PROGRAM PLANNING - HOT TOPICS!
By Jeanette Johnson, Program Chair

Each January, League members gather together at the Program Planning forum and unit meetings to make recommendations about proposed study items and updates for the upcoming year. This is one of the ways we remain a grassroots organization.

The program planning process is an important League tool for identifying issues for study and is a core component of a three-part process composed of program planning, study and consensus, and advocacy. However, in recent years this process has generated lots of random, far-flung ideas but little in the way of consensus. In the past two years, for example, there has been no board-recommended study at the annual meeting because no one topic has floated to the top.

So this year we are initiating a couple of new ideas. The first involves adding another step to the process. After the January forum and unit discussions are concluded, we will compile the results and report back to you with the results in the March Voter instead of waiting until the May annual meeting to provide you with this information. Then, at the March unit meetings, a short amount of time – perhaps one-half hour or less – will be devoted to a discussion of the January results, giving everyone a second chance to weigh in on topics of greatest interest to them. We hope this will enhance the consensus-building process.

Another idea involves the use of a theme and hot topics for next year’s local program. Your Board has been discussing ways to expand League membership to a broader base while at the same time easing some of the burden on our resource committees. In the ABC’s for a Streamlined League,* the LWVUS talks about the value of developing League program around the challenges that face our communities today. For example, what are the hot button issues that everyone is talking about at local government meetings? These “hot topics” could then be discussed at luncheons (or forums) as venues to highlight issues while bringing a spotlight to the League and its work.

Since the economy seems to be the hot topic of the year, we are proposing that the economy be the theme around which we build a series of forums and unit discussions (perhaps 2 to 3 or more, depending on the interest and feasibility). The goal would be to educate our own members on various aspects of the economy and in addition to share this information with the community at large. We would also encourage resource committees, when feasible, to adopt a program topic centered on the economy.

What would a hot topic look like? If we decide to do forums and unit discussions, a hot topic approach would include a short, succinct, and focused report – perhaps a series of Voter articles – using existing resources as nearly as possible. The hot topic materials would still exhibit that famous League balance, but could be produced in a fraction of the time required by the typical update. We could also decide that a hot topic event would take the form of a discussion or debate at a forum or luncheon.

Some hot topic subject ideas are included in this Voter to spur your thinking. You are all encouraged to bring your own ideas to the forum and unit discussions. Note that a hot topic event would not take the place of any recommendation you have for conducting a full League study that would be presented as part of League program in some future year, nor would it take the place of any other burning issue that you may be passionate about. Bring your ideas!

*(LWV.org, select “for members,” “essential League resources,” under “Best Practices,” select “Streamlined, Community Based and Vibrant:…” Under “Related Files,” select ABC’s)
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Changes

It's that time of year again. We think about passages, good things to be repeated, others to be avoided, and turning new leaves. That is true for us as an organization as well as for us as individuals.

A foremost passage is the loss of our long time Leaguer, former Seattle and State president and a very fine and committed woman, Joan Thomas. (See the article about her on page 11).

This year we have taken action for the $20 car tabs and against the $60 car tabs; we took no position on the Education and Families levy. We received welcome media attention for the positions we took. We have had terrific forums and discussions on the role of federal government in education, the census, and ballot issues. We co-sponsored events with City Club and others. Our Voter Service team has provided moderators or speakers on ballot issues for about 30 events. We distributed over 60,000 copies of our TRY brochure with its contact information for elected officials. Our committees, such as the Land Use/Waterfront Committee and the Transportation Committee, have had highly interesting speakers at their meetings. (You are all welcome to attend Committee meetings, you know.) Our Beyond Spin gala and auction, with speaker Stephanie Coontz, was a successful fundraiser.

The new year will bring additional forums on national privatization, the making of effective teachers, the plans for the central waterfront, and the all-mail-in vote. In January we will be doing program planning for the following year. We will be proposing some changes to make our programs more relevant and focused on the critical issues of the day (the economy, anyone?), to make them less labor-intensive, and to require fewer studies. We plan to review our endorsement process and to act on issues for which we have positions.

A team is meeting to develop some changes that should increase our relevance, increase our membership, and amplify our efforts. We plan to get a Young Professionals & Hot Topics group up and running. It is also important to find ways to decrease the amount of work required to raise funds so that we can focus more on our mission. As part of this effort, we will expand the pledge program that was so successfully launched this year.

The nominating committee will start meeting in December to fill Board slots. An array of interests and skills are needed to achieve our twin missions of education and advocacy for public policy. Please think about who might be a good candidate for Board membership (you?) and let Karen Adair, the nominating committee chair, know about it.

We'll be going forward with activities already underway: acquiring some new office equipment, making the switch to our new League name, gathering in members from South King County, and hiring a new full-time staff member. We are very sorry to see our terrific staffer, Lindsay Cummings, leaving, but we are happy for her that she was able to find a job in her chosen field, that of providing environmentally sound, personalized funerals. We wish you well, Lindsay, and appreciate your good work and calm, helpful manner.

We do have great news about Lindsay's replacement: Allison Feher will start work January 2. We are delighted that she will bring to us her significant technical knowledge as well as her knowledge of League and its members and that she will be able to hit the ground running. I am personally thrilled to be able to off-load tons of administrative matters! She will be able to streamline many of our office systems. I hope we all return from the holidays rejuvenated and ready to “turn the page” (an archaic expression used before the advent of Kindles and Nooks!) and to start a new year with renewed enthusiasm.

Judy Bevington, President
League of Women Voters of Seattle-King County
## January/February

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(Units are meeting during shaded period)

### JANUARY

- **Forum: Program Planning**
  - Thursday, January 5
  - 7:00 p.m.
  - Seattle First Baptist Church
- **Board Meeting**
  - Saturday, January 7
  - 9:00 a.m. - noon
  - League Office
- **Voter deadline**
  - Monday, January 9

- **International Relations Committee**
  - Monday, January 9
  - 12:45 – 2:45 p.m.
  - League Office
- **Transportation AND Waterfront Committees**
  - Tuesday, January 17
  - 10:00 a.m. – noon
  - League Office
- **Immigration Committee**
  - Wednesday, January 18
  - 10:00 a.m.
  - Wing Luke Museum, meet inside

### FEBRUARY

- **Forum: National Privatization Study**
  - Thursday, February 2
  - 7:30 p.m.
  - Seattle First Baptist Church
- **Board Meeting**
  - Saturday, February 4
  - 9:00 a.m. – noon
  - League Office
- **Voter deadline**
  - Monday, February 6
- **International Relations Committee**
  - Monday, February 6
  - 12:45 – 2:45 p.m.
  - League Office
Forum Schedule

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<td>National Privatization Study</td>
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<td>March 1</td>
<td>Local Teachers Study: Fostering Teacher Effectiveness—No Easy Answers</td>
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<tr>
<td>April 5</td>
<td>The Seattle Central Waterfront Plan</td>
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<td>May 3</td>
<td>All Mail Voting</td>
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The League of Women Voters of Seattle-King County (LWVS-KC) presents a public forum each month (except December) between August and May, generally on the first Thursday of the month at 7:30 p.m. The expert speakers at each forum focus on a topic chosen by the Board with advice from the members. We also provide information on the topic in the Voter. Those topics are then discussed at unit meetings during the following weeks; unit meetings are open to all. See the list of units at the end of this Voter for a discussion in your neighborhood.

Most forums are held at the Seattle First Baptist Church, but occasionally they are scheduled in other locations and times. The schedule of upcoming forums for 2011-2012 appears above; check your Voter or the LWVS-KC website (seattlelwv.org) each month for up-to-date information.

Board Briefs by Joanna Cullen, Secretary

The League of Women Voters of Seattle-King County met on the morning of Saturday, December 3rd. This is a summary of their work.

The Education Committee Chair Lucy Gaskill-Gaddis met with the Board as a part of what will be an ongoing effort to better clarify the relationships of the Board and the League committees. While committees are a part of the important grassroots work of the League, how the Board is connected to each committee is not well defined.

National Study
The Board finalized and approved the consensus responses to the LWVUS study, “The Role of the Federal Government in Education.” The LWVS-KC could not have completed this without the work of our local units, whose well-prepared responses provided the Board with the foundation to make decisions. Beatrice Crane, Janet Winans, and Joanna Cullen served on the tally committee.

Staff Change
Lindsay Cummings is leaving the LWVS-KC as Office Administrator to pursue new opportunities; her final day of work will be December 15th. The good news is that she isn’t really leaving us; she plans to continue as an active member of the League. The personnel committee has screened candidates for the advertised position and the President, who will make the final decision, has been meeting with the finalists. The new Office Administrator should be at work in the office by January 3, 2012.

Committees
Ellen Barton has been appointed Chair of the Action Committee and will also join Cyndi Woods, Julie Anne Kempf, Joanna Cullen, and Beatrice Crane on the Endorsement Procedures Committee.

Shari Lundberg has been appointed Membership Chair and will work with Gary Bevington, who will continue to assist with the membership database.
Karen Adair will serve as the Chair of the Nominating Committee. The LWVS-KC Board will select two members to join those who were elected during the last Annual Meeting.

Kati Ortiz, Janet Winans, and Pat McCann are serving on the reading committee for the local study on teachers.

Jeanette Johnson has resigned as an LWVS-KC Board member but will continue as Program Chair.

M/S/C The Board concurred with Program Chair Jeanette Johnson’s request to report the initial results of the January program planning forum and unit discussions to the local units in March in order to give members a second chance to weigh-in on their issues of choice. The motion also included concurrence that the economy be the general theme for next year’s programs.

**Development**

Development Chair Ginna Owens reported that during the last meeting of the Development Committee there was support for Hot Topics After Hours for young working men and women and a Hot Topics luncheon round-table. The committee also favors increasing the ethnic diversity of the League, energizing the local units, and perhaps revitalizing the Observer Corps. Pat McCann agreed to explore reengaging members for an Observers Corps. Most who attended were interested in increasing development opportunities through strengthening the administrative and grass roots structures and traditions of the League.

The Ed Board is expected to present their fundraising plan soon.

**Seattle South County Merger of Positions and By-laws**

The work of aligning the positions is moving forward with the committee currently attempting to collect contact information of all who should review the details on the affected areas. Eventually another group will review the document to ensure it reflects a county-wide perspective. The Seattle and South County Position Alignment Committee led by Mary Ehlers includes members Pat McCann, Nora Leech, Beatrice Crane, Joanna Cullen, and Jane Shafer.

Cindy Pienett will lead the work to integrate the by-laws of Seattle and South County.

On behalf of the Board of LWVS-KC, Happy holidays to all.

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**Diversity Policy**

The League of Women Voters of Seattle-King County (LWVS-KC), in both its values and practices, affirms its beliefs and commitment to diversity and pluralism, which means there shall be no barriers to participation in any activity of the League on the basis of gender, race, creed, age, sexual orientation, national origin or disability.

LWVS-KC recognizes that diverse perspectives are important and necessary for responsible and representative decision-making. LWVS subscribes to the belief that diversity and pluralism are fundamental to the values it upholds and that this inclusiveness enhances the organization’s ability to respond more effectively to changing conditions and needs.

LWVS-KC affirms its commitment to reflecting the diversity of Americans in its membership, board, staff and programs.
Committees

**ECONOMICS AND TAXATION COMMITTEE**
DATE: SATURDAY, JANUARY 28  
TIME: 9 A.M.  
PLACE: 909 E. NEWTON, #D9  
RSVP: LWVSEATTLENORA@YAHOO.COM

**EDUCATION COMMITTEE**
The Education Committee is currently completing work on the study “Fostering Teacher Effectiveness: No Easy Answers.” It is not holding regularly scheduled meetings at this time. Upon completion of the study, the Education Committee will resume its regular mission and announce a monthly meeting time.

**IMMIGRATION COMMITTEE**
DATE: WEDNESDAY, JANUARY 18  
TIME: MEET INSIDE AT 10:00 A.M.  
PLACE: WING LUKE MUSEUM

The committee will view the exhibit *Meet Me at Higo’s: An Enduring Story of a Japanese American Family*. The exhibit is based on a book of the same title by Ken Mochizuki. Higo’s is a dime store owned by the Murikami family and a central meeting place in Japantown, Seattle. The exhibit includes personal photos, journals, and artifacts.

We’ll go out to lunch afterwards in the International District at a place to be decided on after we look at the exhibit. If you have questions, call Barbara Reid (206-329-4848).

**INTERNATIONAL RELATIONS COMMITTEE**
DATE: MONDAY, JANUARY 9  
TIME: 12:45-2:45 P.M.  
PLACE: LEAGUE OFFICE

**LAND USE/WATERFRONT COMMITTEE**
DATE: TUESDAY, JANUARY 24  
TIME: 10:00 A.M. – NOON  
PLACE: LEAGUE OFFICE

The meeting will include speakers who are working on the design elements of the Waterfront Project.

**TRANSPORTATION COMMITTEE (MEETING JOINTLY WITH LAND USE/WATERFRONT COMMITTEE)**
DATE: TUESDAY, JANUARY 17  
TIME: 10:00 A.M. - NOON  
PLACE: LEAGUE OFFICE

Peter Hahn, Director of the Seattle Department of Transportation, will discuss current and future mobility issues caused by the tunnel project, the removal of the viaduct, and the redevelopment of the waterfront: what SDOT is doing about it, planning for it, and how they are going to pay for it.

We encourage participation in our issue committees. Often there are excellent speakers who provide informative presentations.

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Mission Statement
The League of Women Voters of Seattle-King County, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues and influences public policy through education and advocacy.
King County Connects - Announcements

**AN EXPERIENCE TO REMEMBER: JOIN THE LWVS-KC BOARD OF DIRECTORS**  
**BY KAREN ADAIR, NOMINATING COMMITTEE**

Just over ninety years ago, in November 1921, ten intrepid women founded the League of Women Voters of Seattle. What a legacy that dynamic group has left us! We continue to make a positive impact on our community through studies, activities, and action. Our organization is highly respected throughout the region. We have expanded to include all of King County and now number more than 600 women and men. Yet we still depend on a few hard-working members—our Board of Directors—to take on the responsibility of making sure that our organization endures.

Therefore, with the same spirit and pride that inspired those original ten women, the Nominating Committee offers opportunities for leadership service on the Board to all members. This month we kick off a search for dedicated members to serve as officers and directors for the 2012-2013 Board of Directors.

We are an all-volunteer organization, and now it’s time to volunteer. Step up as a candidate for a board position. Talk to former board members. They can tell you that the opportunities, rewards, and friendships that come with the job are many. Former board members have used the leadership, organizational, and political skills and knowledge they gained while serving on the board to boost their resumes and move into new careers in business, government, or nonprofits. Begin the New Year by making a resolution to ramp up your involvement, jump into a job you will love, help by taking your turn at the helm, and learn, learn, learn. Contact the Nominating Committee to let us know that you are interested in joining the board.

Encourage others to join the board. Look around at the next unit meeting, committee meeting, or forum to identify potential board members. Talk to possible candidates and send us their names.

Serving the League as a member of the board is a positive experience to remember! Join the LWVS-KC Board of Directors to be part of an interesting and dynamic group that will make sure our League continues to thrive into its second century.

Contact us right now by calling 206-329-4848 or email info@seattlelwv.org to leave a message for any of us on the committee:

Karen Adair, adairk@seanet.com
Astrid Berg
Jeannette Kahlenberg
Boots Winterstein

**VOTER SERVICE VOLUNTEER OPPORTUNITY**  
**BY CYNDI WOODS, VOTER SERVICE CO-CHAIR**

One of the most visible ways the League encourages active citizen participation in government is through our Voter Registration (VR) program. We set up tables at farmers’ markets, street fairs, schools, the July 4th naturalization ceremony, and pretty much anywhere else we’re asked to help register voters. We have a dependable cadre of volunteers we call upon to staff these VR tables.

We also hold annual training events to ensure our volunteers are current on the state and local rules governing registration matters. In 2011 we collaborated with the Outreach group in the King County Elections office to provide even more opportunities for voters to register.

In 2012 we’d like to establish a Voter Registration committee to help train and organize our volunteers in order to optimize our VR effectiveness. If you’d like to help with this fun and valuable effort, please call the office at 206-329-4848 or email us at info@seattlelwv.org.
Getting Connected  Membership News

**New Members**

Heading into the holiday season, we are happy to note that new members have joined our organization. Please greet Jo Bennett Mitchell, Tatsuko Go Hollo, Judith Hance, Shelley Kloba, and Margrit Schubiger. Several are already active in the units. Shelley decided to join just before the Kirkland/Redmond Unit met so that she could be part of consensus. After listening to some of the discussions at the View Ridge Unit, Margrit decided it was time to become a member of the League. Tatsuko has visited the Ballard Unit and plans to attend those meetings.

We’re also very pleased to have Pat James transfer from the former LWV of King County South. Additionally, Rebecca Castilleja, Robin Pierce, and Marliss Prasse have rejoined after an absence.

**Introducing a few new members OR the influence of family, friends, and location:**

We are always curious about how new members find their way to the League. This month we can answer that question!

**Shirley Gough**, a research nurse at the Fred Hutchison Center, reports that a sister who is Mason County Auditor refers to the League as an admired professional organization, one that presents unbiased forums about issues and candidates. Shirley was undecided on recent Seattle City Council races until she attended the League’s candidates meeting. She found it extremely valuable in selecting her favorites. Shirley enjoys travel, community service, golf, and tennis. She is also involved with both local and national oncology nursing societies.

**Barney McCallum** returns to the League after a 30-year hiatus. Welcome back Barney. He tells us that his first membership was due to the urging of U.S. Rep. Joel Pritchard and his family. He and Joel are the famous inventors of Pickleball! He is interested in government and wants information from the League about checks on government.

Another new member, **Laura C. Northrop**, says her mother and aunt are members in Florida. She has jumped into League in a big way, serving as Administrative Director of the LWVWA. She has worked in nonprofits and communication; she enjoys community building. She has served as a commissioner on the Seattle Women’s Commission.

**Teresa Lutterman** became aware of League’s outreach because it sometimes uses her church. She formerly was a commercial insurance underwriter but now spends her time as a housewife with specialties in pies and sewing. In addition, she is a community volunteer, particularly at the Lifelong AIDS Alliance, and coordinates a feeding program. She would like to be able to register voters.

So whether it’s via family, friends, or location, the League reaches out for new members. Welcome all!

**Thank You to Our League Supporters!**

Zita Cook, Sally Mackle, and V.P. Sybert made generous donations to the League. Many thanks!

We are also grateful to those who took out a booster membership:

Paul Aurich, Ann Brand, Lucy Copass, Diane Horn, Lois Laughlin, Candis Litsey, Janet Lynch and Mariette O’Donnell. You make it possible for us to offer lower fee memberships to our members in need.

Many people have stepped up to the plate to help fund They Represent You. When it is published, check out the back page of the 2012 TRY to thank those supporters.
Volunteer Made Our World Go ‘Round

Hats off to a stellar Board member and membership maven who has just hung up her shoes. Though she has been and continues to be dedicated to numerous League causes, we want to salute her contributions to membership here.

Kelly Powers was the face of the League for many members over the last few years. If you got a cheerful note on your renewal form, thank Kelly for taking the time to write it. If your membership fee got snarled in the national maze, it was Kelly who patiently worked to get things straightened out. Taking a pragmatic look at the database, Kelly put in several new queries to give us a better sense of the overall membership picture. She created new information pieces to help new members understand the range of opportunities open to them, and she ran the Getting to Know League dinners with grace and vivacity. Updated forms and membership brochure inserts smoothed the way for many. She recruited volunteers, put unit leaders and committee heads in touch with interested members, and patiently fielded questions.

As the national office gave up on national memberships, it was Kelly who communicated with affected members. Kelly also worked to get former LWV of King County South members into our League. She kept tabs on everyone’s renewals and made sure everything was properly entered in the database. With good humor and abundant energy, Kelly gave her time unstintingly.

We already miss her warm and generous presence. Kelly, take several bows – you’re extraordinary!

Members are Never Too Busy to Learn!

The West Seattle Unit of the League of Women Voters of Seattle-King County is sponsoring a 2012 Great Decisions discussion group. The first meeting will be at noon, Jan 13, 2012 (provided the books have arrived). For more information call Adele Reynolds at 206-937-9757.

As we announced last month, the League will also sponsor three other Great Decisions discussion groups, beginning in February 2012. The Seattle group will meet at the home of Vicky Downs on Capitol Hill (206-328-3926). A Mercer Island group will be hosted by Susie Anschell (206-232-2640). Susie is eager to have new members join them. A third group, organized by Denise Smith, will meet in Issaquah (425-392-9339).
In Memoriam

JOAN THOMAS—1931 TO 2011

Joan Thomas, former state president and longtime League member, died on November 29 of metastatic melanoma. She had been ill for a little more than a year but continued to be active until a few weeks before her death at the age of 80.

Joan attended her first Seattle League meeting in 1958, and in 1966 she became the youngest president of the League of Women Voters of Washington. Prior to that, she’d been president of the Seattle League. In 1962, she took the lead in drafting the League’s proposal for redistricting and reapportionment in the state and in the subsequent successful campaign for Initiative 211.

The League sparked Joan’s interest in water quality and quantity. She represented the Washington state League on the Western States Water Group, and in 1965, 1972, and 1980, she served as co-chair of successful Clean Water Bond issues in King County.


Washington’s parks were one of Joan’s passions. In 1997, Governor Mike Lowry appointed her to the Washington Parks and Recreation Commission where she served until 2009, chairing the group twice. Seattle’s Discovery Park was one of her favorite places, and she served on the board of Friends of Discovery Park.

Joan represented the Seattle League on the King County Election Oversight Committee from 2003-2006. Her input was invaluable in forming the committee’s recommendations to the Council following the controversial 2004 gubernatorial election. During that period she also found time to sit on the state League’s Election Laws study.

While Joan attacked serious issues, she was not without a sense of humor. When women were striving to obtain their rightful place in the public world, the League and other organizations were struggling with language: for instance, should chairman become “chair,” or “chairwoman.” Joan said, “I don’t care what they call it, as long as I’m it.”

She also enjoyed the opera, plays, and was a devoted Mariners fan through thick and thin.

Since her death, there has been an outpouring of praise for Joan by League members and others. But they all come down to the same basic truths: Joan Thomas accomplished a huge amount during her life. She was smart, dedicated, hard working, and skillful in moving her agenda forward, but her style and character were primarily what made her so effective. People who knew her well and worked closely with her all use similar terms to describe her: bridge builder, creative at finding ways to bring people together, adept at finding common ground, politically and strategically shrewd, and possessing great wisdom.

While she was a strong advocate, she rarely became personal in her advocacy and was respectful of others, even when strongly disagreeing with their positions. She believed that positive solutions needed strategic alliances, and she was skillful at forging those alliances in order to ensure that progress could be sustained. She believed that environmental protection is generally achieved by steps, and that progress would be most sustainable if incremental. She was generally willing to compromise when she thought this would lead to solutions that could withstand the political pressures to unravel them. However, when she felt compromise was too weak and would not move the issue forward, she would draw the line. As one of her many admirers put it, “Joan was a force!”

Joan was generous with her time and money, whether it was the League, environmental causes, political campaigns, or anything else she believed in. Whenever you visit a Washington state park, think of Joan Thomas, who worked for years to make sure that they were there for everyone.
BOOK REVIEW by Vicky Downs

That Used to be US: How America Fell Behind in the World It Invented and How We Can Come Back by Thomas Friedman and Michael Mandelbaum

Friedman and Mandelbaum analyze the four challenges we [Americans] face - globalization, the revolution in information technology, the nation’s chronic deficits, and our pattern of excessive energy consumption” before describing what we can do now to sustain “the American dream” and our leadership position in the world.

It can feel discouraging when the authors describe amazing achievements taking place in China, such as the “world-class high-speed train” that travels the 72 miles from Beijing to Tianjin in 29 minutes. A friend told me it took her two hours to drive from Tacoma to Seattle. In Tianjin, a state-of-the-art conference center took the Chinese 8 months to build, while it took nearly six months to repair two short escalators in a D.C. Metro subway stop.

Surely it is useful to have our most important and pervasive problems analyzed. Discouraging as it might be, the authors do this effectively. It is helpful and uplifting to read the authors’ ideas about how our country can regain its sense of competence and willingness to face inevitable challenges. To do this, the authors don’t recommend huge specific plans for change but rather point out examples of people or institutions that are doing something helpful.

One especially moving example describes the Williams College program that honors, at graduation, the former high school teachers of four of their seniors. I know a high school teacher who won such an honor at Cornell University. I will never forget how the honor not only transformed my friend, but inspired his colleagues. As the book states, receiving such a reward helps encourage effective teachers to remain in the classroom rather than “rising” into administrative positions or out of education altogether. I’m glad to say that the book mentions several ideas to encourage ambitious and effective teachers to see teaching as a lifetime career rather than one to rise out of.

Another idea for our country seemed counterintuitive at first. The authors recommend we encourage independent politicians to come up with specific ideas and plans. This is likely to turn into a third party initiative, and we all know that third parties have never won a presidential election. However, the book reminds us of many examples of third party candidates who have pushed powerful and very specific ideas. They have influenced the electorate and thereby encouraged the major party candidates to change their values a bit. The book reminds us that Ross Perot’s “principal campaign issue was the danger posed by the federal deficits.” Though Perot lost the vote, once Clinton was in office “he wanted to capture Perot’s voters” so proposed a “program designed to reduce the deficit by $500 billion over five years.”

It is also counterintuitive to expect that innovation will come mostly from the bottom up rather than the other way around. The point is, says Curtis Carlson, the CEO of SRI International, that good ideas come from “the guys working with
CRUCIAL ISSUES, CAPTIVATING STORY: TRANSPORTATION COMMITTEE MEETING OF NOVEMBER 17, 2011  
By Janet Winans, Chair

In 1995, when Lynda Mapes, a reporter for the Seattle Times, received a call from a member of the Lower Elwha Klallam Tribe telling her that the excavation for the WSDOT pontoon building site in Port Angeles was “digging up bones,” she thought something very nefarious and horrible was going on. When she drove there and saw the situation she called Doug MacDonald, the head of the Washington Department of Transportation (WSDOT), and asked if he’d like to talk to her about his part in the story she was writing before it made the Sunday paper. She was very surprised when he presented her with a cache of documents that showed all of the planning that had preceded the first digging. All of what was thought to have been the best planning process was only beginning to prove just how mistaken almost every person involved had been.

It is remarkable to think of the confluence of events that came into view when WSDOT accepted an offer from the City of Port Angeles of prime industrial waterfront property where WSDOT could build the pontoons for the Hood Canal Bridge. It looked like exactly the right place to build and then float them down Puget Sound and into the Hood Canal for installation. The site would be ready when they would need it again for the SR520 pontoons.

The opinions in this review are personal and do not represent those of the LWV.

LAND USE/WATERFRONT COMMITTEE REPORT  
By Jan O’Connor, Co-Chair

Nathan Torgelson, at the November 29th meeting, reviewed financial issues that relate to planning for waterfront redevelopment. Streets will remain in public ownership, with commitments already made for removal of the viaduct and street redevelopment by the state. The piers also are basically devoted to purposes that will not change. Major expenses to be encountered by the city include replacement of the seawall and implementation of the Waterfront for All plan.

It had been an industrial site for the entire twentieth century, from shipping port and saw mill for the timber that was felled on the Olympic Peninsula, through a war pilot training field during WWII into what was, in the 1990s, just an abandoned industrial yard. The original shoreline was buried in a century of rubble. The area had had a very different and vibrant life prior to the coming of the first white settlers and the founding of Port Angeles. But the very memory of that life was at the edge of being lost because the elders of the Elwha Klallam Tribe, on their reservation on the Peninsula, had kept the knowledge of Tse-
whit-zen Village to themselves. Their children and
their children’s children did not know the stories.

When the townspeople said they wanted the jobs that
building the pontoons would bring, the native people
wanted to share in the opportunities. The elders did
not want to upset things but they did tell enough of
the story that WSDOT called in archaeologists to
survey the site and be ready to collect and archive any
artifacts discovered. Ironically, the major concern
about building there on the Strait of Juan de Fuca
had been salmon. By the time Lynda Mapes arrived,
everyone involved realized that the excavation site was
in the midst of a very large Native American cemetery.
The backhoes were digging up coffins.

No one disputed that there was a terrible problem. For
some weeks the excavation continued with Klallam
tribal members walking along with the backhoes,
stopping whenever a new grave was unearthed, and
providing all the ritual demanded to ease the troubled
spirit of the dead. It was very important to the tribe
that their ancestors should—at last—be given proper
burial. But the dimensions of the problem, and the
cemetery, just grew with every day.

And the excavation stirred up more than bodies. Bones
were found in the cement that had been used
in previous building sites, at a time when no one had
acknowledged that the bodies were important. Tribal
memories and the economic plans for the city clashed.
There were clashes amongst tribal members and there
were clashes amongst citizens of Port Angeles. There
were demands to complete the project from the state
government. There were contracts. And, because the
Native American Graves Protection and Repatriation
Act of 1990 applies only to Federal lands, there
was no law to look to for a solution. Technically,
WSDOT had no legal constraints that would prevent
completion of the project. The resolution of these
issues was left entirely up to Doug MacDonald, the
head of WSDOT. That is why he was asked to speak
about these events to the LWVS-KC/Puget Sound
Regional Transportation Committee November 17th,
and to invite Lynda Mapes to join him. On the one
hand, this particular story seems very unusual and
remarkable. But it also seems that roads and bridges
and industrial development plow through our lands
and forests with incredible inevitability.

Both Ms. Mapes and Mr. MacDonald said that the
Klallam people had sustained serious injury from the
disrespect and desecration inflicted on their ancestors’
spirits, starting at the time in the past when they had
died and extending into the present with the discovery
of each new body. The most important thing to be
done, according to the Klallams, was to reconsecrate
the sites of their graves. Finally, Mr. MacDonald
could only agree with them. Digging through that
cemetery was a kind of destruction that would never
be healed. He decided to terminate the project.

Of course, the story is not ended. Stopping
construction at the site was a blow to the struggling
economy of Port Angeles and the region. Relationships
between the tribal members and many citizens in Port
Angeles are still tense. However, Mr. MacDonald,
Ms. Mapes, and the Klallam people have built a very
much stronger “bridge,” a bridge that continues to
be very important. These were times of very creative
negotiation and the lessons learned have been
important to everyone involved. WSDOT will act
with care whenever setting up such a project again.
The respect and accountability that the Klallam
people demanded and earned extend to all of us.

And there is a happy ending, or beginning. While they
worked on the project, while they learned to operate
in “Indian time” and to recognize a new value system,
Doug MacDonald and Lynda Mapes discovered they
had much in common. The tribal elders claim credit
for their marriage.

To read more about this, see Breaking Ground:The
Lower Elwha Klallam Tribe and the Unearthing of Tse-
whit-zen Village, by Lynda Mapes. Seattle: University
January Program: Program Planning

2012 - 2013
Local and National Program Planning
January 2012

Principles

▪ The League of Women Voters believes in representative government and in the individual liberties established in the Constitution of the United States.

▪ The League of Women Voters believes that good democratic government depends upon the informed and active participation of its citizens.

▪ The League of Women Voters believes that the right to vote must be protected for every citizen; that every person should have access to free public education which provides equal opportunity for all; and that no person or group should suffer legal, economic, or administrative discrimination.

▪ The League of Women Voters believes that efficient and economical government requires competent personnel, clear assignment of responsibility, adequate financing, and coordination among the different agencies and levels of government.

▪ The League of Women Voters believes that responsible government should be responsive to the will of the people; that government should maintain an equitable and flexible system of taxation; promote the conservation and development of natural resources in the public interest; share in the solution of economic and social problems which affect the general welfare; promote a sound economy; and adopt domestic policies which facilitate the solution of international problems.

▪ The League of Women Voters believes that cooperation with other nations is essential in the search for solutions to world problems and that the development of international organization and international law is imperative in the promotion of peace.
PROGRAM PLANNING GUIDE

This year we are examining the national League of Women Voters positions and the Seattle-King County League's local positions. Allow discussion time to be evenly divided between the two. Note that your planning material includes two forms to be completed, one for National and one for the local League.

Prepare for your participation in the program planning meeting by reviewing the local positions (included in this Voter) and the national positions, Impact on Issues 2010 – 2012, available on the LWVUS website. (On the home page, www.lwv.org, type in the search “Impact on Issues.”) A copy is also available in the LWVS-KC office.

At the January meetings, we are asking you to consider the following questions in reference to our official League positions: Do we need a new position requiring a study? Do we need to adjust a position? Do we need to sunset a position because it is no longer relevant? We are also asking for suggestions for new studies, updates, and your interest in hot topics. With respect to hot topics, review the suggested list presented in the Voter to spur your thinking. You are encouraged to bring your own ideas to the forum and unit discussions.

Results of the January meetings will be compiled and reported back to you in March, when you will be given a second chance to provide input. Final results will be presented at the annual meeting in May, where all the adjusting of positions and suggestions for new studies will take place. National recommendations will be forwarded and decided at the national convention in June.

GUIDANCE FROM NATIONAL

(Excerpted from the Leaders’ section of the LWVUS website)

New Study Review and Update, or Concurrence

Local and state Leagues … have the option to propose one new study, or one review and update, or one concurrence or to make no recommendation. Leagues are no longer being asked to adopt existing program, although convention delegates will continue to do so.

Resources and Volunteer Time

Before recommending a study, review and update, or concurrence, Leagues need to consider the resource commitment required for their own League as well as for the national League. A recommendation of a new study, review, or concurrence is a request to give the recommendation a high priority for the biennium at both the local and national League levels. If a recommendation is adopted, local Leagues and the LWVUS, both with limited resources (including not only money, but even more importantly volunteer time), may find it necessary to drop other activities in order to participate.

Although technology has made it possible to reduce expenses, an increase in PMP may be required to help fund the work at the national level.

New Study/Program Item

To propose a new study, you need to fill out that section on the response form by including a brief statement (300 words or less), stating the scope of the study. List this statement under the appropriate position heading – Representative Government, International Relations, Natural Resources, or Social
Policy. (See Impact on Issues for detailed descriptions of these headings—a summary of these positions is included.) A statement of scope lists the areas to be explored, the emphasis on a particular aspect of the issue, and the parameters of the study. It is helpful to the staff and Program Planning Committee, if several Leagues are proposing or supporting the same study, that they use the same position heading and consistent wording in the brief summary of scope. Before proposing a study on a new topic, Leagues are encouraged to use the Leaders List to inquire if any state or local League has a position on the proposed topic. If so, you might consider proposing a concurrence rather than a new study. Members with issue interests can join the LWVUS Convention Preparation discussion list, where members will be discussing and/or promoting issues and the Program Planning process.

In evaluating potential new studies consider whether there is widespread member interest, whether the issue is timely, and if governmental action is the most effective way to address the problem.

**Review and Update**

Leagues may recommend one LWVUS position for review during each biennium. Again, it is helpful to the staff and Program Planning Committee, if several Leagues are proposing or supporting the same review, that they use the same position heading and consistent wording in the brief summary of scope.

**Concurrence**

The response form includes the option of recommending a program item for concurrence. If the proposed concurrence is based on a previous state or local League position, then you should provide the title and scope of the position your League proposes for concurrence, the name of the League that did the original study, and the location (usually a URL) of the position and study.

**Local and State League Action**

The response form includes a section where your League can list any legislative or educational activities in your community that you have undertaken in the last two years based on LWVUS positions. The response form includes a section where you can share this information using up to 300 words.
Some Hot Topic Ideas for the 2012-2013 Program Year

These ideas are suggestions to spur your thinking. They will require vetting to see if they are feasible given the resources available. If you have other ideas, please bring them to the program planning meeting. Also, note these hot topics do not take the place of any recommendations you have for conducting a full League study that would be presented as part of League program in some future year.

- **The debt/stimulus debate**

- **Income Inequality (or, what happened to the American dream?)** Over a century ago Alexis De Tocqueville wrote that Americans’ higher tolerance for inequality relative to Europe’s was the result of more social mobility in the U.S. More recently the Pew Charitable Trust reports that about one-third of those who grew up in the middle class have now fallen below that station in adulthood. This report would look at the decline of the middle class, the increased concentration of wealth, and what this might mean for stability and social mobility in the country. (See Rana Foroohar, “What Ever Happened to Upward Mobility?”, *Time*, November 14, 2011; etc.)

- **New revenues for state and local governments.** State legislators have slashed billions from the state’s operating budget since the recession began in 2008. Now the governor and others are talking about taking a more “balanced” approach – perhaps finding new sources of revenue, such as a program for taxing capital gains and or ending tax breaks for special interests. Some are even talking about --- an income tax? This report would take a look at some of the new revenue proposals for raising revenue at both the state and local levels.

- **Jobs, Jobs, Jobs (or, what happened to the jobs?)** This report would take a look at how globalization and technology have precipitated the decline of middle-class wage jobs in the U.S. and examine some of the proposals for getting people back to work.

- **Tolling as a strategy for funding transportation projects.** As the state and region struggle to maintain and upgrade their roads and bridges, tolling has burst forth as a key financing strategy. In fact, Transportation 2040, the adopted regional transportation plan, calls for less reliance on traditional sources of funding (gas tax) for financing transportation projects in favor of more reliance on user fees, such as tolling. The League’s current position states that funding for transportation projects should be adequate and predictable. This report would look at the financial strategies of Transportation 2040 with particular emphasis on the pros and cons of tolling.

- **Is a Corporation a Person?** This report would consist of an overview on the Supreme Court’s decision, which enabled corporations to funnel unlimited (and anonymous) resources to political campaigns and would explore the impact of the ruling on election practices since the decision came down January 2010. It would also explore what we can do about it.

- **Soft versus hard power**

- **Moving Millions.** Suggested by the Immigration committee. A broad look at how and why people are immigrating around the globe. Based on the book *Moving Millions* by Jeffrey Kaye.

- **Marijuana**

- **Gay Marriage**

Other Program Ideas

--Notable speaker for U.N. day next October
--Notable speaker for spring education fund event (2013)
LOCAL PROGRAM DISCUSSION
1. Review the criteria for the selection of local study items:
   a. The issue must fall within the principles of the LWV.
   b. It must be one on which governmental action is needed.
   c. It must be within the province of local government.
   d. It must be one to which the League can make a significant contribution.
   e. It must be timely.
   f. Options must exist for citizen action.
   g. There must be sufficient energy within League to carry out the work of a study committee.

2. Discuss possible new local studies, updates, or hot topics
   This is a consensus decision with agreement on major principles and the absence of major opposition. For full study proposals, be sure that suggested topics meet each of the six criteria listed above. Suggestions that do not meet the criteria may take the form of an update, hot topic, or Voter article. Please indicate on the reporting form the names of any members who wish to work on a specific topic/issue.

3. Review existing local positions
   Identify any positions you feel should be updated.

NATIONAL PROGRAM DISCUSSION
1. Review the criteria for the selection of national study items:
   a. The issue must fall within the principles of the LWV.
   b. It must be one on which governmental action is needed.
   c. It must be within the province of national government.
   d. It must be one to which the League can make a significant contribution.
   e. It must be timely.
   f. Options must exist for citizen action.

2. Discuss possible new national studies
   This is a consensus decision with agreement on major principles and the absence of major opposition. To the extent possible, be sure that suggested topics meet each of the six criteria listed above. Prioritize your choices.

3. Review existing national positions
   Identify any positions you feel should be updated.
REPORTING FORM: 2012 – 2013 LOCAL PROGRAM PLANNING SUGGESTIONS

UNIT: ___________________________ # OF MEMBERS in attendance_______

List in the table below the top three topics/issues you are interested in covering next year. Specify what role the issue should play, e.g. full study, update, or hot topic. Indicate the number of members interested in the topic, the potential focus, and possible members interested in working on the issue.

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<tr>
<th>Topic/Issue/Focus</th>
<th>Potential Members Willing to Work on the Issue</th>
<th>Full Study</th>
<th>Update</th>
<th>Hot Topic</th>
<th># In Favor</th>
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IDENTIFY THE LOCAL POSITIONS TO BE UPDATED

Individuals who are unable to attend any of the program planning meetings are invited to complete this form and submit their input by mail, fax, or email to the locations listed below by the Jan. 23rd deadline.
Return by Jan. 23, 2012 to:
League of Women Voters of Seattle-King County
1620 18th Avenue – Suite 101
Fax: (206) 329-1273
Email: jeanettejohnson10@msn.com
REPORTING FORM: 2012 – 2014 NATIONAL PROGRAM PLANNING SUGGESTIONS

UNIT: ___________________________ # OF MEMBERS in attendance_______

List in the table below the top three new study topics you are interested in proposing for a national study. Describe the scope and focus. Indicate the number of members interested in the topic and identify the possible members interested in working on the issue.

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League of Women Voters of Seattle-King County
1620 18th Avenue – Suite 101
Fax: (206) 329-1273
Email: jeanettejohnson10@msn.com
The League of Women Voters of Seattle
Local Positions as Adopted at the 2011 Annual Meeting

Principles of the League of Women Voters

The League of Women Voters believes in representative government and in the individual liberties established in the Constitution of the United States.
The League of Women Voters believes that democratic government depends upon the informed and active participation of its citizens and requires that governmental bodies protect the citizen’s right to know by giving adequate notice of proposed actions, holding open meetings and making public records accessible.

The League of Women Voters believes that every citizen should be protected in the right to vote; that every person should have access to free public education which provides equal opportunity for all; and that no person or group should suffer legal, economic or administrative discrimination.

The League of Women Voters believes that efficient and economical government requires competent personnel, the clear assignment of responsibility, adequate financing and coordination among the different agencies and levels of government.

The League of Women Voters believes that responsible government should be responsive to the will of the people; that government should maintain an equitable and flexible system of taxation, promote the conservation and development of natural resources in the public interest, share in the solution of economic and social problems which affect the general welfare, promote a sound economy and adopt domestic policies which facilitate the solution of international problems.
The League of Women Voters believes that cooperation with other nations is essential in the search for solution to world problems and that the development of international organization and international law is imperative in the promotion of world peace.

updated 5/20/2011
CITY GOVERNMENT

Citizen Participation


City officials and other local governmental entities should:

A. Involve citizens early in decision-making processes. City officials and local governmental entities should encourage participation by the diverse groups affected by local actions or decisions and seek to achieve decision-making processes that are perceived as fair. City officials and local governmental entities should make every effort to supply the public with information on new proposals and on existing city policies, programs and finances.

B. Coordinate procedures for handling individual inquiries and complaints.

C. Facilitate effective two-way communication, through such mechanisms as a formal community council structure, informal city council meetings in different areas, storefront city halls, convenient times and places for public meetings, regularized hearing procedures and the use of polls and surveys.

D. Use collaborative processes in appropriate circumstances, provided that government retains and exercises its responsibility to make final decisions.

E. Publicize opportunities for citizen participation by announcements in a regular place in the daily newspapers and electronic media and in the mailing of notices sufficiently in advance of the public hearings and informational meetings.

F. Support use of citizen advisory bodies in local government. City officials and local governmental entities should seek diversity and balance when making appointments to citizen advisory committees and task forces.

G. Provide feedback to citizens regarding their input and/or the resulting decisions. The information to be provided should be tailored to the situation and distributed through relatively inexpensive means.

H. Encourage and support direct action on issues of a truly local nature, within the bounds of law and respecting individual rights. 2008

- Support legislation that links the granting and continuation of corporate subsidies, tax preferences, and incentives to specific criteria which ensure transparency and accountability. 2007

A. Criteria should include clear and measurable goals that serve an essential public purpose and:
   • Offer clear cost/benefit value to the public
   • Provide living wage jobs
   • Protect the environment
   • Sustain affordable housing

B. A citizen commission should be created to oversee the corporate subsidy process, ensure accountability, and establish consequences such as loss of subsidies if goals are not met.

Vision of the City


Our vision includes the following elements:

A. Diversity of people; of education, cultural and recreational activities; and of economic opportunities.

B. Institutions which are people-oriented, accessible to all and responsive to citizens’ needs.

C. Good schools.
D. Personal safety.
E. Quality health care facilities.
F. Noise levels within the limits recognized safe for human health.
G. Diversity of places, services and activities to encourage use of the downtown.
H. A sense of community with both the neighborhood and the city as a whole.
I. Facilities for living in the downtown area.
J. Variety of ages, backgrounds and income levels among neighborhood residents.
L. Comprehensive planning goals as stated in Planning and Zoning positions, Section A.

Economic Development

• **Support measures to achieve a healthy economy characterized by services that meet basic human needs, including:** 1995
  A. Affordable, accessible and quality health care.
  B. Quality jobs that pay a living wage.
  C. A wide spectrum of educational opportunities.
  D. A protected environment that includes open space.
  E. Adequate infrastructure that is well maintained.
  F. Availability of cultural and leisure activities.
  G. A diversified economy that provides a strong tax base.

• **Support measures to enhance the economy including:** 1995
  A. Improving the transportation and infrastructure systems.
  B. Enacting a more progressive tax structure for business and individuals.
  C. Improving decision making processes between citizens, government and business.
  D. Streamlining the regulatory processes.
  E. Cooperation between the public and private sectors to protect and improve the environment.
  F. Cleanup of contaminated areas to levels sufficiently safe for continued industrial uses.
  G. Strengthening the city as a regional center.
  H. Maintaining and encouraging both old and new businesses.
  K. Preserving industrial and commercially zoned areas.

• **Support the use of public funds for economic development that benefits the public, and that:** 2006
  A. Provides sustainable, living-wage jobs
  B. Supports the development goals and economic vitality of the community
  C. Encourages good business practices, fair and safe treatment of employees, and protection of the environment.

• **Support the evaluation of publicly-funded economic development activities to ensure that stated goals are achieved.** 2006

• **Support business regulation that is clear and consistent, and that protects public health, worker safety, and the environment.** 2006

Neighborhoods

• **Support communication and cooperation between the city, other local governmental entities and neighborhoods to plan for, create and maintain healthy neighborhoods.** 1992, 1993, 1994, 2002, 2003

• **Support a process that allows stakeholders to participate in the development and implementation of neighborhood plans:** 2002, 2003
  A. The city, as represented by an elected Mayor and Council, bears a major
responsibility for planning.

B. The communication process should include a clear structure, citizen participation, and coordination and cooperation among various interests.

C. Cities and neighborhoods should cooperate to develop neighborhood plans with all parties establishing goals, identifying needs and options and selecting plan components. Major institutions, commercial interests, libraries, schools, city and county departments and others capable of having significant impacts on neighborhoods should be encouraged to work to maintain the livability and vitality of neighborhoods.

D. The neighborhood planning process should be open to all stakeholders, interested citizens and institutions. Outreach efforts should be undertaken to ensure diversity of viewpoints and representation of all impacted communities and interests. Stakeholders should play a key role in establishing goals, identifying needs and options, and in plan development, implementation and oversight.

E. Cities should provide adequate support staff to assist in development and implementation of neighborhood plans; staff should provide assistance in facilitating communication among stakeholders, city departments and other levels of government and should serve as a resource in securing funding to implement the plan.

F. Cities should encourage and support neighborhood planning and implementation efforts and provide a sustained, stable and equitable source of funding.

G. Cities’ role in concurrency is critical to the success of neighborhood plan implementation to ensure adequate financing necessary to support new development and infrastructure and to accommodate growth.

H. Cities and neighborhoods should be involved in a process that ensures a balanced distribution of social services, facilities, and amenities.

I. Cities and other local governmental entities should support measures to create and maintain healthy neighborhoods. Characteristics of a healthy neighborhood should include:

1. Diversity in population, land use, and housing;
2. A focal point such as a school, business district, community center, religious center or library;
3. Adequate parks, recreation facilities and open space;
4. Convenient transportation; and
5. A sense of community.

Planning and Zoning

• Support measures to achieve comprehensive, coordinated, long and short-range planning for the city with provision for periodic revisions. 1972, 1976, 1983, 1984, 1994, 2004


A. Planning goals should include:

1. Preservation and enhancement of our unique natural features, such as views and waterfront.
2. Preservation and expansion of parks, open spaces and green belts.
3. Conservation and development of water, air and land resources to ensure environmental quality.
4. Attractive design of the urban landscape.
5. A vital and attractive downtown with a pedestrian orientation and amenities for pedestrians.
6. Encouragement of the individual character and identity of neighborhoods.
7. Preservation of structures and
places of historical significance.

8. A convenient circulation system which is oriented toward public transit, pedestrian walkways and bicycle paths.

9. A healthy economy whose strength does not come at the expense of the environment.

10. Integration of social and physical planning.

11. Equality of opportunity for education, employment and housing.

12. Equal justice for all economic levels of society.

13. Coordination of planning with all levels of government.

14. Strict control of off-premise signs to enhance the aesthetic quality of our city and to eliminate visual pollution.

B. Planning and zoning laws should implement comprehensive planning.

1. Plans and zoning laws should be reviewed and updated to consider changing needs.

2. The administration of zoning should be coordinated to make it simpler, more convenient and more understandable for the citizens.

3. Zoning for the downtown should:
   a. Provide for the preservation or replacement of low-income housing.
   b. Encourage or require public benefits which are included in the comprehensive plan.
   c. Control density of development by limits on size and height of buildings.
   d. Encourage marine uses and allow for public access on the central waterfront.
   e. Prohibit housing and hotels over water.

4. Zoning laws should be enforced. LWE 2004

5. Adequate notification should be given to the community and affected property; owners should be notified individually. LWE 2004

6. Inquiries or complaints should be answered within a reasonable amount of time. LWE 2004

7. Successful social and physical planning can be effective only if there is widespread citizen understanding of and participation in formulating the plans. MI, 2004

- **Support the interdisciplinary approach in comprehensive planning. 1969, 1972, 1984**

A. Regulatory and acquisition decisions should be based on studies of public land’s geophysical characteristics (for example, soil and water studies).

B. The environmental impact of development should be controlled by public land acquisition and more stringent zoning, subdivision and building regulations.

C. Transportation Planning should include:

1. Support for a regional mass transit system that: considers employment patterns, population growth and land-use plans; minimizes impact on environment and neighborhoods; moves people in a secure, convenient and efficient manner; and is of reasonable cost to the taxpayer for construction, use and maintenance.

D. Building Code

1. A strong, enforceable and enforced housing code is essential for healthy urban neighborhoods.

2. Provisions for the effective control of noise between units in multi-family dwellings should be included in the building code.

E. An essential element of comprehensive planning is a long-range capital improvements program which includes ALL capital improvements for the city and which is updated annually. It should include funds for advance
acquisition of lands to implement comprehensive planning. To be effective, it must be prepared in such a way that:

1. Proposed projects are assigned priorities.
2. Projects recommended but not scheduled are listed in the program.
3. All financial resources available or needed for capital improvements are indicated.
4. A concise, intelligible report of the proposed program is prepared and widely distributed to the public.

F. Planning Commission

1. A planning commission is a desirable form of citizen participation in the planning process.
2. The city planning commissions should be appointed citizen advisory groups representing a balance of interests and geographical areas.
3. The planning commission should promote and be a focus for citizen participation in the planning process. The Mayor and the City Council should appoint its members.

Support density that is well planned, respects neighborhoods, facilitates public transportation, is environmentally sensitive and complies with growth management open space goals. 1992, 1994

A. Suggested guidelines for density:

1. Preserve, maintain and enhance the character of the greater Seattle area.
2. Protect environmentally critical areas and other types of open space
3. Support transportation goals
4. Provide access to jobs
5. Create desirable high density areas
6. Ensure adequate infrastructure
7. Preserve open spaces in both urban and rural areas
8. Ensure neighborhood and community participation in the planning and design process

B. Support of the following concepts:

1. Urban Villages
2. Sustainability

Publicly Owned Property

- Support legally required procedures for determining when and what kinds of property are considered surplus. LWE 2004

A. Governments should have an inventory of their publicly owned property, projected long and short term needs for the property in a form readily accessible to the public, and periodically review public property needs.

B. When the property has been determined to be surplus, the following steps should be taken:

1. Other governmental agencies in the area should be notified the property will be available for purchase.
2. Public notifications should be made with the selling agency making every effort to inform the public: Mailing to interested groups and individuals, media coverage, public posting, and public hearings.
3. When a broad segment of the community might be affected by the disposal of a public property, a citizens’ advisory board should be formed. In all cases, the public should be kept advised from the earliest stages of the process.

Public-Private Partnerships

- Support measures to ensure accountability and adequate citizen participation/oversight in public-private partnerships. Our vision recognizes that public-private partnerships may serve as a mechanism for cities to work in concert with the private sector to achieve public objectives if the following elements are present:
A. Citizen involvement at the earliest possible point in the process: Prior to any city commitment or negotiation about a possible project, citizen involvement should be solicited and required to assess the benefits, if any, and risks, both tangible and intangible, of any proposed public-private partnership.

B. Periodic public hearings should be held in which there is an opportunity for citizens to comment at the initiation of a project and at key stages of project development.

C. Any proposed public-private partnership involving a substantial commitment of public funds should be reviewed by an advisory body that will provide advice and direction to the city council, the mayor and the public.

D. Criteria should be developed to enable the public and any designated advisory body to weigh the public benefit and cost of public-private partnerships.

E. Any advisory body should be empowered to develop additional criteria to ensure:

1. Accountability to the citizenry;
2. An adequate cost/benefit analysis; and
3. An adequate return on the public investment.

F. To ensure a successful public-private partnership, the cities should develop a set of standards prior to entering into a contractual agreement with a private partner that includes the following:

1. A competitive selection process;
2. Identification of financial exposure, public objectives and contract safeguards;
3. Investment in the necessary expertise for negotiating the contract;
4. Establishment of contractual performance standards, including exit provisions and methods to enforce the standards; and
5. Development of methods to assure adequate oversight and accountability at every stage of the project.

Privatization

- The following core services, functions and assets critical to the well-being of the people, should remain with government and not be transferred to the private sector: Courts, police, public health, public schools, prisons, voter services, taxation, parks, lakes, water and mineral rights, beaches, streams, and forests. 2010

- The following criteria should be the basis for decisions regarding whether core government services, functions and assets not listed in the preceding section should be transferred to the private for-profit sector: 2010

Criteria: Does the proposed transfer

1. serve the public interest today as well as for future generations;
2. align with public health and safety concerns;
3. assure quality of life for residents in the region;
4. ensure adequate government control and oversight including performance audits;
5. include provisions for transparency, public involvement and competitive bidding; and
6. protect individuals from abuse.

- Public agencies are required to make a documented finding of adequate return on investment for the public for any government contribution of funds or assets to the private sector. Periodic performance audits should be required and made public regarding whether stated public benefits were met. 2010

- Government employees and elected officials after leaving government service should be prohibited for
two years from working for any private company for which they had oversight responsibilities or authority over awarding contracts. 2010

GOVERNMENT STRUCTURE

2. The city should have control over those matters which are of strictly local concern.
3. Support measures to increase accountability, responsiveness and efficiency of city government.
4. Support the separation of powers and an adequate system of checks and balances among the executive, legislative and judicial branches of government (and these respective functions), with the responsibilities of each being clearly defined. 1963, 1969, 1973, 1974, 1975, 1990

A. Executive Branch
1. Administrative functions should be integrated under the control of the mayor, who should be given authority commensurate with this responsibility.
   a. Sound management practices should be applied to city operations in order to ensure maximum efficiency and economy. Authority should be commensurate with responsibility at all levels. Lines of authority and responsibility within the administrative organization should be clear and singular.
   b. The city personnel system should operate with efficiency, good quality and responsiveness to elected officials and the public. There should be adequate incentive and opportunity for those who choose public service as a career.

The following concepts of the city’s personnel system should be broadly stated in the charter:

1. Elected officials should make policy.
2. The personnel system should be administered by a director appointed by the mayor.
3. Appeals should be heard by a body not involved in policy-making or administration.
4. The mayor should have a role in recommending policy and program to the legislative branch, and should have veto power over legislative action.

B. Legislative Branch
1. The primary role of the City Council should be legislative.
   a. The Council should give careful consideration to community needs, to the setting of community goals and to long-range planning to achieve desired ends.
   b. The Council should have adequate staff for study and research.
2. The Council should approve specified executive appointments.
3. The Council should ratify the budget, appropriate all monies and perform the post-audit program.
4. The Council is responsible for review and adoption of the capital improvements program.
5. Citizen participation in the budget preparation process must begin early to be effective. A comprehensive policy plan which relates budget priorities to legislative goals should structure opportunities for citizen participation.

C. In specific and limited instances, Public Development Authorities (PDA’s) may provide efficiency and flexibility in achieving a public purpose. They are appropriate where other means have been explored and no reasonable alternatives have been found.
PDA's should:
1. Have a narrow focus and clearly defined purpose;
2. Have assured source of funding;
3. Be subject to periodic charter review and termination;
4. Have boards which are carefully selected, qualified, adequately trained and operating under uniform city guidelines;
5. Be closely monitored by and held accountable to the city, especially in the areas of staffing, budget and audit;
6. Provide sufficient communication with their constituency and the general public, including notice of meetings and activities.

  A. Where specialized training is of primary importance the position should be appointive. Where representation is of primary importance the position should be elective. The chief legal officer should be appointed.
  B. Council members should not be elected exclusively by district.
  C. Procedures for filling council vacancies should include provision for citizen participation.

• **Support the following election criteria to foster fair and effective representation: 1996**
  A. Participation in elections by the maximum number of citizens.
  B. Focus on issues. Negative campaigning should be discouraged.
  C. Accountability. Elected officials should be answerable to those who elect them.
  D. Stability. A small change in voting percentages should not result in huge swings in representation.
  E. Simplicity. The system and access to it should be easily understood by the electorate.
  F. Diversity of candidates.
  G. Equal opportunity to participate in the political process.
  H. Representation of the broad political spectrum of the electorate.
  I. Responsiveness to all voters. Legislative bodies must be able to reflect the views of the electorate.
  J. Methods which maximize the effectiveness of the individual vote.

**Budget and Finance**

• **Support adequate financial resources for city government.**

• **Support the following criteria for use in prioritizing programs and projects: 1988**
  A. When prioritizing programs/projects the highest priority should be given to those that meet basic human needs.
  B. There should be a review of funding sources to determine appropriate participation of other governments.
  C. There should be a comprehensive review of the economic impacts including revenue production, cost effectiveness and identification of all costs including maintenance.

• **Support measures and procedures to ensure that the city’s budget and the budgets of other local governmental entities are prepared using sound financial management procedures and that citizens have ample opportunity to participate in the development and review of the proposed annual budget.**
  A. City budget preparation and control should be the responsibility of the mayor.
  B. The city should work toward adoption of the program-performance concept of budgeting based upon a reasonable plan of work costs and performance measurement.
  C. All proposed program and personnel needs should be evaluated during a single budget preparation period. Amendments should be considered.
only as needs change or as necessity dictates.

D. The budget staff should be professionally trained and should be large enough to carry out a continuous program of budget research.

E. The printed budget should be considered a public information document and should include comprehensive explanations of the city’s scheduled programs.

F. The form of the budget should be clear and easily readable in order to facilitate decision-making. LWE 2004

Capital Improvement Projects

- **Support the following methods for financing capital improvements: 1985, 1987**
  A. Major maintenance and repairs should be funded from the Cumulative Reserve Fund.
  B. Revenue bonds should be used for revenue producing projects.
  C. Special levies should be used for short term projects and emergencies.
  D. General obligation bonds should be used for long term capital improvements.

- **Support measures to evaluate the development and implementation of capital improvement projects. 1985**
  A. The following criteria should be considered in evaluating proposals for funding of capital improvement projects.
     1. Process used in identifying and prioritizing needs.
     2. Specific project language.
     3. Terms for the redemption of bonds comparable with the life of the project.
     4. A plan for financing the operating and maintenance costs for the expected life of the project.
     5. Defined mechanisms to assure accountability.
     6. Appropriateness of the bond or levy issue as the source of funding.
  B. There should be a broad based, citizen oversight committee to monitor the implementation of capital projects.

Law Enforcement/Crime Prevention and Rehabilitation

- **Support a well-trained and adequate police force, responsive to public needs. 1969, 1979, 2002**
  A. Police recruitment should be flexible and aggressive. Emphasis should be on attracting minority candidates and recruiting in high schools and colleges. Recruitment policies should provide for lateral entry, recognizing related experience or education. Salaries should be adequate to attract and keep qualified applicants. Pay incentives for advanced education should be part of the salary schedule.
  B. The police chief should be offered a contract for employment.
  Training is a vital function of the police department. Police officers should be involved in on-going training which includes:
     - Diversity training
     - Multicultural experiences
     - Crisis intervention
     - Training in police procedures
     - The use of less-lethal weapons
     - Anger management
     - Communication skills
     - Mental health issues
     - Other social issues
  D. General police policies should be publicized.
  E. Communication, mutual understanding and cooperation between police and public are needed. Community policing is a valuable resource. Positive police involvement with community groups and youth is valuable in building relationships with the community.
  F. A system of police accountability is necessary with independent citizen review. The handling of complaints regarding police conduct should
inspire public confidence and include citizens in a substantive role. The method of initiating complaints and the procedure for handling and disposing of complaints should be well publicized.

G. Data should be collected to provide information about racial profiling with a focus on trends. Video cameras in police cars could be used for supplementary data collection.

- **Support police policies based on adequate planning, staffing and training that protect the rights of free speech and assembly, while providing safety for all. 2002, 2008**

- **Support an emphasis in law enforcement on building trust in immigrant communities, to include the policy of asking about an individual's immigration status only if he/she has been charged with a felony or misdemeanor. 2008**

- **Support local governmental programs for crime prevention and rehabilitation. 1970, 1979, 1994**
  A. Programs should emphasize youth programs, rehabilitation of misdemeanants, increased use of community-based services (e.g., probation, work release, group homes and half-way houses) and constant evaluation of the results of various programs.
  B. Positive citizen involvement is basic to crime prevention and should include individual responsibility for neighborhood and community welfare as well as participation in programs using volunteers.
  C. The government has a responsibility to provide equal justice for all economic segments of society.
  D. There should be education of the judiciary, attorneys, and the public on issues and effects of gender and sexual orientation stereotyping.

Trade
- **Support the encouragement of more trade activity if this growth is well planned and sensitive to environmental concerns and to the needs of workers both in the U.S. and internationally. 1978, 1982**
  A. The city should have an active liaison with the Port and participate in long-term planning and decision-making.
  B. The Port should attempt to become financially self-sufficient.
  C. An expansion of the Foreign Trade Zone is desirable.

- **Support an international trade policy set primarily at the national level. The state and city should be involved in formulating this policy.**

Municipal Court
- **Support a municipal court system organized to effectively and efficiently meet the needs of our urban community. 1986**

Ethics in Government
- **Support ethics in government and measures to ensure that public officials and employees and members of boards, commissions, and advisory committees perform their responsibilities in the public interest in accordance with the highest ethical standards and measures to increase citizen confidence in government. 1994, 2003**
  A. Cities and other local governmental entities should have a Code of Ethics which sets standards of conduct to ensure that public officials and employees perform their duties in the public interest.
  B. The Code of Ethics should include sections on conflict of interest, improper use of position and public resources, compensation, and disclosure of financial interests.
  C. Adequate support should be provided to ensure compliance with the Code of Ethics and to enhance public awareness of that code.
Public Library

- **Support a public library system that provides the public with fundamental library services and access to information technology.** 1993

  A. Fundamental services and material should be free of charge and should address the needs of diverse populations including children, the physically disadvantaged and new readers.

  B. Public funding should support library services. Private sources may supplement such funding.

  C. Trained staff is needed to provide special assistance to children and new readers, and to assist the public in using information technology. The level of fundamental services should be maintained.

  D. User fees should be allowed for extensive electronic data searches and other staff intensive services.

  E. The Public Library Board of Trustees should be appointed in a process that is open to the public. Selection criteria should be developed and appointees should represent diverse public interests.

  F. Public Library Board meetings and agendas should be widely publicized. The Board should solicit public input and involvement.

**HUMAN RESOURCES/SOCIAL POLICY**

**Human Services**

- **Support measures to provide basic food, shelter and health care for those unable to provide for themselves, and measures to provide training and opportunity for employment.** 1982, 1984, 1990, 2004

  A. Human services should be delivered by federal, state and local governments according to which levels can provide services most effectively and efficiently.

  B. The federal government should tax for human services to provide a minimum base of revenue in order to ensure quality and equity among states and citizens. States and local governments can then tax according to their ability and desire to provide additional services.

  C. Federal, state and local governments should regulate the delivery of human services, with minimum standards set by the federal government to ensure equality among states and citizens.

  D. The role of volunteers is important in the delivery of human services, but should be considered supplemental to governmental provision of basic services.

  E. In siting community based residential facilities for individuals needing social services there should be: careful screening of clients, sufficient staff, agency accountability, early and continuous community/neighborhood involvement and adequate funding to meet these criteria.

  F. The role of local government in providing human services should include a process for assessing the needs and planning for those needs. Human services should be integrated in city budgets as part of the whole since they are as important as other city services. LWE 2004

- **Support funding for community mental health services that addresses factors such as the number of individuals needing services, complexity of client needs, and local factors such as housing and labor markets that affect the cost of providing services.** 2004

- **Support removal of artificial barriers to advancement in employment.** 1993, 1994

  A. Encourage women to choose non-traditional career paths by providing role models and apprenticeships.
B. Recognize the importance of providing family leave to all employees.

C. Encourage the availability of family leave to include the employee who is a primary caregiver. Extend uses of family leave to include circumstances of death, including the death of a domestic partner.

• Support the involvement of local government in sponsoring ESL classes for all immigrants. 2008

• Support measures to prohibit discrimination on the basis of sexual orientation, religion, age, gender, physical or mental disability, race, national origin, marital status or socio-economic status, and promote equal rights for all persons. 1994, 2000

Housing

• Support programs that promote individual choice of housing by enhancing the availability and affordability of alternatives throughout the city. 1992, 2000, 2004

  A. Allow flexibility in single family zones to provide for accessory units, duplexes, cluster housing and row houses.

  B. Encourage the production of accessory dwelling units by simplifying the process and providing workshops and demonstrations which assist and inform.

  C. Encourage multi-unit buildings that are designed to accommodate families and that provide for health and safety and play areas.

  D. Encourage housing arrangements and zoning that support the needs of changing family patterns and aging population.

  E. Allow manufactured housing which meets local standards. LWE 2004

  F. Support zoning variances for the establishment of mobile home courts. LWE 2004

• Support low-income housing programs which meet the needs of low-income persons, are well located with respect to schools, jobs, medical care, shopping and transportation, and contribute to the diversity of the neighborhood. 1978, 1982, 1994, 1995, 2000

  A. Physical considerations

  1. Subsidized low-income housing should be designed and maintained to blend well with the neighborhood.

  2. Subsidized housing should not be identifiable as such.

  3. The housing should be well constructed and designed for low maintenance.

  B. Locational considerations

  1. Concentration of subsidized units must be avoided.

  2. Regional considerations should be a factor.

  3. The impact of housing patterns on the diversity of the neighborhood should be given serious consideration.

  4. Informed community participation in the planning process is essential to increase neighborhood acceptance.

• Support programs to aid homeless families and single adults and to prevent homelessness. 1995, 2004

  A. Ensure accessibility of services for homeless people by providing and publicizing a central clearinghouse for referral to such services.

  B. Increase outreach and engagement programs that serve homeless individuals with mental illness, chemical addictions or dual diagnoses.

  C. Provide resources and support services to prevent homelessness.

• Support efforts to limit the damaging environmental and social effects of sprawl. 2000

• Support the efforts of government
at all levels to increase the supply of affordable housing through a variety of programs. 2000

- Support policies that increase the density and the supply of affordable housing and include: 2000
  A. Informed community participation in the planning process.
  B. Support for tenant responsibility and participation in planning, management, and maintenance.
  C. Projects which are small in scale, diverse in population, well managed, and in keeping with the character of the neighborhood.
  D. Neighborhood amenities which include parks and open space, schools, a good transportation plan, and access to services.

Health and Safety
- Support provision of public health services to all without regard to their citizenship status. 2008
- Support measures to reduce the exposure of the population to toxics in the home such as: educating the public and public officials, informing the media, developing advocacy groups, improving building standards. 1990, 2001
- Support incentives to promote healthy homes. 1994, 2001
- Support research and education in the area of indoor toxics. 1994, 2001
- Support public health as a basic function of government that must receive adequate and sustained public funding. The activities that are critical in sustaining community health include: community-based preventive services; control of communicable diseases; emergency preparedness, and ensuring a safe and healthy environment. 2005

Human Rights
- Support a human rights agency as a necessary and useful local government function. 1966, 1969, 1976
  A. Any advisory group to the agency should be broadly representative of the community.
  B. The agency’s budget should provide for an adequate staff.

Microlending
- Support the concept of microlending. 2000
  A. Encourage members and other Leagues to invest in, join or otherwise become involved with supporting microlending groups (i.e., support industries that support microcredit).
  B. Assist with publicizing microlending concept. Advertise diverse microlending programs. To help connect potential participants (borrowers, lenders, patrons and venues), encourage other community groups and institutions as well.
  C. Encourage use of municipal venues as providers of space for microlending enterprises and act as clearing houses for local micro-enterprise products, services and information.
  D. Educate legislators to support legislation supporting microlending efforts and favorable tax and licensing laws for microlending enterprises at all levels of government. Lobby for renewal of Community Reinvestment Act.
  E. Spearhead study of requirements for small business startup and seek effective criteria to monitor microcredit programs for quality (e.g. programs should provide training, ongoing support and structure for repayment).

Women
- Support local government policies that enable women to make economic and personal decisions for themselves and their families. 1981, 1993, 1994
  A. Encourage availability and quality of
child care programs by government and the private sector.

B. Promote the economic worth of women’s jobs through equal pay for work of equal value.

C. Ensure protection from sexual assault.

D. Require school programs and training to reduce gender bias.
   1. Involve women and girls in education reform to reduce gender bias.
   2. Educate teachers, administrators and counselors on issues related to gender expectations.
   3. Reflect and value women and girls in the materials studied.
   4. Include mentoring, role models and apprenticeship programs to expose students to a variety of career choices, including non-traditional.
   5. Develop gender-neutral testing and assessment techniques.

E. Ensure protection from domestic violence.
   1. Encourage the development of a legal definition for emotional abuse as part of the legal definition of domestic violence and make provision for legal remedies.
   2. Support public funding of programs:
      a. to reach out to victims of domestic violence
      b. to provide protection and assistance
      c. to assure access to the courts, and
      d. for rehabilitation.
   3. Advocate educational programs for all ages which identify domestic violence and teach rational methods for the resolution of disputes such as conflict resolution and anger management, for the prevention of violence.
   4. Support statewide, uniform data collection to define and communicate the issues and their scope and to document the need for funding.

• Support policies that promote gender equity in employment. 1993

A. Address artificial barriers to advancement of women in employment through affirmative action.

B. Mandate education for employers and employees on issues of age and gender discrimination and sexual harassment.

C. Maintain public funding for regulation and enforcement programs.

D. Develop programs to support and advocate for women who are victims of sexual harassment.

E. Effectively penalize businesses for repeated, verified sexual harassment charges. Train/retrain offenders.

• Support policies that promote awards of spousal maintenance. 1994

In addition to statutory provisions, the following factors should be considered:

A. The respective standard of living each party will experience after divorce.

B. Compensation for contributions made by the dependent spouse, including support of the other spouse in preparation for career advancement and non-financial contributions to the family and home.

C. Compensation for relinquished opportunities for further education and employment advancement.

D. The constricted occupational opportunities for an older person without a current job resume.

E. The prevailing lower rates of compensation for women.

F. Awards should not be automatically terminated upon the remarriage of the party receiving maintenance.

G. The enforcement of spousal maintenance awards.

• Support a uniform system of legislation protecting a divorced spouse’s rights to pension benefits obtained during a marriage. 1994

• Support policies that promote reproductive choice. 1994

A. Protect the constitutional right of
privacy of the individual to make reproductive choices. Restrictions impose undue burdens on the right to an abortion.

B. Government should provide public funds for family planning, prenatal care, childbirth, abortion education and assistance, and contraceptive research, development and usage.

C. School sex education programs should include information about family planning and about abortion.

Teens

- **Support government funding of programs to ensure health, safety, education and welfare of teens. 1995**

- **Support prevention and intervention programs to overcome problems of violence, suicide, homelessness, and family dysfunction. 1995**

  A. There should be increased public involvement and attention to teens and their needs, increased advertisement of teen programs to the teen population and to the public, and increased communication between all levels of the community and teenagers.

  B. There should be greater involvement of parents and teens in development and management of teen programs.

  C. There should be increased and continuing parenting skills training for parents.

  D. Criteria for support of public funding for teen programs should include:

     1. Promotion of equality of opportunity and diversity.

     2. Serving a prevention and/or intervention purpose.


     4. Reflecting the needs of the neighborhood and/or specific special population.

  E. There should be cooperation and collaboration between public and private agencies to provide services for teens. Government agencies should be encouraged to contract with private agencies to provide services for teens.

  F. Criteria for contracting with private agencies should include:

     1. Oversight and periodic evaluation by the appropriate government agency.

     2. Non-discrimination policies consistent with those required of government agencies.

  G. There should be stable funding for teen programs.

Children

- **Support measures to assure that children have adequate food, clothing, education, medical care and a safe home environment free from abuse and neglect. While primary responsibility rests with the family, the community must provide the support if the family does not. 1985, 2003**

  A. There should be adequate funding of programs which meet the needs of children, youth and families.

  B. Priority should be given to increased resources for programs which support children and families, more residential care facilities serving youth, and early intervention and prevention programs in the schools.

Early Childhood Programs

- **Support programs that provide parenting education and assist parents in problem resolution which is important in fostering positive child development and preventing delinquency. 2003**

- **Support the use of public funds for programs that meet the cognitive, physical and social needs of children from birth to eight; that encourage parent education and involvement; and that provide health and human services to these children and their families. 1990, 2006**
A. The goal of early childhood programs is to provide all children in our community with quality programs, using sliding scale fees, where appropriate. An interim goal is to increase funding and expand programs to serve more children in greatest need of these programs and services.

B. Responsibility for meeting the developmental and educational needs of children is shared between the family and society. Federal, state, and local governments and school districts should bear varying degrees of responsibility for ensuring the availability, accessibility and quality of early childhood programs. Local governments and school districts should take the lead in improving coordination of these programs in the community.

C. The elements which are most critical in improving the quality of early childhood programs are adequate, stable, and dependable funding; education of the public regarding the social and economic benefits of early learning; family involvement; and community and corporate support for doing this.

D. A quality early childhood program includes the following:
   - An appropriate adult-child ratio.
   - A staff well trained in child development, adequately compensated, and focused on meeting the individual needs of each child.
   - A safe, secure, and nurturing environment with developmentally appropriate curriculum.
   - Encouragement of parental involvement in the care of children.
   - Available and accessible hours and location.

Drug Abuse and the Community

- Support measures to expand and fund drug abuse prevention education and drug abuse treatment programs as a means to reduce the demand for drugs. 1992, 2004

A. Support expansion and funding for school programs to prevent drug abuse and establishment of programs to reach school drop-outs.

B. Support public education in family management, parenting, job skills, and evaluation of commercial media which enhance drug use.

C. Provide integrated services as appropriate, including long-term treatment, counseling and mental health services, to all drug abusers and to meet the needs of individuals with co-occurring disorders.

D. Support community involvement to provide alternative behavior opportunities for potential drug abusers. Provide citizen block watch assistance for neighborhood police in crime prevention.

E. Strictly enforce penalties for drug traffickers.

F. Periodically evaluate drug programs and interagency coordination and cooperation.

Juvenile Justice

- Support measures to develop and provide family, child and youth development programs to prevent delinquency, crime, and/or recidivism. 2002.

A. Youth services and programs at all levels of government and the private sector should be coordinated and the entities should work cooperatively.

B. Programs should include education and support for the family, not just the youth.

C. Funding for these programs should be long-term, stable, and should include funds for ongoing evaluation and coordination.

D. Treatment programs in the community for at-risk youth should be used in lieu of incarceration.

Cultural Activities
• Support city involvement in cultural activities. 1989, 1994
  A. Cities should contribute financially to the support of cultural activities.
  B. Acceptable means of giving support to cultural activities are: appropriations distributed through Arts Commissions; 1% for Art; admission tax relief; levies and bond issues; indirect subsidies such as low rent; and direct appropriation.
  C. Those organizations which receive support from the city should be fiscally responsible and should encourage public involvement, for example (but not limited to) providing that performances and visual arts be accessible to the public, and facilitating public input to budget issues.

Historic Preservation
• Support the following criteria to be applied in designating an historic landmark: historical, architectural, and aesthetic values.
• Support historic preservation policies which decide each designation on a case-by-case basis taking into consideration other public priorities, particularly human needs.
• Support sharing the costs and benefits of historic preservation by the public and private sector.
• Support a process for determining landmark designation that includes a broad based commission, public hearings, and final approval by the City Council, with provisions for appeal. 1986

SCHOOLS
• Support an educational system that will permit each child to acquire basic skills, to develop the ability to reason, to develop self-esteem and social skills and that will challenge all children to achieve their full potential. A variety of educational approaches should be provided to achieve these goals. 1974, 1987

Financing
• Support adequate long-range financing for our public schools. 1962, 1968, 1970
  A. All levels of government are responsible for schools.
  B. Local control should be maintained over use of monies raised from the local property tax.
  C. Support increasing the level of school funding.
  D. Support equitable and dependable state taxes for school funding, particularly a state income tax.
  E. Support the use of local special levies and private funding for special needs, such as enhancement beyond the level mandated by the Basic Education Act; oppose the use of special levies and private funding for basic services, operation and maintenance.
  F. Support the use of private funds to augment public funding under guidelines which promote equity and maintain school district’s control.

Policy-Making
• Support a curriculum which includes academics, the arts, physical education and work skills. LWE 2004
  A. School board policies should be clearly written, flexible and subject to periodic revision.
  B. The school board has a responsibility to lead in seeking solutions to the problems of de facto segregation and to promote public understanding of the entire situation.
  C. Issues of gender and power should be
integrated into the K-12 curriculum. Evaded issues such as sexuality and healthy development, teen pregnancy, sexually transmitted disease, incest, rape and domestic violence should be part of the curriculum.

D. The school board has a responsibility to establish discipline policies that are consistent and fair to all regardless of race, national origin, socioeconomic status, health status, gender or sexual orientation.

E. Support measures to ensure that curriculum and library materials adequately depict the broad range of family structures.

F. Support measures to provide appropriate training to school personnel, to students, and to parents so that they can create an environment free of prejudice, hate and harassment.

G. Prepaid transportation should be provided to all public school students residing within the district as provided by law.

H. Integration should be maintained as an important goal balanced with the primary goal of academic achievement.

I. The weighted-student formula is a reasonable approach to school funding which needs to be monitored for its effectiveness.

J. A school assignment plan should provide parents with a variety of options. However, in order for parents to evaluate the options adequately, the School District must provide good information and assistance to parents.

K. A Citizen Advisory Group should be established to monitor the implementation of the School District’s Comprehensive Plan for Improving Academic Performance.

Governance

- Support measures that clearly delineate authority and responsibility at the school building level and a governance structure that involves the community. 1997

A. Support a school board policy which makes the principal the responsible authority at the school building level, within a structure that assures the principal’s accountability.

B. Support an advisory school governance structure at the building level. A governance structure at the building level should be broadly representative and include the principal, staff, students, parents and the community.

C. Support community involvement in the schools through such activities as tutoring, volunteering, sharing expertise, fundraising and community support.

Educational Reform

- Support educational reforms that address individual student needs and measures that allow innovation and flexibility in education. 1997

A. Support the establishment of alternative schools which meet the diverse needs of students and parents.

B. Support teacher training for the inclusion of special education children in the regular classroom.

C. Support an assessment and promotion policy which includes early identification and remediation for those not meeting established standards.

Administration

- Support the delegation of administrative functions to an appointed superintendent responsible to the board. 1962, 1970, 1971, 1987

A. Administrative organization should clarify lines of authority and promote efficiency of operation.

B. Support structures which encourage local and site-based decision-making and innovation within state guidelines.

- Support the school board and administration using all effective means of communicating with the
• The board must actively seek the counsel of parents, teachers, students and other citizens throughout all phases of the policy-making process.

• Support the school board and administration establishing and implementing procedures for participation of school building staffs in district decision making.

• School building staff should be involved in the decision making processes that affect them and their work with students.

Teacher Compensation

• Support teacher compensation systems that reflect geographic cost of living variables and special demographic factors, and those that reward teacher growth and excellence. 1992

Citizen Participation in Budget Process

• Support citizen and school building staff involvement in the budget-making process for public schools. 1973, 1987

A. Citizens and school building staff should have easy access to all fiscal information. The budget should be easily understood with breakdowns by program and individual school. Summaries of budget information should be widely disseminated. Complete budgets should be available in local schools, the district offices, and public libraries.

B. Citizens and school building staff should be informed and involved early in the budget-making process. Spending priorities should be determined on the basis of needs of students, district goals, program evaluation and availability of funds. The school board is responsible for final decisions.

C. Support local special levies for maintenance and operation only until the state adequately finances local school districts.

Children at Risk

• Support programs and staff to provide early identification of children at risk and appropriate counseling and/or referral. 1985

NATURAL RESOURCES

Parks, Recreation, Open Space and Greenbelts

• Support comprehensive planning, acquisition, development, preservation and use of parks, open spaces, and green-belts, both public and private, to provide a wide variety of facilities for all age groups. LWE 2004

A. Increased coordination among departments and units of government involved is essential for economy, efficiency and effective implementation of open space programs.

B. Citizen information, education and participation in city, county and regional park and open space programs are necessary in order to meet present and future needs.

C. Priorities for open space should be based upon the character and needs of the population. Land should be acquired now in developed areas and reserved in undeveloped areas.

D. Natural topography should be utilized whenever possible in zones and between developments, i.e. river valleys, flood plains, slide and steep slopes.

• Support of the city’s park and open space plan. MI 2004

A. There is need for more neighborhood parks, particularly in densely populated areas.

B. There is need for waterfront property for parks. Emphasis should be placed on maximum utilization of publicly-
owned street ends.

C. The city should assume responsibility for developing a trails and walkways system, providing access to parks, schools and residential districts. Safety must be a prime consideration.

D. The city should acquire more natural open space areas to preserve its wooded environment and to prevent development in potential slide areas. Donation of land by private owners should be encouraged and tax advantages to donors be publicized.

- **Support of measures to achieve a well-maintained, adequately funded, diverse and safe system of parks, recreation and open space which is accessible to all, with emphasis on public service that is flexible and responsive to changing demographics and social needs. 1990.**

  A. A local park should be within walking distance of each residential neighborhood and major parks should be served by convenient, easily identifiable and well publicized public transit.

  B. Where user fees are charged, means should be provided to assure that no person is prevented from enjoyment of the parks and recreation system because of economic status.

  C. Security measures should be adequate to protect the general public, and supervision, where appropriate, should be available for children.

  D. Involvement of the public in an advisory role and as volunteers in the parks and recreation system is vital to its success.

  E. The Department should be responsible for planning, administering and maintaining its facilities and programs, and should seek maximum cooperation of other agencies and organizations.

  F. The Department should develop and periodically update a long-range comprehensive parks plan in which the city’s goals for its parks and recreation system are explicitly stated.

G. The Department should maximize its use of volunteers in carrying out its programs through increased coordination, training and supervision.

H. Concessions may be used to help the Department meet clearly-defined objectives, but the quality of their services should be regularly reviewed, with public input, and revenue from these concessions should not be greater than necessary to offset the cost of the administration, maintenance and operation of the program or the facility.

- **Support preservation, acquisition and enhancement of open spaces, selected ecosystems and environmentally sensitive areas, and promotion of environmental awareness and sense of stewardship in the public. 1990, 1991**

  A. Cities should develop policies, enact legislation, and establish a process for the identification and preservation of open space.

  B. All levels of government, in cooperation with private organizations, should provide citizens with information and education on preservation of open space on private and public land.

  C. Open spaces should be funded from sources such as general obligation bonds and other public funds, development and mitigation fees, and other public and private sources.

- **Support Seattle Center as a unique urban park with a wide variety of activities and open space made available to residents and to non-residents of the city. 1981, 1989**

  A. Seattle Center should be a regional cultural center, a regional entertainment center, and a visitor destination for all ages and groups; and should continue to serve the needs of the city as a place for meetings, conventions, trade shows and private functions.
B. Management of the Center should be separate from the Parks and Recreation Department.
C. The Center should generate as much revenue as is reasonable toward its operating budget and routine maintenance. The Center’s revenue should be augmented by tax monies. The level and source of tax support should be consistent with the benefits the Center provides to the citizens of the city, region and state.

Energy
• **Support the formulation of clearly-defined governmental policies on energy.** 1975

• **Support the adjustment of the economy to zero energy growth, and the establishment of a definite target date.** 1975, 1982
  A. The means of accomplishing zero energy growth should include energy conservation, a shift toward economic activities that require less energy, and the use of technology to develop energy-saving techniques.
  B. Lower income groups should be protected from an inequitable share of hardships resulting from a shift to zero energy growth.
  C. Standards protecting the environment should not be relaxed.

• **Support governmental controls to accomplish energy conservation.** Government should encourage such measures as: 1975, 1994
  A. Mass transit and fuel-conserving cars.
  B. Establishment of reverse rate structures in utilities.
  C. Dissemination of information on the necessity for and means of saving energy by industry and individuals.
  D. Subsidization of research and development on methods of conserving.
  E. Establishment and enforcement of building standards with the object of conserving energy and maintaining indoor air quality.
  
F. Promote the availability of home energy surveys to all energy consumers.

• **Support research and development on a wide variety of new energy sources such as solar, solid waste, wind, geothermal, tides and nuclear fusion.** 1975

• **Deregulation of the electric industry should be approached cautiously because of the possible impact on the environment and various stakeholders.** 1998
  A. All consumers, including the low-income, should have access to an affordable, reliable source of electricity and all providers should bear a fair share of the cost of the system including cost to the environment and society.
  B. Protection of the environment should be a major focus of any deregulation plan. The plan should include the following:
  1. Strict standards for suppliers including public disclosure of costs, sources and environmental impact.
  2. A mechanism to ensure adequate funding for the conservation of energy and research and development of renewable energy.
  C. The use of clean fuels should be a goal. The pricing structure of energy should reflect the overall cost to the environment.

Solid Waste Management
• **Support measures to achieve waste reduction and recycling of solid waste as a first priority with environmentally safe disposal of the remainder.** 1985

Dependence on landfills for disposal of solid waste should be greatly reduced through:
  A. Education to increase public awareness and participation in waste reduction
and recycling programs.

B. Solid waste utility rates which include financial support for waste reduction and recycling programs.

C. Incineration of solid waste, provided public health and environmental safeguards are adequate, substantial waste reduction and recycling efforts are not adversely affected, and energy is recovered as practical.

Air Quality

- **Support reducing the amount of carbon dioxide produced to achieve a sustainable system.** Incorporate the best available science to achieve best practices which may include mitigation. 2005

Litter

- **Support measures to control litter as an environmental and aesthetic problem.** 2005
- **Support the role of individuals, business, volunteer groups, and government in controlling litter.** 2005
- **Support the efforts of all individuals/groups to change attitudes so a litter-free environment is valued.** 2005

Drainage and Wastewater Management

- **Support the development of governmental policies, legislation and processes for storm water management that protect and maintain habitats as part of a sustainable ecosystem.** 2009
- **Support emerging scientifically based practices that encourage best management practices, low impact development and natural drainage systems.** 2009

KING COUNTY

The Leagues of Women Voters of King County use the following criteria to evaluate King County governmental structures and operations:

- **Separation of powers**
- **A system of checks and balances**
- **A system of clearly fixed responsibilities**
- **Sound management practices**
- **Responsiveness to the electorate and to changing conditions**
- **Intergovernmental cooperation.**

**Governance**

- **Support a county-wide policy-making body with legal authority to establish policy for functions which require area-wide solutions.** 1997, 2000

A. **Support the continuation of the Regional Committees as defined in the 1993 Charter Amendments, pending further evaluation.**

1. Encourage County Council members to take their roles on the regional committees more seriously and to value committee recommendations. There should be little duplication of effort between council committees and regional committees.

2. Encourage establishment of a clear definition of the role of the Regional Policy Committee.

B. A **Home Rule Charter free of statutory law.**

- **Support a form of county government that is representative of the areas governed.** 1997, 2000

A. **Strengthen unincorporated area councils as a way to provide representation for those areas. Encourage greater public visibility for these councils.**

B. The **King County Metropolitan Government should have public involvement as a core value.**

1. Provide all citizens meaningful opportunities for effective involvement and recognition of their responsibility to participate.

2. Identify barriers to public
involvement and take steps to reduce and overcome them.

3. Take steps to foster trust between citizens and their government.

4. Focus on providing timely and useful public information including using new technologies.

5. Incorporate the common threads of demonstrated successful models for public involvement into its programs.

C. Make full use of the media and technology to provide information about the Metropolitan King County Council deliberations, meetings and hearings. These meeting places, times and agendas should be publicized well in advance and meetings should be convenient and accessible.

D. Give the voters the opportunity to decide whether King County elections should be partisan or non-partisan.

E. Provide ways for citizens to amend the charter. Charter Review Commission recommendations to the Council should be placed automatically on the ballot.

- **Support a form of county government that would have the power and resources to carry out its functions, including adequate financial resources. 1997, 2000, 2005**

  A. Support maintaining discretionary county services, especially in the areas of health and human services.

  B. Support cost containment through efficient administration of county systems; consolidation of special services, where appropriate; coordination between the cities and the county, particularly in the area of criminal justice; and preventive services, including alternatives to incarceration.

- **Support increased efficiency and cost-effectiveness as follows:**

  A. Area-wide administration of those functions that require it.

  B. Local administration of local functions.

  C. Integration of services.

D. A merit system.

E. A shortened ballot.

  1. Jobs requiring technical skills should be appointive.

  2. Jobs requiring representation should be elective.

  3. Candidates appearing unopposed on the primary ballot should not appear on the final ballot.

- **Support coordination and cooperation among all local governments, including ports, schools and special districts.**

- **Support establishment of long-range goals, plans to attain them, and a performance budget in an understandable form, including a long-range capital improvement program.**

- **Support the use of tools that would promote the annexation of unincorporated urban areas to an adjacent city.**

**Ethics in Government**

- **Support ethics in government and measures to ensure that public officials and employees perform their responsibilities in the public interest in accordance with the highest ethical standards and measures to increase citizen confidence in government. 1994, 2000, 2003**

  A. A Code of Ethics should include sections on conflict of interest, improper use of position and public resources, compensation, gifts and disclosure of financial interests.

  B. Adequate support should be provided to ensure compliance with the Code of Ethics and to enhance public awareness of that code.

  C. The local government should have a Code of Ethics which sets standards of conduct to ensure that public officials and employees perform their duties in the public interest.
Courts

- Support implementing a strong court administration responsible for unified customer service, efficient management systems and coordinated technology. 1999
- Support reducing jurisdictional overlap except to provide flexibility in dealing with case overloads. 1999
- Support changes to the judicial selection system that would ensure qualified judges, increase public awareness of judicial elections and provide the public the information needed to make informed decisions. 1999

Special Districts

- Support consolidation of like special districts and setting of minimum, enforceable, county-wide standards for special districts.

Farmland

- Support a flexible combination of governmental programs to prevent a nonreversible alteration to lands with prime or productive soils. The principal use of those lands should ultimately be food production. Governmental policies and programs including taxation and zoning should support King County agriculture (land and industry). The policies and programs should be guided by two goals:
  A. Highest consideration should be the preservation of the most productive soils.
  B. Second consideration should be the preservation of agriculture as an industry. Policies and programs should recognize the value of private land ownership.

Solid Waste Management

- Support measures to achieve waste reduction and recycling of solid waste as a first priority with environmentally safe disposal of the remainder. 1985
- Dependence on landfills for disposal of solid waste should be greatly reduced through:
  A. Education to increase public awareness and participation in waste reduction and recycling programs.
  B. Solid waste utility rates which include financial support for waste reduction and recycling programs.
  C. Incineration of solid waste, provided public health and environmental safeguards are adequate, substantial waste reduction and recycling efforts are not adversely affected and energy is recovered as practical.

Transportation and Growth Management

- Support the concentration of population growth by coordinating growth management plans in order to support a mass transit system and to reduce sprawl. 2004
- Support a diverse, seamless, balanced transportation system that includes such features as regional and commuter rail, passenger-only and auto ferries, maximum development of high-occupancy vehicle lanes, express, local and feeder buses, transportation for special-needs, promotion of bicycle use, and adequate, safe pedestrian access to all transit and community services. 2004
- Support growth management/transportation planning and funding that includes cooperation and coordination among transportation systems to implement effective regional multi-modal transportation choices. 2004
- Support the use of public transportation systems through incentives such as convenient, affordable, secure transit services.
and pricing disincentives such as user-based taxes. 2004

- Support incentives for additional employer auto-trip reduction programs. 2004

- Support adequate and secure park-and-ride lots, community transportation centers and transit-oriented development where appropriate. 2004

- Support an increase in the amount of state, regional and local transportation funds to implement the most appropriate high priority transportation improvements consistent with adopted growth management and transportation plans. 2004

**REGIONAL WATER SUPPLY**

- Support water conservation efforts by all users including education programs, voluntary and mandatory conservation requirements that take into account previous conservation efforts and alternative types of water reuse. 1996, 1999

- Support a regional approach to water resources, water sheds, basins, aquifers and to the accountability of any decision-making bodies to citizens. 1999

- Support a legal framework to create a regional water entity to manage regional water development. 1996

**WASHINGTON STATE WATER RIGHTS & GROUNDWATER PROTECTION**

- Support the principle of maximum net benefits including human health and safety, riparian habitat, concurrency of supply with permitted demand, Indian treaty rights, protection of in-stream flow, and hydraulic continuity. 1996, 1999

- “Allocation of waters among potential uses and users shall be based on the securing of the maximum net benefits for the people of the state. Maximum net benefits shall constitute total benefits less cost including opportunities lost.” (Water Resources Act, 1971)

  A. Quality should be maintained and enforced.

  B. Quantity should be determined and allocation adjudicated as necessary.

  C. Water resource management should be funded through water use fees, development permit application fees, and the state general fund.

  D. The Department of Ecology should regulate both water quantity and water quality. There should be coordination, integration and cooperation between the Department of Ecology and the Department of Public Health and other regulating agencies at all levels of government including meaningful public input.

- Support federal and state standards and guidelines on a watershed basis. Other governments should meet or exceed federal and state regulations. County government should be the most restrictive.

1996

A. The state Wellhead Protection Program should be enforced to protect aquifers and recharge areas. The Management Plan should include effective citizen education elements and citizen participation.

B. Zoning regulations should limit development in order to protect aquifer recharge areas.

- All wells (Class A, B, and single family residential wells) should be measured and the data regarding
water withdrawal, use and claims be reported to King County and the Department of Ecology.

PORT DISTRICTS

- Support public port districts as authorized by R.C.W. Title 53.04.01 (as of 1985) with emphasis on coordinated planning, public accountability, purposes of the port and environmental sensitivity.
  
  A. Cooperation and coordinated comprehensive planning with a regional, state or international agency to facilitate orderly planning and public accountability.
  
  B. Enforcement of the Shoreline Management Act and other environmental regulations.
  
  C. Attention to community recreational needs.
  
  D. Improved relations between public port districts and citizens by:
     1. Better publicity of port activities and plans
     2. Increased citizen involvement and input, and
     3. Responsiveness to citizen concerns.
### JANUARY UNIT INFORMATION

<table>
<thead>
<tr>
<th>Email</th>
<th>Phone</th>
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<tbody>
<tr>
<td><strong>Monday, January 9</strong></td>
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<tr>
<td><strong>FIRST HILL</strong> — Jeannette Kahlenberg</td>
<td>206-329-4848</td>
<td>10:00 a.m.</td>
<td>Horizon House, Sky Lounge 900 University St., Seattle Ann Dittmar, hostess <a href="mailto:awdittmar@gmail.com">awdittmar@gmail.com</a>, 206-329-4848</td>
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<tr>
<td><a href="mailto:kahlenb@gmail.com">kahlenb@gmail.com</a></td>
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<tr>
<td><strong>SOUTHEAST KING COUNTY</strong> — Cathy Dormaier</td>
<td>206-329-4848</td>
<td>1:00 p.m.</td>
<td>High Point Village 1777 High Point Street, Enumclaw</td>
</tr>
<tr>
<td><a href="mailto:clcathy@foxinternet.com">clcathy@foxinternet.com</a></td>
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<td><a href="mailto:dkcenny@skynetbb.com">dkcenny@skynetbb.com</a></td>
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<tr>
<td><strong>CAPITOL HILL/MONTLAKE</strong> — Vicky Downs/Zita Cook</td>
<td>206-329-4848</td>
<td>7:15 p.m.</td>
<td>Linnea Hirst 1602 E. McGraw, Seattle 206-329-4848</td>
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<tr>
<td><a href="mailto:downsvdowns@aol.com">downsvdowns@aol.com</a></td>
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<td><a href="mailto:zzitamcook@comcast.net">zzitamcook@comcast.net</a></td>
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<tr>
<td><strong>SOUTHEND</strong> — Marian Wolfe/Susan Jones</td>
<td>206-329-4848</td>
<td>7:30 p.m.</td>
<td>Nancy Eitreim, 206-329-4848 5511 52nd Ave. S., Seattle, WA 98118</td>
</tr>
<tr>
<td><a href="mailto:hedgwolfe@aol.com">hedgwolfe@aol.com</a></td>
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<td><a href="mailto:susan@monckjones.com">susan@monckjones.com</a></td>
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<td><strong>Tuesday, January 10</strong></td>
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<tr>
<td><strong>BELLEVUE</strong> — Bonnie Rimawi</td>
<td>206-329-4848</td>
<td>12:15 p.m.</td>
<td>Lake Hills Public Library 15590 Lake Hills Blvd., Bellevue</td>
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<tr>
<td><a href="mailto:bonnierim@aol.com">bonnierim@aol.com</a></td>
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<tr>
<td><strong>WEST SEATTLE</strong> — Ethel Williams/Amanda Berry</td>
<td>206-329-4848</td>
<td>12:30 p.m.</td>
<td>The Kenney 7125 Fauntleroy Way SW, Seattle</td>
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<tr>
<td><a href="mailto:etheljlw1@q.com">etheljlw1@q.com</a></td>
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<td><a href="mailto:amandamberry@earthlink.net">amandamberry@earthlink.net</a></td>
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<td><strong>Wednesday, January 11</strong></td>
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<tr>
<td><strong>VIEW RIDGE</strong> — Gail Winberg</td>
<td>206-329-4848</td>
<td>12:45 p.m.</td>
<td>Gail Winberg 6004 NE 60th St., Seattle</td>
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<tr>
<td><a href="mailto:winbergeng@q.com">winbergeng@q.com</a></td>
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<tr>
<td><strong>QUEEN ANNE/MAGNOLIA/BALLARD EVENING</strong> — Karen Adair/Elsie Simon</td>
<td>206-329-4848</td>
<td>7:30 p.m.</td>
<td>Karen Adair 303 Blaine St. (atop Queen Anne Hill) Seattle, WA 98199</td>
</tr>
<tr>
<td><a href="mailto:adairk@seanet.com">adairk@seanet.com</a></td>
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<td><a href="mailto:elsiesimon@comcast.net">elsiesimon@comcast.net</a></td>
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<td><strong>Thursday, January 12</strong></td>
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<tr>
<td><strong>UNIVERSITY HOUSE/WALLINGFORD</strong></td>
<td>206-329-4848</td>
<td>10:00 a.m.</td>
<td>4400 Stone Way N., Seattle Auditorium</td>
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<tr>
<td><strong>ISSAQUAH DAY</strong> — Dorris Martin</td>
<td>206-329-4848</td>
<td>11:30 a.m.</td>
<td>Issaquah City Hall, Coho Room Upstairs 130 E. Sunset Way, Issaquah</td>
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Thursday, January 12

**NORTH END NOON** – Jo Dawson  
warrenandjo@comcast.net  
206-329-4848  
12:00 noon Helen St. John, 206-329-4848  
12045 8th Ave. NW

**SHORELINE** – Juliet Beard  
juliet@windermere.com  
206-329-4848  
4:30 p.m. Richmond Beach Congregational Church  
NW 195th St & 15th Ave. NW

**KIRKLAND/REDMOND** – Sheila Hoff  
srhoff123@yahoo.com  
206-329-4848  
7:00 p.m. Hjordis Foy, 206-329-4848  
11016 NE 47th Place, Kirkland

**NORTH CENTRAL** – Jan Orlando  
orlanre@aol.com  
206-329-4848  
7:30 p.m. Alice Rasp, 206-329-4848  
4523 5th Ave. NE, Seattle

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**Wednesday, January 18**

**NORTH KING COUNTY** - Natalie Pascale Boisseau/Samanthe Sheffer  
npboisseau@gmail.com  
206-329-4848  
9:30 a.m. King County Library, Lower Level  
Lake Forest Park Towne Centre  
17171 Bothell Way NE

**SOUTHWEST KING COUNTY** – Cindy Piennett/Kathy Jorgensen  
cindypiennett@gmail.com  
206-329-4848  
7:00 p.m. Foundation House  
32290 1st Avenue South  
Federal Way

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**Thursday, January 19**

**BAYVIEW** – Peg Williams  
pwilliams@brc-res.com  
206-329-4848  
9:30 a.m. Bayview Retirement Community  
4th Floor Solarium, 11 W. Aloha St.

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**Saturday, January 21**

**BALLARD/MAGNOLIA/QUEEN ANNE DAY** – Judy Ostrow  
2jostrow@comcast.net  
206-329-4848  
10:00 a.m. Lisa and Kerry Peterson  
206-329-4848  
3932 Midvale Ave. N. 98103
## Board & Committee Contacts

<table>
<thead>
<tr>
<th>Term</th>
<th>Executive Committee</th>
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<tr>
<td>2011–2013</td>
<td>President</td>
<td>Judy Bevington</td>
<td>206-329-4848</td>
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<tr>
<td>2011–2013</td>
<td>1st V.P. Voter Service</td>
<td>Cyndi Woods</td>
<td>206-329-4848</td>
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<td>2011–2013</td>
<td>3rd V.P. Public Relations</td>
<td>Jean Carlson</td>
<td>206-329-4848</td>
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<tr>
<td>2011–2013</td>
<td>Treasurer</td>
<td>Kati Ortiz</td>
<td>206-329-4848</td>
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<tr>
<td>2010–2012</td>
<td>Secretary</td>
<td>Joanna Cullen</td>
<td>206-329-4848</td>
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<th>Term</th>
<th>Directors</th>
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<tr>
<td>2011–2013</td>
<td>Action</td>
<td>Ellen Barton</td>
<td>206-329-4848</td>
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<td>2011–2012</td>
<td>King County South</td>
<td>Mary Ehlers</td>
<td>206-329-4848</td>
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<td>2010–2012</td>
<td>Voter Service</td>
<td>Julie Anne Kempf</td>
<td>206-329-4848</td>
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<td>2011–2012</td>
<td>Eastside</td>
<td>Shari Lundberg</td>
<td>206-329-4848</td>
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<td>2011–2012</td>
<td>King County South</td>
<td>Pat McCann</td>
<td>206-329-4848</td>
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<tr>
<td>2011–2012</td>
<td>Development</td>
<td>Ginna Owens</td>
<td>206-329-4848</td>
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<td>2010–2012</td>
<td>Event Chair</td>
<td>Kathy Sakahara</td>
<td>206-329-4848</td>
</tr>
<tr>
<td>2011–2013</td>
<td>Transportation</td>
<td>Janet Winans</td>
<td>206-329-4848</td>
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<tr>
<th>Term</th>
<th>Education Fund Board</th>
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<tr>
<td>2011–2013</td>
<td>President</td>
<td>Nancy Eitreim</td>
<td>206-329-4848</td>
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<tr>
<td>2011–2013</td>
<td>Secretary</td>
<td>Laraine Volkman</td>
<td>206-329-4848</td>
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<tr>
<td>2010–2012</td>
<td>Director</td>
<td>Ruth Schroeder</td>
<td>206-329-4848</td>
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<tr>
<td>2010–2012</td>
<td>Director</td>
<td>Ellyn Swanson</td>
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<tr>
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<th>Nominating Committee</th>
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<td>2011–2012</td>
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<td>Karen Adair</td>
<td>206-329-4848</td>
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<tr>
<td>2011–2012</td>
<td></td>
<td>Astrid Berg</td>
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<td>2011–2012</td>
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<td>Jeanette Kahlenberg</td>
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<tr>
<td>2011–2012</td>
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<td>Boots Winterstein</td>
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<th>Off-Board Positions</th>
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<tr>
<td>Unit Coordinator</td>
<td>Linette Bixby</td>
<td>206-329-4848</td>
<td><a href="mailto:linettebixby@gmail.com">linettebixby@gmail.com</a></td>
</tr>
<tr>
<td>CIS Coordinator</td>
<td>Cynthia Howe</td>
<td>206-329-4848</td>
<td><a href="mailto:howe.john@comcast.net">howe.john@comcast.net</a></td>
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<tr>
<td>Program Chair</td>
<td>Jeanette Johnson</td>
<td>206-329-4848</td>
<td><a href="mailto:jeanettejohnson10@msn.com">jeanettejohnson10@msn.com</a></td>
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<tr>
<td>Voter Editor</td>
<td>Nan Moore</td>
<td>206-329-4848</td>
<td><a href="mailto:nanvoter@comcast.net">nanvoter@comcast.net</a></td>
</tr>
<tr>
<td>Membership Chair</td>
<td></td>
<td>206-329-4848</td>
<td><a href="mailto:membership.seattlelwv@gmail.com">membership.seattlelwv@gmail.com</a></td>
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<th>Committees</th>
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<tr>
<td>Economics &amp; Taxation</td>
<td>Nora Leech</td>
<td>206-329-4848</td>
<td><a href="mailto:LWVseattlenora@yahoo.com">LWVseattlenora@yahoo.com</a></td>
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<tr>
<td>Education, incl. Teacher Study</td>
<td>Lucy Gaskill-Gaddis</td>
<td>206-329-4848</td>
<td><a href="mailto:terrylucy2u@comcast.net">terrylucy2u@comcast.net</a></td>
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<tr>
<td>Immigration</td>
<td>Barbara Reid</td>
<td>206-329-4848</td>
<td><a href="mailto:barbereid@yahoo.com">barbereid@yahoo.com</a></td>
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<tr>
<td></td>
<td>Barbara Yasui</td>
<td>206-329-4848</td>
<td><a href="mailto:daruma52@msn.com">daruma52@msn.com</a></td>
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<tr>
<td>International Relations</td>
<td>Rebecca Castillonga</td>
<td><a href="mailto:telbalto@yahoo.com">telbalto@yahoo.com</a></td>
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<tr>
<td>Land Use/Waterfront</td>
<td>Jan O’Connor</td>
<td>206-329-4848</td>
<td><a href="mailto:oconnor.js@gmail.com">oconnor.js@gmail.com</a></td>
</tr>
<tr>
<td>Privatization</td>
<td>Nora Leech</td>
<td>206-329-4848</td>
<td><a href="mailto:LWVseattlenora@yahoo.com">LWVseattlenora@yahoo.com</a></td>
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<tr>
<td>Transportation</td>
<td>Janet Winans</td>
<td>206-329-4848</td>
<td><a href="mailto:janetwinans@earthlink.net">janetwinans@earthlink.net</a></td>
</tr>
<tr>
<td>Vote by Mail Study</td>
<td>Julie Anne Kempf</td>
<td>206-329-4848</td>
<td><a href="mailto:julie@kempf.com">julie@kempf.com</a></td>
</tr>
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LWV SEATTLE: JANUARY FORUM

Round Table Discussion: Program Planning

Seattle First Baptist Church
1111 Harvard Ave., Seattle WA
(Corner of Harvard and Seneca)

Thursday, January 5
7:00 p.m. - Discussion

***Note early start time
There will be no Discussion Leaders’ Briefing

➢ Please plan to attend and give your input as we plan the topics for our next League year!

All forums are open to the public.