

**MINUTES**  
**Board of Directors Meeting**  
**Thursday, June 30, 2005 • 10:30 a.m. – 3:00 p.m.**  
**Diocese of Yakima Housing Services**  
**Yakima, Washington**

**ATTENDANCE**

Members present: Juan Aguilar, Guillermo Castaneda, Lupe Gamboa, Billie Heath, Alicia McRae, John Smith (by telephone), Mario Villanueva, and Mike Youngquist (by telephone). Members not present: Gloria Burton, Pete Garza, Mike Gempler, Erik Nicholson, Dixie Kracht, Frank Ochoa, Tomás Villanueva, Heyward Watson. Staff present: Tom Byers and Kristi Buck – Cedar River Group; and Brien Thane – Office of Rural & Farmworker Housing. Ex Officio: Janet Abbett, CTED.

**WELCOME AND INTRODUCTIONS**

The meeting was convened by President Juan Aguilar at 10:40 a.m. In the absence of a quorum, Juan led discussion on items that did not require action until a quorum was present. At 11:05, John Smith and Mike Youngquist joined the meeting by phone, and a quorum was recognized.

**APPROVAL OF THE MINUTES**

The minutes of the May 26, 2005 meeting of the Board were reviewed. Guillermo Castaneda moved approval as written. The motion was seconded by Lupe Gamboa and unanimously approved.

**OLD BUSINESS**

**EXECUTIVE COMMITTEE REPORT**

Juan began the Executive Committee report by reviewing the minutes of the meeting of the Executive Committee which was held by conference call on June 8<sup>th</sup>, which had been distributed by the staff by email. As a result of that meeting, Juan has indicated that he is willing to remain as President through the end of his term, which expires in January 2006. The Executive Committee also approved the contract extensions for CRG and ORFH which the Board authorized during the May meeting. The Committee also addressed issues related to the Farmworker Survey and the Executive Director Search, which will be discussed later in the agenda.

A number of Board members have expressed concern about the fact that Frank Ochoa has been unable to attend a single meeting of the Board since being named nearly a year ago. In light of the need for active representation on the part of growers, Guillermo Castaneda moved that a letter be written to Mr. Ochoa thanking him for his interest, but indicating that in light of his inability to attend, another representative will be named. Mario Villanueva seconded the motion. It was passed unanimously.

**FINANCIAL MANAGER'S REPORT**

Brien Thane presented the latest financial report. The report shows a positive bank balance of \$19,797.71 through June 15th, which does not include the \$19,950.00 in revenue from the CTED contract (for which we are awaiting payment), which would bring the amount of funds on-hand

over \$39,000. Tom reminded the group that the \$100,000 committed by the Enterprise Foundation is not shown in Brien's report, and will not be until we receive the check. He indicated that the grant has cleared the HUD approval process and that he completed the last of the paperwork required. The check should be issued in the next two weeks.

### **FUNDRAISING REPORT**

Tom Byers distributed a fundraising summary through June 30<sup>th</sup>. The only significant change is that the Washington State Housing Finance Commission has granted final approval of a \$20,000 contribution for the Trust for the Farmworker Survey. This brings the total amount raised this year to \$249,450, leaving us with \$163,850 still to raise to complete the survey, continue Trust operations at the current level, and create a website to improve communications. Tom then reviewed the list of outstanding funding requests.

### **STRATEGY FOR FOUNDATION FUNDING**

Guillermo Castaneda asked Tom for a detailed report on the status of our efforts to raise funds from foundations. Tom reported that we have a \$750,000 request pending with the Allen Foundation, and a \$750,000 federal appropriation request pending through Senator Murray. He then described the contacts that have occurred with each of the foundations that sent representatives to the meeting with the Senator, and described the status of those discussions. Guillermo suggested that, for many reasons, it may make sense to add the Walmart Foundation to our list of prospects, and Lupe suggested adding the Kellogg Foundation as well. The report stirred a spirited discussion of the viability of securing major funding from foundations. Mario suggested that there has been an evolution in thinking on the part of some of the Board members about our role, from believing initially that our major objective was securing large grants to believing that a more complex strategy will be required, involving public funding, foundation grants, corporate contributions and community partnerships. Tom added that in meeting with foundation representatives, two things are becoming clear: 1.) they don't have as many discretionary dollars as they did at the time the Trust was conceived; and 2.) that they each have very specific ideas about how they want to spend their funds. These factors suggest that the Trust will need to be very strategic about how we go about working with them to secure resources.

As a result of the discussion, several Board members indicated they felt the Board should devote an entire agenda to a thorough discussion of the Trust's strategy with regard to foundations. The staff was instructed to develop background materials on each of the major foundations so that the July meeting can be dedicated to that discussion.

### **IMPLEMENTATION OF THE COMPREHENSIVE PLAN CONFERENCE CALL WITH STEPHEN BUXBAUM**

Tom, Mario, and Brien reported on a conference call with Stephen Buxbaum of CTED regarding the relationship between the Trust and his department. The call touched upon four issues: 1.) the outcome of the legislative session; 2.) capacity building; 3.) the Farmworker Survey; and 4.) mechanisms for co-operating on funding requests. In summary, it is clear that there are still hard feelings on his part that the Speaker included the language that set a goal of \$16 million for farmworkers in the appropriations bill. As a result, he seems less supportive of the Trust than he was prior to the session. Nevertheless, Tom, Mario, and Brien believe that a good relationship

can be built with Stephen over time, and that we should continue working with him and his staff as closely as we can.

### **MEETINGS WITH FRANK CHOPP**

Tom reported that he has met with Speaker Frank Chopp twice since the session ended, and that the Speaker had, on both occasions, thanked the Trust for our help in pushing for the increase in the Trust Fund and especially for getting support from the agricultural community, which he said was critical in tipping the balance with the Senate. He also said that he and many of his colleagues are determined to move forward with the “next steps” to support farmworker housing and the well-being of agriculture in general, and he will be looking to the Board of the Trust for ideas.

### **IMPLEMENTATION OF THE INFRASTRUCTURE MATCHING FUND**

Janet Abbett announced several steps that are being taken at CTED to move forward with the implementation of the Infrastructure Matching Fund created by the legislature: 1.) She will now be working full-time on farmworker issues; 2.) The management of the “one-stop center” has been taken in-house at CTED; 3.) Pat Arnold (who had been working for the Grower’s League) has been hired to manage that function; 4.) Creative Housing Solutions’ contract has been extended through July in an effort to have a smooth transition; and 5.) CTED will soon issue an RFP for technical assistance providers with the goal of creating a more coherent and effective method for providing technical assistance to growers and community organizations.

A number of Board members raised questions for Janet about the measures that are being taken. Mario asked why CTED had chosen to move the contract in-house. Janet responded that Stephen Buxbaum saw it as a way to strengthen the focus on farmworker housing within the agency. She also stated that CTED officials are hoping to create a smoother way to provide technical assistance through the creation of a “technical assistance roundtable” that would involve community agencies like ORFH, RCAC, Creative Housing Solutions and others in a more cooperative system. Lupe Gamboa asked what role the Trust would have in assuring that “best practices” are incorporated in the creation of seasonal housing through the matching fund. Janet responded that she has the list of the members of the Trust Board who wanted to participate in a committee on that issue and indicated that CTED will include those members in their advisory committee. Mike Youngquist asked how we can assure that CTED is accountable in the way it manages the program. It was agreed that the Board would ask Janet to provide us with regular updates on progress.

### **FARMWORKER SURVEY COMMITTEE REPORT**

Mario reported that the committee had sponsored two working sessions with stakeholders last week to get their advice on various aspects of implementing the farmworker survey. A total of about sixty people attended the two sessions, with the majority of those at the Yakima meeting representing community-based organizations and state officials predominating at the Olympia meeting. Rep. Miloscia, chairman of the Housing Committee of the House of Representatives, was an active participant in the Olympia session.

In general, the sessions were very useful. The participants had a wealth of ideas and suggestions that will be useful to the Trust and its consultant team in moving forward. Lupe noted that some

of the participants who are in touch with the current work force indicated that an increasing number of farmworkers speak native languages other than Spanish, and we will need to adjust to that change. There are also concerns about the definition of “farmworker” that will be used during the study. For example, do “brushworkers” qualify? In addition, there were many suggestions about specific questions to be included in the survey.

Tom indicated that Gloria Burton, who is unable to attend today’s meeting, had reported a conversation with a leader of the Medina Foundation asking if questions could be added regarding farmworkers’ access to savings accounts and other financial services. He sought the Board’s guidance on how we might respond. After some discussion, it was agreed that the staff and the Committee Chair will have the discretion to negotiate with the Medina Foundation, the Community Health Plan of Washington, and other potential partners to add questions that will ultimately benefit farmworkers and the work of the Trust.

Mario concluded the discussion by outlining the next steps that will be taken to implement the survey:

- 1.) He will draft a work plan
- 2.) He will work with the staff to arrange a conference call at which the members of the Farmworker Survey Committee will finalize the questions to be included in the survey instrument, the substance of Dr. Larson’s role, and any other outstanding issues
- 3.) A final draft of the questions will be provided to the members of the Board, CTED, and other key supporters for final review on a rapid turnaround basis.
- 4.) The staff will complete formal agreements with ASR and Dr. Larson for the President’s signature.

### **EXECUTIVE DIRECTOR SEARCH**

Tom reported on his meeting with Tom Waldron of the Waldron Company regarding the cost of the search and passed out a statement of the firm’s qualifications and a list of selected clients. He indicated that he chose to meet with Waldron because of the company’s 30-year history and strong reputation. His intention was to get a sense of the cost of a conventional search by a top-rated firm, and to see if the Waldron Company might be willing to carry out the search on a pro bono or reduced cost basis.

Tom Waldron indicated that a fairly standard charge is 33% of the annual salary. Since the Trust Board has budgeted \$85,000 for the director, the customary charge would be \$28,000. However, in light of the Trust’s mission and nonprofit status, the Waldron Company would reduce its fee to 25% or \$21,250.

Tom also asked Mr. Waldron for his opinion regarding the timeframe for the search and whether he thought the proposed salary was adequate to attract top quality applicants. In response, Waldron stated that in his experience, a search of this kind takes from three to six months from the time a contract is signed. He indicated that the salary level may have to be subject to negotiation to get the right person, but is “within the ball park”.

Juan said that the Executive Committee had discussed the search during its June 8<sup>th</sup> conference call and determined that a search committee should be named to guide the decisions about how

to move forward. Juan offered to chair the committee, and Alicia McRae indicated that she would be willing to serve. In light of the fact that many of the Board members were unable to attend today's meeting, Juan suggested that the staff email all of the members to enlist volunteers, and the Executive Committee will assure that the membership reflects the full spectrum of interests on the Board.

In discussing the report, a number of Board members stated that they felt that other firms should also be invited to submit proposals. There was particular interest in determining whether the State's Executive Services Agency may be able to conduct the search. A number of Board members indicated that, as directors of public agencies, they had used the ESA, with good results, at modest cost. John Smith offered to provide contacts.

### **ANNOUNCEMENTS**

- Billie Heath announced that she and Dixie Kracht have recently completed a survey of sixty farmworkers and twenty growers in Mattawa that may hold lessons for our upcoming work. She said that the first lesson is that such efforts take longer than you think they will, and the second is that community connections are incredibly important. The final results of their work will be used by the Mattawa City Council in updating their Growth Management Plan.
- Tom Byers announced that his son, Joseph, has chosen to spend his spare time this summer enhancing the Trust's portfolio of photographs for use in future presentations, and documenting the farmworker survey. Joseph has won awards for his photography and will be providing his services at no cost to the Trust. Alicia and Mario both offered to help Joseph in his work.
- Mario Villanueva distributed copies of the monthly newsletter of Kim Herman, Executive Director of the Washington State Housing Finance Commission, which was entirely dedicated to the farmworker housing issue. It includes interviews and articles about the Diocese of Yakima Housing Services, the Office of Rural and Farmworker Housing, and the Trust.
- Brien Thane shared news of the status of federal appropriations for USDA housing programs. In general, the programs are being cut, and the Senate version is less generous than the House version in several areas. Mario Villanueva moved that the Trust send a letter to our Senators urging them to fight for higher funding levels. Guillermo seconded the motion and it passed unanimously. Brien offered to draft the letter and Tom will revise it for Juan's signature.
- Lupe Gamboa let the Board members know that Tomas Villanueva has had a tragedy within his family and is having a very difficult time. The staff was directed to send condolences on behalf of the Board, and assure Tomas that our thoughts are with him at this difficult time.

### **NEXT MEETING**

In light of the difficulty of scheduling meetings during the summer, Alicia suggested that the staff poll the membership within the coming week about the best times and places for the Board's July and August meetings.

**ADJOURNMENT**

The meeting was adjourned at 2:30 p.m.

Respectfully Submitted: \_\_\_\_\_  
Secretary

Approved: \_\_\_\_\_  
President/Vice President