



March 15, 2024

**TO:** CADA Board of Directors

**SUBJECT:** **March 22, 2024, Board Meeting**  
**AGENDA ITEM 8**

**STRATEGIC PLAN DISCUSSION AND ADOPTION**

**CONTACT:** Danielle Foster, Executive Director  
Kim Tucker, Facilitator/Consultant, Impact Foundry

**RECOMMENDED ACTION:**

Staff is recommending the CADA Board approve the attached resolution (Attachment 1), adopting the updated CADA Five-Year Strategic Plan for implementation (Attachment 2).

**STRATEGIC PLAN UPDATE**

The culmination of work that began last August, as detailed below, staff presented a Strategic Plan to the Board at its February Board Meeting. At the meeting, the Board appreciated the document and the information contained within it and requested the following edits:

- Addition of Plan History and Context
- Increased text on equity and sustainability values and goals
- Addition of timelines, critical steps, and key performance indicators
- Connection of the Strategic Plan to the Business Plan and Annual Report documents
- Addition of an Objective related to Policy and Innovation Leadership
- Identification of public policy areas for engagement
- Inclusion of criteria for how to consider projects outside of typical project areas
- Provision of a summary "placement" version of the plan for public distribution

The final Strategic Plan incorporates the comments above. CADA's consultant is working on the placement version of the plan and staff will present it once it is complete. This Strategic Plan provides the structure to unify organizational culture and vision, uniting staff under common values and mission, while also providing the accountability necessary to carry out organizational goals with established metrics. This structure is done in a way that allows for staff autonomy and nimbleness to quickly respond to organizational issues and opportunities creatively through the responsible use of resources and with the necessary guidance and support from the Board. Staff is proud of this final plan and appreciates the Board, community, and organizational contributions to this document.

**BACKGROUND: CADA 2023 STRATEGIC PLAN UPDATE PROCESS OVERVIEW AND STEPS TO DATE**

**Overview:** Multi-prong approach that incorporates input from the City and State, CADA Board, CADA Staff, CADA Community Partners, and CADA Commercial and Residential Tenants.

### **Goals of Plan Update Process:**

1. A Thoughtful Plan: Ensure key community stakeholder and Board of Directors input into the strategic plan, along with staff.
2. Accountability of the Plan: Align staff work plans and personnel evaluation criteria with key objectives of strategic plan.
3. Build Organizational Culture: Engage staff in establishing organizational values and link these values to staff performance reviews and elements of the business plan.
4. Tell a Compelling Story & Engage Our Community: Update and ensure consistency in use of CADA's branding assets: logo, mission, vision, values, tag line.

### **Timeline and Process:**

**City and State, CADA Board, and Community Partners:** At the August 18<sup>th</sup> Board Meeting, Board members, representatives of the City and State, and representatives of Community Partners discussed the following questions:

- 1) What do you value most about CADA and its work?
- 2) How can we best partner with you and your organization over the next five years?

The subject areas of these comments are summarized in the attached (Attachment 3) for review and discussion.

Invited Community Partners included:

- State DGS representatives
- City Mayor and D4 representatives, City staff Office of Innovation and Economic Development and Planning Division representatives
- Sacramento Regional Transit representative
- SMUD representative
- Sacramento Downtown Partnership (DSP), Midtown Association, R Street Partnership representatives
- Artist representative
- CFY representative, Anthem Housing representative, Pacific Housing representative, Habitat for Humanity representative, Urban Capital representative
- Step Up representative
- Former Executive Directors

Written comments were also requested from Atlas Lab, Friends of Fremont Park, Fulcrum Properties, Miridae, Mogavero Architects, Ravel Rasmussen Properties, SKK, Tricorp, Urban Elements, Vrilakas Groen architects, and others.

**CADA Staff:** All CADA staff received a Values Survey to vote on CADA's top organizational values in this update. Surveys are continuing to be received and information will be shared at the meeting. Kim Tucker also facilitated a brief conversation with the Leadership Team on August 29<sup>th</sup> and another focused discussion at the September 12<sup>th</sup> Leadership Team meeting. Values statements are in draft form and staff was provided an ice cream party for its survey responsiveness. Kim Tucker conducted one on one conversations with CADA leadership staff and others upon request. Kim is also attended the December 5<sup>th</sup> and February 6<sup>th</sup> Leadership Team meetings for additional conversation and follow-up to the values statements and other aspects of the plan, including the draft plan. The values statements were also circulated to the leadership team in January for additional comments and edits.

Staff continued work with the plan consultant, Kim Tucker, including holding additional staff leadership team meetings on this topic, as well as Ms. Tucker holding one on one meetings with staff and finishing Board outreach. Staff also recently completed the tenant survey as an additional source of feedback that will guide tasks and next steps within the framework of the plan. Results of the survey will be available soon and will be incorporated into plan activities regarding maintenance

and training, as needed. Each of these components, with the attorney's organizational background memo, community partner conversations (summarized in Attachment 3), the all-staff organizational values vote, and regular Board discussions have informed and strengthened the final plan.

**CADA Commercial and Residential Tenants:** Survey questions will be sent to tenants to provide them opportunity to comment on what is working and what they would like CADA to consider as part of our priorities over the next five years. CADA is working with a consultant to complete this survey of CADA tenants.

**Board of Directors Engagement:**

- Kim Tucker reached out to Board members to invite their reflections on the priorities of CADA.
- September 29<sup>th</sup>, October 27<sup>th</sup>, and December 8<sup>th</sup> were strategy sessions with the Board of Directors. February 23<sup>rd</sup> the Board provided feedback on the Strategic Plan document.
- The Board received additional background information on CADA's authority and resources.
- The results of Board input will be incorporated into a draft strategic plan that was presented for Board discussion in February 2024.
- The Board provided feedback and edits to the February draft of the Strategic Plan, which have been incorporated into the updated draft.

Follow-up interviews, focus groups, and/or other steps were completed to gain staff input and partner input.

This information was combined and aligned with the current CADA Business Plan, and is drafted to provide an organizational vision for the next five years. This vision will be further incorporated into staff incentives, evaluations, board reports, and other organizational documents.

**POLICY ISSUES**

CADA works to update its Strategic Plan every five years. Due to COVID and staff retirements, this process has been delayed. This process is critical to prioritizing current goals and future policy and program areas and in continuing to be a good partner, landlord, and community agency.

**STRATEGIC PLAN**

This item is to work on the update of the existing, expired Strategic Plan, receiving input from partners, tenants, staff, and Board.

**FINANCIAL IMPACT**

The facilitator contract does not require Board authorization because it is less than \$50,000. The Strategic Plan will guide use of future CADA resources.

**ENVIRONMENTAL REVIEW**

Not applicable. This is an administrative action and is not a project subject to the requirements of the California Environmental Quality Act (CEQA).

Attachments:

- 1) Resolution 24-18
- 2) CADA Five Year Strategic Plan
- 3) Strategic Plan Community Listening Session Summary – August 18, 2023, with written comments from community partners (updated October 2023)

**RESOLUTION NO. 24 – 13**

March 22, 2024

Adopted by the Capitol Area Development Authority

**RESOLUTION APPROVING THE CADA FIVE YEAR STRATEGIC PLAN**

**WHEREAS**, staff and its consultant have engaged CADA partners and stakeholders, the Board, and organizational staff in this update to the organization’s strategic plan;

**WHEREAS**, staff is also gathering feedback from CADA residential and commercial tenants in how to carryout the goals and mission of the plan;

**WHEREAS**, having an updated plan will provide unified organizational values, mission and vision that will guide staff and act as a metric for accountability; and

**WHEREAS**, the plan provides a shared understanding of CADA’s goals for the next five-year period from 2024 through 2029.

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Directors of the Capitol Area Development Authority that the attached CADA Five Year Strategic Plan is approved.

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Ann Bailey, Chair

ATTEST:

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Tara Gandara  
Secretary to the Board of Directors

Attachment:  
CADA Five Year Strategic Plan

**History and Context:**

As a city-state joint powers authority, CADA was initially established to implement the objectives of the Capitol Area Plan and later, the R Street Corridor Plan, with specific objectives related to the upkeep and provision of a variety of housing types and thriving retail. The majority of the sites identified in the Capitol Area Plan for reinvestment have been developed or are in process, providing the opportunity for CADA to further its role as a thought partner with the State and City, and other community partners, both inside and outside its two project areas as Sacramento faces a pivotal point in its history.

The City is now out of what has been the most challenging times of the COVID-19 Pandemic, a period when non-essential businesses were shut down for a period of time and many employees shifted to working from home. While some workers have returned to being downtown regularly, not all have returned to an office desk and many continue to work from home two or more days a week. This shift in the workforce has reduced the average number of people downtown during the week by 45% and led to many creative discussions on methods for bringing more residents, art, and events downtown as ways to offset this significant loss to the local economy. CADA is poised to be part of this response and prides itself on innovation and collaborative problem-solving. Within the last year, CADA has created a middle-income housing program to spearhead this effort of expanding housing options within the Central City and is participating in the Downtown Sacramento Partnership-led conversations, with support from the Urban Land Institute (ULI), on re-imagining the downtown.

Our 2024-2029 Strategic Plan aligns with our mission and with the City of Sacramento’s recently-adopted 2040 General Plan, which “seeks to foster a more sustainable, equitable, and prosperous city for all.” (Sacramento 2040 General Plan, Page 1-1, Adopted by the Sacramento City Council on 2/27/2024) The plan's vision is for Sacramento to be a model of equitable and sustainable growth, in providing a range of housing options, and to act as a regional center for culture, diversity, food, and parks.

As CADA shifts the focus of managing its existing portfolio even more toward sustainability upgrades and long-term asset management during this period, the organization will continue to innovate in providing a variety of housing types, lend expertise and leadership to local policy discussions and development model opportunities, support a variety of community events and connection, and offer high-quality property management. CADA will work strategically in alignment with its founding agencies, the State of California and the City of Sacramento, and community partners to co-create the newest version of this thriving city.

**Overview of the 2024-2029 Strategic Plan:**

This document works in congruence with the organization’s Business Plan that details the projects and action steps within each of objectives and strategies below, and CADA’s Annual Report that summarizes organizational accomplishments each year within each objective area.

CADA’s 2024-2029 Strategic Plan focuses our attention to the fulfillment of our mission in the following ways:

- I. Ensure Fiscal Strength and Operational Excellence
- II. Deliver Community Development Leadership
- III. Provide Policy and Innovation Leadership
- IV. Be an Employer of Choice

**Vision Statement:** Through innovative partnerships and creative community development solutions, businesses and residents thrive.

**Mission Statement:** Build and maintain vibrant, sustainable, mixed-use neighborhoods that support California's capital city.

**Tag Line:** CADA Cultivates Community

**Values:** The CADA team focuses on our priorities and on each other in the delivery of our mission.

1. **Accountability:** We live our ethics as innovative community development leaders, transparently working to achieve excellence in construction, property management, placemaking, and sustainability, while responsibly utilizing our resources.
2. **Customer Service:** We are committed to creating and managing quality spaces in which people live, work, and thrive. Our customer service is responsive and reliable for clients, partners, and co-workers.
3. **Teamwork:** We collaborate and demonstrate empathy, utilizing our diversity of talents and perspectives as our strength while supporting each other in our daily tasks and professional growth, making CADA an employer of choice.

**Sustainability Statement:**

It is our priority to create, renovate, and maintain residential and commercial buildings, streetscapes, and parks that contribute to a healthy, sustainable, affordable, and attractive Sacramento. It is our goal to reduce our carbon footprint and water usage and boost our resilience in the face of the mounting impacts of climate change and achieve a more equitable and sustainable future for our tenants, employees, and partners, implementing new technologies and innovation.

**Diversity, Equity and Inclusion (DEI) Statement:**

CADA is committed to advancing diversity, equity, and inclusion. We recognize the historical and complex circumstances of bias and inequity that have impacted many areas of society, including former employment and housing practices, throughout the country and within Sacramento. Through our policies, actions, and training that make us an employer of choice, and our community development projects and programs that provide commercial and housing opportunities, community spaces, and neighborhood activation, we work to further principles of diversity, equity, and inclusion.

We are committed to equity within our organization and commit to:

1. Increasing our organizational capacity to be an employer that leads in diversity, equity, inclusion, and belonging.
2. Communicating in ways that welcome community voices and authentic narratives.
3. Forging partnerships to enhance and promote efforts that result in equitable outcomes.
4. Aligning current resources with activities that further reduce inequities, either directly or indirectly.

**Definition of Key Performance Indicators (KPIs):** Quantifiable measurements that help gauge CADA's performance towards the objectives of our strategic plan.

## **Objective I: Ensure Fiscal Strength and Operational Excellence**

Rationale: Maintaining a strong financial footing allows CADA the flexibility to initiate new development projects, increase neighborhood activation, attract and retain a high-quality team, and deliver on our mission imperatives.

### **Strategies**

- A. Further organizational efficiency while maintaining a high level of program delivery.
- B. Maximize existing sources of revenue in balance with CADA's mission and public policy objectives.
- C. Pursue new forms of revenue to support expansion of CADA's impact.

### **Key Performance Indicators**

- Cost and efficiency gains.
- Revenue including growth in new sources.
- Lower vacancy rates.
- Customer satisfaction, including internal and external customers.
- Improved working practices and coordination.

### **Activities and Timelines Tracked in Operational Business Plan**

1. Implement comprehensive software solutions that streamline work processes. (2024)
2. Coordinate staff onboarding and training to ensure full adoption of systems, processes, and values. (2024)
3. Implement digital communications and services for tenants that supports our commitment to diversity, inclusion, equity, and belonging. (2024)
4. Streamline turnover of vacant units and commercial spaces. (2024-2025)
5. Update policies and processes to streamline contracting and leasing practices. (2024-2025)
6. Pursue revenue within existing resident rental assistance and related programs. (2024)
7. Consider new grant funding opportunities. (2025)
8. Seek financial partnerships and creative fundraising that further CADA's mission. (2024-2029)

## **Objective II: Deliver Community Development Leadership**

Rationale: Our mission is fulfilled, and our vision is achieved by CADA taking a leadership role in construction, property management, environmental sustainability, and placemaking in Sacramento.

### **Strategies**

- A. Develop and collaborate on a variety of housing types and creative projects, including projects outside of CADA's project areas that: 1) align with State and City community development goals; 2) influence city priority corridors or areas; 3) present a unique opportunity for positive impact; 4) come with direct or in-kind support from a public, non-profit, or PBID partner; and/or 5) can be accommodated without negatively impacting other organizational priorities and commitments through the use of existing or expanded resources.
- B. Increase housing availability by reducing vacancies and expanding projects.
- C. Sequence Capital Improvement Projects (CIPs) and prioritize projects that are sustainable and functional for CADA's residential and commercial tenants.

- D. Demonstrate our commitment to environmentally sustainable practices that reduce CADA's carbon footprint, reduce water consumptions, and increase our commercial and residential buildings' resilience in the face of climate change impacts.
- E. Identify and fund placemaking artwork and events that activate, strengthen, and increase the attractiveness and livability of neighborhoods.

### **Key Performance Indicators**

- Number of projects per year, locations and community benefits
- Type of projects and levels of affordability (tenure and income levels)
- Decreased timeline for unit turnovers and fewer units on maintenance holds
- Maintenance response time
- Sequence and completion of CIPs
- Tenant survey results
- Energy usage report card
- Contractor and supply chain miles
- Waste reduction and recycling rates
- Number of artwork and streetscape installations
- Number of sponsored/co-sponsored neighborhood and tenant events
- Neighborhood/tenant event attendance and experience
- Budget performance
- DEI commitment metrics

### **Activities and Timelines Tracked in Operational Business Plan**

1. Seek opportunities for furthering ownership housing and housing serving a range of income levels to create diverse and inclusive neighborhoods. (2024-2029)
2. Reduce average residential unit turnover time by 50% and reduce Maintenance holds on units. (2024-2025)
3. Streamline move-out inspections and referrals to the Maintenance Department to speed up work orders and reduce repeat work in units to ready them for leasing. (2024)
4. Define an organizational 'housing unit standard' amongst Maintenance, Leasing, and Marketing teams to ensure consistency in unit inspections and sign-off for marketing and leasing units. (2024)
5. Streamline and plan vendor assignments to reduce wait time for outside contract work orders and materials. (2024-2025)
6. Implement a digital materials inventory tracking system. (2024-2025)
7. Conduct a comprehensive needs assessment of all CADA buildings to inform long term planning. (2024-2025)
8. Identify opportunities to bring more housing online that addresses local needs and engage in a minimum of two active development projects per year. (2024-2029)
9. Engage community partners in identifying development and placemaking opportunities. (2024-2029)
10. Establish and track plans for energy usage reduction in existing buildings and sustainable development in future projects. (2024-2029)
11. Replace use of bottled water with installed water systems (e.g., Maintenance Dept). (2024)
12. Reduce paper usage throughout organization. (2024-2029)
13. Institute Maintenance Department training in building heating, cooling, power generation, and lighting systems that support climate resiliency. (2024-2025)
14. Purchase, build out and occupy a new Maintenance Department warehouse and Maintenance/Asset Management office that strive to be zero net energy (ZNE). (2024-2027)



15. Seize opportunities to improve public spaces and/or incorporate events, public art, mini museums, and Sacramento’s culture and history into a neighborhood. (2024-2029)
16. Implement projects that further community development goals of small business incubation, community-building and education, placemaking activities, and neighborhood development. (2024-2029)

<b>Objective III: Provide Policy and Innovation Leadership</b>
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Rationale: CADA is well-positioned to be a leader in advocating for public housing policy and to advance innovative development projects and practices. We have the experienced staff, insightful Board of Directors, trusted reputation, and strong relationships necessary to lead, partner, and share information.

**Strategies**

- A. Influence public policy that advances CADA’s mission, particularly related to local and state housing policy conversations, with a commitment to providing a variety of housing types (tenure and affordability), removing barriers to housing development, preserving and expanding community development funding opportunities, and furthering innovative community development, placemaking, and events practices.
- B. Tell an effective story that communicates CADA’s community value on its own and in collaboration with local partners.

**Key Performance Indicators**

- Number of CADA project tours
- Summaries of local and state policy discussions and bills
- Number of development projects, streetscapes, art and events with funding partnerships
- Number or percentage of favorable policy measures passed/secured
- Amount of leveraged resources in community development projects
- Amount of new commercial/retail square footage
- Number of new housing units
- Increased number of partners / level of collaboration
- Increased public support of CADA initiatives
- Increased positive visibility of CADA (media, external content promotions, etc.)

**Activities and Timelines Tracked in Operational Business Plan**

1. Utilize the CADA newsletter, social media, and media outlets to communicate CADA’s work and delivery of mission, ensuring a variety of formats for access and inclusion. (2024-2029)
2. Manage CADA and CACDC brand through logo, website, and other outward facing materials. (2024-2025)
3. Develop materials around new projects, programs, and events that highlight CADA’s work and cultivate community. (2024-2029)
4. Develop educational materials for local and state audiences that communicate necessary information to inform policy and funding discussions and further innovative projects and partnerships. (2024-2029)
5. Author Annual Reports that highlight CADA’s organizational purpose and outcome delivery each year. (2024-2029)

## **Objective IV: Be an Employer of Choice**

Rationale: A culture of excellence and accountability requires investment in our people.

### **Strategies**

- A. Expand teamwork.
- B. Demonstrate a culture of accountability at all levels of the organization.
- C. Develop excellence in all team members, providing them the resources necessary to succeed.
- D. Offer competitive benefits and salary that attract and retain qualified individuals.
- E. Support long-term sustainability through leadership succession planning of the Board and organization.
- F. Nurture a strong organizational culture.
- G. Have fun and show employee appreciation.

### **Key Performance Indicators**

- Employee referrals
- Candidate engagement rates
- Turnover
- Cost per hire
- Employee “net promoter score”, a measurement of employee loyalty and satisfaction

### **Activities and Timelines Tracked in Operational Business Plan**

1. Implement Strategic Plan and accompanying employee recognition program and performance evaluation tools to further organizational culture and teamwork. (2024)
2. Offer regular trainings for staff and specialized training as needed to foster growth and accomplish organizational objectives. (2024-2029)
3. Identify opportunities for CADA staff cross-departmental collaboration and learning. (2024-2025)
4. Job share and cross-training for Maintenance and Leasing staff to help with needed back-up skills and succession planning. (2024-2025)
5. Staffing and space needs evaluation on an ongoing basis with staff turnover and shifts in office space locations to ensure appropriate resource distribution. (2024-2029)
6. Create staffing manuals for departments, as needed, to ensure consistency, coordination, and onboarding capacity. (2024-2025)
7. Develop a Board training binder to support new members and lessen the learning curve. (2025-2026)

**Strategic Plan Community Listening Session Summary- August 18, 2023 (WAL) and Written Comments from Community Partners**

<b>Subject</b>	<b>Comments/Concerns</b>
Support for the selection of Danielle Foster as the ED of CADA (CITY)	<ul style="list-style-type: none"> <li>• "loss for the City but a great visionary for CADA" (CITY)</li> <li>• "no one better for this work" (CITY)</li> </ul>
Support for CADA expanding its role within the CITY, doing creative things to better the community, like CLTRE Club, considering all the aspects of community development and being nimble (CITY)	<ul style="list-style-type: none"> <li>• CADA looks at the neighborhood as a community, not just one use or another, partnerships and events (R Street PBID)</li> <li>• Agreement for CADA to consider expanding its boundaries and finding opportunity parcels- (DSP)</li> <li>• Look at expanding across downtown (CITY)</li> <li>• Supportive of concept with a desire to consider CADA's overall role as a housing organization across the region compared with other organizations (BOARD)</li> <li>• Don't let expansion distract from the community development components- grocery store, child care, etc., supportive of downtown focus (CITY)</li> <li>• Supports expansion so long as it is balanced with hitting existing objectives (R Street PBID)</li> <li>• Wouldn't want expansion to impact ability to be nimble, resourced (Board Member)</li> <li>• "a bigger geographic area is a good idea" (SacRT)</li> <li>• Supportive of expanded boundaries (Urban Capital)</li> <li>• Don't dilute a great thing (Local Artist)</li> <li>• Supportive of keeping a sense of place in CADA's work (BOARD)</li> </ul>
CADA has been instrumental in how the downtown city looks today (STATE)	<ul style="list-style-type: none"> <li>• Agreement from Urban Capital- "great buildings from CADA"</li> <li>• Agreement from SacRT- "enjoyed the transformation of the City under CADA"</li> <li>• Agreement from R Street PBID- "the impact of CADA has been great"</li> <li>• Agreement from DSP- "appreciates CADA's looking forward focus"</li> <li>• Agreement from CITY- "and how do we partner in the downtown and make up for the loss of state workers?"</li> <li>• Agreement from CFY- "CADA has been CFY's favorite development partner"</li> </ul>
CADA ensures wrap around services to CADA tenants who need it in order to ensure their successful integration into the community (SERVICE PROVIDER- Step Up)	<ul style="list-style-type: none"> <li>• Continue to grow supportive services to ensure adequate resources for tenants (Step Up)</li> <li>• Continue using partnerships to provide services</li> </ul>

Subject	Comments/Concerns
Support for CADA prioritizing the Middle-Income Housing Program (DEVELOPER-Urban Capital, CITY, DEVELOPER-CFY)	<ul style="list-style-type: none"> <li>• Need for middle-income housing is quite apparent in the affordable housing application process, most recently at ARY Place (CFY)</li> <li>• Supportive of CADA “scaling up more housing solutions”- (Urban Capital)</li> <li>• The City is interested in providing “seed money” to match CADA on the Middle-Income Housing Program (CITY)</li> <li>• Supportive of CADA providing other models to ensure downtown occupancy and culture (DSP)</li> </ul>
CADA prioritizes public art and esthetic, a sense of place and supports local artists, compensating them appropriately (LOCAL ARTIST)	<ul style="list-style-type: none"> <li>• CADA provides access to opportunity (LOCAL ARTIST/TENANT)</li> <li>• Supportive of maintaining this value (BOARD)</li> </ul>
Support for CADA prioritizing homeownership in urban neighborhoods. (DSP)	<ul style="list-style-type: none"> <li>• Supportive of homeownership options downtown, has been looking at lease to own models (Urban Capital)</li> <li>• Supportive of CADA providing other models to ensure downtown occupancy and culture (DSP)</li> </ul>
Support for CADA partnering on technical assistance and legislative work on reforming Condominium Defect Liability (CDL) legislation. (DSP)	<ul style="list-style-type: none"> <li>• Supportive of reform and options for ownership housing (Urban Capital)</li> <li>• Supportive of looking at other models that work (DSP)</li> </ul>
Support for CADA prioritizing sustainability, all-electric, green features, etc. (SMUD)	<ul style="list-style-type: none"> <li>• Supportive of advanced warning for development of new construction projects (SMUD)</li> <li>• Supportive of housing and transit connection and CADA’s work as a streetscape partner (SacRT)</li> </ul>
Support for evaluating opportunity to update the Capitol Area Plan (BOARD)	<ul style="list-style-type: none"> <li>• “serves as our North Star.” (BOARD)</li> <li>• “encouraged by these ideas” (STATE)</li> </ul>

Written comments:

Former Director-

- strengths- fiscal stability, skilled in affordable housing production, good community relations, non-profit arm, respected Board
- weaknesses- length of land leases, age of building stock, lack of media presence/recognition for successes
- opportunities- development sites, transit-oriented sites that could allow for development in Sacramento and Yolo and the metropolitan area, non-profit arm for affordable housing and workforce housing- can establish CADA as a leader for Sacramento and the capitol area and surrounds, media partnerships to expand CADA reputation, assist with State reuse work, pursue available affordable housing funding, a vision for success and means to accomplish it
- threats- state budget deficit

Metro Chamber-

- value your commitment to finding creative solutions to housing challenges, which is going to continue to be key
- CADA is moving quickly on both small, hyper-local projects that building community and on large scale projects that build housing, and community
- Chamber is happy to support CADA’s work and partner on creative solutions

### Urban Elements-

- Need ED furthers innovation and builds consensus around the mission
- Continue to be focused and clear on your role and responsibilities, work with partners who understand what they contribute and why
- We are committed to explore creative ways to partner in housing innovation
- Let's continue to innovate and create strategic partnerships
- Be willing to make mistakes in the process of innovating and getting things right

### SKK Development-

- CADA is a great asset/tool for the City of Sacramento
- CADA has played and will continue to play a vital role in the physical development of the Capitol area
- Response to the City and local neighborhood
- CADA's willingness to pursue innovation solutions working with the private sector to provide workforce housing is something we encourage.
- SKK is interested in partnering with CADA on development of new mixed-use projects, particularly new ownership housing which has not occurred since our development project more than 20 years ago.
- SKK would also like to work with CADA to acquire recently constructed apartments for long-term operation as affordable workforce housing, both within and outside the Capitol Area.