CITY OF COLLEGE STATION

Mayor
Ben White
Mayor Pro Tem
Ron Gay
City Manager
Glenn Brown

Councilmembers
John Crompton
James Massey
Lynn McIlhaney
Chris Scotti
David Ruesink

Agenda
College Station City Council
Workshop Meeting
Thursday, December 13, 2007 3:00 p.m.
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 regardng proposed candidate capital projects.

3. Presentation, possible action, and discussion regarding Green College Station policy and strategies.

4. Presentation, possible action, and discussion regarding a report from Arts Council Subcommittee to the City Council and possible recommendations.

5. Presentation, possible action and discussion regarding Texas Commission on Environmental Quality (TCEQ) General Permit to Discharge Under the Texas Pollutant Discharge Elimination system (TPDES) No. TXR04000.

6. Presentation, possible action, and discussion regarding Citizen Engagement Policy and the application of Community Problem Solving Model in College Station.

7. Presentation, possible action and discussion of a resolution regarding public input on capital roadway construction.

8. Presentation, possible action, and discussion of 2008 Council Meeting Calendar.

9. Council Calendar
    December 17, 2007   IGC Meeting, BVCOG office, noon
    December 18, 2007   Transportation Committee, 4:30 pm City Hall Adm. Room
    December 24-25, 2007   City Offices closed

10. 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.

Traditional Values, Progressive Thinking
In the Research Valley

11. Discussion, review and possible action regarding the following meetings: Arts Council Subcommittee of the Council, Audit Committee, Brazos County Health Dept., Brazos Valley Council of Governments, Cemetery Committee, Design Review Board, Historic Preservation Committee, Interfaith Dialogue Association, Intergovernmental Committee, Joint Relief Funding Review Committee, Library Committee, 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 (Notice of Agendas posted on City Hall bulletin board).

12. 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. Application with TCEQ in Westside/Highway 60 area, near Brushy Water Supply Corporation.
b. 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.*
c. Cause No. GN-502012, Travis County, *TMPA v. PUC* (College Station filed Intervention 7/6/05)
d. Sewer CCN request.
e. Legal aspects of Water Well and possible purchase of or lease of another water site.
f. Civil Action No. H-04-3876, U.S. District Court, Southern District of Texas, Houston Division, *JK Development v. College Station.*
g. Cause No. 06-002318-CV-272, 272nd Judicial District Court, Brazos County, Texas, *Taylor Kingsley v. City of College Station, Texas and Does 1 through 10, inclusive.*
h. Cause No. 485-CC, County Court at Law No. 1, Brazos County, Texas, *City of College Station v. David Allen Weber, et al.*
i. Bed & Banks Water Rights Discharge Permits for College Station and Bryan
j. Cause No. 07-001241-CV-361, 361st Judicial District Court, Brazos County, Texas
    Gregory A. & Agnes A. Ricks v. City of College Station
k. Water CCN request

Real Estate {Gov't Code Section 551.072}; possible action The City Council may deliberate the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:
a. Krenek Tap Road Land Acquisition

13. Action on executive session, or any workshop agenda item not completed or discussed in today's workshop meeting will be discussed in tonight's Regular Meeting if necessary.

14. Adjourn.

Traditional Values, Progressive Thinking
In the Research Valley

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 13th day of December, 2007 at 3:00 p.m. in the City Hall Council Chambers, 1101 Texas Avenue, College Station, Texas. The following subjects will be discussed, to wit: See Agenda

Posted this 7th day of December, 2007 at 2:30 p.m.

E-Signed by Connie Hooks
VERIFY authenticity with ApproveIt
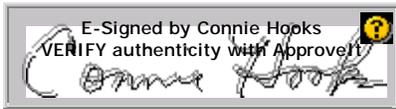
_____
City Secretary

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 December 7, 2007 at 2:30 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 _____, 2007.
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.

To: Glenn Brown, City Manager

From: Mark Smith, Director of Public Works

Agenda Caption: Presentation, possible action and discussion regarding proposed candidate capital projects.

Recommendation(s): Staff recommends that Council suggest any additional projects and endorse the candidate project list proposed.

Summary: Staff will make a presentation summarizing categories of projects and some proposed projects to be included in a possible future bond election.

Budget & Financial Summary:

Attachments:
1. Recommendations Memo
2. 5-yr Plan
3. 7-yr Plan

Memorandum

CITY OF COLLEGE STATION

MEMO TO: Glenn Brown, City Manager

FROM: Terry L. Childers, Deputy City Manager

SUBJECT: Proposed Capital Projects

DATE: December 5, 2007

The proposed list of Capital Projects presented with this report is intended to provide Council with a specific list of projects required to support our efforts to accomplish several objectives:

1) To direct capital investments to those areas of the community in which we want to encourage future growth and development

2) To make capital investments in those areas of the community in need of additional investment to address growth and increased demands on our service delivery systems

3) To enhance the quality of life in the community

Based on Council direction at their December 4, 2007 meeting, we are presenting two potential scenarios which include net funding requirements for City Hall. The net requirement for City Hall is $17.7 million (this represents the use of 2003 GO Bond authorization and sale of land without Spring Creek Business Park based on the $30.6 million cost estimate).

The proposed projects are listed in two categories:

* 5 year Capital funding program in the amount of $60 million. This scenario identifies possible projects which could be done without a tax increase. When the City Hall project is added to the list ($17.7 million) a three cent tax increase will be required. Funds have been included in the program to account for future inflation costs.

* 7 year Capital funding program in the amount of $85 million. This scenario identifies possible projects which could be done without a tax increase over a seven year period. This scenario suggests no additional capital funding from General Obligation Bonds would be available for programming during

the seven year period.   When the City Hall project is added to the list ($17.7 million) a three cent tax increase will be required. Funds have been included in the program to account for future inflation costs.

Project Summary:

	5 Year $60 million	7 Year $85 million
Senior Center	7.455	7.455
Library Expansion		6.000
Fire	6.000	6.950
Parks	3.150	3.700
Streets	43.395	61.195
City Hall	17.700	17.700

City of College Station
Proposed Capital Projects
5 Year Program w/Tax Increase to Fund City Hall Project

PrjNo	Project Title	Project Scope	$ Estimate
Facilities			
302	Senior Center	Construct New Facility	7,455,000
		Subtotal Facilities	7,455,000
Fire			
200	Fire Station #6	University Dr and Tarrow incl EOC	6,000,000
		Subtotal Fire	6,000,000
Parks			
401	Central Park Improvements	Renovation Concessions and rest rooms	800,000
402	East Dist Maintenance Shop Replacement	Replace Central Park Maintenance Shop	990,000
403	Neighborhood Park Improvements	Improve various Neighborhood Parks	860,000
405	Clearview Neighborhood Park	Joint Project CSISD	500,000
		Subtotal Parks	3,150,000
Streets			
101	Rock Prairie West Widening	Widen from SH 6 to Normand	2,127,122
102	Rock Prairie/SH 6 Interchange Upgrade	SH 6 & Rock Prairie	12,398,085
103	Barron Road Widening Phase 2	Widen Decatur to SH 40	12,154,986
105	Jones-Butler Phase 1	George Bush to Luther	3,221,071
108	Eagle Avenue	Newport to Alexandria	2,309,447
109	Pebble Creek Parkway North	SH 40 to SH 6	7,110,667
112	FM 60 Widening Right of Way	SH 6 to SH 30	609,451
117	Sidewalks	Various Locations	243,100
118	Future Right of Way Acquisition	Various Project Locations	911,624
119	Oversize Participation	Various private funded projects	911,624
120	Future Street Design	Various Projects	486,199
121	Traffic Signals	Various locations	911,624
		Subtotal Streets	43,395,000
		Grand Total	60,000,000
300	City Hall (3 cent tax rate increase needed)	Construct New City Hall	17,700,000

City of College Station
Proposed Capital Projects
7 Year Program w/Tax Increase to Fund City Hall Project

PrjNo	Project Title	Project Scope	$ Estimate
Facilities			
302	Senior Center	Construct New Facility	7,455,000
303	Library Expansion	Expand Larry Ringer Library	6,000,000
		Subtotal Facilities	13,455,000
Fire			
200	Fire Station #6	University Dr and Tarrow incl EOC	6,000,000
201	Future Fire Station Design	TBD	400,000
202	Future Fire Station Sites	Land acquisition	250,000
		Subtotal Fire	6,650,000
Parks			
401	Central Park Improvements	Renovation Concessions and rest rooms	800,000
402	East Dist Maintenance Shop Replacement	Replace Central Park Maintenance Shop	990,000
403	Neighborhood Park Improvements	Improve various Neighborhood Parks	860,000
404	Skate Park	Construct skate board park	550,000
405	Clearview Neighborhood Park	Joint Project CSISD	500,000
		Subtotal Parks	3,700,000
Streets			
101	Rock Prairie West Widening	Widen from SH 6 to Normand	2,220,457
102	Rock Prairie/SH 6 Interchange Upgrade	SH 6 & Rock Prairie	13,322,740
103	Barron Road Widening Phase 2	Widen Decatur to SH 40	13,061,509
105	Jones-Butler Phase 1	George Bush to Luther	3,395,992
108	Eagle Avenue	Newport to Alexandria	2,481,687
109	Pebble Creek Parkway North	SH 40 to SH 6	7,640,983
111	Lakeway Drive	Rock Prairie to SH 40	9,143,057
112	FM 60 Widening Right of Way	SH 6 to SH 30	654,904
113	Dartmouth Drive Extention	FM 2818 to Texas Avenue	2,220,457
116	Spring Creek Hike and Bike Trail	Westfield Park to Lick Creek Park	3,265,377
117	Sidewalks	Various Locations	261,230
118	Future Right of Way Acquisition	Various Project Locations	979,613
119	Oversize Participation	Various private funded projects	979,613
120	Future Street Design	Various Projects	522,460
121	Traffic Signals	Various locations	1,044,921
		Subtotal Streets	61,195,000
		Grand Total	85,000,000
300	City Hall (3 cent tax rate increase needed)	Construct New City Hall	17,700,000

To: Glenn Brown, City Manager

From: Terry L. Childers, Deputy City Manager

Agenda Caption: Presentation, possible action, and discussion regarding Green College Station policy and strategies.

Recommendation(s): Receive the Green College Station staff report and provide feedback and direction to City Manager.

Summary: At the request of City Council, the City Manager convened a Green College Station discussion group made up of a broad cross section of professional staff. The discussion group was charged with

1) Identifying current programs and activities related to sustainability, resource conservation, and green activities within the organization;
2) Identifying best practices from other communities across the country; and
3) Recommending a policy with supporting strategies for consideration by City Council

The accompanying Green College Station – A White Paper on Resource Conservation and Sustainability was prepared to address the charge from the City Manager. The White Paper is designed to assist Council to set a policy direction for the City organization.

Budget & Financial Summary: None

Attachments:

Green College Station – A white Paper

Green College Station – A White Paper on Resource Conservation and Sustainability

Sustainability and resource conservation has become a constant on the local government landscape. Communities across the nation, indeed the world, have undertaken sustainability initiatives. The International City – County Management Association launched a major policy discussion earlier this year designed to help local communities to successfully conceptualize and launch sustainability programs in response to the growing desire by local governments to address this growing global concern.

This White Paper – Green College Station – A White Paper on Resource Conservation and Sustainability has a threefold purpose:

1) To present a policy rationale for resource conservation and sustainability;
2) To identify existing resource conservation and sustainability programs offered by the City of College Station; and
3) To recommend specific policy initiative(s) to enhance existing programs.

Rationale for Resource Conservation and Sustainability Programs

Too often, cities can be guilty of following fads. The local government landscape is littered with fads – *reinventing government, policy governance, and zero based budgeting,* just to name a few. Sustainability and conservation of resources cannot become a fad. Future generations are at stake in our wise use of current resources. Our ability to meet the needs of the present without compromising the ability of future generations to meet our own needs. Our stewardship of current resources is a legacy we leave to future generations. No doubt, many will view sustainability efforts as some fringe concept left to the odd balls in the community. The harsh reality is that we have finite resources which have been bequeath to us by earlier generations for which we have been made the *stewards*.

Sustainability and conservation of resources has a direct connection to the quality of life in the community. Communities which are strategic in their use of resources have been able to improve and enhance the quality of life by making wise choices about providing for open and green space, reducing the carbon footprint, reduced water consumption, and reduced energy consumption. ICMA suggests four interdependent elements to the quality of life aspects of sustainability: (a) balancing environmental stewardship; (b) economic development; (c) social equity; and (d) financial and organizational viability. These four factors assist cities in their ability to address the quality of life quotient in real and tangible ways.

Finally, sustainability initiatives when properly formed should result in real and tangible fiscal responsibility. Viewing sustainability holistically, cities can account for real savings in terms of deferring capital and operating costs. There should not be a one sided view of the initial cost to fund an initiative but the savings both in terms of hard costs and conserving resources for future generations to enjoy and benefit.

College Station citizens have been clear in their desire to promote sustainability and resource conservation. Throughout the Comprehensive Plan Update, citizens have encouraged the protection of resources. The CPAC spoke specifically to the issue by adding language in the Plan goals to address sustainability and resource conservation.

There is a clear case to be made for sustainability and conservation of resources in College Station. Our emphasis on the quality of life for the community demands that we aggressively work towards creating a culture in the community which embraces sustainability as its mantra. We can ill afford to sacrifice precious resources while expecting to be a community with a high quality of life.

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Benefits of Comprehensive Green Program

There are a number of benefits to College Station to develop and implement a comprehensive Green program.

— SAVE TAXPAYER DOLLARS
A comprehensive strategy to promote green technology reduces the capital investments in building new and additional infrastructure. Reducing water consumption could result in our not needing to invest in new water wells and increased treatment costs. Energy efficient facilities reduce the amount of energy consumed and in turn the dollar outlay for energy costs.

— BUILD LOCAL ECONOMY AND CREATE JOBS
Decreased energy costs and the provision of new energy services and technologies give local government and private firms a competitive edge. Demand for energy efficient products, services, and for new or alternative energy technologies expands local business and creates local jobs.

— QUALITY OF LIFE
Communities with efficient transportation, abundant biking and recreation areas, reliable long-term water and energy supplies, and similar programs report higher quality of life for their residents.

— LEGACY OF LEADERSHIP
Now is the right time to implement a comprehensive sustainability policy for College Station. If we do not change what we are doing now, we face a future with traffic problems, inadequate water supplies, a deficient tax base, and lower quality of life.

Current Program and Activities

College Station has a rich history of resource conservation and sustainability programs. As background data in preparing this White Paper, a survey of current City programs was conducted. The number of programs was indeed impressive.
The City is already investing meaningful dollars in resource conservation and sustainability programs throughout the organization and community.

The survey of existing programs and activities revealed one key finding – *while College Station has a number of important programs in place, we lack focus and purpose for those programs*. There is no unifying strategy or expected outcome to be achieved by our efforts. This lack of focus and purpose limits our ability to move towards more meaningful efforts and with clear benchmarks for success. Our review of best practice cities indicates we have a number of opportunities to systematically enhance our existing programs and activities. Additional investment without clear policy objectives will result in wasted resources and run counter to our overall efforts to conserve resources and provide for a sustainable community.

Our current programs and activities fall into seven main categories (See **Appendix 1** for a list of programs and activities).

*   Energy conservation
*   Hazardous waste management
*   Natural areas and open space preservation
*   Recycling
*   Water resource conservation
*   Building codes
*   Citywide public education

Best Practices

During the course of developing this White Paper, a number of communities were examined for Best Practices in sustainability and resource conservation. Best Practices were identified on two levels:

1) How are other communities addressing sustainability and resource conservation initiatives?

2) What are the gaps between what other communities are doing and our current College Station programs?

Our Best Practices analysis revealed a number of key findings. These findings appear to fall into seven broad categories. Indeed, they appear to establish several guiding principles worthy of our consideration.

*   Best Practice cities have taken a comprehensive - integrated approach to developing their programs. While often times there may be various elements of sustainability, there is an overriding purpose and focus.

* All the Best Practice cities have adopted aggressive public education programs focused around their sustainability initiatives.

* There are clearly stated goals and supporting strategies to measure the success of sustainability efforts. The goal setting efforts clearly define responsibilities and expectations.

* Small things add up. It was clear in looking at best practices that cities did small things to advance their sustainability efforts. This approach obviously lends itself to achieving results while dealing with the practicality of cost.

* Every Best Practice city established clear policies as a predicate to its actions. This point speaks clearly to the idea of focus and establishment of outcomes.

* Community buy-in was a critical factor in all the Best Practice communities. Initial efforts focused on obtaining community sentiment about sustainability and large measures of community engagement around specific strategies and goals.

Major Programmatic Emphasis

Best Practice cities tended to focus their sustainability efforts around six issues.

1) Energy efficiency and renewable energy

2) Reduction HCF footprint

3) Water conservation

4) Protection of open space and green areas

5) Green building

6) GHG emission reduction

Gap Analysis

While there are common themes and points of emphasis to every community working towards sustainability, many of the problems and solutions are different for each Best Practice community because each community faces a different environment, has different resources, and holds different values. It is for these very reasons that our approach to sustainability in College Station must be customized to our community environment, resource base, and values. It is not appropriate for us to appropriate another community's sustainability program. Our program must be unique to College Station with clearly articulated purpose and objectives.

With that premise as a backdrop and an examination of our current plans, there were several items identified in our gap analysis.

* *Energy Conservation*
a. We lack a green energy component to our energy program.
b. We lack clearly defined goals for our energy conservation efforts, i.e. reduction in KWH consumption over a specified period.
c. We lack an aggressive public education component to market our efforts and expected outcomes.

* *Water Conservation*
a. We lack a coherent water conservation program. Our development regulations run counter to our need to conserve water resources.
b. We lack an aggressive water conservation strategy which has clearly stated goals.
c. We lack an aggressive public education program to educate our citizens on our need to conserve water.

* *Building Codes*
  Our current building codes encourage energy conservation. The codes do not encourage or promote green building standards.

* *General Observations*
  One of the consistent findings from our review of Best Practice communities is the lack of a coherent policy framework on which to build our sustainability efforts. We currently are doing a number of programs with no clear set of objectives to be accomplished. Our efforts cannot be easily measured. We tend to be involved in *feel good* activities without any clear direction or purpose.

  Secondly, we are failing to connect what we are doing in a meaningful and systematic way to the general population of College Station. Sustainability encompasses what businesses are

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doing, what major institutions like Texas A&M and College Station schools are doing, what neighboring jurisdictions and region are doing. The fact is we have not been very effective in building partnerships with the community to achieve clearly stated sustainability objectives.

Moving Forward

This White Paper has focused thus far on developing an appreciation of what we are currently doing and how we compare to other sustainability communities. The balance of this paper is designed to describe the path forward for discussion and deliberation.

Policy Formulation

The first major action required to establish direction for College Station programs and services is the establishment of clear policy parameters to guide the development of College Station's Green Program. The absence of a well thought out intentional policy will result in inefficient use of resources and opportunities.

The Green College Station policy should articulate the aspirations of community, areas of focus, and clear goals and expected outcomes.

Proposed Policy Statement

College Station is committed to being a leader in resource conservation and protection of our environment. Green College Station will express the City's commitment to achieve resource conservation and sustainability over the long-term. It is recognized there are four interdependent elements to the quality of life aspects of sustainability: (a) balancing environmental stewardship; (b) economic development; (c) social equity; and (d) financial and organizational viability. College Station City Manager is directed to develop the Green College Station Action Plan for Council approval to direct the City's efforts to implement its green strategies.

Proposed Plan of Action

The Proposed Green College Station Action Plan will focus our efforts into a comprehensive plan of action with real and measurable results. The plan will address four areas.

Energy conservation and renewable energy sources. We will include renewable green energy in a portion of our purchased power for resale to College Station Utility customers while reducing the overall energy consumption. We will pursue these strategies through

public education, ordinance revisions, incentive programs, and alternative rate strategies.

Water conservation. We will reduce our overall water consumption and develop mechanisms to reuse water in the community. We will implement our strategies through aggressive public education programs, changes to our development ordinances, and instituting a conservation rate structure.

Solid and hazardous waste reduction. We will reduce the overall volume of waste generated in the community while developing environmentally sound and economically feasible means to dispose of waste. We will implement these strategies through aggressive public education programs and investing in alterative waste reduction programs.

Land use/green and open space/development codes. We will develop specific strategies to promote efficient use of our land while protecting our natural resources. We will promote open and green space as a prominent component of our community character. We will achieve these strategies by focusing our comprehensive plan update around these concepts and amend our development ordinances to achieve the desired results.

The Plan of Action will include measurable outcomes and reported to Council on an annual basis.

Municipal Leadership Program. It is proposed to place the City of College Station in major leadership role through setting of policies and by example to promote Green principles throughout the community. There are several initiatives (strategies) which can be undertaken as a part of the Municipal Leadership program.

* Commit to reducing energy consumption in all City facilities by a specific percentage over the next 5-7 years. This will require an aggressive effort to achieve this ambitious program. It will require a highly focused and concentrated effort.

* Commit to LEED standards for all newly constructed and major remodel projects in municipal facilities. This will require a change in our basic design standards for new or remodeled facilities.

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* Commit to migrating the city fleet to use hybrid vehicles. The use of hybrid vehicles will be employed where appropriate and consistent with the proposed use.

* Commit to a reduction in water usage in city facilities. This should be a comprehensive program which includes irrigation practices, water efficient plumbing fixtures, and reuse of treated effluent.

Citizen Engagement

Engaging College Station citizens in a meaningful discussions of options, actions and tools to accomplish the overall policy objective to become a leader in resource conservation and protection is vital. While the City government can play a key leadership role, our citizens must embrace our green strategies and support our comprehensive efforts.

Council should consider implementing a citizen engagement strategy that will provide our citizens with the opportunity to provide input, suggestions, and assist us in crafting workable strategies. Citizen Engagement tools which lend themselves to citizen connection to our Green strategies:

* Citizen Congress focused on green issues
* Community wide engagement sessions (2-3)
* Green College Station Advisory group

Conclusions

The White Paper has attempted to set forth broad policy parameters to begin crafting an integrated *green* policy for College Station. The paper is a beginning point. A Plan of Action must be built which implements Council policy direction. We will need to engage our citizens in a meaningful discussion to begin building broad based support and education on the importance of resource conservation and protection.

Finally, it is imperative that we focus our efforts and develop specific measures to gauge our success. We must be strategic in our efforts to produce long term quality results.

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Appendix 1

City of College Station Environmental Programs

Summary of current resource-efficient programs, prepared for the Green College Station Discussion Group: September 2007

This document was prepared to provide a "baseline" detailing current efforts of the City of College Station regarding energy efficiency, water conservation and pollution prevention.

ENERGY CONSERVATION

Good Cents New Home Rebate Program

This energy efficiency program for new homes is a flexible, performance-based program that allows the future homeowner and homebuilder various combinations of energy efficient, thermal and mechanical components to meet the Good Cents heat gain and air infiltration requirements. Good Cents Homes are designed and built with construction techniques that exceed the current International Energy Codes. New homes that meet all heat gain, insulation and blower door inspections are eligible for rebates of $400 to $800.

Energy Back II Rebate Program

The Energy Back II Rebate program offers savings to ratepayers who upgrade to a more efficient air conditioning system. Higher-efficiency A/C units not only save the ratepayer money, they also help to reduce the peak demand placed on the City's electrical system during the summer months.

Energy Back II Rebate HVAC replacements must be sized no more than 12,000 BTU's (1 Ton) for every 500 square feet of conditioned space. Minimum Seasonal Energy Efficiency Ratio (SEER) value is 14 SEER. Rebate amounts vary from $200 to $600 based on SEER rating for the unit.

In FY 2006, College Station Utilities provided 179 rebates for certified Good Cents homes and high efficiency air conditioner replacements, resulting in an annual savings of 456 kW.

Energy Audits

Energy personnel provide free on-site energy surveys to help commercial and residential customers evaluate and pinpoint energy conservation measures specific to each customer's location and suggest practices to reduce utility costs. In FY 2006 College Station Utilities provided 158 on-site energy audits, resulting in an estimated $191 annual savings per customer.

Automated Light Systems for Athletic Fields

Athletic light systems for the Parks and Recreation Department's softball, baseball and soccer are equipped with computer-controlled systems to reduce the amount of time that lights are left on after games have finished play.

Adoption of the International Energy Conservation Code (IECC)

The City Council recently adopted the 2006 edition of the International Energy Conservation Code (IECC). The IECC requires energy conservation through efficiency in the building envelope design, mechanical systems, lighting systems and the use of energy efficient materials and techniques in new construction. *Note: The Good Cents New Home Program requires performance above and beyond the requirements of the IECC.*

HAZARDOUS WASTE MANAGEMENT
Waste Oil Recycling

The City of College Station maintains two drop-off sites for people to safely dispose of used motor oil and oil filters, one at Public Works and one at the Rock Prairie Road Landfill. The Brazos Valley Solid Waste Management Agency (BVSWMA) has maintained a used oil recycling center at the Rock Prairie Road Landfill since 1997. This center was a result of grant funding from the Texas Commission on Environmental Quality as part of their used oil program. Used motor oil and oil filters are also accepted at BVSWMA's twice-yearly Household Hazardous Waste Collections. Approximately 1,500 gallons of used oil and over 1,000 used oil filters are recycled through this program each year. The oil is eventually used as a burner fuel under the regulations of the Clean Air Act. The filters are recycled according to Texas Commission on Environmental Quality (TCEQ) and Federal regulations.

Household Hazardous Waste Collection

The Brazos Valley Solid Waste Management Agency (BVSWMA) in partnership with the City of College Station, City of Bryan and Texas Commission on Environmental Quality sponsors a twice yearly Household Hazardous Waste Collection for the Brazos Valley, where residents can bring hazardous items as well as computers and mercury thermometers for recycling and safe disposal. Contaminated fuels, oils, antifreeze, chemicals, and solvents are collected for disposal. BVSWMA contracts with a contractor to perform these services and shall attempt, whenever possible and practicable, to recycle materials for energy or material recovery.

Landfill Gas Collection

Gases, largely methane, produced from the decomposition of garbage causes nuisance and hazardous conditions around a landfill. The BVSWMA Rock Prairie Road Landfill has installed a landfill gas (LFG) collection and flare system to help remedy these problems.

The LFG system consists of numerous wells to extract the gas from various locations, which are then piped to a candlestick flare station where the gas is burned. Gas quality and flare operations are monitored to ensure the safety of BVSWMA personnel, surrounding citizens and environment. The current goal of the LFG collection and flare system is to control this natural occurrence and eliminate the migration of LFG offsite into surrounding air and water.

Future considerations for BVSWMA's LFG collection system may include installation of an electricity generator or other suitable use. The LFG can be converted to electricity and potentially return that electricity back to the power grid or use as a fuel for other uses.

Tires

Although TCEQ regulations prohibit landfill disposal of tires, the Rock Prarie Road Landfill receives approximately 8,000 used tires per year. These tires are usually commingled with customers' loads and pulled out of the waste. Customers are then charged for tires disposed at prices ranging from $3 to $20 based on size. BVSWMA employees remove the tires from the working face and stack them in an enclosed trailer. A trailer holds approximately 1,000 used tires. The cost of a pickup for a full trailer, return of empty trailer, and processing of used tires is $1200.00.

The used tires are then taken to a processing plant where 99% of the material is recycled by the vendor. Whole tires are shredded to ½" to 2" and used as a fuel source for cement

kilns, electric utilities, and pulp and paper mills.

NATURAL AREAS AND OPEN SPACE PRESERVATION
Natural Areas
College Station's park system includes 51 parks totaling over 1,300 acres of land. Most of these parks include some natural areas. The park site planning process deliberately avoids the destruction of existing natural areas as much as possible to maintain the native habitat. These park areas help reduce the overall heat effect, reduce runoff and help with the absorption of the effects of emissions. In addition, the Greenways Master Plan identifies designated areas for future conservation.

Native Plantings
The Department utilizes native and adaptive plantings as much as possible.

Tree Plantings
The Department plants hundreds of trees annually in conjunction with new park developments; public improvement projects and volunteer efforts such as the annual "Aggie Replant".

Interpretation
The Department has a nice interpretive program along the Wolf Pen Creek Trail system. This provides helpful information about local plant and animal species in addition to information about wetlands and greenways. This educational component is a small step in encouraging responsible behavior regarding the creeks, parks and greenways within the community.

SOLID WASTE RECYCLING
Residential Curbside Collection
The City of College Station adopted citywide residential curbside recycling in 1991, for the purpose of diverting recyclable materials from landfill disposal. In FY 2006, the curbside recycling program diverted 1,155 tons of recyclables from the landfill, an average of 15 pounds per household. The following items are collected through the weekly residential curbside collection program:

GLASS: clear and brown glass bottles and jars
METAL: steel and aluminum cans; cans
PLASTIC: All "#1" coded plastic soda, liquor, or drink bottles and "#2" coded plastic milk, juice, and water jugs
PAPER: newspapers and magazines (not including phone books)
OTHER: Automotive batteries

City Office Recycling
All City offices are supplied with recycling containers to collect and store their recyclable materials for collection. The recyclable materials are collected by the City and then transported to a facility to be recycled. The City provides a weekly collection service for the following materials:

- Paper: White paper, colored & mixed paper, corrugated cardboard, and telephone books
- Printer Cartridges
- Fluorescent Light Bulbs
- Rechargeable Batteries
- Styrofoam Peanuts

Recycling Drop-Off
The Public Works Office lobby has a recycling drop-off area for various electronic media and other items not picked up through the curbside program. The recyclable materials are collected by the City and then transported to a facility to be recycled.

- phone books;
- cell phones and pagers;
- rechargeable batteries;
- ink jet cartridges;

- compact fluorescent bulbs
- digital cameras and accessories;
- computer media (CD's, DVD's, floppy discs);
- audio and video tapes;
- handheld games and "palm pilot" type handheld personal digital assistants (PDA's)

White Goods Recycling

"White Goods" are bulky appliances such as refrigerators, freezers, air conditioners, and washer/dryer units. The White Goods Recycling Program was started in 1995 to divert large appliances and remove Freon-containing appliances from the landfill. A BVSWMA employee, certified in Freon recovery, extracts Freon when necessary from A/C units, refrigerators, and compressors and the unit is recycled as scrap metal.

E-Waste Collection

Since 2003, BVSWMA has collected computers and computer components for recycling in conjunction with the twice-yearly Household Hazardous Waste. The computer recycler transports these back to their facility where the computers are either recycled or refurbished and donated to non-profit agencies and low-income individuals. This program diverts approximately twelve tons of e-waste per year that otherwise would have been landfilled.

Surplus Property Program

The Purchasing Division operates a surplus property program for the City of College Station. When departments have equipment and other items that are no longer needed for their operations, the items are transferred into the Surplus Property Process. The property is then made available to all departments via transfer for use in their operations. If the property is not transferred out of surplus to another department, it is offered to other governmental agencies at fair market value.

Unsold surplus is disposed of through public auction.

WATER RESOURCES
Irrigation Systems in City Parks and Facilities

Irrigation systems are used on athletic turf, around key buildings and in small focal areas. Drip irrigation is used for trees. The majority of the parks areas are not irrigated and the predominant turf is common Bermuda grass which tends to do very well in this climate without irrigation systems.

Water Reuse

The Water Services Department is working on plans to implement a water reuse system to irrigate athletic fields in City parks using recycled water from the Carter's Creek Wastewater Treatment Plant (CCWWTP). Water reuse will reduce demands on potable water resources and provide a drought-resistant water supply for non-potable water uses, such as irrigation of athletic fields.

When the water reuse system is fully built out to serve Veterans Park and Athletic Complex, Central Park and the City Center area, the reuse system can save over one million gallons of potable water per day. As more facilities throughout the City are converted to reuse water for irrigation, demand on limited potable water supplies will be further reduced.

UDO Landscape Irrigation Provision

Water conservation is encouraged by Section 7.5 C in the Unified Development Ordinance (UDO). Section 7.5 C states, "A 10 percent point credit will be awarded where the irrigation system employed is a recognized water-conserving system."

Learning to be WaterWise Water Conservation Curriculum

The Water Services Department sponsors this award-winning program in the fifth grade at Cypress Grove and Oakwood Intermediate Schools. For the 2006 / 2007 school year 694 fifth grade students and their families participated in the program. 62% rated the Water Wise Program as good or great and 73% reported they changed the way they use water. By installing the water-efficient fixtures in their homes and changing their water use habits, the students and their families will save a combined 6,772,876 gallons of water and wastewater, 18,562 therms of gas, and 398,629 kWh this year alone.

CITY OF COLLEGE STATION

REFERENCES
City of College Station Municipal Recycling Guide
City of College Station Resource Efficient Procurement and Utilization Policy
Good Cents Rebate Application
Energy Back II Rebate Application
City of College Station Code of Ordinances
Learning to be Water Wise Program Summary Report, August 2007
Performance Measures reports for various City departments and programs
City of College Station Water Conservation Plan, October 2006
City of College Station Veterans Park Irrigation Update, Camp Dresser & McKee, August 2006

ABBREVIATIONS
BTU – British Thermal Unit
BVSWMA – Brazos Valley Solid Waste Management Agency
CCWWTP – Carter's Creek Wastewater Treatment Plant
HDPE – High Density Polyethylene (plastic)
HHW – Household Hazardous Waste
HVAC – Heating, Ventilating, and Air Conditioning
IECC – International Energy Conservation Code
LCWWTP – Lick Creek Wastewater Treatment Plant
LFG – Landfill gas
PET – Polyethylene Terephthalate (plastic)
SEER – Seasonal Energy Efficiency Ratio
TCEQ – Texas Commission on Environmental Quality

To: Glenn Brown, City Manager

From:

Agenda Caption: Presentation, possible action, and discussion regarding a report from Arts Council Subcommittee to the City Council and possible recommendations.

Recommendation(s): N/A

Summary: The Arts Council Subcommittee met on December 11. The subcommittee will make a report to the entire Council on its findings as well as possible recommendations.

Budget & Financial Summary: N/A

Attachments:

To: Glenn Brown, City Manager

From: Mark Smith, Director of Public Works

Agenda Caption: Presentation, possible action and discussion regarding Texas Commission on Environmental Quality (TCEQ) General Permit to Discharge Under the Texas Pollutant Discharge Elimination System (TPDES) No. TXR040000.

Recommendation(s): Staff intends to bring a resolution back to the January 24, 2008 Council Meeting for action to endorse the program submittal to TCEQ.

Summary: The referenced state permit was adopted at the August 8, 2207 TCEQ agenda, becoming effective August 13, 2007. The City of College Station is identified as a regulated entity under this permit and is required to submit a Storm Water Management Program (SWMP) to TCEQ by February 11, 2008. This initial item is to discuss the general permit and staff's effort with drafting the program.

In overview, the state is requiring designated cities to implement storm water programs to eliminate pollution. The state has defined minimum standards that each program must satisfy. The program is outlines only a framework of actions and goals over a 5 year period. Specific ordinances, guidelines, best management practices, etc will be developed over this 5 year period with the assistance of public input.

Budget & Financial Summary: N/A

Attachments: N/A

December 13, 2007
Workshop Agenda Item 6
Citizen Engagement – Community Problem Solving

To: Glenn Brown, City Manager

From: Terry L. Childers, Deputy City Manager

Agenda Caption: Presentation, possible action, and discussion regarding Citizen Engagement Policy and the application of Community Problem Solving Model in College Station.

Recommendation(s): The Council is requested to receive a presentation on <u>Citizen Engagement Discussion Paper for College Station</u>. The discussion paper is intended to provide a broad policy context to apply Citizen Engagement Tool Box to engage College Station citizens on a consistent basis.

Summary: The City Council requested at their October 11, 2007 meeting a discussion of the Community Problem Solving Model and its potential application to address the Weingarten tract. The staff has developed a two prong presentation in response to the request. First, a discussion paper titled – <u>Citizen Engagement a Discussion Paper for College Station</u> has been developed to provide a broader policy framework to engage stakeholders in policy decisions of City government. It suggests, based on national research, that 84% of citizens surveyed feel better about city government when city government regularly seeks informed involvement of citizens in decisionmaking. The discussion paper suggests the establishment of a Citizen Engagement policy and the use of multiple tools to effectively engage citizens on a consistent basis. Second, a discussion of one of the tools identified in the Tool Box – Community Problem Solving Model to address difficult issues facing the community. The Council will be provided with several examples from the suggested Tool Box to gauge the level of acceptance to apply the various engagement tools in College Station.

Budget & Financial Summary: None at this time.

Attachments:
<u>Citizen Engagement a Discussion Paper for College Station</u>
 Community Problem Solving Model

CITY OF COLLEGE STATION

Citizen
Engagement
Discussion Paper
for College Station

October 15, 2007

Citizen Engagement – Discussion Paper for

College Station

Introduction

One of the great challenges for the City organization is providing a consistent connection with our citizens in our efforts to foster the development of a high quality community. City Council has identified citizen (stakeholder) engagement as a strategic issue for our consideration.

Effective two-way communications with both internal and external audiences is essential to the continued success of the many programs and services offered by the City of College Station. Utilizing a variety of media and technology, we will strive to market our services, communicate our mission and values, engage our citizens in the decisions of city government while telling the College Station story to our elected officials, employees, citizens, community partners, and others nationwide.

While the City organization has a good tradition of citizen involvement, it lacks a comprehensive framework to fully engage its citizens in the business of City government to promote the quality of life in College Station. The purpose of this discussion paper is to set forth several *framing concepts* for consideration towards the development of a citizen engagement model for the City of College Station.

The *framing concepts* presented here are the result of a survey of current literature on citizen engagement in the public sector. While there is a wide range of models in use by various governmental entities, this paper focuses on key concepts vital to the success of a workable citizen engagement model for College Station. <u>Citizen Engagement – a Discussion Paper for College Station</u> is the beginning of the conversation rather than the end product. It is hoped this paper will present a number of concepts which lead to a lively and active discussion among our citizens, policy makers, and management team. The result of the dialogue should result in a highly interactive and predictable citizen engagement model for College Station.

Citizen Engagement

One of the initial challenges is to distinguish between citizen participation and citizen engagement. Citizen participation has as its focus to provide opportunities for citizen input along the policy development and adoption continuum. It tends not to be proactive in seeking citizen involvement. Rather, citizen involvement is permitted at various points along the decisionmaking continuum. Statutorily, College Station citizens have numerous opportunities for input – posting of public meeting agendas, publishing of meeting minutes, public meetings, public hearings, etc. While these practices are good and beneficial, they should not be confused with citizen engagement. "to simply inform and to consult are *thin*, frequently proforma techniques of citizen participation that often fails to meet public expectations for involvement and typically yields little in the way of new knowledge"[1]. In a 2006 survey of citizens on engagement strategies, 84% of the respondents indicated they would feel better about government decisionmaking if they knew that government regularly sought informed involvement of citizens in the decisionmaking.

Citizen engagement on the other hand is an active and intentional partnership between the general citizenry and decisionmakers. It a commitment from City government to cultivate a deeper level of knowledge

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[1] "Public Deliberation: A Manager's Guide to Citizen Engagement"

among citizens about the issues and potential solutions. Citizen engagement emphasizes the quality and depth of learning and involvement of citizens in the issues under consideration.

The distinction being offered here is an important one. There is a qualitative difference between citizen involvement and citizen engagement. The former places little emphasis on the quality of information and knowledge of citizens in the decisionmaking process while the latter, places great emphasis on ensuring citizens are fully informed and equipped to be full partners in policy deliberations. "Citizen engagement seeks to improve capacity of citizens to make informed choices, solve problems, and work in partnership with government."[3] It is this distinction – equipping our citizens

easier and accountability is established for the results.

Citizen Engagement Spectrum

Citizen engagement in its truest form is a commitment from local government to cultivate deeper levels of knowledge among citizens generally about the issue at hand and potential solutions, and to provide opportunities for citizens to exercise that knowledge in service of policy and program development in a regular and ongoing basis.

The broad literature of citizen engagement suggests a broad spectrum of connecting citizens to policy and program development. Table 1 below suggests the spectrum ranges from inform, consult, engage, collaborate, to empower.

	Inform	Consult	Engage	Collaborate	Empower
Goal	Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and /or solutions	Obtain public feedback on analysis, alternatives, and/or decisions	Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	Place final decision making authority in the hands of citizens

with knowledge and understanding of the issues – that is the focus of this discussion paper. How do we frame our public policy processes to fully prepare our citizens to be effective partners in making decisions for their benefit and the good of the community. Our primary focus should be to develop a richer information base through which to educate our citizens and public policy makers about the dimensions of an issue or decision. There should be open and candid discussion of policy options with a space fully reserved for the voice of our citizens. The by-product of engagement is that the implementation of decisions are

Stages of Citizen Engagement

Citizen engagement typically progresses through three stages.

Stage 1 – Information stage. Government delivers information to citizens. This can be done in various forms – websites, agenda summaries, reports, media broadcasts, etc.
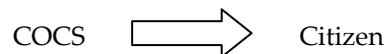
COCS ⟹ Citizen

Stage 2 – Consultation stage. Government exchanges information with citizens on

issues. This stage is characterized by public hearings, citizen committees, surveys, etc.

COCS ⇐ Citizen ⇒
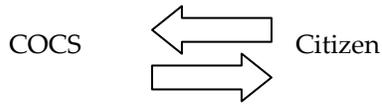
Stage 3 – Active participation. This stage is generally characterized by planned collaboration between local government and citizens. Some examples – problem solving forums, online collaboration, discussion groups, etc.

Public entities tend to move through the various stages of engagement as both the community and the public policy makers mature in their understanding of the importance of connecting citizens with the outcomes of policy making.

Public bodies have a need to create various channels of engagement with the public. One way communications fails to fully engage citizens fully. There must be a purpose for the information sharing. There must be a *culture* created which promotes participatory and responsive local government. There is a need to shift from information exchange model to a full engagement of citizens on all fronts. This shift requires a deliberate plan of action on the part of city government.

Goals of Citizen Engagement

The creation of a deliberate citizen engagement model requires focus and prioritization. There are six specific goals generally associated with citizen engagement initiatives.

1) Inform and educate the public about important policy issues

2) Improve government decisions by supplying better information from citizens to decisionmakers

3) Create opportunities for citizens to shape public policy

4) Legitimize government decisions by ensuring that voices of those impacted by government policy have been heard

5) Involve citizens in monitoring outcomes of policy for evaluation

6) Improve the quality of public life by restoring the trust and engagement of citizens.

Six Guiding Principles

There are 6 Guiding Principles of citizen engagement. These principles guide the development of a comprehensive program to connect citizens with their city government.

Principle 1 – Educate participants. Provide accessible information to citizens about issues and choices they have in connection with issues.

Principle 2 – Frame issues neutrally. Offer unbiased framing of policy issues. Provide the facts and let the facts rest on their own merits.

Principle 3 – Achieve diversity. Involve a demographically representative group of citizens. Resist the temptation of inviting only the *usual suspects* to participate in the process.

Principle 4 – Get buy-in from policy makers. Achieve commitment from decision makers to engage in the process and use the results in policy making.

Principle 5 – Support quality deliberation. Facilitate high quality discussion that ensures all voices are heard.

Principle 6 – Sustain involvement. Support ongoing involvement by the public on issues, including feedback, monitoring, and evaluation.
(AmericaSpeaks, 2004)

City of College Station Citizen Engagement

A survey of the current citizen engagement environment in College Station suggests many of the pieces are in place for a vibrant citizen engagement program. A candid evaluation of the efforts by the City suggests that the current program is fragmented and lacks an overall focus. Too often citizen engagement is an after throughout rather than a premeditated plan of action to connect citizens with issues and policy making.

The first step towards are coherent citizen engagement program is a commitment by decisionmakers – policy makers and policy developers – to connect citizens to the development and approval of policies. Citizen engagement must permeate the organization with a heavy respect for the opinions and desires of citizens impacted by policymaking. The city organization must embrace at all levels the principles of engagement and make it a part of the culture and lethargy of the organization.

Proposed Citizen Engagement Plan

Introduction

The City of College Station values the involvement of its citizens in the business of City government. There is a recognition that decision-making by the City government is improved by connecting our citizens with the decision-making process. It is the desire of the elected and appointed officials to create a collaborative decision-making style in which every citizen has the ability to be well informed and provide direct input into the decisions of City government.

Council Strategic Issue

The City Council has recognized the importance of quality citizen engagement through the identification of a Strategic Issue – *Effective Two Way Communication with both internal and external audiences is essential to the continued success of the many programs and services offered by the City of College Station. Utilizing a variety of media and technology, we will strive to market our services, communicate our mission and values, engage our citizens in the decisions of city government while telling the College Station story to our elected officials, employees, citizens, community partners, and others nationwide.*

Policy Statement

The City of College Station is committed engagement of its citizens by ensuring every citizen has the opportunity and mechanisms to communicate effectively with decisionmakers. We will facilitate information access, knowledge sharing, and discussion among participants in the engagement process. We will use the citizen engagement process to establish responsibility and accountability of outcomes expected from city government.

Guiding Principles

Citizen Engagement should result in:
* Trust between government and citizens
* Informed judgments about City activities
* Face to face deliberation
* Decisions that reflect a thorough consideration of community issues and perspectives
* Transparent and trackable decisions with stated accountabilities
* Common understanding of issues and appreciation for complexity

Citizen engagement is a disciplined process which allows the City government to engage the citizens of College Station to:

* Increase understanding of issues
* Determine possible options
* Generate new ideas
* Discover and explore possible compromises
* Gauge public support for various solutions

Citizen Engagement Process

The City of College Station's Citizen Engagement Process is based on the guiding principles of trust, education, deliberation, and involvement. Each major actor – citizens, elected officials, and city staff – has a vital role and responsibility in the Citizen Engagement Process.

Citizens Expectations and Responsibilities

Citizens are expected to be fair, respectful, and supportive of an open process which allows all who are affected or interested to have an equal opportunity to participate. Citizens are expected to work hard at learning about an issue, listening to all perspectives, attempting to understand opposing viewpoints, be willing to reach a compromise on difficult issues, and consider the *public good* perspective on all issues. Finally, citizens are expected to be solution oriented in opposition to fault finding and placing blame.

Elected Officials Roles and Responsibilities

Elected officials play a pivotal role in the success of Citizen Engagement. There must be a recognition of the benefits of citizen engagement and serve as advocates for the process. Elected officials must provide resources and support City staff in utilizing the process. Through the adoption of a formal citizen engagement policy, ensure it is fairly and consistently applied. This implies, elected officials will be informed about the process and share the benefits of citizen engagement. There is a recognition that citizen engagement does not replace the role and responsibility of elected officials to make the final decision. Citizen Engagement produces improved information and increases the quality of decision-making. Finally, elected officials are expected to evaluate the effectiveness of each citizen engagement process and offer suggestions for improvement.

City Staff Roles and Responsibilities

City staff members role and involvement in the Citizen engagement process is crucial to its success. Based on Council policy, the City staff should recognize the benefits of citizen engagement and serve as advocates for the process. They must be informed of the efficacy and appropriateness of citizen engagement that may be useful in specific applications of their department's work program. City staff should provide accurate and unbiased information to educate citizens on the issues, options, and results of policy deliberations. City staff should engage citizens as partners in the design and execution of specific engagement efforts. Finally, City staff will promote efforts to connect as many affected or interested citizens as possible in the engagement process.

Phases of Citizen Engagement Process

The College Station Citizen Engagement process is a six (6) step process designed to produce improved quality decisions.

Step 1 – Issue Generation Phase
Issues derive from a multiplicity of sources – City Council, City staff, citizens, boards and committees. Issues, problems, concerns are identified which lend themselves to engagement of citizens in some way. Not every issue faced by the City government

should be considered a candidate for the Citizen Engagement process. At the discretion of the City Council or City Manager, an issue will be identified which merits consideration for the Citizen Engagement process.

Step 2 – Engagement Planning Phase
Once an issue has been identified for inclusion in the Citizen Engagement process, the City staff will develop a Citizen Engagement plan which addresses the following elements:

1) Scope definition. Define the scope of the issue and aspects of the problem.

2) Expected outcomes. Define the expected outcomes from process.

3) Information and data development. Provide information which will be required to engage citizens in the process.

4) Determine the best tools and methodology (Tool Box) to engage citizens. This is a critical step since it defines expectations of both citizens and ultimate decision-makers. If citizens are expected to provide input but not develop specific recommendations, it should be stated up front.

5) Final decision-making authority. There needs to be a clear statement of whom has final decision-making authority to make the decision.

6) Resources required. Required resources to fully implement the engagement need to be identified. Resources may be in the form of staff allocations, mailings, publications, programming, outside consultancy, etc.

7) Identify participants. Efforts should be made to identify both affected and interested citizens in the issue.

8) Communication protocol. The appropriate communication techniques with the affected and interested citizens and stakeholders will need to be identified. During this element the appropriate educational materials will be agreed upon and delivered to participants.

9) Timeline for process. A proposed timeline to communicate, educate, discuss, and prepare a final report for consideration.

Step 3 – Deliberation Phase
The next phase of the process is deliberation. It is during this phase that citizen input and suggestions are identified and recorded for reporting to appropriate bodies. Throughout the project, it is important to communicate often and clearly with stakeholders, elected officials, City staff members, general public, and news media the status of discussions and results to date.

Step 4 – Project Completion Phase
The results, findings, and recommendations developed during the engagement should be prepared in a form and format to be provided to stakeholders, general public, decisionmakers, and City Staff.

Step 5 – Decisionmaking Phase
In this phase, those charged with making final decisions review the outcome of the engagement and act upon it.

Step 6 – Evaluation Phase
In order to promote and refine the collective learning from Citizen Engagement processes, it is essential to evaluate the efficacy of both the engagement process and

the outcomes of the decision-making process.

Citizen Engagement Tool Box

The City has a number of tools available for use in Citizen Engagement. Inherent in all of the tools is the importance of accurate unbiased information and opportunities for citizens to express opinions and provide input. The selection of a particular tool to use in Citizen Engagement is dependent upon a number of factors:

∗ the nature of the issue to be considered
∗ expected outcomes from the process
∗ the role of citizens in the decision making process. Whether citizens will be expected to provide input, offer alternatives, or make the basic decision.

Whatever tool is selected, City staff should be very clear as to the role citizens will play in the engagement. Failed processes often occur when there is confusion over expectations.

Here are several potential tools:

Community Problem Solving. This tool is used to bring together various stakeholders with opposing viewpoints on a high profile issue of general community concern. Stakeholders are charged with the development of specific solution(s) to the identified community problem for presentation to decision makers. Because of the high profile nature of issues subjected to this tool, decision makers will likely want to be active in the formulation of the group and provide specific direction in the form of a charge to the assembled work group.

Issues Forum. Forums can be organized in both a face to face format or online. They typically are focused on a single issue and participants are provided an opportunity to express opinions, provide comments, or

offer alternatives. Forums have the advantage of generating ideas and understanding of the single issue beyond the typical listening or input vehicles. Some examples of Issues Forums – online forums in which participants are invited to a website to enter comments, pose new ideas, or pose insightful questions. Some communities have used blogs to communicate with stakeholders and share ideas across a broad cross-section of the community.

Community Listening Sessions. This is one of the most commonly used engagement tools for College Station currently. Citizens are invited to participate in meetings to provide comments on a specific proposal under consideration by the City. Comments are captured and provided to decision-makers for consideration during the policy process. This process is distinguished from Issues Forums on the basis that Issues Forums lend themselves to more give and take and solicitation of new ideas while Listening Sessions are geared more for take comments and answering questions of stakeholders.

Citizen Congress Workshops. The City has successfully used Citizen Congress as a forum to discuss various issues and solicit specific feedback, ideas, and suggestions. Citizen Congress is distinguished by the use of focus groups to discuss various topics of concern to citizens and to assist policy makers to form the basis for broader policy initiatives. It is distinguished from other engagement techniques by the number of topics covered and the nature and use of the feedback received from the focus groups.

Special Task Force. Council has appointed from time to time special task forces to study a specific topic and provide recommendations to Council. Typically, special task forces represent stakeholders with unique interest in a particular issue.

Committees – Boards – Commissions. An important element of Citizen Engagement is the appointment by Council of various statutory, and advisory Committees, Boards, and Commissions to advise and recommend policy actions to Council. The various standing boards, commissions, and committees are a vital tool in citizen engagement process.

Community Survey. The City has successfully used various types of surveys to gauge community opinions and attitudes on various subjects. Survey data is generally used to frame broader policy initiatives or to assist policy makers in setting priorities.

Citizen Engagement Team

The following Management Team members will comprise the Citizen Engagement Team.

* Information Technology
* Public Communications
* Planning and Development Services
* Public Works
* Police
* Fire
* Parks and Recreation
* City Manager Office

The Citizen Engagement Team will be responsible for developing implementation strategies to implement the City of College Station Citizen Engagement Plan.

Memorandum

CITY OF COLLEGE STATION

MEMO TO: Glenn Brown, City Manager

FROM: Terry L. Childers, Deputy City Manager

SUBJECT: Community Problem Solving

DATE: October 31, 2007

Community Problem Solving Model
The Community Problem Solving Model has its genesis in urban settings in which community leaders desired to find methods to resolve major community issues without the divisive and often times heated debate. From my personal experience, I have participated in community problem solving processes in two other communities with very good results. In my judgment, the Weingarten tract rises to the level for which we should consider using the model to reach a consensus on the future development of the tract.

Community Problem Solving Methodology
The essential element of Community Problem Solving is consensus building. Every participant in the process is challenged to work towards real and defined solutions and asked to commit to the final solution. This central element is critical. If participants in the process are unwilling to come to the table to find and agree to solutions, the process will not work and should not be undertaken.

A typical Community Problem Solving process will contain all or most of the following steps.

1. Identification of key stakeholders
2. Appointment of independent facilitator
3. Setting of ground rules
4. Agreement to ground rules by all stakeholders
5. Identification of all salient issues (stakeholder generated)
6. Resolution meetings and discussions (typically with set agendas, times and locations)

7. Final agreement authored by and signed by stakeholders

Weingarten Community Problem Solving Process

Here is what I suggest for the Weingarten process. I am adding several steps based on my understanding of our local circumstances:

1. Council and Planning Commission buy-in. This concept needs to be fully explained, understood, and supported by the two decision making bodies before attempting to launch a process. If any member of the Council or Planning Commission cannot support the effort, it should be scraped.

2. Developer and Neighborhood buy-in. Just as with Council and Planning Commission, both the developer and our neighborhoods need to be fully briefed so they understand and support the process. If there is reluctance on the part of either groups, we should not move forward. This step is problematic on its face since we have varied neighborhood interests and concerns with no one group who could or should represent neighborhood interest. We will need to work with Council to develop some definition of who should be included (neighborhoods) as stakeholders in the process.

3. City Staff buy-in. It is equally important for our staff to be educated on the process and be supportive of the effort. From personal experience, one of the processes I was involved with was nearly submarined by staff who felt they were not fully part of the process.

4. Identification of independent and knowledgeable facilitator. This is perhaps one of the most critical steps in the process. The appointment of a facilitator who is viewed by participants or the community as biased in some way will destroy the creditability at the outset. I suggest we use someone from outside the community with a strong background in planning and development issues while having direct experience in balancing competing community interests.

5. Identification of stakeholders. Once there is complete buy-in and appointment of an independent facilitator, the task of identifying and naming stakeholders to participate in the process becomes paramount. There are two issues for us here a) who identifies the stakeholders (staff, Council, self selection, combination); and b) who names or appoints the stakeholders to serve in the process. Getting the right people connected and committed to be participants in the process will determine the success of the process.

6. Setting ground rules. Initially there needs to be a set of ground rules which will drive the process. The initial ground rules are generally set

by the originator(s) of the process. All stakeholders (participants) must be willing to abide by the ground rules without exception. Here are some typical ground rules:

    a. Every participant will be expected to participate in every meeting convened to discuss the issue.

    b. Every participant has equal voice in the process. There will be no major or minor participants.

    c. There will be no alternates or surrogates designated to participate in the meetings.

    d. The timeframe to complete the process will be XXX days.

    e. Once a decision has been made on any portion of the solution, the solution will not be re-opened for debate.

    f. Once a final solution has been reached, all participants agree to fully support the final decision.

Participants in the process will generally add other ground rules or the facilitator may well want some rules to insure his/her ability to lead a successful process.

7. Agreement to ground rules by all participants. Typically at the first meeting of the participants, there is formal discussion and adoption of the ground rules. There are a variety of ways groups insure adherence to the ground rules but is primarily a self policing method that proves successful. The two processes I have been a part of required that all participants sign the agreement to ground rules.

8. Identification of salient issues. This is one of the critical steps to be addressed. The identification of issues has two aspects – a) identification of the real issues and concerns; and b) a statement of goals or outcomes expected from the process. The facilitator becomes a key actor to draw out all the issues and assists the group to articulate what every participant expects from the process.

9. Discussion and Resolution. Once the real issues and expected outcomes are set, the real work of the group begins. Every key issue is discussed fully and proposed solutions are identified. Through consensus building, the facilitator moves the group through a road map towards real and viable solutions. Typically, this process requires several meetings with agendas for discussion and resolution opportunities.

10. Final agreement. Once the group has reached resolution on the stated problem, they agree to present their solutions to the community or in our case to the Council and Planning Commission. It becomes incumbent on every participant to support the agreed upon solution(s) to protect the integrity of the process. Typically a written document is prepared describing the process, findings, and solutions which is signed by every participant.

Conclusion
The use of Community Problem Solving Model lends itself to the Weingarten tract for several reasons.

- The issue(s) are definable and lend themselves to real solutions.
- The sophistication of College Station provides the opportunity for high level discourse of a critical community issue.
- This is a community wide issue with implications that impact the balance of the community.
- Resolution of the issue outside a consensus building process will likely result in even greater emotional response to future land development activities in the future.

I would be delighted to discuss this concept with you in more detail if you should desire.

December 13, 2007
Workshop Agenda Item 7
Formalize road project public input process

To: Glenn Brown, City Manager

From: Mark Smith, Director of Public Works

Agenda Caption: Presentation, possible action and discussion of a resolution regarding public input on capital roadway construction.

Recommendation(s): Staff recommends approval of the resolution and requests Council feedback regarding the proposed strategy for increasing public and Council input into the process for capital roadway construction.

Summary: At the workshop meeting on September 13th, Council directed staff to implement a process of notification to citizens and public meetings to insure that all measures are being accomplished; including citizens from the biking community. Staff will propose a process that will add steps to the project process that will address those objectives.

Budget & Financial Summary: Costs may be added to specific projects is the project scope is expanded in response to the public input process. In addition, the input process will increase the length of time required for planning and design.

Attachments:

1. Public Input Process Proposal
2. Resolution

MEMO TO: GLENN BROWN, CITY MANAGER

FROM: Mark Smith, Director of Public Works

SUBJECT: Public Input Process Proposal

DATE: NOVEMBER 20, 2007

On September 13, 2007, staff made a presentation to Council stating our current process for public input in the planning, design and construction of roadway projects in College Station. Council's feedback after that presentation was that a greater level of public participation was desired. The following process is my proposal to the Council for addressing that objective.

The proposed process will apply to all roadway projects built by the City that are included in the Capital Budget approved by the City Council.

Planning and Funding Process

In the planning process, roadway projects are identified and planned to a schematic level. With the exception of some special projects, all new roadway projects are contained within the Comprehensive Plan for the City. These projects would be depicted in the Thoroughfare Plan or the Bicycle and Pedestrian Master Plan. These plans are developed with citizen input and are adopted by the Council after public hearings held by both the Planning and Zoning Commission and the City Council. Project priorities for general obligation bond funding are recommended by staff. Those priorities are discussed by the Council Transportation Committee and a Capital Projects Citizen Advisory Committee. These committees make a recommendation to the City Council who formally adopts the proposed ballot language. The planned projects then go before the voters for funding approval.

Each year Council considers a capital plan for the upcoming fiscal year. This plan itemizes funding for the specific projects that will be done that year. From time to time special projects are identified that need attention outside of the general obligation bond process. These "special projects" might be funded through certificates of obligation or some other funding mechanism. These special projects are presented to Council for approval and inclusion in the budget process.

I do not propose that we change this portion of the roadway development process.

Design

Standards for the design of roadway projects are contained in the *Bryan / College Station Unified Design Guidelines.* These standards were developed by staff with input from local engineering professionals and are reviewed annually. The purpose of this manual is to establish basic guidelines and certain minimum criteria for the design of streets and thoroughfares in the City. It is intended to be used by the city staff and private consulting engineers for all new street construction and improvements to existing streets. Unusual circumstances or special designs requiring exception from the standards in this manual must be approved by the City Engineer. The geometric design policies contained in this manual are intended to provide a reasonable degree of safety to users of the public rights-of-way in normal weather and traffic conditions. The minimum design criteria for pavement structure are intended to produce streets having a useful life expectancy of at least 20 years with reasonable expenditures for maintenance and repair.

If the Council desires, staff will make a workshop presentation regarding these standards. If additional design criteria are identified by Council they can be included in the manual.

Our current process includes Council action on a professional services contract to begin the detailed design of a roadway. It is during this design phase that staff and the design consultant identify and meet with stakeholders and consider environmental impacts and impacts on adjacent properties. These have typically been consent agenda items.

I propose that award of professional services contracts be regular or workshop items. This will give staff the opportunity to discuss the project and the proposed scope of services with the Council. This would also provide an opportunity to present the project timeline to Council.

Our process for widening or upgrading existing roadways follows a similar process. The exception is that there is much more involvement with affected and adjacent citizens. The design process will include neighborhood or focus group meetings.

Our current process for roadway development includes bringing a needs resolution to Council after preliminary design is done. The needs resolution grants staff permission to move forward with right-of-way and easement acquisition.

I propose that we make these a presentation on the regular agenda rather than a consent item. This would provide another opportunity

to brief Council on the project's timeline and status as well as to describe environmental and adjacent property impacts.

Construction

I propose a new step in our project process. Prior to advertising the project for construction bids we will present the project to Council. Staff would present a project description, significant project features and would inform Council about our meetings and discussions with stakeholder groups and adjacent property owners. After a vote of approval from the Council staff would begin the bidding process. The bid award would follow approximately 6 weeks later.

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS, APPROVING A PROCESS FOR INPUT REGARDING ROADWAY PROJECTS IN THE CITY OF COLLEGE STATION.

WHEREAS, the City Council of the City of College Station, Texas, desires that the City Council and the public be involved in the planning and development of roadway capital projects; and

WHEREAS, the City Council of the City of College Station, Texas, directed the City staff to prepare a system for ensuring that involvement; now, therefore,

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

PART 1:   That the City Council hereby approves a process requiring that design contracts, needs resolutions and construction awards for CIP roadway projects be presented to Council as a part of either Workshop or Regular agendas.

PART 2:   That the City Council hereby approves a design process that includes consultation with the general citizenry as well as adjacent property owners and other stakeholders.

PART 3:   That the City Council hereby calls for each completed capital roadway project design to be presented to the Council for approval prior to advertising the project for construction bids.

PART 4:   That this resolution shall take effect immediately from and after its passage.
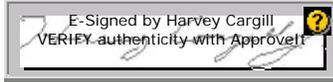
ADOPTED this _____ day of _____, A.D. 2007.

ATTEST: APPROVED:

_____   _____
City Secretary   MAYOR

APPROVED:

E-Signed by Harvey Cargill
VERIFY authenticity with ApproveIt

_____
City Attorney

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12/7/2007

2008 CITY COUNCIL MEETING SCHEDULE

Workshop Meetings	**Regular Meetings**
Thursday January 10, 2008 3:00 pm	Thursday January 10, 2008 7:00 pm
Thursday January 24, 2008 3:00 pm	Thursday January 24, 2008 7:00 pm
Thursday February 14, 2008 3:00 pm	Thursday February 14, 2008 7:00 pm
Thursday February 21, 2008 (Tentative Date for City Council Mini Retreat)	
Thursday February 28, 2008 3:00 pm	Thursday February 28, 2008 7:00 pm
Thursday March 13, 2008 3:00 pm	Thursday March 13, 2008 7:00 pm
Thursday March 27, 2008 3:00 pm	Thursday March 27, 2008 7:00 pm
Thursday April 10, 2008 3:00 pm	Thursday April 10, 2008 7:00 pm
Thursday April 24, 2008 3:00 pm	Thursday April 24, 2008 7:00 pm
Thursday May 8, 2008 3:00 pm	Thursday, May 8, 2008 7:00 pm
Thursday May 22, 2008 3:00 pm	Thursday May 22, 2008 7:00 pm
Thursday June 12, 2008, 3:00 pm	Thursday June 12, 2008, 7:00 pm
Thursday/Friday June 19-20 Tentative Date for City Council Annual Retreat)	
Monday/Tuesday June 23-24 Tentative Date for City Council Annual Retreat)	
Thursday June 26, 2008, 3:00 pm	Thursday June 26, 2008, 7:00 pm
Thursday July 10, 2008, 3:00 pm	Thursday July 10, 2008, 7:00 pm
Thursday July 24, 2008, 3:00 pm	Thursday July 24, 2008, 7:00 pm
Thursday August 14, 2008, 3:00 pm	Thursday August 14, 2008, 7:00 pm
Thursday August 28, 2008, 3:00 pm	Thursday August 28, 2008, 7:00 pm
Thursday Sept. 11, 2008, 3:00 pm	Thursday Sept. 11, 2008, 7:00 pm
Thursday Sept. 25, 2008, 3:00 pm	Thursday Sept. 25, 2008, 7:00 pm
Thursday October 9, 2008, 3:00 pm	Thursday, October 9, 2008, 7:00 pm
Thursday October 23, 2008, 3:00 pm	Thursday October 23, 2008, 7:00 pm
Thursday November 13, 2008, 3:00 pm	Thursday Nov. 13, 2008, 7:00 pm
Monday November 24, 2008, 3:00 pm	Monday Nov. 24, 2008, 7:00 pm
Thursday December 11, 2008, 3:00 pm	Thursday December 11, 2008, 7:00 pm

Texas Municipal League Annual Conference, San Antonio   October 29-31, 2008
National League of Cities, Orlando, Florida   November 11-15, 2008
O::council meeting calendar 2008.doc