

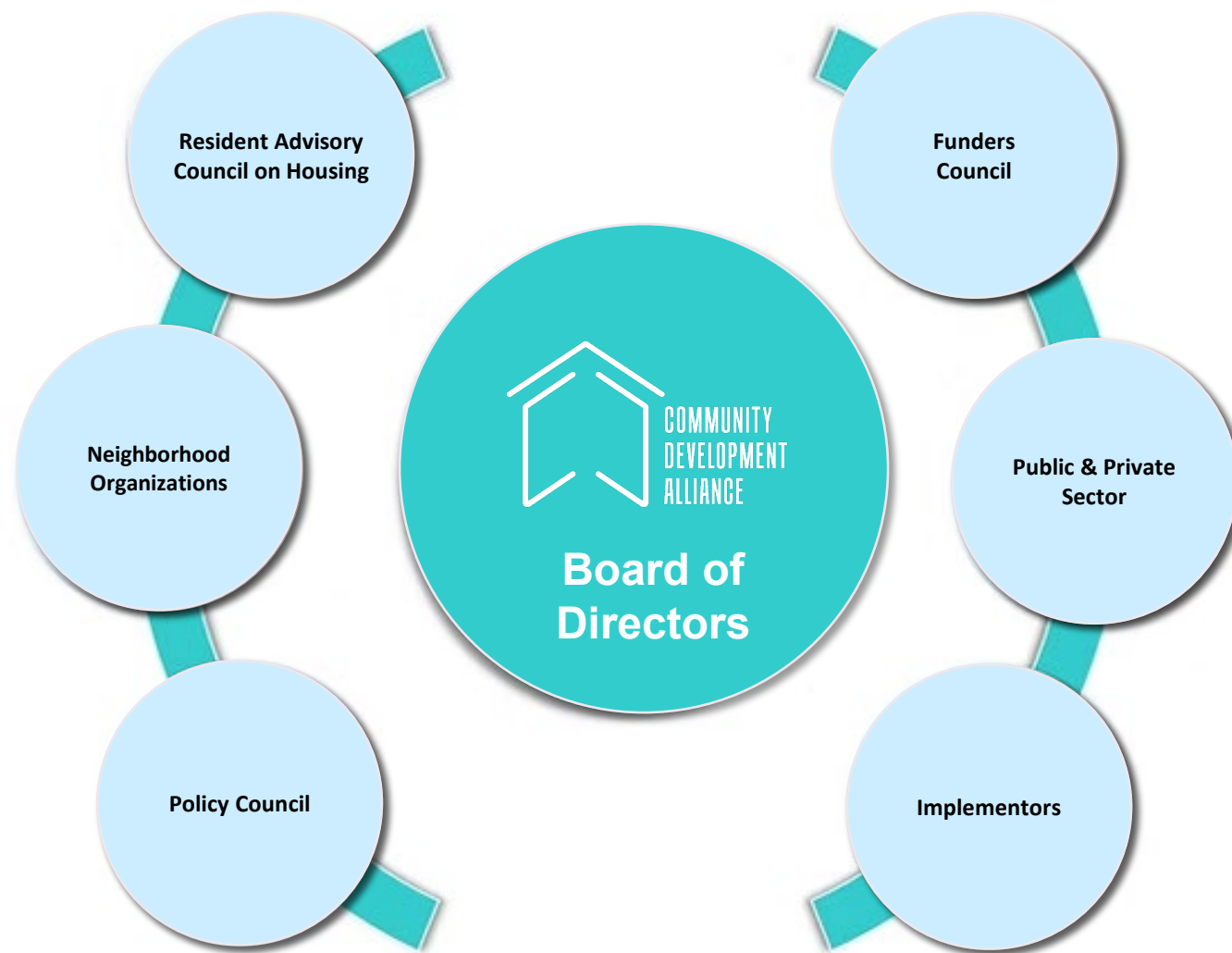


CDA Board

2026 Q3

October 13, 2026

- I. Renewal and Election of Directors
- II. Preliminary Approval of Washington Park Focus
- III. Consent Agenda
- IV. Governance Update





- Executive Director, Dominican Center
- RON representative
- Key partner in Amani Homeownership Initiative



- Director of Government Relations, Acts Housing
- Home Buyer Counseling Representative
- Active of both HBCA collaborations and Policy Council



The Community Development Alliance adopts the following director renewals and elections.

Sector	Member	Organization	Current Term Expires	Today's Action
Resident	Timothy Scott	Resident	3/31/2026	None, awaiting RACH nomination
Resident	Drea Rodriguez	Resident	3/31/2026	None, awaiting RACH nomination
Neigh. Org.	Adrian Spencer	Rooted & Rising	3/31/2026	Renewed for 2nd Term through 12/31/2028
Neigh. Org.	Britney Roberson	Dominican Center	--	Elected for 1 st Term through 12/31/2028
Policy Org.	David Bowen	Wisconsin Voices	6/22/2028	No Action, recently elected
Policy Org.	Tammy Rivera	Southside Organizing Center	3/31/2026	No Action, awaiting nominee acceptance
Implementor	Amelia Mitcham	Developer's Roundtable	3/31/2026	Renewed for 2nd Term through 12/31/2028
Implementor	Trena Bond	Housing Resources Inc.	3/31/2026	None, Cycling off for new nominee
Implementor	Erin Guthery	Acts housing	--	Elected for 1 st Term through 12/31/2028
Funder	Demetria Smith	Zilber Family Foundation	3/31/2026	Renewed for 2 nd Term through 12/31/2028
Funder	Janel Hines	Greater Mil. Found.	3/31/2026	Renewed for 2 nd Term through 12/31/2028
Public/Private	Lafayette Crump	Dept. City. Dev.	3/31/2026	Renewed for 2 nd Term through 12/31/2028
Public/Private	Audra Brennan	Northwestern Mutual	3/31/2026	Renewed for 2 nd Term through 12/31/2028

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Rooted & Rising – Washington Park
3940 W. Lisbon Ave. Milwaukee, WI 53208 414-344-1818

March 25th, 2026

Dear Community Development Alliance Leadership,

On behalf of Rooted & Rising and the resident leaders of Milwaukee's Washington Park neighborhood, we are writing to confirm our support for the Community Development Alliance and the City of Milwaukee exploring the creation of a Tax Incremental District (TID) in the Washington Park neighborhood.

We understand that funds generated through a TID would be directed toward new construction of single-family homes, primarily on City-owned vacant land, with the goal of expanding affordable homeownership opportunities for Washington Park residents. This aligns well with the housing pillar of our recently completed Washington Park Quality of Life Plan and is consistent with our shared commitment to neighborhood revitalization, wealth-building, and long-term stability for the families who call Washington Park home.

Over the past two years as we worked collaboratively to develop a new Washington Park Quality of Life Plan, our resident leaders have been actively engaged in conversations about the future of our neighborhood, and there is genuine enthusiasm for strategies that address vacant land while creating pathways to homeownership. We believe a TID, structured with community priorities at the center, has the potential to be a meaningful tool in that effort, *provided that the process for developing a TID is resident-led and prioritizes efforts to prevent displacement of existing residents. We are also interested in exploring ways in which the development of a TID could be utilized to attract and leverage additional funding to support critical home repairs for current homeowners in the Washington Park neighborhood, particularly for low-to-moderate and fixed-income households.*

We look forward to continued partnership as this possibility is explored and welcome the opportunity to participate in shaping how such a district might serve our neighbors.

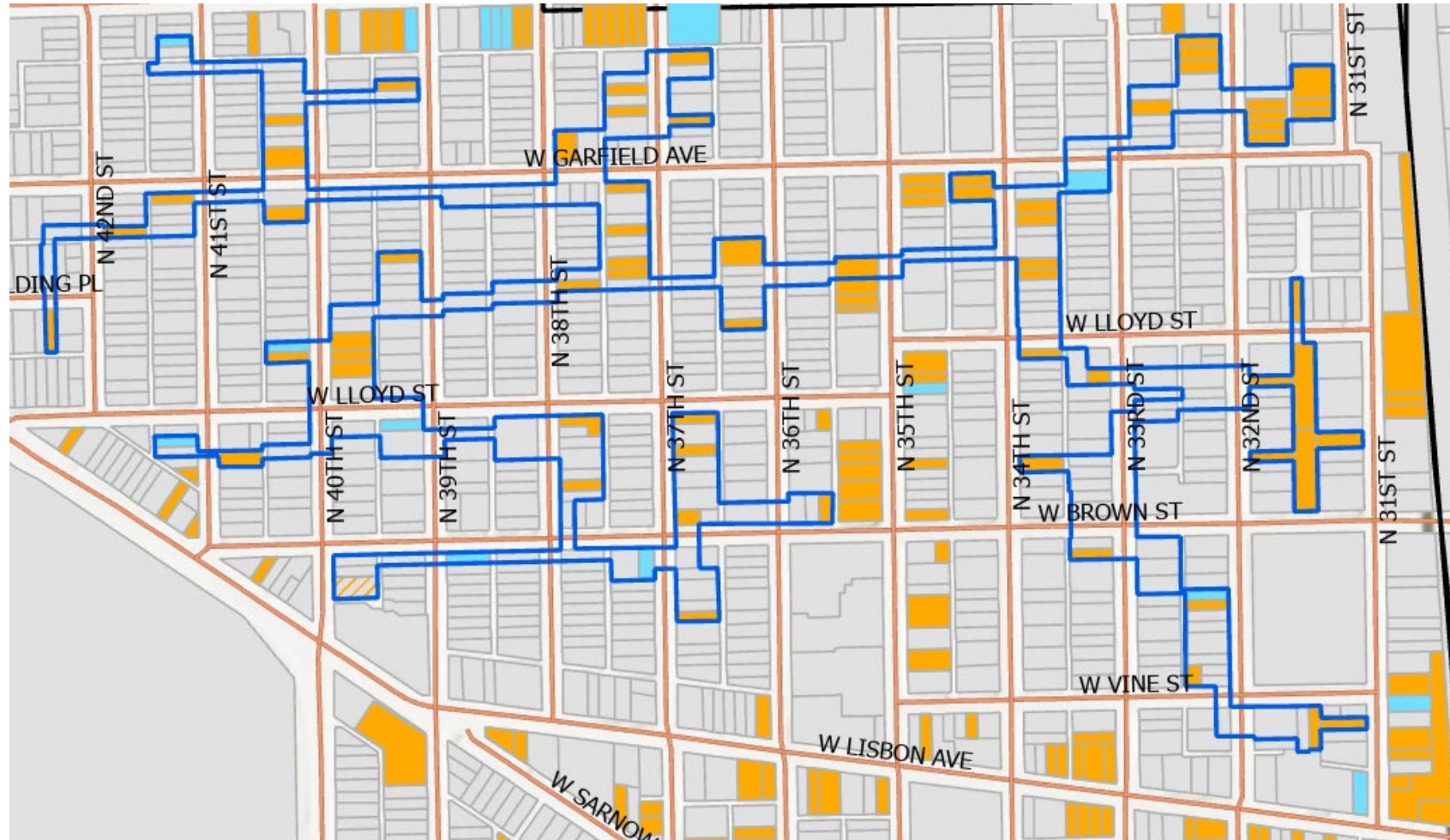
Thank you for your commitment to collaborative, community-centered development.

Sincerely,

William Schmitt
Executive Director
Rooted & Rising – Washington Park
william.schmitt@rootedandrisingwgp.org

Cc: Washington Park Resident Leaders
Washington Park Neighborhood Improvement District #3 Board of Directors
City of Milwaukee, Department of City Development

WASHINGTON PARK HOMEOWNERSHIP OPPORTUNITIES



DRAFT

WASHINGTON PARK HOMEOWNERSHIP OPPORTUNITIES

-  VACANT LOTS (64)
-  R&R Owned (1)
-  CITY OWNED FORECLOSURES (8)
-  POTENTIAL CONTIGUOUS AREA FOR A TID

- The Community Development Alliance supports residents in Washington Park in the development of a Coordinated Backbone TID in Washington Par and authorizes CDA staff to:
 - (a) Allocate staff resources to developing the project
 - (b) Enter into technical assistance contracts that are budgeted expenses or directly related to a restricted grant for the project
 - (c) Enter into philanthropic agreements to support the project
- Prior to entering into final development agreements and contribution agreements, the Chief Alliance Executive will seek separate Board Approval.

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- *The Board approves the consent agenda items.*
 - *Board Minutes 6/23/2026*
 - *Financial Statements 8/30/26*

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COMMUNITY DEVELOPMENT ALLIANCE

Board Meeting Governance Update

October 13, 2026

Prepared by Chaska Consulting · Phase 2 Governance Engagement

Today's Agenda

01	Where we stand — the Phase 2 timeline through the November retreat	Sam
02	Staff update — Board Handbook & Orientation	Staff
03	CAE Evaluation & Board Assessment — Partner Pulse results	Demetria
04	Constituency Representative Expectations	Adrian
05	Skills matrix findings and what to expect at the November retreat	Sam

Where We Stand — The Phase 2 Timeline

Three phases between now and the November retreat.

Orientation

Complete in October

- Governance & operations role clarity document
- Board chair authority & agenda-setting process
- Onboarding kit: CDA history, roles, expectations
- Board composition & member bios made accessible

Prior to November Retreat

Review at Retreat

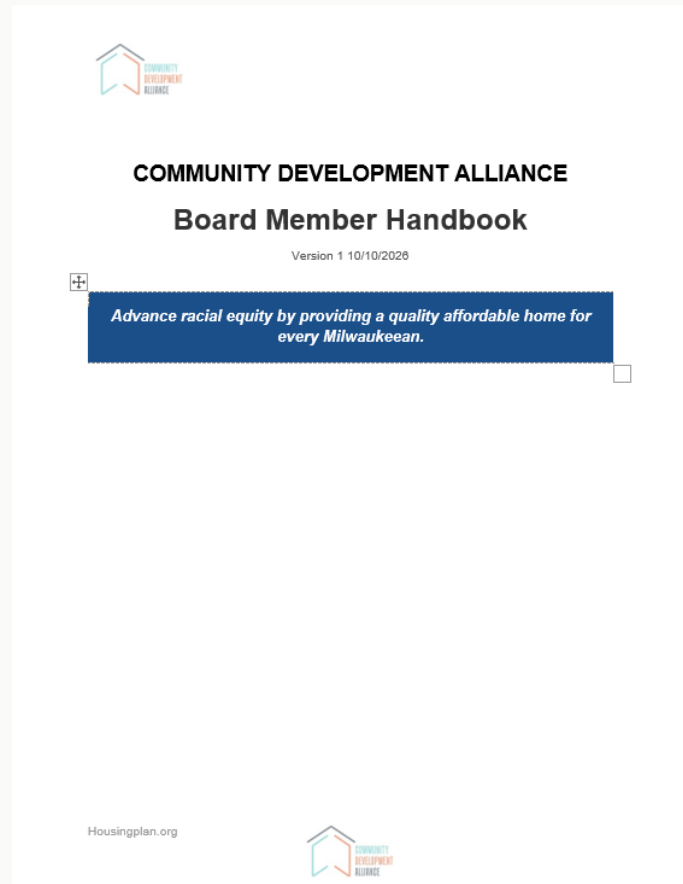
- Board skills matrix — 11 returned, synthesized
- Constituency rep. expectations by seat type
- CAE evaluation — this year's results
- Board self-assessment (To be sent)
- Formalize executive session practice

November Board Retreat

Discuss / Decide

- Decision-making protocol (consensus vs. vote)
- Officer transition guide — finalize/adopt — **Sam**
- Provide Governance Committee guide for board development & decision-making — **Sam**
- Executive session practice — formalize
- Board meetings per year (expand to 5–6; pilot two-meeting model)
- Materials distributed 2 weeks in advance
- Agenda redesign: fewer presentations, more discussion

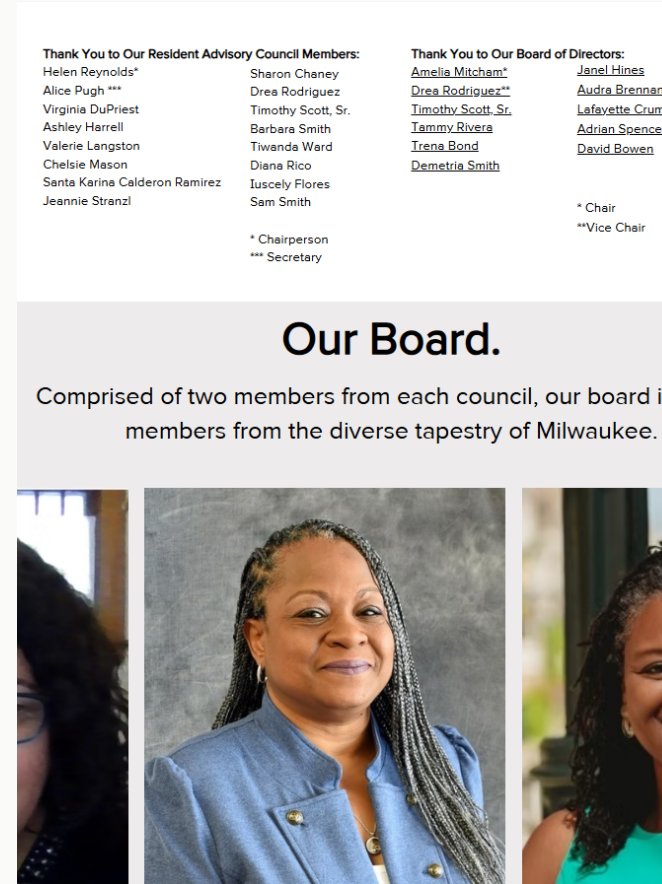
October Deliverables



Board Handbook

Draft Circulated

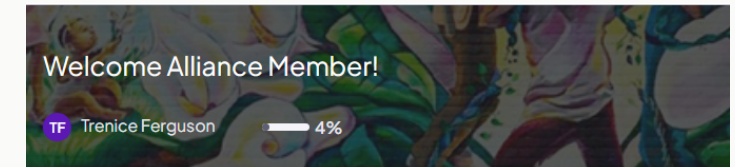
Final to be adopted at November Retreat



Board Bios

Collected & Posted

To be updated after recent elections

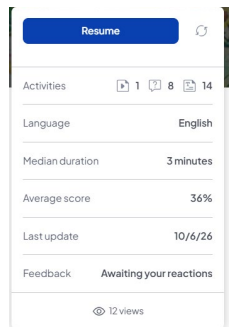


Welcome to Community Development Alliance (CDA). Thank you for stepping into a role that helps shape the future of Milwaukee's neighborhoods. As an alliance member, you play a vital part in advancing safe, quality, and affordable housing.

This self-paced orientation is designed to guide you through the world of CDA, the partners we collaborate with, and the responsibilities you'll have as an alliance member. Throughout the course, you'll gain a clear understanding of our housing strategy and the impact your leadership will have on the community.

What You'll Learn:

- The Importance in Stable Housing
- Why Racial Equity
- Mission, Vision, and Core Values
- History and Background
- The Collective Impact Model
- CDA Governance and Staff structure
- Annual Objectives
- Current Projects
- Impact Scorecard and Annual Report



Board Orientation

Ready to Launch; Instruction Email soon

To be completed by Board prior to Retreat

____ DEMETRIA SMITH

CAE Evaluation & Board Assessment

Built This Cycle

CAE Performance Assessment instrument — board-facing, six parts, rating guide built into every item

Partner Pulse Survey — fielded directly to CDA partners, 5 statements plus open feedback

Where It Stands

Partner Pulse Survey closed — 29 responses received

Results are now built into the board's CAE Assessment, sent to the board Oct 9th with Oct 23rd deadline.

Partner Pulse Survey — The Numbers

3.72

Guiding Vision & Strategy
93% response rate

3.66

Supporting Aligned Activities
87% response rate

3.68

Overall Partner Rating
90% response rate

Statement	Category	Avg (1–5)	Response Rate
Strategic guidance & leadership	Guiding Vision	3.81	93%
Clear, shared vision	Guiding Vision	3.63	93%
Builds our capacity	Supporting Activities	3.75	83%
Coordinates partner efforts	Supporting Activities	3.65	90%
Provides useful tools/data	Supporting Activities	3.58	90%

— DEMETRIA SMITH

What Partners Are Telling Us

What's Working

Most partners see strong, credible strategic leadership — specific praise for driving racial equity gains and holding a genuinely difficult coalition-building role

High engagement: 90% of partners answered every item, far above typical survey response rates

Worth the Board's Attention

A vocal minority describes the relationship as transactional and raises real trust concerns about how their work and information get represented

Attribution and credit for partner-led work came up more than once as a sore point

"Shared vision" was the most split item: strong agreement and strong disagreement both showed up, and there was not a lot of middle ground

For the Board Assessment

These results now populate Part 4 of the CAE Performance Assessment.

Constituency Representative Expectations

What's Been Drafted

A full draft covering all six constituency seat types, grounded in CDA's actual bylaws with two representatives per seat type

Every seat type is built on the same seven-part framework: purpose, selection & accountability, confidentiality vs. communication, expectations & responsibilities, boundaries & conflicts, term & succession, and a seat-holder summary

Ready for board review ahead of the November retreat

The Six Seat Types

1. Resident Advisory Council
2. Neighborhood Groups
3. Policy Organizations
4. Implementors
5. Operational Funders
6. Housing Funders

Shared Expectations & Guardrails

Every Representative

Full fiduciary duty as a CDA Board Director — the seat doesn't reduce that responsibility

Two-way liaison: brings constituency perspective in, carries finalized decisions back out

Collective responsibility over individual or organizational interest

Discloses conflicts of interest and follows CDA's recusal requirements

What Stays Confidential

Personnel, compensation, litigation, private donor/staff information, preliminary deliberations, active negotiations

Shareable once finalized: Board decisions, approved strategic direction, general updates relevant to the constituency

Default: confidential until authorized, when unsure, ask the Chair or designated staff

Guiding Principle

A level table: titles, funding, and institutional power shouldn't determine whose voice carries weight. Expertise and resources inform the conversation — they don't become hierarchy over it.

Mission-Strong, Building Technical Depth

Our strengths

Resident-centered — **11 of 11**

Administration & management — **11 of 11**

Committed to anti-displacement — **10 of 11**

Applies a racial equity lens — **9 of 11**

Comfortable representing CDA publicly — **8 of 11**

Strategic planning — **6 of 11**

Where we can build

Zoning/land use and equitable land trusts — **1 member each**

Investment management, technology, physical plant — **not yet represented**

Law, real estate, marketing/PR — **2 members each**

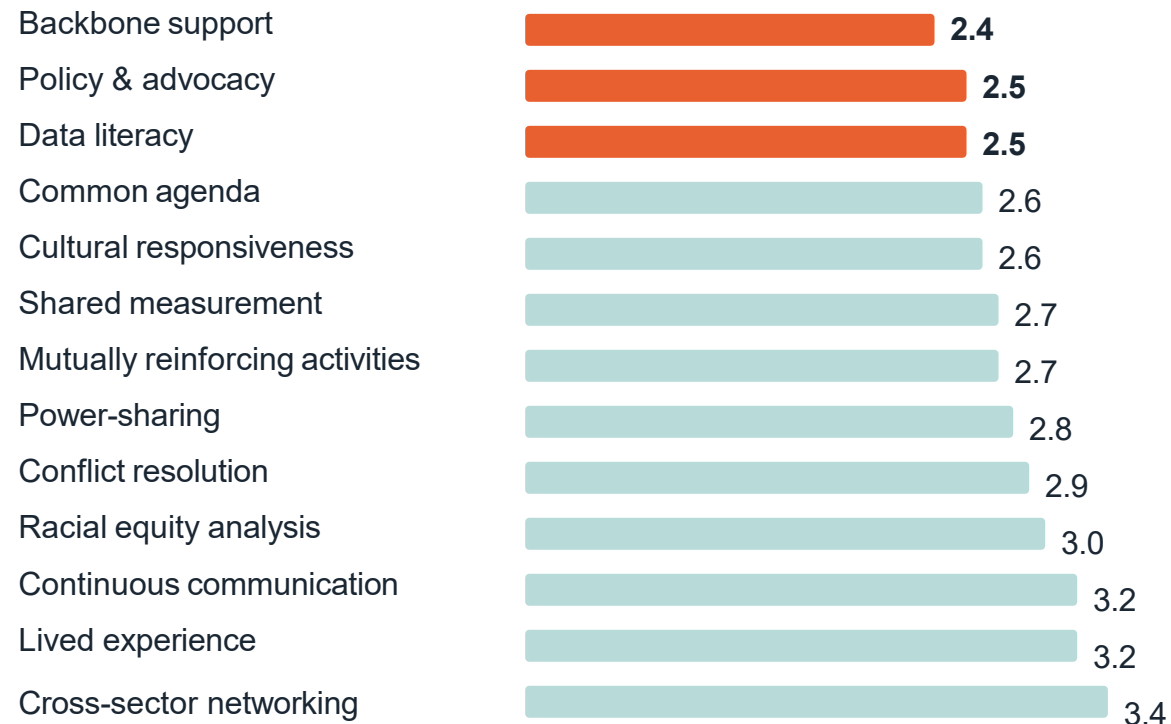
Access to money — **1**; corporate and media ties — **2 each**

LIHTC, tenant/landlord, eviction prevention — **2 each**

BOARD SKILLS MATRIX

Our Strength Is Relationships; Systems Are the Next Build

Average self-rating (1–4), lowest first · line marks 3.0, working knowledge



What this tells us

We are strongest at connecting people. The next build is the systems that hold collective work together.

For the board to decide

1. Upon approval of the Governance Committee, will this committee own the expertise gap assessment?
2. How to add expertise: seat-selection criteria, committee members, or advisors
3. What the November 16 retreat session on these skills should cover

What to Expect at the Retreat

November 16, 2026

Bring Decisions Home

- Prior to Retreat: (1) Complete Virtual Orientation, (2) Complete Board Assessment
- Create Governance Council
- Adopt Board Handbook
- Adopt Constituency Representative Expectations
- Review CAE evaluation and Board self-assessment results together
- Finalize the Decision-Making Protocol

Close the Gaps

Assign board champions to open workstreams and plan the expertise we want to add, based on the skills matrix

Look Ahead

Set the board's governance priorities and implementation plan for the next cycle

Thank You

Questions and discussion welcome. Full CAE Assessment and Partner Pulse results are available on request.