



Mayor Lee P. Brown presents
CITY OF HOUSTON 2003
Annual Report

ELECTED *Officials*



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A MESSAGE FROM *Mayor Lee P. Brown*

December 15, 2003

My Fellow Houstonians,

This has been a banner year for Houston.

The initial leg of METRO's light rail transit has been completed. Discussion about rail transit was pretty serious when I was Houston's police chief 20 years ago, but it has been in just the past two years that we actually moved ahead with the plan. The rail line has been a critical element in Houston's master plan for the future. Rail addresses traffic congestion and polluting emissions.

We have opened our new Hilton Americas-Houston Hotel, now Houston's largest hotel. For three decades, Houston has not had a major new hotel, and the need

for one has increased as more and more conventions looked to Houston as a possible location. Concurrent with the building of this remarkable hotel was the major expansion of the George R. Brown Convention Center.

This year saw the completion of our new Northeast Water Purification Plant, a major infrastructure project that will benefit citizens in Houston and Harris County.

We completed the third jewel in our crown of professional sports venues, the Toyota Center. Houston will host Super Bowl XXXVIII at Reliant Stadium and the 2004 Major League Baseball All Star Game at Minute Maid Park. What other city can boast three new sports venues like these?

At Bush Intercontinental

Airport, the new Terminal E concourse opened, as did the Consolidate Car Rental Facility and new cargo facility. At Hobby Airport, six new gates opened. And we added one new runway and extended and widened the other runways and taxiways. These additions were part of the Houston Airport System's \$2.9 billion expansion.

And these are just a few of the year's highlights.

Of course what makes Houston such a special place to live, work and play is the city's people. We are a diverse city, and we like it that way. It's the kind of city we want our children to grow up in.

I am immensely proud of serving as our city's mayor for six years. Thank you for giving me the opportunity.



Photo by Kay Marvin's Photography

Sincerely,

Lee P. Brown
Mayor



'Houston's downtown has become a center not only of commerce, but also for living and entertainment. We have virtually re-invented our downtown through public-private partnerships that have a shared vision.'

Mayor Lee P. Brown, Welcome remarks for the 5th Annual Brownfields Development Workshop, April 11, 2003

ECONOMIC Development

The initial 7.5 mile leg of Metro light rail was completed. Downtown Main Street reopens.

Received \$1 million federal grant (bringing total to \$6.1 million) for implementation of Main Street revitalization project. Completed plan to connect Third Ward neighborhood to Main Street rail line through pedestrian and transit improvements.



City of Houston reviews and permits \$3.7 billion in new construction.



Downtown Aquarium and Restaurant entertainment complex opens.

Tunisia and Canada open consulate offices in Houston bringing the Consular Corps to 79 members. Twelve cities joined during the Brown administration.



Major expansion of George R. Brown Convention Center is finished.



Mayor Brown leads a trade delegation to Africa, visiting government and business leaders in Angola and Namibia. Luanda, Angola, becomes Houston's 14th Sister City.



Toyota Center opens.

Houston Airport System's \$2.9 billion expansion continues: At Bush Intercontinental Airport, new cargo facility opens; opened Consolidate Car Rental Facility. Completed construction of new runway at Bush Intercontinental. Opened Terminal E, with 20 new gates for Continental Airlines. Opened new Terminal A North Concourse. Expanded runways and taxiways at all three airports. Opened six new gates at Hobby Airport's central concourse. Opened new hangars for corporate and private jets at Ellington Field.

Hilton Americas Hotel opens. With 1,200 rooms, it is Houston's largest hotel.



Marriott Courtyard and Residence Inn by Marriott open downtown in historic Humble Oil Building.



Magnolia Hotel opens downtown, a renovation of the historic Post-Dispatch Building.



Houston hosts the World Energy Cities Partnership Conference.



Downtown Hotels, Entertainment, Historic Preservation

A period of unprecedented development

On December 4, 2003, the Hilton Americas – Houston opened for business. The opening was a culmination of 20 years of planning – and imagining Houston as a convention destination.

The Hilton-Americas – Houston's largest hotel – is an interesting study in public-private partnership. The need for a major downtown hotel located adjacent to the George R. Brown Convention Center was evident: In recent years, hundreds of conventions per year passed on Houston because the downtown simply did not have an adequate number of hotel rooms.

To move the process into a tangible plan, the Convention Center Hotel Corporation was created on February 2, 2000. Mayor Lee Brown asked former Houston Mayor Bob Lanier to chair the eight-member board. The group concluded that high interest rates and insurance requirements made a privately-owned and financed hotel unlikely. Within a few months, the non-profit corporation was given the mandate by City Council to design and build a major hotel. The hotel groundbreaking took place in July 2001, and the construction proceeded on schedule and on budget. Cost for the project was \$285 million.

The Hilton Americas – Houston, owned by the city of Hous-

ton, opened on December 4 with no "mortgage" to be paid by new taxes. The existing hotel occupancy tax and the Convention and Entertainment Facilities parking revenues will repay the bonds that financed the project.

An "all star" team

Hines, an international real

estate firm founded in Houston in 1957, was the project developer. Gensler and Associates – named Architecture Firm of the Year 2000 by the American Institute of Architects – headed the design team. Turner Construction Company, one of the largest construction firms in the U.S., served as general contractor. And,

of course, Hilton Hotels Corporation will operate the hotel.

Concurrent with the hotel's construction was the \$165 million expansion of the George R. Brown Convention Center, adding 400,000 sq. ft.

The old becomes new

Houston's Historic Preservation Ordinance was critical for other recent downtown hotel development. The preservation/restoration of historic downtown buildings has been a priority for Mayor Lee Brown. The ordinance allows for Historic Site Tax Exemptions for up to 15 years, and must be approved by City Council. The exemption comes with the understanding that at least 50 percent of the property's assessed value will be spent on the renovation.

In 2002, the 75-year old Sam Houston Hotel, vacant for 25 years, opened as the new Sam

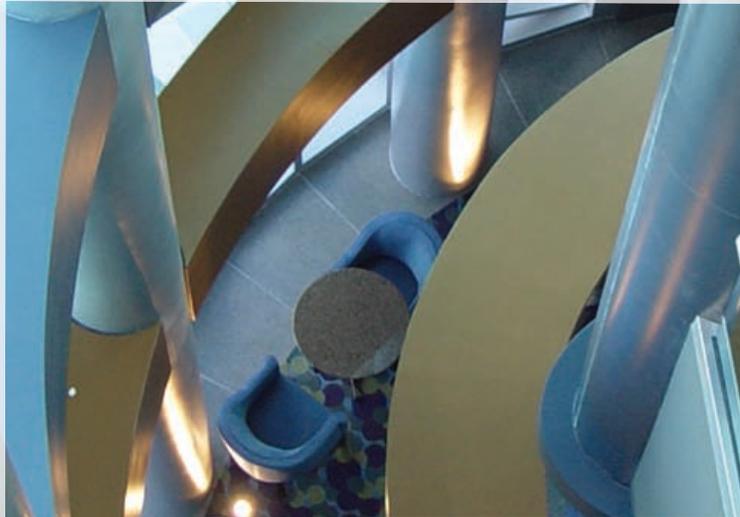
Houston Hotel. The renovation turned the original 210 rooms into 106 new rooms.

In spring 2003, the new 318-room Magnolia Hotel opened after a major renovation of the historic Post Dispatch Building. And later in the year, the original Humble Oil Building reopened as the Marriott Courtyard, Residence Inn by Marriott and the Humble Tower Apartments.

Mayor Brown has said that restoring landmark buildings gives the downtown a unique character and reminds residents of the historic heritage even a young city like Houston has.

No question about it: Houston is destined to be a convention destination.

And with all the venues in Houston's Entertainment District, and the availability of hotel accommodations, many Gulf Coast residents are sure to enjoy a weekend downtown.





'I have always said that the people who live in neighborhoods are the ones who know best what is needed. You are taking an active part in your neighborhood's future. I congratulate you for that!'

Mayor Lee P. Brown, Super Neighborhood Council Recognition Ceremony, December 16, 2003

NEIGHBORHOOD *Oriented Government*

City recognized two additional Super Neighborhood Councils, bringing total number of councils to 45.



Twelve new SPARK Parks are created on public school grounds, bringing the total to 166 Spark Parks.



Through the Higher Education Finance Corporation, \$25.5 million in tax exempt revenue bonds were issued to build two student housing complexes at Texas Southern University, providing new housing for 636 students.

Neighborhood Protection Division (NPD) partnered with Super Neighborhoods to target needs. NPD demolished 220 dangerous buildings, secured 230 buildings and identified approximately 600 properties pending demolition. Additionally, NPD investigated 3,389 junk motor vehicles.



Under the Developer Reimbursement Program, 23 home builders were involved in construction of 1,754 affordable single-family homes.

Recognized Super Neighborhood Alliance, an advisory board consisting of all super neighborhood council presidents or chairs.



Amended Chapter 33, the Tree and Shrub Ordinance, to require increased tree plantings following new construction to provide additional tree canopy.



Affordable housing and job-creation projects were boosted with an additional \$25 million in Section 108 Guaranteed Loan funds and \$5.9 million in EDI grant funds.

City awarded seven neighborhood facilities Community Development Block Grants, totaling over \$2 million, for renovations.

Mayor Brown asks Houston Asset Building Corporation and the Internal Revenue Service to partner with the Mayor's Citizens Assistance Office and offer low- and moderate-income families tax advice, especially helping families file the Earned Income Tax Credit. If 10,000 Houston families receive the credit, \$18 million would flow back into the Houston economy.



Main Street, Houston's signature boulevard

A major thoroughfare with something for everyone

A bold vision for the future will transform Houston's Main Street into an 8.5 mile signature transit and pedestrian-oriented corridor traversing some of the city's most interesting and historic neighborhoods. Anchored on the north end by a large Hispanic community, running through the exciting center of Downtown, through the "hot" residential Midtown, bounded on the east by Houston's African-American Third Ward, and running past Hermann Park and Zoo and the Texas Medical Center, and ending at Reliant Park, Main Street is destined to become a street synonymous with the diversity and optimism that have created Houston.

A public/private partnership

Established in 1998 by Mayor Brown, the Main Street Coalition is an exceptional example of how a public-private partnership

can succeed. The City of Houston Planning and Development Department has been a key member of the coalition, guiding and funding the Main Street Master Plan which serves as a "blueprint" for future activities and development. The city's Public Works and Engineering department will provide technical expertise and ensure proper coordination.

Other key partners are the Downtown Management District, Market Square TIRZ Board, Diocese of Galveston-Houston, Midtown Redevelopment Authority, Museum of Fine Arts-Houston, Texas Medical Center, South Main Association, Third Ward Redevelopment Council and Reliant Park. An essential partner is the Metropolitan Transit Authority. METRO's 7.5 mile light rail transit line will be the single most important aspect of the Main Street Corridor; METRO's street reconstruction is also a necessary component.

Why are the stakeholders so excited about the Main Street Corridor? The seven unique districts of the corridor – and the adjoining neighborhoods – have a large variety of cultural, educational, medical, retail and residential activities. Five million people come into the corridor annually to visit museums, hospitals, parks and shopping outlets. An independent study projects \$11 billion in construction will occur in the 20 years following the opening of the METRO rail line.

Along the way

To date, several pilot projects along the corridor are demonstrating that pedestrian/transit oriented development can indeed generate interest. The Museum District, with 11 institutions within walking distance of each other, is one of the 14 METRO rail stops. Museums have all "signed off" on plans to enhance a walking Art

Tour, with attractive streetscapes and enhanced transit into neighboring communities.

Cathedral Square, on the south side of downtown, will be a much-visited area in the corridor, anchored by the new cathedral being built by the Catholic Diocese of Galveston-Houston. On the corner opposite the cathedral, the new METRO headquarters building will be built.

The Third Ward to Main Street Connectivity Project will strengthen the connection between the predominantly African-American Third Ward and Main Street. The City of Houston,

METRO and the Third Ward Redevelopment Council are using a grant from the Federal Highway Administration to begin improvements on the deteriorated sidewalks, insufficient lighting and narrow streets in this fairly transit-dependent community. While the University of Houston and Texas Southern University are in the Third Ward, the area as a whole has not made significant economic development in the past several decades. Major improvements on the key thoroughfares connecting Main Street and Third Ward – with reliable transit – are guaranteed in the project.





'If our storm drainage is not improved, Houston will not grow. Staying with the status quo is not an option; the current drainage system we have is woefully undersized.'

Mayor Lee P. Brown, 2003 State of the City speech, January 28, 2003

INFRASTRUCTURE & Transportation

Established Continually Operating Reference System (CORS) to replace the outdated system of hard point survey control monuments.



Initial 7.5 miles of Metro light rail constructed from University of Houston-Downtown to Reliant Park.

Northeast Water Purification Plant nears completion in 2003, beginning with a capacity of 40 million gallons of water (MGD) per day and going in 2006 to Phase II with 80 MGD. Expansion of city's water production allows city to meet its obligation of supplying water to North Harris County Water Authority and West Harris County Regional Water Authority.

Continued work on downtown streets and utility infrastructure.



Completed construction of an additional runway at Bush Intercontinental Airport. Also, expanded runways and taxiways at Bush Intercontinental and Hobby airports.



Completed the Inner Katy Transit Oriented Development Study, the first step in assessing feasibility and impact of high capacity transit in the I-10 corridor. Established permit parking program to resolve neighborhood parking issues.

Expanded new nonstop air service, Houston to Lagos, Nigeria, following recent nonstop services to Luanda, Angola, and Malabo, Equatorial Guinea.



Houston Airport System (HAS) began training Chinese airport executives from Beijing and Shanghai in a unique program created by HAS Development Corporation.



Implement a performance-based incentive payment program to encourage early completion of construction for major thoroughfare projects.

Funded through a Federal Transit Administration 10-year grant, the city will upgrade and/or add to 1,212 intersections, with 300 to be online by the end of 2003; the remaining intersections will be online by end of 2004.



City's Public Works and Engineering Department renegotiated its Construction Management contracts to reflect uniform "Raw Salary Multiplier" which historically has varied depending on the firm and the personnel requirements.



Planes, trains and automobiles

Houston is a hub for air, rail and trucking

On November 4, 2003, Houston voters again confirmed their support of a mobility system for the greater Houston area. Mayor Lee Brown led the charge for this much-needed program – a program that addresses both mobility and air quality.

The plan, called METRO Solutions, is the next step in the mobility program following the initial light rail line of 7.5 miles from Buffalo Bayou to Reliant Park. Very soon after the initial line opens, running through downtown to Reliant Park, 40,000 people will use the rail daily.

The plan calls for an additional 65 miles of rail in the next few years, running to Bush Intercontinental Airport, Hobby Airport, the Galleria and south of Loop 610 to the Alvin/Pearland area. There will be 54 stations. Future rail will be in the Katy corridor and to the Sugar Land area.

The initial leg will have an average speed for its entire length of near 20 miles an hour, which includes the 16 station stops. The entire ride from Buffalo Bayou to Reliant Park will be 29 minutes.

The Metro fare will be the same as a bus fare.

But rail is not the only element in the plan. There will be 50 percent more buses and an increase in Park and Ride lots. Metro will continue work on

Houston's streets, reconstructing and repaving as needed to ensure the best streets of any major city. (Metro has finished a number of streets in the downtown area, including Louisiana and Bagby, and many of the streets in the Cotswold area in the east part of downtown.)

Importantly, Metro's plan for this dynamic and expanding region will be brought about with no debt or new taxes. Funding for the ambitious plan will be accomplished through reserve funds, sale of surplus property, funds already allocated for rail and lease-back of Metro facilities.

1.3 million more cars

Mayor Brown was such a strong proponent of rail because virtually all urban planners know that mobility in a large metro area must include autos, buses and rail. Mobility in an urban area must be designed around a concept of moving people, not vehicles. In Houston's metro area, an additional 1.3 million cars, SUVs and trucks will be on the streets by 2020. The current street system could not accommodate that, and gridlock would be a constant. And our air would suffer.

So, Houston has entered a new era with the introduction of a light rail line.

There are additional trans-

portation issues for the Houston area. As a major player in the global market, Houston has one of the largest airport systems in the world. In 2002, 44 million passengers came through Houston, and the number will continue to increase because Houston is the gateway to Latin America. During the Brown administration, new air routes to Asia and Africa have been introduced. To accommodate all the future demands, the Houston Airport System has embarked on a \$2.9 billion expansion.

Because Houston is located mid-way between the two coasts, and because the Port of Houston is the largest foreign tonnage port in the U.S., Houston is a major trucking and rail center, with a million rail cars annually and over 700 truck lines coming through the city. Ensuring the safety of citizens must be concurrent with the need for keeping this traffic moving.





'I cannot emphasize it enough. Staying in school and doing well is the best thing you can do for yourself, your family and your community. Our parents and our teachers can help us, and we need their support, but it's up to us to make it happen.'

Mayor Lee P. Brown, Hartman Middle School, February 19, 2003

OPPORTUNITIES For Youth

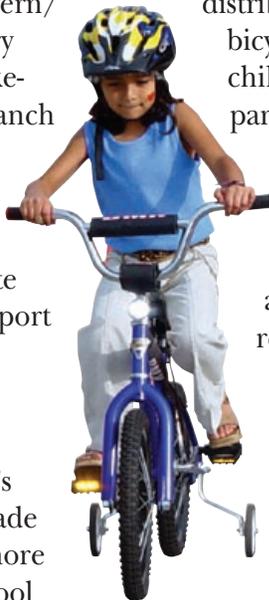
Ground is broken for the new John P. McGovern/Stella Link Library and the Clear Lake-County Freeman Branch Library.



Thousands of children participate in the Houston Airport System's after school tours.



Officers in HPD's DARE Program made presentations to more than 50,000 school children about how to refuse alcohol and avoid violence.



Houston Police Department distributed 1,500 free bicycle helmets to children. HPD also partnered with Clear Channel Radio to produce a series of radio public service announcements regarding bicycle safety.



Six major renovation programs at six parks are completed or nearly completed by year's end, totaling \$8.24 million.

Eight new SPARK Parks are opened, bringing the total to 166. SPARK Parks are public school grounds that serve as community parks when school is not in session; amenities and construction are accomplished by Building Services Department.



Minute Maid sponsors Department of Parks and Recreation's softball and baseball programs.



The city hosted 39 free children's concerts at Miller Outdoor Theater, more than ever before.

Through HPD's Parents and Neighbors Defense Alliance (PANDA), 6,215 children receive safety training.

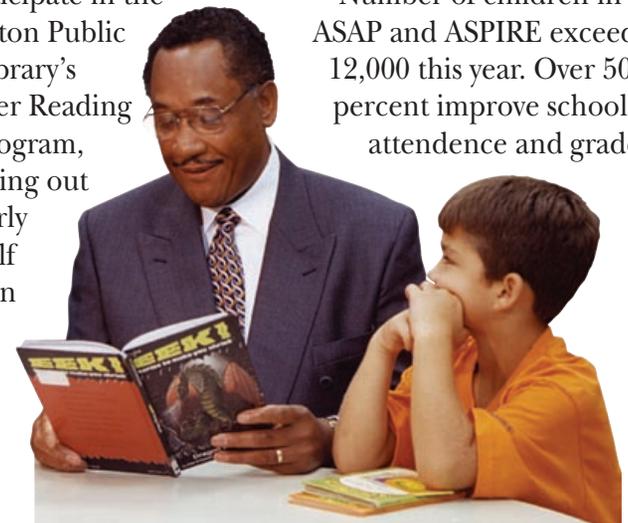


38,000 young people participate in the Houston Public Library's Summer Reading Program, checking out nearly a half million books.

HPD's Blue Santa program gives more than 6,000 underprivileged children toys and bicycles. The program is funded by police officers.



Number of children in ASAP and ASPIRE exceeds 12,000 this year. Over 50 percent improve school attendance and grades.



Places to read, places to play, places just to be a kid

Making Houston the most user-friendly city for children

Mayor Lee Brown has frequently said he wants Houston to be the most child friendly city on the planet. And during the Brown administration, there have been a number of successful initiatives for Houston's kids:

- The Public Library Power Card.
- After School Achievement Program at 117 sites in six school districts.
- ASPIRE program at 20 library sites for kids needing help with their studies.
- Mayor's Youth Sports Program, with golf, tennis and other sports coached by volunteers.
- Mayor's Youth Council, a 32-member council of high schoolers who advise the mayor and City Council on issues relating to adolescents.
- Adopt a School, which included 16 City of Houston departments.

A city can't have too many libraries – or too many parks. Both are essential to a city's young people.

Reading

In 2003, the Heights, Walter and Johnson branch libraries reopened after major renovations.

This year, ground was broken for the new McGovern/Stella Link Library and the joint city-county Clear Lake Library. During the Brown administration, over half of the city's 44 branch libraries had renovations. The new Stimely-Blue Ridge Library opened.

Of course what's inside these

library buildings is most important. Perhaps the most significant event at Houston's libraries in 2003 was the installation of SimHouston in all the branches. Lee Brown has said that access to the tools of the information age must be a right, not a privilege, and that's what SimHouston guaran-

tees – for youngsters, access to the knowledge available, and for children of all ages, access to the Internet-based job market.

The Houston Public Library has joined with the Houston Chronicle to sponsor Books on the Bayou: Houston Reads Together, a citywide reading program. The first book was Ernest Gaines' *A Lesson Before Dying* and the 2003 book is Ray Bradbury's *Fahrenheit 451*.

Playing

An initiative that has really "taken off" during the Brown administration is the SPARK Parks program, a partnership between the city and the school districts within the city. SPARK Parks are "supplements" to the city parks, small greenspaces that are actually school grounds during the day but serve as quasi-parks after school hours and on weekends. Neighborhoods are involved, too, helping with the general style of the park and funding in many cases.

SPARK Parks have public art, reflecting the culture or predominant ethnicity of a particular area. Because too many youngsters are overweight, SPARK Parks typically have fitness stations. Approximately 100 SPARK Parks have been created during the Brown administration.





You work for the city because you want to provide service to our citizens - courteous and timely service. And I can tell you - because I hear it as I travel through the city - that the citizens are very grateful for all the things that work so well.'

Mayor Lee P. Brown, Mayor's Service Awards, April 21, 2003

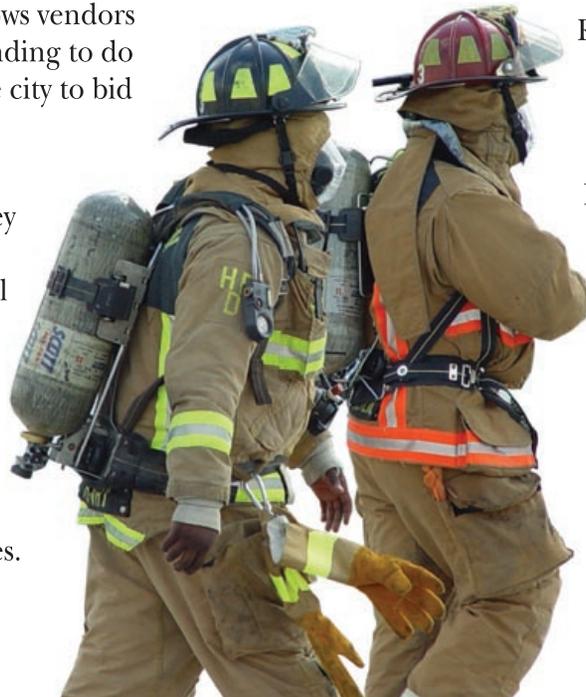
CONTINUOUS Management Improvement

City initiates two online auction sites. One site allows citizens to bid on surplus property such as that confiscated by police. The other service allows vendors and people intending to do business with the city to bid online.



Customer survey indicates a 95 percent approval rating of the delivery of services by the Houston Fire Department Emergency Medical Services.

Municipal Courts and Information Technology initiate the Integrated Case Management System.



Centralized Information Technology Network Management, saves over \$300,000.



Reduced technical support for 311 call center by 40 percent, saving \$800,000.



Municipal Courts unveils a Master Plan for Parking Management Downtown, developed with the assistance of the Downtown Management District, Midtown Management District and the Theater District.



Solid Waste Management Department initiates franchise fee on commercial solid waste service in the city.



Implemented a performance-based incentive program for Public Works and Engineering projects in order to finish projects as early as possible and reduce disruption.



Began formulating Information Technology Master Plan.



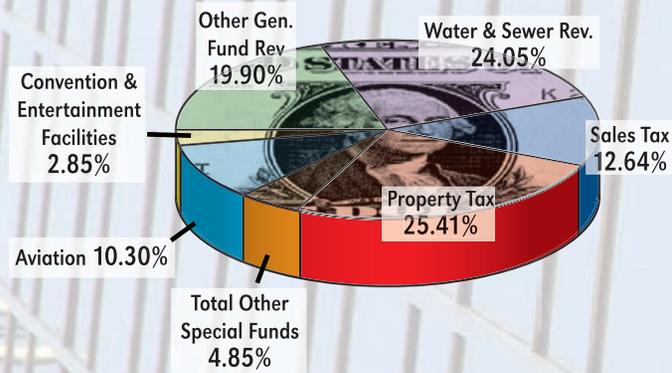
Implemented Telework, the first wireless building inspection system in Texas. Implemented Energy Code, strengthening building code requirements to enhance energy efficiency.



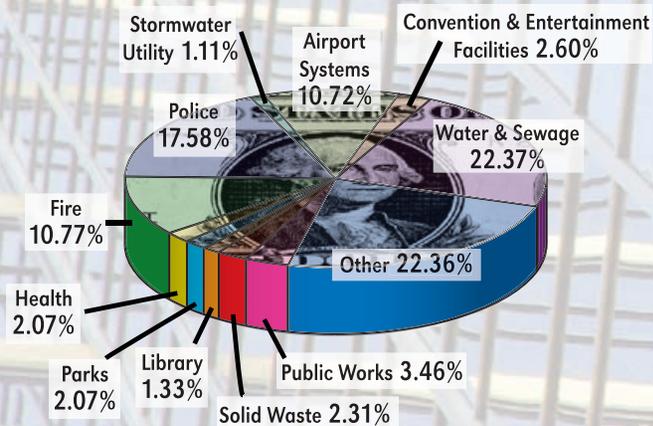
Instituted partnership with Harris County Probation Office to utilize probationers for cutting and maintenance of lots at no cost to city.

FY04 BUDGET Financial Review

All Funds Operating Revenues and Other Sources



All Funds Operating Expenditures and Other Uses



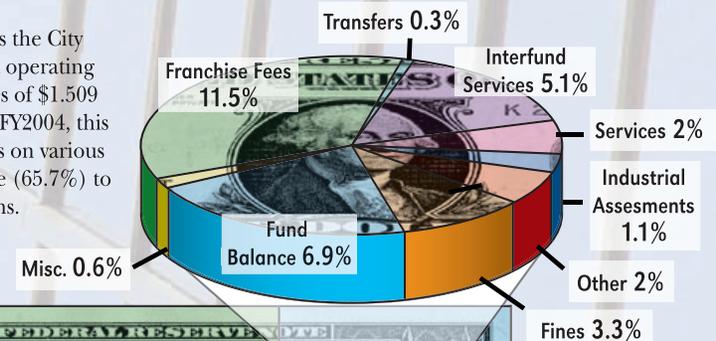
General Fund Operating Expenditures and Other Uses

General Fund expenditures totaling \$1.429 billion are allocated among 20 departments. The following graph illustrates the allocation of these expenditures.



General Fund Operating Revenue and Other Sources

The General Fund is the City of Houston's largest operating fund. With resources of \$1.509 billion budgeted in FY2004, this fund primarily relies on various forms of tax revenue (65.7%) to finance its operations.



2003

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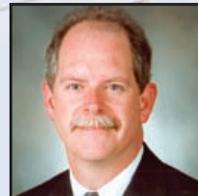
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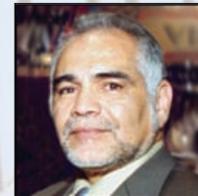
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Photographs and Renderings

Cover background Downtown from Sabine Bridge, *Leslie Denton-Roach*.
Cover, top row from left Houston Rodeo, *Greater Houston Convention and Visitors Bureau*. METRO Rail, *METRO*. Rice Baseball and Houston Aeros parade, *Roger Smith*.

Cover, middle row from left Uptown tree lighting festival, *Greater Houston Convention and Visitors Bureau*. Downtown buildings, *Paul Beckman*. Henry Moore sculpture, *Leslie Denton-Roach*.

Cover, bottom row from left SPARK park, *Kathleen Ownby*. Aerial photo of Texas Medical Center, *Greater Houston Convention and Visitors Bureau*. Alkek Velodrome, *Roger Smith*.

Page 1 Mayor Lee P. Brown, *Kaye Marvins Photography*.

Page 2, top from left NASA's Super Guppy cargo aircraft on display at the new Bush Intercontinental CargoCenter opening, *Houston Airport System*. Toyota Center, *Greater Houston Convention and Visitors Bureau*.

Page 2, bottom Downtown Aquarium and Restaurant, *Leslie Denton-Roach*.

Page 3 background Hilton Americas-Houston Hotel, *Leslie Denton-Roach*.

Page 3, bottom from left Hilton Americas-Houston Hotel, *Leslie Denton-Roach*. Marriott Courtyard and Residence Inn by Marriott, *Marriott International*. Sam Houston Hotel terrace view, *Sam Houston Hotel*.

Page 4, top from left HPL employee, Marlena Mitchell volunteers for PSI Homesavers, *Paul Beckman*. Neighborhood Protection specialist, Lloyd Vela, tags an inoperable car, *Paul Beckman*. SPARK Park ribbon cutting, *Kathleen Ownby*.

Page 4, bottom Mounted patrol, *Paul Beckman*.

Page 5, background Rendering of a pedestrian-oriented entrance at the Museum of Fine Arts, *Public Works & Engineering Department*.

Page 5, bottom from left Rendering of METRO Rail at the Main Street

Square, *METRO*. Rendering of Brays Bayou Park Plaza, *Public Works & Engineering Department*. Rendering METRO Square at Bell Street, *Public Works & Engineering Department*.

Page 6, top from left Opening of new central concourse at Hobby Airport, *Houston Airport System*. Northeast Water Purification Plant, *Public Works & Engineering*. Airplane lands at new expanded runway at Bush Intercontinental, *Houston Airport System*.

Page 6, bottom METRO Rail, *METRO*.

Page 7, background METRO Rail, *METRO*.

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