MINUTES

COMMUNITY DEVELOPMENT ALLIANCE
BOARD OF DIRECTORS
November 17, 2026
8:30 am – 4:00 pm
Volunteer Hub, 805 E. Mason, Milwaukee, WI 53202

Board Attending: A. Mitcham, D. Bowen, A. Brennan, L. Crump, E. Guthery, J. Hines, B. Roberson, T. Scott, D. Smith, A. Spencer

Board Excused: T. Rivera

Other Attendees: T. Whaley-Smith, S. Maldanado, A. Pugh (RACH Nominee to Board)

Summary To-dos

Who	*Item*	*Due*
L. Crump + recruits	Common Agenda: desired allies, future state of relationship, items to inform (see Section III.A)	3/9/27 (i.e. 2 weeks before 2027 Q1 Board meeting)
A. Brennan, A. Mitcham + recruits	Backbone Support: a list of learning opportunities and Board Commitment (see Section III.B)	3/9/27 (i.e. 2 weeks before 2027 Q1 Board meeting)
A. Brennan, A. Mitcham + recruits	Recommendation to Governance Council on lending and investment expertise on board	1/31/27 (for review by governance committee)
D. Bown + recruits	Policy & Advocacy: draft advocacy philosophy and values (See Section III.C.	1/31/27 (for review by policy committee) 3/9/27 (i.e. 2 weeks before 2027 Q1 Board meeting)
Governance Committee	Slate of 2027-2028 Officers	12/1/27 (i.e. 2 weeks before 2026 Q4 Board meeting)
Governance Committee	Feedback to CAE Fill Policy Position Review of lending and investment recommendation	3/9/27 (i.e. 2 weeks before 2027 Q1 Board meeting)
A. Spencer	Review updates to Constituency Expectations Document	11/20/2026
Staff (Trenice)	Update Board Handbook and Attachments (See items V-IX)	
Staff (Trenice)	Schedule Governance Council Meeting	11/20/2026
Staff (Teig)	Fundraising Proposals	12/31/2026
Staff (Teig)	Proposal from Chaska on III.A – III.C	11/20/2026

I. Board & Staff Skills Review

Information was shared on the Skills Gap Analysis that identifies what skills rest with the Board, and which rest with Staff. Among the most relevant observations are (a) there is an opportunity to provide learning opportunities for the Board on the elements of Collective Impact, (b) that the Board could benefit from recruiting board members with lending and investment management expertise, and (c) the Board has more members with expertise in homeownership compared to rental strategies. It was also noted, that the skills matrix did not include the consultant expertise we have in data, organizational management, communications, legal, and accounting/audit; however it was also noted that these skill sets continue to be relevant for direction and monitoring of these consultant relationships. The general consensus of the Board was that gaps on the Board should be handled by recruitment through vacancies and not disrupting the intentional balance of sectors that are on the Board currently. The next step on (a) is to focus on the three Collective Impact priorities listed in section III below and revisit the remainder of the list when items in section III have been addressed. The next step on (b) is to mature the lending and investment expertise by revisiting the original goal of having a lender on the Board, which will be presented to the Governance Committee.

II. Future Priorities

Today's session was based on the governance priorities identified by Board members in a Spring survey. The Board took the opportunity to brainstorm and rank future priorities, which resulted in the following future priorities:

1. *<u>Power Sharing and Trust building</u>. Power sharing was defined as "how is power shared with residents and organizations that are not in the Board Room." The next steps on this issue is addressed in III.A and III.B below*
2. *<u>Fundraising</u>. The unique nature of a Collective Impact board versus a traditional nonprofit board was discussed, particularly in the context of the gap in fundraising expertise and responsibility. Also, the size of CDA staff and the likelihood of having a CAE that knows how to train staff on every subject matter is unlikely. There was no next step identified by the Board on this issue. Staff will develop a scope and solicit proposals for contractor assistance.*
3. *<u>Skill Building on Collective Impact (specific to governance)</u>. As identified in the skills review, this is a strong opportunity for the Board. In addition to items listed in III below, staff will add orientation materials into the system on the basics of collective impact.*

III. Finishing of 2026 Priorities.

Through the Spring Survey, the top priorities to move forward at the day's planning were (A) Common Agenda: what does a successful shared vision look like with our allies; (B) Backbone Organization: what support does CDA has an organization need from the Board; and (C) Policy and Advocacy: where do we best use our collective voice? The completed exercises are attached and are summarized as follows.

A. Common Agenda

- ***Primary issue to work on:*** *Strengthening communications directly between Board and ally organizations that are not currently on the CDA board, or that we are not working directly with on a daily basis*
- ***First step****: By the end of Q1 2027, identify the ally organizations we want to be connected with, their current status (e.g. informed, collaborating, etc.), and desirable future state; and what information should first be shared with them. [NOTE FROM STAFF: the IAP2 spectrum of participation may be a useful tool and is attached]*
- ***Board Champion****: Lafayette Crump and the other Board Members he recruits. [NOTE FROM STAFF: we intend to contract with Chaska Consulting for additional support as we have done in the past]*

B. Common Agenda

- ***Primary issue to work on:*** *Ensuring that each board member (a) has the information that they need to be ambassadors for both CDA and for collective impact, and (b) brings back critical feedback from the sector they represent.*
- ***First step****: By the end of Q1 2027, create a prioritized list of learning opportunities for the board and draft a commitment for board related to learning, being an ambassador, and feedback loops. A later addition is to also make a recommendation to Governance Committee on how lending and investment expertise can be added to the Board, in a manner that does not diminish staff capacity.*
- ***Board Champion****: Audra Brennan and Amelia Mitcham, and others that they may recruit. [NOTE FROM STAFF: we intend to contract with Chaska Consulting for additional support as we have done in the past]*

C. Policy

- ***Primary issue to work on:*** *Developing shared philosophy and values related to advocacy*

- ***First step**: By the end of Q1 2027, present to the Board a draft of a shared philosophy and values, that has been reviewed by the Policy council and other allies.*
- ***Board Champion**: David Bowen and others that he may recruit. [NOTE FROM STAFF: we intend to contract with Chaska Consulting for additional support as we have done in the past; Johanna Jimnez is also available to support]*

IV. Executive Session

The Board went into executive session to discuss CAE Evaluation. Follow up was designated to the Governance Committee.

V. CDA Constituency Representative Expectations by Seat Type ("Constituency Expectations."

Resolution # 2026-15

The Board approves the Constituency Expectations with the following amendments:

- *Regarding "What goes back to the constituency?" on page 2, the default principal should be: Board members are encouraged and expected to share all information in Board meetings unless it is listed as "Generally confidential" or has been specifically labeled confidential.*
- *Generally under "6. Terms and successions" for each constituency it should be added that. "A material change would include: (a) the person representing the constituency is no longer connected to the original position they held in the constituency (e.g. leaves employment for another organization), or the organization connected with the individual is no longer connected to the efforts of CDA (e.g. a funder stops supporting CDA strategies.)*
- *On page 7, under "2. Selection and accountability" the following sentence should be removed "The representative remains a CDA Director and does not act as a funding officer for the constituency."*
- *A section should be added to give guidance on (1) when a person represents two constituencies (e.g. Policy and Homebuyer Counseling, and (2) a reminder of which decisions to generally avoid that might be a conflict of interest.*

(1st: D. Smith, 2nd: A. Brennan, 10-0)

[STAFF NOTE: Reference to this document will be added to a revised Board Handbook]

VI. Executive Session Guidelines

Resolution # 2026-16

The following Executive Sessions Guidelines were adopted by the Board:

- ***When**: Executive Session should be used for the CAE Evaluation, sensitive personnel matters, litigation, and other matters that would harm CDA if discussed openly.*
- ***Who attends**: Directors and the CAE, except on CAE matters; others only by board invitation*
- ***Record**: Minutes will note that an Executive Session was held; and any action that is taken place in open session*
- ***Who Calls It**: Any Board member can request that the Chair place an Executive Session item on an agenda with 24 hours notice. The Board Chair by themselves, or at the request of a Board member can place an Executive Session item on the agenda. Furthermore, at anytime during a meeting, a Board Member can move into Executive Session. In all cases, on the agenda before hand or a motion made during the meeting, a majority of the Board Members present must vote on proceeding into Executive Session. One reason a Board member may object is they want the item to be heard in open session, but a Board member is not required to state a reason for their vote.*

(1st: J. Hines 2nd: D. Bowen, 10-0)

[STAFF NOTE: This policy will be added to a revised Board Handbook]

VII. Decision Making Guidelines & Meeting Cadence

Resolution # 2026-17

The following Decision Making Guidelines were adopted by the Board:

- ***Routine matters:** Routine matters should be introduced and decided at the same meeting.*
- ***Consequential matters:** Consequential matters should be introduced at one meeting, with materials ahead, and voted on at follow up meeting or written consent pursuant to the bylaws.*

- ***Goal of Consensus:*** *The Board strives for consensus through discussion. Each Board member should be comfortable with asking the group to move on (e.g. "Enough Let's Move On" ELMO), and asking the group to deliberate more (e.g. Reverse ELMO). Board members should be aware that in addition to making a motion to approve or deny, they can also make a motion to hold an item to a follow up meeting. If such a motion is made, discussion on the motion is limited to the merits of holding. For purpose of recorded minutes, a vote should be taken on most matters, even if there is broad consensus.*
- ***Evening Meetings:*** *To encourage full participation of resident members of the Board, the Board meetings should take place in the evenings, or potentially over the lunch hour on rare occasions for follow up meetings.*
- ***5-6 Meetings per year****: The Board will maintain quarterly meetings, but is likely to schedule 1-2 follow up meetings as needed.*
- ***Pre-meeting materials****: Those presenting at Board Meetings, including both staff and board, shall strive to have pre-read materials sent 2 weeks prior to the meeting.*
- ***Discussion over Presentation:*** *Face to face time of the Board is precious. During this time, robust discussion should be prioritized over presentations. Presentations for the most part should be part of pre-meeting materials.*

(1st: A. Spencer, 2nd: L. Crump, 10-0)

[STAFF NOTE: This policy will be added to a revised Board Handbook]

VIII. Governance Council

Resolution # 2026-18

The Board approves the Governance Committee Guide. The inaugural Governance Committee includes the following members: A. Mitcham, L. Crump, A. Pugh, B. Roberson, and D. Smith.

Immediate items to be addressed by the Governance Committee include:

1. *2027-2028 Slate of Leadership (e.g. Chair, Vice Chair, Secretary, Treasurer*
2. *Filling Vacancy in Policy Position in collaboration with Policy Council*
3. *Reviewing recommendation of A. Brennan and A. Mitcham related to lender and investment management expertise.*
4. *Follow up on CAE Review*

(1st: A. Brennan, 2nd: A. Spencer, 10-0)

[STAFF NOTE: This policy will be referenced in a revised Board Handbook. Trenice Ferguson, Operations Director, has been assigned to support this committee and will reach out to A. Mitcham to schedule first meeting]

IX. CDA Officer Transition Guide

Resolution # 2026-19

The Board adopts the CDA Officer Transition Guide with the following amendments:

- *In the flow chart on page 3 "Formal handoff" is changed to "Joint Work"*
- *It is the expectation that officers serve a two-year term.*

(1st: T. Scott, 2nd: E. Guthery, 9-0)

[STAFF NOTE: This policy will be referenced in a revised Board Handbook.]

X. CDA Board Handbook

Resolution # 2026-20

The Board adopts the CDA Board Handbook with the changes referenced above.

(1st: D. Smith, 2nd: B. Roberson, 8-0-1 (T. Scott))

XI. Adjourn

www.housingplan.org/board

STATION 2 OF 3

CDA BOARD RETREAT · NOVEMBER 16, 2026 · 11:00–11:40

Collective-impact skills · Three rotating stations, 8 minutes each

STATION 1 OF 3

Common agenda

A shared vision for change across partners: a common understanding of the problem and a joint approach to solving it.

Where the board stands. Board self-rating: 2.7 of 4 (11 members, aggregate). Staff: 2.8. Neither group can lean on the other here.

STATION QUESTION

What one sentence describes what success looks like for CDA?

Test as a hypothesis: in the partner survey, partners split on whether CDA has a shared vision. Does the board see the same split?

ROUND 1 · First ideas

Start fresh. Capture what the group says, in its own words.

Convening Housing Allies where everyone feels heard and valued, and aligning allies on agreed upon priorities.

ROUND 2 · Build on it

Read Round 1 aloud. What would you add, change, or challenge?

We achieve our housing goals in a way that all allies feel pride and ownership.

ROUND 3 · Sharpen it

What is the one thing this board most needs to learn here?

Strengthening communications btwn housing allies & CDA on affordable, safe, high quality, dignified housing.

FOR THE DEBRIEF: OUR LEARNING COMMITMENT

For example: a board learning session, a pairing with staff or a peer, or a shared reading.

Commitment	Strengthening communications btwn partner + CDA Board
Board champion	Board member who has connection/ strong relationship w/ partners
First step and by when	Identifying partners + info to be convened By End of Q1

Hosts are volunteers and stay with this page. Ratings are aggregate only; record ideas, not who said them.

CDA BOARD RETREAT · NOVEMBER 16, 2026 · 11:00–11:40

Collective-impact skills · Three rotating stations, 8 minutes each

STATION 2 OF 3

Backbone and shared measurement

The backbone coordinates partners and keeps the work moving. Shared measurement means partners track progress with the same indicators.

Where the board stands. Board self-rating: backbone support 2.4 of 4, shared measurement 2.8 (11 members, aggregate). Staff rate backbone support 3.6.

STATION QUESTION

What does the backbone need from this board, and what would we measure together?

Staff already hold much of the backbone depth. Focus on the board's governance role: what it asks for, oversees, and uses.

ROUND 1 · First ideas

Start fresh. Capture what the group says, in its own words.

Better education on collective impact measurements? What we bring to the table to make decisions from our individual sectors. What info can we share and when?

ROUND 2 · Build on it

Read Round 1 aloud. What would you add, change, or challenge?

~~Improve processes~~

1. Better education on collective impact for the board.
2. Digestable metrics on impact, that board can communicate
3. Clarity in message and process of communicating w/ each sector.

ROUND 3 · Sharpen it

What is the one thing this board most needs to learn here?

1. Commit to an ongoing board learning agenda including but not limited to.
2. Be good CDA ambassadors (info + credibility)
3. Share critical feedback from constituency

FOR THE DEBRIEF: OUR LEARNING COMMITMENT

For example: a board learning session, a pairing with staff or a peer, or a shared reading.

Commitment Commit to learning how to be an effective board, and commit to being ambassadors + feedback loops! ~~Measure the~~ ~~self-assess~~

Board champion ~~[illegible]~~ Audra Brennan + ?

First step and by when End of Q1

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CDA BOARD RETREAT · NOVEMBER 16, 2026 · 11:00–11:40

Collective-impact skills · Three rotating stations, 8 minutes each

STATION 3 OF 3

Policy and advocacy

Using the collective's voice and relationships to change the policies and systems behind the housing outcomes CDA works on.

Where the board stands. Board self-rating: 2.6 of 4 (11 members, aggregate). Staff: 3.0.

STATION QUESTION

Where could the board use its collective voice for policy change this year?

Funder and corporate relationships sit mostly with the board. Note where those ties could carry a policy ask.

ROUND 1 · First ideas

Start fresh. Capture what the group says, in its own words.

- WHEDA (leadership, QAP, etc.)
- Leveraging relationships (county/city → state)
- UNIFORMITY CLAUSE
- SHARED REVENUE
- IDENTIFY & PRIORITIZE - LOW-HANGING FRUIT?
- REGULATING INSURANCE (ex. credit score)
- MINIMUM WAGE INCREASES
- LANDLORD FRIENDLY LEGISLATION (REVERSAL + ENFORCEMENT)
- LIHTC Remix for Homeownership

ROUND 2 · Build on it

Read Round 1 aloud. What would you add, change, or challenge?

Where do we lead?
- WHEDA (leadership, QAP, etc.)
- LIHTC Remix for homeownership
- Landlord Accountability
- Leveraging Relationships (county, city, state, etc.)
- Tell staff where board can be most helpful (low-hanging fruit)

Where do we support?
- Uniformity clause
- Shared Revenue
- Regulating Insurance

What do we drop
- minimum wage inc

ROUND 3 · Sharpen it

What is the one thing this board most needs to learn here?

You can NOT microwaves Greens & Soul Food
Developing shared philosophy & values of advocacy
Convening & aligning is more powerful than a one off press conference

FOR THE DEBRIEF: OUR LEARNING COMMITMENT

For example: a board learning session, a pairing with staff or a peer, or a shared reading.

Commitment	Developing shared philosophy + values, dedicated time
Board champion	David + other Policy + Advocacy Experts
First step and by when	Educate Board, Aligned Allies, Residents

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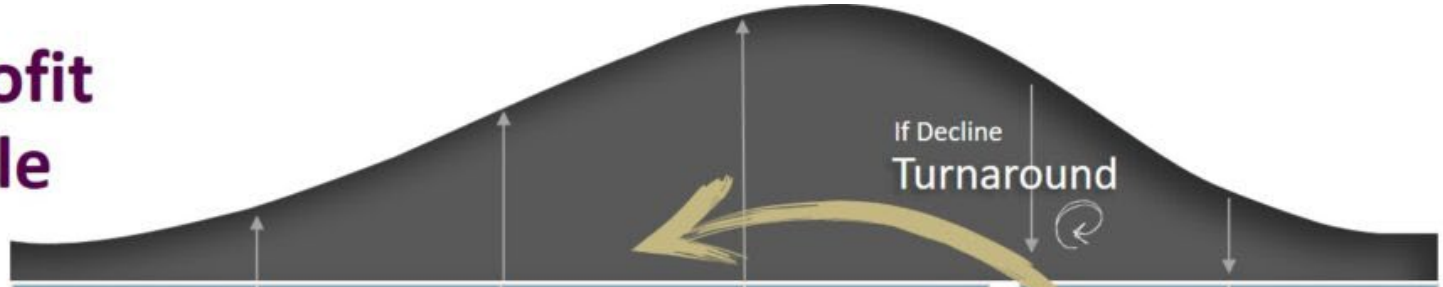
IAP2 SPECTRUM OF PUBLIC PARTICIPATION

INCREASING LEVEL OF PUBLIC IMPACT

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
					
GOAL	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place final decision-making in the hands of the public.
PROMISE	"We will keep you informed"	"We will listen to and acknowledge your concerns."	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."	"We will look to you for advice and innovation and incorporate this in decisions as much as possible."	"We will implement what you decide."

Nonprofit Lifecycle



	Idea	Startup	Growth	Maturity	Decline	Crisis
Impact	Informal – need established, best practices integrated, & pilot launched	Pilot successful – lessons integrated into design / measurement starts	Established in marketplace – strong results, partner-of-choice, & consistent delivery	Consistent results through robust evaluation / focused on continuous improvement, scale, & system-building	Need exists, but nonprofit isn't partner-of-choice / market duplication from other nonprofits	Demand near zero / intense competition for resources & energy
Governance	Not yet developed	Formal governance starts – most likely homogeneous group	Board expansion – more diversity with more focus on planning & oversight	Board is more policy & strategy focused; delegates management to Executive Director	Board members hard to recruit, retain, & engage / Low focus on strategic issues	Board not fulfilling fiduciary responsibilities
Culture & Operations	Entrepreneurial Founder using volunteer resources for guidance/ culture is defined by Founder	Flat organization - decisions are likely made by Founder / volunteers needed for hands-on support / culture is action-oriented	Founder has hired or becomes Executive Director and is key decision-maker with Board guidance / increased division of labor & accountability as staff is hired / culture is results-oriented / volunteers are used as resources	Leadership is often second or third generation from Founder / clear division of labor & accountability among staff / culture is well-defined and serves as a competitive advantage / volunteers are seen as ambassadors	Increasing turnover of staff & volunteers / Decreased ability to attract top talent / Decreased transparency	Inability to fill key roles / High contention & division between staff / Mistrust of leadership
Revenue	Most are in-kind	Limited financial resources – lives hand-to-mouth	More diverse financial resources with established relationships with funders, but still unpredictable	High degree of financial diversity with established relationships with multiple funders / Endowment exists / Higher degree of financial predictability	Funders are not renewing contracts and not contacting organization / Low cash reserves / Decreasing donor retention & loyalty	Cash reserves insufficient to cover operating expenses / Long-time donors tapped out
Brand	Not utilized	First official marketing materials – primary method of marketing is word-of-mouth	Build-out of marketing & communication needs, including public & media relations	Sophisticated marketing & communications plan using multiple channels / everyone equipped to tell story	Decreased public interest / issue area not discussed in the media	Unable to attract media or public attention / messaging does not resonate with public

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