

CITY	ORGANIZATION	STRUCTURE	OFFICE	STAFFING	FUNDING
Austin, TX	Global Bus. Division	One committee for each sister city relationship	Dept. of Economic Development	1 full-time staff <sup>2</sup>	City budget includes funding for the Global Business Retention and Expansion Division which oversees Sister City budget.
Birmingham, AL	501 (c)(3)	Board of directors & standing committees	Office of Economic Development	1 full-time staff 1 intern	City provides funding, office space and in-kind staff support to 501©(3)
Charlotte, NC	Office of Intl. Relations	The Charlotte International Cabinet acts as a board of directors	Dept. of Economic Development	2 full-time staff <sup>2</sup>	Grant funding awarded to Sister City projects through Charlotte International Cabinet
Columbus, OH	501 (c)(3)	3 Sister City committees, board of directors & one executive board	Leases own office space	1 full-time staff 1 part-time staff	City, Franklin County and a local economic development corporation & contributions from global partners
Denver, CO	501 (c)(3)	One committee for each sister city relationship	Denver World Trade Center	1.6 FTE	45% City funded. Remaining balance from sponsorships, fundraising and program fees
Fort Worth, TX	501 (c)(3)	Board of directors & one executive committee	City Hall	5 full-time staff	Annual \$50,000 City funding. Remaining balance fromdonors, sponsorships & fees from outbound exchanges.
Jacksonville, FL	501 (c)(3)	One committee for each sister city relationship, board of directors and one executive board	Office of Economic Development	1 full-time staff <sup>2</sup>	Annual \$10,000 City funding. Remaining balance from membership dues and fundraisers.
Nashville, TN	501 (c)(3)	Board of directors and standing committees	Leases own office space	1 full-time 1 part-time staff	N/A
Portland, OR	501 (c)(3) <sup>1</sup>	One alliance for each sister city relationship & Governance from the Office of International Relations	Leases own office space & City Hall	2 full-time staff <sup>2</sup>	Fundraising by each Sister City Alliance
Seattle, WA	501 (c)(3) <sup>1</sup>	One committee for each sister city relationship & Governance from the Office of International Affairs	Leases own office space & City Hall	2 full-time staff <sup>2</sup>	Annual \$44,000 City funding (grants)
<sup>1</sup> A separate 501 (c)(3) is formed for every sister city relationship <sup>2</sup> Percent of time spent coordinating Sister City Committees unknown					

# Sister Cities Survey Information

Cities	City Population	Website	Contact name & Phone	# of SS relationships
Austin, TX	931,860	<a href="https://austintexas.gov/department/sister-cities-program">https://austintexas.gov/department/sister-cities-program</a>	Marrienne Martinez marianne.martinez@austintexas.gov 517-974-6418	13 SC, 3 FC
Birmingham, AL	212,237	<a href="http://www.birminghamsistercities.com">www.birminghamsistercities.com</a>	Democolson@aol.com, 205-254-2317	15 SC, 4 FC
Charlotte, NC	671,588	<a href="http://www.charlotteinternational.org">www.charlotteinternational.org</a>	Alexis Gordon, agordon@charlottenc.gov 704-336-2174	8 SC
Columbus, OH	747,755	<a href="http://www.columbussistercities.org">www.columbussistercities.org</a>	Tim Sword, TLSword@columbus.gov, 614-	9 SC
Denver, CO	566,971	<a href="http://www.denversistercities.org">www.denversistercities.org</a>	Beth Hendrix, beth@denversistercities.org, 303-832-1336	10 SC, 2 FC
Fort Worth, TX	703,073	<a href="http://www.fwsistercities.org">www.fwsistercities.org</a>	Mae Ferguson, mae@fwsistercities.org, 817-632-7100	8 SC

Jacksonville, FL	853,382	<a href="http://www.jsca.org/">http://www.jsca.org/</a>	ccraig@coj.net, 904-630-1304	8 SC, 3 FC
Nashville, TN	609,644	<a href="http://www.scnashville.org/">http://www.scnashville.org/</a>	Heather Cunningham, director@scnashville.org, 615-708-0484	8 SC, 3 FC
Portland, OR	557,706	<a href="http://www.portlandoregon.gov/mayor">www.portlandoregon.gov/mayor</a>	Hector Miramontes, Hector.miramontes@portlandoregon.gov, 503-823-1125	9 SC, 1 FC
Seattle, WA	598,541	<a href="http://www.seattle.gov/oir/sister-cities">www.seattle.gov/oir/sister-cities</a>	Paul Neville, Paul.neville@seattle.gov, 206-727-8806	21 SC

### \* DENVER

Stats on Question #6

- In 2015, DSCI produced \$4.88 in programs for every dollar spent; this equates to \$29.63 in programming for each dollar invested in the City of Denver's Treasury through sales and use taxes.
- We hosted 20 incoming or outgoing global delegations from or to our Sister Cities (six youth delegations; 14 adult delegations) and provided language skills and self-confidence following DSCI student exchanges.

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- We provided 36 events in Denver celebrating the cultures of Denver's Sister and Friendship Cities, including the Worldwide Festival and the Worldwide Festival.
- We celebrated the anniversaries of three Sister Cities relationships: Takayama (55 years); Nairobi (40 years); and Axum (20 years).
- We provided and benefitted from more than 20,000 hours of volunteer engagement, the equivalent of more than 9 full-time employees.
- We showed increases in membership (84%), mailing list (48%), and social media (Facebook – 54%; Twitter – 93%).

#### Answer to Question #7

- Akureyri, Iceland welcomed approximately 60 Denver skiers throughout 2015 through a reciprocal agreement with Winter Park. A partnership with Denver Museum of Nature & Science for their upcoming Vikings exhibit, sponsored by IcelandAir, will bring chefs and musicians to Denver.
- Axum, Ethiopia received a septic pumping truck and support for the construction of their new public library. Partnership was strengthened through exchanges took place between their schools of Hospitality and Journalism; a student/faculty exchange is planned for 2017 through a student exchange.
- Brest, France receives an annual student exchange group and an adult tourist delegation from Denver. Discussions are underway for a student and professional levels. A shared exhibit on WWI is also being planned.
- Chennai, India received humanitarian funds for flood relief in late 2015. An adult volunteer-tourism delegation is planned for January 2017. A Dept.-supported trade mission in 2017 on clean energy.
- Cuernavaca, Mexico received a diplomatic delegation last year; discussions were initiated regarding university exchange at the city level. Partnerships were strong -- I hope to revive those, and a refurbished fire truck was donated.
- Nairobi, Kenya receives support for an environmental nonprofit as well as individual entrepreneurs. A partnership with the National Museum of Kenya held by a local museum to their rightful owners: tribal farmers on the Kenyan coast.
- Potenza, Italy receives an annual supported student exchange. A tourist delegation visits every other year -- sometimes more.
- Ramat HaNegev received a supported student exchange.
- Takayama, Japan received three adult delegations last year, including one led by Mayor Hancock to celebrate to 55th anniversary of Asahi Beer Co. beer to Takayama and import of Takayama sake to Denver; we're currently working on importing hida beef.
- Ulaanbaatar, Mongolia received a large trade delegation led by Mayor Hancock last year; this resulted in several agreements, MOUs, and procedures; this has resulted in changes to Ulaanbaatar's stormwater management and nursing home processes and programs.

## Survey Question #1

## Survey Question #2

## Survey Question #3

The City of Austin has 13 Sister Cities Committees who are volunteers very devoted and passionate in their participation in the ongoing programming and events with their counterparts in their respective countries.

Our Sister City program is a 501-c-3 that receives funding from the city and in-kind staff support. Birmingham Sister

Over the years the program went from being a desk at another non-profit, to being a stand-alone non-profit, to a city partner, to being merged with a different city partner. When the Office of international Relations was created in

We are a 501 C 3

Denver Sister Cities International (DSCI) is a nonprofit. We were established in 1948 as a part of city government. In the mid-80's, Mayor Webb had us morph into a nonprofit to ensure our survival despite changes in mayoral interest Fort Worth Sister Cities is a non-profit 501 c(3) organization

The The Sister Cities Program is part of the City of Austin, Global Business Retention and Expansion Division within the Economic Development Department, although we work very closely with the Office of the Mayor and our elected officials.

Mayor's Office of Economic Development

The Office of International Relations is within Economic Development which is a division within the Department of Neighborhood and Business Services.

We recently left the Cities Development section to sublease space in an office. We

As a nonprofit, we have our own offices outside of City Hall. We co-locate with the World Trade Center in Denver and have found that partnership to be highly

Our 501 c 3 has a contract with the City of Fort Worth that includes a \$50,000 a year budget for the next 5 years and office space in City Hall

Within Global Business Retention and Expansion Division, we have three staff members focused on various areas of the division roles and responsibilities. As the Sister Cities International Program Coordinator, I assume the role as the City of Austin advisor/liaison to the Sister Cities Committees.

1 full time staff and 1 intern

The Office of International Relations has two full time positions and 2-4 unpaid college interns, but Sister Cities is only a small portion of our work flow. We divide

Currently we have one full time President, one part time office assistant and

We have 1.6 FTEs: a full-time executive director, and a 28-hour-per-week office manager. We're responsible for putting on the Annual Meeting and Worldwide

the money to operate our program comes from community fund raisers, Private and corporate sponsorship, Outbound exchanges bring in revenue as well through fees for our exchange services. We also

The Jacksonville Sister Cities Association (JSCA) is a 501(c)(3) organization	Currently the organization is housed in the Office of Economic Development but	Technically none – it is fully operated by a volunteer board of directors. I am the City
Non-profit 501c3 organization	Affiliated with Mayor's office and work closely with Economic and Community Development but we are a separate organization	one full time and one part time
Sister City Associations are 501C3's created by citizens. The Bureau of Government Relations is housed in City Hall and has three Departments. Fedreal Relations, State Relations and International Relations. The office of International Relations is responsible for working directly with all Sister City Associations.	The office of Governement Relations is located in City Hall	There are two full time staff that make up the Office of International Relations. The Director of International Relations and the International Relations Associate. It is worth noting that up until 2014 there was a department of International Relations
Each of Seattle's 21 Sister City relationships is managed by a non-profit 501c3. The City of Seattle provides nominal financial support and strategic guidance. Seattle's International Affairs Director convenes meetings with the Seattle Sister Citv Association presidents	The individual Sister City Associations are located throughout Seattle. The International Affairs Director is located in Seattle's Office of Intergovernmental Affairs.	Each Sister City Association has a president, a board, and at minimum 30 members. There are over 3,000 volunteers supporting the Sister City Association. The Citv of Seattle's International Affairs

ted in DSCI by the City and County of Denver and an almost 2:1 return of funds directly to the City

);. Pre- and post-exchange evaluative surveys for youth participants indicated clear increases in foreign

stival. Attendance ranged from 35 people at Ethiopian Timket to approximately 15,000 people at the  
ars).  
employees.

rk, Denver's own mountain ski resort. An adult tourist delegation visited in April 2016. A partnership  
cians from Akureyri to Denver for the opening celebration.  
strengthened between Metropolitan State University of Denver and the University of Aksum; two faculty  
ugh a Fulbright grant.  
vay regarding tech internships and university partnerships, as well as stronger culinary exchanges at the  
uary 2017. We're working with the Colorado Office of Economic Development & Int'l Trade on a State  
e student and faculty levels, eco-tourism, and parks employee exchange. In the past, culinary exchanges  
iam Festival was initiated and solidified. This relationship catalyzed the repatriation of sacred artifacts  
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sary of the Denver-Takayama relationship. A trade agreement was catalyzed for the export of Denver  
with more forthcoming. Ulaanbaatar also sent documentarians to film a variety of municipal processes  
ams. We've also had governmental exchanges to share information on police monitoring and among

Survey Question #4	Survey Question #5	Survey Question #6
Each committee will meet on occasion, specifically when they are planning for an event, incoming/outgoing delegation visits. The Austin Sister Cities International group is comprised of the chairperson of each sister cities committee – which meets once a month as a complete group. They will have discussions regarding the programs/events for the entire Sister Cities program.	There are City of Austin allocated fund for the Global Business Retention and Expansion Division which oversees the Sister Cities budget. The Sister Cities Program has a limited budget which does include some international travel and travel to attend the Sister Cities International Conference in the U.S.	The opportunity to present the various events/programming about the culture and history of all of our partnership countries.
The full board meets every two months. Other committees in intervening months or more often when they are working on a	Yes, Both through the city appropriation and fund raising.	A well organized catalyst for the city's economic, cultural, artistic and
The Cabinet meets every month. Every other month is a stakeholder meeting in which a broader slice of community partners are invited to discuss issues facing our community surrounding particular topics (immigration, education, economic	There is no travel budget for sister cities programing. International travel for elected officials can come out of their individual travel budgets or be	Money from the grant and coordination, advice, and marketing of activities from our office. Additionally, our office pays the dues for Sister Cities International
The Full Board meetings six times a year, the Ex Board meets 12 times a year and we have numerous Board committees that	We are funded by the City, County, Columbus 2020 and through	We provide opportunities for citizen diplomacy through our organization. We
Our program is ongoing, due to our staffing. Each of our Sister Cities (we have ten, as well as two Friendship Cities) has a Denver-based volunteer committee attached to it; those committees tend to meet monthly, but it depends on the individual	Our programs are self-funded. Each global trip or local program covers its own costs through program fees and/or sponsorships. Our office/staff/overhead	I've listed some general stats below, but I believe that the most important resource that Denver Sister Cities provides to the community is cultural connection --
We have a functional Board of 45 members that meets 6 times per year. We also have an Executive Committee that meets 6 times per year. Most of the work that gets done is during the executive committee meetings. The Board keeps the council, the mayor and the community involved and present in our	The program operates on a 1.2 million dollar a year budget. Again, 50,000 comes from the city and the rest is fundraised, donated through private and corporate sponsors, foundations, grants	Locally we work to educate the community to promote travel for those who cannot travel. We bring in speakers and promote international events like festivals, celebrations and cultural



The organization meets monthly with the Board of Directors and the Executive Board of Directors alternating each month. Also	Yes (a small one). The City of Jacksonville contracts the services of the	The purpose of the JSCA program is the coordination of exchange programs of
Board of directors meets monthly . City and standing committees meet as needed	Part of Executive Director's compensation package is expense paid visit to one sister city per year.	A way to connect to the international community through exchanges, programming/activities
Sister City Alliances are required to meet at a minimum of 4 x per year. When a new sister city alliance is forming they are required to meet with the office of international relations at least once per month for the first year for a "courting" period to ensure that they are a good match and that they can be financially successful in their goals.	International relations do not provide financial assistance. Each sister city association is a 501 c3 and must provide their own financial stability. They do have access to city hall and they can hold their board meetings in city hall and	The office of International relations hosts delegates from sister cities (ie. Dinners, tours, events and activities) and organizes meetings with the Mayor and other government officials and buisnesses in the city.
Seattle's International Affairs Director convenes a meeting with the Seattle Sister City Association presidents every two months.	Each Sister City Association has its own budget for Sister City activities and travel. The City of Seattle provides approximately \$44,000 in grants to the Sister Citv Associations each vear	The City of Seattle provides approximately \$44,000 in grants to the Sister City Associations each year



## Survey Question #7

## Survey Question #8

Each Sister Cities partnership consists of committee of volunteer community members. They establish and determine the exchanges between the two cities in areas of education, public safety, cultural arts, business development, tourism, etc. The committees plan activities when they prepare for delegation visits to and from their partner cities. We can provide a location for their committee meetings, scheduled social events and meetings with our elected officials, etc.

We have seen tangible increased economic activity with some of our Sister Cities,

We offer basically the same benefits to our partner cities as we do to any City that reaches out to use for exchanges. There is usually more formality and more pomp and

The opportunity to provide broad based and long term relationships. Note: Like all

\* see below for response

We visit our sister cities on a regular basis. The partnership needs to be reciprocal so we actively engage them and try to get them to come here and we go there. We provide professional development exchanges,

The establishment of the Sister Cities is citizen driven, usually by an existing relationship between the two cities. A committee is formed within the community, a proposal is submitted to the City of Austin, and reviewed by the Austin Sister Cities International group which is comprised by the chairperson of each Sister Cities committee. The proposal is presented to the elected official (Mayor and Council Members) for resolution approval, thus officially recognizing the designation of the Sister Cities partnership between the two cities. At the present time, we have 13 Sister Cities Committees and are not pursuing additional partnerships.

We either entertain offers from foreign cities or target foreign cities. We require that the city have a college/university, that there be a local group of volunteers

I've attached the new city policy so that you can see it. It is very complicated, mainly because we don't take forming new relationships very lightly since they are looked upon as permanent. We also allow for 2-year MOU partner agreements if an exchange needs some formality, but we aren't necessarily pursuing a permanent

Sister Cities International requires only that the mayors or highest elected officials from the two communities sign an agreement to become sister cities, although

It's up to the Mayor, and he doesn't currently established criteria. We're currently working together (Mayor's Office and DSCI) to establish strong criteria for selection (see attached for draft). We haven't accepted a new Sister City since 2001 -- obviously before the current mayor's term. Mayor Hancock accepted two

Set criteria that includes the chamber of commerce, city hall, the airport and sister city international. We look in areas where we think it will make sense, economically and culturally and we do research to see what the mutual benefit will be. We need to be sure they are accessible and they are eager to work with us. Do they have good universities and medical systems that we can learn from each

the promotion of economic development, cultural awareness and expansion of

we established certain criteria a long time ago that we follow (e.g., must be a port city).

Connections at the educational, civic, cultural and professional level

\* see website

with city council to give recognition to sister cities otherwise it is the responsibility of the sister city alliances to provide benefits and determine how mutual beneficial relationships are upheld. Sister city alliances must file a yearly report that contains balance

\* see attachment for policies and procedures that sister city alliances are required to follow upon creation of a 501c3.

The Sister Cities often have their own associations in their corresponding countries. The City of Seattle does not provide any resources to the foreign Sister City programs or governments.

After a 501c3 organization with at least 30 paying members is established, Mayor's of both cities must sign a memorandum of understanding launching the relationship and the Seattle City Council must pass formal legislation recognizing the formal Sister City status. There is currently a moratorium on new Sister City relationships in Seattle. however. due to limited resources for management and



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