



Board Meeting Agenda

Time: 11:30AM – 1:00PM

Date: December 19, 2017

UW Tower, 22 Floor Boardroom

- | | | |
|------------------------------------------------|-------------|------|
| 1. Welcome & Introductions | Sally/Miles | |
| 2. Public Comment | All | |
| 3. Approval of November Meeting Minutes | Sally/Miles | Vote |
| 4. November Financial Report | Alfred | Vote |
| 5. Board Nominations | | |
| a. Process review | Andrew | |
| 6. Interim CEO position | Sally/Miles | |
| a. Executive Session (15 minutes) | | |
| b. Open Discussion (10 Minutes) | | |
| c. Resolution to approve hiring of Interim CEO | | Vote |
| d. Resolution to approve Interim CEO authority | | Vote |
| 7. Committee Reports | All | |
| 8. Old Business | All | |
| a. UDP letter re: Safe Consumption | | Vote |
| 9. New Business | All | |
| 10. Adjourn | | |

Upcoming Meetings and Events:

01/11 Monthly Clean and Safe Committee – 12:00 p.m. to 1:30 p.m. – U Heights
01/16 UDP Board Meeting – 11:30 a.m. to 1:00 p.m. – UW Tower, 22nd Floor
01/18 U District BIA Ratepayer Advisory Board Quarterly Meeting
01/19 Monthly BIA Walk – 9:00 a.m. – Post Alley Cafe
01/27 Monthly UDP Cleanup Day – 9:00 a.m. to 11:00 a.m. – U Heights Plaza



Board Meeting Minutes No. 11

Time: 11:30 AM – 1:00 PM

Date: November 21, 2017

Location: UW Tower Boardroom

IN ATTENDANCE:

UDP Board Members

Sally Clark, Co-Chair
Roger Wagoner
Cory Crocker
Miles Richardson, Co-Chair
Kristine Scott

Doug Campbell
Pat Simpson
Don Schulze
Lois Ko
Barbara Quinn, Secretary

Alfred Shiga, Treasurer
Andrew McMasters
Rob Lubin
Louise Little

Excused

Jeanette Henderson

Rebecca Barnes

Theresa Doherty

UDP Staff

Marcus Johnson C&S

Chase Landrey, CE

Guests

Phil Lloyd
Kate Robinson
Miriam Castro

Aden Nardone
Joel Aslanian
Cody Davis

Ruedi Risler
Thomas Whittemore

Sally called the meeting to order at 11:34 a.m.

Public Comment

Aden Nardone, from Speak Out Seattle, asked the UDP to consider writing a letting in opposition to the creation of any unsanctioned consumption sites in the U District

Kate Robinson, co-owner of Café Allegro, thanked the UDP for their assistance in acquiring and setting up the new Tivoli lights in the alley outside of her business.

Joel Aslanian, owner of the Russell Hall building, spoke on his concerns about unsanctioned safe consumption sites and his desire to know more about the work and process of the UDP.

Cody Davis, from Speak Out Seattle, warned that any unsanctioned safe consumption sites would be a hazard to the community and asked the UDP to say no to any potential sites.

Approval of October 17, 2017 Meeting Minutes

Motion: Andrew moved to approve the October 17, 2017 meeting minutes.

Pat seconded the motion. Louise and Barbara abstained.

The motion was approved.

October Financial Report

Alfred presented the October financial report to the board.

Motion: Kristine moved to approve the October financial report.

Rob seconded the motion.

The motion was approved unanimously.

Acceptance of Audit Report

Motion: Andrew moved to accept the audit report.

Roger seconded the motion.

The motion was approved unanimously.

Safe Consumption Site – Communication and Board Process

Sally began a conversation with the board members about how the UDP should proceed on the topic of possible safe consumption sites in the U District

Motion: Alfred moved to have a letter from the UDP board written opposing any further expansion of services at the University Temple Methodist Church until such a time as when the board is presented information showing that a safe consumption site there would be safe and not negatively impact the neighborhood.

Don seconded the motion.

The motion was approved.

Committee Updates

Committee Reports were sent out via email and posted on the website in lieu of presentations.

Board Nomination Presentation

Andrew presented the submitted application and reminded the board members of the December vote.

Old Business

Sally spoke briefly about the progress in the search for a new location for the UDP office.

New Business

Cory updated the board on the U District Mobility Group's funding and work to secure a consultant team.

Miriam Castro, from Transportation Choices Coalition, was invited to share with the board about the new U-District, Let's Go! program in partnership with the UDP.

Sally called the meeting adjourned at 12:57 p.m.

NEXT BOARD MEETING: December 19th, 11:30am – 1:00pm, UW Tower

The U District Partnership
Budget Report
July through November 2017

	Jul - Nov 17	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
44500 · Government Grants and Contracts	370,815.48	391,115.57	-20,300.09
47000 · Earned Income	3,457.14	0.00	3,457.14
46400 · Interest and Other	5.06	0.00	5.06
Total Income	374,277.68	391,115.57	-16,837.89
Gross Profit	374,277.68	391,115.57	-16,837.89
Expense			
60000 · Staffing	156,686.42	194,372.98	-37,686.56
61000 · Office and Overhead	31,295.25	35,294.90	-3,999.65
66100 · Professional & Contract Expense	173,705.88	155,491.71	18,214.17
70000 · Event Expenses	16,925.73	10,160.00	6,765.73
Total Expense	378,613.28	395,319.59	-16,706.31
Net Ordinary Income	-4,335.60	-4,204.02	-131.58
Net Income	-4,335.60	-4,204.02	-131.58

The U District Partnership
Balance Sheet Prev Year Comparison
As of November 30, 2017

	Nov 30, 17	Nov 30, 16	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
10100 · Operating Bank Accounts	207,546.23	249,290.54	-41,744.31
10120 · Passthrough Bank Accounts	0.00	5,266.28	-5,266.28
Total Checking/Savings	207,546.23	254,556.82	-47,010.59
Accounts Receivable			
11000 · Accounts Receivable	99,135.40	56,030.36	43,105.04
Total Accounts Receivable	99,135.40	56,030.36	43,105.04
Other Current Assets	1,143.64	8,266.04	-7,122.40
Total Current Assets	307,825.27	318,853.22	-11,027.95
Fixed Assets	0.00	2,250.03	-2,250.03
Other Assets	400.00	0.00	400.00
TOTAL ASSETS	308,225.27	321,103.25	-12,877.98
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable	11,354.23	10,363.97	990.26
Credit Cards	641.10	541.00	100.10
Other Current Liabilities	17,772.21	10,201.84	7,570.37
Total Current Liabilities	29,767.54	21,106.81	8,660.73
Long Term Liabilities	0.00	6,508.94	-6,508.94
Total Liabilities	29,767.54	27,615.75	2,151.79
Equity			
30000 · Opening Balance Equity	39,735.72	39,735.72	0.00
32000 · Unrestricted Net Assets	241,617.46	256,035.47	-14,418.01
Net Income	-2,895.45	-2,283.69	-611.76
Total Equity	278,457.73	293,487.50	-15,029.77
TOTAL LIABILITIES & EQUITY	308,225.27	321,103.25	-12,877.98

Budget Tracker - July 1 Through November 30, 2017

Dec	Jan	Feb	Mar	Apr	May	Jun
0	0	0	0	0	0	0

November 8, 2017

Ms. Colleen Boyce

Assistant to Board Co-Chair

U District Partnership

Dear Ms. Boyce:

Attached, please find my resume in application for the open position of Interim Chief Executive Officer for the U District Partnership (UDP). I also invite you to visit my website at crawfordmw.com for more details about the organizations I have served (excluding the current assignment at Northwest Folklife – I always update the website **after** I have concluded my assignments.) and for reference comments from Board, staff and community volunteers with whom I have had the pleasure of working.

And of course, please visit my LinkedIn profile at <https://www.linkedin.com/in/markwcrawford/>.

Briefly, I have worked as an Interim Executive Director, CEO, and/or Managing Director for six organizations over the past ten years. I have worked for a wide range of organizations - in terms of mission, organizational structure, budget, staff size, etc. Prior to working as an interim executive, I led several groups as their long-term executive or managing director. I have experience managing, partnering and facilitating the success and evolution of with a broad range of Boards and staff. And I am comfortable representing my organizations to external constituencies and partners.


I also have ten years of experience working in the for-profit sector. I believe this combined experience gives me a deep reservoir of experience – allowing me to understand, borrow and utilize “the best of both worlds”.

I have reviewed your posting and am confident that I can fulfill the general responsibilities described and that I meet the qualifications listed. I will be glad to discuss this in more detail if we arrange an interview. On that topic, I can be available for interviews next week on the 15th, 16th and 17th.

In terms of availability, I am wrapping up my current interim assignment and am working for that organization two days a week from now until December 15th. If selected, I can begin part time immediately (3 days a week plus weekend hours if desired) and then move into a different schedule December 18th on.

Thank you for your consideration. I look forward to hearing from you.

Mark W. Crawford



p.s.- I enjoyed the last bullet on General responsibilities - *Meet and conquer the day-to-day surprises that are part of the U District*. Yes – the real world always has a different set of ideas than the best laid plan can anticipate fully. My own credo is “Envision future possibilities, plan a path to reach goals and manage any and all present realities along that path.”

MARK W. CRAWFORD

Seattle, Washington

www.linkedin.com/in/markwcrawford/

Senior Executive with a record of successfully leading and managing in both long-term and interim/transitional leadership positions. Highly skilled at: organizational assessment; recognizing and resolving strategic and operational deficiencies; project management; strategic planning; building and leading senior management teams; financial management—establishing budgets and operating within expected financial parameters; fund development; generating earned revenue; not-for-profit governance and board development; personnel management; volunteer management; representing organizations to external communities; advocacy; international partnership development; and working collaboratively with varied constituencies.

INTERIM/TRANSITIONAL POSITIONS (2007–Present)

Interim Executive Director – Northwest Folklife, 2016–Present

Hired to replace retiring Executive Director. While managing all operations, conducted comprehensive organizational assessment. Identified major areas of instability and risk to the organization and implemented plans to address deficiencies. Moved organization from projected year end deficit to positive year end result through increased contributed revenue and expense management. Have negotiated significant increase in program through partnerships. Implemented Board committee restructuring, by-law revisions and Board policies. Recommended and have implemented restructuring of executive leadership. Worked to change internal and external understanding and messaging of Northwest Folklife from an “event based” organization to its more complex reality as a year round “cause based” organization.

Interim Executive Director - The Arc of King County, 2015

Hired after the sudden departure of long-term predecessor. Managed all operations; revamped strategic thinking process; and reorganized finance department—personnel, financial system, year-end financial management, and developed the new fiscal year budget. Led staff during County audit, State audit and prepared organization for annual financial audit. Reorganized operations staffing structure; provided guidance on a new approach to fund development strategies while supporting current development work. Managed volunteer-led search for new Executive Director and supported her on-boarding process. I provided significant impetus to a multi-prong effort to rebuild organizational credibility and stature in the Intellectual and Developmental Disability professional field. I managed the plans for and initial phases of the renovation of the corporate headquarters. Worked with Board Governance to strengthen Board roles/responsibilities and structures.

Interim Executive Director - Sound Child Care Services, 2014–2015

I was hired for four months to manage current operations and major new projects while assessing and implementing recommendations to ensure organizational structure and long-term viability. Worked with Board, centers, and administrative staff to identify and resolve issues threatening organizational viability. I led a reconciliation process enabling return of key leadership staff. Sustained major projects including: negotiating lease and operating issues with City and community partners to open new bilingual early education center; working with federal agencies on preliminary steps to close a federally funded center; managing an internal investigation resolving employee personnel issues; and managing a financial review resulting in a modified current year budget and future projection model.

Interim Executive Director - Foundation for Early Learning, 2013

I was originally hired for six months as Interim Executive Director. Extended contract to a full year to complete and implement a decision process about the organization’s long-term potential. I stabilized staffing and operations. Wrote a six-year plan for new strategic vision including: revised scope of vision; new programmatic initiatives; financial models; and fund development plans. Launched new programs based on six-year plan and discontinued obsolete programs. I managed all staff responsibilities during a merger exploration/due diligence process leading to a Board decision to merge effective January 1, 2014. I wrote new entity case statement. Managed all FEL requirements to successfully merge organizations (staffing, programmatic transfer, branding and messaging, move plan, etc.) and close FEL operations.

Interim Executive Director / CEO- Bellevue Arts Museum, 2008–2011

I was originally hired for four to six months as Interim Executive Director. Extended contract twice on an annual basis to reorganize administrative functions and staffing, oversee transition of artistic leadership, install a new executive management structure, and revise and improve budget and financial reporting functions. Reduced operating expenses (\$3.2 million to \$2.62 million) and, during my tenure, BAM secured multi-year funding commitments (\$2 million). I balanced the budget for the first time since 2001. I sponsored a major rebranding and messaging campaign, including the launch of a new website.

Interim Chief Executive Officer- Talaris Institute, 2007–2008

Hired as an interim CEO. I led the development and production of “*The Life with ...*” series, a new line of parent and caregiver educational materials. I launched a new website (www.parentingcounts.org) in support of comprehensive branding realignment and new product announcements. Implemented a distribution channel pilot and evaluation and developed infrastructure to support distribution and sales. Reviewed, completed, and updated existing product lines. I resolved significant organizational issues including staff transitions and operational deficiencies. I developed goals and plans for short- and mid-term organizational operations.

LONG TERM EXECUTIVE POSITIONS (1998–2007)

Executive Director – Committee for Children, 2003–2007

Led Seattle-based national and international nonprofit (\$9 million annual operating budget, 75 FTE) by overseeing research, program development, marketing, communications, client relations, outreach and sales, training, administration, facilities, human resources, production, finance, and technology. Represented Committee for Children locally, nationally, and internationally and participated in advocacy efforts. Worked closely with Board on recruitment and restructuring.

Managed organization through inherited financial crisis requiring significant staff restructuring and revised short-term goals. Reorganization required multi-role efforts as Executive Director and as Interim Director of the Research, Program Development, and Finance/IT Departments. I led each departmental team to complete critical projects (publication of new research papers, completion of a major revision of product, and implementation of a new accounting system). Secured first major research grant of \$625,000.

Led a strategic planning process including a restatement of mission, vision, and values and established a five-year operational plan to expand product development, diversify revenue by adding contributed income, enhance advocacy and national prominence, and eventually relocate operations to reduce costs.

Managing Director – Portland Center Stage, 1998–2002

I managed all operations and revenue departments including marketing, fund development, finance, and operations and negotiated artistic contracts. Worked closely with Board of Directors and new Artistic Director to establish and articulate the strategic direction. Advanced the theater’s position as one of the pre-eminent arts organizations in Portland, Oregon and served as a principal spokesperson. Took high profile roles in the broader arts community and created partnerships with the local opera, ballet, and symphony, leading to the acceptance of a new theater plan.

Reorganized and revitalized the administrative and financial management, moving from a history of year-end deficits to predominately annual surplus operations, reducing accumulated deficits, strengthening the balance sheet, and securing multiple-year commitments for funding. I stewarded PCS during four years of growth of approximately 30% (from \$3.2 million to \$4.2 million) during a period of significant artistic transition. Wrote and secured a challenge grant of \$1.35 million for general operating funds, quadrupling any previous donation. Increased contributed income by 50% over four years.

Associate Managing Director - A Contemporary Theatre (ACT), 1993-1998

Partnered with Managing Director to support and maintain regular theater operations while supporting the Eagles Auditorium project (the successful restoration of an historical landmark building as a multi-use facility for theater and affordable housing). Emphasis of work on project included: public sector funding; legal issues for building acquisition; legal issues for development rights; lobbying political support/legislation; and planning and executing theater’s move into new facility.

For-Profit Sector Positions -Egghead Discount Software, 1986–1992

Eastern Regional Real Estate Manager-Oversaw all real estate and construction responsibilities for eastern half of US. Managed site research, acquisition and development for retail stores, office space and storage facilities. Negotiated leases. Managed construction requirements for new sites. Closed unproductive and/or expired lease commitments. Opened new leased department model.

Store Operations Manager-Managed all special projects for Store Operations department. Oversaw all new store openings and store closures. Hired new staff for both store level openings and district level openings. Organized and then oversaw Store Operations Support (SOS) department. Organized and managed 1-800-EGGHEAD phone sales center. Managed special projects as determined by the Vice President of Store Operations.

Education

B.A., Carleton College, Northfield, Minnesota

The UDP Board, at its regular meeting on December 19, 2017, where a quorum was established and recognized, hereby approves appointing and hiring Mark W. Crawford as Interim Executive Director of University District Partnership. This resolution shall be effective upon the execution of a Letter of Agreement specifying the terms and conditions of this appointment and hire. Further, the Board hereby authorizes either Co-Chair of the Board of the University District Partnership to negotiate those terms and execute said Letter of Agreement.

Ayes ____ Nays ____

Attested _____

Board Secretary

Date _____

The UDP Board, at its regular meeting on December 19, 2017, where a quorum was established and recognized, hereby grants Mark W. Crawford, while serving in the capacity of Interim Executive Director, all appropriate authority that is usually and reasonably necessary to fulfill the responsibilities of that Interim Executive Director position. This authority includes but is not limited to appointing Mark W. Crawford as a "Control Authority" on all UDP bank accounts and includes authority to approve and sign any form of financial deposit, transfer or payment. This general authority is limited to the extent that the Board has mandated, or will mandate in the future, through its by-laws and policies, further approval requirements by the Board.

Ayes _____ Nays _____

Attested _____

Board Secretary

Date _____

- The Clean and Safe Committee hosted our December Community Cleanup on the 9th. Special thanks to Miles and Kristine who provided volunteers to help. We had over 20 volunteers and were able to pick up over 25 bags of trash. We will be back on our regular schedule of the last Saturday of the month in January.
- We had our Clean and Safe Committee Meeting on Thursday, December 14th. We heard from Meagan Westphal and Cherie Getchell with Seattle's City Attorney's Office about the U District Alcohol Impact Area and the renewal process.
- We have begun working with Sanctuary Arts Center to have some of the youth in their work program, that we help fund, come weekly on Wednesdays to help our beautification team. We have done this the last three weeks and so far, it has been successful.
- Our monthly BIA Walk was held on December 15th. Our next BIA Walk will be on January 19th. If you are interested in the work that is done in the BIA Cleaning Areas, you are encouraged to attend.
- Our winter flower baskets continue to do well. We have had some vandalism issues with the lights on our trees along University and Roosevelt but we are continuing to keep up on the maintenance. We also had to do a change of design with the lights in the Allegro Alley to accommodate garbage trucks.
- Marcus has done several CPTED reviews so far in the month of December. We have been preparing for the increase in property crimes that typically comes with holiday season by making sure vulnerable properties are offered CPTED reviews, residents and car owners are educated in prevention, and our Ambassadors keep an eye on secured parking garages.

Upcoming Clean and Safe Events:

- January 11th - Clean and Safe Committee Meeting (12-1:30 pm @ U Heights)
- January 19th - BIA Walk (9:00 am @ Post Alley Café)
- January 27th - Clean and Safe Community Cleanup (9-11:00 am @ U Heights Plaza)



- Continuing to Social Media Outreach – Social media outreach has continued to steadily grow. Facebook is up to 1,190 people liking our page. Twitter now has 594 followers. Each month I am boosting our newsletter out to a 2-mile radius and that is also drawing in more subscriptions. In addition, businesses and city officials are increasing contacting us to share their events and posts as we are becoming more frequently known as the place to go to reach the U District community.

- Holiday SWAG Event – The annual Holiday Swag Event on Saturday was amazing! In spite of the drizzle and gloomy cloud-cover, a couple hundred people came out to join in creating colorful holiday decorations. Holiday cheer was in the air along with seasonal music and the buzz of happy craft makers. It was great to partner with U Heights Center and the Seattle Farmers Market on this event and the decorations were made possible by generous donations of tree boughs and other greenery from the University of Washington and the Seattle Parks Department. All together it was a very positive event and I can't wait to gather back together next year for the cheeriest event around.

- Recruiting for Events and Marketing Committee – I'm excited for all of the programs that we plan to start next rolling out next year from increased street activation to more directed student engagement. We couldn't do any of this without the help of the members of our great Events and Marketing Committee. Starting next year, we will be finding a better time for the committee's monthly meetings and working to recruit more members of our community to join the team. If you would like to come on board, let us know what times work best for you:

<https://www.surveymonkey.com/r/NN2QDRJ>



- Events in the Pipeline:
 - Coffee With Chase 12/21 8:00 am @ Café Solstice
 - Clean and Safe Committee 01/11 12:00 pm @ U Heights Center
 - UDP Board Meeting 01/16 11:30 am @ UW Tower
 - UDBIA Board Meeting 01/18 4:00 pm @ U Heights Center



December XX, 2017

People's Harm Reduction Alliance
University Temple United Methodist Church
Seattle Mayor Jenny Durkan
Seattle City Council
Seattle City Attorney Pete Holmes
King County Executive Dow Constantine
King County Council

VIA email

RE: UDP opposition to expansion of injection and addiction related services in the University District absent information and community consultation

Dear Neighbors and Government Leaders:

For decades Seattle has grappled with the scourge of heroin addiction. While the whole city of Seattle is affected, the University District, Capitol Hill, Belltown and Pioneer Square have been especially impacted by the human toll. We appreciate the work each of your entities has done in the past to answer the call to do more to prevent and end addiction and related harm.

The U District Partnership serves all who work in, live in, and visit the U District by fostering and sustaining a vibrant, diverse and healthy neighborhood for the common good.

At its **Nov. 20 meeting the Board of the U District partnership voted (9-5)** to state the UDP's opposition to any expansion of services by the People's Harm Reduction Alliance at University Temple United Methodist Church and to any new safe consumption site in the Greater University District **until such time** as the UDP Board and the greater University District Community have received clear information regarding expansion proposals, potential impacts to the U District community, and details of proposed mitigation to safeguard the safety and business success of our community and neighbors.

We want effective solutions. We want to be a part of furthering prevention, harm reduction and, ultimately treatment leading to saved lives. We want to be involved

in discussions of what works and what should be tried. We want to be meaningfully consulted about proposals that would be tried in our neighborhood. We need the City of Seattle and King County to develop and follow clear policy and regulatory responses.

Unfortunately, we do not feel adequately informed or consulted in current considerations by Public Health Seattle-King County, University Temple United Methodist Church or the People's Harm Reduction Alliance with regard to PHRA's proposal to start a "safe consumption site" at University Temple Church, the location of the current U District needle exchange. In multiple media interviews and in community conversation, PHRA has stated that it intends to open a safe consumption site with or without Public Health Seattle-King County's blessing.

While PHRA contends they have patiently worked within the Heroin and Prescription Opiate Addiction Task Force, this work has not involved the greater U District community, especially those who work near, live near or patronize businesses near the current location for PHRA. While all of the services provided in the alley are life-saving for our struggling neighbors, each provider does its work without truly adequate funding to cover core services, let alone the proper management of or mitigation for neighborhood impacts.

We look forward to true community engagement before any final decisions are made regarding additional services in the U District.

Thank you for your partnership and consideration,

U District Partnership Board