



**BOARD MEETING
AGENDA**

**Wednesday, July 11, 2007
9:00 – 10:30 a.m.**

**Washington State Housing Finance Commission
1000 Second Avenue - 28th Floor Training Room**

9:00	Approve	1. Minutes of June 6, 2007 Meeting (See WHITE)
9:03	Discuss	2. Issue Related to local implementation of the Americans with Disabilities Act
9:15	Discuss	3. Future of the Field: Transformation of the Organization (See SALMON Board Retreat Notes and paper to be handed out at meeting)
9:27	Review	4. Board Work Program (See ORCHID)
9:39	Review	5. Future of the Field Work Program (See IVORY)
9:48	Approve	6. Authorize Executive Director to Apply to Bank of America Foundation for \$20,000 Grant (Carla) Grant supports East King County Housing Breakfast: "Eastside Economic Forecast and Housing Affordability" scheduled for October.
9:51	Info/Discuss	7. Report on HDC Staffing (Carla)
9:56	Discuss	8. Draft Scenarios for 2008 Budget (See handout at meeting)
10:08	Questions	9. Executive Director's June Report (See BLUE)
10:20	Approve	10. Monthly Membership Meeting Agenda (See OVER)

D R A F T



Monthly Membership Meeting

Friday, July 20, 2007

Noon to 1:30 p.m.

Housing Finance Commission
1000 Second Avenue, 28th floor Board Room
Downtown Seattle

Time	Action	Topic
Noon	Info	Brief Introductions
12:17	Approve	Minutes of 6/15/07 Membership Meeting
12:20	Approve	Associate Membership for Robin Amadon, Consultant
12:22	Program & Discussion	Important Briefing on the Possible Future of the Organization (See attachment) HDC is planning "Future of the Field, Part 3: the Transformation of HDC," a membership-wide event for the fall
1:00	Info & Discuss	Report on PSRC Regional Housing Working Group Strategies (Carla)
1:10	Info	Update from CTED's Policy Advisory Team (Carla)
1:20	Info	Announcements

HDC Board Minutes

June 6, 2007, 11:50 am – 12:05 pm

At HDC Board Retreat, Center for Urban Horticulture

Attendees: Sarah Lewontin, Emily Chen, Nancy Henderson, Dan Watson, Mike Nielsen, Sue Yuzer, Maiko Winkler Chin, Dinah Thoreson, Linda Hall, Paul Lambros, Mark Kantor, Chuck Weinstock, Lynn Davison, Sheldon Cooper, Joanne LaTuchie, Carla Okigwe, Erin Hiemstra, Valerie Edmunds.

Absent: Paul Purcell, Linda Weedman

1. Minutes of May 2, 2007 Board Meeting

There were no comments or corrections to the May meeting minutes. Dinah Thoreson moved and Paul Lambros seconded a motion to approve the minutes as written. Minutes were approved unanimously with no abstentions.

2. 2006 Audit Report

There were no comments or questions about the report. Carla stated that no issues were brought to management's attention. A bound copy of the report was given to Emily. Chuck Weinstock moved and Dinah Thoreson seconded to accept the 2006 Audit Report. Approval was unanimous with no abstentions.

3. Resignations from Board

Sarah Lewontin asked for a motion to accept resignations from the Board from Mark Thometz, Robin Amadon, and Joe Thompson, with gratitude for their service. Mark resigned from his position at DASH and is not currently working in the affordable housing field; Robin has resigned from LIHI, and will be working as a consultant; and Joe felt that he was unable to devote adequate time to his Board duties. Sue Yuzer moved to accept their resignations with gratitude, Linda Hall seconded the motion, and approval of the motion was unanimous with no abstentions.

4. Appointments to Board

Sarah expressed thanks to Sheldon Cooper and Mike Nielsen for stepping up to serve on the Board. Paul Lambros said that there is still one vacant position on the Board for a nonprofit member, but we will wait until fall and incorporate it into the recruitment process. Paul Lambros moved to approve the appointments of Sheldon Cooper and Mike Nielsen to the HDC Board through 2008 (1½ year term), Linda Hall seconded the motion, and it was unanimously approved with no abstentions.

5. Program Committee Report

Linda Hall explained that the Program Committee had originally planned for the Property Management Efficiencies group to report their progress at the June meeting, but due to scheduling difficulties this has been moved to July. The proposed June program is a project showcase, with possible projects being Stone Way Apartments (green building), Broadway Crossing (co-located with retail space), Rose Crest at Talus (suburban city), and Youngstown

Cultural Arts Center. There will be no meeting in August. Programs for September through December will relate to topics of the retreat.

6. Monthly Membership Meeting Agenda

Revisions to the agenda were suggested with the following additions:

- Robin Amadon's request for associate membership
- Announcement of two new Board members
- Sarah will report on HDC's Board Retreat
- Descriptions to remind members of the significance of HDC's Board Retreat and the PSRC Regional Housing Working Group as related to Future of the Field.

Sarah asked for a motion to approve the June and July monthly meeting program proposals and approve the June meeting agenda as revised. Dinah so moved, Linda Hall seconded, and the motion was accepted unanimously with no abstentions.

7. Executive Director's May Report

Dan Watson gave an update on Lora Lake, saying that the Port of Seattle will go along with the City of Burien's decision. Burien is unwilling to change its position and is "dug in" for commercial development.

Carla said that HDC had hoped to have a "brown bag" with Seattle City Council members on incentive zoning, but the session got side tracked into the topic of multi-family tax abatement program. It is uncertain whether the Council will still be willing to do an incentive zoning session.

Carla was interviewed by KEXP Radio to talk about HDC as part of their sustainability program track. The half-hour interview will be aired Saturday, June 9 at 7:00 am, and will be on their website for 2 weeks. An announcement will be made at the monthly membership meeting that the interview will be available via the KEXP website.

An additional item was added to the agenda. The Cascade Land Conservancy is taking the lead on getting a group together to brainstorm and "think outside the box." Starting with CLC's list of stakeholders, Board members were asked to circle their top three picks of people who would represent an overlap with HDC or suggest others from HDC. These should be people who are smart and can "check their organizations at the door." Erin will winnow down the list, and we will spend the summer talking with them one-on-one to find out the best fits.

8. Announcements

Mark Kantor announced that Kantor Taylor McCarthy is seeking an office manager to support a staff of 16-18.

**Housing Development Consortium
Annual Board Retreat
D R A F T N O T E S**

June 6, 2007

8:30 am to 3:00 pm

Urban Horticulture Center

Retreat Focus: The Transformation of HDC

Introductions

Sarah Lewontin opened the retreat, saying that the HDC Board has strategies in place – it's time to talk about how we move forward toward transformation.

Judy Clegg asked each attendee to state what he/she felt was HDC's greatest accomplishment over the past year.

- | | |
|---------------------|---|
| Emily Chen: | Leadership Development program, HDC's investment in the field. |
| Nancy Henderson: | Work on incentive zoning. |
| Dan Watson: | Work done to understand the broader environment – reaching out and dealing with other perceptions. |
| Mike Nielsen: | Eastside outreach work. |
| Sue Yuzer: | Future of the Field – data collected (helps LATCH focus on their own efforts). |
| Maiko Winkler-Chin: | Building of a broad alliance with other interest groups. |
| Dinah Thoreson: | Inclusionary zoning work in Seattle, and the position that it should be mandatory. |
| Linda Hall: | At last summer's retreat we asked if we can we realistically say 155,000 units. Now we hear others outside our circle say it. |
| Sarah Lewontin: | Conversations and information are out there – Future of the Field makes it defined and diagram tracks progress. |
| Paul Lambros: | Incentive zoning has potential now. |
| Mark Kantor: | Outreach, and the buzz about it - the Leadership Development groundswell of excitement in younger staff broadens the base for outreach. |
| Chuck Weinstock: | The broad conversation – went beyond the “usual suspects” and challenge people where they are. |
| Lynn Davison: | Agrees with all. A year ago the Board was struggling with Future of the Field – now we're in a different place. |
| Valerie Edmunds: | Struck by energy and commitment to Future of the Field. |
| Carla Okigwe: | Board crystallized the issues and got to Bold Goals - now pushing forward. |
| Sheldon Cooper: | Future of the Field meetings drew him into incentive zoning group, now to Board |

- Erin Hiemstra: Echoes Lynn's comments - HDC continues to reevaluate and come back.
- Joanne LaTuchie: HDC is well respected. Housing Finance Commission is looking to the Tax Credit affinity group for really radical changes.
- Judy Clegg: She agreed with what the group had to say. She said HDC members try to step away from their individual organizations to act as a collective group.

Retreat Overview

Today we talk about how HDC becomes powerful to achieve its goals – powerful enough to get affordable housing on the agenda so that the solutions that HDC believes will work will be embraced by a broad alliance.

Characteristics of Powerful Organizations

True power is attained when the way in which you view the world becomes the broad view. It is a different type of ability to make things happen.

Individual Work

Small Groups

Large Group

Integrated set of characteristics that powerful organizations embody:

1. Effectively communicating a clear message → spur action
2. Tap into gut-based emotions – value based (fear, hope, American dream, empathy)
3. Identifiable, credible spokesperson
4. Be a credible and trustworthy organization – source of information & strategy
5. (a) Have a broad base of support – horizontal and vertical
(b) Have a strong constituency that can be mobilized
6. Innovative, opportunistic, and nimble in strategy (check out the environment); the core purpose remains clear
7. Visionary leadership
8. Resources of time, money, and volunteers
9. Accessibility – easy to get into/connected to
10. Politically savvy

Transforming HDC into a More Powerful Organization

Small Groups – Picture images of the future organization

1. Community housing parade – energy, collectivity, forward movement
2. Tree – can grow many arms, stability/strength from roots
3. Aspen tree – grows new trees by cloning from the root system, strong but flexible, coin leaves
4. Housing soul train – forward movement and drive, can add cars, make stops at community stations to give speeches and take on passengers * **THIS IMAGE WAS SELECTED.**



Large Group Discussion – What characteristics should the future organization have?
(Italics indicate those selected as most important.)

1. *Political Savvy*
2. *Ability to do communication – put housing on the agenda*
3. *Is a think tank of trusted experts tapping the brilliance and experience of the industry establishing credibility for our broader mission & goals [connection to UW?]*
4. *Is connected to other community leaders and a sought-after coalition partner*
5. *Ability to deliver for others – mailings, doorbelling*
6. *Provides direct member services related to best practices – which will be a different menu from now*
7. Is a visionary leader
8. Ability to get other cars on the train and keep them there (It is “our” train)
9. Has an iconic high-visibility spokesperson
10. Able to tap the strengths of members’ staffs & boards
11. Is the engine (leader and holder of the vision)...or else strategically uses existing coalitions/trains e.g. Cascade Agenda, Prosperity Partnership to head toward the vision
12. Nimble – hop on the Cascade Agenda train now, drive our train later
13. Investigate possible broader membership; use collaborations as a step
14. Use Seattle housing levy as a vehicle to be known in the community
15. Is exciting

Implications of a Transformed HDC

Paid leadership of the organization (Executive Director, CEO, President?)

- ✓ Able to run the organization (could be with a second COO)
- ✓ Some vision or is the visionary (if the latter, needs to have an organizational mindset)
- ✓ Able to twist arms
- ✓ Is a known entity
- ✓ Connected – already has a seat at the table
- ✓ Politically savvy
- ✓ Can maintain the constituency
- ✓ Is someone people want to follow
- ✓ Is a coalition builder

Voluntary leadership of the organization (board, directors)

- ✓ More
- ✓ Broader group [define what we have to offer and the commonalities, so more people want to come to the table]
- ✓ Easier access to Power
- ✓ Visionary – can see around the corner

Staff capacities / functions

- ✓ ***Communications/PR [plus a PR firm?]**
 - message, marketing
 - website
 - news
- ✓ Care and feeding of membership, member recruitment, cultivation
- ✓ Organizing / advocacy
 - grassroots
 - political
- ✓ Policy expertise
- ✓ Think Tank [inside or out?]
 - policy analysis
- ✓ Big fundraising
- ✓ Administrative
- ✓ Event coordination
- ✓ Managing FoF efficiencies strategies

Advisory Council or Board of Advisers

- ✓ Heavy hitters on the masthead?
- ✓ People committed and willing to talk about it to public
- ✓ Actually bring experience and skills for advice
- ✓ Plug us into broader conversations--away to develop interconnectedness

The organization's name

- ✓ Delete "Development" from HDC?
- ✓ ***Create a new name**
- ✓ ***Develop a more understandable way to talk about "housing affordability"**

Where Do We Go From Here?

1. Summarize the retreat (document for broader use) – HDC staff & Judy
2. Refine next steps – HDC staff
3. Develop purpose and description for new Advisory Council – HDC staff/ board
4. Develop an org chart for the future organization – HDC staff /board
5. Present to members in July, invite LDP: brainstorm strategies to accomplish the changes, FOOD, form follow-up committee [*Note 6/20/07: HDC's program committee is recommending that members be extensively briefed in July to get them to start thinking, and then HDC would hold a "Future of the Field, Part 3" major retreat in the fall to talk about organizational transformation.*]
6. Develop THE MESSAGE

HDC Board Work Plan for 2007

7/07

Goals	Deadline	Lead Board Member	Additional Committee Members	Staff Contact/ primary support
Evaluate the ED for 2006 <ul style="list-style-type: none"> Input from all board members and affinity group chairs 	January February April <u>DONE</u>	Sarah	Officers	
Board Training & Updates <ul style="list-style-type: none"> Notebooks for new members New inserts for continuing board members 	January <u>DONE</u> February <u>DONE</u>	Sarah		Carla
Program Committee <ul style="list-style-type: none"> Establish committee membership Develop program plan thru June Develop plan for rest of year 	January <u>DONE</u> April <u>DONE</u> July	Linda H.	Emily, Chuck, Joanne, Mark K.	Carla
Board Member Participation in Affinity Groups & Leadership Program	February <u>DONE</u>			Valerie
Audit Committee <ul style="list-style-type: none"> Reestablish members Recommendation on D&O insurance Recommend HDC Financial Procedures Review draft audit & 990 	January <u>DONE</u> April <u>DONE</u> April <u>DONE</u> May for ratification June <u>DONE</u>	Paul P.	Paul L., Dinah, Emily	Carla
HDC Leadership Development <ul style="list-style-type: none"> Report on topics of work groups Periodic recommendations 	March <u>DONE</u> April onward	Emily	<i>Emily's committee:</i> Susan Boyd, Melora Hiller, Lee Murray, Maiko Winkler Chin, Betsy Hunter + all point people	Erin
Succession Committee <ul style="list-style-type: none"> Establish committee members Develop plan for board review 	March <u>DONE</u> June [resch]	Dan	Sarah, Emily, Sue, Dinah, Linda H	Carla
Board Retreat – <ul style="list-style-type: none"> Set up planning committee Purpose draft agenda Hold retreat 	April <u>DONE</u> May <u>DONE</u> June 6 <u>DONE</u>	Nancy	Sarah, Joanne <i>(Retreat participants: all board members)</i>	Carla
Future of Field Conference <ul style="list-style-type: none"> Decide if doing this year Assess Progress 	July End Sept?	Dan	<i>Broader than HDC?</i>	Erin
Finance Committee <ul style="list-style-type: none"> Draft 2008 budget 	July & Nov	Emily	Dinah, Paul L.	Carla
Nominate 2008 Board Members & Examine Board Composition <ul style="list-style-type: none"> Fill 2007 vacant positions Recommend slate for 2008 	June <u>DONE</u> Nov – for Dec. member meet	Paul L.	Chuck, Linda H., Linda W.	Carla
Board Self-Assessment <i>(Item tabled from 2006)</i>	December	Linda H.		Carla
Begin ED Evaluation for 2007	December	Dan	Officers	
Recognition Event	Spring 2008	Paul L.		Erin

HDC Board's Future of the Field Work Plan for 2007

7/07

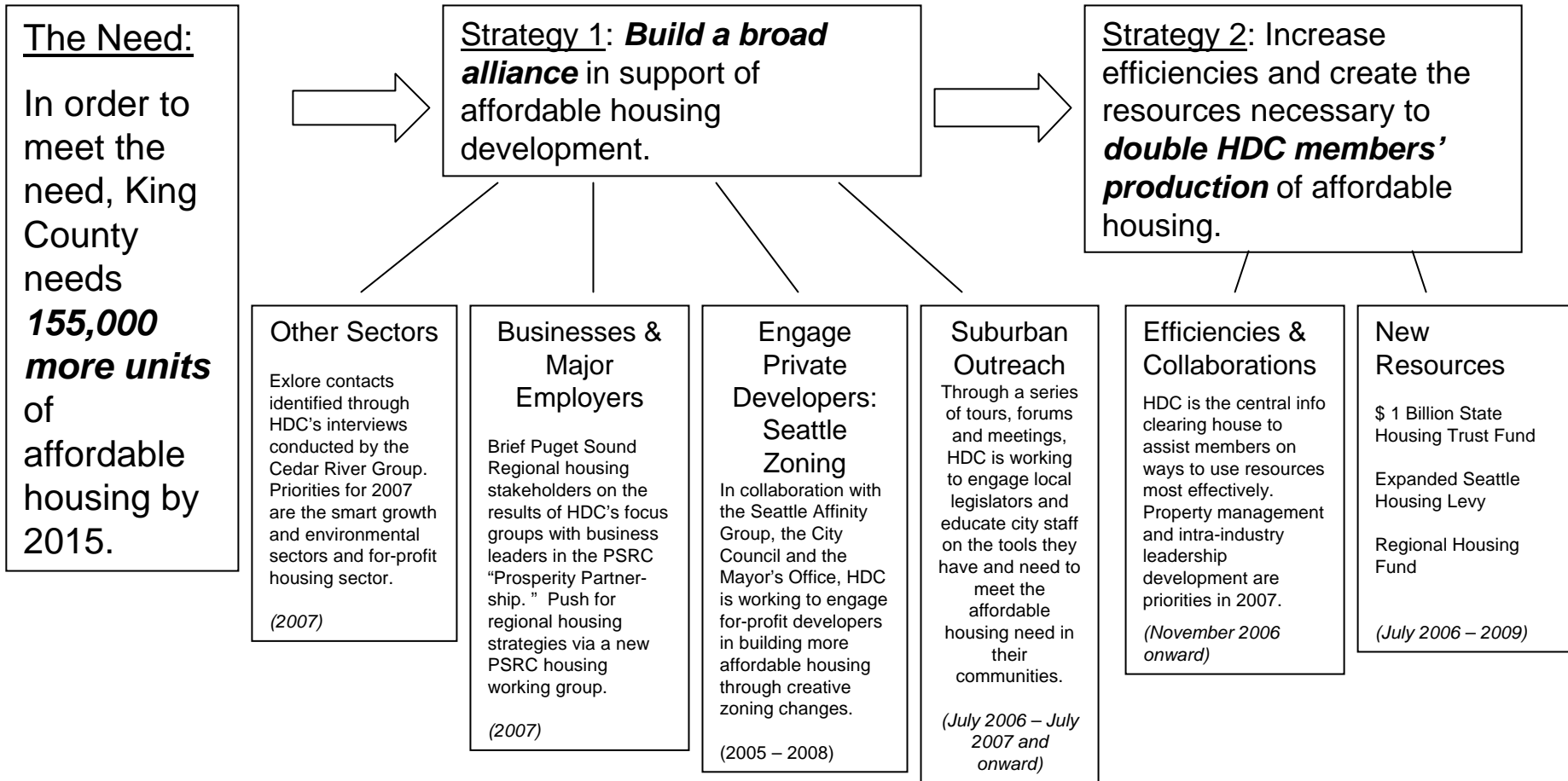
Long-term vision: Everyone deserves a safe, decent, appropriate and affordable place to live and the community's interests have realigned to recognize that housing is central to our region's success.

Goal: 155,000 affordable units by 2015

Primary strategies to achieve this vision: (1) Create efficiencies in the nonprofit housing industry to become more productive. (2) Build a broad alliance for housing. (3) Create new resources to double our production.

Goals	Deadline	Board Liaison	Committee Members	Staff Support
Increase Efficiencies	(2 years?)			
Identify opportunities to create efficiency – Property Management Brainstorm with members Report back to board Develop strategies Apply for grant support Implement efficiency program	Jan <u>DONE</u> May <u>DONE</u> June <u>DONE</u> July Sept	Sue Yuzer	Emily, Kathy R, Lynn, Sarah, Mike N., Tess Colby, Melora Hiller, Priscilla C, Betsy L., Cindy E, Sue T., Joe, Peter Ryan	Carla
Develop new leaders for the industry Implement Leadership Program Assess progress	Jan <u>DONE</u> June July	Emily	Susan Boyd, Melora Hiller, Lee Murray, Maiko, Betsy Hunter	Erin
Build a Broad Alliance	(ManyYears)			
Explore collaboration with for-profit housing industry Meet with Master Builders Meet with Realtors Feedback to board meeting	Feb June Feb <u>DONE</u> March <u>DONE</u>		Mark K, Lynn, Linda H., Dinah, Emily, Dan W., Paul P., Sarah	Carla & Erin
Collaboration with smart growth/environmental sector Meet with Cascade Land Conservancy Next steps meeting with CLC Meet with Futurewise Feedback to board meeting (periodic)	Feb <u>DONE</u> May <u>DONE</u> April <u>DONE</u> March, July	Linda H.	Chuck, Lynn, Nancy, Sue T., Sarah	Erin & Carla
Reinforce allies Meet with SHSC Services Meet w/ CDC's & Min. Exec's Meet with SKCCH & key IAC membs	April <u>DONE</u> May July? April May July	Linda W. Chuck: CDC's	Joanne, Paul L., Sarah	Erin
Collaboration with regional housing stakeholders Meet with coalitions in Puget Sound Decide if continue work with PSRC & Prosperity Partnership Report on PSRC hsg work group	Feb <u>DONE</u> March <u>DONE</u> May July	Sarah	Emily, Dinah, Linda H.,	Erin & Carla
Sen. Murray event to draw in more sectors	June or Aug April <u>DONE</u>	Sarah	Linda W., Paul L., Emily, Betsy, Sue T., Lisa C-W, Dan	Erin
Create New Resources	(ManyYears)			
Promote incentives for for-profit developers to include affordable housing (2007 = Seattle & suburbs) Meet with DPD Meet with key City Councilmembers	Feb <u>DONE</u> April <u>DONE</u>	Sarah	Sheldon Cooper (ch), Paul L., Chuck, Dinah, Linda W., Linda H.	Carla
Participate in ARCH planning for top 3 EKC strategies Volunteer for work group Work group meets Community outreach [change]	Feb <u>DONE</u> March –May June - Dec		Arthur Sullivan, Mark K., Sarah, Dan, Elizabeth Westburg, Mike Nielsen, Hal Ferris, Tom Granger [EKC Habitat]	Erin
Raise awareness of housing in fall election campaigns Develop candidate questionnaire Develop strategy	June June	Paul P.	Paul L., Linda W., Emily, Maiko	

Next Steps in the “Future of the Field”



April 2007



Executive Director Monthly Report – June 2007

Future of the Field: Future of the Organization

HDC's board retreat 6/6 focused on the characteristics needed for the organization to fulfill the ambitious strategies adopted by HDC for the Future of the Field. HDC's Leadership Development Program is planning a major gathering and learning session 7/27.

Outreach to Business Sector/ Prosperity Partnership

Carla has been appointed to the PSRC's Regional Housing Working Group, co-chaired by Bill Longbrake and Rita Ryder. At the second meeting 6/12, the group initially selected 9 strategies for further evaluation. Ultimately, the group is aiming to have 5-6 strategies to recommend to the Prosperity Partnership for inclusion in their 2008 action agenda. Carla & Rita met with the Prosperity Partnership's tax reform committee 6/22 to present the case against taxing rental income. The tax committee's goal is to reform the B&O tax through a "value added tax" approach while keeping the same revenue output and simplifying the system by eliminating the myriads of exemptions. They are looking at combining some kind of business tax with elimination of property tax or sales tax. Currently rental income is exempt from B&O.

Future of the Field: Outreach to Other Sectors

HDC's Cascade Land Conservancy committee will meet again 8/1 to sort through a list of potential participants in a high level brainstorm session with CLC & HDC slated for sometime in the fall.

Future of the Field: Suburban Outreach

HDC's suburban affinity group met 6/13 to brainstorm ideas for a housing event in East King County. HDC is seeking a grant from the Bank of America to sponsor it and will hold an outreach meeting with Eastside stakeholders on July 26th to engage a broader coalition. The Prosperity Partnership, YCWA, and Habitat for Humanity of East King County have already agreed to be co-hosting organizations.

Future of the Field: Outreach to Public

HDC is upgrading its publications in keeping with Future of the Field. We interviewed 4 graphic designers 6/8 & 6/11 and selected YaM Brands who will present initial design ideas to HDC 7/16. HDC staff met with Michael Anderson from Portland's Community Development Network 6/12 to talk about a new framing/messaging project in conjunction with WLIHA and our sister consortia. This grew out of HDC's participation in the Pacific Coast Affordable Housing Network.

OVER

Future of the Field: For-Profit Developer Zoning Incentives

Carla met with DPD & OH staff 6/4 to clarify HDC's proposal regarding a Seattle Comprehensive Plan amendment. Carla & Erin attended the Master Builders' workshop on inclusionary zoning 6/5. HDC's zoning affinity group met 6/21 to begin work on a draft umbrella ordinance embodying HDC's zoning principles and initiate an inner-city coalition supporting them. The Cascade Neighborhood Council has already adopted HDC's zoning principles, after several HDC affinity group members met with them.

Future of the Field: Efficiencies in Property Management

The affinity group has been actively collecting data and trading best practices. They met 6/19 to review a proposal from Melora Hiller to facilitate the group over the next 9 months and develop recommendations for standards. The group is now looking for grant resources to fund this proposal and has an initial meeting for this purpose with King County 7/10.

Future of the Field: Efficiencies and Success in Design

HDC's affinity group met 6/12 to discuss if there is interest in re-igniting this group. They decided to start doing "lessons learned" project tours again, an educational activity that was very popular several years ago, and initiate a chat room on HDC's member-only website. Joanne Quinn and Bill Singer are co-chairs.

Tax Credits

HDC's tax credit affinity group met 6/5 to further discuss the "King County gatekeeper" concept and to prioritize potential policy/points changes. Paul Purcell chairs this group.

Vacations

Carla & Erin will be off the first week of July.