

**VERMONT STATE HOUSING AUTHORITY**  
**VISION SPECIAL MEETING MINUTES**  
**NOVEMBER 18, 2020**

**1. Roll Call**

The Vision Special Meeting of the Board of Commissioners of the Vermont State Housing Authority, held via ZOOM, was called to order at 10:05 a.m. by Chair Caprice Hover; and upon roll call, the following Commissioners were present: Mary Miller, Vice Chair; Caryn Feinberg, Alex Farrell, Jo Ann Troiano and Cory Richardson.

Staff personnel present: Richard Williams, Secretary/Executive Director; Kathleen Berk, Director of Housing Program Administration; Kelly Pembroke, Director of Finance and Information Systems; Arlene Shorten-Goodrich, Director of Human Resources and Administration; and Susan Kuegel, Director of Property and Asset Management.

Jonathan Bond, The Housing Foundation, Inc. Executive Director and Nathan Schmechel, Chair, Vermont State Housing Authority Staff Federation were also in attendance.

The meeting was facilitated by Melanie Goodman and Cindy Carraway-Wilson of Youth Catalytics.

**2. Meeting Agenda**

There were no changes to the Agenda.

**3. Public Participation**

There was no public participation.

**4. VSHA Vision Discussion**

Goodman provided an overview of the process to date and described the process for today's meeting. She mentioned a Mission is what you do and not just what you anticipate.

Some members of the Board and Staff worked on developing guiding principles, commitments and the ideas developed at the October meeting on what would we like to see in place at VSHA in three years, that has greatly enhanced its operations and programs.

Hover presented the Guiding Principles:

- Fulfilling our mission with both knowledge and compassion
- Creatively addressing housing needs in partnership with others
- Valuing our workforce with professional growth opportunities, flexible scheduling, and competitive compensation
- Being transparent in all financial, policy and programmatic decisions

The Group discussed the Guiding Principles and agreed with them.

Farrell presented six areas that VSHA developed on where we would like to be in three years:

- Financially strong and modernized operations
- An ongoing investment in human capital
- A culture that supports staff growth and development
- A seat at the table with decision makers
- Acknowledged expertise in rental housing
- Programs responsive to tenant and community needs

The Group discussed the importance of these six areas and how they lead to four Commitments. Commitments that are meant to be big, bold, and super-charged actions we want to take:

- Ensuring a strong financial position and improved operational systems
- Being the best place to work
- Leading in housing policy discussions
- Creating programs and adapting to changing housing needs

Discussion ensued on how we do these commitments and how action steps may change as needed.

The Group then went into four separate breakout sessions. Each group taking one Commitment and charged with naming a victory in 12 months; naming the major opportunities and challenges; listing three-four actions over the next 12 months to address those opportunities and challenges; naming the first step to take in the next 90 days; and naming resources and people necessary to achieve the victory.

The Group reconvened and presented their individual outcomes, and all agreed that these efforts would not duplicate other state efforts but defined the strengths of VSHA as an organization.

Goodman will complete notes from today and mentioned some next steps to consider: revise/enhance the Mission Statement, consider a committee structure of the Board, create a work in progress document for internal staff feedback, post completed strategic plan on the website, and send the plan to stakeholders.

Goodman summarized the planning process to date and inquired how the Group felt about this process. Feedback included using the expertise of the Board more; the process provided greater communication with the Board; the process was open, honest, intuitive and the opportunity to participate appreciated; great dialog; and some folks felt more educated.

At 12:04 p.m., Hover adjourned the meeting.

Respectfully Submitted,

Richard M. Williams  
Executive Director/Secretary