



## 2011

**Communities in Schools of Kent (CISK)** is a task force with the goals of growing mentorship in the Kent school district, developing mentoring best practices and diversifying the mentor pool. Throughout the project, the LT team learned about personal leadership and team dynamics, and applied four key Leadership Challenge behaviors: Modeling the Way, Challenging the Process, Enabling Others to Act and Encouraging the Heart.

**City of Seattle Film + Music Office, Chase Jarvis, 4 Culture, and Community Attributes** The LT team met with great artistic and cultural leaders to examine how they affect our city, and examined the impact that Seattle has on these individuals. Through surveys and interviews the team found that while individuals exhibit leadership behaviors, the collective action of those individuals creates a positive community environment that encourages and celebrates the talents of like-minded people.

**Atlantic Street Center** is a one-hundred-year-old nonprofit organization, whose mission is to help families and communities raise healthy, successful children and youth by providing family and support services. The team's project was to analyze Atlantic Street Center's family support services and how they align with the organization's mission, programs and resources. The team reviewed the internal operations of the organization, interviewed key personnel and researched best practices, then presented key findings and recommendations and our team remains open to continuing the dialog with the full board at their retreat in the coming months.

**The Martinez Foundation** provides funding for undergraduate and graduate school students of color who are pursuing a teaching career and attending the University of Washington, Washington State University, or Seattle University. The LT team planned and executed a one-day seminar for a dozen future and current teachers. It was held on the University of Washington campus and included mock job interviews, individual coaching, and resume development with personalized written feedback. In addition, the team provided the Martinez Foundation with a trainer's guide for recreating the seminar in subsequent years.

**Technology Access Foundation (TAF)** The LT team delivered a strong foundation for a TAF (Technology Access Foundation) alumni program. The proposed program aligns with and has the potential to directly benefit the organization's key guiding principles of TAF's commitment to students, continuous improvement and learning, collaborative environment, leadership development, and fiscal responsibility. TAF received the team's findings from focus group interviews, programmed quantitative survey, consolidated alumni database, and a recap of our recommendations to implement a successful alumni program.

**University District Food Bank** requested assistance in establishing a customer advisory council to provide a forum for feedback on and expansion of existing food bank services. The LT team learned the importance of cultivating a shared vision and challenging the process through working with the food bank board and executive director to set goals for the council and establish a sustainable council process. The team successfully launched a model for an effective advisory council process, hired a council facilitator, and hosted a kick-off advisory council meeting with 15 food bank customers.

**Central Area Motivation Program Food Bank** The LT team's project was to provide recommendations to the Central Area Motivation Program (CAMP) Food Bank regarding both their operational efficiency and outreach effectiveness. The focus was especially on improving and expanding their home delivery service. The team used site visits, interviews, data, and modeling to assist in their recommendations, focusing on best practices from related organizations to help design recommendations that could be scaled to CAMP's unique circumstances. By building on CAMP's strengths, including fresh leadership and a strong strategic planning effort, the team worked closely with staff to provide recommendations that, if implemented, could help CAMP reach its goals of increasing its level of service both in quality and quantity.

**Puget Sound Civic Communications Commons (PSCCC)** The LT team helped gather and consolidate customer requirements for a virtual commons community. PSCCC is hoping to develop online or virtual commons as social networks that will provide valuable extended community services and additional audiences for both current physical gathering spaces (i.e. Crossroads Bellevue) and existing online communities (i.e. Puget Sound Off). For this project we identified a range of potential customers, developed an interview framework, and spent time with multiple constituents in order to gain a better understanding of the customer needs. Constituents we interviewed included 4Culture, Crossroads Bellevue, Third Place Commons, Phinney Neighborhood Association, and Horn of Africa/Puget Sound Off.

**Center for Wooden Boats (CWB)** is a non-profit organization committed to celebrating our rich, vital and varied small craft heritage. In partnering with LT, CWB wanted to sustainably expand that celebration to young people who traditionally do not have many opportunities to experience boating. The team worked through the usual challenges of schedule coordination, mistaken table reservations at popular tea houses and perfectionist tendencies to create a sustainable partnership toolkit for CWB. In that toolkit, the team created a partnership matrix that helps CWB and potential partners have open conversations about the opportunities and challenges of working together. Also included was guidance on two models for sustainability and tools for seeking, managing and maintaining partnerships for the long term.

## 2010

**Feet First** is a nonprofit promoting walk-able communities that improve conditions for public health, transportation, and the environment. The team partnered with Feet First to provide resources related to building "Walk To School" campaigns in neighborhood schools, tailoring a Campaign Implementation Kit to appeal to the interests of parents and PTA's. The team designed the kit to be reasonable for Feet First to produce, distribute, and support with limited staff and budget.

**The Bicycle Alliance of Washington (BAW)** is a nonprofit dedicated to making Washington a bicycle-friendly state by raising awareness in bike safety, access and education. The team partnered with BAW to create a marketing plan with the objectives of increasing awareness, growing and retaining memberships, and increasing revenue. The final project included a comprehensive objectives, goals, strategies, tactics (OGST) framework, a communications plan, a member and prospective member survey, comparative research on other states with Share the Road programs, a target audience break-down, and a detailed plan on implementing the proposed tactics.

**YMCA Black Achievers** is an organization that offers middle school and high school youth opportunities to explore career options, develop leadership skills, prepare for college, and participate in service learning and social activities. The team collaborated with the YMCA Black Achievers program to develop the YMCA Summer Leadership School at Camp Colman. The team presented the YMCA Black Achievers program a systematic recruitment strategy for future years, a completely overhauled week of curriculum, and a comprehensive series of surveys and data calculators to track the totality of the program's successes.

**Broadway Bound** is an organization dedicated to providing children the opportunity to perform in Broadway musicals. The team worked with Broadway Bound to assist with forming an arts council in Rainier Beach dedicated to better organizing performing arts organizations in the area. Through numerous interviews and focus groups and through research into arts councils, the team identified a number of divergent views on how best to form, organize, and govern an arts council.

**Powerful Schools** is an organization whose mission is to "reduce the academic achievement gap by creating strong partnerships with public schools to help children thrive." The team assisted the organization by designing surveys for each stakeholder group. Powerful Schools administered the surveys and the team analyzed the results. The team also facilitated a roundtable discussion with stakeholders and used findings from both the surveys and the roundtable to formulate recommendations in key areas of interest, creating a product which will help Powerful Schools communicate their successes as well as make adjustments to their existing services to better serve their students.

**Rainier Scholars (RS)** cultivates the academic potential of talented and motivated young scholars from ethnic minority backgrounds starting in the 6<sup>th</sup> grade through college graduation. The team worked with Rainier Scholars to support and grow their intern and mentorship programs for the year 2010 and beyond, while it connected with community organizations and businesses in an effort to obtain commitments for this summer for internship spots for RS high school students and first year college students.

**Seattle Theatre Group (STG)** is an arts organization that operates the historic Paramount and Moore Theatres, and presents more than 370 shows annually. The team partnered with STG to develop an innovative marketing structure intended to create new, long-term theater patrons throughout the region, and to encourage existing patrons to branch out and experience more of STG's diverse programming.

**Youth Venture** inspires and invests in young people, ages 12-20, to follow their passions and develop ideas for real social change. Youth Venture helps young people through the process of identifying issues that are important to them, and encourages them to tap into their passions, skills, and interests to develop solutions to social problems in their community, both locally and internationally. The team partnered with YVS to develop an evaluation plan to determine impact on youth participants, and devised a model for YVS to employ to identify appropriate outcomes and determine effective messaging to stakeholders and constituents.

**Garfield High School CORE** is a student group that creates student-led conversations about issues classically avoided by school, including racism and teen sex. The team assisted CORE with reinvigorating its program and recovering from financial challenges left over from the previous school year. The team's scope of work was to help CORE members improve their functioning and communication with one another, and to assist the students with organizing retreats, creating procedures for making CORE more functional in the future, and recruiting and orienting next year's CORE members.

**The Municipal League of King County** is a 100-year old nonprofit whose mission is to promote government that is open, effective and accountable, and to improve the caliber of public officials and the quality of public decisions. The Municipal League is interested in understanding the public perception of its Candidate Evaluation (CEC) process among voters and how it can effectively reach new users. The team interviewed people with a variety of connections to the Municipal League, as well as conducted a focus group of registered voters with no connection to the organization. The team's research indicated that voters find the types of qualities rated by the Municipal League as highly important to their voting decisions.

## 2009

**Northwest Association for Biomedical Research (NWABR)** works to promote the understanding of biomedical research, and has a history of engaging with educational and community groups in promoting science literacy. The team worked with NWABR to develop Students Research Fellows Program (Summer Fellows Program), a new educational program for high school students. The main goals of the program are to increase

student understanding of how biomedical research is conducted, and to increase student awareness of how ethical considerations play a role in research. The team was involved in all phases of program development; including lab visits, program strategy and student orientation. The team inspired a shared vision in order to expand the program. As a result, NWABR increased this summer's participation by 30% and is seeking an additional grant to expand the program in Eastern Washington and Idaho.

**826 Seattle** is a nonprofit writing and tutoring center dedicated to helping youth, ages six to 18, improve their creative and expository writing skills, and to helping teachers inspire their students to write. As with many Community Based Non-Profit organizations, this organization faces a future of thin funding across all programs, a critical shortage of invested and dedicated volunteers, and an underserved population of youth whose needs are not being met by an overburdened and underfunded public school system. The goals of the team included an assessment of the full-time staff positions to determine an appropriate salary range for each based on experience and education, supplying statistics that provided measurable outcomes of the program, and exploring strategies to attract more people of color in volunteer roles within the organization.

The **United Way of King County's** (UWKC) Community Resource Exchange (CRE) is a program assisting King County residents currently experiencing, or in danger of facing homelessness. The CRE is a one-day event, held twice annually, where community members in need, or "guests", are connected with a wide array of service providers and community volunteers, all in one place. The Spring 2009 CRE drew 1000 guests, 400 volunteers and 85 service providers. The CRE is currently at a strategic point in its development and the team was brought in to help capitalize on this opportunity to maximize the effectiveness of the program. The team interviewed a wide array of CRE stakeholders, including UWKC staff, volunteers, HUD staff, CRE managers from other communities and city officials from suburban King County. The team provided to the stakeholders an extensive report, including the key focus areas of serving immediate needs, inspiring public opinion and political action and addressing diverse community needs.

**Seattle Education Access** (SEA) provides higher education advocacy and opportunities to young adults struggling to overcome poverty and adversity. In 2008, they helped hundreds of individuals in the Puget Sound region successfully transition into local community colleges and four-year programs. The goals of the team were to contribute to SEA's mission by conducting research to validate and increase their understanding of target populations, develop a well-reasoned outreach strategy, and create an updated needs statement articulating the benefits of their services to the community. The team presented its findings in a summary report and discussion with SEA leadership, as well as provided additional research, links to potential partner organizations and resources in a custom-built wiki.

The team partnered with **EarthCorps**, an organization whose mission is to build global community through local environmental service. EarthCorps provides a six month and a one-year intensive program for young adults, age 18 to 25, from all over the world. The participants learn best practices in conservation techniques and develop skills in volunteer leadership. The goal of the project was to develop a leadership philosophy that would provide the basis for staff and corps leadership training and education. Comprehensive research and information gathering was done which included web site reviews, interviews, observation and participation in a work event. In addition, the team reviewed and reported on the EarthCorps organizational materials. The resulting product was a pictorial and written expression of a philosophy that reflected the beliefs and opinions of EarthCorps' leadership and participants.

**The Seattle Conservation Corps** (SCC), a division of the City of Seattle's Department of Parks and Recreation, is a comprehensive work-experience program for homeless adults. SCC's mission is to utilize private and publicly funded work projects to employ homeless persons in a supportive work environment, offering work experience leading to long term employment, housing, and personal stability. The SCC provides up to one year sheltered employment to participants as well as on site case management services, housing assistance, transportation assistance, a staffed learning center, and support for drug and alcohol recovery. Other benefits include life skills training, mental health counseling and job search assistance. The team provided SCC with a marketing plan, marketing material, direct outreach to Port of Seattle representatives, and advice on how to promote their organization to increase funding and secure future viability. At the same time, SCC provided the team with the chance to exercise and apply valuable challenge behaviors to an organization devoted to helping homeless adults regain control of their lives.

**University District Food Bank** (UDFB) Executive Director Joe Gruber asked the team to develop a home delivery model based on a need for food for low-income homebound seniors and disabled adults in UDFB's service area. UDFB, founded in 1984, operates a free food bank to residents living in a number of Seattle neighborhoods. Each month, over 1,100 families receive food from UDFB and, in 2008 UDFB received 46,500 customer visits and distributed over 1.8 million pounds of food. The team interviewed UDFB staff, conducted a scan of Seattle-area free home food delivery models, and developed an operating model, roll-out strategy and budget for home delivery service.

The team chose to work with **Youth Suicide Prevention Program** (YSPP) of Seattle. YSPP was in need of a donor development plan and assistance promoting its message to the media. The team learned that YSPP would face a dramatic budget reduction due to state funding cuts because of the current economic climate. The team assisted YSPP by coaching the executive director through a difficult conversation with the board and the board president, as well as successfully managing the resulting outfall. They also researched and developed a media kit that fit the expertise, technical and resource needs of YSPP.

The team provided support and data to the **White Center Community Development Association** (WCCDA) to further their goals in organizing and revitalizing the business district by developing and conducting a Business District Assessment Survey of the needs, wants, and ideas for engagement with the WCCDA. The team also provided an analysis of the survey results which was conducted to explore the opportunities for WCCDA to begin creating a "Good Neighbor Agreement" among area businesses.

**IslandWood** is a unique 255-acre outdoor learning center designed to provide exceptional learning experiences and inspire life-long environmental and community stewardship. Through its flagship School Overnight Program, IslandWood's educators combine scientific inquiry, technology and the arts to help Puget Sound-area students discover natural connections with the outdoors. The goal of the team was to help IslandWood determine whether it should expand its summer camp offerings. IslandWood's goals are to expand its mission/impact/outreach, and to raise critical additional revenues to support other programs. The team utilized a number of different research methods to outline the feasibility of these goals.

## 2008

**Susan G. Komen for the Cure** is a global leader in the fight against breast cancer through its support of innovative research and community-based outreach programs. The organization asked the team to assist them in finding a way to increase the number of quality applications it receives for large grants from nonprofit organizations that conduct training and outreach to underserved communities. Over a five month period, the team worked to support Komen by creating a job description and recruitment plan for a new "Community Outreach Coordinator" position to work on these initiatives, created a work plan for the new position, reviewed Komen's grant process, and suggested a revised grant application process. The team also studied and benchmarked best practices from Komen's peer organizations.

**Arts Corps:** In support of Arts Corps' efforts to increase sustainable revenues, the team developed and distributed a marketing survey to gauge interest in arts education in local schools. Surveys were sent to 203 schools in Seattle and nearby districts with less than 40 percent free lunches. Eleven responses were received and Arts Corps and the team subsequently conducted in-person interviews with principals and arts educators at five of these schools. Results of the interviews appeared to indicate that partnering with these schools may not provide a ready source of fee-for-service revenue for the organization.

**Seattle Chinatown International District Preservation and Development Authority (SCIDpda):** This team assessed the long-term feasibility of continuing the organization's Nutritional Service program. This meal program has been a staple of the SCIDpda and the International District community since the organization's inception in 1975. With the organization's current focus on community renewal, the question of, how the meal program fits the mission of SCIDpda arose. The team helped management and the board of directors decide the role of the meal program going forward. The project included collecting, and interpreting data gathered from interviews and surveys with SCIDpda staff, outside meal program staff and meal program congregants. Through the interviews, the team learned a lot about meal programs, their clients, the organization, and themselves.

**Northwest Association for Biomedical Research (NWABR):** In working with the NWABR, the team conducted several interviews and work sessions to focus on concrete steps to strengthen NWABR's programs. The team reviewed the organization's strengths, weaknesses, opportunities and threats (SWOT) and submitted a document summarizing the results. The team also analyzed NWABR's annual Student Biotech Expo and is looking at creating a database for student surveys and conducting outreach to Expo alumni. In addition, the team identified high level needs for the organization going forward. They include constituent/student management systems, volunteer efforts to reach alumni, and additional community outreach by reaching the underserved and strengthening communications.

**Seattle African American Comfort Program (SAACP):** The mission of the SAACP is to advocate for, create, and coordinate culturally respectful end-of-life services for African Americans. Working with the SAACP program, the team has expanded their leadership prism through better understanding institutional racism within the healthcare industry. Ultimately, the team has committed to challenging the process while respecting the services of the organization, the healthcare industry, and the individuals impacted by SAACP. They concluded this project with a deeper understanding of both racism and end-of-life issues that have had a profound impact on their lives and the lives of friends, families and co-workers in a way that has engaged their hearts to act for the improvement of the community well-beyond this project.

**Rainier Scholars:** The goal of the team was to grow the summer internship program for Rainier Scholars, an academic and leadership enrichment program for middle and high school students of color in the Seattle area. They used a variety of marketing materials to accomplish this task, including newsletters, questionnaires, and word-of-mouth. The team was successful in securing at least five more internships for 2008, and they have lined up some possibilities for 2009. Additionally, one of the team members, Rosetta Lee, created a website for Rainier Scholars to track internship possibilities and to market the program in the future. Finally, the team recommended that Rainier Scholars begin to add college-level internships for the students who participate in the program.

**Phinney Eco Village/Climate Change Action/Water Without Waste:** This team created a grassroots campaign to reduce the use of plastic disposable water bottles in Washington State and received pledges from individuals and organizations committed to reducing a total of 25,000 plastic disposable water bottles during the month of May. The goal of the campaign is to permanently reduce landfill waste, pollution, energy consumption and position this region as a global leader in neighborhood sustainability. The group has been raising awareness and asking individuals, companies, non-profits and government officials to sign pledges, committing to reducing the use of plastic water bottles and using tap or filtered water instead. Spreading the word through neighborhood meetings, city governments, schools, and events including the Seattle Green Festival, Phinney EcoVillage Festival and the Sustainable West Seattle Fair, the campaign has secured 3,000 individual pledges, and received pledges from sports organizers, organizations and major companies

**The Vera Project:** By engaging participants at all levels of music production and community organizing, Vera strives to fulfill its mission to fuel personal and community transformation through the vehicle of popular music shows produced in partnership with young people in Seattle. The team worked to develop an individual donor strategy and develop a strategic plan for the redesign of its outdated website. Through analyzing Vera's funding sources and needs, the team determined that Vera needs to grow its individual donor base. The team also provided Vera with a website

development planning tool and consequently, the organization now has a well-developed way to gather information and has several organizations interested in partnering to broadcast shows and assist in developing the website.

**Country Doctor Community Health Centers (CDCHC):** The team conducted a feasibility study for a separate, but complementary, for-profit enterprise to support the nonprofit mission work of Country Doctor. The team interviewed CDCHC board members to determine their perception of mission conflict with operating a for-profit venture as well as addressing the assumption and mitigation of financial and operational risks. They also developed the operational and marketplace aspects of the business venture focusing on size, location, structure, and scope of services. The feasibility analysis, which included a risk assessment and a preliminary decision matrix, was presented to the CDCHC board in May with a recommendation to consider hiring a consultant to further develop the business plan.

**Way Back Inn (WBI):** Way Back Inn is a South King County nonprofit that provides no-cost temporary transitional housing assistance to homeless families. The organization is at a crossroads as it seeks to adjust its programs to better-meet the evolving challenges of its clients. The team evaluated WBI's operating model and developed a series of specific recommendations relating to WBI's board structure, fundraising, marketing and outreach efforts, volunteer recruitment and infrastructure needs. They also collected and organized numerous resources to assist WBI in considering and implementing these recommendations.

## 2007

**Boyer Children's Clinic:** Serving children with Cerebral Palsy and other developmental delays for over 60 years, Boyer is a crucial organization for children and the families it serves. Boyer offers therapy, education, resources, medical support and family support, in addition to providing the families a community for themselves and their children. Boyer asked the LT team to research alternatives to their current direct mail communication plan. The team compiled an Electronic Communication Plan, including procedures and processes for collecting and maintaining e-mail addresses, designing the e-newsletters, managing electronic communications, allocating staff resources, and more. Execution of this plan will result in increased communication flexibility, frequency, and cost savings.

**The Committee to End Homeless in King County** is a coalition of non profit, faith, business and elected leaders who have come together to develop a comprehensive plan (The Ten Year plan) to end homelessness in King County. LT graduate and CEHKC Project Director, Bill Block asked the LT team to develop a speakers' bureau for the Committee. The team recruited speakers, developed a training curriculum, conducted speaker trainings, identified target audiences across King County, updated and developed presentation materials and scheduled and facilitated presentations to local business, community and civic organizations. The team identified strategies for the CEHKC to sustain the speakers' bureau following completion of the project.

**Crisis Clinic of King County** offers a comprehensive array of telephone and support services that are available to King County residents in need of immediate help. Each year it handles over 170,000 calls for assistance. The key objective of this LT leadership lab was to develop outreach/marketing strategies to raise awareness for 2-1-1 in the business community. To that end, the LT team updated and expanded a media tool kit; crafted key messages including op-ed and newsletter pieces targeted to the business audience; and developed media and contact lists for the Crisis Clinic's future use.

**The Northwest Association for Bio-Tech Research:** Dedicated to improving public understanding of the benefits of biomedical research, this non-profit organizes a Bio-Tech Expo for high school students in the Northwest each year. With over 300 student participants this past March, the NWABR asked the LT team to help them better-understand the critical success factors and opportunities for improving participation by diverse, low income students. The team interviewed teachers, students, NWABR staff and Expo advisors engaged at three high schools that participated in 2007 to assess what worked well and what could be improved for future years. The solutions suggested focused on better support for teachers, a more school and student-centric approach to working with under-resourced communities, and a more selective advisor matching system. The team wrote a brief report for the NWABR Board of Directors, met with the executive staff of the organization, and discussed solutions with a cross-functional advisory group to the Expo.

**Page Ahead** is a Seattle-based literacy program that provides new books and develops reading activities that empower at-risk children. Since its founding by a 1990 LT project team, Page Ahead has placed over 1.25 million new books into the hands of 450,000 children through collaborations with schools, social service agencies and initiatives across Washington State. In order to better understand how Page Ahead's efforts have impacted children's lives, the organization asked this team to conduct field research at four elementary schools in West Seattle where Page Ahead programs exist. The team successfully produced a final report consisting of images and personal narratives from children, parents, teachers and administrators that illustrate the positive impact of Page Ahead programs within a defined geographical area. These findings will help drive the development of future Page Ahead programs and marketing efforts.

**Rainier Scholars** cultivates the academic potential of talented, motivated students from ethnic minority, low-income backgrounds. To launch its Leadership Development phase, RS asked this team to establish the foundation for a job internship/mentor program in the public, private, and non-profit sectors of Seattle. The team developed a comprehensive program for establishing this foundation, identifying and recruiting target organizations, and successfully securing ten paid internships.

**The Seattle African American Comfort Program**, launched in 2003, is dedicated to advocating, creating and coordinating culturally respectful end-of-life services for African Americans and, by doing so, addressing the issue of institutional racism within health care settings. SAACP serves the

community through education and outreach, grief and loss support groups, and referral services. Raleigh Bowden, LT'98, the Executive Director, requested help in the development of a training program designed to ensure that health care providers understand the cultural and spiritual needs of African American patients facing end-of-life. The team worked with SAACP to develop a training program framework that would enable nurses to provide more culturally respectful care for their African American patients and families. Through live interviews and a web-based survey of nurses in the local community, we provided SAACP with critical information regarding the training needs identified by these key health care providers. Team meetings have also introduced SAACP to potential partners in the community, while research of existing materials on cultural competency provided the foundation for the content of the training program.

**Washington Appleseed:** Appleseed is a national, non-partisan, non-profit organization made up of a network of public interest law centers working to identify and address injustices in their communities. Washington Appleseed's chapter is currently leading projects in education, children's issues, and economic and community development. The organization launched a major campaign, The School Board Governance Project, to arm Seattle voters to become educated participants in public school board elections. The LT team participated in this project by designing a community forum and panel discussion at Town Hall Seattle. The forum, titled, "The Future of the Seattle School Board: Why Should You Care?" drew more than 100 people and included a panel discussion featuring educators, political pollsters and management consultants. The event was aired on the Seattle Channel and covered widely by area media.