

EXHIBIT NO. 1

25  
11-15-03

Docket Item #  
BAR CASE #2003-0201

City Council  
November 15, 2003

**ISSUE:** Appeal of Board of Architectural Review, Old and Historic Alexandria District, approval of signs for Starbucks.

**APPLICANT:** Shanna Ruhl, agent for Starbucks, Inc.

**APPELLANT:** Sarita Schotta on behalf of petitioners

**LOCATION:** 6 King Street

**ZONE:** CD/Commercial

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**Issue for City Council**

This appeal asks whether the B.A.R. should have approved the Starbucks signs installed on the building at 6 King Street. The appellant states that the signs are not appropriate in design for this historic building.

**Background**

In early 2003 the Old and Historic Alexandria District Board of Architectural Review approved a sign package for the new Starbucks restaurant at 6 King Street (BAR Case #2003-0011, 2/5/03). The approval was later modified by BAR approval on September 3, 2003. This appeal followed.

*Original Application*

Starbucks' original request was for three signs: two hanging signs, one for Union Street and one for King Street, plus one wall sign to be installed on the South Union Street frontage. Staff believed that the amount of signage proposed was excessive. The recommendations of the *Design Guidelines* state that, "Generally only one sign per business is appropriate." On corner buildings, the Board has often approved two signs, one on each frontage of the building. Consistent with the guidelines' general direction and with the Board's practice on corner buildings, staff recommended that the hanging sign on South Union Street be eliminated. Staff also had concerns about the amount of illumination proposed and recommended an overall reduction in lighting.

*Board's First Decision*

The Board agreed with staff, and required the elimination of the Union Street hanging sign, and reduced the amount of illumination for the remaining two signs. As to the King Street hanging sign, the approval required that the sign be hung at a 45 degree angle, as proposed by the applicant, in order that it be visible from both King and South Union Street. When the hanging sign was installed it was inadvertently installed at a right angle to the building along King Street.

*Board's Second Decision*

Starbucks decided that it preferred this perpendicular sign rather than the one that had been approved by the Board at an angle to the building. Starbucks, through its agent, returned to the Board seeking approval of the sign as installed. The application for a revision to the Board's previous decision was heard and approved. See Attachment 1, staff report to BAR.

**Starbucks Signage**

The signs approved for Starbucks and installed at 6 King Street include the following:

1. One double faced faux wood oval 36" hanging sign with the green and white Starbucks logo and lettering hangs from the corner of King and South Union Streets. Two gooseneck lights, limited to 60 watts each, are permitted to illuminate the sign at night. The sign may remain as erected, at a perpendicular angle to King Street.

2. One wall sign on the building wall above the entrance on South Union Street, 11 feet long and 16" in height with green lettering, "Starbucks Coffee," with three gooseneck lights that are no more than 60 watts each. The sign is faux wood with a green background with white lettering.

**Criteria on Appeal**

When The B.A. R., or Council on appeal, consider a case in the historic district of the City they are required to follow the legal standards set out in the zoning ordinance that pertain to the specific proposal. Some of the standards are specific to Washington Street, some relate specifically to the scale and mass of new buildings or structures, and some will pertain to new architectural features, including signs. The standards are found at section 10-105 of the zoning ordinance, a copy of which is attached as Attachment #2.

In this case, and in other sign cases, staff finds that the language of the standards listed under section 10-105(A) require consideration of the following issues by the BAR and by Council on appeal:

- the materials, methods of construction, pattern, design and style of the sign and lighting (2)(b)
- the degree to which the sign allows the original qualities of the historic building to be retained (2)(b)
- whether the sign is historically appropriate to the building, especially in terms of its texture, material and color (2)(d)
- whether the sign will interfere with the protection of historic places and areas of historic interest (2)(g)
- the extent to which the sign will promote the general welfare, in terms of protecting historic interest in the city (2)(i)
- the extent to which the sign will promote the general welfare, in terms of maintaining real estate values, generating business or attracting tourists or others, and making the city a more attractive and desirable place to live. (2)(j)

Under these standards, staff makes a recommendation on all signs that come before the Board, and the BAR makes a decision about each sign proposal.

**Analysis**

The BAR acts on sign cases regularly, and adjusts proposals to fit the building and the district, taking into consideration the criteria articulated in the zoning ordinance. In this case, there were some specific details about the Starbucks signs, such as the number of signs and the lighting, that received the most attention. However, each of the above matters were implicitly reviewed in this as in every sign case the BAR considers.

**Business signs are historically appropriate**

Staff's recommendation and the BAR's decision included implicit consideration of the fact that having commercial signs on 18<sup>th</sup> century buildings is historically appropriate, given the longstanding

practice of advertising with signs. At the B.A.R. hearing in September Julie Crenshaw contended that the Starbucks sign should not be installed because it diminished the historic value of the building. However, 6 King Street was originally constructed as a commercial building and has functioned as such for well over 200 years. For example in 1798, Daniel McDougal advertised that he had established a sail loft in the building. Photographs from the early 20<sup>th</sup> century show commercial signage on the building. (See Attachment #4)

Signs were used in the 18<sup>th</sup> century much as they are today to identify a business that is carried on inside a building. Thus, business signage on an 18<sup>th</sup> century commercial building is appropriate. There were a number of sign painters in Alexandria in the 18<sup>th</sup> who advertised their work in the *Alexandria Gazette*. 18<sup>th</sup> century businesses were routinely identified by their signs in *Alexandria Gazette* advertisements. For example, the following are advertisements in 18<sup>th</sup> century Alexandria newspapers in which businesses were identified by their signs:

William Farrell, begs leave to inform the public in general and his friends in particular, that he has removed from George-Town to that commodious house on Water-street, next to the store of Messrs. John Murray and Company, pleasantly situated on the hill opposite to the brewery, and formerly occupied by Mr. Andrew Wales, which he has opened as a house of entertainment, **distinguished by the sign of the Swan....**

*Virginia Journal and Alexandria Advertiser*, December 13, 1787

Evan M'Lean, **at the sign of the Orange-Tree**, on Harper's Wharf, begs leave to inform his friends and the public that he has opened an oyster-house....

*Virginia Journal and Alexandria Advertiser*, March 26, 1789

City-Tavern, **Sign of the Bunch of Grapes**. The subscriber informs his customers and the public in general, that he has removed from his old house, where he has kept tavern for four years past, to his new and elegant three-story brick house, front the west end of the market-house, which was built for a tavern....

*Virginia Gazette and Alexandria Advertiser*, March 14, 1793

(Emphasis added)

*Materials and design of the signs are appropriate*

There is nothing in the materials, colors or sizes of the approved signs that interfere with the character, design and architecture of the subject building.

The *Design Guidelines* state that "Standard corporate logos are permitted...however, modifications of standard sizes and colors are often required by the Boards" and "The most common materials used for signs in the historic districts are painted or silk-screened wood signs and painted or silk-screened metal or plastic signs."

The approved signs in this case are not pure wood; they are made of materials to appear as wood. "Wood" signs are, almost without exception, made of strips or particles of wood that have been combined with resins or polymers to create an environmentally stable material that can be sawn, sanded and painted to resemble wood. Signs are not constructed of actual wood because the size of a wood plank necessary to fabricate a 24" or a 36" sign is no longer available and because wood is environmentally unstable and would have a relatively short life span. The Starbucks signs are similar to most other "wood" signs in Old Town and meet the recommendations of the *Design Guidelines*.

*The historical importance of the building is not diminished*

The original warehouse building at this location was constructed ca. 1787 and was owned by Col. John Fitzgerald, an important Revolutionary War figure. The rear addition dates from the early 1960s and was approved by the Board on October 12, 1960. The building has recently been renovated for restaurant space on the first level with office space above.

The BAR and staff made recommendations to the applicant, requiring changes in the original proposal in order to adjust the size and lighting of the signs. In addition, the number of signs was reduced. Each of these changes were proposed in order to respect the background of the signs, the building, and to allow its architectural and historic significance to prevail.

*The signs do not detract from and actively promote the general welfare*

Finally, the signage does not detract from the importance of the district. In fact, consistent with the commercial nature of the district historically, signage on businesses allows the historic district to prosper financially. A healthy business atmosphere in the historic district supports the district by allowing it to continue and by attracting people to it so that they may learn about and enjoy it. The location of the Starbucks restaurant at the foot of King Street is an important asset for the district. By promoting business and tourism, and drawing people to this important corner in the historic district, the signage actually brings importance to the district overall, thus promoting the general welfare.

**City Council Action Alternatives:**

Council may uphold or overturn the decision of the B.A.R., using the criteria for approval of a Certificate of Appropriateness in §10-105(A)(2) Zoning Ordinance (Attachment 2). City Council may also remand the project to the Board with instructions to consider alternatives.

Attachments:

- Attachment 1: B.A.R. Staff Report, September 3, 2003
- Attachment 2: §10-105(A)(2): Criteria to be considered for a Certificate of Appropriateness
- Attachment 3: Photographs of 6 King Street with the installed signs
- Attachment 4: Early 19<sup>th</sup> century advertisement in the *Alexandria Gazette* illustrating retail business signage

STAFF: Eileen Fogarty, Director, Department of Planning and Zoning; Peter H. Smith, Principal Staff, Boards of Architectural Review.

REPORT ATTACHMENTS

Docket Item #7  
BAR CASE #2003-0201

BAR Meeting  
September 3, 2003

**ISSUE:** After-the-fact approval of signage  
**APPLICANT:** Shanna Ruhl  
**LOCATION:** 6 King Street  
**ZONE:** CD/Commercial

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**BOARD ACTION, SEPTEMBER 3, 2003:** This docket item was removed from the Proposed Consent Calendar by Ms. Crenshaw. On a motion by Dr. Fitzgerald, seconded by Mr. Wheeler the Board approved the application as submitted. The vote on the motion was 5-0.

**REASON:** Ms. Crenshaw said that the signs for Starbucks diminish the historic value of the building and asked the Board to ask Starbucks to reconsider their signage package for this location. The Board agreed with the Staff analysis.

**SPEAKER:** Julie Crenshaw, 816 Queen Street, spoke in opposition

STAFF RECOMMENDATION:

Staff recommends approval of the application as submitted.

DISCUSSION:

Applicant's Description of the Undertaking:

"To keep blade sign at the right angle it is currently in."

Issue:

The applicant is requesting after-the-fact approval of a Certificate of Appropriateness for the hanging sign for Starbucks as installed along the King Street side of the building. The sign is a 36" oval of "faux wood" with a green background and white lettering and is illuminated by two gooseneck light fixtures.

History and Analysis:

According to Ethelyn Cox in Alexandria Street by Street, the original warehouse building at this location was constructed ca. 1787 and was owned by Col. John Fitzgerald, an important Revolutionary War figure. The rear addition dates from the early 1960s and was approved by the Board on October 12, 1960. Last year the Board approved extensive alterations to the 1960 addition (BAR Case #2002-0240, 10/2/02). Alterations to those plans will also be considered at this public hearing.

The signs for Starbucks were originally approved by the Board earlier this year (BAR Case #2003-0011, 2/5/03). At that time the Board's motion was:

- The 11' wall sign on South Union Street is approved with three (3) gooseneck lights that are no more than 60 watts each;
- One (1) hanging sign on the bracket drawn to be installed at a 45 degree angle at the northwest corner of the building is approved with two (2) gooseneck lights that are no more than 60 watts each;
- The signs are approved with green backgrounds and white lettering;
- There are to be no window signs (they may be the subject of a separate application);
- The light fixtures are to be as smaller than those proposed in the drawings submitted

When installed, the sign on King Street was not installed at a 45 degree angle as approved by the Board, but rather perpendicular to the building. The applicant would like the sign to remain as erroneously installed because they believe that it provides more visibility for the restaurant location from the lower blocks of King Street than if were installed as approved. At the public hearing in February, Staff concern was primarily about the number of signs proposed rather the angle that the sign would be installed. Staff has no objection to the approval of the sign as it is installed. It meets the recommendations for signs in the *Design Guidelines* and is, in fact, more visible to a pedestrian on King Street than a sign installed at a 45 degree angle.

**10-105 Matters to be considered in approving certificates and permits.**

**(A) Certificate of appropriateness**

(1) **Scope of review.** The Old and Historic Alexandria District board of architectural review or the city council on appeal shall limit its review of the proposed construction, reconstruction, alteration or restoration of a building or structure to the building's or structure's exterior architectural features specified in sections 10-105(A)(2)(a) through (2)(d) below which are subject to view from a public street, way, place, pathway, easement or waterway and to the factors specified in sections 10-105(A)(2)(e) through (2)(j) below; shall review such features and factors for the purpose of determining the compatibility of the proposed construction, reconstruction, alteration or restoration with the existing building or structure itself, if any, and with the Old and Historic Alexandria District area surroundings and, when appropriate, with the memorial character of the George Washington Memorial Parkway, including the Washington Street portion thereof, if the building or structure faces such highway; and may make such requirements for, and conditions of, approval as are necessary or desirable to prevent any construction, reconstruction, alteration or restoration incongruous to such existing building or structure, area surroundings or memorial character, as the case may be.

(2) **Standards.** Subject to the provisions of section 10-105(A)(1) above, the Old and Historic Alexandria district board of architectural review or the city council on appeal shall consider the following features and factors in passing upon the appropriateness of the proposed construction, reconstruction, alteration or restoration of buildings or structures:

(a) Overall architectural design, form, style and structure including, but not limited to, the height, mass and scale of buildings and structures;

(b) Architectural details including, but not limited to, original materials and methods of construction, the pattern, design and style of fenestration, ornamentation, lighting, signage and like decorative or functional fixtures of buildings or structures; the degree to which the distinguishing original qualities or character of a building, structure or site (including historic materials) are retained;

(c) Design and arrangement of buildings and structures on the site; and the impact upon the historic setting, streetscape or environs;

(d) Texture, material and color, and the extent to which any new architectural features are historically appropriate to the existing structure and adjacent existing structures;

(e) The relation of the features in sections 10-105(A)(2)(a) through (d) to similar features of the preexisting building or structure, if any, and to buildings and structures in the immediate surroundings;

(f) The extent to which the building or structure would be harmonious with or incongruous to the old and historic aspect of the George Washington Memorial Parkway;

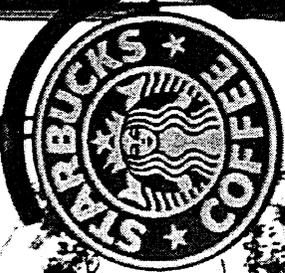
(g) The extent to which the building or structure will preserve or protect historic places and areas of historic interest in the city;

(h) The extent to which the building or structure will preserve the memorial character of the George Washington Memorial Parkway;

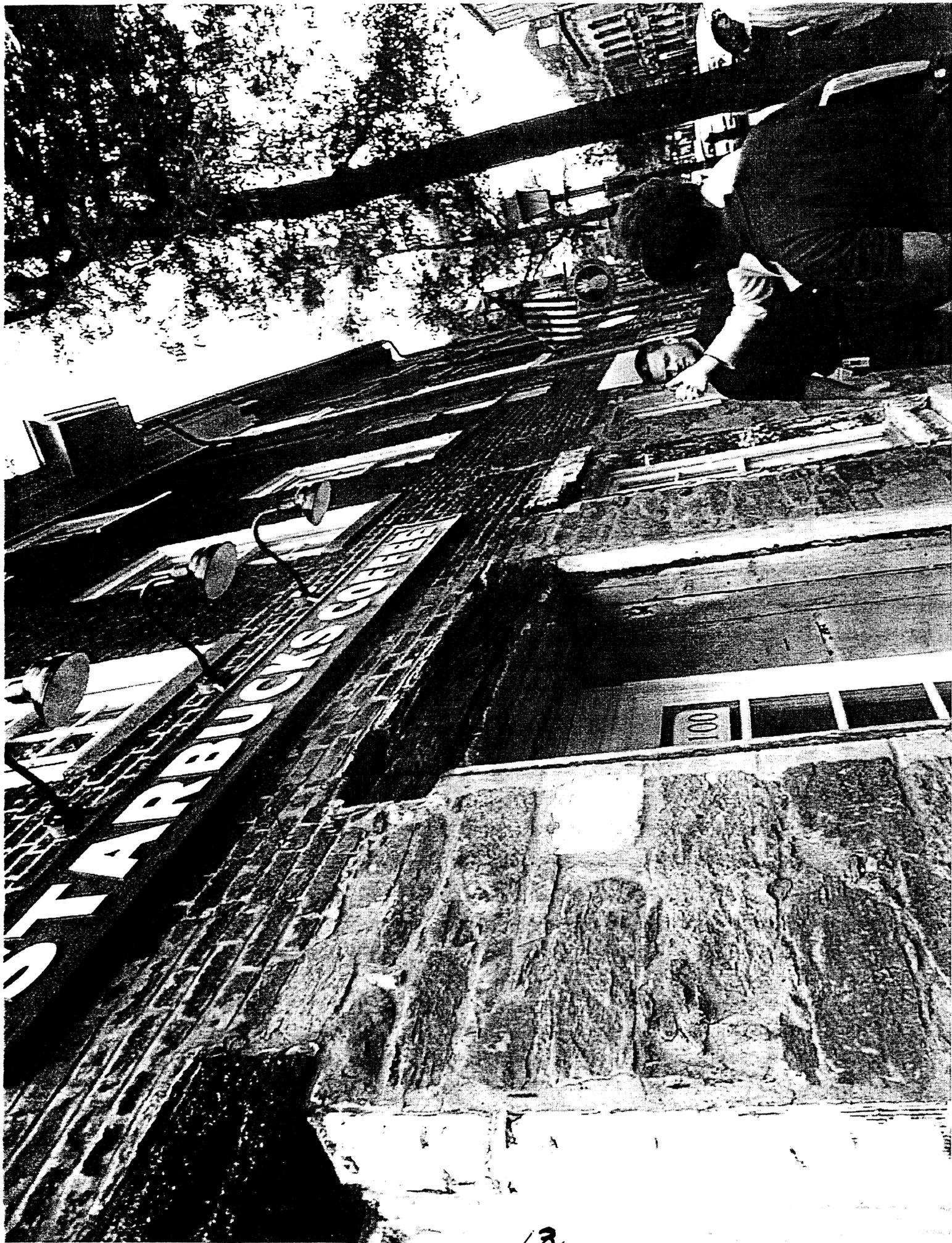
(i) The extent to which the building or structure will promote the general welfare of the city and all citizens by the preservation and protection of historic interest in the city and the memorial character of the George Washington Memorial Parkway; and

(j) The extent to which such preservation and protection will promote the general welfare by maintaining and increasing real estate values, generating business, creating new positions, attracting tourists, students, writers, historians, artists and artisans, attracting new residents, encouraging study and interest in American history, stimulating interest and study in architecture and design, educating citizens in American culture and heritage and making the city a more attractive and desirable place in which to live.

*For Lease*  
Call John Quinn  
683-2700

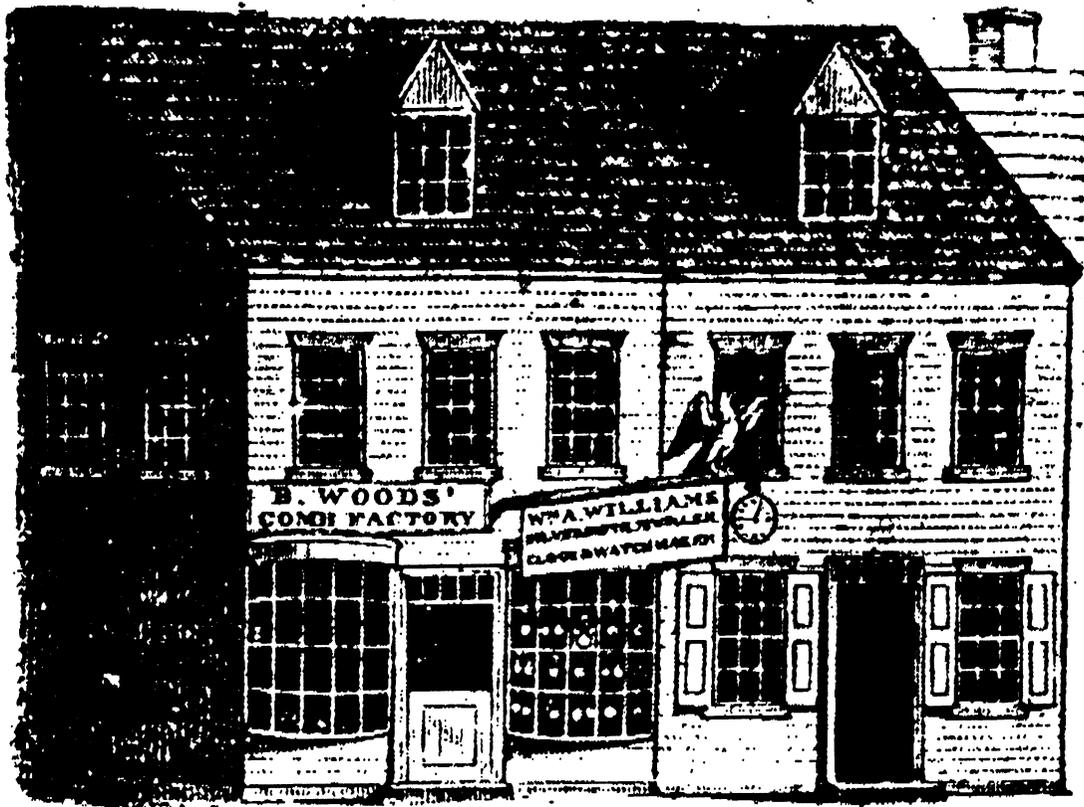


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ATTACHMENT # 4

# REMOVAL.



**BENJAMIN WOOD,**  
**COMB MANUFACTURER,**  
 HAS JUST RECEIVED

In addition to his former assortment, a handsome selection of **FANCY ARTICLES**; consisting of

*Tortoise-shell,*  
*Mock,*  
*And Ivory* } **COMBS.**

ALSO,

**LOOKING GLASSES,**

In gilt, curled maple, & mahogany frames;  
 cloth and hair brushes, fancy baskets, &c.  
 may 29 2w

**WILLM A WILLIAMS,**  
**GOLD & SILVER SMITH,**  
*Clock & Watch Maker,*

Has removed his shop to King-street, between Royal and Fairfax-streets. (south side,) where he is prepared to execute all orders in the above lines in the best and most expeditious manner, and on the most reasonable terms. He has on hand and intends keeping, a handsome assortment of

**Jewelry, Silver and Plated Ware, &c. &c.**

Also, 1 case elegant

**BRITANNIA WARE.**

may 29

2w

## Pickled Oysters.

**T**HE subscriber has for sale **PICKLED OYSTERS** of the first quality. They are pronounced by good judges, to be superior to any in the market. Persons can be supplied by the jar or smaller quantity.

**D. BARCROFT,**  
 opposite the old Market,

may 27

## Board of Health...May 21.

Ordered, That the members of the Board of Health, each in his particular district, undertake to scrutinize the various portions of the town, for the discovery and removal of nuisances according to the following arrangement;

..Daniel Wright, east of Royal; and south of Prince street

William A. Williams' Notice of Removal in 1823 and the Picture of his new Quarters.

Collection of William F. Smith

EXHIBIT NO. 2

25  
11-15-03

November 11, 2003

Attached, for your information, is the petition filed with respect to the appeal at 6 King Street.



RECORD OF APPEAL

FROM A DECISION OF THE BOARD OF ARCHITECTURAL REVIEW

Date Appeal Filed With City Clerk: 16 Sept 2003

B.A.R. Case # 2003-0201

Address of Project: 6 King Street

Appellant is: (Check One)



B.A.R. Applicant

Other Party. State Relationship Old Town Residents

Address of Appellant: 104 PRINCE ST.

Telephone Number: 703-548-9890

State Basis of Appeal: Signage inappropriate to historic Seaport Inn building and to historic district of Old Town

Attach additional sheets, if necessary.

A Board of Architectural Review decision may be appealed to City Council either by the B.A.R. applicant or by 25 or more owners of real estate within the effected district who oppose the decision of the Board of Architectural Review. Sample petition on rear.

All appeals must be filed with the City Clerk on or before 14 days after the decision of the B.A.R.

All appeals require a \$150.00 filing fee.

If an appeal is filed, the decision of the Board of Architectural Review is stayed pending the City Council decision on the matter. The decision of City Council is final subject to the provisions of Sections 10-107, 10-207 or 10-309 of the Zoning Ordinance.

Janita Schatto  
Signature of the Appellant

28. Patricia L. Bran 2067 N. Columbus St

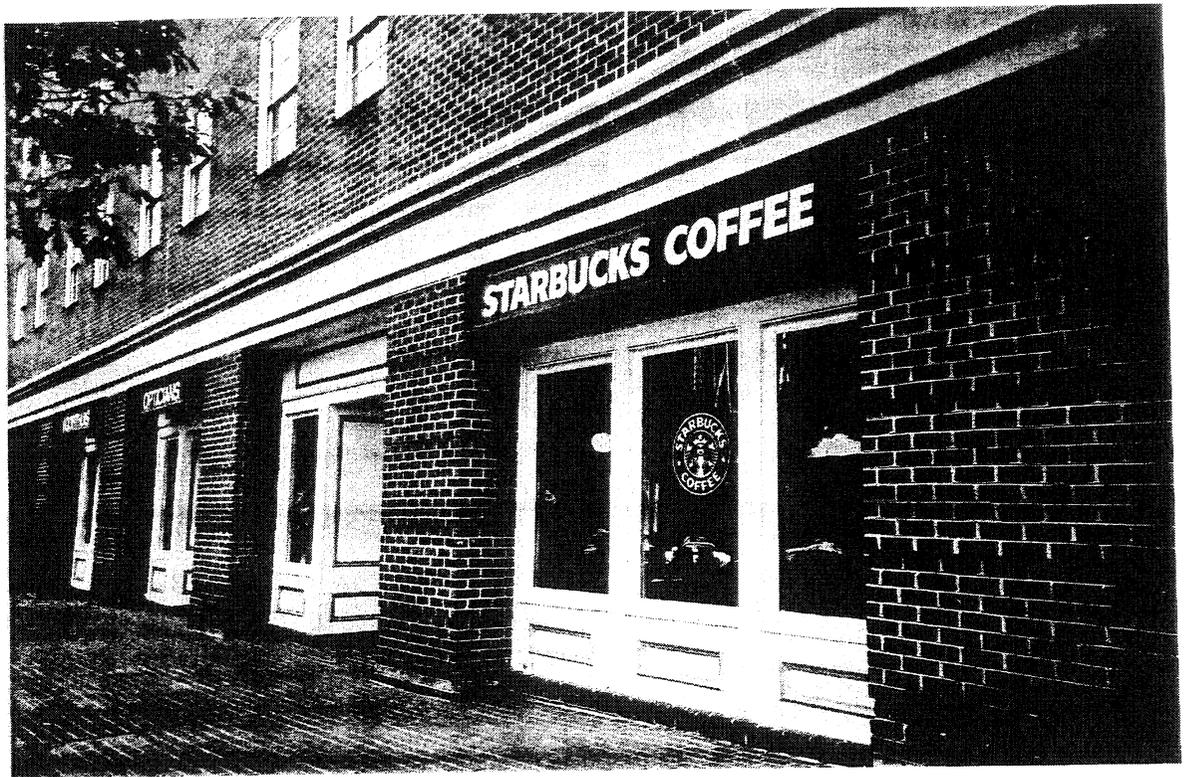
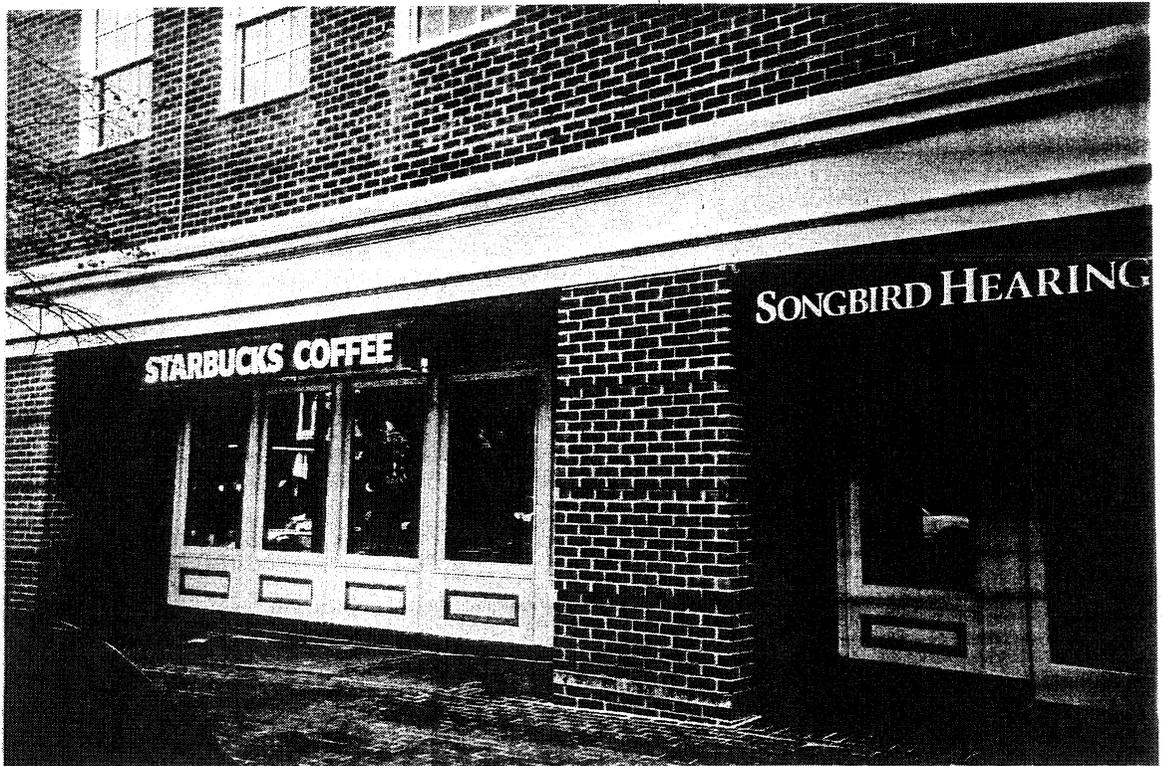
We, the undersigned owners of real estate within the Old and Historic Alexandria District/ ~~Parker-Gray District~~ [strike out as appropriate] appeal the decision of the Board of Architectural Review to the Alexandria City Council in B.A.R. Case # 2003-0201 regarding the property at # 6 King Street (street address).

	Name	Signature	Owner of Real Property At:
1.	Townsend A. Van Fleet		26 Wolfe St.
2.	Charles Sabotta		104 Prince St
3.	Kathleen Waugh		27 Wilkes St
4.	John Waugh		27 Wilkes St
5.	Cody Waugh		458 S. Union St
6.	<del>Ernest Wilber</del>	<del></del>	<del>310 Jones Ln</del>
7.	<del>Allice Miers</del>	<del></del>	<del>406 Jefferson St</del>
8.	Valerie Lanieri		211 S. Union
9.	<del>James Lettenberger</del>	<del></del>	<del>107 Prince Street</del>
10.	SEAN P. SMYTH		107 PRINCE ST.
11.	Sheila Pierson		210 Prince St
12.	Ted Pierson		11 " "
13.	Heck Wiegmann		106 Prince St.
14.	Chuck Davis		710 S Royal St
15.	Beth Smith		112 Prince St
16.	JENNIFER HOLLINGS		511 S. Lee St
17.	JOAN DIXON		111 Duke St
18.	DAVID OLINGER		100 Prince St.
19.	Ann B. Hollis		419 Greenview St
20.	Michael E. Hibbs		419 Cameron St.
21.	<del>Wm G. Anderson</del>	<del></del>	<del>313 Wolfe</del>
22.	JUDY McVAY		207 N. Columbus
23.	Bert Ely		200 S. PITT ST
24.	Susan Beita		420 Prince St
25.	Santa Schotta		104 Prince
26.	Miriam W. Olinger		100 Prince St,
27.	Mary Ann Cusack		106 Duke St,

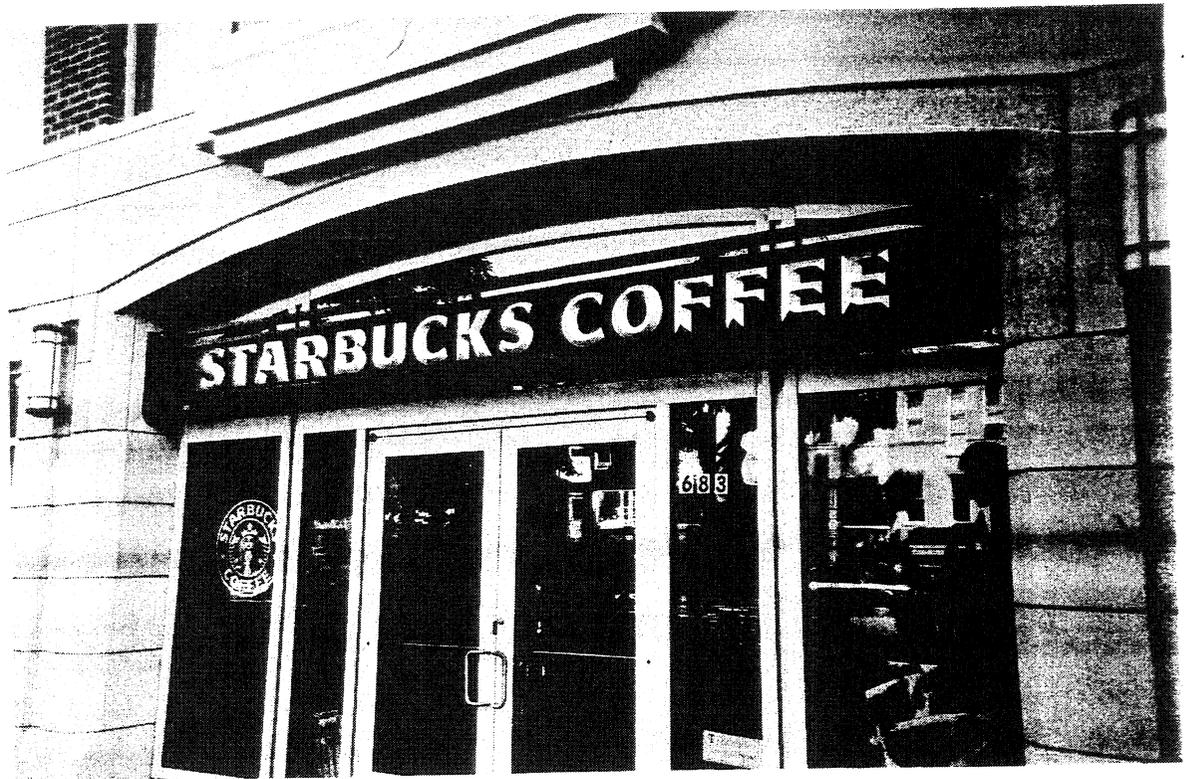
passed out by  
Julie Crenshaw

Docket # 25

25  
11-15-03



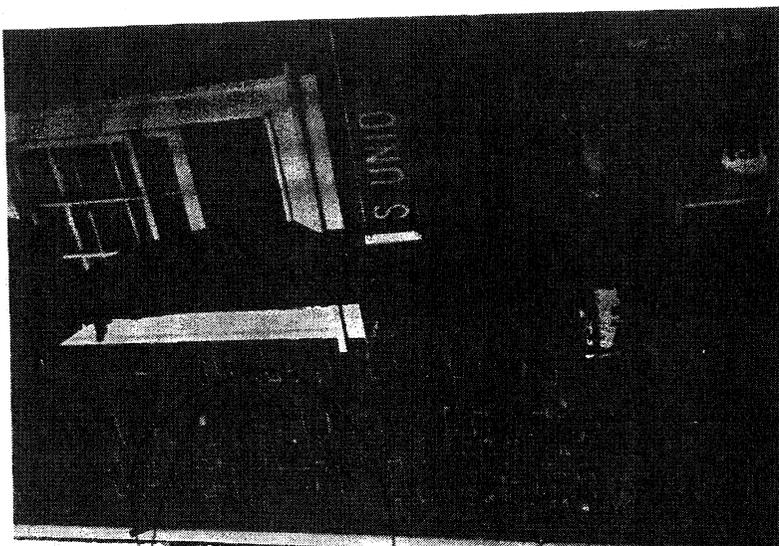
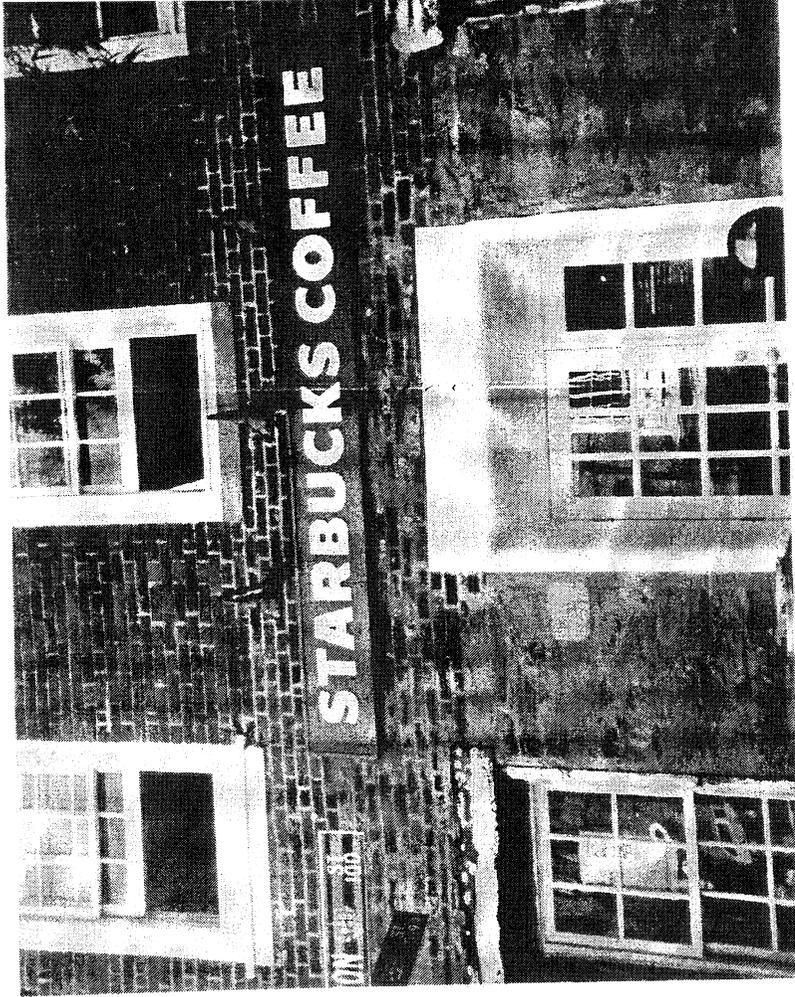
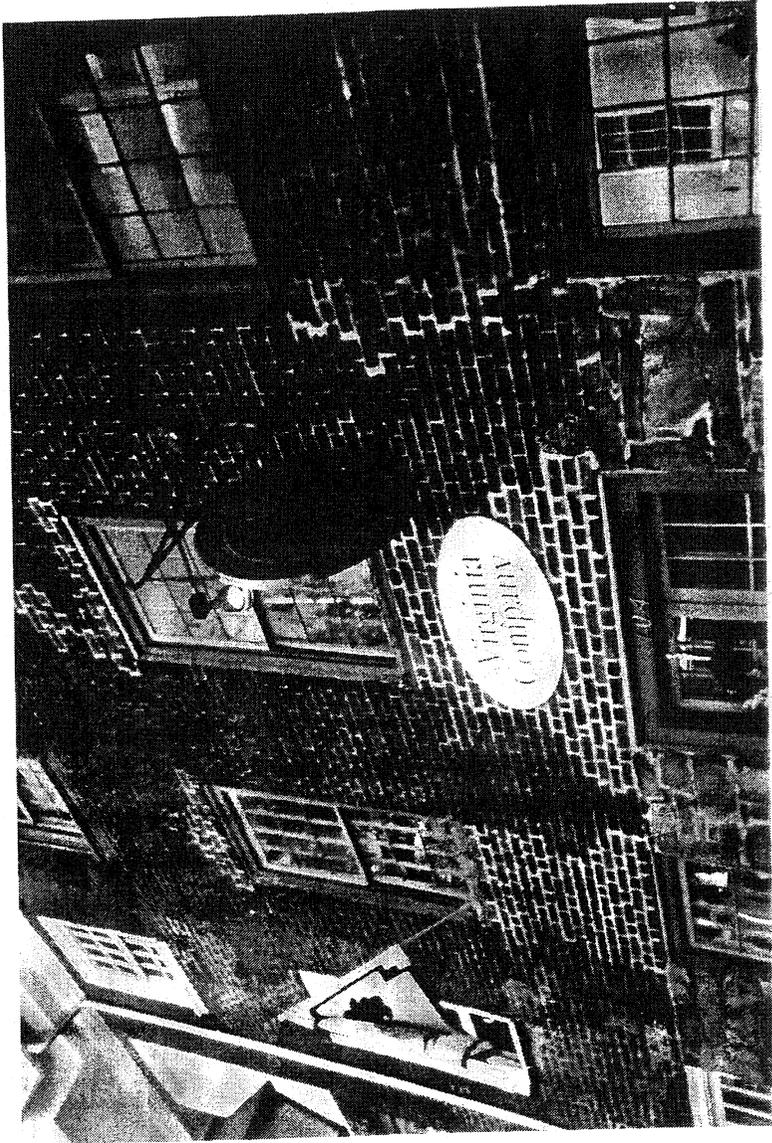
King and St. Asaph Sts.  
In keeping w/ other businesses and  
Architecture



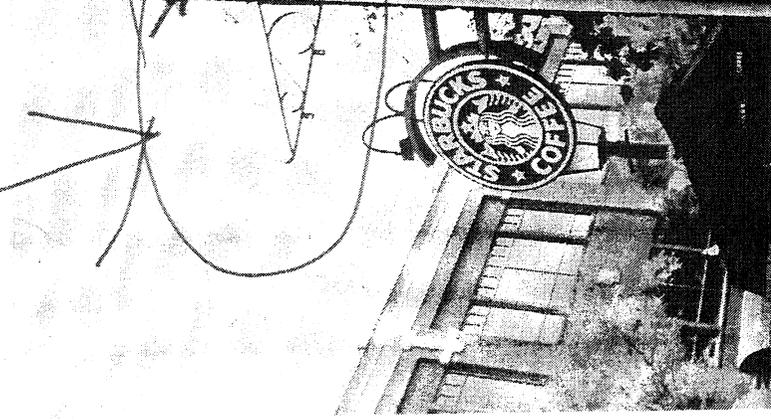
*The Saul Center - In keeping with other businesses and architecture*

King and Union

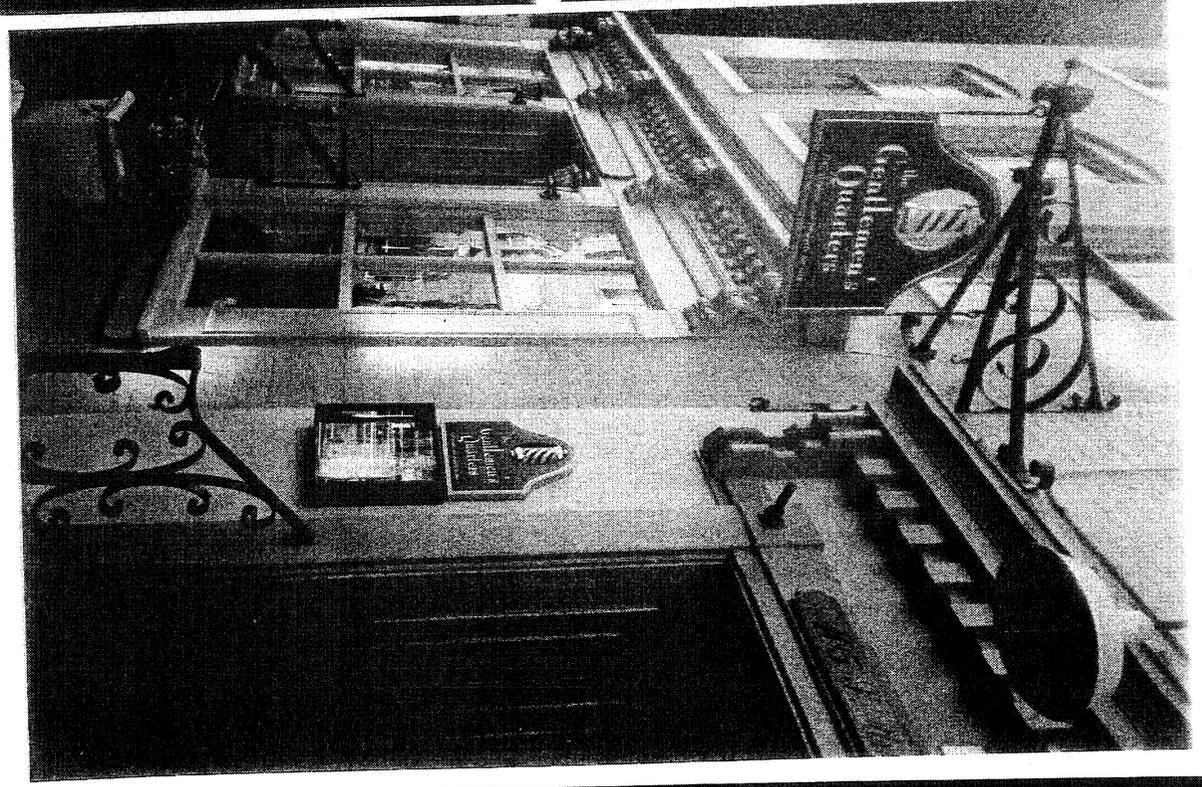
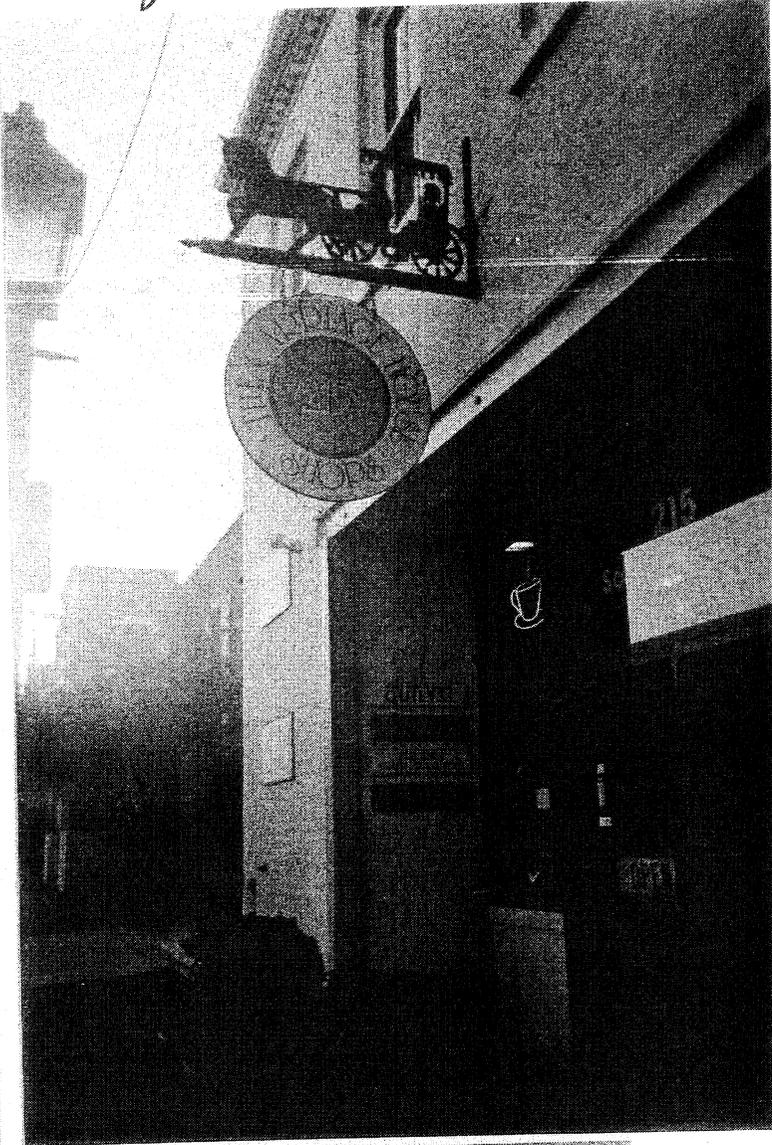
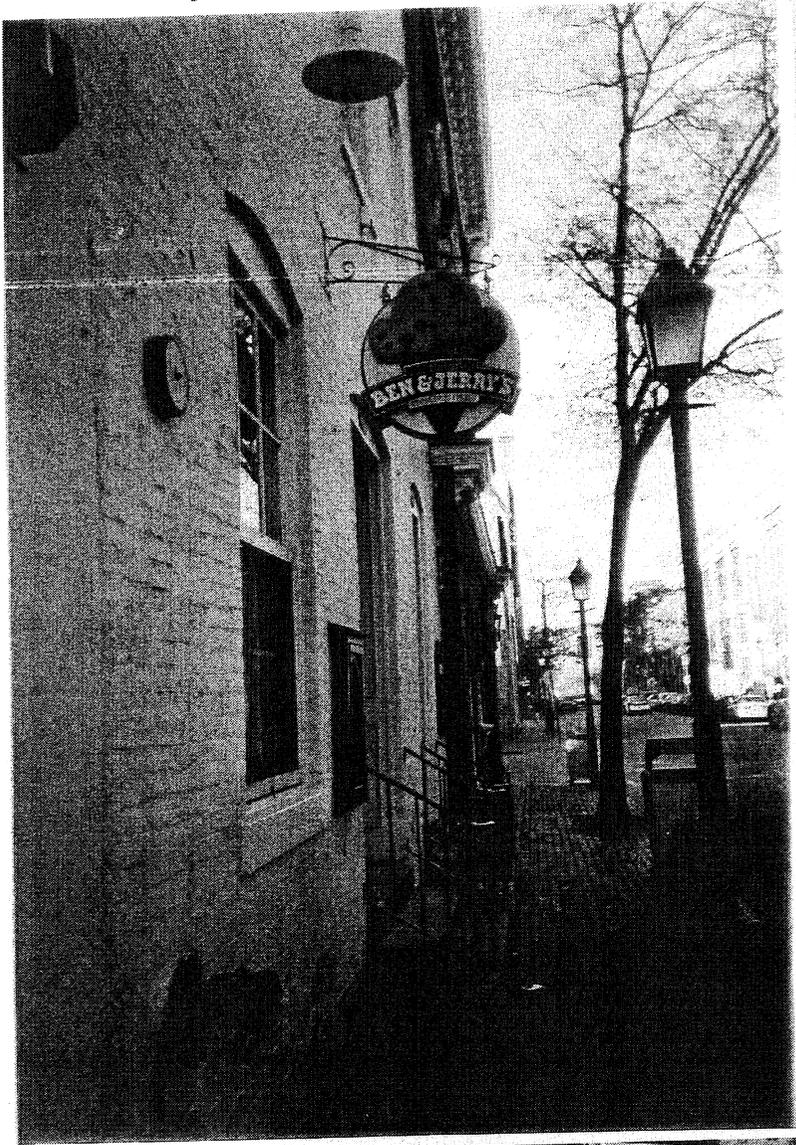
King and  
Union



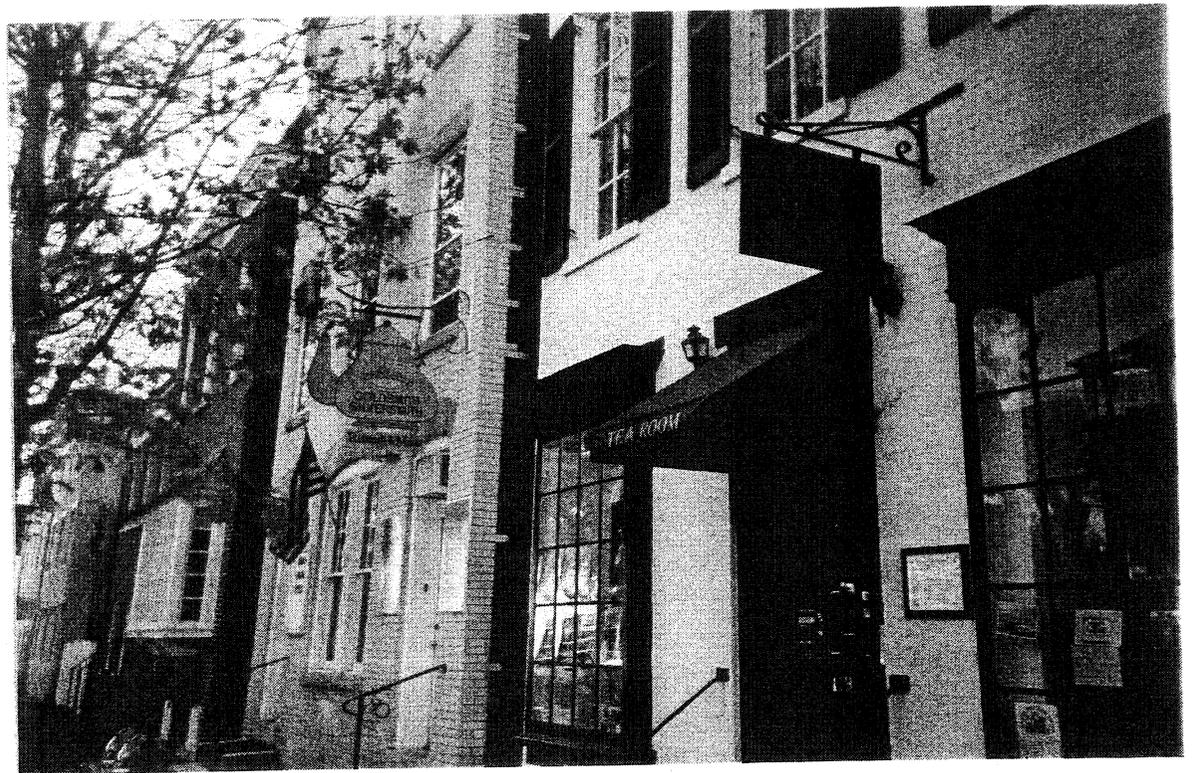
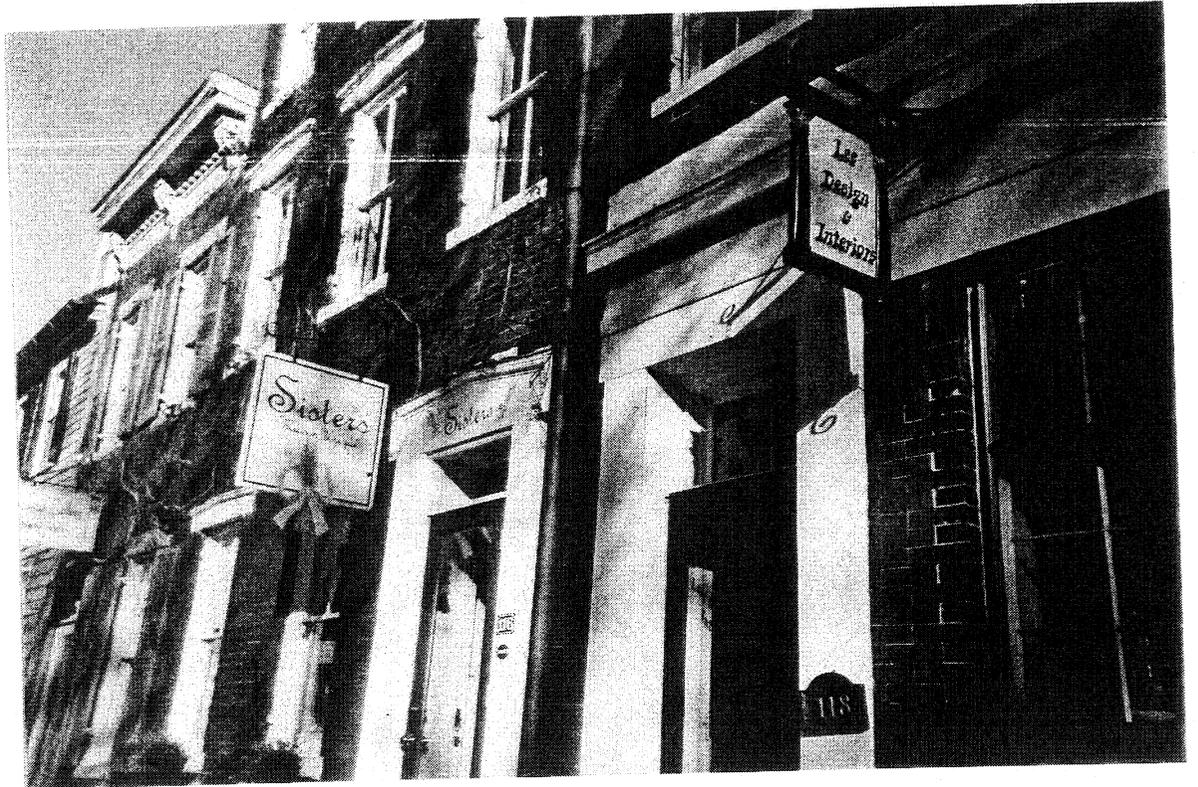
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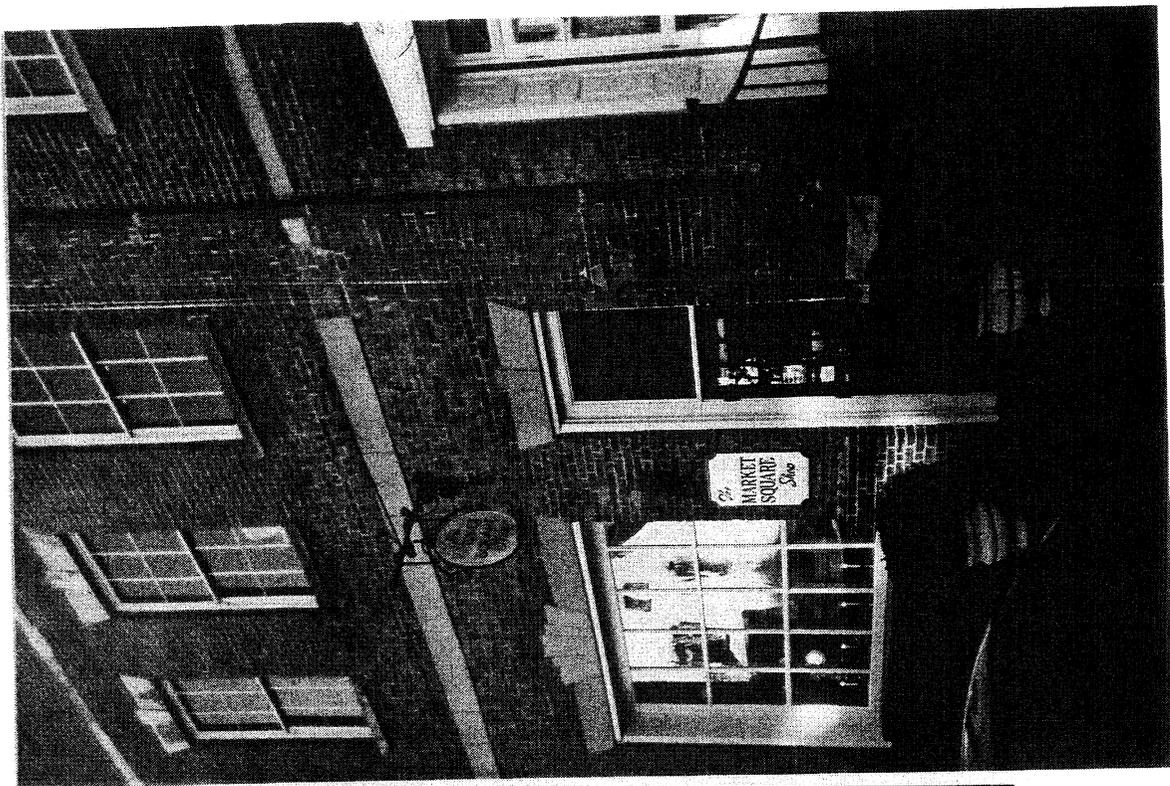


Union St. neighboring signs



Royal St. signs

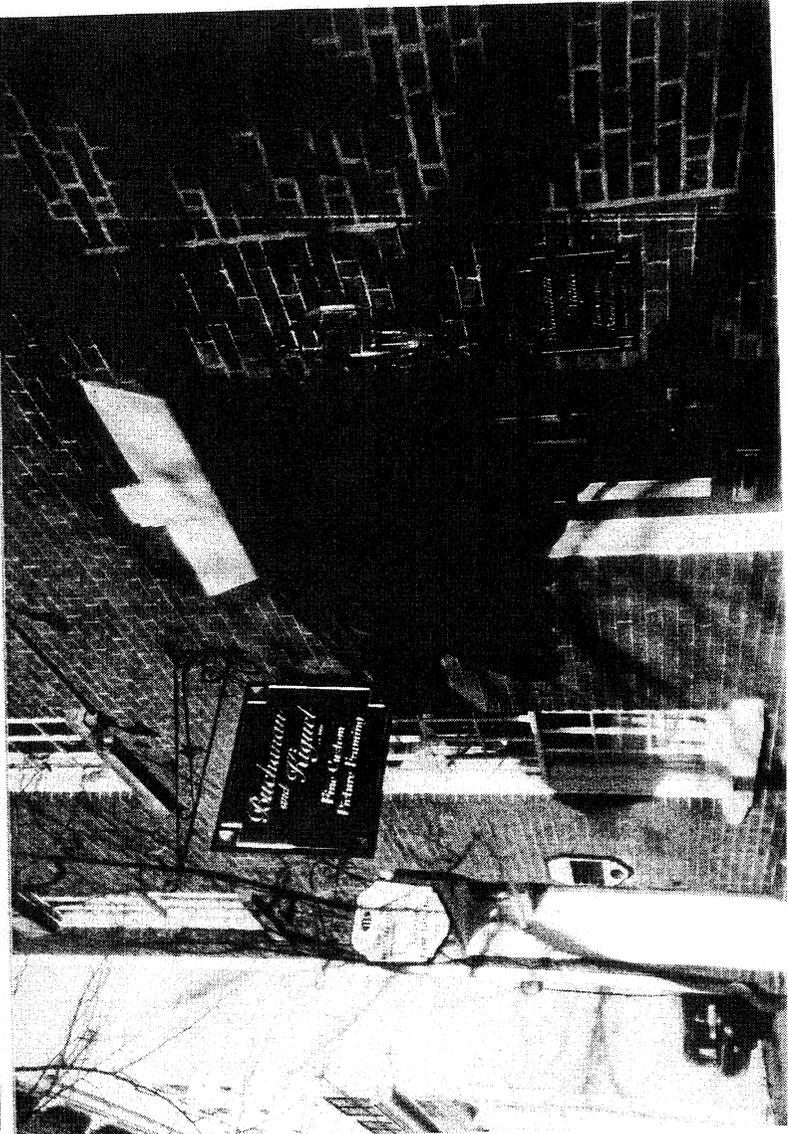
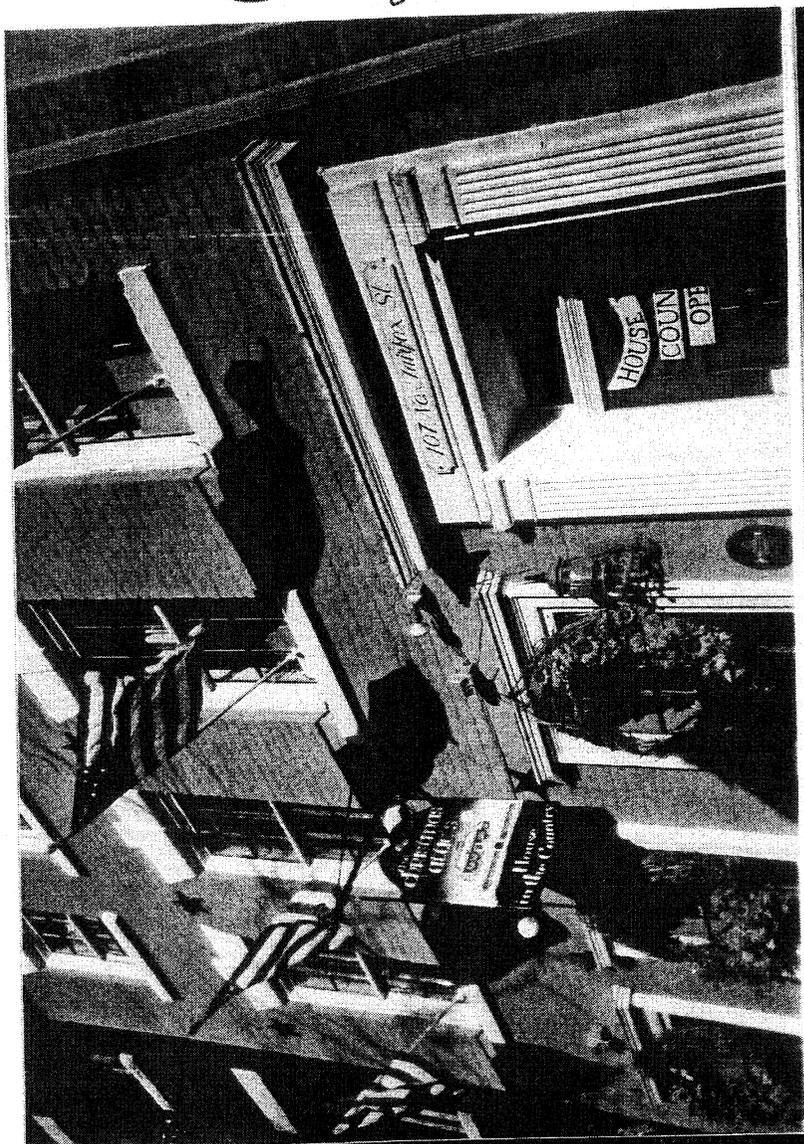




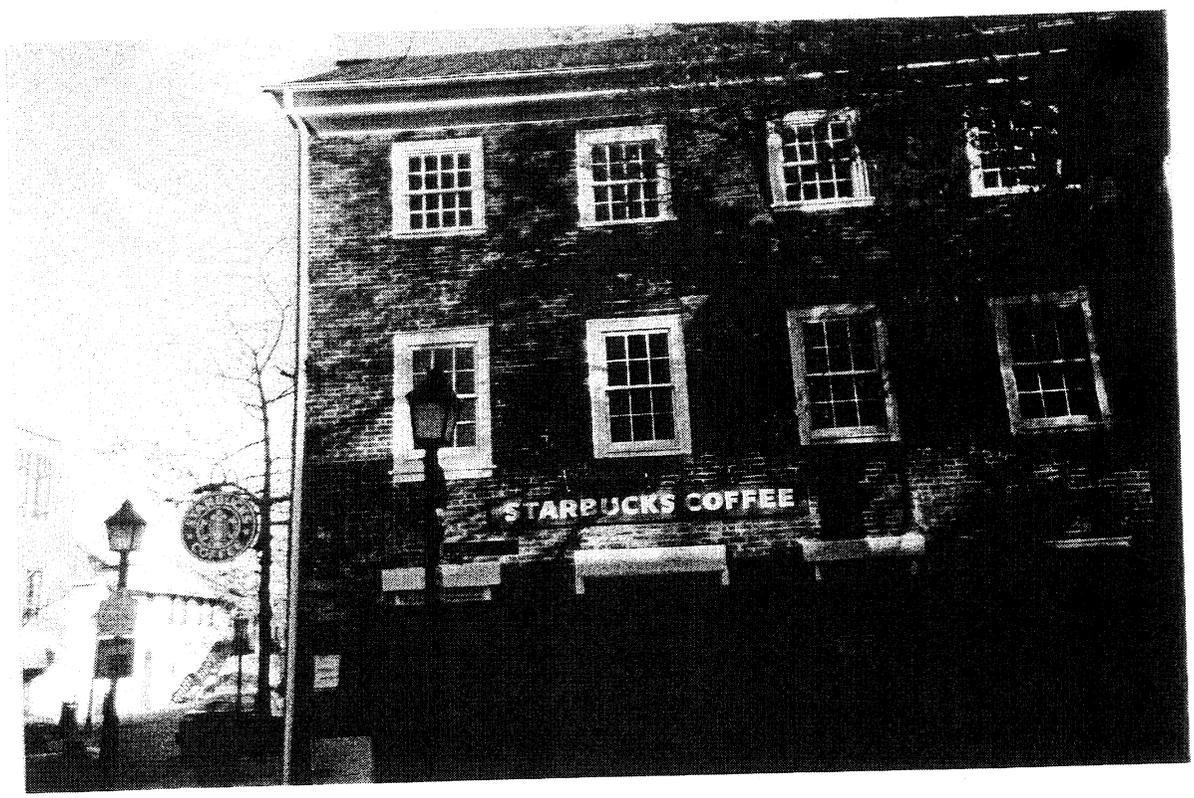
*Ring Street sign*



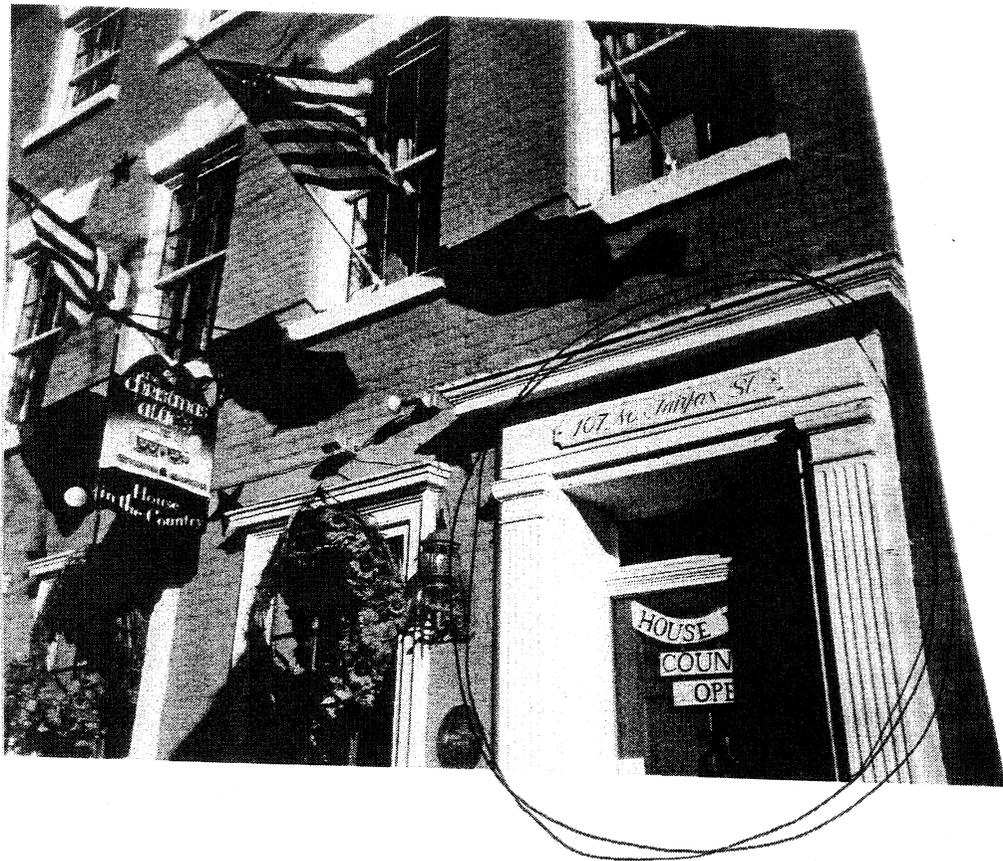
Fairfax and Cameron St. signs



- Does not complement the building character.
- Is not historically appropriate.
- Does not do "justice to the original historic structure."
- Does not add to the preservation of the historic place.



What they could do



25  
11-15-03

MOTION TO AFFIRM THE BAR DECISION:

Mr. Mayor, I move that City Council find that the 36" hanging sign, on King Street, and the 11 foot flat wall sign on Union Street, together with the gooseneck illumination, as installed, are consistent in size, material, design, color and installation with signs typically found on a commercial building in this part of the historic district within the district's period of significance.

Accordingly, I move that City Council:

- (1) conclude that this application meets the applicable standards for approval of a certificate of appropriateness set forth in Zoning Ordinance Section 10-105(A)(2), and
- (2) affirm the decision of the Board of Architectural Review.

MOTION TO REVERSE, MODIFY OR VACATE THE BAR DECISION:

[Select bracketed language as appropriate.]

Mr. Mayor, I move that City Council find that the [size], [material], [design], [color] [installation] of the [36" hanging sign, on King Street], [~~the 11 foot flat wall sign on Union Street~~], [~~the gooseneck illumination~~], as installed, [is][are] not consistent in [size], [material], [~~design~~], [color] [installation] with signs typically found on a commercial building in this part of the historic district within the district's period of significance, and [is][are] not compatible with this historic building.

Accordingly, I move that City Council:

- (1) conclude that this application does not meet the applicable standards for approval of a certificate of appropriateness set forth in Zoning Ordinance Section 10-105(A)(2), and
- (2) [reverse the decision of the Board of Architectural Review]

[modify the decision of the BAR to approve only a sign].

~~[vacate the decision and remand this case to the BAR for further consideration].~~

similar  
bracket that is  
in character  
shown &  
color is  
same.

Clerk's Copy  
J 25  
11-15-03

Sarita Schotta  
104 Prince Street 22314-3312  
Alexandria, Virginia

703-548-9890; (fax) 703-548-0330; (cell) 703-593-3276

December 1, 2003

Dear Mayor William Euille:

Reference: Public Hearing held on Saturday, November 15, at 9:30 am—  
An appeal of a decision of the BAR, Case BAR 2003-0201  
On September 3, 2003, approving a request for alterations to a previously approved sign  
located at 6 King Street (Starbucks)

On behalf of the petitioners I want to thank Council for supporting our concerns:

- Nonconforming sign brackets
- Nonconforming sign size (i.e., 11' long sign along South Union Street)
- Questionable sign design and execution (i.e., 'plastic' type material with too-bright colors), and
- Imprinted rather than solid color umbrellas for outside tables.

Enclosed please find "In U.S., the hurricane's aftermath" *International Herald Tribune* (Saturday, September 20-21, Page 1) which ran worldwide. Near the windows on the left, we see old brackets which Starbucks can use.

Another enclosure "More Than Starbucks" *The New York Times* (Saturday, November 29, 2003) reports Starbucks' sales at \$6.5 billion in 2002! Surely Starbucks can afford to comply with requirements in the Old and Historic District.

Alexandria has a limited stock of historic properties. Residents need Council's help in presenting these properties to the utmost advantage. We look forward to seeing the design elements brought into compliance at Starbucks. To date there are no changes.

Very truly yours,



Enclosures

# INTERNATIONAL Herald



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Davis Cup semifinals:  
2 hemispheres, 2 surfaces



The culture of winning  
Greek and Roman style

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## Israelis will confer with U.S. on barrier

### Envoys want to test Bush's resistance to West Bank fence

By Alan Cowell

**ABU DIS, West Bank:** Israeli leaders resolved Friday to send emissaries to Washington to test how strongly the Bush administration will resist construction of contentious stretches of the West Bank barrier, or security fence, which President George W. Bush has called a "problem."

The aim of sending a high-ranking delegation to Washington within the next few days, a senior official said, is to establish "what options we can live with and what would the United States accept" concerning the segment of the barrier near Ariel, a large West Bank settlement. Israel says the barrier is designed to shield its citizens from terrorists.

It is not too difficult to divine how Palestinians respond to the idea.

Here, south of Ariel, in a Palestinian town on the fringes of Arab East Jerusalem, a stretch of the barrier is scheduled to slice through the sports facilities of the Palestinian Al Quds University.

The structure, said Sari Nusseibeh, the president of the university and one

## In U.S., the hurricane's aftermath



A canoe gliding through Old Town Alexandria, Virginia, after a hurricane caused the banks of the Potomac River to erode.





Tony Cenicola/The New York Times

Bags of Juan Valdez coffee. The Colombian Coffee Federation, which represents more than 500,000 Colombian coffee growers, is planning to open its first coffee shops — all bearing the name Juan Valdez, after the federation's signature character — in the United States next year.

### More Than Starbucks

Though Starbucks is far and away the largest of the retail coffee shop chains, it does have competition in the fast-growing industry.

COFFEE SHOP CHAINS	NO. OF STORES	2001 SALES IN MILLIONS	\$7 billion	COFFEE SHOP CHAIN SALES
Starbucks	3,540	\$2,218	6	
Diedrich's	278	112	5	
Coffee Beanery	198	56	4	
Caribou Coffee	170	80	3	
Bernie's Coffee	125	60	2	
Seattle Coffee	121	49	1	
Tully's	114	36	0	
Other	8,803	4,062		

Source: Mintel

The New York Times

about the identity of the coffee shops' namesake. "Is that the guy with the horse?" asked Jon Luther, the chief executive of the restaurant division of Allied Domecq, which owns Dunkin' Donuts.

The federation has enlisted McKinsey & Company, a management consulting firm, to help develop its retail plan for its United States stores. McKinsey has been advising the federation on the creation of its coffee shop business model and the rollout of the stores.

But the federation's learning

have to figure out how to transfer its skills as coffee growers to retail sales, analysts said.

"There's so much more to it," said Mitchell J. Speiser, a restaurant and food service analyst at Lehman Brothers, about the federation's plans. "It's site location, it's branding. It's the right management team. It's hiring the right people. Just on paper, having real Colombian coffee and creating a retail shop around it, they do win the authenticity factor, but it takes a lot more than that to create a successful brand and a suc-