

ARC Board Public Meeting

6/18/2019, 12:00pm-2:00pm, Densmore Conference Room – 8061 Densmore Ave N, Seattle, WA 98103

ATTENDANCE: Board: Jonathan Hartung (President), Vic Roberson (VP) Frana Milan (Secretary), Mary Anderson, Kyle Vixie, Michael Cuadra, Dave Towne, and Terry Holme **Staff:** Bill Keller, Sonya Claxton, Sonia Doughty, and Emily Noel **Parks & Recreation:** Justin Cutler
Visitors: Jacqueline Kulubya (via Zoom), Heather Van Nuys, and Jan Glick

Minutes:

WHEN	TOPIC	MINUTES
12:05 p 12:10 p	<p>Welcome & Introductions</p> <p>Determination of Quorum</p> <p>Consent Agenda</p> <ul style="list-style-type: none"> • Approval of Consent Agenda including: <ul style="list-style-type: none"> ○ June Meeting Agenda ○ May’s Minutes ○ Director’s Report ○ Jacqueline Kulubya’s Bio ○ Board Roster with Terms <p>Review goals for today:</p> <ul style="list-style-type: none"> • Public Comment • GL Boathouse Proposal • Governance Committee Report Out • Constituency Committee Discussion • Review of Board Terms • Board Retreat Discussion • Intro to Jackie Kulubya 	<ul style="list-style-type: none"> • Jonathan Hartung called the meeting to order at 12:00 pm. • It was determined that a Quorum was present. • Jonathan called for motion to approve Consent Agenda. Michael Cuadra shared amendment to May’s minutes: he needed to be removed from list of those in attendance. • Jonathan called for motion to approve Consent Agenda as amended. Dave Towne motioned to approve. Terry Holme seconded. Vote all in favor. None opposed. Amended Consent Agenda approved. <ul style="list-style-type: none"> • Heather Van Nuys, introduced as herself as potential Board candidate • Heather apologized had call that took longer than expected, WA state native, Yakima, lived in Seattle, Retired supreme court judge, estate planning practice in Ballard, passion park steward, because of work do w/ City partnership, emails a couple week ago, to contact about volunteering, volunteered on several nonprofit boards, have long interest & passion for social justice, lead judge in state to get on original Race & Justice task force, loves Seattle, on Burt Gilman trail
12:10 p 12:15 p	<p>Public Comment</p>	<ul style="list-style-type: none"> • Jonathan asked if any public was present? • Justin Cutler replied as member of public expressed gratitude for partnership, Bill, Sonya, & Sonia, open door, say thank you, constantly working hard to do right thing, fresh air, makes difference • Jonathan reinforced Board commitment; Board is committed to furthering & strengthening • Justin stated sets tone, appreciate it
12:15 p 12:25 p	<p>Proposal for support of GL Boathouse</p>	<ul style="list-style-type: none"> • Bill Keller provided update to let you know where we are in fundraising process, as of 11:45 4,352,230 raised, included 3,218,000 from state county & city sources, in July expecting another 950,000 from WA state, pending definition from Commerce department, 2 grant requests submitted earlier, believes both will happen, waiting on scale, 2- 500K requests, one scaled at 450K, other could be

	<p>Proposal for support of GL Boathouse Continued</p>	<p>filled at 500K, historically think it will be adjusted, not sure, right now, banking on 950K without full disclosure, we have approx. 1.2 million to go, reminded all has been phased approach, not public fundraising effort yet, think will be good including alumni, approx. 1,134,000 from private donors that have been approached (Asked by Jonathan) overall goal is 6.5 million, don't have fundraising plan that articulates 1.2, what was brought to us, Rowing AC, Mike Stanley, Jason Frisk, Parks side of partnership, ARC contribution to left to raise 1.2 million, spoke w/ Sharon, what we do for Green Lake right now, for consideration, regattas, we don't charge an ARC fee on proceeds that are raised, but Jason reminded us, over the next 3 years, Rowing AC going to table equipment replacement cycle, familiar w/ rowing, have new fast shiny boats is always good incentive, at this juncture, Rowing AC on average 35K – 38K a year over the last few years, probably going to approach superintendent on Parks fee 4.5%, don't have real proposal today, if there was for 2019, also know would need to come from reserve, w/ that said, any questions</p> <ul style="list-style-type: none"> • Terry stated w/ Mt. Baker model, special arrangements w/ Parks for that • Jonathan said as AC member, suggested to Jason & Mike, reasonable to engage ARC in conversation to see benefit for Parks & ARC, income revenue generator, growth that benefits everyone, heavy lifting has been done by Green Lake & Mike Stanley, 6.5 million is budget 1.2 million short • Dave inquired if grants requested are included • Bill replied they are included, 1.2 to go w/ 950K coming • Frana Milan asked historically when project like this has happened what has ARC done? • Bill responded ARC hasn't contributed lump sum to overall campaign • Vic Roberson inquired why ARC is driver & not Parks to which Bill replied ARC is 501C3 w/ tax option • Jan stated this is poster child for why ARC is so unique • Vic stated new members might not understand • Bill stated over last 44 years, supplemented, supported 100s of projects • Mike inquired who would own building, parks controls construction • Bill replied yes, project planning & development, side complication • Jonathan suspecting at some point, July meeting perhaps. Bill thought probably Sept., find out about public campaign, goal may be reached before • Jonathan tabled for later
<p>12:25 p 12:35 p</p>	<p>Report from Governance Committee</p>	<ul style="list-style-type: none"> • Zoom meeting Jan & Terry attended • Jan said was good call, used full hour & a half, spent a lot of time talking about, significant amount of work governance could do, better part of hour, realized have to prioritize, ratify this idea that board recruitment is key, intro of Jackie later today, great example of why recruitment should be first • Terry shared 1 thing he felt was important, looking at big picture, starting list of w/ potential of committees, if we could name each committee, in memorandum sent out, important to think about Jonathan's response, could you group these things together, as board grows, benefit of committees, is that we can spread work out to manageable level for everyone, keep on a couple of top priorities, more members we have we can prioritize which is important, function of governance committee, outlining task at hand, those board members suited for specific tasks, identifies areas we don't have talent, back to recruitment, Jan emphasized could bite off too much, may work some out in retreat • Jonathan advised recruit, ED eval piece, 2 big pieces for this year • Jan shared Board calendar & job descriptions will flow out of this process

	<p>Report from Governance Committee Continued</p>	<ul style="list-style-type: none"> • Terry to think of as board, if identify a dozen committees, to what degree does board think committees could be run by people not board members, could grow quite a bit, don't have to conceptual governance decision, whether board wants to keep, like we did w/ Equity Task Force • Jonathan mentioned Board Chairs academy, nice way to engage board members, pipeline for potential board members, Sonia & I can confirm, have more potential candidates than space, very qualified, Heather being prime example of that • Kyle Vixie suggested committee getting more people from community plugged in, some places where worked in past, example marketing committee, chair might be board member, but all committee members aren't board, use committee to generate • Jonathan stated enter seed, taken on a noble & big task to transform board from advisory to governance, easy to be advisory board, say good job Bill, complicated partnership, this org touches everyone at all levels in city, to become highly governing org, be cognizant of that, spread the load so this thing is sustainable, I know personally, I can't do everything, extending reach to community powerful tool, as we evolve board
<p>12:35 p 1:00 p</p>	<p>Constituency Committee Discussion</p>	<ul style="list-style-type: none"> • Mary Anderson shared was great meeting, hit highlights, created definition of advocacy, meets both offensive & defensive strategy, acknowledge political piece, read briefly, affordable equitable recreation & lifelong around city, grass roots advocacy, parks & rec & ARC are essential to vibrant & healthy communities, happy to send out to everyone, wordsmithing that needs to be done, again, relatively clear statement, what we need to do, spent fair amount of time identifying ARC's family tree, people that make decisions that affect ARC, like minded roots we may want to work w/, need engagement strategy for everyone on family tree, need unified messaging, ARC programming in neighbor community center offers last place everyone is welcome, the community center, arc staff steps up, keeping child care open late, a mouth full, anyone that wants it, gets a copy, covered why ARC was founded, couple answers: smaller nonprofit, ARC created direct channel, 1 key Recreation revenue would be reinvested into ARC programs, as opposed to going back into city fund, having ARC 101, explains finances, history, questions to ask AC members, benefits to offer to AC, helpful info for committee, need communication pitch, help choosing best questions to ask, facilitated discussion, hope Justin from Parks & Rec willing to participate w/ couple meetings, general board discussion, possible proposal Cedar River Group, we also need coaching for presentations, levy, budget process, pretty thorough, helpful to go through & see which parts to focus on 1st & how to get there, Green River proposal, want to be actively involved in work, not same board we were 6 months ago, ARC may want to get more than 1 proposal, definitely value added by outside consultant, assist w/ defining milestones & help coach on presentations • Kyle added 1 thing was brought up, Dennis mentioned originally, mention Recreation forward, mention Parks & Recreation gets lost, when people give their money hearing recreation may not be on top of list, might basic need, healthcare, word use may vary depending on group we reach out to • Mary stated use language that hooks people, they understand recreation is primary need of people, after school care, specials populations, there is need, other thing to mention, basically Parks & Recreation no longer has city council committee to talk about that topic, recreation to be considered, can't forget importance of recreation • Dave mentioned very important recreation in charter as one of the things of City • Mary said that is kind of info would like to learn more of from you Dave, we don't have your history

**Constituency Committee Discussion
Continued**

- Dave stated he would be happy to share
- Vic said Dennis knows about, some fruit there, strong emphasis on AC, is critical work, if can get those folks motivated, having them understand ARC Board & AC, we understand them they understand us
- Mary talked about need for progression support in terms of communication points, wherever we are on framework, something to be in place to each 1 of those sectors get a unified message about value of recreation & that we don't have experience to do on our own, need professional advisement
- Jan brought up second Deputy Director
- Bill shared 1st row of interviews done, 3 candidates, 2nd row Friday, June 21st
- Jonathan notes from Mary very robust summary, more than outlined subject matter we are dealing w/, w/ that in front of us, new deputy director, advocacy manger, next 2 months, defining next steps
- Kyle said 1 thing talked about, need to educate folks on AC, generally how city work, PACE, potential ARC partner, already has trainers take groups & bring them up to speed on how the city works
- Mary stated it's all in minutes, people had so many good ideas, like it was bottled up, finally exploded, suggested lot of ideas, like identifying next steps, when new deputy director, now we move forward
- Terry stated educated more specific, process of this discussion, 1st quarter was talking about education, could split education in many things, big 1 educate what ARC is, could get lost in detail, still wouldn't be able to identify
- Jan shared can't say congratulations enough, exciting to participate in a meeting, governance is emerging, connection to community, Board members are volunteer link to community, AC are nice built in infrastructure, 2 committee conference calls, Cedar River Proposal, use white board, use constituency as example, same applies to governance committee, before it has evolved into what it is today, largely ED held great deal of advocacy role, exec team, did vast majority, Board didn't really have any role, that was old way, now, we all unanimously agreed it is Board of Directors, living it now, play active role to work w/ built in constituency, in hundreds of AC, better than 36 different, very concisely in words, know where you want to go, haven't come to fruition yet, what & how, goes in box, using constituency committee example, pretty thick notes, lays out multiyear for what committee could do, 1st issue on what, is not taking on too much, cochairs & Jan agreed, 1st priority, have board & committee members focus on chunk AC related, specific & pointed here, direct lobbying, to mayor, to superintendent, other natural partnerships, historically done by ED, hiring new DD, take on detail of meetings, would argue getting into How, multiyear transitions, years not just months, years to make solid line, not months process, in terms of how, be very clear, don't bite off too much, every bite of how going to provide a conflict between ED & DD, sent out last week w/out any context, change management not handled properly, needed lot more content & discussion
- Jonathan said very true, take responsibly 100%, identified we weren't going to do Cedar River to do assessment, asked Bill to get proposal, I should have done preface to all this, constituency committee, recognize in retrospect, learning about evolving intersection of these 2 things, recovered from that, in terms of good work done after fact, revisit, Mary & Vic's understanding is elevated, is what these 2 committees are about, what to do w/ info committees break a part, stems from direction from me
- Kyle stated the who needs to stay w/ ED, responsible for staff, need to entrust who we decide to choose who, collect input, slippery slope when committee dictates who, unless the ED wants input
- Jonathan said see what you are saying, agree, board does not want to be micromanager of Bill & team, our role consulting, decision making, & governing

**Constituency Committee Discussion
Continued**

- Jan shared came up in call, most of board on call, repeating for those not, beltway vs grass roots lobbyists, if back to rubber stamp board, could have had ED hiring 2nd DD, absence from grass roots elements, let's make sure we get scope of work right, untapped resource is community, advocacy campaigns, in all elements, grass roots & direct lobbying, subtly there
- Kyle inquired about paid consulting, be Bill's call
- Jan stated getting there, if hiring finance director treasurer of board could sit in on interview, all contracts managed by ED, but if included grass roots
- Kyle clarified talking about final decisions, related to hires
- Mary said what is outlined here is more collaborative effort, want to address possible vendors, work collaboratively work ED & Board, so committees input is heard by Board & ED, taken into consideration, as recommendation, rank & forward information to ED, ED part of conversation, would offer contract, but Board would have input into who is selected, more collaboratively, direct responsibly for hire is ED, collaborative process, what is intended
- Jan advised not hierarchical, Board is not ED's boss, where does Board sit? In the center
- Kyle cited might be saying the same thing, agree, anyone being paid by org need to report to ED, core accountability, there is partnership goes on, maybe talking about absolute final step, collaborative
- Jonathan said we are agreeing w/ different words
- Jan stated if Arc going to hire major gift consultation, board out making big gift asks, want some input, wouldn't want Bill making that
- Justin asked foresee situation where AC opposition to ARC Board, or another AC, important for whatever format or platform, problem solving solution when happen, speak from ARC or specific AC
- Jan replied those conflicts have been happening in the past, would you Bill or a member of exec team go out to, peer to peer?
- Justin added people that manage AC not ARC staff, Parks & Recreation Staff, need to be strengthened & expectations need to be set
- Mary stated were very clear when meeting w/ AC for 1st time, need to be facilitated discussions, need to be coached well w/ talking points
- Jonathan advised has to include Board member, entire effort is in support of Parks & Rec & ARC supporting role, transforming it into official relationship
- Mike mentioned listening is big component too
- Jan said Justin, you would be great to have at 1st couple sessions, 1st are trial runs, fix up agenda for 2nd, to get right messaging as soon as possible
- Frana w/ all discussion right now, asked what is goal for Cedar River proposal that we need to walk out of here today?
- Mary stated spoke w/ Jonathan, his thoughts, we had committee in advocacy committee, interview 1 2 3 groups, make recommendation to committee, Board, & Bill, chain of command for input, need for professional support, needed to teach us outside of ARC to do this, when look at city infrastructure, need sophisticated lobbying, need to know how to do properly, too much, do need professional who can do other part, for us to decide; who are candidate & what is scope of what we want them to do
- Jonathan said in support of Parks & Rec, whole thing, ARC is piece, other piece, there was an off committee, not specifically, need to pull back, whatever way to do, formulate recommendation

**Constituency Committee Discussion
Continued**

- Mike cited haven't talked about, concern we took for granted part of one big plan, turned out it is not, we needed more time to think about it
- Kyle suggested maybe shouldn't draw too many conclusions, take & reboot, learning process
- Mike advocacy, felt like it going to advocate for us, clearer now, not really included in initial meetings
- Terry mentioned a lot of discussion, scope of work, time sensitive, 2 serious deadline issues, in ideal world would have 5 years to get act together, 1 of things we have to do is influence in MPD, agreed in committee highest need scope of work, could hire Cedar River in fairly confined scope, what was proposed to us, to be effective in MPD, be forceful & take proactive approach
- Mary brought up 2 tracks, 2 different consults, Cedar River, very polished, had a lot of success in influencing policy, don't know how successful have been in teaching, maybe need someone that has more experience in that end of it
- Kyle cited new DD, if immediate need, Cedar River, then when new DD comes on board, don't know what skill set they will have, group will provide input, staff has ultimate say, this is what we can do,
- Mary stated don't want to create overlap, Terry brought up front burner issues, makes sense to have narrow scope of work to focus on right now, since we have MPD & City's master plan coming up, if it is not included, if we don't have people
- Terry shared 1 historical fact, ARC & group of nonprofits, hired Cedar River to do studies to get parks district created, did surveying, wrote report, between them & Pacifica, who did legal stuff, this is their baby, make sure everyone know their history of this, when Bill sent out the letter, didn't think bigger thing at all, think of Parks district
- Bill said have to decide at some point what you want to do, originally when interviewed Jan & John, had several things we wanted to get accomplished, invested in Academy, here we are, the board at that time, would trust selection by Jonathan, Vic, & Terry, board said that are the 3 people that we trust, at that juncture, we moved forward w/ Jan for assessment, because of history, we know Tom & John from Cedar river, at that time, reach out to them for proposal, at the very start of academy, took instruction, met w/ John, was out of commission for Feb-April, would have had proposal then, Cedar River turns work away, because have so much, John said let me, now here we are, end of Board Chairs, focus here is for engagement recruitment & orientation, not just Board, about AC, filling out councils that have 3 or 4 people, orient them to who we are & what we are doing, at the same time building board governance work, 1 doesn't displace other, reality of world we live in, MPD renewal all of that will determine our reality for the next 6 years, when Terry talks about time is now, we are late, the urgency that I feel every day, hope I can share w/ you, you know I am 110% percent of in support of where you are going & who you want to become, little concerned about changing tire on moving vehicle, Jan & I have talked about taking smaller bites, but at the same time 90 or 120 days to recruit new consultants, take 60 days to do proposal, will have burned another 6 months, as your ED not sure we can afford this, believe we have operated in good faith, John Howell will work, set course for work, that is where your work will inform him where we are going
- Dave stated going to have an all new council, greater reason to work w/ new council, involved originally, have worked w/ John & Tom over the years, they are honest & good, not that someone else couldn't go as good as a job, I would encourage us to move ahead
- Bill stated encourage you to believe they wouldn't overstep your wishes, establish yourself, I get that, at the same time, find self in squeeze plate, don't think we have 6 months to do that

	Constituency Committee Discussion Continued	<ul style="list-style-type: none"> • Vic curious about Justin view of this, now advocacy, what does Parks want, we could get in place where we divert, smaller councils, work we need to do appreciate input, looked in depth as you have • Justin cited understands & appreciates, going through public process, if ARC has input, important to share opinion, 1 thing have heard from centers, is center hours, funding some centers & not others, 1st & foremost would be advocating in that direction, as learning exercise, talking about outcome statements, what outcomes we want to achieve, outcomes Parks recognizes it needs to work better w/ ARC to better advocate things like center hours, learning outcomes as well as strategic plan, supporting team at the same time • Frana inquired about Parks hiring a consultant • Justin replied already have several staff people, everyone is helping to look at this & discuss • Kyle mentioned hold idea, maybe we recognize was learning experience here, based on fact this contract has fixed length, have need in front of us, won't operate like this in the future, pull together process for how this is processed in the future • Terry motioned to approve contract w/ Cedar River expressly to work on our behalf on upcoming MPD & strategic planning, contingent on them giving specifics • Bill stated Constituency Committee receiving body • Terry amended motion; Mary motioned to approve. Mike seconded. Vote all in favor. None opposed. Contract w/ Cedar River approved. • Dave to add strategic plans are great, we operate on crisis, new council is crisis, 5-year plan for park district, experience w/ parks limited advocacy can do, ARC responsibility to be public advocate
1:00 p 1:10 p	Review of Board Terms and Discussion	<ul style="list-style-type: none"> • Jonathan shared sheet, review your dates, step 2, only Dave & Terry at 6-year limit • Jonathan stated 6-year limit, will have conversation about this at next meeting • Terry brought up also will discuss size of Board • Jonathan cited right now 15, may expand
1:10 p 1:30 p	Board Retreat Discussion	<ul style="list-style-type: none"> • Jan shared will have morning sessions, afternoon session, w/ team building, Bernardo to do Equity Inclusion discussion, Cedar River Contract, speaks to team building & trust discussions, work w/ Bernardo around inclusive development, try to firm up final agenda • Jonathan appreciated everyone's ability to carve out the day, very beneficial • Jan stated not sure if 6 or 8 hours • Jonathan mentioned Emily passed around handout regarding parking options • Sonya inquired if that would be in place of July meeting • Jonathan cited may have both, tabled for further discussion • Terry reminded anyone w/ access to light rail as option
1:40 p 1:55 p	Introduction of Potential Board Candidate	<ul style="list-style-type: none"> • Jacqueline Kulubya (introduced herself via Zoom) From Uganda, started local for College, both bachelors from Wittman, located in Walla Walla, liberal arts education, was on econ track, sociology, fell in love, what are you going to do w/ your degree, your degree doesn't always dictate, change agent, started career in financial services, financial counseling, understanding and thrive, all consultative in nature, shifted to corporate, financial analyst Amazon, Starbucks, 1 neighborhood 1 cup, lead team there, took moment of pause in professional career, went back to Philly for Global MBA, 1st time away from West Coast, Global MBA, worked in India 1st year & Latin America 2nd year, help develop business for local economies, any questions, made career pivot, HR found her, didn't

	<p>Introduction of Potential Board Candidate Continued</p>	<p>realize how much the field had changed, came back specifically for Microsoft, Diversity and Inclusion initiatives, started out in compensation, client aligned work, working to drive org change, now sit in recruiting specifically on diverse recruiting, experience w/ ARC services growing up in Seattle, (Jonathan's questions) how found ARC, volunteer match, shared are you too young to volunteer, believe in being engaged in community, in young age, having moved from East Africa, quite a shift, trying to find way, missing sense of community, Mom tried to figure out systems and programs, Seattle Parks Program Trek, still connected to this day, access to programs, very impactful in life, may not have had access, being able to have access very impactful, closely connected to youth initiatives, volunteer match site, hoped to find org to volunteer, equitable access, building community, certain marginalized populations, profile match</p> <ul style="list-style-type: none"> • Dave asked 1 question, curious, scope of experience, magnitude major involvement, would you find this kind of boring? • Jacqueline replied to the contrary, not at all, started year w/ vision board, hands w/ heart in the middle, sometimes there is work you do, when have passion, impact of volunteering for a single day, loved that this work is done w/ parks & rec, impacts so many people, lot of reach to that, some complexities, the possibility to change lives, more of a reach than I thought I would get when created profile, exciting time at ARC • Dave motioned to approved Jackie's membership. Vic seconded the motion, Voted all in favor. None opposed. Welcome to ARC Board Jacqueline Kulubya!
<p>1:55 p 2:00 p</p>	<p>Review Assignments & Adjourn</p>	<ul style="list-style-type: none"> • Bill shared may be able to get van for retreat, have Board members park at Densmore • Jonathan cited lots of good stuff happening good work, complicated, big lift • Dave thanked Jonathan • Jonathan called for a motion to adjourn meeting. Dave motioned to adjourn. Mike seconded. Vote all in favor. None opposed. Meeting adjourned at 2:00 pm.