries. I would guess that most people dispose of their batteries in the trash. A convenient way to get rid of these would be an excellent step forward, even if they are not recycled, they would be taken out of landfills and incinerators.

add appliances/electronics, batteries, other plastics.... etc.

Nothing

Add green glass and other colored glass. Add cardboard curbside recycling.

1) expand the items that can be recycled to include green glass, all plastics (1,2,3) at least and with all colors, mixed packaging paper, Batteries (at least once a month or some such period).

2) also hate worrying if i get extra bags. sometimes the pick-up service misses that i have put the yellow labels on the bag and hence i am without.

3) sometimes have people come by and take the cans before the recycling truck gets there. there should be a city ordinance that makes this punishable.

4) need to do more to educate children in the college station schools about the program so they get their families involved.

Our family just moved from the city of Monona, WI, just outside Madison, Wisconsin (the first city in the nation to have city-wide curbside recycling) We had an excellent recycling that was easy for everyone to participate in and accepted a wide range of materials. A link to the Monona recycling program is:
http://www.monona.wi.us/departments/Public_Works/pages/refuse_recycling.html

Though I am a committed recycler, and will continue to recycle, when I read the CS recycling guide I was amazed at the amount of detail that homeowners must follow. For those citizens that are not committed to recycling, I can see that this would very quickly lead to non-participation. In our previous community, the bin was supplied (similar in style and pick-up to the CS trash bins, and ALL recyclables including paper products went in one bin.

We were disappointed to see that the range of items that CS accepts at the curbside is very limited (limited plastics, no green bottles, no mixed paper or cardboard) and that each type of recyclable must be separated.

We will participate in the recycling program and will look for recycle our items that are not accepted at the curbside.

I'm glad that you are doing this survey and I'll remain involved in the program.

Add white paper and make program available to multi-family housing

I would like maybe to see bins or a place you could drop stuff off

Expand area of use

It seems to work fine --I would just like to see more of my neighbors utilize the program.

Same bin for all recyclables, more products allowed curbside

I wish we could recycle cardboard and paperboard boxes, which we always seem to have a lot of.

expand the products recycled to include various plastics, white and other papers, and cardboard

more visibility in some way to promote more involvement from the citizenry. this may very well take more financial support from the council

Bins vs. Bags

add plastic grocery bags
 provide bins

Have it available to apartment communities.

Nothing

I would like to see the city provide a receptacle that all items would be placed and sorted at the recycler.

I have no opinion

COMINGLING INTO ONE CONTAINER

Nothing

Add a few things

Pickup bins so it is very obvious that the service exists. I would also like to see the types of materials accepted expanded.

Just to clear more items

na

Make it available to all residents in the city.

use containers not bags, add junk mail to list. A lot more people would use it, if you could recycle junk mail and plastic bags, give containers so people don't have 4 different bags collecting for a week at a time.

Plastic tubs

n/a

No change other than adding more options

It would be nice to have a bin and to have more options of what to recycle. It would be nicer if the recycle department would actually branch out and let apartments recycle. I know it has failed in the past but the recycling department needs to get over what happened 8 years ago and move on and change their ways. It works all over the world and College Station isn't as "backwards" as a lot of communities that know how to recycle.

I would like to place all recyclables in one bin by the curb weekly.

Not sure

I'd like to see a drive by location where we could drop off any amount of recyclable at anytime and not have to wait for the curbside date!

I would like recycling bins provided & combine all items.

add a recycling center

more opportunities to recycle hazardous waste/larger electronics than twice a year - once a month or once every 2 months.

Add a way for those who do not have curbside recycling to recycle. I'd rather stay in CS than drive to Bryan to recycle.

Nothing

I want to be able to recycle more items -- colored plastic, cardboard, green bottles, etc.

Address the issues in #15.

How about coming up with a way to accept leaves in the fall for composting?

Allow mixing of recyclable items and add plastic bags

Take more types of recyclables.

It would be much easier to recycle if there weren't so many rules (wash, remove lids, separate, set out, use a sticker etc.), if we could put everything in one bin (the bags are too small!) and if the pickup dates were the same as our garbage dates.

1. accept more types of items
2. communicate better with residents whenever there is a change in the list of acceptable items

All recycling items in one bin picked up on a weekly basis would be great. They do this in San Antonio and it keeps down the clutter. Accepting more items like green glass, cardboard, plastic bags.

would like to see colored plastic bottles added.

I would like to see the addition of additional items to recycle. Everything that can be recycled should be recycled. Having a single bin would be of great help.

more things added that could be recycled

you could use one container for everything (big box) and you wouldn't have to crush items.

Crack down on people stealing the cans

Same as Number 15

Expand to include more categories of plastics. Reduce sorting requirements, particularly sorting glass by color.

More aggressive marketing and ongoing encouragement of the program, especially to college students every fall. Recycling information can be included in their "student package" in an appealing format. It is the houses leased to students where the garbage cans overflow with papers, cans and bottles ripe for recycling.

I wish we could have the recycling program for hazardous was, computers, etc. held more often than twice a year.

Single-bin collection, fewer restrictions on what can be put in.

Cover CS apartment complexes with the same type recycling that occurs in single-family dwelling areas; advertise more about the recycling program; include green plastic and glass bottles, cardboard, and plastic bags in the items that can be recycled.

nothing

I would get rid of the bags and let people use their own containers. I would accept more types of recyclables. I would consider making recycling mandatory, as it is in Wisconsin. Just for the record, I am a native Texan, but that doesn't mean I don't think we can't adopt other states' good ideas. There is simply no excuse not to recycle.

Adding other paper, cardboard and all recyclable plastics.

add paper to program. waste quite a bit. also cardboard boxes

As stated in #15, I am satisfied with the program.

Increase the types of recycle material that is picked up.

I would like to see colored glass recycled and picked up.

Availability of recycle programs to residents of apartment complexes

I would like to be able to recycle additional types of materials.

Nothing, just do more of it.

nothing

add other types of paper

Allow newspapers to be recycled in used paper grocery bags. Add white and mixed paper recycling, and corrugated cardboard. Allow glass, cans, and plastics to be placed in reusable bins. Do away with those plastic bags!

Figure out a way to get the apartment complexes (and college students) to recycle all their trash. A few bags a week from middle class homes is nothing compared to 40,000 students trashing the town.

I think the resident needs a complete list of what can be recycled. This should be displayed or provided on a regular basis.

Nothing

add plastic bags

take green glass

Having to bag all of the like items separately makes for storage issues in our garage until we have enough to warrant putting it out at the curb. Being able to put all of it in one bin would really make things easier from our perspective, and might encourage more people to recycle.

Nothing as of now

Timely and reliable pickup of recycling bags.

More different types of items recycled. See above.

I wish the program would recycle colored wine bottles and plastic bags.

I answered that in the above information.

we have just moved here from Ca. There we had one large bin that took everything including cardboard, paper. I am not driving around town to get rid off these items. They mostly go into the trash then.

Add white and mixed paper to the program.

I would like corrugated cardboard added. I often see garbage cans with cardboard boxes sticking out of them.

add more things to be recycled

Add cardboard

I would like some kind of cost effective system to hold the recycling bags - one for glass - one for plastic - one for paper.

I like totes - but realized that then items would not be sorted.

NOTHING

Stronger bags. Stronger wire ties.

Add to apartments.

pick up magazines, envelopes, computer paper

See previous comments

Add more items. Encourage participation at apartment complexes and multi-family housing.

No changes

Would like to see more options for recycling available at curbside--i.e. additional plastics, paper, etc.

include all kind of housings in the program.

Provide bins (like the trash bins) to put recycle in instead of bags

Stop it. Drop off centers more cost effective

I wish that green glass and cereal boxes type of cardboard was accepted. I also wish we had single stream recycling, but will put up with sorting if that's all we have.

Add paperboard to the curb-side program. This is far and away the largest volume of easily recycled material that we have to throw away in our household.

Create a drive through facility in College Station. If it's not available at the curb it should be more convenient for those who are willing to take material to a center to be recycled.

Take more yard waste to the compost facility. The City of Bryan takes cans of yard waste from the curb to the facility. All of the yard waste that we put at the curb (in the large paper sacks) ends up at the landfill. It goes in the truck with the other bulk junk instead of going to the compost facility. It's a shame. Seems if Bryan can do it effectively, we can too.

The rule that does not allow cans at the curb on bulk day is silly. Silly, silly, silly. It forces me to add a plastic or paper bag to the land fill when a reusable can would to the job just fine. Silly. If folks abuse it, refuse it. It's pretty easy for the guys on the ground to spot household garbage in a can instead of yard waste.

Our aluminum gets stolen regularly. If there was a facility in College Station we would deliver it instead of putting it at the curb.

adding the things i commented in on question 15.

Not much. I think they do a great job.

As a two-person family, it takes us several weeks to fill any one bag, which becomes quite smelly by week 4 or 5. If we could combine several types of items in one bag, we would be able to fill our bags more quickly and reduce the odor in our garage/house. Adding cardboard would also help.

get bins.

- 1.promote the actual savings in your monthly winner announcement
- 2.have a collection site for green waste that actually would be treated as green waste and not trash

We are not able to recycle cardboard with the curbside program. I always see my neighbors throwing away their cardboard instead of taking it to the drive in facility. I really think people would put the cardboard out if it was available.

more items to be collected curbside

Recycle more items

I would like for shredded paper to be picked up.

First, issue tubs and do not require separation. Second, expand to green glass, colored plastic and cardboard.

Try adding some more items if possible.

Nothing I can think of, although lumping everything together would be less effort for me.

Just increase the items that can be recycled.

-***everything in one bin***

-more items allowed - paper, additional plastic types, cardboard

the plastic bags and do a bin that everything can go into...

no change

try to take more items. Do away with the cash for trash program it doesn't seem like it makes people want to recycle since there is little chance to be selected

take cardboard, mixed paper

I would make it more widely available. I would also put big bins by the banks or other places of business for recycling paper. Many cities that do that have great success with that program

More publicity!! Promote the program more!

Don't know...haven't used it due to lack of information and/or apartment complex.

Try to get more businesses to participate. This would be possible with the addition of cardboard and office paper and perhaps a drop off spot in CS to take it.

Leave it the way it is.

Everyone recycled where I lived in Florida. The city provided 3 bins for each household one each for plastic, aluminum and glass. This made it easier to recycle. College Station provides trash cans maybe it should invest in bins for recycling. The easier it is the more people will start recycling.

More locations, better advertising so I know when pick up occurs and how to get involved.

weekly recycling of plastic grocery bags

add the items listed in 15

find some way to encourage students to recycle????

See above.

Put all recyclables in one big bin at the curb. Find creative ways to accept brown bottles and solid-colored plastics. Find creative ways to actually RECYCLE plant waste and leaves instead of putting them in the landfill.

Offer this service to duplexes and apartment complexes. Student generate a ton of trash and they don't have an opportunity to recycle. Many would if they could.

Visibility. I know virtually nothing about it.

Educate more residents to recycle through discounts on the sanitation fee.

Not separating out glass. Allowing all colors of glass.

employ good looking, fit women wearing bikinis to do the job----just kidding.

can't think of anything else.

I think you could save some money by having pickup every other week. Make it more reliable. People will quit doing it if they have to keep calling you.

Nothing it works for me

Add more materials to the accepted list.

add green glass, cardboard and colored plastics

Have the program publicized more so that more people would participate.

I would like to have more items collected for recycling.

First, I'd change the publicity or the marketing for this program. Not many people are aware that it exists. Then, I'd be sure and have recycling bags available in local grocery stores, maybe near the checkout or near the water isle. You want to make using the bags very accessible.

Pick-up of batteries, electronics and computers.

Add refrigerators

1. for you to recycle cardboard, also (I haul mine to the Bryan recycling center, which is inconvenient)
2. use something other than plastic bags (they are littering our landfill and take thousands of years to biodegrade (from my understanding)--we need to use plastic bins or some kind of heavy paper bags that will disintegrate in the landfill.

Would like the ability to order recycle bags online.

Would like to see a more progressive/informing role of the city in recycling and energy/water conservation.

Nothing I could think of at this time.

I would really like to be able to recycle cardboard such as cereal boxes, TV dinner boxes, etc. I'd also like to recycle everything that is recyclable (#5, #7, etc.)

Make it easier! 4 different bags is too difficult to deal with.

expand service to more bottles and plastics

Want it to accept more items.

Collect from plastic boxes the city provides in order to eliminate generating more waste with the plastic bags we currently are provided.

Accepting the plastic grocery bags. I recycle them at HEB or Walmart, but sometimes forget to take them, so it would be more convenient if they were added to the curbside recycling.

In California residents are provided tiered poly-something for each of the commodities the city recycles and the whole tier could be wheeled to the curb, much as our garbage cans. Of course, I know that to be expensive and less efficient the way it is handled by separate entities today.

maybe add more items to the program

skip Mondays that are holidays - should pick up Tuesday or Wednesday

Recycle more plastics and cardboard!

add more things that can be recycled like cardboard of all types and all colored glass and plastic

I would add paperboard.

Add paperboard, colored glass, and cardboard. Add a "recycle can" just like trash can but different color. Then all recyclables go into it. Easier for the resident.

Nothing

Add whatever materials could be added to recycle.

They do a great job

Add more items that can be curbside recycled: cardboard, paperboard, green glass, white &/or mixed computer paper, and telephone books.

Make them available for more streets and make information more available for everyone to see rather than to look for it.

Nothing

N/A

Have recycling bins instead of bags and just collect everything in one bin

Not anything

add plastic bags---I can take the bags to HEB or Walmart, but I forget them a lot of times. Easier when it is curb side.

Add more categories. In our former hometown, we recycled cardboard, mixed paper, green glass, for instance

i like the way it is conducted now.

I in College Station, but I do not get curbside service. I would like to contribute to the curbside program.

Everything in one bag would be nice
Include cardboard and paper

I came from a community in Wisconsin that did collect the above mentioned items
and my weekly garbage output was down to 1 bag a week!!

Required by residence in the apartment



P.O. BOX 645
BRYAN, TEXAS 77806
(979) 775-7171 FAX (979) 778-4661

August 23, 2006

To: Dawn Self
From: Ron Schmidt
Re: Mixed Paper Recycling and Plastic Recycling

If Texas Commercial Waste were to add mixed paper to the curbside program, it would cost an additional \$1.50 per household. The reason for the substantial cost increase is that additional building space would be required for sorting and storage and it would also call for greater collection capacity.

We would also require a lead time of approximately 6-9 months to get a facility in place. This quotation is also subject to approval by our company's ownership.

On a more positive note, we can now accept #2 colored plastic. This material may be commingled with the other #1 and #2 plastics. The price paid for this item would be \$.05 per lb, the same as the other recycled plastic. We can begin at any time you are ready.