

**ACTION  
MINUTES OF THE  
JOINT SPECIAL BOARD MEETING  
OF THE  
HOUSING AUTHORITY OF THE COUNTY OF MONTEREY  
BOARD OF COMMISSIONERS  
AND  
MONTEREY COUNTY HOUSING DEVELOPMENT CORPORATION  
BOARD OF DIRECTORS  
HELD OCTOBER 1, 2016**

Commissioners/Directors met at the Central Office. HACM Chair Mary Jo Zenk opened the Joint meeting at 9 a.m. Present for HACM: Chair Mary Jo Zenk, Vice Chair Kathleen Ballesteros and Commissioners Elizabeth Williams, Tom Espinoza, Viviana Gama, and Rita Dady. Absent: Commissioner Kevin Healy. Also Present for HACM: Jean Goebel, Executive Director; Lynn Santos, Director of Finance; Joni Ruelaz, Housing Programs Manager; and Shannon Tonkin, Housing Management Manager. Present for HDC: Chair Tom Espinoza, Vice Chair Elizabeth Williams; and Directors Kathleen Ballesteros, Mary Jo Zenk, Viviana Gama, and Rita Dady. Absent: Director Kevin Healy. Also Present for HDC: Starla Warren, CEO/President; Marilyn Rose, Senior Finance Officer; Carolina Sahagun, Senior Community Development Planner; and Nora Ruvalcaba, Development Specialist/Clerk of the HDC Board. Facilitator: Terry Feinberg, Moxxy Marketing. Recorder: Sandy Tebbs

COMMENTS FROM THE PUBLIC: None

NEW BUSINESS

A. Strategic Planning

Commissioner Espinoza arrived at 9:11 a.m.

There was some discussion on whether to use the SWOT information provided by both Staff sessions that included the Facilitator and Commissioners Zenk and Espinoza as Chairs of each Board. Commissioner Williams expressed for the record that she was not happy that the Ad Hoc Committee did not do as instructed and that she did not want to use the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses prepared by the Staffs until after the Board had provided their own input. Commissioner Espinoza strongly disagreed and stated he did not want to disrespect the work that Staff did even though the Ad Hoc Committee may have not done as the Board directed. The Boards discussed this issue and voted by a show of hands five to one to use the Staff prepared information.

The Boards took a break from 10:18 a.m. to 10:37 a.m. with another short break from 12 p.m. to 12:10 p.m. to get lunch and return to the retreat session.

Mr. Feinberg noted that he would be providing the information on flip charts; the results of retreat discussions are as follows:

STRENGTHS:

HACM:

Compliance -- HUD / State

HDC:

Compliance -- Lenders / Others

Favorable Rates

Development History (1,300 units)

HACM / HDC:

Staff -- Experience / Knowledge / Expertise

Collaboration -- Rehab / Redevelopment / Finance

Increasing Affordable Housing Availability

Team Work

Strong Management

Board Commitment

Community Collaboration / Partnerships  
Improving Lives of Families  
Resident Commissioner  
Same Board

**WEAKNESSES:**

**HACM:**

HACM Building, IT, Phones, Infrastructure  
Management Compensation:  
- Incentives  
Staff Motivation

**HDC:**

Asset Management

**HACM / HDC:**

Representatives / Recruitment / Succession  
Lean Staff / Adequate Staff  
Missing Client Connection:  
- Impact Stories  
- Who we are Serving  
Lack of Industry / Technical Knowledge  
Board Burden  
Same Board  
Follow Through

**OPPORTUNITIES:**

**HACM:**

Compliance for other agencies  
RAD / Portola Vista

**HACM / HDC:**

Economy  
Third-party Management  
Board / Burden / Streamlining  
Consulting  
Grant Funding:  
- Special Programs  
- Target Populations  
Increase Units:  
- Redevelop  
- Acquisition

**MCHI**

Staff Turnover / Succession Planning  
Advocacy  
Population +

**THREATS:**

**HACM:**

Declining Funds / Overhead  
Greater Restrictions / Funding Requirements  
More Work for Same Money  
Lack of HCV Landlords  
Health Insurance

**HDC:**

Hot Market / Greater Availability  
Changing Codes:  
- Designated Development Area  
- Rural Pool

HACM / HDC:

- Economy
- Other Government Agencies
- Political Environment
- Board Development:
  - Board of Supervisors Appointment
- Management / Labor Pool

**STRATEGIC ISSUES**

HACM:

- Finance / Audit Structure
- Compensation Study:
  - Management & Unrepresented Staff

HDC:

- Construction:
  - Staff
  - Work Plan
- Asset Management

HACM / HDC:

- Recruitment:
  - Management
- Third-party Management
- Fee-for-Service
- Deployment of Existing Funding
- Planning Between Organizations
- Streamline Governance
- Avenues to Increase Affordable Housing
- Client Connection
- Staff Training / Recognition
- Advocacy

**PARKING** (Possible Future Considerations)

HACM:

Parcel B

HDC:

- Construction Staff:
  - Analysis

HACM / HDC:

- John Stewart Company:
  - Management

**GOALS:**

HACM:

- Compensation Study 6 months
- Finance Structure Plan: 3-6 months
  - Fulfill 1 year
- (Resource Needs Result of Current Conditions & Growth)
- Update Capital Plan to Include IT / Phones 18 months

HDC:

- Hire Asset Manager: 6 months
- (Resource Needs Result of Current Conditions & Growth)
- Compensation Study 6 months

HACM / HDC:

Succession Plan:

- Senior Management
- Chair / Board

Streamline Governance to Reduce Burden on Staff & Board

3-6 months

Financial Stability Plan

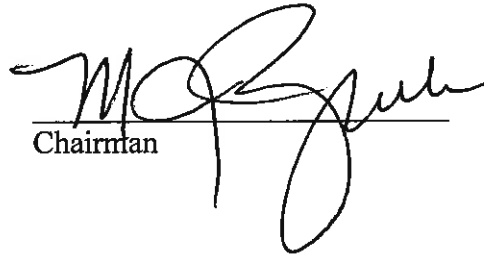
3 years

Contact Each Newly Electeds


COMMISSIONER COMMENTS: None

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at 2:08 p.m.

  
Chairman

ATTEST:

  
Secretary

10-25-2016  
Date