



**PHPDA Governing Council Meeting Minutes**

**Tuesday, February 10, 2026**

**5:30 PM – 7:00 PM**

**Location:** Quarters 2 Building, Pacific Tower, 1200 12th Ave S., Seattle, WA 98144

**Virtual Location:** <https://us02web.zoom.us/j/87010373058?pwd=XGmL8Y0AYbOxBHRk3IFvHTGLDqCext.1>

**Phone Option:** +1 253-205-0468

**Password:** 376083

**Meeting ID:** 870 1037 3058

| MEMBERS PRESENT  |                      | NOT PRESENT      | ALSO PRESENT    |               |
|------------------|----------------------|------------------|-----------------|---------------|
| Douglass Jackson | Martine Pierre-Louis | Doris Koo        | Nicole Porcello | Whitney Regan |
| Nancy Sugg       | Bob Cook             | Nicholas Ramirez | Denise Stiffarm | Michael Finch |
| Diane Pietrowski | Blishda Lacet        |                  | Christina Hulet |               |

**Call to Order**

Douglass Jackson called the meeting to order at 5:31pm. A quorum was present. There were no public comments.

**Meeting Minutes**

Douglass Jackson asked for a motion to approve the following meeting minutes:

- Governing Council Meeting – January 13, 2026

Blishda Lacet moved. Bob Cook seconded. 6 of 6 were in favor.

**Personnel**

*Discussion of Executive Director Search Process and Firms*

The Governing Council Chair led a discussion about starting the search process for a new PHPDA Executive Director, noting that it is important to get this process started before getting much farther along in Transformation work.

- He referred to a document from the meeting packet with a list of potential search firms. The list included past search firms PHPDA has either worked with directly, or a firm that he received as a referral from a GC member. The common factor among them is that these firms are familiar with working with nonprofit organizations to hire Executive Directors.
- The Governing Council Chair said that he would like to put together a small working group to start the process of selecting a search firm. Ideally, this group would consist of about three GC members and would act as an advisory group to create the process, start the research, and make selections to propose to the entire GC. He clarified that this group may not be the same group that will eventually conduct the interview process with Executive Director candidates, so that more of the GC shares the responsibilities.
- The Governing Council discussed the potential time commitments for this group and reflected on past Executive Director searches and what that process entailed. Two GC members were part of an interview process for a former Executive Director. They noted that interviews were about 1.5 hours each, that they interviewed about four people for the role, and then held a meeting with the group to discuss before bringing their recommendation to the GC.



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- The Governing Council discussed the fact that there was a recent update to the Executive Director job description, so they feel they already a good sense of what they will be looking for.
- The Governing Council Chair clarified that this process would begin after the LOI review process has been completed, so those who volunteer will not be overburdened with tasks.
- Three Governing Council members volunteered to be part of the work group: Nancy Sugg, Blishda Lacet, and Martine Pierre-Louis.

Douglass Jackson asked for a motion to authorize the three Governing Council members to form a work group to start the process needed to choose a search firm and bring a recommendation to the Governing Council. Bob Cook moved. Diane Pietrowski seconded. 6 of 6 were in favor.

### Strategic Transformation

The Strategic Planning consultant, Christina Hulet from Christina Hulet Consulting, led a discussion as the next stage in the PHPDA Strategic Transformation process. Christina began her presentation by reminding the GC of the themes and trends that came out of her interviews so far, which she shared at the January meeting. She started the conversation with what was brought up at the end of the previous meeting's discussion: approaching the "how" and the "what" that comes next. She wanted to narrow this discussion to arrive at *what* they envision in terms of impact, and *how* they would focus PHPDA's work.

- Christina started with a discussion on "impact." She noted that all 11 interviewees agreed that the current approach is not achieving population-level impact. Interviewees agreed that their current work is filling gaps rather than creating lasting change.
- She asked the GC to think about what they mean by the word impact. Does impact mean impact on health outcomes, systems, community power, or something else? Is impact about what changes for individuals, or what changes at a population level? What is realistic given our finances/resources?
  - The Governing Council explored these questions, which brought up varying points about wanting to solve problems and impact systems, not just specific outcomes; there was discussion about the phrase "moving the needle," and how much change is realistic with the resources available.
  - The Program Committee Chair noted that, given the limited resources, they might not be able to move major needles (i.e. health indicators, mortality numbers, huge system issues). However, they could focus their attention on addressing problems at the source, before they move upstream. She referenced a program that PHPDA was able to help fund that she believes helped do this.
  - Another Governing Council member brought up the importance of collaboration, and funding projects that others believe are important, which would help move the needle further and in turn be more effective.



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- Christina turned the conversation to the discussion of the word “focus.” She asked: Do we envision specific populations, health issues, something else? How would we decide and what should drive that decision?
  - There was some difficulty for the Governing Council in answering this question. One Governing Council member suggested they start at the PHPDA mission, which is stated on the website as: “Our mission is to tirelessly champion equity in health through exemplary stewardship of PHPDA’s public resources. We serve as a community ally, resource, convener and change agent to this end.” She said the word that stood out to her was “health.” She suggested that they branch off from that word to then narrow their focus. She said that it can start broad, but there are ways to narrow it down to get to our niche.
  - Other Governing Council members agreed with this assessment, noting the important distinction of the word “health” versus “healthcare.” They wondered how far upstream are we going to impact health and wellbeing?
  - The Program Committee Chair talked about what she believes are some of the biggest threats to health, i.e. vaccine hesitancy in the face of a future pandemic, climate change, etc., and wondered how we could look at those threats in terms of health? What are the ways to impact upstream, rather than waiting and bracing for the downstream effects?
  - The Governing Council discussed populations and demographics that may need to be the focus of their work, mainly the populations that are farthest from center, which might allow them more opportunities to move the needle.
- Christina thanked the Governing Council for participating in this discussion. She referred to the workplan and timeline of the Transformation process and outlined what is coming up next.
  - She reminded the GC of the names of organizations that came up the most of her discussions, and a few others that came up in her interviews. Along with the Executive Committee, Christina has started reaching out to people from these organizations for further interviews and will share the themes from those conversations with the GC.
  - For the next Governing Council meeting in March, Christina plans to invite some representatives of these organizations to attend. The idea is for this to be an in-person meeting, where she hopes to have a panel discussion. To prepare, she asked GC members to think about what they want to learn from those organizations. She shared some sample questions that they could ask them and asked for input on those questions. The Governing Council Chair invited members to send additional questions to Christina or to himself, emphasizing that they want to hear from members to refine the question list.

### Real Estate

#### *Exterior Work on Quarters Buildings*

- Michael Finch led a discussion about starting the exterior work on the Quarters buildings. He noted that there has been conversation about starting exterior work on the masonry repairs, as well as the doors and windows on Quarters 1-10.



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- Michael shared a Deferred Maintenance Cost Estimates document with the Governing Council, detailing the exact figures that he has received for the masonry repairs, doors and windows costs for all the Quarters buildings, outlined per building. These numbers were given by the same contractor that has been used in the past. Michael clarified that there is a limited number of vendors who can do this type of work, and that Pioneer Masonry Restoration Company, Inc. already knows the buildings from previous work.
- He shared that on an all-in, pre-tax basis, this would cost \$2.1 million. With tax, he calculated the cost at around \$2.3 million but expects they might find more repairs needed. He does not anticipate the cost of these repairs going over \$2.5 million. This work would be managed by JLL, contracting Pioneer Masonry Restoration Company, Inc.
- He noted that this type of work will be more restorative and therefore will not change the outward appearance of the buildings very much. The work will be done to preserve the way that buildings already look but improve those areas that need to be fixed.

Douglass Jackson moved to authorize moving forward with the work on the Quarters buildings based upon the presented scope and cost estimates. Martine Pierre-Louis seconded. 6 of 6 were in favor.

#### *Quarters Update*

- Denise Stiffarm shared that PHPDA is still continuing discussions with SCIDpda on a proposed MOA for the Quarters buildings.

#### *Executive Session per RCW 42.30.110(1)(c)*

- The Governing Council entered Executive Session at 6:37 for 15 minutes to discuss Property Management and Real Estate matters pursuant to RCW 42.30.110(1)(c).
- The Governing Council exited Executive Session at 6:52pm.

#### **Adjournment**

The meeting adjourned at 6:54pm.

Minutes Approved: 

3/11/2026  
(Date)