



PHPDA Governing Council Meeting Minutes

Tuesday, April 14, 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=XGmL8Y0AYbOxBHRk3lFvHTGLDqCext.1>

Phone Option: +1 253-205-0468

Password: 376083

Meeting ID: 870 1037 3058

MEMBERS PRESENT		NOT PRESENT	ALSO PRESENT	
Douglass Jackson	Doris Koo		Nicole Porcello	Christina Bernard
Nancy Sugg	Bob Cook		Denise Stiffarm	Michael Finch (left at 5:52pm)
Diane Pietrowski	Martine Pierre-Louis		Christina Hulet	Patty Camacho
Blishda Lacet	Nicholas Ramirez			

Call to Order

Douglass Jackson called the meeting to order at 5:32pm. A quorum was present. There were no public comments.

Meeting Minutes

Douglass Jackson asked for a motion to approve the March 10, 2026 Governing Council meeting minutes.

Blishda Lacet moved. Bob Cook seconded. 6 of 8 were in favor. 2 members abstained, Blishda Lacet and Doris Koo.

Governance

Update on Executive Director Search Firm Process

The work group appointed to start the process to choose an Executive Director search firm and bring a recommendation to the Governing Council shared where they are in the process.

- The Program Committee Chair began by explaining that they started with 5 search firms, two of which were no longer doing Executive Director searches. Three search firms were contacted in the end, and 12 screening questions were sent for them to answer if they were interested in being considered. One of the three search firms declined to submit a response.
- The work group has decided to interview both search firms that they received proposals/answers from. They are hoping the interviews can occur in the next couple of weeks so they can discuss them and make a final recommendation. They hope they can present their recommended firm to the Governing Council for approval at the May meeting.
- Both firms being considered have an individual working with them that PHPDA has worked with in previous Executive Searches in both 2013 and 2019.
- The Governing Council Chair clarified with Denise that the work group can continue the interview process and bring a recommendation to the next meeting.



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Governing Council Membership

The Governing Council Chair reminded the group that because of a recent member's resignation, we no longer have a full Council. There is one seat open. Additionally, he noted that over the years, we have spent a lot of time recruiting strategic advisors, and have brought them onto the Governing Council, leaving us with no strategic advisors once again.

- He noted that the Governing Council seats go by the year and not by the person, so there is a question of when the best time would be to appoint a new person to that open seat. They were reminded that the opening seat is a Mayoral appointee, so they would like to have a recommendation to bring to the Mayor for approval.
- He asked if members had any potential appointees for Governing Council in mind to reach out to him and the Acting Executive Director with those names, and any possible Strategic Advisors they may want to recruit as well.
- With this resignation, Governing Council is also without a Vice Chair. The Governing Council Chair asked if anyone was interested in that position to let him know. He said he plans to reach out to members as well.

Real Estate

Quarters Feasibility Study

The Acting Executive Director reminded the group that Michael Finch had been given authorization at the least meeting to solicit proposals for a Quarters Feasibility Study. Michael shared the status of the project.

- Michael said he went to multiple groups for proposals and in the end, he received two proposals, different in scope and cost. The meeting packet contained the proposal he recommended they move forward with from Sarah Westneat, Rail House LLC, and Option I of the proposal she submitted (there were eight options in the proposal). Option I of this proposal will help the Governing Council answer the questions regarding pros and cons of whether to move forward with the Quarters use as a multi-unit multigenerational low-income housing project.
- There was discussion about Sarah Westneat's qualification for the scope of work, with one Governing Council member noting that this person is highly recommended.
- There was discussion on the scope of the work in terms of the other elements of the proposal, what may and may not be needed, and whether the scope of the work could be altered. There was also a question raised as to whether the consultant has had experience in historic preservation work.
- Michael clarified that he is only recommending they go through with the feasibility analysis portion of the proposal (Option I), to see if the PHPDA wants to proceed as the developer in this housing project.



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- Based on Michael’s correspondence with Sarah to date, he believes the general work can be an iterated and tailored project. He anticipates that what she is outlining as a scope may shift some based on direction provided
- Denise provided further clarification, noting that should PHPDA move forward with this proposal, it will be memorialized with the standard consultant contract agreement and noted as just Option I of the proposal. Any additional work would be subject to a new RFP process and a Governing Council vote.

Douglass Jackson asked for a motion to accept the recommendation to hire Sarah Westneat of Rail House LLC to perform the feasibility study and authorize PHPDA Acting Executive Director to enter into a contract with her.

Bob Cook moved. Diane Pietrowski seconded. 8 of 8 were in favor.

Strategic Transformation

The PHPDA Strategic Transformation Consultant, Christina Hulet, led a discussion about the next steps in the transformation process.

- She started by reviewing the Transformation work plan and what steps have already been completed: the Governing Council and strategic advisor interviews, the February Governing Council discussion about impact and focus, and the March panel discussion with community members.
- She summarized the main points she heard at the February Governing Council meeting discussion, with emerging themes about the concepts of “Impact” and “Focus.”
 - Impact: Leaning toward system change, moving more upstream, showing impact on disparities.
 - Focus: Start with our mission of health equity, leaning toward focusing on specific populations, build on the success of grantees.
- She reviewed the last meeting, the March panel discussion with leaders from Community-based organizations. The community members shared their approach to their work and how PHPDA can be more helpful and impactful in the community.
- She opened discussion with the group to share their thoughts about everything they have heard so far. The Governing Council spoke mostly about their impressions from the March panel discussion. They noted that it was insightful for them to hear about the importance of culturally and community-focused healthcare, and that the biggest challenge the communities they spoke to are facing—staff retention and training.
- The Governing Council is looking forward to hearing from other community leaders who have been invited to a panel discussion at next month’s meeting.



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- Christina said that with all the feedback the Governing Council is receiving, they may feel unsettled at first. She hopes they can really talk it through at their June retreat. She is confident that there are some common threads they will find.
- Next, Christina shared the results of the Community Leader Interviews she conducted. The Governing Council had provided names of people to reach out to, and she interviewed six of them. What she heard from them she categorized into four overarching themes/visions:
 - **Campus as a beloved community:** What if our most valuable asset is the physical place itself and the community here? Working with our partners and tenants more. Discussion about developing the campus itself in ways that align with the PHPDA's mission. Importance of convening. This could be the key to preservation of the organization.
 - **Health-housing integrator:** PHPDA should focus on where health and housing meet/intersect. PHPDA is uniquely positioned to lead in the health-housing space.
 - **Strategic Grantmaker and catalyst for change:** PHPDA's distinctive value is its grantee relationships and agility; managed as a coordinated whole, modest dollars can punch above their weight. Everyone said to do grants differently but to keep doing them. Narrow the focus and go deeper. Co-funding partnerships.
 - **Upstream systems leverage:** Real change happens through the big systems. PHPDA could leverage its limited funds via relationships—i.e. partner with higher education or workforce pipelines; partner with hospitals; partner with state legislature, etc.
- Christina shared more summaries of themes from the interviewees, where there was some strong consensus—narrowing focus, do grantmaking differently, lean into convening and partnership. Additionally, the idea of centering community voice and thinking longer term.
- The biggest difference of opinions she heard was around policy and advocacy work. She noted that this differing in opinion about advocacy was also split in her first round of interviews.
- At the end, she shared a long list of other partners and organizations that these folks mentioned as possible people to connect with.
- The Governing Council discussed their impressions of the summary of interviews. They shared that it is a bit overwhelming thinking of how to narrow their focus, given all these ideas. They asked several clarifying and brainstorming questions, related to being realistic regarding anticipated impact, focusing on different areas over time, where there might be boundaries in PHPDA's mission and activities, and PHPDA's unique role.
- The Governing Council thanked Christina for presenting these ideas in preparation for the upcoming retreat in June. Christina said that they should start to think about some questions between now and the June retreat: How do you want to make that decision on focusing? What information/what input would be helpful to you to decide on a focus area? A few members noted that they should also look to the PHPDA's past work strategically, as well as clarifying some of the suggestions received.
- Christina reminded the Governing Council that she has presented a lot of inputs here, and this is part of the process where we are collecting information, which will be a bit messy at first. Looking



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ahead, we have one more panel discussion scheduled for May. She thanked Christina and Doug for reaching out to the three community members for the panel.

- She reminded everyone that at the May 12th regular meeting, and then the June 10th retreat, they can begin spending more time working on a path forward in the spirit of transformation.

Adjournment

- The Governing Council Chair noted that they are leaving the June 9th meeting on the books just in case we need it for other business, perhaps regarding Quarters, etc.
- We might end up cancelling but want to hold onto it just in case.
- He thanked Christina again for her work and presentation, noting he is excited about the ideas.

The meeting adjourned at 7:03pm.

Minutes Approved:
Signed by:
Douglas Jackson
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5/13/2026
 (Date)