

1. Name as it will appear on the ballot

First Name	Middle Initial or Nickname	Last Name
Cary		Moon

2. Office sought (include office, jurisdiction, position/district number):

Mayor of Seattle

3. Are you the incumbent? Yes No

4. How long have you resided in this district/city?

20 years

5. How long have you resided in King County?

20 years

6. Is the office sought partisan or nonpartisan? Partisan Nonpartisan

7. If partisan, please indicate party:

CAMPAIGN CONTACTS

Campaign Name:

Cary Moon for Mayor

Address:

PO BOX 9100

City/State/Zip:

Seattle, WA 98109

Campaign Phone:

206-376-2594

Campaign E-mail:

info@carymoonformayor.com

Campaign Website:

www.carymoonformayor.com

POLITICAL BACKGROUND

1. Beginning with the most recent position, please list public offices you have held. Include positions on appointive boards or commissions.

Public Office	Elective or Appointive?	Dates Held	Leadership Role (if any)
Washington Progress Fund	appointive	2013-2017	chair of 501-c3 board
Seattle Design Commission	appointive	1999-2003	
One Center City Advisory Committee	appointive	2016-2017	

2. If you ran for public office but were not elected, please list those races below:

Office Title	Year of Run

SECTION II

In this section, we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

- **Involvement:** What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?
 - **Effectiveness:** Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?
 - **Character:** Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?
 - **Knowledge:** Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?
-

1. In one page or less, why are you running for this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

I'm running for mayor because I feel an immense duty and responsibility to ensure Seattle works for everyone, not just the wealthy or well-connected few. I see Seattle becoming a city of haves and have nots, of winners and frustrated folks who feel like success is a party they weren't invited to, and it's maddening. With our wealth, our creativity, our spirit of innovation, and our combined intelligence, we can and must do better. We need a different kind of leadership to tackle this challenge. As mayor, I will listen and take honest stock of the challenges facing our city, and use my expertise as an urban planner, engineer and civic leader to develop solutions that strike Seattle's problems at their root cause, not just address the symptoms. I intend to work with other experts and community leaders to develop a shared future vision and principles, create an action plan based on key priorities, and hold myself and my administration accountable by reporting on progress to the people of Seattle. We all deserve to help shape the future of our city, and people across Seattle -- communities, businesses, advocacy leaders, and regular citizens -- are hungry for the chance to work constructively together toward shared goals. Transparency and accountability are essential practices to build this scale of shared endeavor.

I've been working on solutions to our urban challenges for the past 20 years, and have a strong policy framework and problem-solving skill set. I know the nuts and bolts of city-building, I know how all the processes work, and where exactly to strike problems at their root. Before working in advocacy, I worked as an engineer in manufacturing companies and helped run my family's small business that was partly owned by employees and was awarded the honor of being the best place to work in Michigan. I have broad skills across private industry, the public sector, the non-profit sector, and activism—from those different experiences, I've built a set of leadership skills that I believe are the right skills for Seattle.

As Mayor of Seattle my attention would be focused on solutions that build well-being for everyone, especially by tackling housing affordability, expanding access to transit, pursuing racial equity in who is at the table and how we allocate resources, and structuring our local economy so we all have access to economic security, opportunity, and entrepreneurship.

The main things that separate me from my opponents are:

- 1. **Vision:** For a city like Seattle that's going through such a rapid transformation with so many forces changing our city, we need a strong commitment to a positive, inclusive vision for the future. We don't have that now, and the lack of direction and vision is deeply unsettling for most of us who see their place in Seattle as less and less secure. We need to define what we are aiming to be, understand the path there, and define how we can work together, and all pull in the same direction.*
- 2. **Leadership:** We need collaborative leadership that listens, that builds solutions together, that builds commitment together. We don't have that now, and many folks feel excluded, like our democracy is not working for them. Some of the transformative solutions we need to put in place are going to be tough. Tackling the root causes of our housing affordability crisis, and putting in the right disincentives to stop the speculation that is contributing to price escalation, is going to take analytical skills and political courage. Guiding our economic growth so we build prosperity for everyone, not just the wealthy and powerful, is going to take courage, creativity and the ability to stand up to corporate special interests. My leadership style is to listen, define a common vision, invite everyone's best ideas, find*

solutions together, and then work with tenacity and determination to blast through the obstacles blocking progress.

I am not a politician, and this run is not driven by political ambition. It is driven by a sense of responsibility and duty to do the right thing to keep our city welcoming, inclusive, creative, and committed to broad prosperity. I will be ready to work with stakeholders, experts and those most impacted to drive the best solutions to implementation, and will not be beholden to special interests. The solutions we need to pursue will require political courage and strong character and a commitment to public interest, not self.

3. ***A progressive economic vision:*** *More fundamentally, we need to establish a new vision of a progressive economy that builds prosperity for everyone, establish a platform of concrete solutions, and build a shared commitment to get there. For too long our country, our state, and our city have been swept up in a trickle down neoliberal mindset, with massive profits for shareholders of corporations and the finance industry, low taxes for the wealthy few, and austerity for the rest of us. The result of this is everywhere around us, with power and wealth concentrated in too few hands, and insufficient revenue to invest in the education and opportunity for the future. This extreme inequality is not who we are in Seattle, and we need to shake off this ideology and replace it with something that rings true to our values. We have the energy in our city -- and the responsibility -- to define a new progressive economic vision, and reclaim the authority to guide our booming economy so that it puts the well-being people first. Seattle can lead the transition toward an inclusive economy, based in a robust ecology of small business, broader access to entrepreneurship, progressive tax reform, and a 21st century clean and green industrial strategy. By investing in strengthening our local economy, we can become a progressive beacon in these dark times.*

2. Describe your most important personal characteristics or traits as they relate to the office you seek.

Throughout my life, in every facet, I have worked toward the well-being of all, not personal interests or self-aggrandizement. As I sister, as a mom, as a daughter, I have worked for the health and well-being of family, where everyone can thrive. As an engineer, I worked to develop work systems that promoted the well-being of the enterprise and its workforce, knowing that sharing decision authority, building a spirit of innovation, and broadening prosperity go hand in hand. I know how to run a lean and effective enterprise, and will bring this skill to management and administration of the city and its resources. As an urban planner, I guided the development of the Pioneer Square neighborhood plan with a powerful future vision, clear action plan, and shared commitment across the neighborhood. All the things we envisioned and set in motion 20 years ago are finally coming to fruition beautifully. As a civic leader and director of the People's Waterfront Coalition, I worked tenaciously to build a vision for the new downtown waterfront, establishing it as the central civic space for our downtown, and built the public will and commitment to implementation by collaborating with multiple partners, thousands of citizens, and the City of Seattle.

Seattle needs a positive future vision and action plan to get there. My process for shaping a vision for our city will be to work with civic leaders, other elected officials, experts and those most impacted by the issues we face. I will work closely with experts to understand the dynamics of the challenge and build a deep analysis of where and how to intervene, of risks and opportunities, of costs and benefits. We need vision, we need a carefully crafted action plan, and we need broad commitment across multiple players to implement the solutions we need.

I have a unique skill set and mode of leadership that feels right for the challenges we face. I am not a politician seeking political power as a step toward a different position on a bigger stage; I am committed to this city, this job, and the citizens of Seattle. I am a strong analytical problem solver, and understand the complexity of all the factors affecting our city right now. I am a convener and a collaborator, and lead by bringing the best ideas forward, no matter their source, and sharing credit with all involved. I am tenacious and determined when working for the well being of our future city and for future generations; this clarity and commitment in a leader is necessary to inspire all to be a constructive part of the solution. I have professional expertise and deep knowledge of the practices of city-building; understanding how our city can grow with grace and equity is a strength I will bring to this office. I have a commitment to efficiency and effectiveness in all systems of management from my years as an operations engineer. I have a passionate curiosity and commitment to finding the best solution, to learn from other cities and to adapt best practices to our unique conditions. Seattle needs someone with vision, nuts and bolts skills, and the capacity to lead.

3. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

In 2001, after the Nisqually earthquake, WSDOT came to the City of Seattle with plans to replace the viaduct with a bigger elevated highway. I was a Design Commissioner for the City at the time, and the very proposal seemed absurd; how could a city so committed to compact growth and transit-based transportation, to climate leadership, to healthy parks and public life, to restoration of Puget Sound and healthy shore ecologies, and to making downtown livable just allow WSDOT to dictate the future of the most valuable civic land in our

downtown core as a place for a bypass highway? So, I launched the People's Waterfront Coalition, and led the advocacy effort for reclaiming our downtown waterfront and building instead a 22-acre green, healthy heart to our city based on a set of bold and constructive principles. This work took vision, professional skills in urban design and planning, tenacity in the face of entrenched bureaucracies, partnership across many advocacy organizations, and an ability to build public will and commitment across the city. For this work I won a Genius Award from The Stranger, Citizen of the Year from Muni League, was runner up in Metropolis Magazine's Next Generation: Big Idea competition, was named one of Seattle's Most Influential People, was featured in the nationally broadcast PBS documentary Edens Lost and Found, and was named Change Agent of the Year by Real Change newspaper. The skills to do the early work to envision something that does not exist yet, organize a broad movement around a vision, set up an effective and pragmatic strategy for implementation, and hand off the work to those empowered to bring it to fruition -- the City's Office of the Waterfront, their planning and design consultants, and the Friends of Waterfront Seattle -- are an apt example of what I will bring to the Mayor's office.

4. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

I have worked with other community experts, stakeholders and activists for over a decade to develop policy solutions to some of Seattle's biggest challenges. I worked as an urban planner, with the Pioneer Square neighborhood plan as a great example of inclusive and vision-based planning. I have served as a citizen advocate in Seattle since 2004 when I co-founded the People's Waterfront Coalition. I led the coalition effort to imagine, envision and build public will for a welcoming civic space instead of a state highway on the 22 acres of public land on Seattle's downtown waterfront, and pursue a sustainable Streets + Transit transportation solution instead of a bypass highway. Since then, I have worked on many city issues ranging from transit advocacy and developing solutions to our housing affordability crisis, as well as broader state and national issues. I helped envision, strategize, and launch the Democracy Hub, a statewide coalition to tackle democracy reform in our state. Working with statewide and national partner through my position at Progress Alliance, I have been developing a statewide progressive economic vision and platform for an economy that builds prosperity for all of us.

My prior career was as an engineer in manufacturing companies, where I designed production systems, information systems, and managed operations in both low-tech and high-tech industries. I managed my family's small manufacturing business that was partially owned by its employees, and know the value of organizations that share decision authority and prosperity across the enterprise. I am a systems thinker, and know how to understand the complex dynamics of all the many layers of cities. I am a coalition builder and collaborator by nature. I have worked in the public sector, the private sector, the advocacy world, and the non-profit sector, and I know the constructive role each of these sectors must play in the dynamic life of our growing city.

5. Please describe the duties of the office you seek. Which are the most important duties and why?

The Mayor of Seattle should be focused on setting a future vision, crafting a bold action plan and effective policy framework, leading the many skilled professionals to work together toward that vision, and administering the operations and resources of the city. It is a mix of visionary in chief, administrator in chief, and movement builder in chief. This includes working with Council to adopt ordinances and adopting the budget for the city, considering taxes, fees, financing, and expenditures. The mayor should effectively represent the best interests of our city, for everyone, not just the wealthy few or politically well-connected.

Additionally, working in cooperation with city council members and other government agencies will set the tone for how well agencies across our region work together. As mayor, I can set a strong progressive vision to build an inclusive, collaborative city that is affordable for all. Through my unique leadership style, we can establish governance that prioritizes moving past differences and past disputes and advances a solution set of major initiatives that will serve our constituents well today, including better housing policy.

Seattle has become one of the most expensive cities in the country. More than half of Seattle renters pay more than they can reasonably afford for housing. Our housing costs are spiraling out of reach.

Too many of us are living on the edge, just one unexpected bill away from not making rent and facing eviction. Working people, people of color, LGBTQ people, young families and seniors are being pushed out of our city. That is not who we are. People who work in Seattle should be able to afford to live in Seattle. If we don't solve this problem now, in just a few years the majority of Seattle's workforce -- and our children -- will be forced to live outside the city. We have the tools to start fixing this problem; we just need the collective will and courage to stop favoring the interests of speculators and start putting people and families first.

My solutions are to:

- Increase tenants' rights to provide stability and protections to renters. The Seattle Renters Commission is a good first step, but we can do more to help renters.*
- Prevent evictions of families with children and safeguard transitional housing for families and victims of domestic violence.*
- Exponentially expand affordable housing from only 6% of Seattle's housing market toward a goal of four times this share. Cities that have solved this problem show that a large and stable volume of public and nonprofit housing is an essential tool to achieving overall stability in housing costs.*
- Pursue viable alternative housing options for working people in the "missing middle" like duplexes, townhouses, ADUs, congregate housing, community land trusts, co-ops and co-housing. These solutions can be done while maintaining the cultural character of Seattle's neighborhoods.*
- Implement targeted taxes or other mechanisms to deter corporate and non-resident real estate speculation, commercial Airbnb operators, and the specific tactics used by outside interests to colonize our housing stock for their own gain. Our housing stock is a precious resource. It is for people to live in, and it cannot be treated as a commodity by global finance. Targeted taxes can dampen price escalation while providing revenue for the affordable housing we need.*

Finally, it is essential to be able to develop and evaluate effective legislation, which starts with understanding the dynamics of the problem we are trying to solve. What are root causes? What are the optimal opportunities for intervention? What are the costs and the benefits of intervening? What are the best practices used in other cities for addressing similar issues; are we being creative and innovative enough? Are we striking the problem at its root, are we working at the right scale, or are we putting bandaids on symptoms? Is the revenue source sustainable and equitable? Will the outcomes establish greater equity across race, class, and/or gender? Is the implementation plan solid and realistic? Is the legislation tough enough and broadly supported enough to survive a legal challenge? Any proposed legislation, fundamentally, must answer yes to three key questions: Is the net result good for the residents of Seattle, especially those who are currently marginalized? Is it good for the long term health of the City's finances? Does it help support a local economy that shares prosperity and sustainable circulates wealth in communities? Simple metrics can help us always be working toward a city that is affordable, inclusive, creative, diverse, and committed to shared prosperity.