PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY
2019-2021 STRATEGIC PLAN

Adopted by PHPDA Governing Council November 13, 2018

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2019-2021 STRATEGIC PLAN INDEX

PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY – GOVERNING COUNCIL, STRATEGIC ADVISORS, & STAFF

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PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY – 2019-2021 STRATEGIC PLAN

INTRODUCTION

The Pacific Hospital Preservation & Development Authority's (Pacific Hospital PDA) vision is twofold: (1) that the historic Pacific Tower campus in Seattle's Beacon Hill neighborhood is preserved and developed in ways that respect its landmark status and advance the PDA's mission of social and health equity and (2) that every resident of King County has equal access to high-quality, affordable and culturally responsive health-related services that improve their health and well-being.

The Pacific Hospital PDA is chartered by the City of Seattle with stewardship of the landmark Pacific Tower and its surrounding campus. The Pacific Hospital PDA uses lease revenue from the property to fund programs consistent with its mission of decreasing disparities in healthcare access and improving healthcare outcomes among King County's underserved populations. Pacific Hospital PDA achieves this goal primarily by making grants to health and social service agencies that provide services and resources to a wide range of communities, with a particular emphasis on traditionally uninsured and underinsured communities of color, immigrants, linguistic minorities, and economically challenged persons.

During the three-year span of its most recent Strategic Plan (2016-2018), the Pacific Hospital PDA has undergone significant changes:

- PHPDA grantmaking now totals approximately $3.5 million per year, and the grantmaking process has been refined based on intensive internal evaluation and stakeholder feedback.
- The PHPDA's external visibility has increased due to strategic outreach, participation in healthcare, philanthropic, and legislative coalitions, and increased awareness about our grantmaking role.
- In 2016, the PHPDA purchased the lease to the North Lot of the Pacific Tower campus from Wright Runstad LLC. The PDA's Governing Council decided to convert the lot from its current use as a parking facility and oversee the development of over 200 units of mixed-income housing and social services.

The 2019-2021 Strategic Plan seeks to build on the successes of these recent changes and address future challenges in several ways:
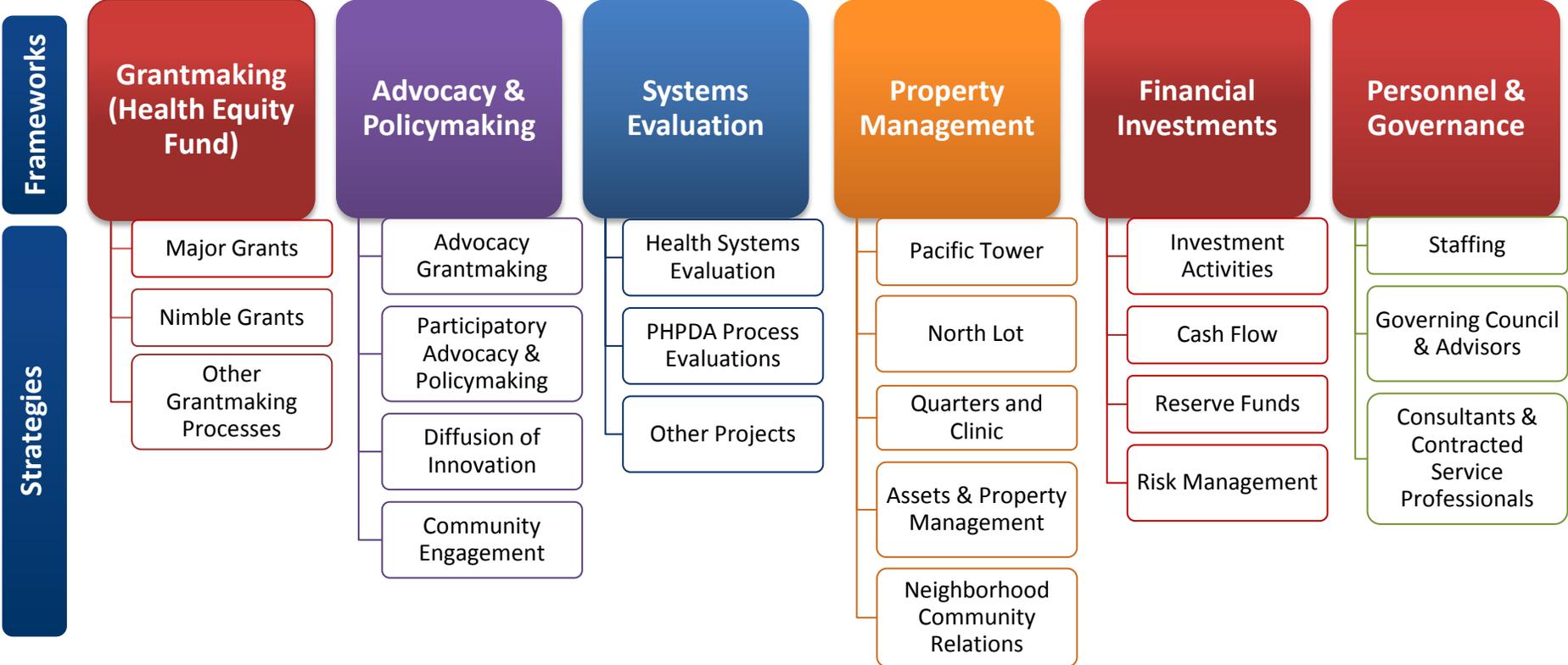
- Continuing to refine the Pacific Hospital PDA's grantmaking focus and processes to ensure responsiveness to the changing landscape of healthcare delivery systems and community needs
- Evaluating the short- and long-term health-related outcomes of our community funding
- Solidifying current lease relationships in the Pacific Tower and planning for potential tenancy developments in the Quarters Buildings and North Lot
- Sustaining and developing strong ties to the Seattle-King County community, with particular emphasis on the healthcare, social service, and public sectors
- Assuring a wise approach to fiscal management of the Pacific Hospital PDA's assets that is consistent with our charter, federal deed and all associated legal responsibilities.

This Strategic Plan will serve as a roadmap to guide the Pacific Hospital PDA's programmatic and financial processes in the upcoming years as well as a means to assure accountability for continuous quality improvement through review and reflection on our work. Towards these goals, the activities and objectives of the Strategic Plan will be integrated into the workplans of the Pacific Hospital PDA's Governing Council, committee and staff work plans, risk management plans and budget development processes. Annual planning and review of each of these functions will include review of the Strategic Plan.

PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY – 2019-2021 STRATEGIC PLAN SUMMARY

Mission

The mission of the PHPDA is to (1) support and provide funding for the provision of the best possible healthcare in the greater Puget Sound area in an effort to eliminate disparities in access to health resources and/or improve health outcomes, and (2) enhance, develop, or facilitate development of the Authority's property, which may include residential housing and related uses, to generate revenue in furtherance of the Authority's healthcare-related purposes or to fulfill other public purposes as determined by the Authority.

Frameworks

Grantmaking (Health Equity Fund)	Advocacy & Policymaking	Systems Evaluation	Property Management	Financial Investments	Personnel & Governance

Strategies

Grantmaking (Health Equity Fund)	Advocacy & Policymaking	Systems Evaluation	Property Management	Financial Investments	Personnel & Governance
Major Grants	Advocacy Grantmaking	Health Systems Evaluation	Pacific Tower	Investment Activities	Staffing
Nimble Grants	Participatory Advocacy & Policymaking	PHPDA Process Evaluations	North Lot	Cash Flow	Governing Council & Advisors
Other Grantmaking Processes	Diffusion of Innovation	Other Projects	Quarters and Clinic	Reserve Funds	Consultants & Contracted Service Professionals
	Community Engagement		Assets & Property Management	Risk Management	
			Neighborhood Community Relations		

GRANTMAKING (HEALTH EQUITY FUND)

ASSUMPTION 1:
Among the reasons for healthcare access and outcome disparities in King County is the insufficiency of targeted funding that addresses the needs of underserved populations and communities.

HYPOTHESIS 1.1:
The PHPDA can use its grantmaking to fund innovative and/or evidence based programs that help overcome disparities related to healthcare access and/or outcomes.

GOALS: The Pacific Hospital PDA will:

1. Create and manage an efficient, effective, and responsive grant program that addresses issues of health equity across a wide range of health-related services.
2. Fund agencies that reach underserved populations in King County through innovative programs or programs with demonstrated histories of effectiveness.
3. Offer technical assistance and support to funded agencies to ensure maximum performance and responsiveness to community needs.

	Activities	Short-term Outcomes (1 year)	Long-term Outcomes (2-4 years)	Evaluation Mechanisms
Major Grants	1. Award approximately $3 million in Major and Renewal Grants for each contract year. 2. Evaluate the effectiveness of the Major Grant program and make changes to program as indicated. 3. Review funding focus annually, considering epidemiologic data, community input, and prior award history. 4. Project for the size of the funding pool that will be available in successive years. 5. Actively seek out potential new grantees.	1. Grant funds will be awarded to agencies through a competitive process. 2. Programs will effectively provide the services contracted to the proposed targeted populations. 3. Short term outcomes identified by each grantee will be achieved. 4. PHPDA funds will address the needs of focused grant populations as well as serving a broader range of underserved populations.	1. Multi-year grantees will report progress toward mid- and long-term outcome goals. 2. Agencies receiving awards will demonstrate ability to sustain and grow their programs. 3. Agencies will submit reports that illustrate the obstacles and lessons learned when outcomes are not achieved. 4. Reports and lessons learned under Major Grants will be used to influence health-related services/policies.	• Grantee reports to include: # of individuals served under PHPDA Major Grants, demographic analysis of individuals served, service performance, % of awarded funding that is expended, and evidence that information gathered/lessons learned are used to improve programs and systems • PHPDA review of diversity of agencies and services funded • Public epidemiology and grantee reports measuring access and outcome disparities • Dissemination of lessons learned
Nimble Grants	1. Award approximately $225,000 in Nimble Grants for each contract year. 2. Evaluate effectiveness of the Nimble Grant program and make changes to program as appropriate. 3. Project for the size of the funding pool that will be available in successive years. 4. Actively seek out potential new grantees.	1. Grant funds will be awarded to agencies submitting competitive applications. 2. Agencies will improve their capacity, service delivery, or complete research and pilot projects.	1. Agencies will report increased capacity to provide services to their target populations. 2. Reports and lessons learned under Nimble Grants will be used to influence health-related services/policies.	• Grantee reports to include: information on successful completion of funded projects, evidence that information gathered/lessons learned are used to improve programs and systems and % of award funding that is expended. • PHPDA review of diversity of agencies and services funded
Other Grantmaking Processes	1. Determine if other grantmaking processes are appropriate for the PHPDA and consistent with the organization's mission and goals.	1. Explore creation of additional grant program and parameters and appropriate distribution of funds. 2. Provide funding on an ad hoc basis to programs whose goals are consistent with PHPDA but which do not fit within the parameters of Major or Nimble Grants. 3. Convene grantees to advance learning opportunities.	1. TBD depending on nature of grant program	• Grantee reports to include: % of awarded funding that is expended, service performance and outcome evaluations

ADVOCACY & POLICYMAKING

ASSUMPTION 2:
The healthcare system as it currently exists is not as effective as it should be in addressing the healthcare needs of the full range of populations and communities in King County.

HYPOTHESIS 2.1:
Through effective advocacy efforts and policy-making, the PHPDA can positively influence and change the system so that it is responsive to currently underserved populations and addresses currently unmet needs.

GOALS: The Pacific Hospital PDA will:
1. Identify key policy areas which the PHPDA wants to address that are consistent with our vision, mission, and health equity goals..
2. Fund effective advocacy programs that advance these goals.
3. Engage in advocacy and planning forums in ways that advance our mission.
4. Create forums that provide information and skills sharing and empower agencies and the community to further their advocacy efforts.

	Activities	Short-term Outcomes (1 year)	Long-term Outcomes (2-4 years)	Evaluation Mechanisms
Advocacy Grantmaking	1. Monitor ongoing and emerging healthcare policies and issues for potential PHPDA involvement. 2. When appropriate, provide grants to agencies/programs to conduct advocacy in areas congruent with PHPDA's mission and goals.	1. Progress toward development of programs/policies that are aligned with PHPDA's mission and goals. 2. Increased grantee capacity to conduct effective healthcare related advocacy.	1. Changes in public policy and/or development of programs that are aligned with PHPDA's mission and goals. 2. Changes in policy or activities result in improved healthcare access and outcomes. 3. Increased grantee capacity to conduct effective healthcare related advocacy. 4. Changes in public perceptions, policies, and activities related to specific grant-focused issues.	• Evidence of policy changes • Grantee reports • Public and epidemiologic reports measuring access and outcome disparities
Participatory Advocacy & Policymaking	1. Participate in community coalitions and projects whose goal is to change and/or influence policy and health systems congruent with PHPDA's mission and goals. 2. Engage with community and political leaders to identify policy work and advocacy related to PHPDA mission.	1. Progress toward development of programs that promote issues and stances consistent with PHPDA's mission and goals. 2. Increased visibility and influence of the PHPDA as a change agent and grantmaker in the community.	1. Changes in public policy and/or development of programs that promote issues and stances consistent with PHPDA's mission and goals. 2. Increased visibility and influence of the PHPDA as a change agent and grantmaker in the community. 3. Participate in work groups and coalitions addressing best practices in philanthropy.	• Evidence of policy changes • Inclusion of PHPDA as a key player in community coalitions/task forces • Coalition and task force reports
Diffusion of Innovation	1. Disseminate findings from PHPDA-funded programs and reports. 2. Convene grantees to share learnings. 3. Highlight PHPDA projects through various media (print, website, etc.).	1. Identification of appropriate audiences and distribution of significant information related to PHPDA-funded programs. 2. Increased community visibility of the PHPDA. 3. Shared grantee awareness of each other's programs, successes and challenges.	1. Increased community visibility of the PHPDA. 2. Shared grantee awareness of each other's programs, successes and challenges.	• Feedback from targeted audiences • Feedback from grantee meeting attendees • # of reports shared • # of recipients of Annual Report and Constant Contacts • Feedback from recipients of Annual Report and Constant Contacts

Community Engagement

1. Support agencies/organizations whose programs are congruent with PHPDA's mission and goals through staff and governance attendance at events and presentations.

1. Increased PHPDA visibility in the larger healthcare, social service, philanthropic, and political arenas by serving on panels and committees, attending conferences, etc.
2. Solidified relationships between PHPDA and key external stakeholders.

1. Evidence of PHPDA funded reports. Influence on wider implementation of policies and programs.
2. Increased PHPDA visibility in the larger healthcare and social service arena by serving on panels and committees, attending conferences, etc.
3. Solidified relationships between PHPDA and key external stakeholders.
4. Evidence that PHPDA participation influence direction of specific processes.

• Inclusion of PHPDA among invitees and presentations at events sponsored by key external stakeholders/partners
• Decisions made by external stakeholders consistent with PHPDA mission

SYSTEMS EVALUATION

ASSUMPTION 2:
The healthcare system as it currently exists is not as effective as it should be in equitably addressing the healthcare needs of the full range of populations and communities in King County.

HYPOTHESIS 2.2:
The PHPDA can spearhead and/or participate in evaluation efforts to determine inefficiencies and inadequacies in the current healthcare system, and identify and promote means of improving the system.

GOALS: 1. The PHPDA will:
1. Influence internal decisions and community processes through effective dissemination of information.
2. Become trusted authorities in the healthcare and health equity sectors.
3. Maintain the highest standards of program and agency performance through rigorous evaluation of the success of the funded programs and of the grant process itself.

	Activities	Short-term Outcomes (1 year)	Long-term Outcomes (2-4 years)	Evaluation Mechanisms
Health Systems Evaluation	1. Conduct and/or fund system evaluation projects as identified. 2. Disseminate final reports of evaluation projects. 3. Collaborate with external partners to conduct health systems and outcome evaluations	1. Creation and dissemination of evaluation project reports. 2. Internal use by PHPDA of reports to influence funding efforts and agency policies and operations. 3. External use of reports to improve systems and policies.	1. Creation and dissemination of evaluation project reports. 2. Internal use by PHPDA of reports to influence funding efforts and agency policies and operations. 3. External use of reports to improve systems and policies.	• Evidence of systems change in areas of PHPDA interest and involvement • Feedback from external stakeholders • Reports from external agencies
PHPDA Process Evaluations	1. Evaluate the internal processes, policies, products, and grantmaking model of the PHPDA for efficiency, effectiveness compliance with all public entity requirements. 2. Evaluate all PHPDA processes to identify potential cultural biases and create equitable practices.	1. Improvement in PHPDA operations and programs. 2. Disseminate lessons learned to the community, other funders, and grantee organizations.	1. Improvement in PHPDA operations and programs. 2. Disseminate lessons learned to the community, other funders, and grantee organizations.	• Governing Council, committees, and staff review of PHPDA processes, policies, products, and grantmaking model • Feedback from grantees, applicants, and external stakeholders • Review of public entity requirements
Other Projects	1. Convene annual grantee meeting and provide update on projects. 2. Explore potential and necessity for other evaluation projects.	1. Increased grantee knowledge of the successes and challenges of PHPDA funded programs. 2. Stimulate inter-agency collaborations between PHPDA grantees. 3. Identify additional evaluation projects, if appropriate.	1. Increased grantee knowledge of the successes and challenges of PHPDA funded programs. 2. Stimulate inter-agency collaborations between PHPDA grantees. 3. Complete other evaluation projects with evidence of their influence.	• Feedback from attendees at All Grantee Meetings • Evidence of collaboration between PHPDA-funded agencies • Evidence of impact of other evaluation projects

PROPERTY MANAGEMENT

ASSUMPTION 3:
The financial stability and grantmaking capacity of the PHPDA are dependent on effective management of current and future property, financial and human resources.

HYPOTHESIS 3.1:
Through the effective preservation, stewardship, development and leasing of the Pacific Tower Campus, the PHPDA can maximize its financial potential.

GOALS: The Pacific Hospital PDA will:

1. Ensure that the Pacific Tower campus is optimally utilized in ways that support its mission, charter and landmark status.
2. Maintain the property in excellent condition.
3. Engage in new development options that further the PHPDA's mission and enhance the fiscal and aesthetic value of the property.

	Activities	Short-term Outcomes (1 year)	Long-term Outcomes (2-4 years)	Evaluation Mechanisms
Pacific Tower	1. Maintain and monitor current 30-year lease with Department of Commerce. 2. Ensure that rent, operating expenses and other revenues are invoiced on a regular schedule. 3. Ensure Tower operating expenses are paid in a timely manner. 4. Ensure Tower income is spent in compliance with federal deed restrictions. 5. Ensure that all tenant improvements and upgrades are of high quality and are consistent with all required codes, applicable encumbrances, legal agreements, and restrictions. 6. Participate in Pacific Tower tenant-related functions, as appropriate. 7. The PHPDA will conduct periodic satisfaction surveys from tenants and sub-tenants regarding property management issues.	1. PHPDA staff will collect rent and other charges from Tower tenants in a timely manner. 2. The PHPDA and its property managers will ensure an effective response to maintenance and upgrade needs consistent with lease requirements. 3. As landlord, the PHPDA will maintain strong working relationships with Tower lessees. 4. Responses to property management surveys will demonstrate a high level of tenant satisfaction.	1. PHPDA staff will collect rent and other charges from Tower tenants in a timely manner. 2. The PHPDA and its property managers will ensure an effective response to maintenance and upgrade needs consistent with lease requirements. 3. As landlord, the PHPDA will maintain strong working relationships with Tower lessees. 4. Responses to property management surveys will demonstrate a high level of tenant satisfaction.	• Tower lease • Timely payments of rent and other charges • Assessment of project quality and code compliance by property management team and consultants • Tenant and sub-tenant feedback
North Lot	1. Ensure the creation of housing and social services on the North Lot of the campus through lease or development. 2. Monitor all programmatic, design and financial elements of the North Lot project as they relate to PHPDA. 3. Communicate project progress to all relevant community stakeholders. 4, Communicate project progress to all Pacific Tower campus stakeholders.	1. The PHPDA's role in North Lot development will be clear and confirmed by all relevant parties. 2. The PHPDA will complete leases for property use. 3. The PHPDA will conduct analyses of project impact on PHPDA finances and capacity. 4. The PHPDA will conduct outreach to external and campus stakeholders to keep them informed of project status. 5. All appropriate consultants will be hired, as necessary.	1. The PHPDA will oversee final development plans and construction of project or engage with lease entities to ensure successful processes. 2. PHPDA finances will demonstrate a positive or neutral fiscal impact in relation to the North Lot development project. 3. Low-income and workforce housing and contracted social services will be created on the North Lot.	• Complete leases and other contracts • Fulfillment of loan and funding requirements • Progress towards completion of construction • Community and campus stakeholder feedback • Ongoing review of financial impact to the PHPDA

Quarters & Clinic	1. Maintain and monitor current lease with PacMed. 2. Ensure that rent, operating expenses are other revenues are invoiced on a regular basis. 3. Ensure that Quarters and Clinic operating expenses are paid in a timely manner. 4. Ensure that space is used for purposes consistent with federal deed restrictions. 5. Ensure that all tenant improvements and upgrades are of high quality and meet all required codes. 6. Renegotiate quarters and clinic lease and/or market and lease space to new tenant(s) consistent with PHPDA mission and charter requirements. 7. Analyze the effects of the terminations of federal deed restrictions on the quarters.	1. The PHPDA will collect rent and other charges from Quarters Buildings and Clinic tenant in a timely manner. 2. The PHPDA and its property managers will ensure effective response to maintenance and upgrade needs consistent with lease requirements. 3. The PHPDA will maintain a strong working relationship with Quarters Buildings and Clinic lessee(s). 4. The PHPDA will begin the process of lease negotiations with the current Quarters and Clinic tenant. 5. An analysis of the termination of the Federal deed restrictions will be completed.	1. Continued collection of rent from Quarters Buildings and Clinic tenants in a timely fashion. 2. Continued response to maintenance and upgrade needs as necessary. 3. Maintenance of strong working relationships with Quarters Buildings and Clinic lessee. 4. Negotiate extension of PacMed lease or identify potential new tenant and create lease beginning in 2021.	• Quarters Buildings and Clinic lease • Timely payments of rent and other charges • Assessment of project quality and code compliance by property management team and consultants • Progress towards new lease with December 2021 start date
Asset & Property Management	1. Maintain necessary property management, real estate consultation, legal consultation, and insurance coverage on the Tower, Quarters Buildings, North Lot, and all other areas of the Pacific Tower campus. 2. Regularly reassess ongoing reserve fund goal based on needs for property, administrative, and program costs. 3. Explore life cycle analysis of Pacific Tower campus structures.	1. The PHPDA will retain property management services for the Pacific Tower campus. 2. The PHPDA will retain real estate consultant services. 3. The PHPDA will retain real estate legal services. 4. The PHPDA will maintain appropriate levels of insurance coverage. 5. The PHPDA ensure financial security of the Pacific Tower property in the event of an emergency.	1. The PHPDA will retain property management services for the Pacific Tower campus. 2. The PHPDA will retain real estate consultant services. 3. The PHPDA will retain real estate legal services. 4. The PHPDA will maintain appropriate levels of insurance coverage. 5. The PHPDA ensure financial security of the Pacific Tower property in the event of an emergency.	• Contractual agreements for property management, real estate, and real estate legal consultation services • Insurance coverage for all components of the property • Financial reports • Property managers and consultants review of potential funding needs
Neighborhood Community Relations	1. Maintain and improve relationships with the Beacon Hill and International District community.	1. The PHPDA will create and maintain positive relationships with the Beacon Hill and International District communities.	1. The PHPDA will create and maintain positive relationships with the Beacon Hill and International District communities.	• Monitor feedback from community groups and key local stakeholders.

FINANCIAL INVESTMENTS

ASSUMPTION 3:
The financial stability and grantmaking capacity of the PHPDA are dependent on effective management of current and future property, financial and human resources.

HYPOTHESIS 3.2:
The PHPDA can safeguard its current and future finances and potentially generate income through prudent investment options.

GOALS: The Pacific Hospital PDA will:
1. Maximize its financial potential through prudent and effective investment policies.
2. Engage in financial practices that meet the highest standards and result in clean audits.
3. Ensure that sufficient funds are available for programmatic, administrative, and reserve purposes.

	Activities	Short-term Outcomes (1 year)	Long-term Outcomes (2-4 years)	Evaluation Mechanisms
Investment Activities	1. Monitor current and future PHPDA investments and interest income. 2. Invest in other products/options if identified as appropriate and allowable within the confines of public fund restrictions.	1. The PHPDA will preserve principal in all investment activities. 2. The PHPDA will ensure an appropriate level of liquidity in investments. 3. The PHPDA will maximize return on investment within legal parameters.	1. The PHPDA will preserve principal in all investment activities. 2. The PHPDA will ensure an appropriate level of liquidity in investments. 3. The PHPDA will maximize return on investment within legal parameters.	• Monthly investment update • Financial reports
Cash Flow	1. Regularly monitor income and expense payments. 2. Pay all invoices in a timely manner. 3. Assure sufficient funds exist in operating account. 4. As appropriate, move excess funds from operating funds to investment accounts.	1. The PHPDA will have sufficient funds available to cover all payments.	1. The PHPDA will have sufficient funds available to cover all payments.	• Bank statements • Budget • Invoice packets
Reserve Funds	1. Regularly reassess ongoing reserve fund goal based on needs for property, administrative, and program costs. 2. Annually determine appropriate level of funding to be designated into reserve. 3. If necessary, use reserve funds for activities consistent with purpose of reserve.	1. Sufficient funds will be available to the PHDA to be able to respond in the event of an emergency.	1. Sufficient funds will be available to the PHDA to be able to respond in the event of an emergency.	• Financial reports • Property managers, consultants, and PHPDA governance review of potential funding needs
Risk Management	1. Monitor and update as necessary the PHPDA Risk Management plan. 2. Ensure that emerging risks related to the North Lot development project are addressed. 3. Respond accordingly to risks that arise or may potentially arise. 4. Review all insurance policies for appropriate, comprehensive coverage.	1. The PHPDA will create and update the Risk Management plan on at least a biannual basis. 2. The Governing Council and its committees will create and implement mitigation plans related to potential risks to the PHPDA. 3. The PHPDA will ensure that insurance coverage is comprehensive and current.	1. The PHPDA will create and update the Risk Management plan on at least a biannual basis. 2. The Governing Council and its committees will create and implement mitigation plans related to potential risks to the PHPDA. 3. The PHPDA will ensure that insurance coverage is comprehensive and current.	• Risk management plan • Governing Council, committee, and staff review/update of Plan • Insurance plans

PERSONNEL & GOVERNANCE

> **ASSUMPTION 3:**
> The financial stability and grantmaking capacity of the PHPDA are dependent on effective management of current and future property, financial and human resources.

> **HYPOTHESIS 3.3:**
> The PHPDA can ensure successful management of its programs and assets by maintaining a talented and committed staff, developing and sustaining a skilled and diverse governance structure, and by contracting with appropriate external consultants.

GOALS: The Pacific Hospital PDA will:

1. Commit to principles of equity, diversity and inclusion in all personnel matters.
2. Hire, train, support, and compensate staffs in ways that foster a vibrant workplace culture and lead to high quality work products.
3. Build, support, and maintain a governance body that demonstrates commitment to the PDA's mission through their actions, values, and participation.
4. Engage the services of highly qualified consultants as necessary to further the mission and activities of the organization.

	Activities	Short-term Outcomes (1 year)	Long-term Outcomes (2-4 years)	Evaluation Mechanisms
Staffing	1. Assess staffing levels against current and future PHPDA activities to assure appropriate skills and FTE levels. 2. Hire new staff as necessary to fulfill PHPDA's mission and goals. 3. Periodically evaluate staff salaries and benefit levels to ensure that PHPDA salaries are fair and competitive. 4. Regularly update the position handbooks and provide new staff with positon orientations 5. Create and implement successions processes, when necessary, to ensure successful staffing transitions. 6. Identify appropriate training and professional development opportunities and engage/enroll staff accordingly. 7. The Executive Director (ED) will conduct annual reviews of all staff to ensure that each staff member is performing all duties as outlined in their job descriptions and at a high level. 8. Governing Council (GC) will conduct annual review of the ED to ensure that s/he is effectively managing the agency. 9. Review and update position descriptions as necessary.	1. The PHPDA will maintain a highly skilled staff at FTE levels sufficient to conduct its programs and fulfill its mission. 2. Staff salaries and benefits will be competitive with other agencies and organizations in similar sectors. 3. Staff will successfully complete all required activities in a timely manner.	1. The PHPDA will recruit and maintain a highly skilled staff at FTE levels sufficient to conduct its programs and fulfill its mission. 2. Staff salaries and benefits will be competitive with other agencies and organizations in similar sectors. 3. Staff will successfully complete all required activities in a timely manner	• Annual performance reviews of staff by supervisor • Annual performance review of ED by GC • Staff salary review by ED every 3 years • ED salary review every 3 years • Benefit review • Exit interviews • Position descriptions • Position handbooks • Biannual review of progress towards strategic plan outcomes • Grant calendar review

Governing Council & Strategic Advisors	1. The GC will carry out its duties as outlined in the PHPDA Charter, Rules and Regulations, and annual workplans. 2. The GC will Conduct periodic review of its membership to ensure that the GC possesses the optimal skills, diversity, knowledge, and backgrounds to effectively fulfill the mission of the PHPDA. 3. Work with appointing entities (i.e., Offices of the Mayor of Seattle and the King County Executive) to maintain GC membership at levels consistent with PHPDA charter and as necessary to fully implement the mission of the organization 4. The GC will annually conduct self-assessment processes to assure that it is operating at an optimal level. 5. Ensure that potential ethical and conflict of interest issues are acknowledged and addressed in a timely manner. 6. Identify and enlist the assistance of Strategic Advisors to augment the skills, diversity, and knowledge base on PHPDA committees. 7. Revise and update GC and Strategic Advisor (SA) role and responsibility documents as necessary. 8. Analyze the need to increase the size of the Governing Council to widen the skills, diversity, knowledge, and backgrounds of the PHPDA.	1. The PHPDA Governing Council and set of Strategic Advisors will be composed of individuals who represent a diverse spectrum of communities and bring the requisite skills, diversity, knowledge, and commitment to the organization to fulfill its mission. 2. The Governing Council and its respective committees will successfully fulfill all duties as outlined in the Charter, Rules and Regulations, and annual workplans.	1. The PHPDA Governing Council and set of Strategic Advisors will be composed of individuals who represent a diverse spectrum of communities and bring the requisite skills, diversity, knowledge, and commitment to the organization to fulfill its mission. 2. The Governing Council and its respective committees will successfully fulfill all duties as outlined in the Charter, Rules and Regulations, and annual workplans.	• Completion of required GC and Strategic Advisor tasks • Attendance record for GC/SA members at PHPDA meetings • GC self-assessment • GC and Strategic Advisor role and responsibility documents • PHPDA Charter
Consultants & Contracted Service Professionals	1. Engage the services of highly skilled consultants and contract professionals to further the PHPDA's mission, ensure compliance with legal requirements, protect the organization's fiscal and property assets, and provide services beyond the scope of staff expertise and positions.	1. The PHPDA will contract with a roster of skilled consultants and service professionals to fulfill its mission and safeguard its interests. 2. Contractual obligations will be fulfilled to the satisfaction of the PHPDA.	1. The PHPDA will contract with a roster of skilled consultants and service professionals to fulfill its mission and safeguard its interests. 2. Contractual obligations will be fulfilled to the satisfaction of the PHPDA.	• Consultant and service professional contracts • Successful completion of PHPDA funded contractual obligations