

BOARD MEETING AGENDA

Tuesday, September 21, 2021

5:30 – 7:30 p.m.

**Virtual:**<https://us02web.zoom.us/j/85205354757>

(669) 900.6833, 85205354757#

(346) 248.7799, 85205354757#

Due to the extraordinary public health circumstances related to the ongoing COVID-19 (coronavirus) outbreak, participation in this meeting will be telephonic. All board members will participate remotely, as will any members of the public who wish to attend.

| | | |
|------|-------------------|--|
| 5:30 | Action | 1. Call to Order – Mindy Au Agenda Approval Public Comment – <i>public may sign up to address the board for up to 2 minutes on matters on this agenda</i> |
| 5:32 | Action / Approval | 2. Consent Agenda Resolution <ul style="list-style-type: none"> • Approve August Meeting Minutes • Approve September Concurrence requests • Accept September Financial Reports • Accept September Management Reports 3. Resolution – HDC Participation in Charitable Campaigns - Jamie |
| 5:35 | Discussion | 4. Staff Report <ul style="list-style-type: none"> • Achieving Excellence - Maiko |
| 6:00 | Discussion | 5. Board Discussion <ul style="list-style-type: none"> • Annual Fundraiser - Tiernan • Strategic Plan Discussion – Mindy Au & Aileen Balahadia • Board Governance & Engagement – Mindy Au |
| 7:30 | Action | 6. Adjourn – Mindy Au |

Upcoming Dates:

10/5 – Executive Committee, 12 pm
10/6 – Real Estate Committee, 5 pm
10/14 – Community Initiatives Committee, 4 pm
10/15 – Finance Committee, 1 pm
10/19 – SCIDpda Board, 5:30 pm

10/8 – SCIDpda Fundraiser

****Executive sessions may be held:**

- | | |
|--|---|
| <input type="checkbox"/> Lease or purchase of real estate if there's a likelihood that disclosure would increase the price | <input type="checkbox"/> Consideration of the minimum offering price for sale or lease of real estate if there's a likelihood that disclosure would decrease the price. |
| <input type="checkbox"/> Negotiations on the performance of a publicly bid contract | <input type="checkbox"/> Complaints or charges brought against a public officer or employee |
| <input type="checkbox"/> Qualifications of an application for public employment | <input type="checkbox"/> Performance of a public employee |
| <input type="checkbox"/> Agency enforcement actions (requires legal counsel present) | <input type="checkbox"/> Current or potential litigation (requires legal counsel present) |
| <input type="checkbox"/> Legal risks of current or proposed action (requires presence of legal counsel) | |

The mission of the Seattle Chinatown International District Preservation and Development Authority (SCIDpda) is to *preserve, promote, and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood.*

Resolution 21-09-21-01

RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND DEVELOPMENT AUTHORITY

We, the Board of the Seattle Chinatown International District Preservation and Development Authority, via consent agenda:

- Approve August Meeting Minutes
- Approve September Concurrence Requests
- Accept September Financial Reports
- Accept September Management Reports

Board President

Date

Board Secretary

Date

SCIDpda Board Meeting Minutes

August 17th, 2021

Virtual:

<https://zoom.us/j/359459577>

(669) 900.6833, 359459577#

(346) 248.7799, 359459577#

The August 2021 SCIDpda board meeting was hosted virtually via a Zoom conference.

Board Present (via Phone Conference Call-in): Mindy Au, Tiernan Martin, Elliot Sun, Phillip Sit, Scott Yasui, Cindy Ju, May Wu, Aileen Balahadia, Wayne Lau, Jen Reyes, David Della, Lisa Nitze

Staff Present: Maiko Winkler-Chin, Jamie Lee, Vern Wood, Jared Jonson, Joseph Guanlao, Naomi Saito, Janet Smith, Jody McCorkle, Misty Locken

Guests Present: Steven Judd, Jenny Gebhart

1. Call to Order

The meeting was called to order by Mindy Au, Board Chair, at 5:39 PM.

Public Comment – public may sign up to address the board for up to 2 minutes on matters on this agenda. No public comments were submitted to the board.

2. Consent Agenda Resolution

Resolution 21-08-17-01: We, the Board of the Seattle Chinatown International District Preservation and Development Authority Board, via consent agenda:

- Approve July Meeting Minutes
- Accept July 2021 Expenditure Report
- Approve June 2021 Financial Reports

Moved: Cindy

Seconded: Wayne

Board Approved: Mindy Au, Tiernan Martin, Elliot Sun, Phillip Sit, Scott Yasui, Cindy Ju, May Wu, Aileen Balahadia, Wayne Lau

Abstained: 0

Absent: 6

Resolution was approved.

3. Staff Reports

Fundraiser - Joseph

Joseph presented on fundraiser and sponsorship progress.

Joseph shared photos from the Yesler Family Housing Groundbreaking Ceremony.

Board Terms – Maiko

Maiko discussed board member terms and those whose terms are over at the end of this year.

4. 2020 Audit Presentation – Steven Judd & Jenny Gebhart

Steven Judd and Jenny Gebhart presented on the findings of the audit report. Board members engaged in discussion with Steven and Jenny throughout the presentation.

Resolution – Accept 2020 Audit

Resolution 21-08-17-02: We, the Seattle Chinatown International District Preservation and Development Authority Board of Directors, accept the 2020 Audit Report as presented.

Moved: Wayne

Seconded: May

Board Approved: Mindy Au, Tiernan Martin, Elliot Sun, Phillip Sit, Scott Yasui, Cindy Ju, May Wu, Aileen Balahadia, Wayne Lau, David Della, Lisa Nitze, Jen Reyes

Abstained: 0

Absent: 3

Resolution was approved.

5. Board Discussion

Ad Hoc Sound Transit Committee

Tiernan gave an update on the discussion with Sound Transit at the July Board Meeting and future Sound Transit 3 engagement.

Board members discussed course of action for continued engagement.

Real Estate Committee

Maiko gave a brief update on discussion from Real Estate Committee.

Strategic Plan

Mindy and Maiko shared an update on the progress of strategic plan.

Board members discussed the potential for an impact investment fund. The board discussed the potential to create an Ad Hoc committee to continue to explore this idea, once we have a clearer vision of its use.

6. Adjourn

The meeting was adjourned by Mindy, Board Chair, at 07:34 p.m.

Concurrence Requests:

Staff are required to seek concurrence for items that:

- *the consideration exchanged or received by the SCIDpda exceeds \$10,000, or*
- *the performance by the SCIDpda extends over a one year period.*

September 2021 Items

JP Morgan Chase – Jamie Lee lead

\$200K – CI staff support

Support additional staffing (hiring of Community Outreach Coordinator; expansion of Development and Communications Coordinator; promotion and raise for Community Development Manager) and capacity for CI program. This is for two years – meant to support small businesses program work as well as overall capacity of the CI program. Some dollars to supplement funding for small business tracking system.

SCIDpda Management Reports – September 2021

Board Narrative Report –

In consultation with the SCIDpda Board Executive Committee, directors are drafting quarterly board narratives in an effort to provide higher level insight into our work (versus a monthly update) because the actual efforts of work are often not noticeable on a monthly basis and to ease staff administrative burden.

Executive Director

Maiko Winkler-Chin

How Are We Doing?

We are now 18 months into what I call the “active” pandemic, from the time the initial public health shutdowns started. This pandemic not only highlighted inequities in many systems of our world and work, but was also a time of racial tensions and explosions, including anti-Asian hate. It has also highlighted the diversity in thought and opinion of our staff and board, based on their ethnicity, race, financial class, education level, language ability, gender, country of origin, immigration status, etcetera; the challenges of communications and staff management; and many other things.

Staff are far from thriving. We were feeling good until perhaps the end of July. I have seen – and personally experienced – this general sense of exhaustion, where thinking strategically is challenging, our reactions are not as smooth as they normally are, we miss/forget/don’t see things and thus we get frustrated with others and our work. For some staff, the concepts of “rest” “vacation” and “staycation” are not terms well understood.

I mention this as we are trying to conclude our strategic plan, and as I work on my professional development challenge (Achieving Excellence). It is a struggle to think through what we want to achieve, when all I can wrap my head around is a good hamburger and a comfortable bed. Directors are trying to take time off, but even “time off” is not restful enough. What the year has shown at a strategic level is how great staff can do when focused on the right question and given space to explore, and the need to continue that sustainably and that there’s tools required for that to happen (you will notice that the strategic plan, which we discuss, mentions “screens” and other similar words so that we can all be more clear and focused).

We have delayed doing some things – like the strategic plan – for some time because of Covid, the belief that it would end and we would go back to something – what? – much as we came out of the last recession. Although there’s learnings from that period, the highs and lows of all that came with covid – the political unrest, the divisions in community – make this much more draining. Or age is catching up with me.

In anticipation of “opening up” (acknowledging that we have been open and on-site), we surveyed staff on Covid concerns. We anonymously surveyed in May, and are currently re-surveying based on staff request, with staff indicating that they may answer differently “now” versus earlier. Between surveys, I indicated to staff that the SCIDpda, in order to meet our mission and to serve community, is an office - based work environment; yes, we have staff who never need to be physically in office, but in order to

support those who do not have that ability, the expectation was that staff spend 50% of their time physically in office.

Initial survey results:

- 67% response rate (28 out of 42 employees responded); 25% are a caregiver of either elderly, children, or someone with a disability.
- The most pressing concerns for employees were the safety of visitors, safety of employees, and racism or xenophobia.
- Over 80% of staff felt they had good communication with their manager and have trust in leadership and other employees to establish and follow safety guidelines.
- The majority want to make sure we do not move too quickly to open back up, or to decrease safety protocol. Continued mask wearing (46%) and air filtration (23%) continue to be important to employees even as mandates lift.
- 35% of respondents wanted staff to be required to get the vaccine, while 45% felt like staff should be encouraged, but not required.
- 43% feel comfortable returning to work now or when vaccinated, with another 32% wanting to wait until the government says it's OK.
- Of employees that worked from home, over 70% felt the experience was positive and as productive as being in the office. Many had issues along the lines of communications and/or a work-life balance. The thing that people missed was interactions with each other face to face.
- Many staff were worried about the front line staff not being able to work from home, and thought it would be more equitable to require all staff to work in the office regularly.
- 70% would like a hybrid of working from home and office with most wanting 1-2 days of being able to WFH. Here too employees do not want to move too quickly. Perhaps introducing more days back to work over a period of time. 65% would like a set schedule of days they WFH.

We have also conducted a 26 question staff engagement survey in July that management needs to spend more time analyzing. Although staff answers were anonymous, a new tool was used that ensured every staff member responded. The biggest area of growth it appears from the HR department is communication. We plan to do the staff engagement survey annually to gauge how our staff feel about our work and the organization.

Please let me know if boardmembers would like to see the results of either questionnaire, and I will share the results of the updated Covid survey when completed.

This is not meant to be a sad state of affairs narrative. The neighborhood faces many challenges, but I feel certain that the staff and board are well suited for the tasks ahead. Any suggestions/ideas you have in reaction to this report is appreciated.

Community Initiatives

Jamie Lee

I reiterate a lot of what Maiko said up there – my staff were encouraged to take PTO this summer before the fundraiser rush came – and we did! We are excited to now have Julie as part of our team as she

learns and takes on public space projects and small business outreach. We are well into fundraiser mode – as you all know from our many, many emails. We are struggling to keep things fresh – but we know it'll be a success and a good time for you all. We have modified Hing Hay Coworks to become more amenable to spacing and have put up some cubes to allow for video and phone calls. I think we all know that this is the long haul with this pandemic...so please be sure to bump elbows or give props to my team when you see them!

Small Business

We continue to support businesses through this pandemic, especially as regulations continue to change and grants become available. We are working on finding ways to help businesses open safely – both from a health perspective and public safety perspective through some federal funding for the City. We are also looking into options for financial and legal resources for small businesses.

You all should have seen by now that King County implemented a vaccine mandate, which includes outdoor events over 500 people, indoor recreations events or establishments, and restaurants and bars. We are working with the City and King County to get the word out to the businesses in the CID and navigate any confusion.

Public Space

Maynard Alley – lighting is being installed on individual property owner buildings - facing the alley and will be finished by Q4 of this year.

Hing Hay Park Pavilion – We need to get updated costs estimates on lighting the pavilion and hoping to install during Q4 and Q1 of 2022 – this was recently approved by ISRD.

Dragon relocation – We conducted surveys in Spring of this year; we surveyed residents and larger community. We received 236 residents responses; 52 larger community responses. We are doing a walking tour with the steering committee in the coming weeks to assess new locations for most of the dragons.

Dragon lighting – ISRD has approved lighting for two dragons at 5th and Dearborn. We are working with an electrician to schedule an installation.

Kobe Terrace Park – We are still exploring options on lighting the stone lantern.

Events

AAPI Arts and Crafts Fair – We successfully hosted the fair. There were 18 vendors, our first time activating HHP in this way. We think over 1K people came by and overwhelming positive reviews from both vendors and attendees.

Mid-Autumn Moon Festival – We are hosting our first one in two years – adapted it for COVID and rain, but were able to hand out 50 mooncakes and school supplies.

Real Estate Development

Working closely with property operations, we are developing a community preference policy that we will implement at our Yesler Family Housing project as well as our North Lot Project. We will also implement an affirmative marketing plan for leasing up the project, and that will be the next thing to develop.

Additionally, we are working on acquiring funding that will support art pieces at both projects; these projects will both be external and internal to the building.

Property Operations

Jared Jonson

Residential Property Management

Through August, our residential properties are in good shape. Aside from planned move-outs, occupancy is at 100% across all properties! Kudos to our team overall, but especially to building Manager, Rachtha Danh, who has done an excellent job with leasing in 2021. This the first time since we've operated the building that the building is fully leased! There are small outstanding balances for residents at DVA, Bush, and Jackson—these residents qualify for rent relief through Seattle OH and our team is working with residents individually to obtain those resources. For Louisa, a nearly \$45k outstanding rent balance has been approved for rent relief via King County. Work to obtain rent relief can be very time consuming, involving a lot of interaction and handholding of residents by our dedicated residential team. The resident services pilot program we started this year is producing (we think) positive results. There is a case load of about 60-70 residents who are a cross section of our resident population—some need navigation to and general behavioral health supports and others need help accessing social security benefits. Our Resident Support Coordinator, Sam Mararac is developing a new way to track this work in order to measure progress/outcomes. The resident experience survey has been distributed and collected with a response rate at +65%. Staff are working to analyze data and prepare a report and presentation to the board at the November meeting. We are excited about the participation rate and look forward to incorporating the results of the survey into our future work plans to improve our operations.

Commercial Property Management

Ongoing COVID impacts, combined with surges in positive cases, changes in mask and vaccination policies continue to pose challenges for our commercial tenants overall. While progress is being made on repayment plans, we still have high outstanding and growing balances for several commercial tenants. David Leong has made all of his payments on time according to his plan. We are also making progress on other repayment plans (Crawfish, Gissberg, Gourmet Noodle). We are expecting further assistance from public and philanthropic funding to aid in rent relief for our tenants, but we fully expect the need to provide flexibility to ensure we keep our spaces occupied. We still have a fair number of

vacancies across all of our buildings. There are new leases being negotiated for three currently vacant spaces representing at least some positive progress. Property crime and break-ins continue to be a problem across the CID, city, etc. Our properties are also experiencing break-in attempts.

Maintenance

Our maintenance team continues to perform at high level in 2021, hitting most of our financial and operating goals. External revenue is down and is attributed to a lower need on the part of our commercial tenants for various work orders and other services (this is a side effect of the pandemic). Beginning in Q4 2020, through this year, maintenance has caught up on a lot of the preventative maintenance needs that we had limited capacity to address in the past. Meeting this need, combined with progress on our capital improvement projects, means we feel confident about the overall well-being of our buildings, units, and common spaces in general.

Public Safety (written by Jared and Jamie)

There has been a fair amount of publicity regarding incidents of general public safety—crime, assaults, impacts from homelessness. These are unfortunate and have also been tough on the residents and businesses in the CID. For the PDA's commercial tenants, our staff regularly communicate any trends or things we feel our tenants should know to keep their businesses, staff and spaces safe. This year, we've also taken the advice of CEPTD consultants at SPD and try to improve the security of our spaces by upgrading locks, door security, adding cameras, etc. Our resources to address public safety include the CID Public Safety Council, REACH, Community Liaisons at Seattle Police Dept., CIDBIA staff (public safety coordinator) and directly through our other city contacts. Last month, SCIDpda, CIDBIA, and SPD were invite to meet with segments of the Chinese community to listen to overall concerns and discuss possible ways to work together on better communication throughout the neighborhood. The various individuals, community organizations, groups, family associations, etc. that track these incidents and provide data to the City, are now asking—what is being done with this data? How is the data on crime and other public safety incidents being analyzed and used to determine what resources the CID needs? There are no easy solutions, but a few things are clear:

- Our neighborhood needs more support from the City
- We need better public safety communication across the neighborhood
- If data shows certain types of crime or incidents are trending—what is our response?

As public safety roles in the neighborhood continue to change, we are continuing at the PDA to figure out what our role is in this work. As part of the Small Business Relief team, we discuss the public safety issues that businesses have and are looking into funding preventative measures and repairs for small businesses. Many of them have concerns about fully reopening with the increase in break-ins.

Resolution 21-09-21-02

RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND DEVELOPMENT AUTHORITY

We, the Board of the Seattle Chinatown International District Preservation and Development Authority, approve the resolution for participation in charitable campaigns:

The Executive Director is authorized to submit materials necessary to participate in the 2022 Charity Federation of the Housing Development Consortium of Seattle-King County (HDC), which will submit applications to Fall 2021 charitable campaigns, including, but not limited to:

- King County Employee Giving Program
- Washington State Combined Fund Drive

The Seattle Chinatown International District Preservation and Development Authority affirms it is willing, if requested by a charity campaign, to provide a financial report showing specific use of the charity monies.

The Seattle Chinatown International District Preservation and Development Authority reaffirms its nondiscrimination policy as follows:

In carrying out its activities including membership, hiring and program services, the Seattle Chinatown International District Preservation and Development Authority shall not discriminate on the basis of race, color, sex, marital status, sexual orientation, political ideology, age, creed, religion, ancestry, national origin, or the presence of any sensory, mental or physical handicap.

Board President

Date

Board Secretary

Date

SCIDPDA STRATEGIC IMPACT PLAN – 2022 TO 2026 DRAFT 9.15.21

Critical Problem? **DISPLACEMENT OF THE CID AS A UNIQUE ETHNIC NEIGHBORHOOD.**

Our North Star? **CID CONTINUOUSLY EVOLVES AS A VITAL, ECONOMICALLY VIABLE & COHESIVE UNIQUE ETHNIC NEIGHBORHOOD.**

AAPI heritage community/hub/anchor; safe home for new I & R/BIPOC/those with limited opportunity; model of inter-connected supports & services for residents, businesses, and workers.

PDA's Unique Contribution/Impact? **THE PDA, AS A STEWARD OF THE CID, GUIDES, INFLUENCES, RESOURCES & IMPLEMENTS COMMUNITY DEVELOPMENT IN THE CID TO BENEFIT ALL, INCLUDING THOSE WITH LIMITED OPPORTUNITIES.** It leverages its semi-public status, community/public/private CID stakeholder relationships and its LOB to reach its north star.

| Impact/Goals | Strategies | Metrics | Staff | Board |
|--|---|--|------------------------|-------|
| I. OUTCOME: AFFORDABLE HOUSING IS DEVELOPED TO MEET THE NEEDS OF THE CID | | | | |
| A. AFFORDABLE HOUSING DEVELOPMENT | 1) Determine different housing needs in the CID & PDA's skill area (e.g., senior; family; not homeless PSH) 2) Develop current/likely affordable housing projects (North lot, Goodwill site) 3) Explore/identify 1 new potential CID project | <ul style="list-style-type: none"> 3 projects are developed <ul style="list-style-type: none"> 400 rental units HH up to 60% AMI studio to 4 bdr, 50% 2+ units) 1 CID parcel secured with ideal programming determined | ED/RED | |
| II. OUTCOME: SYSTEMS OPERATE BETTER TO SERVE THE NEEDS OF THE CID COMMUNITY | | | | |
| A. CID SMALL BUSINESS ADVOCACY - RECOVERY | 1) Assess current state; identify target businesses to retain/sustain | <ul style="list-style-type: none"> Data driven priority setting for assistance Screen of priority types of businesses in CID | CI | |
| | 2) Develop & implement data driven strategy (value add, high community ROI) | <ul style="list-style-type: none"> Clear strategies & focused assistance - % assisted & needs addressed /appropriate referrals; current businesses retained; % increase/decrease of revenue Majority of CI work spent on priorities (exceptions- clear criteria/protocol) | CI | |
| | 3) Fill PDA vacancies made from vetting process/cost-benefit analysis | <ul style="list-style-type: none"> Decisions balance CID-good & PDA operational needs | POps | |
| B. COMMUNITY SAFETY INVESTMENT/ IMPROVEMENTS | Proactively further key issues 1) ST3 – track/monitor project & advocate with project authorities to mitigate harm and best serve CID long term; assess PDA role in community engagement on case by case basis <i>a. What other public infrastructure projects should we act in this way?</i> | <ul style="list-style-type: none"> STD-CID priorities reflected in EIS & station area plan Mitigation and benefits appropriate to impacts DEIS comment letter submitted Screen developed for PDA role in public infrastructure community engagement Assessment developed for PDA-involved projects | ED - DPM & DCI support | |
| | 2) Clean & Safe – support advocacy for neighborhood-appropriate/- effective policies and strategies | <ul style="list-style-type: none"> Clean & Safe \$ to BIA for CID clean-up (alley, sidewalk, graffiti) Entire CID is cleaner and maintained (less tenant complaints/SPU notices for our tenants, less \$ spent on maintaining public spaces) People feel safer (% on PDA survey) | CI | |
| | 3) Unreinforced Masonry (URM) – track/monitor and mitigate harmful impact to CID; advocates resources for community education and URM implementation in CID | <ul style="list-style-type: none"> Resources committed for community education on URM implementation Financing tools accessible/marketed/targeting CID community | CI | |

| Impact/Goals | Strategies | Metrics | Staff | Board |
|---|---|--|---------------------|-------|
| III. OUTCOME: SIGNIFICANT CAPITAL INFUSION/INVESTMENT FOR PDA USE IS CULTIVATED TO BENEFIT THE CID COMMUNITY | | | | |
| A. COMMUNITY PRESERVATION – MAJOR PDA FUND OF FLEXIBLE/ QUICK CAPITAL | 1) Public investment | ▪ Board & staff active in campaign; public money commitments (e.g., covid \$, transportation mitigation, economic recovery) | Board, directors | |
| | 2) Private investment - Explore feasibility of private revolving fund and assess risk/reward | ▪ Due diligence process conducted and go/no go decision made | Board | |
| IV. OUTCOME: ALL THE PDA LOB (RE, PM, COMMUNITY INITIATIVES) ARE OPERATED IN A MANNER TO ACHIEVE THE PDA'S INTENDED IMPACT & TO BE SUSTAINABLE | | | | |
| A. REAL ESTATE- PDA PIPELINE DEVELOPMENT AND CID PRESERVATION | 1) Identify & track likely properties in CID and possible public funding sources a. Negotiation and acquisition | ▪ Ready money is accessible to purchase land prior to market/access opportunity | RED | |
| | 2) Conduct due diligence and define strategy appropriate to property a. Other LOB input for development project considerations and decision-making | ▪ Due diligence screen is applied to pipeline/potential projects | Directors | |
| B. PROPERTY MANAGEMENT: TENANT STABILITY (RESIDENTIAL & COMMERCIAL) | 1) Resident service needs/trends data and service model defined and implemented | ▪ Resident service program implemented ▪ Resident services sustainably funded (multi-yr) ▪ Stable building operations & + resident interactions/views | POps/ Finance | |
| | 2) PM standards developed and practices improved (on time rents, low vacancies) | ▪ Building reserves reflect capital needs assessment; PDA owned space occupancy/ length of leases; Tenure of tenants increases | POps | |
| | 3) Asset management/physical needs improved | ▪ Near term/1-3 years: Capital Improvements Plan finalized; Phase 1 projects begin/complete ▪ Mid/3-5 yrs: Phase 2 projects begun ▪ Long/5+ yrs: Capital Improvement Plan re-assessed | POps | |
| | 4) New commercial tenants for PDA spaces vetted | ▪ Vetting framework applied | POps & CI | |
| C. COMMUNITY INITIATIVES: FOCUS, IMPACT & SUSTAINABILITY | 1) CI plan of priorities for post-COVID recovery (make case) | ▪ Reliable/flexible funding source(s) to fund CI ▪ CI screen for priorities (proactive vs. reactive/on-of) | CI | |
| | 2) Resource strategy and sustainable revenue model developed | | | |
| D. ADMINISTRATION/ FINANCE: SUCCESSFUL TRANSITION, EFFECTIVE LEADERSHIP & FISCAL HEALTH | 1) Plan ED, CFO and Directors succession | ▪ Succession planning and ease of transition/minimize disruption to PDA | Board/ Directors | |
| | 2) Develop/deepen Board Leadership | ▪ Board partners with staff, initiates/takes proactive role as appropriate ▪ Board composed of needed skills/expertise | Board | |
| | 3) Develop/expand Staff Leadership | ▪ Accountability & ownership of area of daily work – staff driven work/improvements/ recommendations move LOB forward ▪ Consistent performance reviews that support progress toward goals and foster career development | Directors/ Managers | |
| | 4) Monitor PDA financial health – Balance sheet; Reserve policy; Reserves reflect CN assessment | ▪ Strong financial position with options for use of PDA's resources | Finance / POps Team | |