

# DIANA H. GALE

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## PROFESSIONAL EXPERIENCE

- Senior Consultant**, Red Oak Consulting, a Division of Malcolm Pirnie (2002-present)  
Market, design or deliver consulting services, especially in the areas of strategic planning, leadership development and human resource management for Red Oak Consulting.
- Director**, Office of Executive Education, Daniel J. Evans School, University of Washington (2003-2006)  
Faculty Chair responsible for development of Executive Education at the Public Affairs School at the University of Washington. Responsible for the Executive Masters in Public Affairs and the Cascade Institute, an educational center dedicated to training and development for public and non-profit leaders and managers.
- Owner**, Hillis Gale Associates, (2002-present)  
Sole proprietorship consulting firm specializing in strategic and resource management planning, leadership development, coaching and organizational management.
- Director**, Seattle Public Utilities (SPU) (1997- 2002)  
Responsible for the management of three utilities (sewer, drainage, solid waste) for the City of Seattle and of the water utility for a region of 1.3 million people. SPU functions as an enterprise fund and raises money through rates to fund a \$500 million operating fund with 1,300 employees and a ten year capital program of \$750 million. All four utilities are in the process of developing long range business objectives to meet infrastructure and environmental needs for 10-25 years.
- Superintendent**, Seattle Water Department (1995-1996)  
Responsible for the management of the Seattle Water Department which provides water to 600,000 direct service customers and 27 wholesale purveyors serving 700,000 customers. Developed a long range business strategy to reinvest in water infrastructure to serve the needs of the region for 25 years. The Department had a budget of \$131 million and 600 employees. In 1996 was designated lead of a team of utility managers to design and create a new combined Public Utility Department which was established January 1, 1997.
- Director**, Office of Management and Budget, City of Seattle (1992-1994)  
Responsible for implementation of the Mayor's policy goals and for development of the annual City budget exceeding \$1.5 billion from all fund sources. Responsible for establishment of Mayor's Financial Cabinet and for development of a long range plan to finance and implement capital expenditures exceeding \$2.1 billion for six years.
- Director**, Solid Waste Utility, City of Seattle (1987-1992)

Responsible for the management of the Solid Waste Utility which includes a staff of 165 and a budget of \$65 million for operations and \$85 million for capital improvements. Responsible for development of a long range comprehensive plan for services, planning of programs to achieve 60% recycling by 1998, closure of two Superfund landfills, collection of all city residential waste, and development of rate proposals.

**Executive Director**, Legislative Department, City of Seattle (1983-1986)

Responsible for management of support and analytical services to the Seattle City Council. Responsible for development of the City Council's annual Work Program and Policy and Planning Agenda and for balancing the City's budget (\$900 million from all sources) once legislative actions had been taken. Directed the analytical staff and managed all work done on major City policy and finance decisions. Department included 53 employees with a budget of \$2.3 million.

**Policy Director**, Legislative Department, City of Seattle (1980-1983)

Directed the staff legislative analysts responsible for development of recommendations on over sixty major City projects including land use reform, long-range utility planning, rate setting, personnel and property management, code and project development. Developed decisions and public information strategies requiring extensive involvement of private and public sector leaders.

**Legislative Analyst**, Legislative Department, City of Seattle, (1978-1980)

Responsible for research, analysis, and development of a decision-making process on major City issues including development of a new personnel and civil service system, sewer and surface water facilities management and planning, long range energy forecasting, development of an energy conservation code, and budget analysis.

**Legislative Assistant**, Utilities Committee, Legislative Department, City of Seattle (1977)

Responsible for review and analysis of all legislation relating to the Utilities Committee, including underground wiring, cable television, resource recovery, recycling, and regional energy.

**Director**, Research and Analysis, Citizens for Fair School Funding (1976-1977)

Responsible for the development of a school finance reform proposal which was successfully lobbied into legislation and implemented in the State of Washington. The Washington system has become a national model for full funding of education at the state level.

**Legislative Assistant**, United States Senate, Washington D.C. (1964-1966)

Responsible for policy analysis, speech writing and correspondence on legislative matters especially education and health for a United States Senator.

### **ACADEMIC EXPERIENCE**

**Senior Lecturer and Distinguished Practitioner**, University of Washington, Daniel J. Evans School of Public Affairs. (2002-present). Teach management and environmental policy to mid-career and graduate students.

**Visiting Lecturer**, University of Washington, Graduate School of Public Affairs (1989, 1990). Taught graduate seminars in urban affairs and environmental policy.

**Research Associate**, London School of Economics, London, England. (1985, Spring-Summer)  
Did research on regional government organization in England.

**Research Associate**, Brunel University, London, England (1985, Spring-Summer) Did research on educational policy and local government decision-making.

**Adjunct Professor**, University of Washington, College of Education (1983 to 1985) Taught Graduate seminars in Finance and Budget. Lectured on public policy decision-making and community participation.

**High School Teacher**, Taipei American High School, Taipei, Taiwan (1971 to 1972) Taught world civilization and urban studies.

**High School Teacher**, Instituto Alberto Einstein, Panama City, Panama (1966 to 1967) Taught world civilization and English as a second language.

## **EDUCATION**

**PhD**, 1981, Urban Planning, University of Washington, Seattle, Washington. Dissertation: The Politics of School Finance Reform in Washington State: 1975-1979.

**MUP**, Master of Urban Planning, 1969, University of Washington, Seattle, Washington. Thesis: Citizen Participation in the Urban School: A Study of Decentralization.

**CEP**, Certificat d'Etudes Politiques, 1964, Institut d'Etudes Politiques, Paris, France. Specialization: International Organizations.

**B.A.**, 1963, Wellesley College, Wellesley, Massachusetts. Majors: History and Political Science.

## **HONORS**

### **Education**

**Alumnae Achievement Award**, Wellesley College, 1993.

**Ford Foundation Travel Grant**, 1979. Interviewed national leaders, politicians, and scholars in school finance reform as part of PhD program.

American Institute of Planners (AIP), **Outstanding Student Award**, 1969, University of Washington Urban Planning Department.

**Mellon Foundation Grant Recipient**, University of Washington, 1968.

**Pendleton Scholar**, 1959 to 1963, Wellesley College, Wellesley, Massachusetts.

### **Personal/Professional:**

**Recycling Hall of Fame**, Washington State Recycling Association, 2002

**Distinguished Citizen**, City of Seattle, conferred by Mayor and City Council, 2001.

**25 Top Newsmakers**, Engineering News-Record, 1999.

**Outstanding Public Official**, Governing Magazine, 1998.

**Leadership in Solid Waste Management**, Washington State Department of Ecology, 1992.

**Outstanding Public Employee**, Seattle-King County Municipal League, 1991.

**Excellence in Management**, Seattle Management Association, 1988.

**Pro Christo et Ecclesia**, 1977, St. Mark's Cathedral (for outstanding community achievement).

**Received for Seattle Water Programs:**

**Gold Award**; American Municipal Water Association (AMWA), October, 2000.

**Distinguished Achievement Award**; American Society of Public Administration (ASPA), May, 2000

**National Environmental Education Achievement Award-Source Water and Watershed Protection**; National Environmental Education and Training Foundation, December 1998.

**Environmental Studies Gold Award**; The New York Association of Consulting Engineers, April 1998.

**Excellence in Environmental Engineering -Planning Award**; The American Academy of Environmental Engineers, April 1998.

**Salmon Steward Award**; Washington State Department of Fish & Wildlife, 1997.

**Received for Seattle Budget Office:**

**Distinguished Budget Presentation**, Government Finance Officers Association, 1994, "Outstanding Policy Document".

**Received for Seattle Recycling Programs:**

**Outstanding Innovation**, Heinz Foundation, 1991.

**Outstanding Public School Program**, King County, 1991.

**Outstanding Civic Organization**, American Landscape Architects, Seattle Chapter, 1991.

**Innovations in State & Local Government** - \$100,000 award from the Ford Foundation and the J. F. Kennedy School of Government, 1990.

**Best Large Urban Recycling Program**, City/State Magazine, 1990.

**Recycling Award - Latex Paint Program**, Washington Department of Ecology, 1990.

**Best Urban Program**, National Recycling Coalition, 1989.

**Best Overall Government Program**, Department of Ecology, Washington, 1989.

**Outstanding Achievement in Waste Reduction -- the Variable Can Rate**, King County, 1989.

**Recycling City of the Year - 1988**, Waste Management, Inc.

**Marketing Master Award for Outstanding Performance Overall**, Puget Sound Chapter of the American Marketing Association to the Seattle Solid Waste Utility and The Hartman Group, 1989.

**Marketing Master Award for Outstanding Performance from a Not-for-Profit Marketing Group**, Puget Sound Chapter of the American Marketing Association to the Seattle Solid Waste Utility and The Hartman Group, 1989.

**Totem Award for Utility Customer Promotion and Awareness Campaign**, Puget Sound Chapter of the Public Relations Society of America.

**International Gold Quill for External Promotions & Campaigns**, International Association of Business Communication.

**Received for Citizens for Fair School Funding:**

**Outstanding Citizen Group**, 1977, Seattle-King County Municipal League.

**Outstanding Civic Group**, 1979, Washington State School Administrators.

**ORGANIZATIONAL LEADERSHIP**

**International Level:**

Foresight Committee, Suez Environment, Paris, France (2004-present)

International Water Association (IWA), International Water Management Council Board,  
(1999-2002).

**National Level:**

Board of Directors, National Water Research Institute (NWRI) (2003-present)

Board of Directors, American Municipal Water Association (1999-2001)

National Drinking Water Advisory Committee, Environmental Protection Agency (EPA),

(1998-2001).

Chair, Tailored Collaboration Committee, American Water Works Research Foundation (AWWARF), (1998-2000)).

Chair, Legislative Committee, American Municipal Water Association (AMWA), (1997-1999);  
Chair, Management Committee (1999-2001)

National Environmental Task Force, Public Technology Inc. (PTI), Urban Consortium. 1988 to Present; Vice Chair (1995-1998).

University of Wisconsin, Environmental Protection Agency (EPA) Funded Peer Review Panel, Solid Waste Decision-Maker's Guide (1990-1991).

International Life Science Institute Project: Hazards of MSW Recycling, EPA Funded Expert Panel. (1991-1992).

Institute for Resource Management and Proctor & Gamble, Invited to National Forum on Integrated Solid Waste Management, Sundance, Utah. January 1991.

Strategies for Source Reduction, The Conservation Foundation, 1988-1990. Select Committee to develop national policies on product and packaging design for EPA.

### **Local/State Level:**

Leadership Council, Puget Sound Partnership, Washington State, 2007-present

Washington State Board of Public Works, Chairperson, 2005-present

Washington State Drinking Water Advisory Committee, Washington State Department of Health 1995-1998.

Governor's Task Force, Infrastructure Financing, 1992.

Clean Washington Center, Advisory Board, Chair, 1991-1996.

Washington State Solid Waste Advisory Committee (SWAC), 1989-1992; Chair, Advisory Committee on the State Solid Waste Plan.

Mayor's Environmental Policy Advisory Committee, Member, City of Seattle.

Washington State Legislative Ad Hoc Committee on Solid Waste Management, 1987-1990.

King County Regional Marketing Commission, 1989-1992.

Washington Chapter, American Public Works Association (APWA), 1987-1992 Member, Solid Waste Committee and Committee on Administration.

Solid Waste Association of North America (SWANA), Evergreen Chapter, 1987-1992.

Washington State Citizens for Recycling (WSCFR), 1989-1995.

Seattle Management Association (SMA), 1983-Present. Board of Directors, 1986-1988.

American Association of Public Administration (ASPA), Evergreen Chapter, Member 1981-1987;  
Board of Directors, 1984-1986

Washington State Governor's Advisory Committee on Education Finance, 1986.

### **Community Service:**

Whidbey Island Institute(a sustainability learning center), Board, 2002-Present.

Seattle Opera Association, Board, 1997-Present.

Seattle Chamber Festival, Board, 1998- 2003

Long Live the Kings, (a salmon restoration program), Board, 1998- 2002

Leadership Tomorrow, Board, 1992-1998.

Northwest Renewable Resources, Board, 1991-1996.

Amigos de las Americas, Board, Vice President, 1991-1993.

Earth Ministry: An Environmental Institute, Board, 1991-1996.

Garfield High School Parent, Teacher, Student Association. Chair, Community Relations  
Committee. 1990-1991.

St. Mark's Cathedral, Senior Warden (1986), Vestry, 1986-1989. Chair, Long Range Planning  
Committee, 1989.

Leadership Tomorrow, Seattle Chamber of Commerce, Curriculum Committee, 1986-1989.

Citizens Education Center Northwest (CECN), President, 1982-1983; Vice President, 1981-1982;  
Treasurer, 1986-1987; Board, 1978-1988; Advisory Board, 1988-Present.

American Association of University Women (AAUW), Vice President, Seattle Branch 1984-1986;  
Member, 1983-1987.

Effective Schools Task Force, Seattle School District, Chair of Oversight Committee, 1982-1984.

Citizens Budget Advisory Committee, Seattle School District, Member, 1976-1981; Chair 1976-  
1979.

League of Women Voters, Chair, State Fiscal Issues Committee, 1978-1979; Chair, Seattle  
Education Committee, 1975-1976.

## **PUBLICATIONS/PRESENTATIONS**

### **Water Related Publications and Presentations:**

The Evolving Water Utility, Westerhoff, Gale, Gilbert, Haskins, Reiter, AWWA publications, 2003

The Changing Water Utility, Westerhoff, Gale, Gilbert, Haskins, Reiter, AWWA publications, 1998

Design-Build-Operate Contracting Results in Reliability and Cost Savings, Gale, Haskins, Kelly, Government West Magazine, November 2001

“Pursuing a Natural-Systems Approach to Stormwater Management in Seattle”, International Water Association, Berlin, October 2001.

“Seattle’s Organizational Performance”, International Water Association, Berlin, October 2001.

“Creating and Optimizing New Forms of Public-Private Partnerships in Seattle”, International Water Association, Berlin, October 2001.

“Governance Structures”, International Water Association, Berlin, October 2001.

“Technical, Political and Economic Aspects of Pursuing Advanced Levels of Demand Management in Seattle”, International Water Association, Berlin, October 2001.

“Leadership and Public Affairs”, American Water Works Association Annual Conference, Washington DC, June 2001

“Privatization in the United States, Tolt DBO as a Private/Public Example”, Amsterdam, October 2000.

“Water Supply, Fish and Growth: Why Should I Care”, Rotary Club of Seattle, August 2000.

“Water and Endangered Species: Lessons Learned”, Association of Metropolitan Water Agencies 2000 Legislative and Regulatory Conference, Washington DC, March 2000.

“The Use of Benchmarking and Performance Measures as Utility Improvement Strategies”, International Water Association World Water Congress and Exhibition, Buenos Aires, Argentina, September 1999.

“The Tolt DBO Project: Two Years After Contract Signing”, International Water Association World Water Congress and Exhibition, Buenos Aires, Argentina, September 1999.

“Seattle’s Water System and The Tolt Treatment Facility Privatization Project”, Perth Water Utility Board, Australia, August 1999.

The Changing Water Utility: Creative Approaches to Effectiveness and Efficiency, Westerhoff, Gale, Reiter, Haskins, Gilbert, AWWA, 1998.

“Seattle’s Tolt River Filtration Plant: A Case Study in the Use of the DBO Contracting Methods for Water Supply Facilities”, Wasser Berlin ’97 Conference, Germany, April 1997.

“Implementing the DBO Contracting Approach in Seattle”, American Water Works Association National Conference, Atlanta, Georgia, June 1997.

“Seattle’s Tolt DBO Project-The Importance of Strategic Planning and A Credible Procurement Process”, US Conference of Mayors, Urban Water Summit, New Orleans, Louisiana, September 1997.

“Overview of the Tolt River Design-Build Project”, Washington State Bar Association, Public Procurement and Private Construction Law Section Mid-year Seminar, Seattle, September 1997.

“Achieving Effectiveness Through Creative Change”, Water Utility Efficiency Workshop, Seattle; November 1997.

“Bi-Annual Report on the Water Department”, Community Development Roundtable, Seattle Chamber of Commerce, November 1995, 1997.

### **Solid Waste Related Publications and Presentations:**

“The Recycling Revolution”, Capstone Speaker, Annual Conference, Washington State Recycling Association, May 2002.

“Recycling and Waste Reduction: The Seattle System”, Waste and Recycle ’99 Convention, Keynote Speaker, Perth, Australia, August 1999.

Keynote: On the Path to Sustainability: Solid Waste Management for a New Millennium, 1999 State Recycling and Waste Reduction Awards Convention, Perth, Western Australia, August 1999.

Keynote: Solid Waste Association of North America’s 10<sup>th</sup> Annual Waste Reduction, Recycling, Composting and Collection Symposia; Seattle, January 1999.

Keynote: BioCycle West Coast Conference ‘98: Composting and Recycling, Meeting the challenges to Expand Programs; March 1998.

"Recycling: How Much is Enough," USEPA, Second Annual Conference on Solid Waste Management, June 1992.

"RCRA: The Future of Solid Waste Regulation," SWANA, Evergreen Chapter, Annual Conference, March 1992.

"Seattle's Road to Recovery: Crisis as Opportunity," 1992, Publication funded by EPA and Ford Foundation.

"Volume-Based Rates: the Seattle Experience," Workshop for West Palm Beach County Commissioners, November 1991.

"Long Haul Waste Disposal: the Seattle Example," SWANA/GRCDA, Evergreen Chapter, September 1991.

Seattle Solid Waste Utility: Four-Year Staffing Plan, Analysis Paper prepared for Seattle City Council, September 1991.

"Recycling: the Seattle Experience," Sydney and Melbourne, Australia, June 23-25, 1991.

"Use of Unit-Based Pricing in Rates," JFK School of Government, Cambridge, Massachusetts, May 1991.

"Solid Waste Management, the Seattle Experience," Workshop for Huntsville, Alabama City Council, May 1991.

"Recycling, the Seattle Story," Presentation to William Reilly, USEPA, Seattle, May 1991.

"Testimony, the Proposed Senate RCRA Bill," U.S. Senate, April 1991.

"Achieving Waste Management Goals," National Biocycle Conference, Opening Plenary Session, Seattle, March 1991.

"The Future of Recycling - Washington State," Opening Plenary Session, Washington State Recyclers Association, Vancouver, Washington, June 1991.

"Seattle: A Model of a Successful Recycling Program," State of Louisiana, Annual Recycling Conference, Plenary Session, New Orleans, Louisiana, November 29, 1990.

"Beyond 25%: What is a reasonable Recycling Rate?" State of Illinois, Annual Recycling Conference, Plenary Session, Chicago, Illinois, November 28, 1990.

"Use of Incentives in Solid Waste Management," Reason Foundation, Conference on Public/Private Initiatives, Los Angeles, California, September 17, 1990.

"Seattle: A Case Study of Integrated Long Range Planning" and "The Use of Incentives in Solid Waste Planning," USEPA, First U.S. Conference on Solid Waste Management, Washington, D.C., June 15, 1990. Published proceedings.

"Recycling, Waste Reduction -- The Seattle Story", Governmental Refuse Collection and Disposal Association (GRCDA), 1st Annual Recycling Conference, Seattle, Washington, February 14, 1990. Published Proceedings.

"Seattle's Recycling Program: Current Status", Testimony, U. S. House Transportation and the Environment Committee, January 17, 1990, Washington, D.C.

"Recycling -- Waste Not, Want Not", Environmental Protection Agency (EPA) Hazardous Waste Law and Management Conference, December 5 & 7, 1989, Portland, Oregon, and Seattle, Washington. Published Proceedings.

"Seattle's Recycling Revolution", Public Technology, Inc. (PTI), National Task Force on the Environment, November 12, 1989, Cincinnati, Ohio.

"We Can Recover Resources: Learning from Seattle's Success," YWCA 1989 to 1990 Luncheons for Women Series, Bellingham, Washington, November 1989.

"Crisis as Opportunity: A Brief History of Seattle's Recycling Program," National League of Cities, Annual Recycling Conference, July 1989.

"On the Road to Recovery: Seattle's Comprehensive Plan," North American Recycling Conference, June 1989, Portland, Oregon.

"Barriers to Waste Reduction: A Local Perspective," Symposium sponsored by Washington State Department of Ecology (DOE), Yakima, Washington, June 1989.

"Changing Times: Vision of the Future," Washington State Recycling Association, Annual Meeting, Ocean Shores, Washington, April 1989.

"How Can We Become Better Recyclers," EPA Journal, Vol. 15: No. 2 (March/ April, 1989) p. 19.

"Coping with Seattle's Solid Waste Crisis," Diana Gale and Tim Croll, Waste Alternatives, May 1989, pp. 10-16.

"A Split City is a Challenge," GRCDA, Current Recycling Issues Conference, Arlington, Virginia, January 1989. Published Proceedings.

"Seattle: A Case Study in System Planning," Resource Recovery, Vol. 2, No. 5, December 1988, pp.21-22; 31-32.

"Overview: Seattle's Solid Waste Management System," Environmental Officials of Washington, Oregon and British Columbia, Vancouver, B.C., October 1, 1988.

"Seattle's Solid Waste Management System: Problems and Prospects," Integrated Solid Waste Systems, Power Magazine, McGraw Hill, Washington, D.C., October 1988.

"Seattle: A Case Study in System Planning," National League of Cities and International Union of Local Officials, San Antonio, Texas, September 1988.

"Seattle: A City Divided. Commingled vs. Material Separated Recycling." National Solid Waste Management Association, Boston, Massachusetts, September 1988.

"Writing Curbside Recycling Contracts," Public Technology, Inc., San Jose, California, January, 1988

"Designing a Yard Waste Collection System," Public Technology, Inc., Philadelphia, Pennsylvania, June 1988.

### **Non-Solid Waste Related Publications and Presentations:**

"Local Government Structure: What is Effective?," Bellevue, League of Women Voters, January 1986.

"Public Involvement in Decision-Making: The Seattle Experience," Brunel University, Invited Faculty Seminar, London, June 1985.

"Current Issues in State Education Reform," Series of lectures in Spring, Fall 1984, Tacoma,

Washington.

"The Concept and Implementation of Equity in School Finance Reform," Graduate Seminar, Graduate School of Public Affairs, Fall 1984.

"Local Government Decision-Making," Seattle Economist Club, Summer 1984.

"Management of Fiscal Stress: Problems of the City," Graduate Seminar, Seattle University, Spring 1984.

"Washington State School Facilities: Construction, Maintenance and Repair," Diana Gale, Steve Goldblatt, Jane Johnson. Unpublished article prepared for the Governor's Temporary Committee on Educational Policy, Structure and Management, August, 1984.

"Washington State School Finance Reform: Concepts of Equity," Diana Gale. Unpublished article prepared for the Governor's Temporary Committee on Educational Policy, August 1984.

"Olympia School Watch: Warming up for '86," Diana Gale. Centerpoint, vol. III: no 4, (Citizens Education Center Northwest, Seattle, Winter 1982 to 1983).

"Olympia School Watch: K-12 Education: Where do we go from here?," Diana Gale. Centerpoint, vol. III: No 3 (Citizens Education Center Northwest, Seattle, Fall, 1982).

Politics of School Finance Reform in Washington, (1975 to 1979), Ph.D. Dissertation, May 1981.

"Politics of School Finance Reform," Puget Soundings (March 1980).

"Why Do We Need Special Levies?" with Ann Carlson, Centerpoint (January 1980), Citizens Education Center Northwest.

Your Education Dollar, editor, 1978, 1979, 1980. Analysis of Seattle School District Budget.

"School Funding at a Glance," League of Women Voters of Seattle, May 1977.

"School Facts: An Update on the Urban School", League of Women Voters of Seattle, May 1976.

School Funding in Washington, League of Women Voters of Washington, April 1976.

"More Playgrounds for Our Children," The China News, Taipei, Taiwan, June 1970.

Citizen Participation and the Urban School: A Study of Decentralization, Master's thesis, June 1969.

"Beginning Again," Puget Soundings, December 1975. The story of the adjustment of a Vietnamese family to life in America.

Comedas Panamenos, Editor, 1967. A cookbook of Panamanian foods.

The Fruitful Bough, Editor, 1966. A collection of personal essays about Joseph P. Kennedy, compiled by Senator Edward M. Kennedy.

## **ANALYSIS PAPERS FOR THE SEATTLE CITY COUNCIL**

Public Safety Agenda: City of Seattle, 1986.  
Seattle Center: The Need for Long Range Planning, 1982, 1983.  
Electric Rate Review Process, 1982.  
An Assessment of Seattle's Long Range Office Space Planning, 1981, 1982.  
Municipal Facilities Energy Planning, 1981.  
A Review of the Retrofit Code Report, 1981.  
ENERGY, LTD: Local Government Action Plan for Energy Management, 1981.  
School District Facilities Planning: Relationship to the City, 1981.  
1970-1980 Long Range Energy Demand and Resources Forecasts, 1980.  
Local Government Energy Organization, 1980.  
Seattle's Energy Conservation Code, 1980.  
Long Range Sewer Facility Planning, 1978 to 1979.

### **Budget Analyses, including:**

Survival Services, 1984	Civil Service Commission, 1978
Seattle City Light, 1981, 1983	Fire Department, 1977
Energy Office, 1981	Department of Human Rights, 1977
Personnel Department, 1978	Department of Human Resources, 1977
Public Safety Civil Service Commission, 1978	

## **WORKSHOPS ORGANIZED**

Leadership Tomorrow, Challenge Day, "Public Safety and Justice Issues." 1989

Leadership Tomorrow, Challenge Day, "Solid Waste Issues in Your Environment." 1988

Women Plus Business, "Strategic Planning - How to Advance in Your Career." 1987

Leadership Tomorrow, "The Teacher in the Education system." 1986

Women Plus Business, "How to Organize and Chair Effective Meetings." 1986

City Council Retreat: "The City's Role in the Delivery of Human Services" and "Long Range Utility Planning." 1985

Target Washington: Organized three different models for community conferences educating citizens on the dangers of nuclear war. Seattle, Spokane, Vancouver, Washington. 1984

City Council Retreat: "Alternative Strategies for Delivering City Services." 1981

"How to Organize and Run Effective Meetings," 1980, City of Seattle, Health Department.

"City/School District Responsibilities in use of Excess School Space," 1980, Joint Committee, Seattle City Council and Seattle School Board.

"State and Local Taxes and Their Effect on Local Government," 1979, Seattle City Council.

"Balancing State Taxes and Services," 1978, State League of Women Voters, Washington.

"Washington State School Finance School System: Problems and Prospects," 1976 to 1977, Citizens for Fair School Funding.