

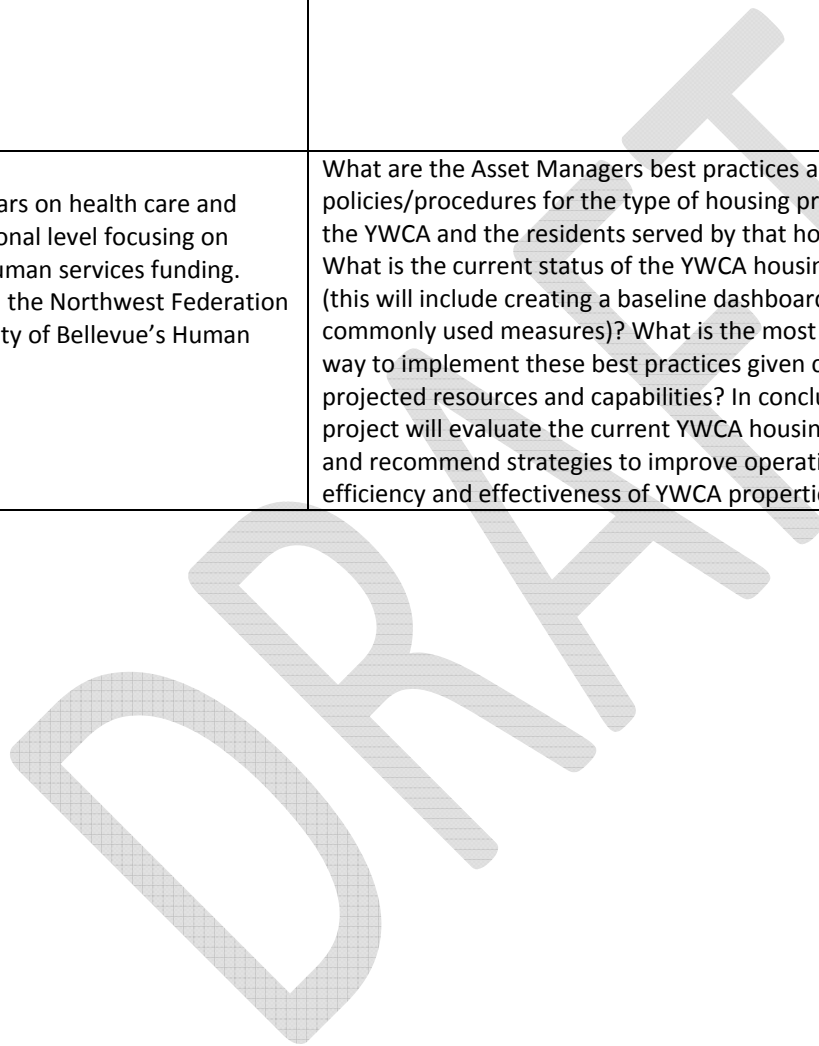
COMMUNITY DEVELOPMENT & SUSTAINABILITY CLINIC, Instructor Daniel Carlson

Student	Topic	Agency
<p>Andrea Lehner Andrea is interested in community economic development as related to public policy. Last year she interned for 10 months with the City of Kirkland as their Economic Development Intern. There she helped develop and launch a buy local program. She also did a preliminary assessment of zoning and building codes (including permit fees and application time lines) from a developer perspective to determine where potential policy barriers to development could be improved to stimulate development during the current economic downturn. In addition, she currently works as an intern for King County Metro and is the project manager for the SE Seattle In Motion program-- a community-based traffic demand management program. Through their community outreach efforts, this program has provided more exposure for her to Rainier Beach as well as other nearby neighborhoods. She also has related experience with economic development with her work in the Peace Corps in West Africa. There, she worked on a grassroots level assessing community needs and assets and working to develop work cooperatives for micro-finance activities.</p>	<p>What types of entrepreneurial businesses (including home-based businesses) are present in Rainier Beach and what strategies can the City apply to build neighborhood business capacity? To piggy back on a recent retail study, how many and what type of home based businesses are there in Rainier Beach? What are the national best practices for technical assistance for similar businesses? How can the City effectively engage these businesses with these strategies? What other types of assistance might the businesses need to grow?</p>	<p>The Seattle City Council passed legislation in September of 2008 that authorized the Department of Neighborhoods (DON) and the City of Seattle Department of Planning & Development (DPD) to work with Seattle’s citizenry to begin updating neighborhood plans where appropriate. The ordinance and a companion resolution implement three key programs that together are intended to create a neighborhood-based planning process that is rooted in the good work citizens conducted in the 1990s.</p>
<p>James Michael Bush James has approaching ten years of experience developing programs that meet the needs of some of Seattle's most disenfranchised populations. James recently served as a Mayor's Fellow for Seattle's Office of Sustainability and Environment on the Plug-In Ready Project, convening a regional team of planners to develop the region's electric vehicle charging system. Prior to work at the Office of Sustainability, James served as the coordinator of the Rainier Community Center, serving the most diverse neighborhoods in the United States.</p>	<p>What are community-based partnerships that may include commercial property ownership models and/or business investment strategies can be applied to Rainier Beach that maximize community partnership and promote sustainable economic development avoiding displacement of current local, minority, immigrant and refugee businesses? Community-based partnerships may include commercial land trusts; shared ownership models; local hiring policies; local influence on “chain” businesses; community share holders of commercial space; community understands its capacity to influence its future; and community willing to invest time, energy or money in its commercial district among others.</p>	<p>The Seattle City Council passed legislation in September of 2008 that authorized the Department of Neighborhoods (DON) and the City of Seattle Department of Planning & Development (DPD) to work with Seattle’s citizenry to begin updating neighborhood plans where appropriate. The ordinance and a companion resolution implement three key programs that together are intended to create a neighborhood-based planning process that is rooted in the good work citizens conducted in the 1990s.</p>

<p>John Vander Sluis After gaining private sector experience conducting marketing analysis for socially responsible businesses, John transferred to the public sector after moving to the Seattle area. As a concurrent student pursuing a Master in Public Administration and a Master in Urban Planning, his studies have focused on social equity, urban policy, and land use and infrastructure planning. He has completed a Mayor’s Fellowship with the Department of Neighborhoods, and internships with the King County Metro’s Market Development Department, the UW Snoqualmie Sustainability Team, and the Cascade Land Conservancy.</p>	<p>What is the potential for developing small, light-industrial and non-retail commercial businesses that are compatible in the mixed use and station areas of Rainier Beach? What would the effect of easing the strict separation of land uses have on economic and environmental equity? What businesses would leverage Rainier Beach’s assets, such as the skills of the Rainier Beach workforce and the presence of the light rail station? What are the needs of these types of businesses? What strategies have been successful in promoting the growth of these businesses? In particular, what zoning changes could be taken to support their growth, and what strategies might help cluster and locate businesses that would leverage some of the neighborhood’s assets. What balance of light industrial, commercial, and residential uses is appropriate in mixed-use development?</p>	<p>The Seattle City Council passed legislation in September of 2008 that authorized the Department of Neighborhoods (DON) and the City of Seattle Department of Planning & Development (DPD) to work with Seattle’s citizenry to begin updating neighborhood plans where appropriate. The ordinance and a companion resolution implement three key programs that together are intended to create a neighborhood-based planning process that is rooted in the good work citizens conducted in the 1990s.</p>
<p>Amy Hirotaka Amy currently interns for the Community Technology Program in the City of Seattle, helping neighborhood groups build communities through online communication. Prior to enrolling at the Evans School, Amy worked in both nonprofits and the private sector. She has focused her studies on local government, community development, and issues of race and social justice. She received her BA in English and American Literature with a minor in Asian/Pacific/American Studies from New York University.</p>	<p>How can the City of Seattle best serve neighborhood groups in building community through the use of online tools? Secondary Questions: How can the City promote neighborhood equity through helping groups improve their use of online tools? What tools should the City provide to neighborhood groups to help them disseminate relevant City information to their communities? What opportunities or challenges exist for this project because of the new Mayoral administration?</p>	<p>Seattle’s Department of Information Technology provides technology services and policy planning for Seattle citizens, businesses and City of Seattle departments and employees. The Department of Information Technology Community Technology Program works to ensure that residents have the information technology training and access needed for civic and cultural participation, employment and lifelong learning.</p>
<p>Alice Tsoi Alice is pursuing dual master’s degrees in information science and public affairs. This summer she interned with the Gates Foundation-funded US IMPACT project, working specifically on measuring the effects of public Internet access in libraries. Her interests include transportation, urban sustainability, and access to information.</p> <p>Lisa Utter Lisa has returned to get a Masters in Public Administration to increase her technical knowledge following a dozen years as an elected decision maker on the Lynnwood City Council, and a community activist/volunteer of long standing. All of her activities are focused on the building of community, whether that be through designing and supporting community events, working on improving public transportation and road systems or designing building standards. Designing welcoming physical structures can either support or hinder the creation of an inclusive community, and she believes this project has the potential to increase habitability in communities throughout the region.</p>	<p>To what extent is Housing Innovations Program (HIP) useful for helping cities achieve their affordable housing plans? How can we make HIP better? What other strategies can HDC use to supplement it?</p>	<p>Housing Development Consortium of Seattle - King County (HDC) was founded in 1988 to increase public resources for affordable housing and to improve its members’ production and operational capabilities. HDC plays a key role in affordable housing advocacy and in capacity-building for member organizations. HDC’s membership includes 25 nonprofit organizations and 40 related business and trades that together have produced over 37,000 affordable homes covering a continuum: temporary shelter, transitional housing, low-wage workforce housing and affordable homes for first-time low-income homebuyers. HDC’s focus includes all of King County’s urban, suburban and rural communities.</p>

<p>Kevin Gertz Kevin has worked over four years as Project Manager for multiple research projects with annual direct costs close to \$400,000 conducted by investigators in the Department of Rehabilitation Medicine at the University of Washington. He wishes to pursue a career in community economic development upon graduation from the Evans School. He received a Bachelor of Arts degree in psychology and English from Seattle University.</p>	<p>How do commercial rents in the Rainier Valley compare with rents in community business districts in other parts of the city?</p>	<p>The Rainier Valley Community Development Fund (CDF) is a community-based, non-profit organization, founded in 2002 to manage a \$50 million fund established by the City of Seattle, King County and Sound Transit to mitigate lost revenues of the businesses impacted by Link light rail construction along Martin Luther King Way Jr. S and to invest in long-term business and real estate development in the Rainier Valley.</p>
<p>Katherine Chesson As a Mayor's Office Fellow this past summer, Katherine had the great pleasure of working with Seattle Parks and Recreation on a solid waste strategy aimed at diverting garbage out of the landfill. This was a valuable experience providing her with skills and knowledge of the structure of city government broadly and within specific departments. She feels strongly that policy plays an important role at the local level. Particularly, she is interested in sustainability and resource conservation through a government lens. She will also be working on a project with Seattle City Light to develop a green power program as part of the Environmental Management Certificate Program.</p>	<p>What is the importance to Parks and the City of Seattle of an ideal green park (IGP) certification system? What criteria involved in certifying a Seattle park as an IGP? How can Parks implement an IGP certification system across its more than 400 parks? How can Parks develop and plan for the future using the IGP system?</p>	<p>The Parks Division in Seattle Parks and Recreation (PARKS) is responsible for maintaining and stewarding Parks' 6,200 acres of land equaling over 11% of Seattle's land area. The Parks Division is comprised of several units including the Maintenance Shops, Natural Resources Unit and Park Resources Unit.</p>
<p>Craig Sewald Craig has spent a lot of time thinking about the different aspects of our food system, including: composting, soil-building, and how we can close the loop on our waste-stream. His studies at the Evans School have been geared toward preparing him to work on re-imagining all of the stages of our food system. He did my internship at Seattle Tilth, which inspires and educates people to garden organically, conserve natural resources, and build a sustainable urban food system in order to develop a healthy community and environment. Seattle Tilth has been working with SPU on soil-building and natural lawn and garden care, so he is familiar with some of SPU's ongoing efforts and structures. He is currently studying Planning for Urban Food Systems in the Urban Planning School. He has also developed qualitative research skills that he thinks would be useful on this project.</p>	<p>How can Seattle Public Utilities (SPU) deliver information to customers in a way that ties the impact of recycling and food/yard waste collection to climate change and resource conservation?</p>	<p>Seattle Public Utilities (SPU) ensures safe and healthy drinking water, garbage & recycling service, and storm water drainage. Seattle has cutting edge recycling and food/yard waste collection programs due to SPU's mission and progressive efforts.</p>

<p>Michael Bennion Michael is a MPA candidate '10 with a Bachelor's in Business Administration from UW. Served in Peace Corps Bulgaria as a secondary English teacher. He finished a summer fellowship at The City of Seattle Mayor's Office in September. The fellowship had him research best practices and lessons learned in disaster recovery.</p>	<p>How do other ferry systems compare to Washington State Ferries (WSF) and might particular differences introduce policies that could enhance efficiencies and performance?</p>	<p>Washington State Department of Transportation - Washington State Ferries (DOT) is one of the largest ferry systems in the world. The nature of its funding, operations and capital projects makes it a unique transportation asset in Washington State. Considered a state highway, WSF provides a vital link to the communities in Puget Sound who rely on ferries to get to work, to obtain goods and services and as an important tourist revenue generator.</p>
<p>Patrick Tippy Patrick has worked for the past four years on health care and social policy at the local, state and national level focusing on children's health insurance and local human services funding. Patrick has most recently interned with the Northwest Federation of Community Organizations and the City of Bellevue's Human Services Division.</p>	<p>What are the Asset Managers best practices and policies/procedures for the type of housing provided by the YWCA and the residents served by that housing? What is the current status of the YWCA housing portfolio (this will include creating a baseline dashboard with commonly used measures)? What is the most effective way to implement these best practices given current and projected resources and capabilities? In conclusion, the project will evaluate the current YWCA housing portfolio and recommend strategies to improve operational efficiency and effectiveness of YWCA properties.</p>	<p>The mission of the YWCA of Seattle King Snohomish is to advance the quality of life for women of all ages, races, and faiths, and their families. The YWCA serves more than 40,000 women and families each year with programs to end homelessness, create self-sufficiency, care for children and youth, prevent violence, and eliminate racism.</p>



ELIMINATING POVERTY CLINIC, Instructor Bob Plotnick

Student	Topic	Agency
<p>Jennifer Krigbaum Jennifer is an experienced mid-career student who is looking to expand her social service experience with a large organization. She is passionate about social justice and serving the needs of families especially. She has a background in organizational development and non-profit settings and can work amongst all age, socio-economic, and racial groups. She is currently an intern with Youth Ambassadors where she is working on development and programming for the agency. She has a BA from UW in Global Studies with a Minor in Policy Analysis. She has completed several qualitative academic analyses in community center settings. She enjoys working with and around people.</p> <p>Christine Lee After graduating from Stanford University, Christine worked in Japan as a Coordinator for International Relations. She is currently a concurrent student at the Evans School and the Information School, working on gaining my Masters in Public Administration and Master in Library and Information Science degrees.</p>	<p>What is the impact of the Read Right program on students' academic achievement? What is the impact of the Read Right program on students' attitude toward reading and toward school?</p>	<p>For six years, Garfield High School has offered the Read Right program to students who enter high school reading significantly below grade level.</p>
<p>Jolene (Bonner) Stanislawski During her undergraduate studies, Jolene interned as a homeless advocate case manager in Olympia and with the Thurston County Tenants Union to provide research regarding Section 8 housing discrimination. Professionally, Jolene worked as a case manager for nearly 3 years with Children's Home Society of Washington, working in Wenatchee families and their children who were at risk for academic failure through the Readiness to Learn Program and then in Seattle with pregnant and parenting teenagers to help them improve their economic outcomes through Next Generation Program. Jolene is currently working as a Graduate Intern with King County Metro, helping with the management of a federal grant that provides funding to nonprofits that assist low-income individuals in getting to work.</p>	<p>What child poverty policies should be included in a strategic plan to address child poverty?</p>	<p>The Human Services Policy Center (HSPC) pairs applied analytic research with the promotion of policies that improve the lives of children, families, and communities, with special attention to the needs of those who are disadvantaged.</p>

<p>Jeffery Corey Jeff has worked with non-profit agencies in the Seattle area for the past 8 years, and has continued to do so throughout his time at the Evans School. He started as a staff member at the Capitol Hill drop-in center in 2001, and later joined street outreach service's syringe exchange as an outreach worker in 2002. In 2005, he graduated from the University of Washington with a degree in international studies, and received a grant through the city of Seattle to provide case management and advocacy for youth and young adults attending a variety of agencies on or near Capitol Hill (PSKS, Lambert House, Community Lunch, William Booth Center, PH syringe Exchange). He has also worked as a grant writer and a program supervisor for both Street Outreach services and PSKS. Currently, he continue to work with the Capitol Hill Case Management program and also serve as the board president for the People's Harm Reduction Alliance, an NP that operates the University District Syringe Exchange.</p>	<p>Assisting Peace for the Streets by Kids in their strategic planning as the organization prepares for a capital campaign they hope to launch next fall.</p>	<p>Peace for the Streets by Kids from the Streets is a non-profit organization that works with homeless youth and young adults. The agency provides a resource center, case management and advocacy, employment support, alternative high school education, and support groups for both street-involved women and formerly homeless individuals (two separate groups). PSKS has been working on Capitol Hill for the past 14 years.</p>
<p>Kelly Ward Kelly Ward has been involved with a variety of local nonprofits over the years in a variety of different capacities; as a volunteer, a staff member and a board member. She has broad interests in social justice, diversity issues, collaborative efforts to create social change and connecting marginalized communities to resources and opportunities. Over the summer she was a Mayor's Office Fellow for the City of Seattle where she focused on incorporating youth violence prevention work into public programming at Seattle Center.</p>	<p>Analyze Seattle Asset Building Initiative's (SABI) current structure and methods of service delivery, including current marketing and recruiting efforts; Research scholarly literature on asset-building program implementation to learn academic theory and best practices; Research asset building organizations and coalitions across the country to discover how they have introduced financial services to families; Analyze the data collected to determine whether and how these best practices could be applied to SABI and; Provide recommendations on how SABI can better reach and serve level 2 families based on the information gathered.</p>	<p>The mission of the Seattle Housing Authority is to enhance the Seattle community by creating and sustaining decent, safe and affordable living environments that foster stability and self-sufficiency for people with low incomes. A public corporation, SHA provides affordable housing and self-sufficiency programs to approximately 27,000 low-income people in Seattle.</p>
<p>Shawn Lackman Until recently Shawn had spent nearly six years time working for a small non-profit (K-5th grade) before and after school program. The latest two years he had spent as the assistant director of the organization. He has also worked in youth development at the high school level. His interests include education/workforce development, youth development, and social equity issues. He currently hold a BA in Political Science from the University of Washington with a minor focus in both Human Rights and Music.</p>	<p>The Seattle Parks Youth Violence Initiative Team and Seattle Parks Department operate three late night teen centers. What programs are of interest to the youth which are the focus of the SYVPI? To what extent are these programs used? Why and why not? What barriers to their use exist and how can they be overcome?</p>	<p>Seattle Parks and Recreation manages 400 parks and open areas in its approximately 6,200-acre park system, operates 36 community recreation and special purpose centers, and is the lead public agency providing safe, fun programs for Seattle youth between the ages of 11 and 21, and serving an average of 2,100 youth every week.</p>

<p>Logan Council Logan has returned to school to gain technical expertise to bring to my work as an elected councilmember of 12 years and a community activist/volunteer. He has been involved in community building in many aspects – educating about recycling and advocacy, developing community events and debating public policy related to building, transportation and finances.</p> <p>Lindsay Ohab Lindsay’s diverse academic and work experiences provide a strong foundation for this project. Her undergraduate degrees in Black Studies and Sociology, and her current MPA studies focusing on race and inequality, have crystallized her passion around diversity, inclusion, and social justice efforts. Her prior work experience in both nonprofit and corporate sectors allowed her to develop strong communication and leadership skills while remaining committed to serving clients in a high-volume and fast-paced environment. Her commitment to service, leadership, diversity, and results highlight the core competencies required to complete this project.</p>	<p>What impact has the Anti-Racism Initiative (ARI) at Solid Ground had on service delivery to clients?</p>	<p>Solid Ground believes that together, we can build a community free from poverty, prejudice and neglect in which all members stand on Solid Ground with the skills and confidence needed to achieve their dreams. For more than three decades, Solid Ground — formerly the Fremont Public Association — has helped our most vulnerable community members overcome economic crises and develop the skills and resources they need to thrive.</p>
<p>Tafara Pulse After graduating with a degree in International Business from Seattle University, Tafara worked in the Seattle area with a number of internationally focused non-profits including the World Affairs Council and the All-Nations Cup soccer tournament. She also lived overseas in Spain, Lesotho, and India. She is currently interning with the 2020 Development Company, which promotes trade from other countries to the US to grow overseas markets and development through commerce. She is interested in behavioral economics, business policy, and international trade.</p>	<p>Who are the primary wholesale and retail “middle men” in the processing and distribution of Washington-grown produce? What are the top entities receiving Washington-grown produce (i.e. the end-users)?</p>	<p>The Washington State Farmworker Housing Trust (the Trust) is a 501©(3) nonprofit organization created in 2003 under the leadership of U.S. Senator Patty Murray. The Trust’s mission is to create a better and more sustainable agricultural community in Washington State by securing and investing resources to address the full spectrum of housing and related needs of farmworkers. It is a uniquely collaborative body that includes equal representation from the growers, farmworker advocates, nonprofit housing providers, and community leaders.</p>

<p>Dan Mark Prior to attending graduate school, Dan worked as a school health coordinator for the Peace Corps in Guatemala. He oversaw and trained teachers and communities in the planning, execution, and evaluation of health projects and curriculum in rural schools. Before his undergraduate experience, Dan worked with the superintendent of the Lake Washington School District on the Level Five graduation requirements. Dan earned a B.S. in Cognitive Science and a B.A. in Psychology from the University of California San Diego.</p>	<p>What are the specific harvest yield potentials and daily picking rates of the different cherry varieties and plantings that determine labor needs for harvesting the fruit? What percentage of the harvest workers in the Wenatchee area are migrant workers? How many people does each worker represent in terms of housing needs? How can we make this information reliable and verifiable? How can we incorporate unpredictable forces such as weather into the predictive model? How far in advance can we reliably project crop yields? How far ahead do we need to predict to adequately address housing needs?</p>	<p>The Washington State Department of Commerce is a cabinet-level state agency whose mission is to grow and improve jobs in Washington State. Department of Commerce programs include community social service, affordable housing, energy policy, trade and economic development, and assistance to local government in long-range and land-use planning. Commerce staff currently administers more than 180 programs using state, federal, and private resources. Approximately 95% of our \$1.5 billion budget is passed on to local organizations.</p>
<p>Nina Tantraphol During college and afterward, Nina was substantially involved in the area of Education, was able to gain exposure to a variety of positions in the field, as a teacher, student government actor, and a policy researcher. The experience brought to the fore her desire to create systemic change and to work in innovative ways on behalf of underserved community members. As an AmeriCorps VISTA paralegal in Chicago, she worked primarily with low-income residents of a largely Spanish-speaking community. While there, she was able to observe the civil legal system through the eyes of indigent clients, as well as attorneys engaged in individual and institutional advocacy. She subsequently decided to enroll in both Public Administration and Law programs at the University of Washington as the cumulative result of her experience in Education and in a legal clinic advocating on behalf of clients and working to develop more global approaches to addressing their needs.</p>	<p>How well has the Washington Attorneys Assisting Community Organizations (WAACO) executed its mission to assist Washington State nonprofits that primarily serve low income communities, including: How many such nonprofits has WAACO served since its inception in 2004? Is WAACO receiving intake from many nonprofits primarily serving low income communities, or does there appear to be a disconnect between the number of such nonprofits statewide and WAACO’s intake, pointing to an outreach issue? Profiles of 2-3 low-income orgs WAACO has assisted since inception in terms of budget, population served, geographic location, and type of activities? What is the current actual need for WAACO’s services among nonprofits primarily serving low income communities throughout the state, including: How many such low income nonprofits are there, including generating a statewide map indicating: communities served and services provided by WAACO; and where nonprofits primarily serving low income communities are predominantly located statewide. What are two or three profiles of such organizations whom WAACO has not served—in terms of budget, population served, geographic location, type of activities, and legal needs? How can WAACO strategically allocate its resources, and perhaps build on its existing services such as its microenterprise initiative, to meet additional needs of low-income communities, such as complex community-based needs and nonprofits who aren’t receiving its services?</p>	<p>Washington Attorneys Assisting Community Organizations (WAACO) is a nonprofit organization that was founded in 2003 by a group of Washington attorneys who recognized that there were many capable business attorneys in the state who wanted to donate their time and legal expertise to nonprofit organizations in the community that could not afford to pay for legal assistance.</p>

SERVICE DELIVERY & PERFORMANCE MANAGEMENT CLINIC, Instructor David Harrison

Student	Topic	Agency
<p>Kirsten Avery</p>	<p>How can Seattle Public Schools improve the implementation of Supplemental Educational Services (SES) to maximize their effectiveness in achieving improved academic performance?</p>	<p>The City of Seattle's Office for Education administers the Seattle Families and Education Levy (FEL). In 2004, Seattle voters overwhelmingly approved a \$117 million, seven-year property tax levy to improve academic achievement and reduce the achievement gap among Seattle students. Outcome targets are based on measures of school readiness, academic achievement, dropout prevention and high school graduation.</p>
<p>Elizabeth Williams Elizabeth received my BA in Political Science and English from the University of Washington in 2007. She began her Master's in Public Administration in 2008 and is on track to graduate in 2010. She has worked for the University of Washington as a student employee for a combined 5 years, and also had a brief stint at The Evergreen State College as a program assistant. She is currently the Chief of Staff for the UW's Graduate and Professional Student Senate, where their mission is to advocate for graduate and professional student interests at the administrative and legislative level.</p>	<p>What kind of growth or expansion has CSC experienced within the past year? How are CSC's successes and short-comings measured? To what extent does CSC's financial condition enable investment in infrastructure improvements? What are the specific examples of "gaps" in the infrastructure?</p>	<p>Community Schools Collaboration (CSC) is a private, nonprofit organization whose mission is to develop full service community schools that are centers of thriving communities that provide essential services, resources, and opportunities. Through both direct and leveraged services, CSC currently provides educational, health, and enrichment experiences to students and families in three diverse, high poverty service areas: Tukwila, White Center, and SeaTac.</p>
<p>Jeyson Florez After graduating with an Economics degree in Economics Jeyson traveled to Costa Rica to assess how economic policies especially CAFTA would affect communities within the Central Pacific region. He returned home and served as an Obama Organizing Fellow in Ashland, Wisconsin, opening up a campaign office and establishing a volunteer base of over 300. This past summer he worked with ACE Consulting, a nonprofit consulting group that works with Catholic schools and Dioceses throughout the country. My main clients were the Dioceses of Brooklyn and a high school on Chicago's north side.</p>	<p>What does academic literature suggest are indicators of effective nonprofit partnerships? How do other community schools throughout the country evaluate partnerships? How so CSC's current partners rate the partnership?</p>	<p>Community Schools Collaboration (CSC) is a private, nonprofit organization whose mission is to develop full service community schools that are centers of thriving communities that provide essential services, resources, and opportunities. Through both direct and leveraged services, CSC currently provides educational, health, and enrichment experiences to students and families in three diverse, high poverty service areas: Tukwila, White Center, and SeaTac.</p>

<p>Mindy Au For the past five years, I have worked in refugee and immigrant communities, both domestically and internationally. I spent two years in Seattle at a non-profit health center, serving the API community, and then I served overseas for three years as teacher of refugee youth along the Thai-Burma border. I graduated from Dartmouth College with a BA in Chemistry.</p>	<p>How effective is East African Community Services at positively affecting the lives of East African refugee families? What processes can be improved on or implemented to make EACS' service delivery sustainable in line with the recently developed Strategic Planning?</p>	<p>East African Community Services was born in 2000 out of a growing need to offer refugee support service in King County. EACS, dedicated to improving the well-being and quality of life of refugees and their families, has established a strong record of service in King County through culturally-specific advocacy, information, referral, and direct service. EACS helps clients successfully adjust to their new life in the United States while preserving their own diverse cultural heritage.</p>
<p>Tim Cormier Tim is a self-motivated and enthusiastic 2nd year Evans School graduate student with dynamic professional experience in international, for-profit, and nonprofit sectors. In the past, he served as a Peace Corps volunteer in Zambia, worked in fundraising and development at Easter Seals Washington, and was a research assistant at the Nancy Bell Evans Center on Nonprofits & Philanthropy. Currently, he works part-time as a business development associate at Waldron & Company, a talent management consultancy, where he is cultivating prospective clients for our leadership development, executive search, and outplacement services.</p>	<p>What are the characteristics of leadership development efforts that Marguerite Casey Foundation (MCF) funds and what impact have they had on community participants? Are there differences between grantmaking regions? What are the implications for progress towards MCF's goal of helping low-income families strengthen their voice and mobilize their communities?</p>	<p>Marguerite Casey Foundation is an independent, private foundation dedicated to helping low-wealth families strengthen their voice and mobilize their communities to make changes toward a more just and equitable society. Its grantmaking aims to engage low-income parents in efforts to improve conditions for their families, connect organizations within regions and disciplines, and enhance the capacity and effectiveness of cornerstone organizations in low-income communities.</p>
<p>Sofia Harwell Sofia is originally from east Tennessee, and has been working as a grant writer and manager at the Penland School of Crafts in North Carolina since early 2009. She served as a community development volunteer for Peace Corps Macedonia from 2006-2008 as part of the Evans School PCMI program.</p>	<p>How can Penland evaluate its core educational programs? How can we use evaluation to better articulate the organization's value to Penland's diverse constituents and potential donors?</p>	<p>The mission of the Penland School of Crafts is to promote individual an artistic growth through craft. A national center for craft education located in Blue Ridge Mountains of North Carolina, Penland is dedicated to helping people lead creative lives. Now in its 80th year, Penland continues to be a catalyst for the creative activity that supports the economy of Western North Carolina while at the same time fostering innovation and development of craft worldwide.</p>

<p>Lindsey Hulet After receiving a bachelor's degree in Middle East Studies, Lindsey decided to pursue a career in nonprofit management, which is why she moved to Seattle to attend the Evans School. She is currently the office manager at the Northwest Infant Survival & SIDS Alliance, where she does a lot of fundraising and communications work and she is also a board fellow with Longhouse Media. She is interested in development and causes involving women and children.</p>	<p>Where can PEPS focus its efforts in the next 3-5 years to best fulfill its mission of serving more families where we are most likely to succeed in a way that contributes to the organization's long-term financial sustainability? How do we build a 3-5 year Strategic Plan that meets the increasing challenges of unstable economic times while growing our constituency?</p>	<p>PEPS (Program for Early Parent Support) has created these communities of support for over 26 years and we continually seek new ways to provide the PEPS experience to more new parents throughout and beyond King County. PEPS' core program is the Newborn Group Program, neighborhood-base learning communities consisting of 8-14 adults and their infants. Twelve weekly two-hour sessions are led by a trained volunteer, and supported and evaluated by program staff. The impact on participants' lives is profound.</p>
<p>Stephanie Schwenger Stephanie studies organizational management and leadership at the Evans School, and works as a program manager at Seattle Public Utilities. Prior to attending the Evans School, Stephanie worked as an analyst at a Portland, Oregon-based market research consultancy. She graduated magna cum laude with dual degrees in history and German from the University of Oregon Honors College.</p>	<p>What are the opportunities and obstacles to implementing open source initiatives at the City of Seattle?</p>	<p>Re-vision Labs are community engagement specialists. They design and implement online and offline community-building strategies for world-changing projects, products and services. (Re-vision Labs is a for-profit consultancy)</p>
<p>Andrea Valdez Prior to working towards an MPA at the Evans School, I worked at the parent organization of Project UNIFORM. I have several years experience in the subject matter of public health, and more specifically, tobacco control. I am uniquely positioned to provide insight on the challenges and strengths of Project UNIFORM, and look forward to working with their Program Manager.</p>	<p>Is Project UNIFORM scalable to the national level? What would the program need for it to expand, and is it feasible?</p>	<p>Project UNIFORM (Undoing Nicotine Influence From Our Respected Military) was established in 2005 as a direct response to a study by the State of California showing tobacco use rates within the Armed Forces was twice that of comparable civilian populations.</p>
<p>Mary McNair Prior to starting at the Evans School of Public Affairs, Mary McNair spent two years as a Peace Corps Volunteer in The Gambia, West Africa working on Agro-forestry community building. She has spent 3 years working and volunteering with non profits and in the public sector. Her focus is nonprofit management and hopes to work in international development or for a nonprofit closely related to international topics.</p>	<p>How can the South King County Human Services (SKCHS) better engage refugee and immigrant populations with services in South King County? The project will attempt to answer this question through the perspective of community leaders, organizations that engage in outreach with international communities. Specifically, this project will look at outreach strategies used in the developing world to engage underserved communities and identify possible strategies for use in South King County communities. In conclusion, this project will provide recommendations for SKCHS and its partner agencies implement these strategies.</p>	<p>South King County Human Services works to ensure that the people of South King County have access to the basic building blocks of a strong society: health care, housing, and human services. We are a membership organization of nonprofit agencies, municipal leaders, and concerned citizens who work to support one another cooperatively.</p>

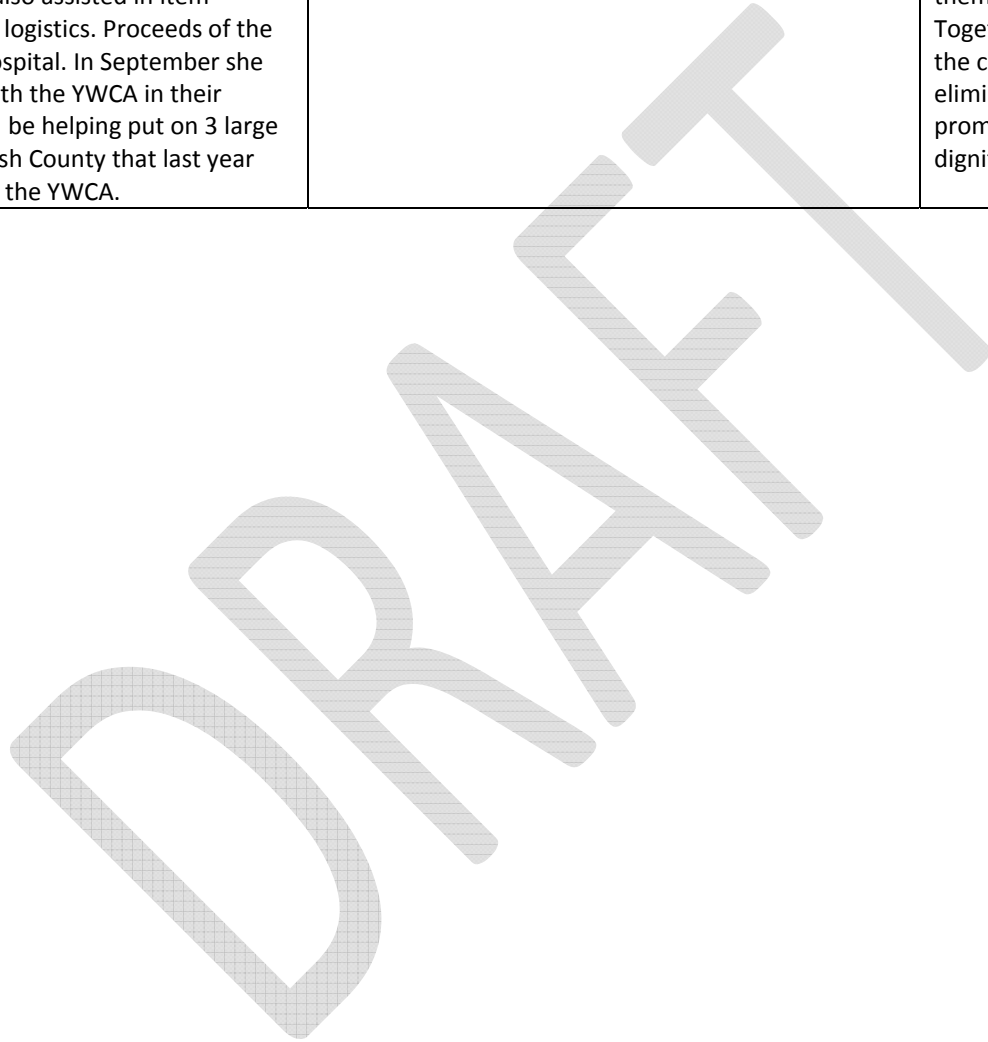
<p>Adam Lincoln Adam has a B.A. in political science and had intended to work in politics when he graduated with his undergrad degree. He worked for a state senate campaign and in Olympia for the senator after he won. He then wanted to get my Masters in public affairs so that he would be able to be more professionally involved with public policy. Most recently he's decided that he wants to focus his MPA in the areas of public health and international affairs. He also plans on attending dental school after he has received my MPA.</p>	<p>What will the program plan for the next two years for Washington State Smile Partners consist of?</p>	<p>Washington State Smile Partners was started in 2003 as a small dental hygiene program in four elementary schools in King and Kitsap counties. A year later they expanded to 10 schools. By 2008, they had expanded to nearly 20 elementary schools, 19 Head Start/EACP classrooms, started a pilot program to expand into more counties, and began a "mom and me" program for pregnant women and babies at the Silverdale Medical Center. The group is comprised of mostly Registered Dental Hygienists.</p>
<p>Kevin Mock Kevin has a background in the arts as a musician and a cook. He also studied Ethnomusicology at the UW and wrote his thesis on independent record labels. As he began working at Youngstown Cultural Arts Center Summer 2009, one of his goals was to design and run a youth record label that was engaging, artistically relevant to youth and imparted transferrable professional and leadership skills. He did so, and now he is currently co-facilitating the program while finishing my degree.</p>	<p>What is the best business plan for Youngstown Records, a youth-driven record label and music cooperative operating as a program of Youngstown Cultural Arts Center?</p>	<p>The Youngstown Cultural Arts Center, in the historic Youngstown/ Frank B. Cooper School, is a unique multi-purpose facility dedicated to arts, education, and to the provision of space for members of the community to live, create, converse, and perform. The Youngstown Cultural Arts Center is a program of the Delridge Neighborhoods Development Association, a private 501 (c)(3) non-profit organization.</p>
<p>Lan Bai Lan's focus area is education. She's excited about using her academic knowledge to work on something related to it, also she believes this project would be a great way for her to learn more about education. She did research internship for some projects when she was in China, right now she's been interning at a nonprofit working on data input and analysis, and program evaluation.</p>	<p>What program evaluation with an outcome focus can be designed for the Youth Ambassadors? What methods of evaluation and data collection will provide the organization information needed to enhance development strategy? What will help facilitate Youth Ambassador's goals, how it meets it goals and how it will know if it has or has not met its goals?</p>	<p>Youth Ambassadors started in October 2007, more than thirty Seattle-area youth were invited to participate as Youth Ambassadors during the Dalai Lama in Seattle, Washington. A five day event was named Seeds of Compassion was structured around his visit in April, 2008. The Youth Ambassadors served as speakers and participated in activities during this event. The experience was transformative for the youth involved.</p>

Lauren Shatz

Lauren received her undergraduate degree from the University of Puget Sound majoring in Business Leadership and Politics & Government. For the past four summers she has interned with the Auction of Washington Wines, the philanthropic arm of the Washington Wine Commission. In that role she was responsible for the entire reservation process and also assisted in item procurement and other event planning logistics. Proceeds of the Auction benefited Seattle Children's Hospital. In September she accepted a Special Events internship with the YWCA in their development office. In this role she will be helping put on 3 large benefit luncheons in King and Snohomish County that last year helped raise over 1.4 million dollars for the YWCA.

How many of the YWCA donors are under the age of 40? Where do they live and what are the giving patterns for these donors? How does the YWCA under 40 donor base align with the recent giving trends for gen X and Y?

The **YWCA** opens doors to opportunity and self-sufficiency for women and families facing poverty, violence and discrimination. With more than 100 years experience, the YWCA is the leading organization for moving women and families out of crisis and empowering them to achieve lasting independence. Together with YWCA USA and YWCA's across the country, our YWCA is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.



ENVIRONMENT DEGREE PROJECT SEMINAR, Instructor Ann Bostrom

Student	Topic	Agency
<p>Christian Pond Christian is a second year MPA student at the Evans School focusing on urban and metropolitan affairs, with a particular interest in community economic development. Prior to enrolling at the Evans School, he served as a program analyst for an international development NGO and also served as a Peace Corps volunteer in Morocco. He is currently the Community Partnerships Assistant at the King County Department of Transportation, where he helps manage the Road Service Division's community outreach programs.</p>	<p>How has the program been structured and implemented, and how has this changed over time? Have the City's speed cameras actually reduced vehicle speeds and made the area safer? What are the trends over the life of the program, and what future projections (if any) can be made? What are the implications of the program for city staffing levels? How much more work has the program generated and for whom? What is the nature of the program's revenue stream? How was the program's revenue changed over time, and what future projections (if any) can be made? How does the City collect and manage the various sources of data related to the above questions? How can it better develop a system of data management and analysis will allow it to evaluate the program over time?</p>	<p>The City of Lake Forest Park constitutes three square miles at the north end of Lake Washington. To the south, Lake Forest Park begins at the city limit of Seattle. To the north, Lake Forest Park ends at the Snohomish county line. To the east, the city is bounded by Lake Washington and at 55th Avenue NE where the city of Kenmore begins. The city's western boundary is at the city of Shoreline's city limit.</p>
<p>Jana Prothman Jana was a Lutheran Volunteer Corps member during the 06-07 year placed in Washington DC working in a day center for single homeless women. Post LVC she worked at YWCA Pathways for women in Lynnwood at a shelter and transitional housing site serving homeless women with children. Since beginning at the Evans School she has worked half time for Catholic Community Services on Policy Advocacy on issues pertaining to homelessness. After graduation she would like to work for a non-profit serving homeless or very low income individuals.</p>	<p>What are the negative health outcomes associated with substandard housing and what are the best approaches to improve substandard housing and improve health? Specifically, this project will address a literature review of negative effects of substandard housing on health as well as best practices to address substandard housing across various cities.</p>	<p>Columbia Legal Services advocates for people living in poverty. We work to reveal and end actions that harm our client populations; we seek social and economic justice for them through systemic change. CLS provides legal assistance in the full array of civil justice forums to enable our clients to assert the rights and exercise the responsibilities inherent in a just society.</p>

<p>Adam Buick At the Evans School, Adam has focused his studies on policy analysis, economics and quantitative analysis. Adam graduated with a Bachelor’s degree in Economics from Whitman College and after one year, was promoted to the Director of Accounting at the Art Institute of Seattle. He has been working for the Resource Conservation at the City of Issaquah on their sustainability initiatives since last summer.</p> <p>Jessica Lisiewski Prior to coming to the Evans School, Jessica worked in the area of environmental science, environmental regulation, and environmental advocacy. She also worked as an intern for the City of Berkeley doing climate adaptation research. Her interests lie in program development, management, and implementation in local government with an emphasis on environmental issues. Jessica received a Bachelor of Science in physics from the University of Illinois.</p>	<p>How can climate change be efficiently and appropriately addressed in State Environmental Policy Act (SEPA) environmental reviews for King County public agency projects and plans?</p>	<p>Located on Puget Sound in Washington State, and covering 2,134 square miles, King County is nearly twice as large as the average county in the United States. With more than 1.9 million people, it also ranks as the 14th most populous county in the nation. King County provides regional services to all residents of the county, including people who live in cities.</p>
<p>Neena Makhija Neena is completing the concurrent Masters Public Administration and Social Work. Her focus at the Evans School is on the ethics of international development practice and community based participatory research. In the MSW program, she focuses on interpersonal violence issues among South Asian communities, ethics of international social work and participatory research.</p> <p>Prior to graduate school, she worked as a domestic violence advocate for South Asian survivors. She also has experience as an educational counselor for various programs focused on immigrant and native youth. She holds a Bachelor’s degree in Cultural Anthropology.</p>	<p>How can the Pomegranate Center (PC) evaluate the impact of the Community-Based Planning and Community Gathering Places projects on the lives of the community members they will work with? How can the evaluation process and results help modify PC’s community building model and improve future outcomes?</p>	<p>Founded in 1986, Pomegranate Center is a non-profit community design and development organization. We bring people together to build better communities. Pomegranate Center's work combines art with community planning, public participation, environmental methods, hands-on learning and mentoring in an integrated process to help communities become more livable, sustainable, just and socially engaged</p>

<p>Ryan Kinsella Over the past year, Ryan focused his studies on quantitative analysis, budgeting/finance and policy analysis, while exploring topics in higher education and environmental policy. Following his interest in public sector policy, Ryan recently interned with Washington State Senate as a research analyst, conducting research on state tuition policies and workforce development for early education teachers. Prior to the Evans School, Ryan was the Assistant Director of Admissions at the University of Portland, where he directed recruitment plans, coordinated the tour guide program, evaluated admission applications and presented to many, many audiences. Ryan holds his Master of Philosophy from the University of Notre Dame, Australia, and his BA in Philosophy and minor in Mathematics from the University of Portland. Ryan commits his free-time to coffee consumption and doing everything outside.</p>	<p>With such a dispersed customer base, how can the Parks Division best survey what customers and the general public value about our services? By what means and measures should customers rate the Department's performance?</p>	<p>Seattle Department of Parks and Recreation's mission is "Creating communities through parks, people and programs." We partner with the non-profit organization the Associated Recreation Council (ARC) to accomplish this mission by offering a vast array of opportunities for citizens to learn, socialize, play, recreate and volunteer at all of our indoor and outdoor facilities. In 2008 over 111,000 registrations and over 850,000 participants in drop in activities were recorded.</p>
<p>Jason Adams Jason's attendance at the Evans School is motivated by a desire to work in local government policy and management. This goal stems from his past experience performing legislative affairs work for a local government in my home state of Nevada. Since coming to the Evans School he have focused primarily on public finance and management issues. He is currently interning at Seattle Public Utilities, a position he received through the Seattle Mayor's Fellows program.</p>	<p>What are features of an asset management system that yield the best outcomes for a life-cycle costing and condition monitoring? What are the potential benefits and operational outcomes (from a departmental and customer perspective) of considering the life-cycle costs of capital projects at the Seattle Department of Parks and Recreation (Parks)? How would the consideration of life-cycle costs change decision making related to Park's capital assets? What steps should Parks' take to transition to this new system?</p>	<p>Within Seattle Department of Parks and Recreation, the Parks Division has responsibility for maintaining over 400 parks. In order to ensure that the work we do truly support the public's use of our facilities and spaces, we are currently assessing how to improve our performance and how to do our work more effectively. We seek better information and methodologies that we can translate into action plans.</p>
<p>Eleanore Humphries Ellie has been serving as a volunteer Board Fellow for the Environmental Coalition of South Seattle since last May. ECOSS and the SPU Resource Conservation team share much of the same programming so she has a solid grasp of many of the opportunities and challenges of this topic already. She was drawn to working with ECOSS because assisting small businesses, particularly in the Duwamish area, to become good stewards of the wider environment and their community is of great value to those businesses and to the city. This SPU project would allow her to dig in and investigate this challenge in a deeper, more satisfying way.</p> <p>Elizabeth Zimmer After receiving her bachelor's degree in English Literature from Western Washington University Elizabeth spent a few years traveling and volunteering around the world, including a women's development center in Sri Lanka and an organic farm in Israel. In between travels she worked for the Highline School District.</p>	<p>How can Seattle Public Utilities provide ongoing and effective conservation and environmental programs to businesses owned or operated by immigrants and refugees?</p>	<p>Seattle Public Utilities (SPU) provides drinking water, solid waste, and drainage and wastewater utility services to the City of Seattle. The SPU Resource Conservation team manages water conservation, recycling and waste prevention, and storm water pollution prevention education and outreach services to Seattle residents and businesses.</p>

<p>Diane Cortese Diane has 10 years of experience in working with nonprofits and has served on 2 local advisory groups for collaborative work regarding environmental issues. She graduated with a BA from Antioch University in environmental policy and social justice issues and has been working exclusively within these fields.</p>	<p>Which children in Region 10 (Washington, Oregon, Idaho, Alaska) have a higher than average risk of exposure to environmental contaminants, and what schools data, demographic data, or other readily available information could be used to find these children so we can focus EPA's resources on protecting them?</p>	<p>The U.S. Environmental Protection Agency is an agency of the federal government of the United States charged to regulate chemicals and protect human health by safeguarding the natural environment: air, water, and land. The agency conducts environmental assessment, research, and education. Region 10 serves Alaska, Idaho, Oregon, and Washington.</p>
<p>Elizabeth Zimmerly Prior to attending the Evans School, Liz worked for several nonprofit organizations focused on environmental policy and social justice. She is currently a board member of the Refugee Women's Alliance. Liz received her B.S. in Applied Sciences through Chemical Engineering in 2001 from Washington University in St. Louis, with a minor in Environmental Engineering Science.</p>	<p>What are the most effective approaches to promoting mercury awareness in the general public and preventing the exposure of children to elemental mercury?</p>	<p>The U.S. Environmental Protection Agency is the federal agency charged with protecting human health and the environment.</p>
<p>Claire Miccio Claire Miccio is interested in public management, land use planning and poverty studies. This summer she was a research intern for Washington CASH, a microenterprise non-profit in South Seattle. Claire is currently a graduate assistant for UW Libraries' Reference and Research Division. She holds a bachelor's degree from Smith College and a master's of library and information science from the University of Washington.</p>	<p>What are the barriers to implementing low impact development (LID) approaches in state roadway and highway settings and what actions can be taken to remove those barriers?</p>	<p>Washington Department of Transportation operates over 7,000 miles of state highways, hundreds of bridges and the country's largest ferry system. As a large infrastructure "owner" it is dedicated to environmental stewardship and natural resource protection.</p>

INSTITUTIONS AND DECISION MAKING SEMINAR, Instructor C. Leigh Anderson

Student	Topic	Agency
<p>Brian Chassee Brian is an MPA student from Chicago looking for an opportunity to provide a public organization with strong quantitative and budgeting skills while gaining further experience working with state and municipal government agencies. Last summer, he worked as a Fellow for the Chicago Mayor's Office, working with senior staff on projects ranging from assessing excess parcels of land to researching job training programs and providing suggestions to senior staff on the best uses of stimulus funding for job creation. He has also worked as a research assistant at the Evans School at the University of Washington. In recent years, he has worked on a variety of challenging projects successfully, and he's looking forward to the next.</p> <p>Nevena Lalic Nevena holds a JD-equivalent degree in law from McGill University in Montreal, and has worked as an attorney for a year and a half before starting her MPA degree at the Evans School. Her education at Evans has been focused on policy analysis, financial management, economics and statistics. Since last March, she has been involved in a research project on transportation finance in the central Puget Sound region, which culminated in a presentation on the topic to the Washington Roundtable. Through my participation in the Public Service Clinics, She is seeking to increase her exposure to regulatory matters having to do with financial management and economics.</p>	<p>Is the current 12 percent return for owner's equity allowed for regulated water companies fair, just, reasonable and sufficient when compared to equity market returns of the last 5 years, 10 years, and 15 years? What methodology or benchmark should be applied by Commission Staff to regularly adjust (based on market and economic conditions) the recommended rate of return on owner's equity for regulated water utilities?</p>	<p>The Washington Utilities and Transportation Commission (Commission or UTC) is an agency of Washington state government that protects consumers by ensuring that utility and transportation services are fairly priced, available, reliable and safe. With its budget of \$37.7 million and 150 employees, the Commission regulates utility and transportation services worth \$6 billion annually to the consumers who pay for these services.</p>

Aaron Blumenthal

Aaron came to the Evans school with an interest in furthering his economic understanding and its possible applications to public policy. He's worked on a number of projects related to this focus, including a project with the Federal government tasked with recommending updates to economic decision criteria guidelines currently used by major water institutions such as the Tennessee Valley Authority and the Army Corps of Engineers. He's also involved in classes and projects that center around water resource economics, transportation finance research, and broader cost-benefit analysis topics. He feels all of these areas will help him bring original, useful insights toward answering the questions this topic poses.

Timothy Hulet

Before coming to the Evans School, Tim completed his undergraduate degree in Business Management: Corporate Finance from the Marriott School of Management at Brigham Young University. I am currently in my second term as Treasurer for the Graduate & Professional Student Senate where I manage a budget of around \$300,000. I am also currently chair of the Services and Activities Fee Committee for the UW which oversees the allocation of over \$3 Million in student fees. It also determines the future rate for the SAF fee each year.

Is the 1990 updated Lurito-Gallagher method for calculating solid waste company revenue requirements still valid, considering current industry, market and economic conditions? If the answer is no above, then what modifications are needed to ensure that the Lurito-Gallagher methodology can continue to be used to determine solid waste collection rates that are fairly priced, available, reliable and safe?

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Transportation Commission (Commission or UTC) is an agency of Washington state government that protects consumers by ensuring that utility and transportation services are fairly priced, available, reliable and safe. With its budget of \$37.7 million and 150 employees, the Commission regulates utility and transportation services worth \$6 billion annually to the consumers who pay for these services.

SUSTAINABLE DEVELOPMENT: NATIONALLY AND INTERNATIONALLY, Instructor Zbigniew Bochniarz

Student	Topic	Agency
<p>Jingjing Jiang Jingjing is an international student from China. When she was an undergraduate student, she majored in Korean and minored in English. Thus, she also has many experiences in translation and interpretation. Before her admission into the Evans School, she worked full-time for two years, one year with Reuters as a market data analyst and the other year with a public radio station as an administrative staff. Given her experience, she is good at communicate and work with people from different cultural background.</p>	<p>As the Seattle Department of Parks and Recreation sets their fee structure in 2010 for the 2011-12 budget, they wish to be consistent with a new fee policy that is framed in terms of the portion of program costs to be paid by program participants. The basic question is "What does it cost to run a community center, pool, athletic field, or other facility?"</p>	<p>The Seattle Department of Parks and Recreation (DPR) is part of the City of Seattle with an operating budget of about \$131 million and 1,003 FTE. DPR manages a 6,200 acre park system, comprised of 430 parks, which include 185 athletic fields, 130 children's play areas, nine swimming beaches, 18 fishing piers, five golf courses, and 22 miles of boulevards.</p>
<p>Ross Gilliland Ross is a two-year research fellow at the Evans School, focusing on environmental policy and economics. He holds degrees in Physics and Music Performance from the University of Wisconsin. Prior to enrolling in the Evans School he performed as a professional orchestral musician. As a researcher at the Evans School, he has performed extensive data analysis and coauthored scholarly reports for a variety of projects.</p>	<p>What can the Washington State Employment Security Department's Labor Market Economic Analysis do to bridge the digital divide to provide equal access to labor market information?</p>	<p>The mission of the Washington State Employment Security Department is to help workers and employers succeed in the global economy by delivering superior employment services, timely benefits, and a fair stable unemployment-insurance system.</p>
<p>Jou Chi Ho Before attending the Evans School, Jo Chi served in Taiwan military as data projector, then worked as an English teacher and then worked in the service industry. Currently he is a representative of diversity council and diversity focus group of Graduate and Professional Student Senate at UW.</p>	<p>What are the most desirable and most effective training programs state agencies require to fill the training and development needs of Washington State employees? What are the learning and behavioral changes that result from participating in the Department of Personnel leadership development programs?</p>	<p>Washington State Department of Personnel is the central human resource / personnel services office for the State of Washington. DOP has approximately 200 employees serving approximately 65,000 state employees.</p>