SUNDAY, OCTOBER 17

10:00 a.m.  Depart Austin on Continental Airlines Flight 440
10:57 a.m.  Arrive in Houston
12:05 a.m.  Depart Houston for Seattle on Continental Airlines Flight 478
            Lunch on the plane
2:39 p.m.   Delegation arrives in Seattle
            Board Gray Line buses for the Seattle Space Needle (400 Broad
            St., 206.905.2100)
3:15 p.m.   Arrive at the Space Needle
            Refreshments

“Welcome to the Intercity Visit”
Kirk Watson, Watson, Bishop, London & Brophy
2005 Chairman, Greater Austin Chamber of Commerce

3:30 p.m.   “Overview of Seattle: An Insider’s Look at How it Works”
Glenn Pascall, Journalist
4:00 p.m.   Delegates receive room keys for the Hotel Monaco
            Visit Observation Deck of the Space Needle
4:30 p.m.   Gray Line buses depart for the Hotel Monaco (1900 Fifth Ave,
            206.728.1000)
4:45 p.m.   Buses arrive at Hotel Monaco
5:00 p.m.  Hospitality Suite open
Majestic Suite, Room 1108
*Sponsored by Armbrust & Brown*

6:00 p.m.  Depart Hotel Monaco Lobby for walk to the Columbia Tower

6:15 p.m.  Arrive at Columbia Tower (1202 4th Ave)
Reception, 76th Floor

7:00 p.m.  Dinner, 76th Floor

7:45 p.m.  *The Honorable Ron Sims, County Executive, King County*

8:30 p.m.  Depart Columbia Tower for walk to the Hotel Monaco

8:30 - 11:00 p.m.  Hospitality Suite open
Majestic Suite, Room 1108
*Sponsored by Armbrust & Brown*

**MONDAY, OCTOBER 18**

7:00 a.m.  Breakfast at the Hotel Monaco, Paris Ballroom, Lower Lobby

7:30 a.m.  *The Honorable Greg Nickels*, Mayor, City of Seattle

8:00 a.m.  *Seattle’s Education Alliance: Business Link to Education*
*Pat Kile, Executive Vice President*, Alliance for Education;
*Bob Watt, Vice President of Government and Community Relations, Boeing Commercial Airlines*

8:45 a.m.  Depart for the Klondike National Park Visitor’s Center via Gray Line buses (117 South Main Street, 206.993.7220)

9:00 a.m.  Arrive at the Klondike National Park Visitor’s Center

9:15 a.m.  *Seattle’s Neighborhood Planning Process*
*Yvonne Sanchez*, Director, Seattle Office of Neighborhoods

9:45 a.m.  *Seattle’s Downtown Initiatives*
*Dave Dillman*, Vice President, Operations & Services,
MID/Downtown Seattle Association
*Craig Montgomery*, Executive Director, Pioneer Square Association
10:45 a.m.  Walk through Pioneer Square on way to Sound Transit

11:00 a.m.  Arrive at Sound Transit/Union Station
          Lunch in Board Room

11:25 p.m.  “Seattle’s Transit System”
          Joni Earl, Executive Director, Sound Transit

          “Lessons Learned: The Last 30 Days”
          Bob Gogerty, Partner, Gogerty Stark Marriott

          “Transit Oriented Development”
          The Honorable Pete Lewis, Mayor, City of Auburn

12:45 p.m.  Depart to board Sounder Commuter Rail

1:00 p.m.   Ride the Sounder Commuter Rail to the Auburn Commuter Rail Station

2:10 p.m.   Return to Union Station on Sounder Rail
          Board Gray Line buses for Seattle Public Library (1000 4th St)

2:30 p.m.   Arrive at the Seattle Public Library

2:45 p.m.   “The Seattle Library System”
          Jill Jean, Director, Central Library, Seattle Public Library
          Terry Collings, Executive Director, Seattle Public Library Foundation

3:30 p.m.   Delegation divides into groups for Library tour

4:00 p.m.   Depart from the Seattle Public Library for walk to the Hotel Monaco

4:00 –5:00 p.m. Hospitality Suite open
          Majestic Suite, Room 1108
          Sponsored by Armbrust & Brown

5:00 p.m.   Reception hosted by the Hotel Monaco
          Paris Ballroom, Lower Lobby

6:00 p.m.   Meet in Hotel Monaco Lobby
          Board Gray Line buses to Marion Oliver McCaw Hall

6:30 p.m.   Arrive at Marion Oliver McCaw Hall (305 Harrison St)
          Tour of McCaw Hall
6:50 p.m.  “Marion Oliver McCaw Hall - A Seattle Arts Venues: Home of Ballet & Opera”
Virginia Anderson, Director, Seattle Center
David Brown, Executive Director, Pacific Northwest Ballet Company

7:30 p.m.  Dinner at McCaw Hall
Grand Lobby

8:15 p.m.  “Funding Seattle Arts”
Dwight Gee, Vice President for Community Affairs, Seattle Arts Fund

9:00 p.m.  Depart for Hotel Monaco via Gray Line Buses

9:30 p.m.  Arrive at the Hotel Monaco

9:30 – 11:00 p.m.  Hospitality Suite open
Majestic Suite, Room 1108
Sponsored by Armbrust & Brown

TUESDAY, OCTOBER 19

6:45 a.m.  Coffee
Luggage down to Lobby
Official Continental Airlines Check-in
(bring photo ID)

7:00 a.m.  Breakfast at the Hotel Monaco, Paris Ballroom, Lower Lobby
Delegates sit at tables assigned for breakout sessions

7:30 a.m.  “Seattle’s Community Policing and Race Relations Initiatives”
Harry Bailey, Assistant Chief, Seattle Police Department
8:00 a.m.  

**Roundtable Discussions**

*“Table Topic Discussions with Seattle Experts”*

Table 1: Library System  
Jill Jean, Director, Central Library

Table 2: Library Foundation  
Terry Collings, Executive Director, Seattle Public Library Foundation

Table 3: Arts Funding  
Dwight Gee, Vice President, Community Affairs, Arts Fund

Table 4: Seattle Art Venues  
Chris Miller, Manager, Marion Oliver McCaw Hall

Table 5: Public Transportation System  
Ric Ilgenfritz, Chief Communications Officer, Sound Transit

Table 6: Public Transportation System  
Marty Minkoff, Director of Transportation Services, Sound Transit

Table 7: Downtown Issues  
Dave Dillman, Vice President, Downtown Seattle Association/MID

Table 8: Education/Schools  
Julie McCleery, Representative, Alliance for Education

Table 9: Public Safety Issues  
Lt. John Hayes, Seattle Police Department

Table 10: Neighborhood Planning Process  
Yvonne Sanchez, Director, Seattle Office of Neighborhoods

9:00 a.m.  Break

9:15 a.m.  *“Wrap Up Session”*

10:00 a.m.  *“Visit Closing Remarks”*  
Kirk Watson, 2005 Chair, Greater Austin Chamber of Commerce

10:15 a.m.  Depart for Airport via Gray Line Buses

10:45 a.m.  Arrive at the Seattle International Airport

11:40 a.m.  Depart for Austin on Continental Airlines Flight #285

5:45 p.m.  Arrive in Houston
6:58 p.m.    Depart Houston for Austin on Continental Airlines Flight #441
Lunch provided on the plane

7:51 p.m.    Arrive in Austin
Greater Austin Chamber of Commerce
Intercity Visit
Seattle, WA
October 17 – 19, 2004

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TAB
## Greater Austin Chamber of Commerce
### Intercity Visit
#### to Seattle, WA
##### October 17 – 19, 2004

### POPULATION

<table>
<thead>
<tr>
<th></th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
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<tbody>
<tr>
<td><strong>City</strong></td>
<td>563,374</td>
<td>656,562</td>
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<td><strong>County</strong></td>
<td>1,737,034</td>
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<td><strong>MSA</strong></td>
<td>2,414,616</td>
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<tr>
<td><strong>Region</strong></td>
<td>Seattle-Bellevue-Everett</td>
<td>Austin-San Marcos*</td>
</tr>
<tr>
<td></td>
<td>Includes the counties of Island, King and Snohomish</td>
<td>Includes the counties of Bastrop, Caldwell, Hays, Travis and Williamson</td>
</tr>
<tr>
<td></td>
<td>- Island Co. – 71,558</td>
<td>- Bastrop Co. – 57,733</td>
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<td></td>
<td>- King Co. – 1,737,034</td>
<td>- Caldwell Co. – 32,194</td>
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<td>- Snohomish Co. – 606,024</td>
<td>- Hays Co – 97,589</td>
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<td>- Travis Co. – 812,280</td>
<td>- Williamson Co. – 249,967</td>
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<tr>
<td><strong>Square Area</strong></td>
<td>84 sq mi</td>
<td>266 sq mi</td>
</tr>
<tr>
<td><strong>City</strong></td>
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</tr>
<tr>
<td><strong>Square Area</strong></td>
<td>2,126 sq mi</td>
<td>989 sq mi</td>
</tr>
<tr>
<td><strong>County</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>City</strong></td>
<td>817</td>
<td>821</td>
</tr>
<tr>
<td><strong>County</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Population Rank</strong></td>
<td><strong>Seattle is the 24th largest city in the US.</strong></td>
<td><strong>Austin is the 16th largest city in the US.</strong></td>
</tr>
<tr>
<td><strong>Region</strong></td>
<td>Seattle-Bellevue-Everett PMSA is the 20th largest in the US.</td>
<td>Austin-San Marcos MSA is the 38th largest in the US. (<em>Austin's MSA changed to Austin-Round Rock MSA after the 2000 Census.</em>)</td>
</tr>
</tbody>
</table>

## Greater Austin Chamber of Commerce
### Intercity Visit to Seattle, WA
**October 17 – 19, 2004**

### FINANCE & ECONOMICS

<table>
<thead>
<tr>
<th></th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACCRA Cost of Living Composite Index (Q1 2004)</strong></td>
<td>119.1</td>
<td>100.3</td>
</tr>
<tr>
<td><strong>Sales Tax Rate</strong></td>
<td>8.8% retail; an additional .5% is added to restaurant food &amp; beverage purchases</td>
<td>8.25%</td>
</tr>
<tr>
<td><strong>State Income Tax</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Local Income Tax</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Job Growth</strong></td>
<td>1.8 % Seattle-Bellevue-Everett PMSA</td>
<td>.7 % Austin-San Marcos MSA</td>
</tr>
</tbody>
</table>

---

**Unemployment Rate**


<table>
<thead>
<tr>
<th></th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unemployment Rate</strong></td>
<td>5.8%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

---

**Median Family Income**

(In 2003 inflation-adjusted Dollars, Source: U.S. Census Bureau, 2003 American Community Survey)

<table>
<thead>
<tr>
<th></th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Median Family Income</strong></td>
<td>$66,752</td>
<td>$51,519</td>
</tr>
</tbody>
</table>

---

### EDUCATION

<table>
<thead>
<tr>
<th></th>
<th>SEATTLE CITY</th>
<th>AUSTIN CITY</th>
<th>SEATTLE MSA</th>
<th>AUSTIN MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>K-12 Enrollment</strong></td>
<td>55,715</td>
<td>105,627</td>
<td>415,824</td>
<td>248,611</td>
</tr>
<tr>
<td>w/HS Diploma or GED</td>
<td>15%</td>
<td>17%</td>
<td>22%</td>
<td>19%</td>
</tr>
<tr>
<td>(population 25 yrs and ^)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>w/Bachelor’s Degree</td>
<td>33%</td>
<td>27%</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>(population 25 yrs and ^)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>w/Graduate, Professional, Doctoral</td>
<td>19%</td>
<td>14%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>(population 25 yrs and ^)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% HS Grad or ^</td>
<td>93%</td>
<td>82%</td>
<td>92%</td>
<td>84%</td>
</tr>
<tr>
<td>(population 25 yrs and ^)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Bachelor’s or ^</td>
<td>52%</td>
<td>40%</td>
<td>38%</td>
<td>37%</td>
</tr>
<tr>
<td>(population 25 yrs and ^)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

City and MSA data from US Census Bureau American Community Survey, 2003 Data Profile

http://www.census.gov/acs/www/Products/Profiles/Single/2003/ACS/index.htm
<table>
<thead>
<tr>
<th>REAL ESTATE</th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Home Purchase Cost</strong></td>
<td>$326,250</td>
<td>$204,225</td>
</tr>
<tr>
<td><a href="http://www.coldwellbanker.com/request/CBDocument?QMLclass=HPCI&amp;mode=full">Coldwell Banker Real Estate Corporation, 2003 Home Price Comparison Index (HPCI); HPCI based on a single-family dwelling model w/approximately 2,200 sq.ft.*, 4 bedrooms, 2 1/2 baths, family room and 2-car garage. Surveyed homes and neighborhoods are typical for corporate middle-management transferees. *Used as a baseline figure. In certain markets, the size of subject homes varied.</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QUALITY OF LIFE</th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Crime Index - per 100,000 population</strong></td>
<td>8,053</td>
<td>6,471</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weather</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Jan Temp</strong></td>
<td>45°F high/35°F low</td>
<td>60°F high/39°F low</td>
</tr>
<tr>
<td><strong>Average July Temp</strong></td>
<td>75°F high/55°F low</td>
<td>95°F high/74°F low</td>
</tr>
<tr>
<td><strong>Annual Precipitation</strong></td>
<td>36.2&quot;</td>
<td>32.49&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRAVEL &amp; TRANSPORTATION</th>
<th>SEATTLE, WA</th>
<th>AUSTIN, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commute Time – Mean travel time to work in minutes, one-way.</strong> (<a href="http://factfinder.census.gov/servlet/GCTTable?_bm=n&amp;_lang=en&amp;mt_name=DEC_2000_SF3_U_GCTP12_US10&amp;format=US-10&amp;box.head_nbr=GCT-P12&amp;ds_name=DEC_2000_SF3_U&amp;geo_id=01000US">US 2000 Census</a>)</td>
<td>27.3 minutes (Seattle-Bellevue-Everett PMSA)</td>
<td>25.5 minutes (Austin-San Marcos MSA)</td>
</tr>
</tbody>
</table>
FORMS OF GOVERNMENT & 2004 CITY BUDGETS

The City of Seattle is a Charter City with a strong-mayor/council form of government. Voters elect the mayor directly, and most executive department heads are appointed by - and report to - the mayor. There are nine city council members, all of whom are elected at-large and have staggered terms. The only other elected positions are the city attorney (at-large) and eight judges to the Municipal Court. All municipal elective offices are non-partisan and serve four-year terms. (The mayor-council form of government most closely parallels the American federal government, with an elected legislative branch (council) and a separately elected executive (mayor)). The *City of Seattle’s 2004 adopted general fund budget is $666 million. [http://www.seattle.gov/financedepartment/](http://www.seattle.gov/financedepartment/)

The City of Austin practices a Council-Manager form of government, where the city manager is appointed by an at-large elected city council and serves as the chief executive-administrator of city government. There are seven members on the Austin City Council - one Mayor and six Council Members. Each member serves a staggered three-year term, and there is a two-term limit. The *City of Austin’s amended fiscal year 2004 budget is $462.4 million (adopted was $461.1). [http://www.ci.austin.tx.us/budget/](http://www.ci.austin.tx.us/budget/)

ELECTRICITY IN SEATTLE - Seattle City Light

*Generation Type and Percentage*

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydro</td>
<td>90.2%</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>5.3%</td>
</tr>
<tr>
<td>Nuclear</td>
<td>2.6%</td>
</tr>
<tr>
<td>Coal</td>
<td>0.6%</td>
</tr>
<tr>
<td>Wind</td>
<td>1.1%</td>
</tr>
<tr>
<td>Other</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

*City Light Plants*  

<table>
<thead>
<tr>
<th>Plant</th>
<th>Location</th>
<th>Date In Service</th>
<th>Capacity (MW)</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boundary</td>
<td>Pend Oreille River</td>
<td>8/23/67*</td>
<td>1,051</td>
<td>55.7</td>
</tr>
<tr>
<td>Ross</td>
<td>Skagit River</td>
<td>12/30/52</td>
<td>450</td>
<td>23.8</td>
</tr>
<tr>
<td>Gorge</td>
<td>Skagit River</td>
<td>9/27/24</td>
<td>179.6</td>
<td>9.5</td>
</tr>
<tr>
<td>Diablo</td>
<td>Skagit River</td>
<td>10/20/36</td>
<td>159</td>
<td>8.4</td>
</tr>
<tr>
<td>Cedar Falls</td>
<td>Cedar River</td>
<td>10/14/04</td>
<td>30</td>
<td>1.6</td>
</tr>
<tr>
<td>S. Fork Tolt</td>
<td>S. Fork Tolt River</td>
<td>11/20/95</td>
<td>16.8</td>
<td>0.9</td>
</tr>
<tr>
<td>Newhalem</td>
<td>Newhalem Creek</td>
<td>1921</td>
<td>2.3</td>
<td>0.1</td>
</tr>
</tbody>
</table>

Total System Generation Capability (MW)  

1,887.7MW  100.0%

*Two additional hydro units of 399 MW capacity installed in 1986.
For details: [http://www.cityofseattle.net/light/aboutus/customerguide/#PowSup](http://www.cityofseattle.net/light/aboutus/customerguide/#PowSup)*
ELECTRICITY IN AUSTIN – Austin Energy

Austin Energy owns 2,626 MW of total generation. AE owns three natural gas powered plants within the city limits and is part owner of two power plants outside Austin, one powered by coal, the other by nuclear fuel.

Generation type and Percentage:
Natural Gas 62%  Coal 23%  Nuclear 15%

<table>
<thead>
<tr>
<th>AE Plants</th>
<th>Location</th>
<th>Date In Service</th>
<th>Capacity (MW)</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holly*</td>
<td>Central Austin</td>
<td>1974</td>
<td>600</td>
<td>23</td>
</tr>
<tr>
<td>Decker Crk</td>
<td>NE Austin</td>
<td>1978</td>
<td>726</td>
<td>28</td>
</tr>
<tr>
<td>Sand Hill</td>
<td>Travis Co.</td>
<td>2004</td>
<td>300</td>
<td>11</td>
</tr>
<tr>
<td>Fayette</td>
<td>La Grange, TX</td>
<td>1980</td>
<td>600**</td>
<td>23</td>
</tr>
<tr>
<td>South Texas Project</td>
<td>1989</td>
<td>400</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>

Total System Generation Capability (MW)  2,626  100.0%

*This plant will be retired by 2007.
**Co-own 2 600 MW unites w/Lower CO River Authority

Austin Energy is the largest City of Austin department. Annually, revenues exceed $800 million. Annual operating and maintenance expenses total more than $430 million. That includes about $200 million for fuel to generate electricity at Austin Energy power plants. Like all City departments, the fiscal year for Austin Energy’s budget begins on October 1 and ends September 30. The Austin City Council sets Austin Energy’s budget and electric rates. For details:
(http://www.austinenergy.com/About%20Us/Company%20Profile/powerPlants.htm)
Glenn R. Pascall

Glenn R. Pascall is a senior research fellow at the Center for the New West in Denver and economics columnist for the Puget Sound Business Journal, where he has received a “Best Columnist” award from the American Society of Professional Journalists. Pascall is a prominent economist who has taught courses and written policy papers for the Evans School of Public Affairs at the University of Washington.

Pascall directed economic impact studies for the Boeing Company, the Washington forest products industry, the Ports of Seattle and Tacoma, and the Washington State community and technical college system. Among the studies performed by Pascall for the State of Washington are the State Affordable Housing Strategy and the State Strategic Framework for Economic Vitality.

Pascall is currently the coordinator of the West Coast Corridor Coalition, a USDOT funded initiative that brings together transportation policy leaders from British Columbia to Baja California to address the challenge of "secured mobility" at both borders and along the entire length of the West Coast corridor system through California, Oregon and Washington.

Pascall has also taught graduate and undergraduate courses at the University of Washington, Seattle Pacific University, the University of Virginia and Sacramento State University.
Ron Sims

King County Executive Ron Sims has set an impressive list of accomplishments for local government since being overwhelmingly elected in 1997 to run Washington State's largest county.

Sims has won regional praise and national recognition for his leadership in a three-county effort to restore the runs of the prized Chinook salmon, declared threatened by the National Marine Fisheries Service in 1999.

Sims has also been a regional leader on managing growth in the economically booming King County region as well as a driver on comprehensive, smart strategies to deal with transportation of people and goods and services in the heavily congested Puget Sound corridor. Sims is a member of the advisory board of the Brookings Center on Urban and Metropolitan Policy and the Puget Sound Clean Air Agency.

From his 11 years on the King County Council and his 7 years in his present position, Sims has been widely acknowledged as one of the most effective and dynamic leaders of regional government since the county executive's office was created in 1969.

Each of his budgets as executive has come in under the state mandated caps on local spending. At the same time, under the Sims administration, record amounts have been spent to meet the growing demand for improved and expanded county roadways.

Sims is also a former member of the U.S. Intergovernmental Policy Advisory Committee on Trade.
Greg Nickels became the 51st Mayor of the City of Seattle when he took office in January 2002. He has earned a national reputation for innovative leadership in addressing transportation, public safety, economic opportunity and other challenges facing the city.

When Mayor Nickels took office, he launched a 100-Day Agenda to make immediate progress on transportation, public safety, jobs and community building. He pushed an aggressive jobs program that attracted new investment in South Lake Union, Northgate, the University District and the Rainier Valley. He worked side-by-side with city work crews, picked up litter with neighborhood activists, joined firefighters for dinner at their stations, rode with police officers, and reached out to community groups across the city. In his first two years, the mayor held more than 400 meetings with community groups.

Mayor Nickels is a nationally recognized advocate for transportation. As mayor, he reorganized the city’s Department of Transportation and directed crews to fill reported potholes within 48 hours. He was a key leader in pushing for voter approval of a light rail system to serve Seattle and the system broke ground in the fall of 2003. Also, in 2003 he was named chair of the Transportation and Communications Committee of the U.S. Conference of Mayors, where he has successfully led efforts to influence federal transportation funding priorities. Previously, Mayor Nickels chaired the Washington State Transportation Improvement Board (TIB) and is a founding member of the Board of Directors of the Central Puget Sound Transit Authority (Sound Transit), on which he continues to serve.

Nickels began his public service career at age 19 with the City of Seattle, serving for eight years as legislative assistant to then City Council Member Norm Rice. In 1987, Greg won a seat on the King County Council where he served for 14 years. His many public service accomplishments include working to make government more efficient by forming Metro, protecting children from tobacco advertising, and preserving more green space.
TAB
SEATTLE BUSINESSES in EDUCATION & WORKFORCE DEVELOPMENT

SEATTLE’S ALLIANCE FOR EDUCATION is a business and community-based organization dedicated to fostering higher academic achievement by all children in the Seattle Public Schools. Working in partnership with the Seattle Public Schools, the Alliance for Education develops initiatives and channels private community resources toward programs for students, teachers and administrators. In 2002-03, the Alliance for Education raised $7,866,381: 43% from individuals, 21% from Foundations, 21% from Corporations, 5% In-kind, 4% Planned Gifts, 7% other. www.alliance4ed.org; http://www.alliance4ed.org/documents/2003AnnualReport.pdf

THE SEATTLE-KING COUNTY WORKFORCE DEVELOPMENT COUNCIL (Sea-King WDC) is a 501(c)(3) nonprofit organization governed by a volunteer board appointed by the King County Executive and Seattle Mayor. The WDC works to provide a workforce training and development system for the residents and employers of King County. This includes procuring grants to fund programs for literacy, moving people from being homeless to a career path, and reaching out to bring youth into opportunities in both education and the job market. Programs include: FareStart, Literacy Works, the Self-Sufficiency Calculator, Youth Opportunity!, and others. Sea-King WDC 2003 revenues = $30,993,890 ($4.84 million Dept of Labor; $18.66 million Workforce Investment Act (DOL); $1.91 million, National Emergency Grand Funds for dislocated workers; $2.91 million H1-B Worker retraining funds; $1.08 million HUD; $939,844 State funds; $646,854 Other funds, including private foundation grants and other government agencies.) For details: www.seakingwdc.org.

WORKSOURCE SEATTLE-KING COUNTY is the name for the centers in Washington State that emerged from the 1994 US Labor Departments “one-stop” initiative. WorkSource is a 501c3 and primarily funded with federal dollars (Labor Dept., some HUD and Dept of Ed; also private funds). It is a joint venture of organizations dedicated to addressing local employment needs for both job seekers and employers, including:

- Sea-King WDC
- Local and State Government
- Community & Technical Colleges
- Business
- Community Organizations
- Labor

WorkSource provides companies with no-cost human resource assistance, help during layoffs, and access to resources for business development. Workforce also provides job leads, job search workshops, retraining, and direct access to

AUSTIN BUSINESSES in EDUCATION & WORKFORCE DEVELOPMENT

Austin Partners in Education (APIE)
Austin Partners in Education began in 1983 as a partnership between the Greater Austin Chamber of Commerce and the Austin Independent School District (AISD). The program encourages businesses, individuals and community organizations to get involved in AISD schools.

On June 1, 2004, APIE reorganized. Under this new structure, APIE enhanced its stature and fund-raising capability by becoming a legal entity under the Texas Uniform Unincorporated Non-Profit Association (TUUNA) Act. APIE also obtained a tax-exempt status under Section 501(c)(3) of the Federal Internal Revenue Code.

Austin Independent School District and the Greater Austin Chamber of Commerce led the process of establishing the new organization and they retain certain governance powers. A Board of Directors governs the business, properties, and affairs of APIE. There is also a Coordinating Advisory Board, which includes several AISD and Chamber representatives, and other members as may be selected by the Board. http://www.austin.isd.tenet.edu/community/partners/

AUSTIN WORKFORCE DEVELOPMENT INITIATIVES

Capital Area Training Foundation
The Capital Area Training Foundation (CATF) is the Chamber’s workforce development affiliate. CATF collaborates with business, government and educational institutions on programs such as GreaterAustin@Work, Community Technology Training Centers and Construction Gateway. For details: http://www.catf-austin.org/

WorkSource is the name for Texas’ one-stop initiative. Austin has 4 full service one-stop centers: 3 WorkSource Career Centers and 1 Re-employment Center (dedicated to helping workers effected by mass lay-offs). WorkSource Austin also has 4 self-service satellite centers in Pflugerville, Manor, Del Valle, and Jonestown. http://www.worksourceaustin.com.
Pat Kile

Pat Kile is the executive vice president of planning and programs for the Seattle Alliance for Education. She has provided professional leadership to K-12 education programs of the Greater Seattle Chamber of Commerce for the past 13 years. Previously she worked for the Seattle Alliance for Education, Partners in Public Education (PIPE). She has been in her current position for the past nine years.

Kile's particular expertise is in the areas of planning, program development, and building partnerships among the public, private, and nonprofit sectors that support systemic change for increased academic achievement in public schools. She has been a teacher of adults, high school and junior high school students.

Summary/History:

In 1990, the Washington State Legislature passed the Washington State **Growth Management Act (GMA)** (RCW 36.70A.010). The GMA was founded in the belief that “uncoordinated and unplanned growth, together with a lack of common goals...pose a threat to the environment, sustainable economic development, and the health, safety, and high quality of life enjoyed by residents of the state.”

The GMA designated urban growth areas and required citizens, communities, local governments and the private sector to cooperate and coordinate with one another in comprehensive land use planning called a **Comprehensive Plan, or Comp Plan**. Under GMA, Comp Plans were required to contain land use, transportation, housing, capital facilities and utilities elements.

The City of Seattle first adopted their **Comprehensive (Comp) Plan in 1994**. The Comp plan is a 20-year policy plan designed to articulate a vision of how Seattle will grow in ways that sustain its citizens’ values.

The Seattle Comp Plan makes basic policy choices and provides a flexible framework for adapting to real conditions over time. It is a collection of the goals and policies the City will use to guide future decisions about how much growth Seattle should take and where it should be located. The Comp Plan also describes in a general way that the City will address the effects of growth on transportation and other City facilities.

The initial building blocks of the Seattle Comp Plan are the “elements” required by the state's GMA: land use, transportation, housing, capital facilities and utilities. King County's Countywide Planning Policies require the addition of an economic development element, and the Seattle Framework Policies (Resolution 28535) inspired the inclusion of a neighborhood planning element and a human development element. The ideas in the plan were developed over the course of five years of discussion, debate and the creative thinking of thousands of Seattle citizens working with City staff and elected officials. A Comp Plan Amendment Process was also created.
The Comprehensive (Comp) Plan Amendment Process is an opportunity for individuals, groups, and City departments to propose changes to Seattle's Comprehensive Plan to address changing conditions and to reflect on-going work or new information. Proposed amendments may include changes to policies, the future land use map, appendices, or other components of the Comprehensive Plan.

Although Seattle reviews proposals for amendments to its Comp Plan every year, the Washington State Growth Management Act requires that the City undertake a more thorough review of its Comp Plan by December 2004. This review must incorporate new assumptions about the growth Seattle will see over the period 2004-2024. The review must also include a review of environmentally critical areas policies based on the best available science. New data from the U.S. Census provides an opportunity to update other sections of the plan, especially the City's transportation policies. See the Comp Plan 10-Year Update site for more details.

**Criteria for Considering a Comprehensive Plan Amendment**

Proposals to amend the Comp Plan undergo a two-step review. As part of the first step, the City Council decides whether a proposed amendment is appropriate to the Comp Plan and whether capacity exists to undertake the required analysis in the time available. Specific questions asked during this stage of review include:

1. Is the proposed amendment or policy appropriate to the Comp Plan?

   Some proposed amendments would create or change a City program or change City regulations, rather than City policies. Generally, Comp Plan policies can be implemented by more than one action. If the proposal is so specific that it could only be implemented one way, then it may be more appropriate as a regulation or a change to the City's programs.

   Some proposed amendments have targeted the City budget. These are more appropriately raised during the City budget process.

   Some proposed amendments suggest that more planning is necessary in a certain area. While a planning process may lead to changes to the Comprehensive Plan, a
Comprehensive Plan amendment is not the appropriate place to propose a new planning process.

2. Is the proposed amendment legal? Does the proposed amendment meet existing state and local laws?

3. Is it practical to consider the amendment?

City staff will need to conduct sufficient analysis to develop policy and code language in order to accept an amendment. In 2004, staff may not have capacity to review proposed amendments that are not related to the state-required review of the plan.

Proposed amendments that are not consistent with the overall vision of the Comp Plan and established policy may require more staff and public review than is practicable in one year. On a case-by-case basis, decisions will be made whether the benefit in changing the direction of the Plan warrants a major commitment of time and resources to undertake that review.

Proposals to amend a neighborhood plan’s goals or policies should indicate whether the amendment is supported by the affected neighborhood.

Proposed amendments that have been recently reviewed and rejected will not be reconsidered unless conditions have changed enough to warrant new analysis. Proposals that proceed past the first stage are analyzed more thoroughly to determine their impacts and to determine whether they are appropriate changes to the Comp Plan. At this stage, review places more emphasis on the merit and impacts of each specific change, the potential legal impact of specific language, and whether the policy change is one that the City Council and Mayor support.

The City of Seattle has a Department of Neighborhoods that provides a number of resources and programs:

- **Neighborhood Planning & Assistance Program** (part of GMA/Comp Plan)- steers neighborhood-planning groups toward resources including planning and funding.

- **Neighborhood Matching Fund** - The Neighborhood Matching Fund provides money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing or planning projects. A neighborhood group may be established just to undertake a project—the group does not need to be "incorporated."

- Once a project is approved, the community's contribution of volunteer labor, materials, professional services, or cash will be "matched" by cash from the Neighborhood Matching Fund.

  There are four different funds within the Neighborhood Matching Fund, each with its own funding parameters and application methods.

  1. The **Large Project Fund**: is for projects that take up to 12 months to complete and need more than $15,000 - up to $100,000.
  2. The **Small and Simple Projects Fund**: is for projects seeking awards of $15,000 or less and can be completed in 6 months or less.
  3. The **Tree Fund**: Neighborhood groups can apply for 10 to 40 trees for planting along residential planting strips.
  4. The **Neighborhood Outreach and Development Fund** (including Small Sparks): Makes awards for projects that involve new people in neighborhood organizations or activities.

- The City of Seattle’s Historic Preservation Program is located in the Department of Neighborhoods. This program is responsible for the designation and protection of more than 230 historic structures, sites, objects, and vessels, as well as seven historic districts scattered throughout Seattle.
AUSTIN NEIGHBORHOOD PLANNING (http://www.ci.austin.tx.us/neighborhood/whatisnp.htm)

In Austin, neighborhood planning is an opportunity for citizens to take a proactive role in the planning process and decide how their neighborhoods will move into the future. The process asks members of the community to address the local issues and concerns that affect them, their families, and their neighbors. All stakeholders of the neighborhood are invited to participate – business owners, renters, residents, property owners, and various community organizations and institutions. In neighborhoods where plans have been adopted, or will soon be adopted, the residents have stated their concerns to City government and have developed a means to address them. Working together with Neighborhood Planning staff, stakeholders established a clear vision of their priorities, needs and guide for future development.

Neighborhood plans adopted by the Austin City Council amend the City’s Austin Tomorrow Plan, and may provide guidance to various City departments in influencing future Capital Improvement Program expenditures. (The Austin Tomorrow Comprehensive Plan was adopted in 1979 and serves as our comprehensive plan. The neighborhood plans adopted through the current planning process serve to update the Austin Tomorrow Plan. Details: http://www.ci.austin.tx.us/zoning/com_plan.htm)

Over the past 10 years, Austin has experienced remarkable growth, which has contributed to crowded roads, climbing rents, and soaring home prices. As Austin grows, the city will continue to change. Neighborhood planning is one tool that can help accommodate, guide, and direct this growth while preserving and enhancing the character of neighborhoods.

To have a strong neighborhood plan, the process must be open and fair. At the heart of neighborhood planning are four core values: communication, shared responsibility, community interest, and consideration of costs.

The process of writing a neighborhood plan involves a minimum of seven meetings spread over nine months. During these meetings, staff and stakeholders will determine the issues affecting the area and then establish goals, objectives and action items to address these issues.
Once the plan is adopted by the City Council, the next phase of the neighborhood planning process is implementation. Implementation has three parts:

1. Change the zoning in the neighborhood planning area to reflect the changes expressed in the **Future Land Use Map (FLUM)**.
2. Staff will work with neighborhood stakeholders to develop a plan to track and implement the supported action items in the plan.
3. Publicize, disseminate, and put into use the **neighborhood design guidelines**.

For more info: [http://www.ci.austin.tx.us/neighborhood/npzd.htm](http://www.ci.austin.tx.us/neighborhood/npzd.htm)
Yvonne Sanchez

Yvonne Sanchez is the director of Seattle’s Department of Neighborhoods, which ensures underrepresented communities access to city resources. Sanchez is the only member of the Mayor’s Cabinet who is Latina, which makes her the highest placed Latina in Seattle government.

Sanchez strives to be a voice for immigrant communities and communities of color, which is clear in her professional accomplishments. She was instrumental in the establishment of the Seattle Vocational Institute. She also defined the first anti-sexual harassment policy for King County Department of Public Works in her role as a management analyst reporting to the Director of the Department. While in that role she was also the highest placed Latina in county government and the first professional woman of color in a department of over seven hundred employees.

Sanchez established an office for citizen complaints that became the State Division’s Ombudsman Office while working for Olympia. There she reported to the Assistant DSHS Secretary for Children Services and was the highest placed Latina in State Government.

As a volunteer, Sanchez is a founding member of the ETC and assisted in keeping the vision for a Monorail system in the City of Seattle. She has served on the Boards of the Central Area Motivation Program (CAMP) and the Center for Career Alternatives (CCA). Sanchez served as a founding board member of Islandwood, an educational, environmental learning center on Bainbridge Island serving the region. She currently serves on its education committee. She has also volunteered as an ESL instructor for CASA Latina. Due to her strong interest in education, she was re-appointed by Governor Locke to her current position as Trustee for Seattle Community College District IV, which includes North, Central, and South Seattle Community Colleges. She was also recently appointed to serve on the board of the local chapter of the American Red Cross.
TAB
SEATTLE’S DOWNTOWN INITIATIVES

Downtown Seattle Association [http://www.downtownseattle.com/]

The Downtown Seattle Association (DSA) is a membership organization whose mission is “to champion a healthy, vibrant urban core.” The DSA is committed to making this world-class destination even more ideal. Through partnerships and innovative programs, the DSA focuses on improving access, livability, diversity, safety and all around vitality of Downtown Seattle.

DSA Committees:

- Planning Committee
- Seattle Transportation Committee
- Human Services Committee
- Membership Committee
- Pike/Pine Neighborhood Task Force
- Monorail Task Force
- Alaskan Way Viaduct Task Force

Metropolitan Improvement District [http://www.downtownseattle.com/MIDInAction/default.cfm]

The Metropolitan Improvement District (MID) provides safety, hospitality, cleaning, marketing, research and business development services to Seattle’s urban core. The MID is managed by the Downtown Seattle Association and financed through tax assessments on Downtown properties.
Greater Austin Chamber of Commerce
Intercity Visit
to Seattle, WA
October 17 – 19, 2004

MID SERVICES

Maintenance
- Daily sidewalk sweeping
- Alley management
- Trash collection
- Graffiti removal
- Leaf removal
- Tree well maintenance
- 5th Ave kiosk maintenance
- Removal of abandoned newspaper boxes

Marketing
- Promote Downtown Seattle as the best place to visit, live, work and do business
- Radio, transit, and television destination advertising
- Neighborhood marketing programs
- Rain Dance on the Waterfront
- Holiday shopping trolley
- Reindeer Games
- Retail promotions
- Collateral development and production
- Public Relations

Public Safety
- Downtown Ambassadors
- Bicycle Patrol Ambassadors
- Youth Ambassadors
- Additional SPD bicycle patrol
- Funding for SPD bicycles
- Trespass enforcement
- Concierge assistance
- Security escorts
- Referrals to human service programs
- Public Safety Resource Centers
- Public safety office fairs
- Private security forums
- Notification network

Research and Business Development
- Retail surveys
- Parking analyses
- Data and information packaging
- Downtown market and demographic research
- Map development
- Pedestrian Counts
- Downtown Development Guide
- Street level business database

Pioneer Square Community Association (PSCA) [http://www.pioneersquare.org/]

Pioneer Square (aka “The Square”) is the cultural heart of Seattle featuring over 20 city blocks of historic buildings, 30+ galleries, a vibrant retail sector, and
Seattle’s most exciting nightlife. In addition to managing four aspects of the neighborhood: safety, public spaces, marketing and economic development; PSCA organizes participation in events and programs such as the city’s Facade Improvement Grants and “Parking Round the Square” where participating merchants and parking lots rebate $1 for every $20 spent in the Square.

**Klondike Gold Rush National Historical Park** - in Pioneer Square – since 1979 has been a history/visitor’s center that contains exhibits, an auditorium and details about Seattle’s storied past. Interestingly enough, on this site was the first “bureau of information” (~chamber of commerce) because of the gold rush. Request to see the film “Seattle: Gateway to the Gold Fields,” and learn how one notable Seattle business man ‘sold Seattle’ to the world by marketing Seattle internationally – news articles, letters, etc. - as the best place from which to leave for gold prospectors headed to the Klondike region. [http://www.nps.gov/klse/](http://www.nps.gov/klse/)

**Union Station**

For decades, Seattle's great symbol of the railroad age stood barren amid the city's active aerospace and high-tech industries. Union Station, which reopened in October 1999 after 28 years of deterioration, has undergone a transformation that will help recapture its role as the heart of the city's pulsing transportation system.

The National Trust for Historic Preservation awarded developers the 2000 National Preservation Honor Award.

"The renovation of Union Station is an important step in preserving historically significant architecture as well as revitalizing Seattle’s transportation system," Moe said. "This is an example of adaptive use at its finest."

Union Station opened on May 20, 1911, to serve a city whose primary industries were timber and shipbuilding. Almost 60 years later, Union Station closed its doors due to the growing popularity of air travel and Amtrak's decision to move its passenger service to neighboring King Street Station.

Several developers attempted unsuccessfully to restore the building before the Union Station Associates, a joint venture between Nitze-Stagen & Co., Inc., and
Microsoft co-founder Paul Allen, acquired the property in 1997. Later that year, they entered into a public-private partnership with Sound Transit, the regional transit authority, to restore the building. The building's systems were upgraded, original architecture was preserved and 90,000 square feet of office space were created. Nitze-Stagen also upgraded the building's air conditioning, heating and ventilation systems, as well as the unique arched window on the station’s south wall.

Union Station is now home to Sound Transit's headquarters. By 2006, the facility will be the hub for Seattle's light rail system.
The Downtown Austin Alliance (DAA) is a partnership of individuals and businesses devoted to promoting and maintaining a safe, clean, attractive, accessible, and fun Downtown environment.

In April 1993, the City Council approved a Public Improvement District (PID) to address the unique needs of Downtown Austin. A special assessment on privately owned large properties valued at more than $500,000 within the district is the primary source of funding for the DAA. Other partners contributing funds include the City of Austin and Travis County. The partnership has grown to include businesses, civic and cultural organizations, and many individuals.

The Alliance is structured into five primary categories with supporting committees working to get things done: Arts and Entertainment/Marketing, Economic Development, Parks, Streetscapes & Transportation, and Security & Maintenance.

One of the organization's best-known and most-loved programs is the Austin Downtown Rangers (see below). The DAA also produces Street Scenes, the Tree Lighting at the Capitol, the Congress Avenue Holiday Stroll, and Downtown Parks revitalization.

Downtown has a growing population of more than 5,000 people and 1,200 new residential units. It has always been an important part of the Austin community's tax base and a benefit to all of Austin. The dense development of Downtown exports more tax dollars than are expended within its geographical area. Since 1993, the value of the PID has more than tripled from $520 million to $1.76 billion.

Property owners in Downtown have twice re-authorized the PID. The last time was in 2001, with the re-authorization petition's signatures representing more than 84 percent of the value of the PID.
Memberships in the Downtown Austin Alliance are available in the following categories:

1) VOLUNTARY ENTITLEMENT MEMBERSHIP:  $250

- Reserved for all parties who own property within the Public Improvement District but are not assessed. (Properties valued at under $500,000.)

2) ASSOCIATE MEMBERSHIP LEVELS - Open to non-property owners:

- Individual Membership: $125 (Not available to employees or representatives of businesses operating within the Public Improvement District)
- Non-profit Organization: $125
- Business with fewer than 10 employees: $150
- Business with 10 to 50 employees: $250
- Business with more than 50 employees: $500

AUSTIN DOWNTOWN RANGERS

In 1994, the Austin Downtown Rangers department was formed as a joint venture between the Downtown Austin Alliance and the Austin Police Department (APD).

The Rangers are not police officers and do not carry weapons or make arrests. Their purpose is to enhance public safety by being the "eyes and ears" of the APD. Their visible presence in the PID acts as a crime deterrent. The Rangers request voluntary compliance for minor infractions of the law.

The Rangers’ continuous two-way radio communication with Police Dispatch facilitates ready access to the APD, the Austin Fire Department and the Emergency Medical Service, resulting in quick response to any emergency. Rangers patrol the PID - an area of more than two hundred square blocks - on bike and on foot from 6:30 AM to 10:00 PM, Monday through Saturday.

The Downtown Austin Alliance and the City of Austin contribute the funding necessary to support the Austin Downtown Rangers. The APD, the City of Austin, and the Austin Convention and Visitors Bureau provide formal training in safety patrol techniques and code enforcement, security issues, CPR/first aid, and community ambassadorship.
David Dillman

David Dillman is vice president of operations and services for the Downtown Seattle Association and Metropolitan Improvement District. Dillman has over 30 years experience in strategic business, marketing, community involvement and economic development initiatives.

Previously he has served as president of the Transition Strategies Group, a national consulting firm; as senior vice president of the Tri-Cities, Washington Industrial and Economic Development Council; as community and public outreach manager of the Westinghouse Hanford Company; and in regional and general management for Bon Marche, Federated Store.

Dillman also speaks across the country on community transition and business and economic development initiatives.
Craig Montgomery

Craig Montgomery was hired out of graduate school to serve as the executive director of the Pioneer Square Community Association in the spring of 2002. His studies at the University of Washington’s School of Urban Design had an emphasis in historic preservation planning. Prior to graduate school he worked for 10 years in community development in as a main street manager in several Texas cities and as a community reinvestment officer for a Houston area financial institution. Montgomery’s passion is urban planning at the community “grassroots” level and Seattle’s strong neighborhood focus gives him the prime opportunity to apply his talents.
TAB
TRANSPORTATION

About the King County Department of Transportation [http://www.metrokc.gov/tran.htm](http://www.metrokc.gov/tran.htm)

King County's Department of Transportation's job is to facilitate travel around the county of 1.6 million people in an area covering more than 2,000 square miles. It:

- Provides King County residents with bus service, paratransit, carpool assistance, vanpools, and other alternatives to driving alone (see Metro Transit below);
- Creates programs and facilities for pedestrians, bicyclists, and horseback riders in King County;
- Works with other King County jurisdictions and organizations to plan transportation investments;
- Designs, builds, operates, and maintains roads and bridges in unincorporated areas of King County; and
- Provides vehicles, equipment, maintenance, and supplies to all departments in King County government.

The department has about 5,000 employees who provide a wide range of transportation services to people who live, work, shop, play, or travel in King County. In addition, the department works in partnership with 35 cities within King County and also with many sub-regional, regional, and state groups.

Divisions – King Co DOT has 5 divisions:

- **King County International Airport**—Located in Seattle, the airport (commonly known as Boeing Field) is a major center for Boeing Co. operations and serves air cargo companies, recreational fliers, charter operations, helicopter services, flight schools, and emergency services.

- **Community and Administrative Services**—Provides leadership, advocacy, and support to the King County Department of Transportation and its customers.

- **Fleet Administration**—Manages the acquisition, maintenance, rental, and replacement of King County vehicles and equipment, as well as the purchase and warehousing of parts, road materials, traffic signs. It also handles countywide fixed assets and the disposal of all surplus property.
Metro Transit – (not to be confused with “Sound Transit” below, which provides the light rail, commuter rail, HOV, regional buses and other region-oriented transit.) Public transportation within King County is provided by King County Metro, which has a fleet of 1,200 buses and the largest public vanpool fleet in the country, with over 700 vans. The agency is part of a three-county regional computerized ride match system that matches commuters for carpools and vanpools. The county and the Washington State Department of Transportation operate a system of free “park and ride” and “park and carpool” lots throughout the county, from which commuters can connect with buses or their pooling arrangements. King County Metro also has partnership grants available to businesses to help them reduce commute trips to their work sites. High Occupancy Vehicle (HOV) lanes are enforced 24 hours a day on major highways in the county. Metro twice has been honored as the best-run large public transportation system in North America.

Road Services—Designs, builds, operates, and maintains roads, bridges, and pathways in unincorporated areas of King County, and strives to make the county’s transportation system safe and efficient for all uses and modes of travel.

Commuter Transit – ‘Sound Transit’ is a $3.9 billion project to provide a new system of 25 miles of electric light rail (“Link”), 81 miles of commuter rail (the “Sounder” see below), more than 100 miles of HOV Expressway (with direct access on/off ramps), 20 new regional express bus routes (ST Express), and region-wide coordination of schedules and fares among all local and regional transit services. The project encompasses major portions of King, Snohomish and Pierce counties. This 10-year project was initiated in 1996. [http://www.soundtransit.org/](http://www.soundtransit.org/)

Regional Express and Sounder together have built more than 10,000 new Park-and-Ride spaces in the region with another 3,000 upcoming. More than $720 million in construction contracts are under construction on the Central Link light rail line. Sound Transit buses and trains have carried more than 30 million passengers in five years of service – enough people to fill Safeco Field 600 times, or to fill the Tacoma Dome 1,300 times!

- Link (Light Rail)
• **Central Link** - This initial 14-mile light rail line will serve downtown Seattle, the industrial area south of downtown, and residential and commercial neighborhoods in Beacon Hill, the Rainier Valley, Tukwila, and SeaTac. A shuttle bus will connect passengers from the South 154th Station to Seattle-Tacoma International Airport until the light rail station is constructed in 2011. A ride on Link from downtown to South 154th will take 33 minutes. Link trains will start service from downtown Seattle to South 154th Street by 2009 and by 2020 are projected to carry at least 42,500 riders a day.

Sound Transit is working with neighborhoods, artists, and cities to ensure that the light rail system and its stations are an asset to each community. When the system is completed, Link trains will take riders to a number of destinations, providing greater access to jobs and services and increased choices for housing.

Even though right now Sound Transit is focusing on the initial 14-mile segment, the Sound Transit Board remains committed to completing the 24-mile Central Link light rail line from Northgate to SeaTac. Over the next year, Sound Transit will also evaluate alternatives for extending Link north from Convention Place to Northgate.

• **Tacoma Link** - Service began in August 2003 and immediately met the 2010 ridership goal by carrying more than 2,000 passengers every weekday. This short line provides service between the Broadway theater district, downtown offices, Union Station, the University of Washington in Tacoma, the Washington State History Museum and the Tacoma Dome. All rides are free. 60-foot cars seat 30 passengers and can accommodate up to 26 standing passengers.

- **Sounder** offers commuter rail service between Tacoma and downtown Seattle with stops in Puyallup, Sumner, Auburn, Kent, and Tukwila. Sounder now also offers service from Everett and downtown Seattle. **Sounder** commuter rail service began in September 2000 and now carries more than 3,000 riders per weekday.

- **ST Express Bus Service** - Comfortable, limited-stop ST Express buses provide convenient, frequent, two-way service every day to destinations throughout the region. 19 routes now carry more than 29,000 passengers every weekday.
Ferry System - Many commuters also rely on the Washington State Department of Transportation's ferry system. This system extends the state highways across Puget Sound, transporting over 10 million vehicles a year (3.3 percent commercial trucks or large motor homes). Walk-on commuters are also encouraged to use the system with low fare commuter books and ferry runs that meet transit connections. It is estimated that roughly 25.5 million passengers and vehicles used the ferry system each year. http://www.wsdot.wa.gov/ferries/

Seattle Monorail Project - (Important note: the Seattle Monorail Project is not affiliated with the Seattle Center Monorail...read the next section below for a brief history of the Seattle Center Monorail). In November 2002, Seattle voters approved Petition #1 to fund the building of the 14-mile Monorail Green Line, "Phase 1" of a proposed 5-line citywide monorail system. The Green Line will connect Ballard, Key Arena, Seattle Center, Belltown, Downtown, Pike Place Market, Benaroya Hall, the ferry terminal, Pioneer Square, the Chinatown-International District, King Street Station, SODO, Safeco Field, the Seahawks Stadium and West Seattle. The Green Line will carry millions of people each year, above traffic with easy connections to buses, ferries, light rail and trains.

The Seattle Popular Monorail Authority (Seattle Monorail Project) is an independent city transportation authority established under state law (RCW Ch. 35.95A), charged with building, owning, operating and maintaining the monorail system. The Project is governed by a Board of Directors consisting of nine appointed or elected members plus one ex officio member.

Seattle voters authorized a Motor Vehicle Excise Tax (MVET) rate of up to 1.4 percent of a vehicle’s assessed value on vehicles registered within Seattle to plan and build the Green Line. Collection of Monorail MVET began in June 2003, but was set by the SMP Board at a rate of only 0.85 percent for the initial planning year. The voter approved Monorail MVET rate of 1.4 percent will be assessed on vehicles with renewal dates of June 1, 2004 and later.

The project is on track to break ground in the fall of 2004, with the entire Green Line scheduled to be operational in summer of 2009. However, there is currently an effort for a November 2, 2004 vote to stop the Seattle Monorail Project. For details on the Seattle Monorail Project visit. http://www.elevated.org/.
**Seattle Center Monorail** was built for the 1962 Seattle World's Fair to provide a crucial link between the fairgrounds and the amenities downtown.

Construction began in April of 1961 by Alweg Rapid Transit Systems, who received the bid when it offered to underwrite the entire cost of construction.

The monorail opened to the public on March 24, 1962 nearly one month before the start of the World's Fair. At a cost of $3.5 million, the trains carried more than eight million guests during the six months of the fair, easily paying for themselves. That is, the full initial capital cost of the system was recovered and a profit was realized by ALWEG before the end of the fair.

Following the Fair, the monorail system was turned over to Century 21 Corporation at no cost. Century 21 sold the system to the City of Seattle in 1965 for $600,000.

In 2003, trains carried approximately 2.5 million riders. The monorail has become an important fixture in Seattle for locals, who use the trains during major festivals and sporting events. Seattle Center Monorail is the nation's only fully self-sufficient public transit system. [http://www.seattlemonorail.com/](http://www.seattlemonorail.com/)

The monorail line was closed on May 31, 2004, when one of the trains caught fire. It remains closed until recommendations from an investigative report are implemented. Recommendations include a better evacuation plan, electrical renovations, a new public-address system and possibly fireproof seats.
TRANSIT ORIENTED DEVELOPMENT (City of Auburn Mayor)

To encourage a better use of existing urban lands and to further encourage transit use, King County is promoting more compact, mixed-use development near transit hubs that will serve housing, transportation and neighborhood goals.

KING COUNTY TRANSIT ORIENTED DEVELOPMENT PROGRAM - Project descriptions:
The projects listed below are being developed under the King County Transit Oriented Development Program and range from the feasibility study stage to near completion. In-depth descriptions are given for projects led by the TOD program for which initial feasibility studies have been positive.

Project Summary: Auburn Station (http://www.awcnet.org/conf2003/auburn2.pdf)

The Auburn Transit Station is a new commuter rail and bus station designed to support revitalization and transit-oriented development in downtown Auburn. Auburn was the first Sounder Commuter Rail station to open, beginning service in the fall of 2000. Auburn Station currently provides approximately 900 commuter rail and 2,300 bus boardings and alightings each weekday. All phases of the station are now nearly complete, with about 730 parking spaces, platforms for commuter rail, canopies for rail and transit users, a pedestrian bridge connecting the parking structure to the train platforms (which spans over the railroad tracks), a separated busway, a large public plaza and a soon to be completed kiss and ride lot.

Parking for 600 vehicles was constructed above 14,000 square feet of ground floor retail with pedestrian amenities including storefront canopies, spacious sidewalks, outdoor seating and pedestrian oriented storefront signage. The Station also includes an additional 130 surface parking spaces. So far, the public investment in this two-block area has exceeded $27 million.

Because the project was constructed in part with federal funds, planning and construction of the Station required careful coordination with Sound Transit, Puget Sound Regional Council, and the Federal Transit Administration. The City also worked closely with the Puget Sound Regional Council, the Burlington Northern Santa Fe Railroad, and the Washington State Department of Transportation because the Station is immediately adjacent to (and required access via) one of the first Freight Action Strategy (FAST) corridor projects to be completed in the area – the C Street/SR 18 interchange. In addition, the project has already attracted
new private development on adjacent land, including proposed housing and mixed-use developments.

The construction of this facility was complex and required community partnerships, but its operation has proven to require an equal amount of partnership and cooperation – not only among public agencies, but with the private sector as well.

The parking garage retail and 180 of the parking spaces are “owned” (per a long-term lease with Sound Transit) and operated by the City of Auburn, but the land beneath it and 420 of the parking spaces above it are owned by Sound Transit. 45 of the City-controlled portion of the parking spaces will be allocated to the retail commercial uses and the remainder will be banked to accommodate future development in the surrounding downtown area. The facility was designed to take into account the needs of King County Metro and Sound Transit bus operators and riders. The retail space is occupied by local businesses, and the adjacent properties are under various stages of redevelopment with varying degrees of City involvement.

The Station has already revitalized what had been a very dilapidated area of vacant warehouses and other underutilized parcels. It has provided a relocated bus waiting area – increasing both the safety of bus riders and the attractiveness of the former transfer point site. It has provided a physical asset in the heart of Downtown, with public art, the plaza, and transit accessibility, sure to only increase as the plaza it put to its full use this summer.

**Combining resources**

The City of Auburn has been planning for transit-oriented development (TOD) and the arrival of the Station since the early 1990s. To that end, the City invested the time and resources to complete a Downtown Plan and Programmatic EIS that was adopted in 2001. Implementing that Plan and building the Transit Station has required the City to partner with Sound Transit – Sounder Commuter Rail and Regional Express, and with King County Metro. The Transit Station and surrounding redevelopment have involved the following participants:

- Public Private Non-Profit/Community
- City of Auburn Adjacent property owners
- Auburn Downtown Association
- Sound Transit Prospective developers
- Auburn Arts Commission
- Washington State Department of

- Transportation
- Burlington Northern Santa Fe Railroad
- Small Business Assistance Center
- Federal Transit Administration
- Puget Sound Regional Council
- Auburn Area Chamber of Commerce
- King County Metro
The City has undertaken or is exploring several other actions to encourage TOD as the centerpiece of City revitalization near the Station. These include staff participation throughout the design and construction phases of the parking garage to ensure that it contained retail development oriented to the transit user; purchasing land from BNSF to construct a trail connection from a residential neighborhood directly into the station; meeting with major property owners in downtown to explore public/private partnerships to develop joint use parking structures that will relieve private developers of much of this burden; and working with property owners to explore ways to renovate or redevelop their properties to capitalize on the proximity and resources provided by the Station.

**Working with New Partners**

The construction and operation of the Station has involved many partners to leverage several sources of funds to increase the capacity and effectiveness of the development. Operation of the Station has also required somewhat unique cooperation among agencies in order to ensure the resources to maintain and operate the Station are in place.

Security for the site is provided through Sound Transit. Having a security presence and a safe parking garage not only increases the usability of the commuter rail and bus service, but it also creates a safer and more pleasant environment for bus riders and pedestrians.

Management of the retail space is carried out by the City of Auburn, which also “owns” (via long term lease) the retail space and the tenant improvements. In addition, about 180 parking spaces in the Sound Transit garage are controlled by the City and are used to meet the parking code requirements for redevelopment in the vicinity of the Station, thus minimizing the need for new surface parking which would otherwise be required as redevelopment occurs.

Therefore, it was necessary for the City to formulate a joint operation agreement with Sound Transit for the parking garage – from broad issues, such as ownership and long-term lease provisions, to the more mundane, such as who would be responsible for cleaning and ensuring access to the restroom for transit operators. This was a first-ever agreement of this type for both agencies, which in some cases has resulted in City Planning staff emptying the garbage and sweeping the sidewalk!

As a result, however, the City has been able to work with developers on adjacent properties to “sell” parking spaces to meet code requirements, thus reducing the City’s financial burden and also allowing full development (i.e., 100% lot coverage) of scarce downtown sites.

The complexity and uniqueness of what the City has tried to accomplish just in the arena of parking have inspired further study about controlling use of “free commuter parking”; analyzing long term vs. short term parking demand and developing appropriate strategies,
regulations and enforcement procedures; creating funding strategies, identifying capital investment approaches, and preparing maintenance plans; and developing a parking operation and management plan, including identifying funds, and contracting agency responsible for long term management.

Providing City Services In An Innovative Way

Typically, operation of a transit Station would be considered the sole responsibility of the transportation provider. However, with the Auburn Station, the number of contributors to the project and the complex ownership of the properties has required innovative partnerships among the public agencies.

In addition, ensuring adequate parking is often left to the local jurisdiction – the City is expected to either require ample parking as a condition of development or it is expected to provide public parking in municipal lots. Neither method has solved all the parking needs and issues in Downtown Auburn. By involving other public agencies that need parking as well as private developers to help subsidize the cost of parking on sites other than their development site, these partners have managed to leverage both their resources and their needs to create the best possible solution for everyone.

Joint parking provision in structures is something the City hopes to replicate elsewhere in Downtown as future development warrants. This will enable the City to reach its goals for a dense, transit-oriented downtown. Moreover, the experience in both the construction and operation of the Auburn Station has proven to be more than just a physical asset to the City’s heart. It has set a precedent for this City, and hopefully for others, to think creatively about partnerships and resources to provide community services and facilities addressing multiple objectives.

Other King County TOD Projects: [http://www.metrokc.gov/kcdot/alts/tod/index.stm](http://www.metrokc.gov/kcdot/alts/tod/index.stm)

- Burien
- Convention Place
- Kent
- Northgate
- North Kingdome Lot
- Northshore
- Overlake
- Renton
- Touchstone Northgate North

INCENTIVES - Below is a list of financial incentives for transit-oriented development from around the United States:

- San Mateo County Transit Oriented Development Incentive Program
• Housing Property Tax Exemption--Washington State House Bill 2505 (PDF file) will take effect on June 8, 2000. It changes the minimum population of cities eligible to implement a property tax abatement for multiple family housing from 100,000 to 50,000. Seattle and Bellevue already qualified; the new law enables the cities of Federal Way, Kent and Shoreline in King County to take advantage of this incentive too.

• Location Efficient Mortgage, Seattle, Washington

• Property Tax Exemption for Multifamily Housing, Seattle, Washington

• Tax Incentive For Multiple Family Housing, Tacoma, Washington
AUSTIN’S CAPITAL METRO (Capital Metro [http://www.capmetro.org](http://www.capmetro.org))

Capital Metro serves more than 130,000 daily riders from 4,000 stops all over Central Texas, including the airport, UT campus and downtown. Capital Metro provides many different types of services:

**Fixed Route** - Fixed Route service is the mainline service of the transportation system. There are over 75 routes that provide transportation to a service area of approximately 500 square miles. Efficiencies in Fixed Route service continue to be identified without impact to the customers. The existing service will be evaluated and reallocated to meet customer demands.

**UT Service** - UT service is provided for the University of Texas. There are 22 routes that provide connections between housing and the University, between the Pickle Research Center and the downtown campus, and circulate within the downtown campus. This service is expected to decrease due to contract with UT, and projected enrollment decreases.

**AISD Service** - This is the service that provides transportation to Austin Independent School District (AISD) students attending “magnet” schools. AISD contracts with Capital Metro to provide this service. This service is expected to decrease due to contract with AISD.

**Rural Service** - Capital Metro contracts with CARTS to provide service in the rural areas of the Capital Metro service area. This service is expected to marginally increase.

**Special Events/Charters** - Capital Metro provides service to the various special events in the area. These are events that typically happen once a year and the transportation is needed to get the citizens to the event without causing traffic problems. Capital Metro charter service includes service requested by someone in the community to get them from one location to another. Capital Metro is prohibited from chartering directly to the public and will refer anyone requesting a charter to the private providers in the area. This category also includes the Easy Rider service, which is group transportation for senior adults.
**Greater Austin Chamber of Commerce**
**Intercity Visit**
**to Seattle, WA**
**October 17 – 19, 2004**

**STS** - Special Transit Services includes the Americans with Disabilities Act service required for persons with disabilities. The demand for this service is expected to increase by approximately 3.0%. This service is a door-to-door service for persons that qualify.

**Capital Metro Rail Line** - In May 1999, Capital Metro purchased the 162-mile Giddings to Llano rail line from the City of Austin for future mass transit purposes. With ownership of the rail line, Capital Metro assumed the responsibility for the management of the asset including signals, bridges, trackage and right-of-way maintenance. In order to comply with common carrier obligation on the rail line, Capital Metro currently contracts with Austin Area Terminal Railroad (AUAR), a subsidiary of Trans Global Solutions, Inc. to provide rail freight service on the line.

April 2001 marked the beginning of the first contract year of AUAR running freight service on CMTA’s rail line. During contract year 1 (April 2001-April 2002) AUAR moved 10,064 rail cars along the Capital Metro line. This equates to 40,256 trucks off of the road. In addition to reducing truck traffic, trains have better fuel economy. On average, trains have a three times better fuel savings over trucks.

The first quarter of contract year 2 (April 2001-April 2002) indicates that operating the Giddings to Llano line is becoming more cost effective. Average Capital Metro revenues for April to July 2002 were $239,000 a month compared to $166,000 monthly average revenue for contract year 1. In addition, the CMTA subsidy for the line has greatly decreased from 35% in contract year 1 to 4% for the beginning of contract year 2. Capital Metro freight rail line takes more than 52,000 trucks off Austin’s highways each year.

**Capital Metro 2005 Proposed Operating Budget**

The proposed operating budget for the fiscal year 2005 shows a net operating income of $25.5 million. Revenues are projected to be $149.8 million and operating expenses are projected to be $124.3 million.

**Capital Metro History**

Capital Metro’s life story begins on January 19, 1985, when voters in Austin and the surrounding area approved the creation of the Capital Metropolitan Transportation
Authority. The voters agreed that the communities would support the agency with the proceeds from a one percent sales tax. Voters in that 1985 election also approved a service plan that expanded the existing Austin city bus service and called for the development of a light rail transportation system to serve the area.

Ten capital-area jurisdictions voted to participate in Capital Metro, including Austin, Cedar Park, Highland Lake Estates, Lago Vista, Leander, Pflugerville, Rollingwood, San Leanne, West Lake Hills, and the Anderson Mill area of Williamson County. By the end of that year, the suburban cities of Jonestown and Manor, along with Precinct 2 of Travis County voted to join the service area.

Some of the original member jurisdictions have since voted to withdraw from Capital Metro; these include West Lake Hills, Rollingwood, Cedar Park and Pflugerville.

In December 1988, the Board of Directors voluntarily lowered the sales and use tax to 0.75-cent beginning in April 1989. In June 1995, the Board of Directors reinstated the sales and use tax to the full one-percent (1%) effective October 1, 1995.

In May 1997, the Texas Legislature changed the structure of the Capital Metro Board. It replaced Capital Metro’s seven-member appointed Board with a five-member interim Board appointed by the Austin Transportation Study that is now known as the Capital Area Metropolitan Planning Organization or CAMPO.

The Interim Board members were to serve until such time that a permanent Board of Directors could be constituted with five elected officials and two (appointed) members-at-large. The permanent Board is composed of the following:

- Two council members appointed by the Austin City Council;
- One commissioner appointed by the Travis County Commissioners’ Court;
- One mayoral representative appointed by the mayors of the suburban cities of Travis County within the service area;
- One representative appointed by a panel made up of the mayors of the suburban cities, the Williamson County Judge, and the presiding officer of each municipal utility district; and
- Two members-at-large appointed by the Capital Area Metropolitan Planning Organization.
The term of the Capital Metro board membership is two years, and a board member may be re-appointed but may not serve more than eight years.

The Board is responsible for making policies relative to the operation, control and management of Capital Metro. It is authorized to hire the President/CEO and others necessary to operate the Authority effectively. The President/CEO in turn has the responsibility for running the day-to-day operation of the agency.

In November 2000, voters in the service area narrowly defeated a proposal by 1,956 votes - a proposal by Capital Metro to develop a 52 mile regional light rail system including a 20 mile starter line which was designed to run through central Austin, connecting the major activity centers.

State law prohibits any political subdivision of the state, such as Capital Metro, from engaging in collective bargaining with a labor organization. However, the Federal Transit Act requires recipients of federal transit assistance to protect collective bargaining rights. As a result of this conflict between state and federal laws, Capital Metro contracts with an independent contractor, StarTran, Inc. for the provision of operations’ personnel, including bus operators and mechanics. Certain employees of StarTran, Inc. are represented by Amalgamated Transit Union Local 1091. Neither the Board nor the General Manager may exercise any direct authority over the employees of this independent contractor, StarTran.

Although the Board is required to hold one regular meeting each month, the group typically conducts a work session of the entire Board in addition to the monthly Board meeting.

The Board may not act without a quorum of the board and may act by a majority vote of the board members present. The Board has four standing committees for operations, finance and budget, and planning. These committees review information and make recommendations to the full Board of Directors. Nominations to the committees are made by the Board Chairperson and are approved by Board resolution. The Board currently receives input from the Customer Satisfaction Advisory Committee, the Strategic Advisory Committee, and the Access Advisory Committee.
CapMet’s ALL SYSTEMS GO! Initiative

On August 30, 2004, Capital Metro announced that its Board of Directors unanimously approved the All Systems Go Long-Range Transit Plan for the region. The purpose of the plan is to provide citizens transportation options and to help address regional population growth, estimated to double in the next 25 years. The plan includes expanded local and express bus service, new Rapid Bus Service, and a commuter rail starter line along Capital Metro’s existing freight tracks, as well as hike and bike trails along portions of rights-of-way adjacent to those tracks.

The draft All Systems Go Long-Range Transit Plan was expanded to include more services requested by the community. This includes seven more rapid bus lines, participating in regional rail between Austin and San Antonio and circulation areas providing connectivity to major activity and employment centers. Using existing rail tracks and corridors, the plan would require no new taxes or major street construction. Details: http://allsystemsgo.capmetro.org/factsheet.asp

The rail component of this plan will require voter approval in a referendum set for November 2, 2004.
Joni Earl

Joni Earl was unanimously appointed as the executive director of Sound Transit, the Central Puget Sound Regional Transit Authority, in January 2001. In 2003, her title was changed to chief executive officer. Earl is responsible for all aspects of Sound Transit, including its substantial capital and operating programs. Earl came to Sound Transit as the chief operating officer in October 2000.

Before joining Sound Transit, Earl served as the deputy county executive of Snohomish County, Washington for over eight years. She was responsible for implementing county executive priorities and recommendations, developing policy, strategies and annual budgets, managing intergovernmental relations and day-to-day county operations. Snohomish County has 2600 employees and a $450 million annual budget.

Prior to her service with Snohomish County, Earl was the city manager of Mill Creek, reporting to the city council. She also served as the director of internal management and chief fiscal officer for Kitsap County.

Earl has been active in her Snohomish County community as a rotarian and has served on a number of community boards, such as United Way and Camp Fire Boys and Girls.
Robert E. Gogerty

As the chairman and founding partner of Gogerty Stark Marriott, Bob Gogerty is responsible for the firm’s innovative approach to public affairs. Gogerty devised the idea of applying techniques of public policy and political campaigns to strategic public affairs and communications for private companies. His most recent effort has been to put together a team of consultants, which includes regional firms as well as consultants with national scope like AT&T and Alaska Airlines.

Gogerty began his career as director of intergovernmental relations and deputy mayor of the city of Seattle. He began work as a public affairs consultant in 1978 and quickly gained some of the Seattle area’s major corporations as clients, including the Boeing Co., Weyerhaeuser and Jorgensen Forge. He also managed a number of political campaigns, including the successful gubernatorial campaigns of Mike Lowry in Washington State in 1992 and Tony Knowles in Alaska in 1994. Focusing more recently on nonpartisan campaigns, Gogerty was the lead consultant on the successful 1996 campaign to build a $3.9 billion mass-transit system in the Puget Sound area, and the vote that led to Paul Allen’s Vulcan Northwest building a new football stadium and exhibition center in Seattle in 1997.

Gogerty has also chaired the National Cruise Ship Alliance for the Greater Seattle Chamber of Commerce and Port of Seattle. He is a member of the American Association of Political Consultants and serves on the Board of Trustees of Childhaven, a nationally recognized non-profit program for the prevention and treatment of child abuse.
Mayor Peter “Pete” B. Lewis

Pete Lewis became mayor of the City of Auburn in January 2002. Prior to that he served as a member of the Auburn City Council for four years. As a city council member, he served as vice chair of the Council Finance Committee, vice chair of the Public Works Committee and was a member of the Planning and Community Development Committee and the LEOFF Board. Mayor Lewis has also served on numerous other boards, commissions and committees, including the Auburn Food Bank, the Metro South King County Reorganization, the Auburn Downtown Committee, the Parking Committee, the Economic Development Committee, the Pierce County Regional Council, and the King County Growth Management Committee.

Currently he is the chair of the South County Area Transportation Board, director of the Valley Communications Center Administration Board, chair of the South King County Human Services Forum, vice chair of the Green River Flood Control Zone District and a member of the Suburban Cities Association Executive Board Committee, the Puget Sound Regional Council, Economic Development District Board and the Puget Sound Regional Policy Committee.

Prior to becoming mayor, Lewis managed the Auburn branch of Evergreen Savings, which later became Sterling Savings Bank, for over 20 years.
SEATTLE'S LIBRARY SYSTEM

Seattle Public Library has 30 branches including the Central Library. The Seattle Public Library has a collection of approximately 2,000,000 items. The collection includes books, audio books, music CDs, videos and DVDs, books in large type, and magazines and newspapers - for all ages. The Library also subscribes to numerous online databases including a small collection of e-books. Branch locations shown on the map below:
SEATTLE PUBLIC LIBRARY FACTS AND FIGURES

Facilities
- Central Library, 23 neighborhood libraries

2003 Operating Budget:
- Personnel $26,480,937
- Books and Materials $2,852,550
- Equipment $226,042
- Maintenance, Security and Utilities $1,160,191
- Supplies $432,436
- Other $1,641,954

Staffing:
- 575 staff members (481 full-time equivalents)

2003 Circulation:
- 2,670,113 adult books
- 1,320,468 children’s books
- 1,817,317 other media
- 474,775 WTBBL materials

2003 Service Levels and Programs
- 1,027,488 reference questions answered
- 956,979 in-library use of materials
- 57,165 people attended children’s programs at the Temporary Central Library and neighborhood libraries
- 24,799 people attended adult and young adult events at the Temporary Central Library, neighborhood libraries and Mobile Services
- 3,985 people attended programs presented by the Washington Center for the Book
- 511 people attended community meetings presented by the Libraries for All capital program office

Seattle Public Library Foundation

The Seattle Public Library Foundation was established in 1980 by a group of far-sighted citizens who understood that a great Library wouldn’t be possible through public funding alone. The Seattle Public Library Foundation is a 501(c)(3) charitable organization registered with the IRS and with the State of Washington.

The Foundation has continued its original vision of generating private-sector support to supplement tax-based funding. The result has been improved collections, expanded programs, and enhanced services. But the credit for the Foundation’s impact belongs entirely to the people of Seattle. Over the years, thousands of generous individuals, corporations, and foundations have demonstrated their deep commitment to Seattle’s Libraries by donating to the Foundation.

Recently, the United Way of King County conducted an administrative review of the Foundation. They evaluated the Foundation’s infrastructure, board of directors, personnel, resource stability, and fiscal systems. The Foundation received a high rating of 3.8 out of a possible 4.0. This was a very rigorous review.

The Foundation’s fund-raising efforts focus on three key areas: collections, programs, and facilities.

**The Collection Fund** (41% of funds)
- Current fiction and non-fiction for children and adults
- Literary classics from all periods
- Large-print books
- DVDs, videos, audiotapes, and CDs
- Homework and reference support

**The Program Fund** (11% of funds)
- Special Needs – Literacy programs, English as a Second Language programs, and services for the visually impaired
- Children and Teens – High-quality professional programs, including storytelling, art, and music, that develop critical listening, language, and comprehension skills
- Humanities – Literary and historical programs that encourage discussion
The Building Fund  (48% of funding)
This fund supplements the Libraries for All bonds passed by voters in 1998. It will be used to ensure that the Libraries built throughout Seattle will be of the highest caliber with quality furnishings, equipment and works of art.
To learn more about these funds, please contact the Seattle Public Library Foundation.

Friends of the Library  
With nearly 5,000 members, Friends of The Seattle Public Library sponsor programs beyond the ordinary library budget. Since 1941 the Friends have:
- Promoted awareness of the Library in the community
- Helped buy special books and equipment for the Library
- Financed educational and literacy programs for all ages
- Worked to improve library services
- Campaigned for library bond issues and operations levies
- Kept city officials informed of Library needs

It costs $15 to join "Friends" and they also have Friends of Neighborhood Libraries groups:
- Ballard Library
- Beacon Hill Library
- Green Lake Library (Junior Friends)
- Greenwood Library
- Capital Hill Library
- Lake City Library
- Magnolia Library
- Northeast Library
- Queen Anne Library
- Southwest Library
AUSTIN PUBLIC LIBRARY
2002-2003 FACTS:

- The Austin Public Library has 20 branches, the John Henry Faulk Central Library, and the Austin History Center.
- The Library’s current budget is $16.5 million, with 282 FTE staff members employed throughout the System.
- 484,074 were registered cardholders in 2002/2003.
- System wide holdings are 1,550,145.
- Customers visited the Austin Public Library 3,349,111 times last fiscal year and checked out a total of 3,332,645 items.
- 19,354 volunteer hours were donated in 2002/2003, a 41% increase from 2001/2002.
- 385,437 reference questions were answered in 2002/2003.
- 877,976 customers used the public access computers in 2002/2003.

Source: http://www.ci.austin.tx.us/library/fact_sheet.htm

The Austin Public Library Foundation - works to increase awareness about the Library and its importance to the community and to raise funds for programs, equipment, and holdings that would otherwise be out of the Library’s reach. In 2003-2004 the Austin Public Library Foundation received major project support from Applied Materials, the Austin Community Foundation, The Michael & Susan Dell Foundation, the Dell Foundation, H-E-B, The Junior League of Austin, LeapFrog SchoolHouse, Mervyn’s, the SBC Foundation, the Still Water Foundation, and Texas Gas Service.

Friends of the Austin Public Library commit all but a small percentage of its annual income to the local libraries. For the past several years, that has meant $50,000 to over $85,000 annually to support programs and items such as:

- Summer Reading Program
- Adult author programs (authors include Spike Gillespie, Jesse Sublett, Jodie Thomas, Sarah Bird, among others)
- Yarborough Branch Winter Party
- Ruiz Branch Annual Posada
- Children’s book bins and graphic novel display cases
- Professional staff development
Greater Austin Chamber of Commerce  
Intercity Visit  
to Seattle, WA  
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Central Library  
(this information only covers the central library buildings of Seattle and Austin, not the entire Seattle and Austin Public Library systems. Source: Brenda Branch - Director of Libraries)

<table>
<thead>
<tr>
<th>Fact Sheet</th>
<th>Seattle Central Library</th>
<th>Austin Central Library</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Served</td>
<td>571,900</td>
<td>683,946</td>
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<tr>
<td>Cost of new central library</td>
<td>$165.5 million</td>
<td>$6 million</td>
</tr>
<tr>
<td>Architect</td>
<td>Rem Koolhaas + LMN Architects</td>
<td>Jessen Architects</td>
</tr>
<tr>
<td>Size (sq. ft.)</td>
<td>363,000 sq. ft.</td>
<td>100,000 sq. ft.</td>
</tr>
<tr>
<td>Year Opened</td>
<td>2004</td>
<td>1979</td>
</tr>
<tr>
<td>Floors</td>
<td>11 floors</td>
<td>4 floors</td>
</tr>
<tr>
<td>Seating</td>
<td>1,200 seats</td>
<td>330 seats</td>
</tr>
<tr>
<td># of Parking Spaces</td>
<td>143</td>
<td>40 (public spaces)</td>
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<tr>
<td>Collection size</td>
<td>1.4 million volumes</td>
<td>438,000 volumes</td>
</tr>
<tr>
<td>Auditorium</td>
<td>275-425 seat auditorium (expandable)</td>
<td>no auditorium</td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>4 meeting rooms seating 25-200 persons</td>
<td>no public meeting rooms</td>
</tr>
<tr>
<td>Youth area</td>
<td>15,000 sq. ft.</td>
<td>4,150 sq. ft.</td>
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<tr>
<td>Teen Center</td>
<td>Teen Center</td>
<td>No teen center</td>
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<tr>
<td># of Staff at Central Library</td>
<td>328</td>
<td>34.725</td>
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<tr>
<td># of Branch Libraries</td>
<td>23</td>
<td>20</td>
</tr>
<tr>
<td>Fundraising</td>
<td>Foundation raised $14 million in private funds</td>
<td>Foundation currently planning capital campaign to be kicked off with dedication of property</td>
</tr>
</tbody>
</table>
| Features | * Book spiral mixing chamber  
* RFD chips in all materials | * Redwood Animal Pergola in Children’s Area  
* Wired For Youth Center |
| Visits | Increased from 4,000 to 8,000 per day | 1,500 per day |
## COMPARISON OF AUSTIN and SEATTLE PUBLIC LIBRARIES

<table>
<thead>
<tr>
<th>LIBRARY</th>
<th>POP.</th>
<th>BRANCHES</th>
<th>POP/BR</th>
<th>BUDGET</th>
<th>$/CAP</th>
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<tbody>
<tr>
<td>AUSTIN</td>
<td>674,382</td>
<td>20</td>
<td>33,719</td>
<td>$13,211,100</td>
<td>$19.59</td>
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<tr>
<td>SEATTLE</td>
<td>571,900</td>
<td>23</td>
<td>24,865</td>
<td>$46,796,332</td>
<td>$81.83</td>
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### ANNUAL MATERIALS

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<tr>
<th></th>
<th>CIRC</th>
<th>HOLDINGS</th>
<th>BUDGET</th>
<th>MAT'L $/CAP</th>
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<tr>
<td>AUSTIN</td>
<td>3,332,645</td>
<td>1,857,136</td>
<td>$1,503,000</td>
<td>$2.23</td>
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<tr>
<td>SEATTLE</td>
<td>5,793,960</td>
<td>* 1,949,374</td>
<td>$5,183,778</td>
<td>$9.06</td>
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* Before new central library

### WEEKLY

<table>
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<tr>
<th></th>
<th>STAFF FTE</th>
<th>SERV HRS</th>
<th>SERV HR</th>
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<tbody>
<tr>
<td>AUSTIN</td>
<td>294.8</td>
<td>1,258</td>
<td>0.23</td>
</tr>
<tr>
<td>SEATTLE</td>
<td>432</td>
<td>1,247</td>
<td>0.35</td>
</tr>
</tbody>
</table>
Jill Jean

Jill Jean is the director of the Central Library at Seattle Public Library where she is responsible for budget, service delivery, program planning and the development of all personnel. In addition, Jean has been a member of the client team that led the building of the new Central Library. During this project, Jean’s primary responsibilities included the development of the building program for the temporary library, the implementation of the new Central Library building program and staff involvement in both processes.

Throughout her 30-year career in public libraries, Jean has served on a wide variety of community-based boards that focused on issues of literacy, youth involvement and children’s theater. Currently, Jean is a member of the Downtown YMCA’s Board of Directors, chairing both youth and fundraising committees.
Terry Collings

Terry Collings is the executive director of the Foundation. Before joining the Foundation in 1989, Terry Collings worked with the Denver Public Library Foundation and spent four years as a management trainer and consultant for non-profit organizations.

As executive director, he manages a wide variety of projects, including annual fund-raising, major gifts, corporate sponsorships, direct marketing, electronic communications, database management, events planning, and prospect research.
SEATTLE'S ARTS

SEATTLE'S MCCAW HALL

TOTAL COST FOR McCAW HALL: $127 million

FUND SOURCE: A public-private partnership with funding from city, county, and state sources and private gifts. Fund Sources

Marion Oliver McCaw Hall represents a unique public-private partnership with $55 million in public support and $72 million in private donations. In November 1999, Seattle voters passed Proposition One, which assured $38 million in city support. Other support has already come from or is anticipated from King County and the State.

The private campaign was successfully launched with two important leadership gifts: $20 million from Bruce, Craig, John, and Keith McCaw—the single largest gift ever made to an arts or cultural capital campaign in our region—and $10 million from the Kreielsheimer Foundation.

PRIVATE PLEDGE GOAL: $72 million

ARCHITECTS: LMN Architects

OPENED: June 28, 2003

USES: McCaw Hall's lead tenants are Pacific Northwest Ballet and Seattle Opera. In addition, it houses favorite festivals such as Bumbershoot and Northwest Folklife Festival, welcomes world-famous performers ranging from B.B. King to George Carlin, and hosts private events from weddings to lectures.

HISTORY: The Civic Auditorium was originally built in 1928. A mostly cosmetic renovation changed the building into the Seattle Center Opera House in time for the 1962 World's Fair. By the 1990s, a seismic study found that extensive work needed to be done to bring the building up to code. Estimated to cost $90 million, the seismic upgrade would still leave the rest of the building as is with antiquated
backstage areas dating back to 1928. A completely new building would cost approximately $200 million. Thus was borne the idea of a transformation consisting of 30% renovation, reusing the foundation and basic framework of the auditorium, combined with 70% new construction for an essentially new building that retained the excellent acoustics of the old. The transformation also saved an estimated $75 million and lasted only 18 months. A completely new building was estimated to take nearly double that amount of time to build.

SEATTLE CENTER FOUNDATION - In 1977, Seattle Center Foundation was established to encourage support for Seattle Center.

CURRENT SEATTLE CENTER FOUNDATION PROGRAMS:

Marion Oliver McCaw Hall - In partnership with Pacific Northwest Ballet and Seattle Opera

Seattle Center Foundation successfully led the campaign to raise approximately $72 million in private funds for Marion Oliver McCaw Hall, Seattle Center’s new performance hall. McCaw Hall is now open to rave reviews as the campaign draws to a close. There is still a chance to be a part of this amazing project by leaving a message on one or more seats in the auditorium. To find out more about McCaw Hall, click here.

CenterFund
It is estimated that Seattle Center serves over 10 million visitors each year. They range from the local resident who comes daily for coffee to the tourist who makes Seattle Center the first stop. It takes funds to serve all of these people with the quality and care that everyone has come to expect from Seattle Center. Seattle Center Foundation serves a vital role in supporting Seattle Center, ensuring that the region has a safe, fun, beautiful place to call its own. CenterFund incorporates undesignated gifts as well as donations designated for programs such as Festál, Senior Dances, Seattle Center Academy, Sharing Gift Box and Winterfest.

Festál
Seattle Center Foundation strives to preserve cultural traditions with its support of Festál, a series of cultural festivals held every year at Seattle Center. Through music, dance, ceremonies and food, each festival showcases the fabric of our region’s
Greater Austin Chamber of Commerce  
Intercity Visit  
to Seattle, WA  
October 17 – 19, 2004

rich and diverse cultures, promoting understanding and cultural kinship among the
200,000 people who attend annually. To find out more about Festál, click here.

**Senior Dances**
Every week, senior citizens gather in Center House to tango, waltz and swing to live
big band music. The dancers gather for exercise, friendship and fun while the
younger crowds stop to watch and tap their toes. Seattle Center Foundation has
been proud to support this popular event, giving older audiences a reason to
continue returning to Seattle Center and providing another method for different
generations to interact with each other.

**Seattle Center Academy**
Every summer, 275 middle school students from around King County come to
Seattle Center to study together under some of the region’s best artists. For two
weeks, they select classes from a wide range of options including dancing, fencing,
singing, drawing, fashion design, writing and chess. While learning art forms, the
students also experience valuable lessons about diversity, friendship and self-
confidence. To learn more about Seattle Center Academy, click here.

**Sharing Gift Box**
Every holiday season, Seattle Center Foundation teams with Seattle Center to fulfill
the wishes and needs of local children, teens and senior citizens. Past gifts have
ranged from a sweat suit for a senior citizen to a bus ticket for a homeless teen to
visit his grandmother. To learn more about Sharing Gift Box, click here.

**Washington Mutual Winterfest**
Seattle Center Foundation helps bring the magic alive during the darkest part of
the year as Seattle Center annually glows with the lights and excitement of
Winterfest. From the Washington Mutual Holiday Ice Rink to various local performers
who fill Center House with music to the model trains that chug past delighted
children, Winterfest brings joy and warmth to all who visit Seattle Center in
December.
AUSTIN ARTS

Austin has several performing arts and visual art venues; here are a few recent and notable projects:

LONG CENTER FOR PERFORMING ARTS
The Long Center will provide a home for the major performing arts organizations and a showcase venue for approximately 200 small and minority performing arts organizations in Central Texas. There is a dramatic shortage of performance space in the city and a critical need to build a facility for our community arts organizations. The University of Texas Performing Arts Center (better known as Bass Concert Hall) must be available for University needs first and foremost, and the Palmer Auditorium is the ideal facility for transformation into a new performing arts venue for our community.

LONG CENTER SUMMARY FINANCIAL POSITION
Project costs (hard/soft costs and endowment) $77 Million
Cash-in-hand and committed pledges $53 Million
Capital Campaign Fundraising Goal $24 Million

LONG CENTER PROJECT TIMELINE
- December 2003 TeamHaas and Zeidler Partnership selected as project architects
- January 2004 Design team begins redesign of facility
- April 2004 New design unveiled
- October 2004 Construction begins
- Summer 2007 Construction Complete
- Fall 2007 Long Center Grand Opening

The Long Center is a community-based project and is a part of the city-approved, voter-mandated 54-acre cultural park on the shores of Town Lake.

AUSTIN MUSEUM OF ART’S (AMOA) LAGUNA GLORIA - Between 2000-2004, the Austin Museum of Art renewed Laguna Gloria, both physically and aesthetically. (AMOA collections and exhibits focus primarily on 20th-century and contemporary art)
Greater Austin Chamber of Commerce
Intercity Visit
to Seattle, WA
October 17 – 19, 2004

Laguna Gloria Renewal Master Plan: As an art center in an historic garden setting, Laguna Gloria offers a meditative pace that serves as an important complement to the urban pace of AMOA—Downtown. Renowned San Antonio firm of Lake/Flato Architects, designed a master plan that captures the remarkable character and spirit of Laguna Gloria. The Master Plan features:

- A restored Italianate villa and formal garden, ideal for intimate exhibitions, seminars, lectures, and social events;
- An expanded, innovative art school set in a harmonious 12-acre sculpture garden;
- An exhibition gallery and visitors’ center, with Museum store and office space.

The Austin Museum of Art fundraising effort for the Laguna Gloria Renewal Project was $15 million for construction and an endowment. The rehabilitated building was made possible through a grant from the National Park Service and gifts from private donors, and the project followed the guidelines outlined in the Secretary of the Interior's "Standards for the Treatment of Historic Properties." It was completed in 2003.


The Bob Bullock Texas State History Museum contains 34,000 square feet of permanent exhibits featuring over 700 artifacts on loan in constant rotation as well as many original, exciting media features. There is also a 7,000 square foot temporary exhibit hall featuring rotating exhibits, and the Destination Texas History Texas Museum. Other features:

- The 400-seat IMAX® Theatre is the first in Austin, and features large-format films in 2-D and 3-D. The IMAX screen is 6 stories tall.
- The Star of Destiny show, produced by BRC Imagination Arts, in the Texas Spirit Theater features 10 different special effects, some built right into the theater seats.
• The Museum is a non-collecting institution. This means the objects on display are borrowed from collectors or other institutions. Because objects must be returned, the Museum's exhibits will be changing all the time.

• Amazing objects in the Museum include a circa 1940 AT-6 "Texan" airplane, a full-scale windmill, and the Capitol's original Goddess of Liberty statue.

• "Destination Texas History," a unique interactive computer program, directs visitors to more than 400 other history-related sites in Texas.

• The 35 ft. high bronze Texas Lone Star sculpture on display in front of the Museum is so tall you can walk under it.
Virginia Anderson

Virginia Anderson has served for more than 15 years as the leader responsible for the redevelopment and transformation of the Seattle Center. The Seattle Center, a department of city government, is home to world-class performing arts, theatres, museums, a professional sports arena, major festivals and much more.

Anderson has guided the creation of this remarkable gathering place and its impact on the Pacific Northwest community in partnership with the four mayoral administrations and many dedicated members of the Seattle Council.

Anderson has played the lead role in redevelopment efforts totaling over $700 million in public and private investments for the campus since 1991. Those capital projects include the new Key Arena, International Fountain and Founders’ Court, the Experience Music Project, Marion Oliver McCaw Hall, Fisher Pavilion and many others.

Prior to joining the Seattle Center, Anderson served for more than ten years with Cornerstone Development Center where she served as senior vice president. There she was responsible for the operation and support of development, property management and marketing for activities in Seattle, Tacoma, and Portland.

Anderson has been very involved in public administration much of her life, serving as a planner, project manager and budget analyst early in her career for both the City of Seattle and King County.

Active in community affairs since the early 1970s, Anderson is currently a member of the Boards of Directors of the Seattle Center Foundation, Housing Resources Group, Leadership Tomorrow, Seattle Girl’s School, and the National Architecture Accreditation Board. She is also a member of the Board of StanCorp Financial Group Inc. and a member of the International Women’s Forum, Washington Chapter. She has won multiple awards and accolades for her work in the community.
D. David Brown

D. David Brown joined Pacific Northwest Ballet (PNB) as executive director in May of 2000. Brown’s career in ballet began 29 years ago as a dancer in the Corps of Boston Ballet. In 1981, he moved to director of production and then served as general manager from 1983-1998. He was most recently the executive director until June 1999 when he left to pursue arts consulting.

Upon his arrival at PNB, Brown quickly set out to strengthen the administrative staff, guiding PNB’s strategic plan implementation and refining the financial management and budget processes. While forging a strong working partnership with the artistic director and director of the school, Brown continues to strengthen the organization and better prepare it to support their artistic visions. His background provides the unique perspective of both artist and manager, and his experienced leadership has quickly become one of PNB’s greatest assets.

Brown has recently served as Chairman of the Board of Trustees of Dance/USA, the national service organization for professional dance, and currently serves as a Trustee of the American Guild of Musical Artists (AGMA) Retirement Plan and Health Fund.
Dwight Gee

Dwight Gee has served as vice president of community affairs for the Seattle-based ArtsFund since 1989. He is responsible for working with the media, corporations, public institutions and arts groups on community relations, arts advocacy issues and studies of economic and arts policy matters.

In 1999, he established a board leadership-training program to help train and place volunteers with boards of nonprofit arts groups. He also recently completed two terms as board president of FedreStart, a non-profit program that trains the homeless for jobs in the food-service industry. He has previously served as a member of the Leadership Tomorrow Curriculum Committee and is a 1997 graduate of the program.

He currently serves as a consultant to the George Soros Foundation, where he helped establish an arts council in Mongolia and a 501(c)(3) nonprofit in the U.S. to support Mongolian culture.
TAB
Seattle PD Community Outreach

Citizen Involvement:
- Advisory Councils
  - African American
  - East African
  - Sexual Minorities
  - Southeast Asian
  - Korean
  - Filipino
  - Hispanic
  - Safety and Civil Rights Concerns
  - Native American
  - Youth
- Community Police Academy - The Community Police Academy is a 8-week program established to educate the public in the operation of their police department while obtaining valuable feedback from the community. Academy organizers are hopeful that increasing community awareness will challenge some of the myths and images of law enforcement and will provide a realistic view of police procedures.

Neighborhood Partnerships:
- Weed & Seed - The City of Seattle Human Services Department and the Seattle Police Department coordinates Seattle's Weed & Seed program. This is a multi-agency strategy that "weeds" out violent crime, gang activity and drug trafficking in selected neighborhoods and then "seeds" the neighborhoods through social and economic revitalization. The Weed & Seed strategy recognizes the importance of linking and integrating Federal, State and local law enforcement and criminal justice efforts with Federal, State and local social services, the private sector and community efforts to maximize the impact of programs and resources.
- The City of Seattle presently has two Weed and Seed sites. The Southeast site is located in south Seattle and the Central site, which has been in existence since 1993, is located within the East Precinct boundaries. Over the course of...
this program there has been many successful solutions to various crime issues, and this success comes directly from community participation and action.

Prevention & Safety Programs:

- **Blockwatch** - Block Watch is a national program that is based on the principle that neighbors working together are the first and best line of defense against crime. The Seattle Police Blockwatch Program began in 1972, and has seen significant involvement and success. Just seven years after the program began, it was recognized as an “Exemplary Project” by the United States Department of Justice's National Institute of Law Enforcement and Criminal Justice. Roughly 30% of Seattle neighborhoods are currently involved in Block Watch, compared to a national average of 8-11%.

- **Crime Prevention Through Environmental Design (CPTED)** - The physical design of a neighborhood, its layout, lighting, building and maintenance, can effect the levels of crime and fear in a neighborhood. The “Broken Windows” theory, describes how the quick response to the small problems of broken windows, graffiti, trash, etc can stop the escalation toward bigger crime problems occurring. Crime Prevention Through Environmental Design or CPTED, takes this one step further. CPTED looks at the entire neighborhood to identify areas or elements that may have the potential to attract crime. Knowing simple CPTED design principals can lead to solutions that can be undertaken to reduce fear and prevent crime in these areas. CPTED can also plan ahead for future development in a neighborhood. There are some basic strategies however that can be incorporate into discussions with a neighborhood or Block Watch group for shared areas such as parks or alleys. There are also strategies to consider for a personal property. Find out more about Natural Surveillance, Natural Access Control and Defensible Space at [http://www.ci.seattle.wa.us/police/prevention/Tips/CPTED.htm](http://www.ci.seattle.wa.us/police/prevention/Tips/CPTED.htm)

- **Seattle Disaster Aid & Response Teams (SDART)** - SDART (Seattle Disaster Aid & Response Teams) is a neighborhood-oriented approach to emergency preparedness. It is based on the belief that a cooperative effort between a City and its citizens is the only sure way to prepare for major disasters. Major disasters stretch City resources to their limits. It is estimated that regular emergency services will be unable to respond to most calls during the first 72 hours following a major disaster, such as a severe earthquake. The number of
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people who will need help, and the inaccessibility of many neighborhoods
due to damage and debris, will prevent immediate aid.

Panhandling – Aggressive panhandling in Seattle was made illegal in 1993.

From the Seattle Police Department’s Safety Tips for Visitors & Tourists:

“Aggressive panhandling is illegal in Seattle. If someone obstructs or intimidates you
and aggressively begs for money, you do not have to give them money, and you
can report this offense to the police department. Please do not encourage or
reward panhandling.”

From the National Legal & Policy Center:

**Evergreen Legal Services Challenges Seattle Panhandling Law**

In 1994, Evergreen Legal Services tried to overturn a Seattle ordinance prohibiting
aggressive panhandling. It seems pedestrians were having to run a daily gauntlet of
intimidation, derogatory remarks, and the residue of urine and alcohol while store
owners were complaining of having to remove human waste from their doorsteps
every morning. To address the problem, the city council passed several
ordinances, one of which prohibited people from lying or sitting on public sidewalks
between 7 a.m. and 9 p.m. The law’s purpose was to eliminate the safety hazard
the scores of beggars posed to pedestrians and to preserve the economic health
of the commercial areas. Evergreen Legal Services claimed this was
unconstitutional because it “chills and restricts” beggars First Amendment rights to
free expression. Evergreen tried to argue that the mere sight of unkempt beggars is
constitutionally-protected conduct because it communicates a message about
that person’s need for assistance and society’s failure to address that need. The
court rejected the argument because it would mean that every public act of the
homeless would have to be interpreted as protected expression.

source: http://www.nlpc.org/lsap/report/Articles/950925b.htm
AUSTIN POLICE DEPARTMENT (APD)

APD 2004 Community Relations Action Plan
Concerns were voiced in Austin's minority community about a double standard of policing and more recently the use of force. In order for APD to take community policing to the next level, an action plan was developed as the first step in addressing several key issues raised by the Austin community. The Action Plan addresses such issues as documenting consent searches, enhancing police training, use of force and police-community education.

APD’s Citizen Police Academy
The Citizen Police Academy was established in January 1987 and more than 1,400 citizens have graduated from 51 classes.

The Citizen Police Academy is a 12-week program designed to give the public a working knowledge of the Austin Police Department. Each session consists of 12 consecutive Tuesday night classes held at Austin Police Department Facilities from 6:00 p.m. to 10:00 p.m. The instruction is comprehensive and each week separate areas of the department are covered.

Training, communication, canine, patrol, S.W.A.T., and recruiting are examples of some of the topics that are covered. Instruction consists of lectures, demonstrations, tours, and riding with a police officer on a ten-hour shift.

APD Office of Community Liaisons
The police department has divided the City into six Area Commands. Liaisons work in each of these six areas as requested by the officers or residents. Outreach efforts include Safety Fairs where safety and health information is presented in a festive atmosphere that allows residents to interact positively with the police officers assigned to their neighborhoods. Town Hall Meetings called to address specific issues when the needs arises; individual projects with officers and with neighborhood associations to address long or short -term problems. Visits to area businesses to provide information about how to contact the officers assigned to the area or the liaisons. School projects and presentations with the officers and independently to address such topics as safety, "Stranger Danger", and to participate in school fairs and festivals. (See also Civil Defense Battalion below)
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Kids and Cops Trading Cards Program
Guaranty Federal Bank, Greater Austin Crime Commission and Home Depot are sponsoring the Austin Police Department’s fourth annual Kids and Cops Trading Cards Program. The program consists of baseball-style cards with photographs of APD officers. It’s designed to encourage familiarity, interaction and a positive perception and relationship for Austin youths with police in general. There are special signing session events throughout the year; kids are also encouraged to get officer’s autographs when they’re in their neighborhoods.

Neighborhood Watch
Austin has a neighborhood watch program to help neighbors reduce crime in their areas. To be eligible for a neighborhood watch sign, it is preferred that fifty percent of a neighborhood or block must attend one to three meetings where helpful information on personal and property crimes is shared. Tips include how to reduce your chances of being attacked.

Civil Defense Battalion
After September 11th, APD worked to position and train civil defense volunteers to support the work of the Austin Police Department to respond to critical incidents or catastrophic events. You must be at least 18 years old and live or work in the Austin area. The Civil Defense Battalion mandates that its personnel meet three physical requirements. They are:

- Vision and hearing corrected to normal range.
- Ability to stand for 2 or more hours at a time.
- Ability to lift at least 20 pounds.

APD created a Major Event Team (MET) equipped and trained to handle terrorist attacks and/or civil unrest or panic resulting from such attacks. A natural part and extension of the MET is the creation of a Police Civil Defense Battalion, consisting of a well-trained corps of volunteers prepared to respond quickly to supplement the work of APD officers. These volunteers would begin working within APD immediately to become familiar with departmental procedures and to work in areas needing assistance at this time. The Police Civil Defense Battalion would consist of four companies, each trained to handle specially identified tasks with the goal of freeing officers to handle assignments requiring highly-trained police officers. The
Office of Community Liaison has responsibility for recruitment, coordination and scheduling for training, and placement of volunteers. Training in all areas will be offered and some immediate assignments will be given. Ongoing training will be offered to maintain readiness. Volunteers working outside of the police facilities will work in pairs only.

Structure - The four companies would be designed to work in clearly defined areas:

**Company "A" (Aviation Detail) -** Assigned to the Aviation Police, assignments would include:
- Information dissemination to airport visitors through the Airport Ambassadors program
- Assist in getting housing and/or transportation for stranded passengers in the event of a crisis or if closure of the airport

**Company "B" (Homeland Security Supplemental Services) -** Assigned to the MET for immediate assignments in various areas within the department to ensure continued services and provide for newly identified needs:
- Daylight perimeter patrol of city facilities
- Parking control and building access control for police and other city facilities
- Work special events (i.e. New Year's Eve - work the barricades with officers providing information to citizens and reporting disturbances)
- Daylight patrol in areas where multiple offenses of similar types have been reported

**Company "C" (Headquarters Detail) -** Immediate assignments to assist officers in critical areas:
- Work in the control booth at the main police station greeting visitors, providing information and escorting visitors through the building
- Abandoned Vehicle Volunteer Program - increase the number of volunteers tagging abandoned/junked vehicles on public property (opening up neighborhood streets for easier access by emergency vehicles)
- Assist in answering phones and providing information in all police facilities
- Make copies and distribute information as needed
Company "D" (Homeland Security) - Activated should a critical incident occur, assigned to the MET to provide centralized services:

- Former police officers may receive special assignments
- Activate phone tree to call in volunteers and provide information to the community
- Supplement 3-1-1 call takers to handle callers seeking information only
- Daylight incident perimeter control - maintaining police lines
- Traffic control - freeing officers to work inside incident perimeters
- Supplement Red Cross efforts by providing food and water for officers and victims - recruit restaurants to provide these provisions in the event of need; arrange for portable toilets and dumpsters at incident sites
- Maintain list of volunteers who speak various languages
- Maintain a "message board" for missing persons
- Call the families of officers and other emergency workers at an incident scene with reassurance and information
- Call neighborhood groups to enlist assistance as needed and contact congregational groups who have agreed to open facilities as shelters in each area command
- Chaplains would respond to the scene and provide services as outlined in their volunteer protocol
- Should dispatch fail, volunteers to go to each fire station to take calls and relay messages to officers

For details on all APD programs and outreach, visit: [http://www.ci.austin.tx.us/police/default.htm](http://www.ci.austin.tx.us/police/default.htm)
Assistant Chief Harry Bailey

Assistant Chief Bailey began his career with the Seattle Police Department in 1968 as a trainee. He became a police officer in 1971 and held assignments in the South and East Precincts, Traffic, Motorcycle and Accident Investigations Units. In 1987, Chief Bailey was promoted to sergeant and was assigned to the South Precinct. As a sergeant he worked in Narcotics, Criminal Investigations, Robbery, Special Enforcement and Motorcycle Units. In 1994, Bailey was asked to oversee the East Precinct Weed & Seed Grant Program, which he continued to do following his promotion to lieutenant in 1996. While serving in this capacity, he was awarded the Director’s Award by the executive office of the Weed & Seed Program of the Department of Justice. In April of 2000, Bailey was promoted to Director of the newly formed Office of Police/Community Partnerships, which later became the Bureau of Police/Community Partnerships. In October of 2001, Bailey was promoted to assistant chief and assigned to command Operations Bureau 2, which includes the Southeast, Southwest and East Precincts and the Traffic Section.

Chief Bailey has served as president of the Seattle Police Officer's Guild and is a Police Pension Board member. In addition, he has received many city, state and federal awards, most recently the Seattle Works! Community Ambassador Award. Harry is respected for his tireless work in bringing the community and police together to discuss difficult issues.
TAB
Ric Ilgenfritz has been the chief communications officer for Sound Transit since May of 2001. As the CCO, he oversees a diverse array of communications functions in the agency such as media relations, government relations, creative services, marketing, public art, and external relations, including community outreach, corporate communications and the website. He provides strategic direction for reporting the agency’s goals and activities to the public, the media, elected officials, and key stakeholders.

Previously, he was the Columbia Basin coordinator and external relations manager for the National Marine Fisheries Service (NMFS), where he coordinated salmon recovery efforts in the Columbia/Snake river basin and the outreach plan for managing the federal government’s decision on breaching Snake River dams last year.

Ilgenfritz is an 11-year staff veteran of Washington’s congressional delegation. He previously worked as legislative director for U.S. Senator Patty Murray. He also worked for the U.S. House of Representatives Subcommittee on Transportation and its chairman, former Representative Al Swift, where he helped coordinate the resumption of Amtrak service between Seattle and Vancouver, B.C.
Chris Miller

Chris Miller has served as Manager of Marion Oliver McCaw Hall at Seattle Center since April 2004. He coordinated the Hall’s successful June 2004 opening and first year of operations. He supervises the staff that is responsible for backstage operations, patron services and event production; determines operating policies, procedures and standards; and oversees the Hall's $3.2 million operating budget.

Prior to joining the Seattle Center, Miller was Theatre Operations Manager at Benaroya Hall (the home of the Seattle Symphony), and served for 15 years as Pacific Northwest Ballet’s company manager and director of operations. Miller is a member of the International Association of Assembly Managers and serves on its Performing Arts Committee.
Martin “Marty” Minkoff

Marty Minkoff has recently been appointed as the director of transportation services for the Sounder Commuter Rail. He is responsible for overseeing service delivery and customer service for all three Sound Transit modes: Sounder Commuter Rail, Sound Transit Express Bus, and Tacoma Link Light Rail. He joined the Sound Transit team in 2002 as the agency’s director of Sounder Commuter Rail.

Minkoff has 25 years of experience in multi-modal transportation planning, development, operations, and executive management positions. Before joining Sound Transit, Minkoff served the North San Diego County Transit District as its executive director, overseeing the Coaster Commuter Rail service between Oceanside and San Diego, Cali. and the regional bus system in North San Diego County. During his tenure as executive director, the rail service improved its right-of-way infrastructure and greatly expanded its rail service and ridership capacity.

Prior to his work in San Diego, Minkoff served as the general manager of the Whatcom Transportation Authority in Bellingham, Wash.; was the manager of bus operations, manager of planning and senior planner at Capital Metro in Austin, Texas; and served as a senior transportation planner and transportation analyst at the North Central Texas Council of Governments in Dallas/Fort Worth, Texas.
Bob Watt

Bob Watt is vice president of government and community relations for The Boeing Company, a position he has held since January 2002. Prior to coming to Boeing, Watt served as president and chief executive officer of the Greater Seattle Chamber of Commerce from November 1995 through December 2001.

Prior to working at the Seattle Chamber, Watt served as the managing director and co-founder of PhyCom Corporation, a company that provides patient care software to the health care world. From 1989-1994 he was the deputy mayor of the City of Seattle under Mayor Norm Rice. Before joining the mayor’s office, Watt spent five years as president of Family Services of Seattle and King County. He also spent more than 12 years at Youth Eastside Services, five of those as their executive director in Bellevue, Washington.

Watt is a founding board member and served as chairman of the Children’s Alliance in Washington State. He has also played a key role in several community organizations including chair of the Alliance for Education Board; chair of the Group Health Foundation Board; chair of the SEAFAIR board; and vice chair of the Seattle-King County Workforce Development Council. He is currently serving as a board member of the Seattle Foundation, the Chinese Garden Society, ArtsFund and the Greater Seattle Chamber of Commerce.

In February 1998, Watt was presented with the Edward E. Carlson Outstanding Alumni Award from Leadership Tomorrow in recognition of his active leadership contributing to the well being of the Puget Sound Region.