



Board Meeting Agenda

Time: 11:30AM – 1:00PM

Date: June 19, 2018

UW Tower, 22 Floor Boardroom

- | | | |
|-------------------------------------|------------------|------|
| 1. Welcome and Introductions | Sally | |
| 2. Public Comment | All | |
| 3. Approval of May Minutes | Sally | VOTE |
| 4. Committee Reports | | |
| a. Finance | Alfred/Phil/Mark | VOTE |
| b. Clean & Safe | Don/Marcus | |
| c. Events & Marketing | Andrew/Chase | |
| d. Urban Vitality | Stephen | |
| e. Policy & Procedure | Theresa | VOTE |
| f. Executive | Sally | |
| 5. Executive Session | Sally | |
| 6. Personnel | Sally | VOTE |
| 7. Elections | Sally/Theresa | VOTE |
| a. Re-Elections | | |
| b. New Member Election | | |
| c. Officers | | |
| 8. 2018-19 Budget | Mark | VOTE |
| a. Baseline | | |
| b. Program Expansion | | |
| 9. Adjourn | | |

Upcoming Meetings and Events:

6/21/18	Evening Clean & Safe Committee	UDP Office	5:30 – 6:30 pm
6/26/18	Events & Marketing Committee	UDP Office	9:00 - 10:00 am
6/28/18	UDBIA Board Meeting	U Heights	4:00 – 5:30 pm
6/28/18	UDBIA Annual Ratepayer Meeting	U Heights	5:30 pm
6/30/18	Monthly Cleanup	U Heights Plaza	9:00 – 11:00 am
7/12/18	Clean & Safe Committee	U Heights	12:00 – 1:00 pm
7/17/18	UDP Board Meeting	UW Tower	11:30 am – 1:00 pm
7/20/18	BIA Walk	UDP Office	9:00 – 10:00 am

The U District Partnership (UDP) 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.



Board Meeting Minutes No. 5

Time: 11:30 AM – 1:00 PM

Date: May 15, 2018

Location: UW Tower Boardroom

IN ATTENDANCE:

UDP Board Members

Sally Clark, Co-Chair
Cory Crocker
Louise Little
Jeanette Henderson
Rob Lubin

Andrew McMasters
Theresa Doherty
Miles Richardson, Co-Chair
Stephen Antupit
Doug Campbell

Don Schulze
Alfred Shiga, Treasurer
Pat Simpson
Lois Ko

Excused

Barbara Quinn, Secretary

UDP Staff

Mark Crawford IED
Bridget O'Donnell OM

Marcus Johnson C&S
Jennifer Astion CC

Chase Landrey, CE

Guests

Phil Lloyd
Eric Lawson

Miriam Castro
Steve Wilkins

Ruedi Risler

Miles called the meeting to order at 11:36 a.m.

Public Comment

Steve Wilkins asked whether there were funds from SDOT for the Flexi-Pave project.

Miriam Castro reminded everyone of the transit talk coming up on May 24th.

Approval of April, 2018 Meeting Minutes

Motion: Jeanette moved to approve the April 17, 2018 meeting minutes with a correction of the date of next meeting.

Rob seconded the motion. Don abstained.

The motion was approved.

Committee Reports

Finance Committee

Alfred presented the April financials.

Motion: Doug moved to approve the April financial report.

Andrew seconded the motion.

The motion was approved.

Alfred presented a resolution to direct and empower staff to open new operating accounts at WSECU. .

Motion: Don moved to approve the resolution

Theresa seconded the motion.

The resolution was unanimously approved.

Clean and Safe Committee

Marcus presented the May Clean and Safe Committee report and thanked participants of the Annual Clean-Up. He extended a special thank you to all of the Board members who attended, to Miles for bringing a whole team over from University VW Audi to participate and Andrew for serving as emcee. We also appreciate the partnership with U heights to host the event and to their staff for the great support they provided.

Events and Marketing Committee

Chase presented the May Marketing and Events Committee report and talked about the progress of the short term marketing campaign. He updated the Board on the StreetFair and urged Board members to volunteer at the information booths.

Policy and Procedure Committee

Theresa reported on the work of the Policy and Procedure Committee, specifically on their work on filling vacancies on the board, preparing the re-election process for Board members whose terms are expiring, and creating a slate of officers. She announced that further discussion, candidate reviews and voting would take place in June/July.

The Committee is working on a revision of the Participation Agreement and hopes to have a draft prepared for Board consideration at the June meeting.

Bylaws specifically related to Board governance issues will be revisited at a future Board retreat.

Executive Director Report

Reforecast 2017-2018 Update

Mark presented reforecast.

2018 Assessment Update Process

Updated assessment numbers were presented and discussed. Our review of the assessment roles is showing a number of errors and we are currently projecting that we will need to provide credits or refunds to a limited number of ratepayers. This analysis should be complete by the June Board meeting.

2018-2019 Budget

Mark presented an outline of the baseline budget for 2018-2019. It extends current operations and proposes continuing with the Ambassador program as a regular operating program. It also proposes a reduction in funds dedicated to youth employment issues. It assumes continuing StreetFair in 2018-19.

Mark presented materials on the ordinance renewal process. Work will need to begin in 2018-19 and necessary funds budgeted.

Motion: Alfred moved to have the UDP board recommend that the UDBIA Ratepayer Advisory Board should commence the work soon to pursue the renewal of the UDBIA ordinance and expend the appropriate amount of funding necessary to accomplish this task."

Pat seconded the motion.

The motion was approved.

The committee chairs presented and the Board discussed potential additional expenditures for the next fiscal year. The Board recommended that staff present three options to the BIA Board for further deliberation: an expanded branding and marketing campaign; collaborating with REACH to bring a qualified mental health professional into the U District; and expanding our investment in staffing, research and community participation in issues that fall under the Urban Vitality scope.

Old Business

Sally contacted the Director of the People's Harm Reduction Alliance about presenting before the Board and is waiting to hear back.

Executive Session

Board entered an executive session.

Miles adjourned the meeting at 1:09 p.m.

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

The U District Partnership

Balance Sheet Prev Year Comparison

As of May 31, 2018

	May 31, 18	May 31, 17	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
10100 · Operating Bank Accounts	329,203.21	268,579.89	60,623.32
10120 · Passthrough Bank Accounts	0.00	5,266.37	-5,266.37
Total Checking/Savings	329,203.21	273,846.26	55,356.95
Accounts Receivable			
11000 · Accounts Receivable	146,606.58	101,239.30	45,367.28
Total Accounts Receivable	146,606.58	101,239.30	45,367.28
Other Current Assets			
12022 · Prepaid Expense	3,818.94	7,879.15	-4,060.21
12000 · Undeposited Funds	4,500.00	1,940.00	2,560.00
Total Other Current Assets	8,318.94	9,819.15	-1,500.21
Total Current Assets	484,128.73	384,904.71	99,224.02
Fixed Assets			
15000 · Furniture and Equipment	0.00	562.40	-562.40
Total Fixed Assets	0.00	562.40	-562.40
Other Assets			
17025 · Security Deposits	3,358.32	400.00	2,958.32
Total Other Assets	3,358.32	400.00	2,958.32
TOTAL ASSETS	487,487.05	385,867.11	101,619.94
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable	151,825.19	16,255.02	135,570.17
Credit Cards	0.00	832.14	-832.14
Other Current Liabilities	20,775.01	13,241.50	7,533.51
Total Current Liabilities	172,600.20	30,328.66	142,271.54
Long Term Liabilities			
27210 · GE Capital Copier Lease	0.00	3,912.82	-3,912.82
Total Long Term Liabilities	0.00	3,912.82	-3,912.82
Total Liabilities	172,600.20	34,241.48	138,358.72
Equity			
32000 · Unrestricted Net Assets	265,400.21	295,749.62	-30,349.41
Net Income	49,486.64	55,876.01	-6,389.37
Total Equity	314,886.85	351,625.63	-36,738.78
TOTAL LIABILITIES & EQUITY	487,487.05	385,867.11	101,619.94

The U District Partnership

Stmt. of Activities Budget vs. Actual

July 2017 through May 2018

	Jul '17 - May 18	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
44500 · Government Grants and Contracts	827,099.45	979,977.36	-152,877.91
47000 · Earned Income	210,288.76	245,500.00	-35,211.24
46400 · Interest and Other	550.49	13,100.00	-12,549.51
Total Income	1,037,938.70	1,238,577.36	-200,638.66
Gross Profit	1,037,938.70	1,238,577.36	-200,638.66
Expense			
60000 · Staffing	323,788.36	444,170.70	-120,382.34
61000 · Professional & Contract Expense	42,360.00	48,181.67	-5,821.67
62000 · Office and Overhead	71,936.18	88,671.56	-16,735.38
70000 · Direct Program Expenses	550,367.52	579,012.90	-28,645.38
Total Expense	988,452.06	1,160,036.83	-171,584.77
Net Ordinary Income	49,486.64	78,540.53	-29,053.89
Net Income	49,486.64	78,540.53	-29,053.89

2017-18 University District BIA

Budget Tracker - July 1 Through May 31, 2018

ACCOUNTS	Budget	TO DATE	REMAINING	% Expended	Personnel	Non-Personnel	Jul	Aug	Sep
Program Management	199,706	140,790.22	58,916	70.5%	61,054.72	79,735.50	\$ 11,225.22	\$ 10,449.28	\$ 10,106.98
Community Engagement	41,343	37,826.66	3,516	91.5%	32,596.68	5,229.98	\$ 6,018.49	\$ 4,814.28	\$ 8,393.41
Cleaning and Public Safety	415,946	308,559.43	107,387	74.2%	107,684.89	200,874.54	\$ 23,415.91	\$ 36,349.53	\$ 33,245.37
Events and Marketing	69,419	28,192.00	41,227	40.6%	31,245.87	(3,053.87)	\$ 7,745.63	\$ 5,825.00	\$ 2,443.13
Economic Development	57,510	56,416.05	1,094	98.1%	38,008.17	18,407.88	\$ 2,150.44	\$ 3,329.18	\$ 1,693.03
Urban Design & Planning	71,748	41,418.82	30,329	57.7%	40,850.49	568.33	\$ 4,784.43	\$ 4,705.80	\$ 4,545.76
One Time Expenditures	310,790	188,646.27	122,144	60.7%	-	188,646.27	\$ -	\$ 2,500.00	\$ 9,000.00
Total Requested	1,166,462	801,849.45	364,613	68.7%	\$ 311,440.82	\$ 490,408.63	\$ 55,340.12	\$ 67,973.07	\$ 69,427.68

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Program Management	\$ 9,310.33	\$ 17,148.54	\$ 16,364.35	\$ 11,754.11	\$ 12,916.91	\$ 12,762.60	\$ 15,252.82	\$ 13,499.08	
Community Engagement	\$ 4,468.01	\$ 1,563.91	\$ 1,599.57	\$ 1,818.84	\$ 1,639.21	\$ 1,869.22	\$ 2,260.87	\$ 3,380.85	
Cleaning and Public Safety	\$ 30,944.84	\$ 34,617.45	\$ 24,263.73	\$ 37,441.88	\$ 20,753.69	\$ 24,977.45	\$ 23,893.42	\$ 18,656.16	
Events and Marketing	\$ 2,849.92	\$ 2,107.52	\$ 1,512.48	\$ 1,927.21	\$ 1,836.12	\$ 1,753.57	\$ -	\$ 191.42	
Economic Development	\$ 3,982.01	\$ 10,081.51	\$ 1,378.09	\$ 3,497.20	\$ 4,827.20	\$ 8,266.58	\$ 12,465.45	\$ 4,745.36	
Urban Design & Planning	\$ 3,297.21	\$ 325.28	\$ 1,321.06	\$ 3,439.34	\$ 4,770.19	\$ 4,770.19	\$ 4,749.20	\$ 4,710.36	
One Time Expenditures	\$ -	\$ 23,815.05	\$ 2,722.42	\$ 14,307.71	\$ 13,600.00	\$ 32,771.50	\$ 23,908.06	\$ 66,021.53	
	\$ 54,852.32	\$ 89,659.26	\$ 49,161.70	\$ 74,186.29	\$ 60,343.32	\$ 87,171.11	\$ 82,529.82	\$ 111,204.76	\$ -

May Financial Reports

Variance Report

6-15-18

Balance Sheet

Checking Savings – Approximately \$64,725 more than April close. StreetFair revenue that has come in. Last month we were running a bit behind on actual collection due to late start and new online billing system, but now much of that income is in the bank with the larger expenses to be paid in June.

Accounts Receivable - Approximately \$39,337 less than April close. Combination of a high A/R for BIA reimbursements given one-time expenses in May and reduced A/R from StreetFair vendors whose payments have been received. Also includes payment from KUOWS for move expenses and \$5,000 from Metro PCS for fair sponsorship.

Undeposited Funds - \$4,500 recently received check from City for use of conference room.

Accounts Payable – Increase of \$107,096 over April close. Includes added expenses to be paid for StreetFair (\$12,526 for permits, \$13,000 - Bold Hat invoice, \$12,203 for Hollywood Lights, \$2,814 for National Barricade, \$3,422 for NC Power Systems, and \$6,117 for Honey Bucket), added one time expenses - Recology costs for pressure washing, and expenses related to tree pit refurbishment.

Other Current Liabilities – Basically same as April close.

Statement of Activities

Income

BIA Contract – Lower expenses led to lower reimbursements.

Event Income – Sponsorships – as budgeted \$30,000 in cash and no in-kind sponsorship (Seattle Times) yet posted. (There is a corresponding drop in expenses, so that actual again budgeted \$20,000 nets out at zero.) Final revenue for booths, vendor fees, and electric to come.

Expenses

Salaries – Still have not hired Economic Development Manager. Total StreetFair salaries were \$4,145 less than budgeted. Also, the budget for taxes in May was higher than normal and \$3,688 was saved.

Rent, Parking, Utilities – May savings include various small amounts that had been carried on our books but are no longer considered valid. Also includes savings on new lease.

Supplies – includes purchase of tablet for use by staff when out in the district.

Clean and Safe Contracts – includes extra power washing.

Youth Employment Contract – expect one more \$5,000 bill in June.

Event Expenses – we are still waiting for a number of StreetFair related expenses to come in.

Budget Tracker

This month, we spent \$66,021 on one-time expenses – power washing, Ambassadors, and the balance of the tree pit work.

- We held our 25th Annual Cleanup on May 12th. We had great weather and a great time. Thank you to Miles for coming and providing a robust team of employees for the event and being a judge for the contest! Thank you to Andrew for emceeing the event! Thanks to Don, Lois, Andrew and Louise for providing prizes for the trash contest!



- We held our May BIA walk on May 18th and our June BIA Walk on June 15th. If you are interested in learning more about the day-to-day operations of our North and South Cleaning Areas, you are encouraged to come to our July BIA Walk on Friday, July 20th. We meet at 9:00 am in the UDP Conference Room.
- We had our last Clean and Safe Committee Meeting before taking a break for the summer on Thursday, June 15th. The monthly C&S Meetings will resume September 13th.

The SPD Community Police Team Officers Mike Lanz and Joe Bender gave a police update at the meeting. They reiterated that the University District is doing extremely well from a policing point of view. They told the committee about SPD Officer Jeff Mitchell, our newest foot-beat officer. They are still currently looking to fill the second foot-beat vacancy. We heard about the expansion of the Law Enforcement Assisted Diversion (LEAD) Program into the North Precinct. They gave an update on some of the encampments in the area, most of which are on the fringes or just outside of the BIA. The two officers spoke about their endorsement of a potential partnership between the UDP and the REACH. SPD works with REACH regularly and the relationship between our SPD presence in the area and REACH is one that they believe would make a huge difference.

We briefly went over the Clean and Safe baseline for next year. Marcus then gave the Committee a more robust presentation about the REACH Proposal that includes a lot of information that has come from some meetings with the directors of REACH as well as a conversation with the director of the Ballard Alliance, Mike Steward, on how their partnership with REACH has gone.

We ask our committee members to show their support for the UDP at the BIA Ratepayer's Annual Meeting on June 28th.

- Last month, we installed Flexi-Pave on Roosevelt Way between 45th to 52nd. This was the most we have ever done at one time. This BIA investment used the last of the one-time allotment for tree pit refurbishment.

- We are having some cleaning work being done by Elm Grove in the BIA, west of our Cleaning Areas. Elm Grove is the company who did our pilot cleaning area last year as well as a variety of ongoing tasks for SPU in the U District. This cleaning is happening 7-days a week for the whole month of June and will run through the first week of July. This work is being done in preparation for the US Special Olympics coming to the University of Washington and all the people that will come for the games. They are also removing a lot of the trash and furniture left behind during the Spring move-out season.

Elm Grove was happy to co-brand with us, something Recology continues to resist.



- We had 75 Spring/Summer baskets installed the week of Street Fair. We hope you have been able to enjoy these beautiful additions to our streetscape. These flowers are maintained 7-days a week by our two Beautification Team Members. Tyler had his one-year anniversary with the UDP and we just hired Alec Nema, a recent UW grad. Be sure to thank these guys for all the hard work they put into making our neighborhood beautiful the next time you see them!



- We are working to re-launch the Residential Landlord and Manager Group with a “meet and greet” event on June 19th from 5:30-7:30pm at Tavern 12. If you are interested in meeting some of these folks that represent a large percentage of our Ratepayers, we encourage you to join us! This “meet and greet” is co-hosted with American Campus Communities.

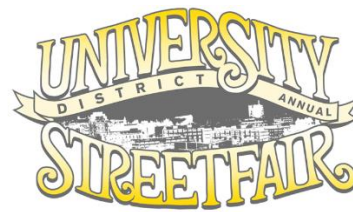
Upcoming Clean and Safe Events:

Residential Landlord/Manager Meet & Greet
Evening Clean and Safe Meeting
BIA Ratepayer Advisory Board Meeting
Annual BIA Ratepayer’s Meeting
C&S Monthly Cleanup
Next C&S Meeting

June 19th (5:30-7:30pm @ Tavern 12)
June 21st (5:30-6:30pm @ the UDP Conference Room)
June 28th (4:00 - 5:30pm @ U Heights Auditorium)
June 28th (5:30pm @ U Heights Auditorium)
June 30th (9:00 -11:00am, meet @ U Heights Plaza)
September 13th (12:00-1:30pm @ U Heights, Room 108)

- Continuing Social Media Outreach – Social media outreach has continued to steadily grow. Facebook is up to 1,217 people liking our page. Our twitter now has 623 followers and Instagram has jumped up to 174 flollowers. Many of these new people found us through our increased StreetFair posting schedule and, our new Communication Coordinator, Jen’s consistant attention. Additionally, each month I am boosting our newsletter out to a 2-mile radius and that is also drawing in more subscriptions. This has brought our Newsletter subscription list up to 657 people.
- Updates to our Communications – Jen has also been hard at work implementing some much needed updates to our email communication strategy. First, we have changed Friday Cheers to the the UDP Weekly Update, which will go out every Thursday. This allows us to tell our subscribers about great weekend events in the neighborhood, with enough time to actually plan on attending, in a cleaner more professional format. We have also begun to make the move to a new email marketing platform, Mail Chimp. You will begin to see the new format and content in the July UDP Newsletter at we migrate over to this platform. Once this has been rolled out, we will begin testing channelizing our emails by adding optional communications that community members can subscribe to based on their interests and demographic information.
- Short Term Marketing Campaign Update – Starting in April, our marketing taskforce selected Creative Media Alliance (CMA) to run a digital campaign for the U District. This plan centers around advertisements which lead customers visiting our neighborhood during major events, like StreetFair, UW Graduation, and the Special Olympics, into our local businesses. To accomlish this, they created and launched an ad set for the many different categories of businesses and entertainment you would discover in the U District, around the phrase “YoU Find”. These ads have have been promoted Seattlewide through both website and social media advertising. These ads, when clicked on, lead to a trial neighborhood landing page at www.udistrict.buzz with information about the U District. During this entire process, CMA have been gathering data about who interacts with our ads and which ones perform the best. Our taskforce then has been reviewing this with them weekly and tweaking our strategy. This process has lead us to many improvements, including most recently adding a listing for every storefront business in the U District on the website. Now, when someone clicks an ad on about dining, for example, they are taken directly to a page showing them every dining option that our neighborhood offers (www.udistrict.buzz/dining) with links to each business’s website. This works the same for lodging, art, music, cafes, shopping, and entertainment. We rushed to roll this out before UW Graduation, so it is currently up in a very rudimentary form, but we are already getting additional clicks by visitors through to business websites. These are people who may not have heard about or visited these businesses otherwise. In prepartion for the final event of this campaing we will be getting bigger and better in many ways. First, we are taking the campaing out of the digital realm and onto the streets. Starting in the next couple weeks you will see flyers going up in windows, flags on the streets and a new banner over the Ave, welcoming visitors to our neighborhood. The webiste will continue to be refined as well, with sortable columns for searching by the type of food or shop and updated descriptions to get visitors excited to begin exploring. Finally, we will start to test a method of targetting our ads to a much smaller neighborhood scale during the week of Special Olympics to learn how they perform.
- Events in the Pipeline:
 - Events & Marketing Committee 05/22 9:00 am @ UDP Office
 - US Special Olympics 07/01-06 @ Husky Stadium and others
 - Night Out 08/07 @ TBD
 - Up Your Ave 9/29 @ The Ave

2018 StreetFair Recap



The 49th Annual StreetFair was an absolute blast!

This year's fair was presented by Sound Transit and supported by WSECU. We were happy to host 250 different artists, crafts people, and food vendors on the Ave. Many of these vendors have been returning year after year to the fair, some for over 40 years! We also had some fantastic new additions this year, like [SIGIL](#), [Cura Vida Copper](#), and [Craft and Lore](#).



Our food booths and trucks were incredibly busy all weekend. Visitors loved the delicious standard fair offerings, and were pleasantly surprised by our unique new offerings such as cheese tea from [Mi Tea](#) and tasty bubble waffles from [Puffle Up](#).

[MetroPCS](#) sponsored our Main Stage where a diverse selection of performers appeared Saturday and Sunday. We were proud to have [Seattle School of Rock's](#) House Band back to be one of our headliners and [Shooting for Tuesday](#) closed out the fair in spectacular fashion.

Our Beer Garden was put on by our local [Big Time Brewery](#) and was a great outdoor space to enjoy a refreshment or two.



Thank you to the team at U Heights Center and Seattle Farmers Market for their help with the Multicultural Performance Area at the U Heights Plaza. We were wowed by the music that was shared with us, including a powerful performance by [Seattle Kokon Taiko](#).

Our Kids Zone was sponsored by the University District Rotary Club and put on by the great team at the University Family Y. Children enjoyed arts projects, a bicycle obstacle course and a bounce house!

The Seattle Times helped to get the word out for StreetFair this year and shared our beautiful poster. The artwork, created by Grace Rajendran, has become one of our favorites here and will fit in very nicely with the posters from prior years in our office.

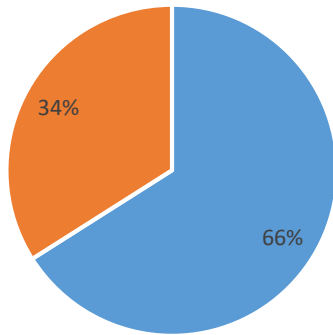
Our visitor survey was available at both our north and south end info booths during both days of StreetFair. This year, we acquired 412 individual responses for the survey. This is a 400% increase over last year and I would like to thank Pat Simpson for her contribution of candy and time which I believe encouraged many people to participate. Within the survey, it appears that there was a 1% increase in the amount of visitors who did or were planning on making a purchase at the StreetFair. Looking at the frequency of visitors coming to the U District, the data displays that 54% had last been in the U District less than a week prior to the StreetFair, with an increase in the amount of visitors who had never visited the U District, had last been a little under a year ago, and had last been within the past month. Most visitors were local, traveling from 0-5 miles to the fair and one quarter of visitors had traveled 10+ miles to attend the fair. Additionally, there was a 3% increase in the number of visitors who were attending the StreetFair for the first time this year. I attribute this bump to our increased social media presence, especially through Instagram. This is further reinforced by the fact that the largest age demographic of visitors was between 18-25 years of age. It appears that many of our respondents also had discovered StreetFair through word of mouth and "other". When asked what this meant to them, many people shared that they had been coming for years and no longer remembered how they first heard about it. According to the data then, the average 2018 StreetFair visitor is between the ages of 18-25, lives locally in Seattle (within 5 miles), had visited the U District within the past week, attended the fair in years past, and lastly, is very likely to purchase something at the fair.

Every year we send out a survey to our vendors the week after StreetFair asking them to share about their experiences at the event. This year we received 51 individual responses or 21% of our total vendors. Income for vendors decreased sharply this year with a 23% point increase in vendors saying they made under \$1,000 dollars over the entire weekend. Two factors may contribute to this decrease in profit. First, the slightly higher number of commercial exhibitors, who are not allowed to sell, responding to the survey may have skewed the results. Second, transportation difficulties caused by the I-5 closure may have decreased the attendance levels. Still, this trend is one that we need to reverse if we hope to coax more vendors to participate in StreetFair in future years.

Our vendor satisfaction ratings have remained fairly steady, with the majority of the businesses rating the event overall 5 out of 5. Just as in prior years, their experiences with "other vendors" and "sales" were rated lower on average than the other categories. Although, this year these dropped even more. Their "sales" experience relates to the discussion above. After digging into the individual comments, businesses which rated "other vendors" lower on frequently were arts and craft vendors that do not want to share the fair with commercial vendors. Even if the commercial booths are not competing with their products, these respondents believe that commercial vendors change the feel of the fair and make it less likely for visitors to spend money at their business or return in future years. Other common comments included requests for us to lower our prices and provide increased vendor services, like setup help or people to watch their booth while they step away for a break.

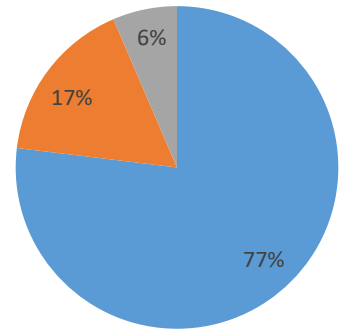
2018 Visitor Survey Results

Have you attended StreetFair before?



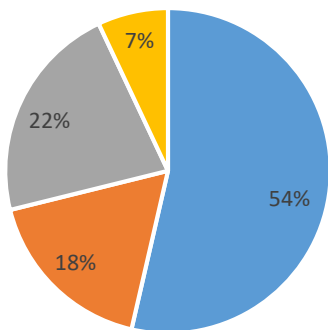
■ Yes ■ no

Are you going to buy something?



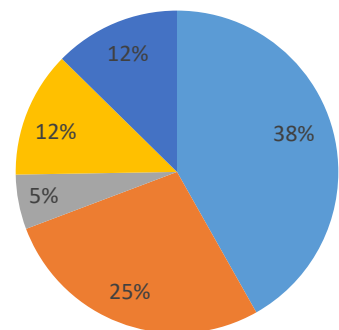
■ Yes ■ Maybe ■ No

When was the last time you came to the U District?



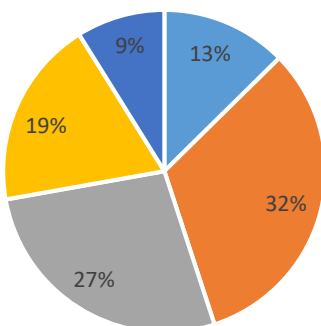
■ < Week ■ < Month ■ < Year ■ Never

Where are you visiting from? (miles)



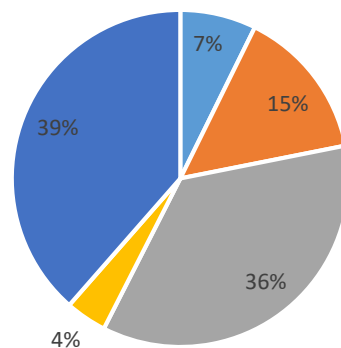
■ <2 ■ 2-5 ■ 5-10 ■ 10-30 ■ >30

What is your age?



■ <18 ■ 18-25 ■ 26-45 ■ 46-65 ■ >65

How did you hear about StreetFair?

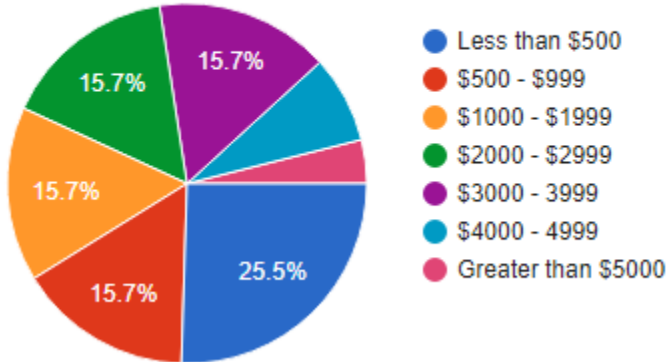


■ News Media ■ Social Media ■ Word of Mouth ■ Flyer ■ Other

2018 Vendor Survey Results

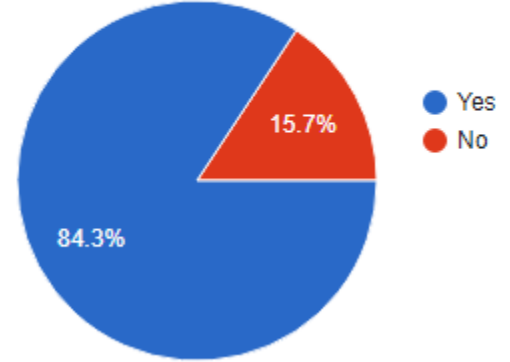
What was your approximate amount of sales?

51 responses



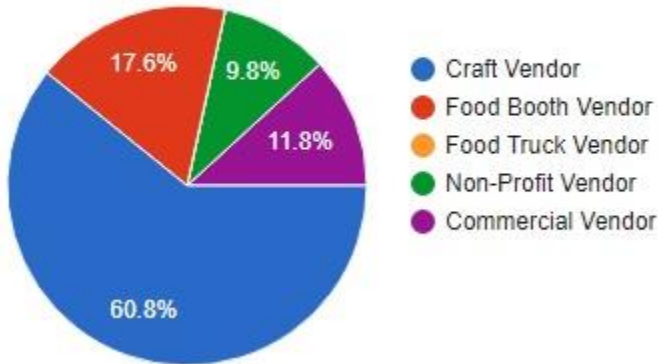
Do you plan on returning next year?

51 responses

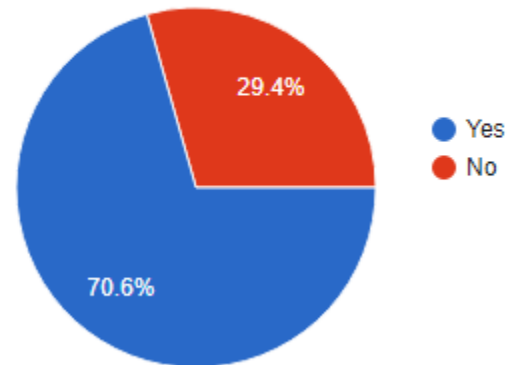


What type of booth did you have at the fair? Have you participated in StreetFair previously?

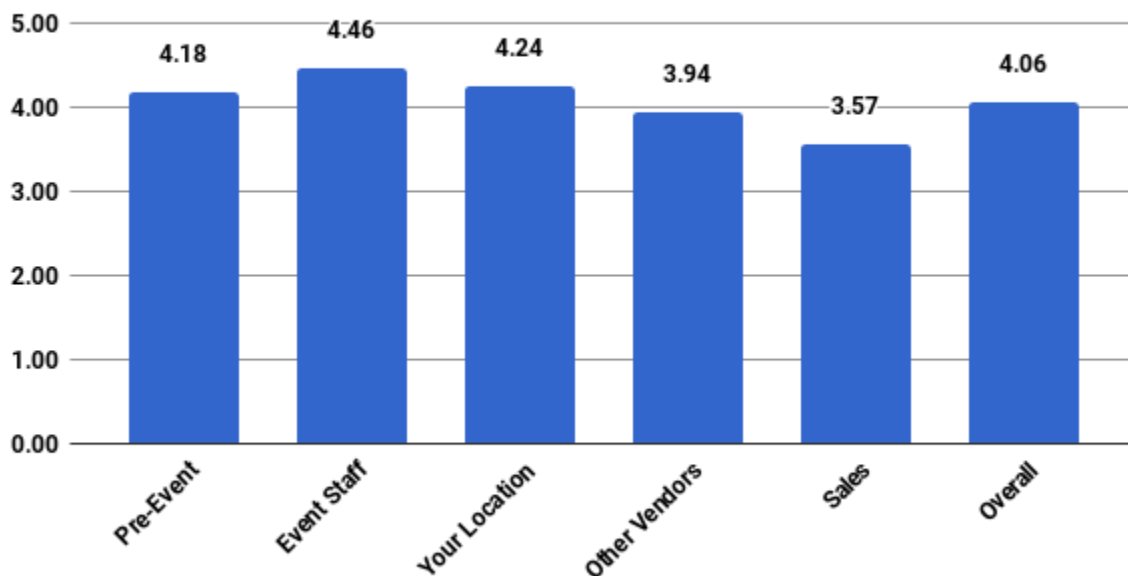
51 responses



51 responses



Vendor Satisfaction (Average)



StreetFair 2018

Financial Report



The 2018 StreetFair brought in \$43,909 for the U District Partnership to reinvest in the neighborhood. This is almost \$4,000 more than our predictions in May. I have attached the comparison of our budget to actuals to this report for you to be able to review the where our income and expenses came from this year. I happy to report that we saved money in the vast majority of expense categories thanks to careful management of the budget and marketing adjustments.

Read ahead for info on how the 2018 StreetFair compares to 2017:

Gross Income

\$197,747.04

Total Expenses

\$153,837.62

Net Income

\$43,909.42

Gross income was down 18% from 2017. Most of this difference comes from two recording changes this year. In prior years we counted both in-kind sponsorships and credit card processing fees collected from vendors as income. At the end of the year we would then record an equal amount to these in our expenses to zero out the nonmonetary income in the case of the sponsorships and account for the credit card fees we paid to the processor. We corrected this method in 2018 by removing the in-kind amounts from our reports and had vendors pay directly to the processor, to provide clearer financials. So, after these adjustments, we are more accurately down 9%.

The largest decrease in actual income was related to the number of booths that paid for spots in the fair. Our participation numbers dropped from 253 vendors in 2017 down to 243 vendors this year. While this decrease in vendor numbers continues a trend from previous years, it has begun to level off (11% in 2017 vs 4% in 2018). Additionally, some income was lost due to a change in the price range of a booth for arts and craft vendors and nonprofits. The price for a booth was increased on the most popular block by \$100 and lowered on the least popular block by \$150. The lower price was implemented to encourage vendors who couldn't previously afford to attend and to fill a usually under activated southern block. It was successful on both counts, but also pulled vendors from the northern blocks, decreasing the overall income.

Expenses decreased by 13.5% for StreetFair this year. Once again a significant portion of this decrease was a result of the recording changes mentioned above. After taking those into account, our expenses actually increased by 1%. There were moderate savings in about every expense category. Thanks are due to Phil Lloyd for help with tracking the budget which kept the expenses down. Several large savings also came from decreases in the final invoices from a few of our contractors. These savings were offset by an increase in staffing. However, it is important to note that 2017 was an anomaly due to the staff transition which took place over the first several months of StreetFair planning and that this expense is on par with pre 2016 amounts.

Net income decreased by a total of \$10,297.22 from 2017. Since our expenses only marginally increased and our sponsorship income remained the same this year, it is safe to say that our decreased net income can be mostly attributed to our lower vendor numbers and price structure changes. Other outdoor street fairs have had similar difficulty finding vendors. The changes in the arts and crafts business in recent years, namely the appeal of online sales and increased overhead fees, have led to fewer vendors willing to set up at street fairs. More effort is needed than ever before to recruit and attract businesses to commit financially to a booth.

The U District Partnership

2018 Street Fair Budget Report

July 2017 through June 2018

	Jul '17 - Jun 18	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
47000 • Earned Income			
47200 • Event Income			
47210 • StreetFair			
47215 • Sponsorships	30,000.00	50,000.00	-20,000.00
47212 • Electricity	0.00	8,500.00	-8,500.00
47211 • Booth Fees	166,162.89	167,000.00	-837.11
47217 • Vendor Fees	1,039.15	20,000.00	-18,960.85
47210 • StreetFair - Other	0.00	0.00	0.00
Total 47210 • StreetFair	197,202.04	245,500.00	-48,297.96
Total 47200 • Event Income	197,202.04	245,500.00	-48,297.96
Total 47000 • Earned Income	197,202.04	245,500.00	-48,297.96
46400 • Interest and Other			
46430 • Miscellaneous Revenue	65.00	13,100.00	-13,035.00
46400 • Interest and Other - Other	480.00		
Total 46400 • Interest and Other	545.00	13,100.00	-12,555.00
Total Income	197,747.04	258,600.00	-60,852.96
Gross Profit	197,747.04	258,600.00	-60,852.96
Expense			
60000 • Staffing			
60100 • Wages & Salaries Expense	10,303.45	13,000.00	-2,696.55
60020 • Payroll Taxes			
60021 • Employment Security	266.49	300.00	-33.51
60022 • Federal Taxes	1,416.38	2,800.00	-1,383.62
60023 • Labor & Industries	141.71	50.00	91.71
Total 60020 • Payroll Taxes	1,824.58	3,150.00	-1,325.42
60030 • Benefits to/for Employees	191.42	400.00	-208.58
Total 60000 • Staffing	12,319.45	16,550.00	-4,230.55
61000 • Professional & Contract Expense			
61100 • Accounting Fees	0.00	500.00	-500.00
Total 61000 • Professional & Contract Expense	0.00	500.00	-500.00
62000 • Office and Overhead			
62100 • Rent, Parking, Utilities	591.29	1,000.00	-408.71
62400 • Supplies Expense	39.06		
62600 • Telephone, Telecommunications	0.00	150.00	-150.00
63200 • Business & Occupation Tax	4,129.45	4,000.00	129.45
63400 • Interest Expense - Copier Lease	0.00	100.00	-100.00
Total 62000 • Office and Overhead	4,759.80	5,250.00	-490.20
70000 • Direct Program Expenses			
70700 • Other Program Contract Services	0.00	600.00	-600.00
80000 • Event Expenses			
80100 • Event Labor Expense			
80110 • Event Salaries	13,930.84	17,500.00	-3,569.16

The U District Partnership

2018 Street Fair Budget Report

July 2017 through June 2018

	Jul '17 - Jun 18	Budget	\$ Over Budget
Total 80100 · Event Labor Expense	13,930.84	17,500.00	-3,569.16
80200 · Event Business Expense			
80220 · Event Bank Fees	400.00	6,000.00	-5,600.00
80235 · Event Permit & Legal Expense	13,404.75	13,000.00	404.75
80240 · Event Local Parking	0.00	400.00	-400.00
80245 · Event Marketing & Advertising	5,265.30	26,000.00	-20,734.70
80250 · Event Insurance	1,700.00	1,700.00	0.00
80255 · Event Printing & Copying	0.00	300.00	-300.00
80260 · Event Meals/Food	260.71	400.00	-139.29
Total 80200 · Event Business Expense	21,030.76	47,800.00	-26,769.24
80300 · Event Contractors			
80310 · Event Contractor-Other	53,000.00	53,200.00	-200.00
80320 · Event Cleaning Services	15,581.00	16,000.00	-419.00
80330 · Event Lighting Contractor	12,203.76	13,000.00	-796.24
80360 · Event Music Contractor	1,900.00	1,500.00	400.00
Total 80300 · Event Contractors	82,684.76	83,700.00	-1,015.24
80400 · Event Rentals			
80420 · Event Equipment Rental	18,972.01	21,000.00	-2,027.99
Total 80400 · Event Rentals	18,972.01	21,000.00	-2,027.99
80500 · Event Supplies			
80510 · Event Swag	40.00	400.00	-360.00
80520 · Event Maintenance Supplies	100.00	100.00	0.00
Total 80500 · Event Supplies	140.00	500.00	-360.00
80000 · Event Expenses - Other	0.00	0.00	0.00
Total 80000 · Event Expenses	136,758.37	170,500.00	-33,741.63
Total 70000 · Direct Program Expenses	136,758.37	171,100.00	-34,341.63
Total Expense	153,837.62	193,400.00	-39,562.38
Net Ordinary Income	43,909.42	65,200.00	-21,290.58
Net Income	43,909.42	65,200.00	-21,290.58

Urban Vitality Committee – Chair Report
Stephen Antupit

Although the full committee has not yet met, a few of us have been engaging in planning and organizing our future work and contributing to the budget process. Here is a summary of that activity:

1. Based on conversation with then-current Urban Design and Planning Committee chair Rebecca Barnes, I hosted an informal discussion with UDP's ED, staff, and several board members on possible areas of attention for new Urban Livability Advisory Committee. In attendance were: Louise Little, Don Schulze, Stephen Antupit, Jeanette Henderson, Mark Crawford, Chase Landrey, and Marcus Johnson. We provisionally outlined several areas of potential focus for UDP to have a role in information gathering, convening, and/or possible advocacy:

- Implementing mobility initiatives and projects
- Streetscape design and public realm improvements
- Land use and supporting development partnerships

The group identified a likely level of effort and other resource needs for budget development purposes.

2. I met with ED and staff to discuss budget process and potential inclusion of additional resources for Urban Vitality work. We proposed the hiring of a staff person beginning January 1, 2019.

3. Discussion and voice vote at May UDP Board meeting affirmed inclusion of Urban Vitality budget item as a proposed budget option. The BIA Board did not endorse our proposal as a priority and deferred to UDP to determine if the UDP wants to go forward and spend independent financial resources to support it.

4. Met with ED and staff to review BIA budget proposal comments.

5. Discussion at June 12 Executive Committee on need for information, mapping, and ongoing monitoring of land use changes (e.g., Sound Transit construction staging sites) that can mitigate loss of affordable community spaces, and how UDP Urban Vitality might help support creative partnerships to preserve/re-establish important resources such as child care and meeting space in the U District.

Other activity:

- I participated in 2 of 3 community mobility workshops (and working group team meeting in advance of final workshop). Participated in invitation-only work session at SDOT with multiple transport agencies and other stakeholders.
- I reviewed and provided comments to City OPCD on draft Design Guidelines, with particular attention to NE 45th Street sidewalk conditions near LINK station and widening opportunities that will be triggered by new development.

U District Participation Agreement

For Board Members

6/19/18

Introduction and Purpose

The U District Partnership is a Washington state registered, independent **501(c)(3)** not-for-profit organization. Our mission is:

The U District Partnership (UDP) 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.

The U District Partnership is more than just one person or an organization with a narrowly defined perspective. As our name acclaims, we are a partnership of organizations, individuals, and sponsors who are working together to create change in our shared community – the U District. The UDP will serve as a nexus point between all of the community stakeholders, government agencies, and the University of Washington to collectively and continuously work towards the long-term betterment of the U District.

The UDP is led by its Board of Directors and has three standing committees (Executive, Finance, and Governance) and four program advisory committees (Clean and Safe, Events and Marketing, Economic Development, and Urban Vitality). The UDP Board is comprised of representatives from the University (4-5), property owners (at least two), business owners (2), residents (2), not for profit service provider (1), faith community (1), and “at large” (up to 4). UDP Board members bring a wide range of perspectives and experiences to our governance process and that process and the decisions and actions that it creates are dependent on each member’s commitment to represent their particular demographic perspective AND to actively support the organization’s overall mission of serving the **entire** community.

The UDP Board of Directors is governed by the UDP Bylaws, its Articles of Incorporation as filed with the State of Washington, and any applicable state or federal laws.

Federal tax law prohibits any 501(c)(3) organization from participating in any political campaign on behalf of or in opposition to any candidate for public office. This prohibition is absolute, and any violation may result in loss of an organization’s exempt status. The prohibited activity includes publishing or distributing written statements or making oral statements on behalf of or in opposition to a candidate, and paying salaries or expenses of campaign workers. 501(c)(3) organizations must take care to avoid any inadvertent violation of the prohibition against political activity.

A 501(c)(3) organization that is a public charity may engage in lobbying, but only if such activities do not constitute a “substantial” portion of the organization’s activities. The tax law distinguishes “political activity” (i.e., participating in campaigns for political office) from attempts to influence legislation. An organization engages in attempts to influence legislation (commonly referred to as “lobbying”) if it contacts legislators or their staffs—or urges the public to do so—for the purpose of proposing, supporting or opposing legislation . This is allowable.

The Seattle City Ordinance which created, defines and directs the action of the U District BIA allows BIA resources to be used for policy and advocacy except for issues related to land use or zoning. The UDP is free of any such constraint as long as it uses UDP resources and not BIA resources.

The U District Partnership operates in two discrete but complimentary ways.

- a) It serves as the program manager for the U District Business Improvement Area. The UDP is hired by the City of Seattle to implement work plans and programs under an approved budget. The UDP receives guidance from the BIA Ratepayers Advisory Board on desired outcomes and financial resources available for each fiscal year and the UDP then recommends a detailed work plan and budget to the Ratepayers Advisory Board. That body recommends the work plan to the Annual Meeting of the Ratepayers, and with their approval, then to the City of Seattle Finance Office.
- b) It stands as an independent not-for-profit with its own broader mission and resources to accomplish that mission. The decisions of the UDP Board outside of the BIA contract requirements are completely controlled by the UDP Board.

Guiding Principles

The U District Partnership believes that its ability to function both as a program manager for the U District BIA and as an independent not-for-profit serving the broad community is built on a set of guiding principles that are foundational for both. These principles guide the recommendations the UDP makes to the BIA about work plans and programs and they guide the work the UDP does independently of the BIA contract.

The UDP guiding principles are:

Ensure meaningful/inclusive participation from stakeholders

Equitably distribute resources and services throughout the entire district recognizing that the BIA raises some resources and mandates their use within certain geographical and service specific areas.

Treat each other and our entire neighborhood with respect.

Deliberate and act with transparency and with a commitment to accountability.

Champion our own mission and work – we will be positive advocates.

Focus on the shared priorities of the whole community.

Take action and foster change.

Respect and work towards the implementation of the UDP vision, mission and strategic plan.

Expectations for Working Together

U District Partnership Board and Committee members agree to abide by the following ground rules when at UDP meetings and when they are communicating with one another on issues – in person, electronically, in writing or at any time they are engaged in a dialogue about UDP or UDBIA related topics. Participants will:

Recognize that every person's voice counts.

Accept that each other person's perspective is valid.

Not denigrate another person's ideas.

Take turns speaking and allow other speakers to finish.

Respect the co-chairs' decision to move the discussion forward.

Focus on moving forward themselves.

Acknowledge that individuals may respectfully question and/or disagree with the position of others.

Acknowledge the right of individuals to pass on participating in any given discussion.

Offer positive solutions.

Exercise professionalism.

Take responsibility if they are late to a meeting and quietly ask another participant to help them catch up. To respect the progress that has already occurred.

Respect the need for confidentiality when the Board convenes in executive session.

Overall Responsibilities

U District Partnership Board Members

The board of directors has three primary legal duties known as the "duty of care," "duty of loyalty," and "duty of obedience." (Sources – Washington Nonprofit Handbook, GrantSpace, National Council of Nonprofits)

- **Duty of Care:** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will.
- **Duty of Loyalty:** Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation; not in the best interest of the individual board member (or any other individual or for-profit entity).
- **Duty of Obedience:** Ensure that the nonprofit obeys applicable laws and regulations; follows its own bylaws; and that the nonprofit adheres to its stated corporate purposes/mission.

Board Members fulfill their responsibilities in three ways –

- 1) as a member of the board “as a whole” – exercising their governance and fiduciary duties,
- 2) as a committee member – providing in depth support, recommendations, and actions for the specific areas of responsibility and interest for that committee, and finally,
- 3) as an individual volunteer – bringing their talents, passion, and wisdom as a dedicated volunteer for the UDP and community. Serve as a trusted advisor to the Executive Director and staff.

No matter which of these three “hats” a Board member is wearing, there are basic expectations and responsibilities for a Board member’s participation:

It is the duty of Board members to make informed decisions that serve the interest of the organization. Several elements make that possible.

Regularly attend meetings of the Board and of their chosen committee(s). Regular attendance at meetings is necessary to ensure that all members are keeping current with the evolution of discussions and decision making over time. If a meeting is to be missed, a Board member should contact a co-chair and let them know they cannot attend – constituting an “excused” absence. The Board member should follow up after the meeting and contact another Board member to “catch up”.

If a Board member misses more than 20% of the Board and/or committee meetings in a twelve month period, that Board member will meet with a designated member of the Governance Committee to discuss their difficulty in meeting this participation expectation and to determine if continuing their service on the Board at this time remains an appropriate choice. Continued or prolonged absences may result in removal from the Board.

To prepare for meetings by reviewing and considering materials sent beforehand.

Understanding the work plan –its projected outcomes and the programmatic methodology for achieving those outcomes.

Understanding the budget and reviewing and approving the regular financial reports.

To recuse themselves if they find themselves in a conflict of interest situation.

To vote when an action is proposed for approval. Abstentions are appropriate when a specific circumstance prevents an informed decision but the governance role of a Board member includes the expectation that Board members will cast votes.

It is the duty of Board members to actively engage in the activities of the organization and to support its work.

Every Board member shall actively and faithfully engage in and work on behalf of at least one standing or programmatic advisory committee. The Board member shall attend meetings, prepare for meetings, and fulfill specific tasks that they agree to in a timely fashion.

Over time, Board committee members are encouraged to take on leadership roles at the Board and at the committee levels. Ensuring the constant development of new and changing leaders in Board and committee positions is a priority for the UDP. Board and members are encouraged to take the “leadership leap”. We will support you.

Board members are expected to be active advocates for the mission and work of the UDP. Board members should serve as ambassadors for the UDP to all stakeholders.

REQUIRES SECTION ON INDIVIDUAL BOARD MEMBER SUPPORT FOR COLLECTIVE BOARD MEMBER DECISIONS

It is the duty of Board members to support the present and future stability and success of the UDP.

Board members shall be active and positive ambassadors for the UDP and its mission throughout the community we serve. The supportive voices of the Board members in the community creates confidence and enthusiasm for the organization, its programs and for the community we serve.

Board members shall actively participate in and support the identification and recruitment of new Board members who will represent more fully the community and meet the future strategic governance needs of the UDP.

Should the UDP engage in increased fund development initiatives, Board members will provide financial support and serve as resource development officers, supporting the staff efforts and serving in normally expected roles.

Acknowledgement of Volunteer Effort – Change of Plans

It is recognized and appreciated that the U District Partnership is primarily comprised of volunteers who are generously donating their time and energy. Should any participant choose to resign, they are asked to notify a Co-Chair in writing.

ACCEPTANCE OF PARTICIPATION AGREEMENT BY:

I _____, agree to serve on the Board of the U District Partnership and commit myself to upholding the values and codes of conduct as outlined by this Participation Agreement, and accept the responsibilities that have been described herein.

Signature

Date

Policy and Procedure Resolutions for the UDP Board

June 19, 2018

1. Participation Agreement Resolution

Whereas the Board has been informed and understands that this version of the Participation Agreement does not include final language concerning the expectations for Board members to support collective Board decisions and

Whereas the Board will, at a later date, clarify expectations around the expectations for individual Board members to support collective Board decisions and amend this Participation Agreement at that time,

Therefore, at the June 19, 2018 Board meeting where a quorum was present and recognized,

The Policy and Procedure Committee moves that the Board approve the Participation Agreement submitted and that Participation Agreement shall be deemed in effect upon its approval.



Questions? Go to Fidelity.com/simpleira or call 1-800-544-5373, option 3.

Fidelity SIMPLE IRA—Corporate Resolution

Complete this form if you are establishing a Fidelity SIMPLE IRA Plan and your company is incorporated. Type on screen or fill in using CAPITAL letters and black ink.

Helpful to Know

- This form should be completed by an owner or officer of your company that is authorized by Resolution to transact business with Fidelity on behalf of your company's SIMPLE IRA Plan.
- If your company is a sole proprietorship or a partnership that is unincorporated, you do NOT need to complete this form.
- Please imprint a Corporate Seal in Section 4 or include a copy of the Articles of Incorporation with this form.
- You will want to keep a copy of this form for your records.

1. Company Information



Company Name		Company Tax ID Number
Name of Corporate Officer		
Daytime Telephone	Extension	

2. Authorization to Open Account

The above-named Corporation, by

Name of President

pursuant to the Resolutions on the reverse of this form, which, certified by an officer of the Corporation in Section 4, hereby authorizes you to open a cash account in the name of said Corporation. This authorization shall continue in force until revoked by the above-named Corporation by a written notice, addressed and delivered to **Fidelity Brokerage Services LLC**, at its main office.

Signature of President	Date (MM DD YYYY)
	

☐ Sole Officer

Form continues on next page. ►►

3. Certification and Resolutions

Name of President or other officer named in Section 4

Title

I, as the president named above, or as another officer named in Section 4 below, hereby certify the following:

A. that the Corporation identified above is duly organized and existing under the laws of the state of

State

and has the power to take the action called for by the Resolutions on this form.

B. that the Resolutions on this form were duly adopted by the Board of Directors of said Corporation at a meeting held on

Date (MM/DD/YYYY)

at which a quorum of said Board of Directors was present and acting throughout; that no action has been taken to rescind or amend said Resolutions; and, that the same are now in full force and effect.

C. that each of the following has been duly elected, is now legally holding the office set under his/her name, and that any one of them acting individually be, and they hereby are, authorized to establish a funding account and to sell, assign, transfer, and/or deliver any and all cash or securities now or hereafter registered in the name of the Corporation and to execute any and all instruments necessary, proper, and desirable for the purpose. Further, that any past action in accordance herewith is hereby ratified and confirmed; and further, that any officer of this Corporation (other than those listed here) is hereby authorized to certify this Resolution to Fidelity Brokerage Services LLC.

Name

Title

Name

Title

D. that the Resolutions herein are not contrary to any provision in the charter or bylaws of this Corporation, and that I have been authorized to make this certification on behalf of this Corporation.

4. Signature of Certifying Officer *Required*

This certification must be signed by an Officer other than those named in Section 2 or 3c, unless you designate that you are the sole officer of the Corporation, or you and the officer(s) named in Section 3c are the only officers.

Print Name of Corporate Officer

Corporate Officer Signature

Date MM-DD-YYYY

SIGN

Corporate Seal Imprint or include a copy of the Articles of Incorporation with this form.

Form continues on next page. ►►

5. Certified Copy of Certain Resolutions Adopted by the Board of Directors Whereby the Establishment and Maintenance of a Funding Account(s) Have Been Authorized

RESOLVED –

FIRST: That the individuals listed in Sections 2 and 3C of the Corporate Authorization and Resolution attached hereto are, and each of them hereby is, authorized and empowered, for and on behalf of this Corporation (herein called the "Corporation"), to establish and maintain one or more accounts with Fidelity Brokerage Services LLC and National Financial Services LLC (herein called the "Brokers") for the purpose of debiting the Corporation's bank account(s) and crediting employees' Fidelity SIMPLE IRA accounts for SIMPLE Plan contributions.

The fullest authority at all times with respect to any such commitment or with respect to any transaction deemed by any of the said officers and/or agents to be proper in connection therewith is hereby conferred, including authority (without limiting the generality of the foregoing) to give written or oral instructions to the Brokers with respect to said transactions; to bind and obligate the Corporation to and for the carrying out of any contract, arrangement, or transaction, which shall be entered into by any such officer and/or agent for and on behalf of the Corporation with or through the Brokers; to pay by checks and/or drafts drawn upon the funds of the Corporation such sums as may be necessary in connection with any of the said accounts; to deposit funds with the Brokers; to order the transfer or delivery of funds to any other person whatsoever, and/or to order the transfer of record of any securities, to any name selected by any of the said officers or agents; to affix the corporate seal to any document or securities to any name selected by any of the said officers or agents; to affix the corporate

seal to any documents or agreements, or otherwise; to sign for the Corporation all releases, powers of attorney, and/or other documents in connection with any such account, and to agree to any terms or conditions to control any such account; to accept delivery of any funds; to appoint any other person or persons to do any and all things which any of the said officers and/or agents is hereby empowered to do; and generally to do and take all action necessary in connection with the account, or considered desirable by such officer and/or agent with respect thereto.

SECOND: That the Brokers may deal with any and all of the persons directly or indirectly by the foregoing Resolution empowered, as though they were dealing with the Corporation directly.

THIRD: That the Secretary of the Corporation be and he hereby is authorized, empowered, and directed to certify, under the seal of the Corporation, or otherwise, to the Brokers:

- (a) a true copy of these Resolutions;
- (b) specimen signatures of each and every person by these Resolutions empowered;
- (c) a certificate (which, if required by the Brokers, shall be supported by an opinion of the general counsel of the Corporation, or other counsel satisfactory to the Brokers) that the Corporation is duly organized and existing, that its charter empowers it to transact the business by these resolutions defined, and that no limitation has been imposed upon such powers by the bylaws or otherwise.

FOURTH: That the Brokers may rely upon any certification given in accordance with these Resolutions, as continuing fully effective unless and until the Brokers shall receive due written notice of a change in or the rescission of the authority so evidenced and the dispatch or receipt of any other form of notice shall not constitute a waiver of this provision, nor shall the fact that any person hereby empowered ceases to be an officer of the Corporation or becomes an officer under some other title, in any way affect the power hereby conferred. The failure to supply any specimen signature shall not invalidate any transaction if the transaction is in accordance with authority actually granted.

FIFTH: That in the event of any change in the office or powers of persons hereby empowered, the Secretary shall certify such changes to the Brokers in writing to the manner herein above provided, which notification, when received, shall be adequate both to terminate the powers of the persons theretofore authorized, and to empower the persons thereby substituted.

SIXTH: That the foregoing Resolutions and the certificates actually furnished to the Brokers by the Secretary of the Corporation pursuant thereto, be and they hereby are made irrevocable until written notice of the revocation thereof shall have been received by the Brokers.

Did you sign the form and include any necessary documents?
Send the ENTIRE form, the Adoption Agreement, and the Company Profile to Fidelity Investments.

Questions? Go to Fidelity.com/simpleira or call
1-800-544-5373, option 3.

Use postage-paid envelope, OR deliver to:

Regular mail

Fidelity Investments
Attention: SIMPLE Service Team
P.O. Box 770001
Cincinnati, OH 45277-0038

Overnight mail

Fidelity Investments
Attention: SIMPLE Service Team
100 Crosby Parkway KC1D
Covington, KY 41015

On this form, "Fidelity" means Fidelity Brokerage Services LLC and its affiliates. Brokerage services are provided by Fidelity Brokerage Services LLC, Member NYSE, SIPC. 359988.2.0 (08/14)

Resolution for Extending the Interim Executive Director Contract

Whereas the Board of Directors of the UDP contracted with Mark Crawford to serve as Interim Executive Director for a period of six months beginning January 2, 2018 and

Whereas the Board of Directors of the UDP wishes to extend his employment for an additional period,

Therefore, at the June 19, 2018 Board meeting where a quorum was present and recognized, the Board approves retaining Mark Crawford as Interim Executive Director for an additional period and authorizes Sally Clark, Co-Chair, to negotiate and enter into such an agreement.

Policy and Procedure Resolutions for the UDP Board

June 19, 2018

1. Re-Elections of Current Members Whose Terms Expire on June 30, 2018.

The Policy and Procedure Committee moves that Stephen Antupit be re-elected for another term as a member of the UDP Board of Directors for a three year term beginning July 1, 2018.

The Policy and Procedure Committee moves that Sally Clark be re-elected for another term as a member of the UDP Board of Directors for a three year term beginning July 1, 2018.

The Policy and Procedure Committee moves that Cory Crocker be re-elected for another term as a member of the UDP Board of Directors for a three year term beginning July 1, 2018.

The Policy and Procedure Committee moves that Louise Little be re-elected for another term as a member of the UDP Board of Directors for a three year term beginning July 1, 2018.

2. Election of a New Board Member

The Policy and Procedure Committee moves that Andy Sharpe be elected for a term as a member of the UDP Board of Directors for a three year term beginning July 1, 2018.

3. Elections of Officers

The Policy and Procedure Committee moves the following slate of officers, each for election to a two year term in that office beginning July 1, 2018.

For Co-Chair – Sally Clark

For Secretary – Lois Ko

For Treasurer – Doug Campbell

June 15, 2018

To: The UDP Board

From: Mark Crawford

Re: The 2018-19 Budget

Attached, please find the complete 2018-19 budget proposal package. It has 7 parts:

- 1) The Fiscal 2019 Draft Budget Summary – 1 page
- 2) Baseline FY 2018-19 Budget Draft – 1 page
- 3) A narrative explaining the difference from the May draft – 4 pages
- 4) A resolution pertaining to the baseline budget – 1 page
- 5) A narrative further explaining the potential programmatic expansion as directed by the Board at the May meeting – 13 pages
- 6) An analysis of the financial impacts over two years of the baseline budget and each of the proposed programmatic expansion options using a conservative revenue approach – 1 page
- 7) An analysis of the financial impacts over two years of the baseline budget and each of the proposed programmatic expansion options using a reasonable assumption revenue approach – 1 page.

Please review this material ahead of time. We have VERY limited time (30 minutes) at the board meeting for this process.

We hope to get the UDP Board's approval of the baseline budget to serve as a recommendation to the BIA RAB and the ratepayers. Given the final draft does not vary significantly from the May draft, we are planning for a relatively brief discussion and decision.

We are asking for a 30 day continuing operations resolution based on that approval to allow us to present the recommendations to the RAB and ratepayers and use their final approval of BIA contracted programs as a basis for your final vote in July.

We hope to get final clarity on the possible expansion of programs that the UDP Board recommends to the BIA RAB and ratepayers. This recommendation includes assumptions about UDP willingness to help pay initial project startup costs in the first year.

Thank you.

The U District Partnership Fiscal 2019 Draft Budget Summary

	FY 2018	FY 2018	2019 Baseline Budgets			Increase
	Budget	Forecast	Total	UDP	BIA	(Decrease)
Ordinary Income/Expense						
Income						
BIA Revenues	846,743.70	716,732.63	825,373.00	-	825,373.00	(city collections)
One-Time Spending	310,790.00	250,945.18	-	-	-	
SPU Contract	12,000.00	12,000.00	12,000.00		12,000.00	
Earned Income	245,500.00	246,050.00	250,000.00	240,000.00	10,000.00	
Interest and Other	13,100.00	5.06	-	-	-	
Total Income	1,428,133.70	1,225,732.87	1,087,373.00	240,000.00	847,373.00	
Gross Profit	1,428,133.70	1,225,732.87	1,087,373.00	240,000.00	847,373.00	
Expense						
Staffing	483,045.32	355,620.78	500,757.63	43,035.62	457,722.01	
Professional & Contract Expense	38,880.00	33,687.50	85,400.00	-	85,400.00	
Office and Overhead	89,958.04	87,253.21	89,766.36	6,500.00	83,266.36	
Direct Program Expenses	257,160.00	263,346.83	313,477.93	-	313,477.93	
Street Fair Expenses	171,100.00	193,000.00	140,000.00	140,000.00	-	
One-Time Spending	310,790.00	258,674.25	-	-	-	
Total Expense	1,350,933.36	1,191,582.57	1,129,401.92	189,535.62	939,866.30	
Net Ordinary Income	77,200.34	34,150.30	(42,028.92)	50,464.38	(92,493.30)	
Net Income	77,200.34	34,150.30	(42,028.92)	50,464.38	(92,493.30)	
Net Assets / City Cash Forecast at 6/30/2018			673,598.96	295,232.01	378,366.95	
Less: Reserves Per Policy			(370,000.00)	(160,000.00)	(210,000.00)	
Net Assets / City Cash After Baseline Budget			261,570.04	185,696.39	75,873.65	

Baseline FY 2018-19 Budget Draft

[illegible]

2018-19 Work Plan and Budget Final

BIA Funded Baseline Budget

The BIA related portion of the baseline budget now being presented is mostly the same as the initial draft budget presented in May. At the recommendation of the UDP Board and the subsequent instruction of the BIA Board, we have now included projected costs associated with the ordinance renewal. There were some additional specific changes as outlined below.

In summary, the bottom line effects of all changes are:

- 1) A \$19,437 increase in 2017-18 year end cash balances for the BIA = \$378,367.
- 2) A \$1,500 decrease in BIA assessment revenue.
- 3) Other BIA program related revenue maintained at \$22,000.
- 4) New BIA assessment projection = \$825,373 (894,861-44,488-25,000)
- 5) Total projected income - \$847,373.
- 6) Approximately \$23,000 in added baseline costs.
- 7) Approximately \$39,600 in cuts.
- 8) Approximately \$11,000 total improvement for the BIA program costs.
- 9) New BIA expense projection - \$899,866
- 10) Adding \$40,000 for the ordinance renewal effort in 2018-19.
- 11) Total BIA Expense budget - \$939,866
- 12) Operating result plus ordinance net = (\$92,493).
- 13) Maintaining the BIA Board Designated Reserve at \$210,000.
- 14) An undesignated cash balance end of fiscal year 2018-19 of \$75,874 = (378,367-92,493-210,000)

Explanation of Significant Changes from May Draft Budget

- 1) Improved 2017-18 Year End Projection - \$19,437 - - \$7,721 of added revenue from past unpaid assessments, about \$6,500 for Economic Development position not filled, multiple small items.
- 2) BIA Contract Revenue – (\$1,500) - we have reached a final agreement with the City on the expected assessment revenue of \$825,500 (after adjustments – see below) for 2018-19. In the earlier budget, we projected \$827,000. Result = (\$1,500).
- 3) Added Costs - (\$66,650)
 - a. Pressure Washing - \$10,000 - since we decided at the May meeting not to purchase a power washer, we have added resources for that back into the baseline budget.
 - b. Fall Leaf Sweeping - \$9,650 – since we decided at the May meeting not to increase our own capacity for cleaning, we are adding an annual fall leaf pickup that was done in 2016-17.
 - c. Management Contract - \$3,500
 - d. Ambassador Supplies - \$500 – We discovered the Ambassadors were buying things out of their own pockets.
 - e. Ordinance Renewal - \$40,000 – The BIA Board agreed with this and asked that it be included in the baseline budget.
 - f. Board Retreat –\$3,000 as discussed in June Executive Committee meeting.

- 4) Added Savings - \$39,600
- a. One month delay in Economic Development Manager hire - \$6,400 – we are in initial interview stage right now.
 - b. Applied factor for hourly wage employees not working - \$6,500
 - c. Double count in Office Equipment - \$5,000
 - d. Supplies – Have put Mark on a strict white board supply restriction -\$2,000
 - e. Travel – Cut one trip and firmed up pricing on another - \$2,800
 - f. Technology and Software – Refined plan - \$2,000
 - g. Dues & Memberships – Reduced subscription plans - \$900
 - h. Printing and Copying – Reduced one collateral piece - \$1,000
 - i. Staff Development – Assumed one less conference/training/travel and refined costs for one trip - \$3,000
 - j. Misc. Office – Reduced \$500
 - k. Ambassador Program – reduced 5% after reviewing historical “actual hours worked” - \$4,500
 - l. Misc. - \$5,000 – an aggregate number of many small adjustments throughout the budget

A note on the cleaning areas.

Our contract with Recology has a constantly rising cost basis. We are now seeing those expenses (major increase this year and projected increases of 3.5% annually without change in service levels) significantly outstripping the basically fixed revenue (increases in base rate of CPI for almost all properties) being collected by the properties in those areas. While further analysis is necessary, my initial review of the CAI assessment update indicates that we are collecting \$111,744 in revenue specifically designated for cleaning and our Recology contract is about \$145,000. Speaking in rounded dollars – we are now spending about \$30,000 more than we are collecting or 130% of what we are collecting.

Clearly, this is not sustainable and has an immediate impact on other program options – an impact which will increase every year. Staff will review these issues and return with a recommendation that may include change of service provider, reduction of service in areas to “true up” costs against collections. We also recognize that having a clean University Way is important to the University and assume that some of their willingness to contribute to the BIA is to ensure this remains clean.

UDP Funded Baseline Budget

The UDP related portion of the baseline budget has increased since the May presentation with expenses up by \$1,545 creating a net of \$50,464. Otherwise, unchanged.

Implications for 2019-20

If we assume:

- 1) BIA Assessment Revenue on the most conservative basis – a mere CPI increase of 2% and no New Benefit Area increases, continued \$25,000 offset for bad debt, and no significant credit requirements like we experienced this year, then our projection is $((894,861 * 1.02) - 25,000) = \$887,759$.
- 2) BIA Baseline Program Expenses increase overall by 3%, then 2019-20 expenses will be approximately \$926,772.
- 3) Assume another \$25,000 for 2019-20 BIA Ordinance Renewal costs.

Then:

- 1) Net result for 2019-20 for BIA baseline program activity will be (\$39,013).
- 2) Net result for all BIA related program activity will be (\$64,013).
- 3) Assuming a year 2018-19 undesignated cash balance of \$75,874, that would leave us with a 2019-20 undesignated cash balance of \$11,861.

Concerns with this analysis – it is too conservative. We may be forgoing opportunities.

- 1) The revenue picture is too conservative. I have reviewed the CAI analysis of all properties. They have identified about 120 properties that are in some stage of development process – from permit application to last phase of construction. It is simply not valid to assume that there will be no additional New Benefit Area funds forthcoming in 2019-20. In 2018-19, we are recognizing 16 properties that we are collecting additional revenue because they qualified as New Benefit for a total of \$11,475. Of those 16, only 8 were completed projects – half of them will see additional increases as they complete more by the time we rebill in 2019-20. In my opinion, we are leaving at least \$6,000 in revenue off the table and that does not include any guess of how many of the other 104 properties on our watch list will actually enter into a percentage of project complete and begin seeing increased assessments.
- 2) We do not project any recovery of past due assessments. Because this is not a priority of the City, payment delinquency is an issue and that is why we budget about 5% delinquency in our projection. But since I have been here since January 2, 2018, I have seen almost \$20,000 in delinquent payments made. We are not presuming any recovery for either 2018-19 or 2019-20.
- 3) We are not assuming “trueing up” the cleaning area problem. As noted above, the cleaning area disparity is about \$30,000. Should part of this disparity be mitigated with adjusted service, thus freeing up resources for other programs and bringing the “burn rate” into more balance with revenue?

- 4) Summary – using the most conservative approach results in a 2019-20 year end projection of \$11,861 of undesignated cash in the BIA account. I believe that is too conservative. I recommend considering these reasonable adjusted assumptions:

If we just matched the projected 2018-19 New Benefit Area number in 2019-20, that would improve the projection by another \$11,500.

If we assumed just half of the known 2017-18 delinquency recovery for each year, that would increase the projection by \$10,000 a year or \$20,000 total.

If we take a conservative adjustment for the cleaning area problem and assume improving the imbalance by \$5,000 the first year and \$10,000 the second year, that would improve the projection by \$15,000 total.

Increases total to \$46,500.

Adjusted projection for year end 2019-20 = \$58,361.

5) Potential Additional Revenue

We are not currently projecting or taking advantage of any potential grant revenue. For the sake of this note, I am breaking this into two buckets:

- A) Public Funding – UDP has been successful in the past raising funds from the Only In Seattle program and Small and Simple program. These can be staff driven applications.
 - a. We have not projected any funds from the City to offset costs related to the ordinance renewal. We should engage in that process and any funds received will directly positively impact the bottom line as they apply against currently projected expenses.
 - b. We have not projected any revenue from Department of Neighborhood grants in Small and Simple. For example, we need to maintain and protect the art work on University Way. Artech has bid \$7,000 to do all of that. If we applied for that grant and got it – we could do the work but it would have a net zero effect on our finances as it is not currently budgeted as an expense.
- B) Private Funding – there may be private funding available for some of our programs –we do not know so I am VERY reluctant to recommend adding possible expectations relative to this bucket. Private funding will also require a different kind of commitment and activity by the UDP Board. I do not see that commitment evident at this time.



UDP Board Resolution to Approve July Financial Operations

Whereas the Board of the UDP has reviewed the proposed baseline budget for the 2018-19 fiscal year and, subject to the approval of the BIA Ratepayers Advisory Board of the same proposed budget as it pertains to the BIA specific programs, and

Whereas that approval process by the BIA Ratepayers Advisory Board will occur on June 28, 2018, and

Whereas the UDP Board will pass a final 2018-19 operating budget at its July 17, 2018 regular meeting,

Therefore, at the June 19, 2018 Board meeting of the UDP where a quorum was present and recognized, the Board approves the continued operation of the UDP organization through July as directed by the 2018-19 baseline budget as approved by the BIA Ratepayers Board on June 28, 2018.

Programmatic Expansion Options

Introduction – Recap and Foundational Issues

The Boards of the BIA and UDP asked for a work plan and budget for 2018-19. The staff conducted a series of input gathering events – including open houses, surveys, and meetings with specific committees. We listened to feedback on what we do now and what others thought we could do in the future.

After drafting a baseline budget for each, there remains unspent undesignated cash balances for each organization and Board designated reserve balances for each organization. The staff then provided the Boards with a substantial list of options for programmatic expansion. Altogether, this list was intentionally far more than we could afford or reasonably manage. In May, the Boards looked at those options and identified three options (2 for the BIA) which merited further analysis and re-presentation:

- 1) A sustained branding and marketing project with the expectation that this lays the foundation for an ongoing commitment to market the district.
- 2) Partnering with REACH (or similar provider) to bring mental health services and referrals directly to individuals in need of intervention here in the U District.
- 3) Expanding staff to include a professional focused on issues related to our urban vitality – our urban landscape.

Decision Options

Assuming an approved baseline budget, the Boards need to make a decision about potential programmatic expansion. At the highest level, the decisions facing the Boards center on individual programmatic impact and cost, and general risk, sustainability and immediacy.

Two Year Modeling

Because we are facing a renewal process, staff recommends that all decisions be made with a two year commitment window in mind. The basis for financial modeling of options will use the most conservative revenue approach. An alternative revenue approach using increased revenue possibilities that staff feels are reasonable is also provided.

Also, all financial models assume that the UDP will pay the first year costs associated with any program expansion and the BIA will pay the second year costs.

After considering these factors, the Boards will need to decide if they should:

- 1) Maintain current baseline operations and ordinance renewal efforts for 2018-19 and 2019-20. Do not expand programs until the ordinance is renewed and we have a clearer picture of the future time frame and resource base at our disposal, or
- 2) Decide to go forward with one or more of the proposed programs knowing that each organization will have to use undesignated cash currently on hand and the BIA will have to use some Board Designated reserves, or
- 3) Maintain current baseline operations and ordinance renewal efforts for 2018-19 and 2019-20. As analysis for the ordinance renewal is completed in the first half of the fiscal year, if sufficient

resources for future years are identified, re-examine expansion options at that point. Tentative time frame – January 2019.

For the UD BIA, the reserve policy states:

The Operating Reserve Fund is defined as the designated fund set aside by action of the Ratepayer Advisory Board. The minimum amount to be designated as operating reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months. The operating reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

The target minimum Operating Reserve Fund is equal to three months of average operating costs, and the initial minimum balance of the Operating Reserve Fund shall be \$210,000.

The purpose of this Operating Reserve Policy for the U District Business Improvement Area (BIA) is to maintain an adequate level of unrestricted net assets to support the BIA's day-to-day operations in the event of unforeseen shortfalls. The reserve may also be used for one-time, nonrecurring expenses that align with the BIA Work Plan and that will build long-term capacity, such as investments in equipment, beautification, cleaning emphasis or investment in information-technology infrastructure. Operating reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. The BIA intends for the operating reserves to be replenished within a reasonable period of time.

For the UDP, the reserve policy states:

The purpose of this Operating Reserve Policy for the U District Partnership is to build and maintain an adequate level of unrestricted net assets to support the organization's day-to-day operations in the event of unforeseen shortfalls. The reserve may also be used for one-time, nonrecurring expenses that align with UDP goals and that will build long-term capacity, such as investments in equipment, beautification, cleaning emphasis or investment in information-technology infrastructure. Operating reserves are not intended to permanently replace a permanent loss of funds or eliminate an ongoing budget gap. The organization intends for the operating reserves to be replenished within a reasonable period of time.

The Operating Reserve Fund is defined as the designated fund set aside by action of the Ratepayer Advisory Board. The minimum amount to be designated as operating reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months. The operating reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

The target minimum Operating Reserve Fund is equal to four months of average core operating costs, and the initial minimum balance of the Operating Reserve Fund shall be \$160,000.

Risk/ Sustainability/Immediacy

Risk

The BIA and by extension the UDP, are at an interesting moment in the current life span of the ordinance and the options and challenges that renewal creates for a redefinition of assessment basis and programmatic intent. The ordinance must be renewed by May 2020, and there is a degree of uncertainty about whether the renewal will occur. This creates a reluctance to commit to program expansion at a time of uncertain future. There is a degree of uncertainty about the potential for long term increased revenues to sustain additional programs – when applying our conservative model, we are already spending virtually all of the revenue generated by the BIA at this time. There is a degree of concern that committing to expand programs now will reduce options for amending the BIA during the renewal as we will require an increased revenue stream. There is a degree of risk associated to beginning programs now that we might not want to continue in the future.

There is a risk associated with the expectation that expanding programs will require the BIA to spend some of the Board designated reserves. Current conservative baseline scenarios for two years until renewal assume the use of the majority of undesignated funds on hand in the BIA account. More reasonable projections increase that amount of undesignated funds to prevent the use of reserve funds.

The reserve provides a cushion against an extended renewal process should the council not act before the expiration of the current ordinance. Current BIA reserves can support ongoing operations for three months beyond that sunset – providing options for continued efforts to renew. Any use of reserves decreases that flexibility.

Immediacy

On the other hand, there is the risk that not expanding these programs will represent a lost opportunity to serve our community immediately, that it will represent a lost opportunity to serve our community as a force for shaping a future benefit, and that it will represent a lost opportunity to perform in highly visible ways. By letting these opportunities pass, we are risking fostering a continued community perception that their assessment dollars are not actually at work creating a benefit. We are at risk of bolstering the mistaken notion that we have more than enough funding already and that dissatisfied constituencies should be able to walk away, even though they receive tremendous benefit from our work.

Further, there is the argument that these programs that have risen to the top of the consideration list are all programs that should have been in place using BIA assessment funds. Instead of asking “why is it important that we do this now instead of waiting?”, the question can be “how is it that we have not done this yet?”

Finally, there is the argument for immediacy that says a programmatic expansion will improve our case for the renewal. If we are able to point to a program and a tangible, visible campaign and resource marketing the whole district and driving visitors into our district to spend their money, will that help convince ratepayers to continue their support? If we are able to show, in both quantifiable and qualitative ways, how a mental health professional in the district has interacted with and helped individuals with mental illness take steps to find services, will that help persuade ratepayers that we are making a difference for everyone in the district and doing something about a situation that frustrates

them and they feel the City is not addressing? Finally, if we are able to point to how we helped the community become aware of, prepare for and impact major community wide projects and trends (for example - responding to the incoming transit station, impacting the streetscape, or weighing in on a constructive community based use of surplus public properties) will the fact that SOMEONE is taking the initiative to create that community awareness and involvement leading to positive outcomes going to persuade the ratepayers that the SAME SOMEONE is the BIA and UDP and they should continue to support the renewal of the ordinance?

Will doing some of this work now be enough to convince some ratepayers to support us who otherwise might not?

Sustainability

If we start investing now, how do we know we can maintain it going forward? The assumption is that revenues from the renewed assessment will be greater than they are now. Currently, for the most part, we are limited to CPI increases on a 2013 assessed value base and have modeled 2018-19 and 2019-20 based on that. We do not have an accurate forecast for years beyond our current ordinance period because we do not yet know the basic factors that drive that projection – boundaries, base assessment values, rate per \$1,000, etc.

One answer is, that if we do not succeed in the renewal, the question is moot as all programs will go away. So, investing some now with the idea that we provide immediate services and increase support for the BIA will lead to a greater chance of renewal and the funds necessary for sustained operations.

Another answer is that we will accept the need to design a BIA assessment that will meet the increased expense level and anticipate and support the annual growth in those costs created by inflation.

Another answer is that as we become more certain about the renewal and the probable revenue outcome, we will review the entire scope of our programs and either continue or adapt them according to a new vision. So starting now gives us a better sense of what we want to do going forward.

The Specific Proposals

Adding Mental Health Services to the U District – Partnering With REACH

The Current Situation

We have a population of people with pronounced mental illness in the University District. While this has always been true in this district, indeed, in almost any urban neighborhood, there is a growing awareness of the issue and perhaps, a growing population that needs services. Whether the problem is increasing in scope because of the increase in drug use coupled with mental illness, the continued lack of appropriate services, the long term effects of the federal and local closure of institutions that formerly cared for these individuals, current local police enforcement and prosecutorial policies or the increase in homelessness which places more people in need in front of all of the rest of us, we see a growing problem.

The problem affects us all on two levels. First, are we a caring, compassionate community that believes the social contract requires us to provide support for individuals whose challenges exceed their ability to fend for themselves? How does it impact us to watch an individual slowly fall to pieces over time in front of us – day after day – and feel powerless to reach out and to provide that person with relief and care? While this is a valid argument for social intervention, it is also a “slippery slope” argument for our organizations as it is not our stated mission to provide direct services to individuals.

But there is a second level of this issue that does align with our mission- to support and sustain a vibrant neighborhood for all who work, reside and visit here. We provide services that lift up the whole neighborhood. And working to mitigate the collective impact of individuals with mental illness in our community does fall within the scope of our mission. We all know the experience of being confronted or impacted by the sometimes distressing and sometimes threatening behavior of individuals with significant mental illness who may be experiencing a crisis. We know how that behavior impacts our employees and/or retail guests when they are accosted on the street. Someone who has that experience will never forget it and will probably avoid coming back to the area where the experience occurred. Someone who lives in the neighborhood will be reluctant to come to the specific area where they experienced the event and may choose to go elsewhere for their shopping, their entertainment or their dining. Or they may leave the district altogether.

The Case for Acting Now

First, the simple reality is that we face a growing problem and no other agency or resource is attempting to adequately address it. Yes, this problem is a long standing one but the impacts seem to be growing. Mental health outreach in the U District is now mostly initiated by the Seattle Police Department when they are responding to a mental health crisis or when the Navigation Team is moving an encampment. Caseworkers are stretched way too thinly over a broad area, meaning they will often only have time for a brief encounter with little to no follow up. Outreach workers may make a referral, but people with mental health issues often need more support to make and get to appointments. Typically, unless there is a qualifying event, people will not have any outreach given to them. Some mentally ill people will only be receptive to help if they have built trust with an outreach professional, something that is not now likely to happen.

Second, we have dedicated our resources and initiatives to improve cleanliness and safety at the more general level, have been and continue to be successful and are now ready to take the next step in addressing these needs. We currently have the Ambassador program. They provide a baseline of stability and presence in the District and are helpful to so many of the residents, guests and employees in the District. But they are NOT qualified to intervene, diagnose and refer appropriately for those individuals with pronounced mental illness issues.

Third, we have the benefit of working with a program that has been tested and developed in another similar urban environment – Ballard. We believe we have a solution that can be effective because it has been proven effective there.

The Solution

The next evolution of the Ambassador program is to have a mental health outreach professional operate in parallel. We propose a partnership with REACH to provide a full time mental health professional here in the U District. Thus follows the Ballard model but also includes our own enhancements. We can employ a model where an Ambassador program is the general baseline of support and a REACH Mental Health Outreach professional is focused on individuals with significant need (what the Metropolitan Improvement District (MID) is currently doing Downtown).

The Ambassador program are our eyes and ears on the street. Our social service providers are our eyes and ears on the street. Our police officers are our eyes and ears on the street. When a mental health outreach professional is available this way, they can refer people to the outreach professional and be able to provide some context on the behavior that person exhibits. Or if the person seems to disappear, they can alert the REACH person. This partnership of community with service has so many positive dimensions to it.

External Endorsements of Program

SPD has encouraged and endorsed the expansion of a REACH professional in the University District.

The directors of REACH have expressed that a mental health outreach professional working parallel to an Ambassador Program, like what they do with the MID, is their ideal model. A model that works better than a standalone Mental Health Outreach Program.

The Executive Director of the Ballard Alliance, Mike Steward, recommends the UDBIA adds a REACH Mental Health Outreach Professional like what they did in the Ballard BIA. It has had an immensely positive impact on their business community. They are currently getting an average of at least two people off the street and into housing every week. (see Appendix A)

Added Business Benefit

In addition to providing services to individuals, helping them move to a better place in their life journeys, and reducing the day to day impact on our guests, resident and employees, this program will provide service to our businesses. People, guests and employees alike, will feel less threatened and return for repeat business or will come for a first time experience because a reputation of the U District as being dangerous begins to dissipate.

If a crisis with an individual develops or occurs while a REACH professional is on duty, that person may be able to help right away and take the load off of the untrained employees in any given business. BUT WE MUST BE CLEAR – THE REACH PROGRAM DOES NOT REPLACE EMERGENCY SERVICES. IF A CRISIS DEVELOPS, A BUSINESS SHOULD CALL 911 AND KEEP ALL OF THEIR EMPLOYEES AND GUESTS SAFELY OUT OF THE WAY.

But another real benefit is the REACH philosophy of partnering with businesses, to keep them informed, and to provide them with tools about how to handle events. We all become more and more frustrated when we see a problem develop, when the problem seems to have no solution and we feel helpless to mitigate it. This is particularly true when we see it happen in our businesses and establishments. Having a relationship with REACH professionals who keep our community informed (within the HIPAA restrictions) helps everyone understand that steps are being taken and while there are no guarantees, efforts are being made and outcomes have occurred.

Specifics of Proposal

REACH, a subsidiary of Evergreen Treatment Services, would provide the UDP with a full-time mental health outreach professional beginning January 1st, 2019. This outreach professional would spend all their time working in the U District with people who have mental health issues.

The outreach professional would be spending most of their time out in the field working with people and businesses, though they would need some space in the UDP office to be able to place their things and on occasion be able to utilize space for some office work. The outreach professionals typically utilize coffee shops, restaurants, libraries, and other spaces out in the field to meet with people.

Personnel Costs for 12-months

\$53,000 – One full-time mental health outreach worker.

Non-Personnel Costs for 12-months

\$30,000 – Covers administrative costs, transportation for people to and from appointments, outreach supplies, etc.

Total Annual Cost

\$83,000

Startup Costs

\$2,000 – Computer, outreach supplies, etc.

With a prospective start date of January 1st, the total costs in the 2018-19 fiscal year are budgeted at \$43,500. The costs for the 2019-20 fiscal year is projected to be \$85,000 accounting for a CPI increase.

(Appendix A)

REACH Ballard Alliance Outreach Program

Progress Report: Jan-May, 2018

Data

Client Contacts:

Month	Face-To-Face Contacts	Phone Contacts	Total Contacts	Referrals Made	Unduplicated Clients
Feb	79	3	82	--	46
Mar	148	7	155	68	69
April	165	18	183	166	95
May	130	17	147	128	81

* Referral data not easily available for February

Outcomes Achieved:

Shelter	42
Clothing	36
Transportation	35
Food	35
Needle Exchange/Sharps Container	21
Mental Health Care	19
Primary Care	18
Housing Assistance Program (Coordinated Entry)	12
Other Medical	10
Legal Assistance	10
Lifeline Assistance Phone	7
Naloxone Kit	5
Occasional Health Care Provider (not ER)	5
Long Distance Bus Ticket Home	4
Employment	4
Medication Assisted Treatment (Methadone/Buprenorphine)	4
Vision	4
ID Assistance	3
Benefits: Financial	2
Benefits: Medical	2
CD Assessment	2
AA/NA Group	1
Outpatient Treatment	1
REACH Nurse	1
Payee	1
Wellness (Nutrition/Exercise)	1
Other	24
TOTAL	309

Branding and Marketing the U District

No one is branding the district. No one is marketing the district. It is a strategic imperative that someone do so and we are proposing that we take on the responsibility to build a robust brand and sustained marketing campaign to promote the U District as a great place to live, work, visit, and/or build a business. We have been discussing this in the Marketing Committee for a while now and have focused on the following key ideas:

The Current Situation

Most other districts have a robust “marketing” initiative going on – a stronger brand, an active website promoting all that goes on in the district, newsletters that are focused on what is happening in the district, and events that draw attention to the district. We do not. And there is so much to share!

The U District has one major shared event – StreetFair – which brings people to the district. There are many, many other events that also draw people in– through the University, through the various cultural and entertainment venues, through the great diversity of dining options, and to the delightful range of unique stores. But there is not a unified, district centric voice promoting all we have to offer. There is no resource to plan a “full trip” or “full event” at the U District. If I am coming for a show, I will probably want dinner beforehand or a drink after. SO, I will get in my car and go somewhere that I know of.

This lack of proactive promotional investment makes us less viable than other districts. It makes us less competitive and this hurts all of our businesses. Being less visible and less competitive is a double disadvantage – **it does not serve our existing businesses and it does not create a climate of opportunity for potential new business or property development investors.**

When people are looking on their own initiative,, we are not there. They cannot react to us. There is currently no single place to go for information about the district. If you Google U District, you find a Wikipedia description at the top of the list. If you look at City and State websites that identify neighborhoods, our presence is anemic if it exists at all.

The Case for Acting Now

No one is doing it and the district is worse off because of it. The current situation as described above is negative. An immediate engagement on this project will start creating returns after six months.

Getting this new branding in place before the transit station comes on line makes sense. Let’s have our marketing up to speed and making a difference before the influx of people starts happening. They will be making new behavior habits based on their transportation choices – let’s build the U District into that planning.

So much work has already been done over the past few years to improve the cleanliness and safety, investing in beautification projects, working with street facades to help improve their individual appearance and lift up the whole area. While we will always have more to do on these kinds of projects, we are ready to introduce the U District to newcomers and re-introduce the U District to folks who may not know about our improvements.

Investing now will help make a more powerful case for renewal. Ratepayers and businesses will know we are investing on their behalf and making a positive difference in their property values and business bottom lines.

If we don't do it – who will and if we don't do it now, when would we and what will we have lost in terms of opportunity in the meantime?

The Solution

Invest in an initial branding and development of marketing collateral. We have been talking to other BIA's and local business districts about how they do their work and how they fund them. We spoke with Pioneer Square, Ballard, SODO, West Seattle and CID. Their feedback is that a total initial investment includes branding and collateral development – including electronic media, print media and district wide materials. And then, we have the on-going annual costs. It makes no sense to invest in the development of a brand and marketing plan if we are not committed to a sustained marketing effort from that point on.

Specifics of the Proposal

We have continued to investigate options for doing this work. Our assumption is that we would kick off the search for a branding and marketing consultant as soon as we have approval. We are giving ourselves about 5-6 months to retain that consultant, to do the branding identification process, and to develop the collateral – including the web site. We are then assuming about six months of costs associated to actually market the district. We have learned a lot from our current short term marketing project and believe that experience will help guide and facilitate this larger scale project.

Year One – We would spend \$15,000 on a consultant to manage the rebranding process and create a marketing plan, \$25,000 on web development and \$50,000 on collateral development, advertising and marketing.

Year Two – We would spend up to \$80,000 on advertising and media

Outcomes

A robust, effective branding marketing effort will:

- 1) Drive more people to the district or keep more people already in the district for their shopping, service fulfillment, dining, cultural, residential and general activity needs. Businesses will see improved numbers of consumers giving them a try. This will be the result of both a general response to the marketing (Hey – let's go to the U District – they have a ton of options.) to a more specific marketing presence (Hey, I just saw Costas pop up on my phone – let's go for some great Greek food.)
- 2) Create more general awareness about the district even if it does not immediately draw someone in. Target advertising on social media platforms for people who indicate interests and have us pop up as a solution. It's a brave new world – let's get with it.
- 3) Expand the awareness of the district to recognize that there is a lot more to it than just what happens on the Ave.

- 4) Creating an entrance marketing resource for new businesses who cannot afford to fully fund their own campaigns and serve as multiplier for any business who are marketing already. Shared branding collateral will be less expensive for participating businesses and our use of professional services will exceed what many businesses can afford on their own.
- 5) Help us redefine the district in a way that is positive and will counter many negative impressions. We have a great story to tell.
- 6) Lift up the overall district appearance and revitalize the current collateral like the kiosks and banners. Shared branding collateral will be less expensive for participating businesses and our use of professional services will exceed what many small businesses can afford on their own.
- 7) Help foster the district image we believe is appropriate and that is more attractive to potential new businesses moving in. It is also an incentive for new business to know that we have a robust marketing effort perpetually happening and that they will benefit. That they will have a place to list themselves and multiply the effect of their marketing dollars.
- 8) Increase the awareness of the current businesses and ratepayers that the assessment dollars are working directly for them – in a highly visible way!
- 9) We are investing in a renewed commitment to Economic Development by hiring a staff person and increasing the expectation of the executive director's engagement. We are proposing the re-invigoration of a U District business network. We want to build a far more robust social network of individuals and businesses who want to know "what's up" at the U District and provide their own information about everything exciting that is going on. We want to be a nexus of information! Branding and marketing the district are necessary resources for that work.
- 10) Giving the UDP and the BIA a stronger brand platform to talk about the work we are doing in the district.

Engaging in the present and future major initiatives impacting our community – building our Urban Vitality staff and presence

The U District BIA and UDP have a unique opportunity to decide if identifying issues, convening community and taking action around what we call Urban Vitality is a priority go forward. It is clearly a strategic priority and needs our attention and our resources now. We recognize that much of the development of projects and the creation of public policy occurs relative to and often in a larger landscape – the urban landscape. We have identified the large “classes” of activity under Urban Vitality as: Transportation/Mobility; Land Use, Public Realm; and Infrastructure.

The Current Situation

Right now, there does not appear to be an overall U District champion, representing the needs, wisdom and aspirations of the district. Things happen to us – we are not sufficiently engaged to know what is coming down the road, what our community thinks about whatever that might be, or being present at “the table” to ensure the community is heard and responded to. And the potential costs to our community are high. If we are not there to push, we will bear the result.

So much work is currently being done by independent efforts – the Mobility Group for instance. Or Stephen’s work to review the Neighborhood Design Guidelines. Or various board and staff individuals who are attending the wide range of community council and/or activist committee meetings. But these efforts, by definition, rely on volunteers and committed community participants and their ability to maintain their participation can vary. They do amazing work but they are not adequately supported.

There is not an overarching point of view in play. What influence individuals are able to exert becomes a product of a specific point of view or a specific passion. This does not mean it is a valid position of a larger community.

We cannot connect the dots this way – individuals doing their best have a more limited framework and perspective.

Simply put, by not investing resources in professional staff to both engage directly on the district’s behalf and to serve as the primary support for convening and managing wider community dialogue and participation, much of what we are fated to do is reactionary and often too late. We do not act in real time.

The Case for Acting Now

The U District is undergoing enormous changes right now and we are not at the tables. For instance, who will continue the dialogue with all of the agencies who are part of the transit station project? Who is convening a larger discussion about the Neighborhood Design Guidelines? And the list goes on.

Equally important, who is at the table as future projects are being discussed and formulated? For instance, who is representing the U District’s community wishes as they pertain to the disposition of surplus public properties that will become vacant when the transit station project is complete? Who will be at the table to talk at development review boards? Again, the list goes on.

The Solution

We are proposing a commitment to be the “go to” resource in the U District for best practices information and research, community convening, and potentially advocacy/representation in all of these areas. We want to be in a leadership position on the current and future dynamics of urban planning

and development and sharing that information with current and future developers, businesses and residents. If projects are being proposed in the area -- whether a major new rail transit station, a change in codes and design guidelines, a new development, or infrastructure investments, we are the ones who know it is coming and are doing the research and convening the community to make sure the best outcomes possible are available to our district.

Specifics of the Proposal

We propose the hiring of a new staff person focused on these areas. We propose that position be slotted for January 1, 2019. We anticipate this to be a position similar to the current staff positions and project a half year, fully loaded staff cost of \$38,500. We are including an additional \$15,000 for utilizing consultative services as we launch, subscribing to appropriate information sources, etc.; \$2,500 for trips and conferences, and finally, a one-time cost of \$2,000 for equipment.

Total costs for 2018-19 – estimated at \$58,000.

Total costs for 2019-20 – estimated at \$79,000

Two Year Financial Impact Analysis
For Baseline and Added Programs
CONSERVATIVE INCOME PROJECTION
18-Jun-18

Assumes UDP pays first year and
BIA pays second year.

	SHARED COSTS		SHARED COSTS		SHARED COSTS		SHARED COSTS		UDP ONLY FOR BOTH YEARS	
Assumes UDP pays first year and BIA pays second year.	Baseline with Renewal 2018-19	Baseline with Renewal 2019-20	Marketing & Baseline 2018-19	Marketing & Baseline 2019-20	REACH & Baseline 2018-19	REACH & Baseline 2019-20	Urban Vit. & Baseline 2018-19	Urban Vit. & Baseline 2019-20	Urban Vit. & Baseline 2018-19	Urban Vit. & Baseline 2019-20
BIA										
Cash at each year beginning	\$ 378,367	\$ 285,874	\$ 378,367	\$ 285,874	\$ 378,367	\$ 285,874	\$ 378,367	\$ 285,874	\$ 378,367	\$ 285,874
Operating Result	\$ (92,493)	\$ (64,013)	\$ (92,493)		\$ (92,493)	\$ (149,013)	\$ (92,493)	\$ (143,513)	\$ (92,493)	\$ (64,013)
Net	\$ 285,874	\$ 221,861	\$ 285,874	#VALUE!	\$ 285,874	\$ 136,861	\$ 285,874	\$ 142,361	\$ 285,874	\$ 221,861
Reserve	\$ 210,000	\$ 210,000	\$ 210,000	#VALUE!	\$ 210,000	\$ 136,861	\$ 210,000	\$ 142,361	\$ 210,000	\$ 210,000
Cash at year end	\$ 75,874	\$ 11,861	\$ 75,874	-	\$ 75,874	-	\$ 75,874	-	\$ 75,874	\$ 11,861
UDP										
Cash at each year beginning	\$ 295,232	\$ 347,000	\$ 295,232	\$ 255,696	\$ 295,232	\$ 302,196	\$ 295,232	\$ 287,696	\$ 295,232	\$ 287,696
Operating Result	\$ 50,464	\$ 50,000	\$ (39,536)	\$ 50,000	\$ 6,964	\$ 50,000	\$ (7,536)	\$ 50,000	\$ (7,536)	\$ (29,500)
Net	\$ 345,696	\$ 397,000	\$ 255,696	\$ 305,696	\$ 302,196	\$ 352,196	\$ 287,696	\$ 337,696	\$ 287,696	\$ 258,196
Reserve	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
Cash at year end	\$ 185,696	\$ 237,000	\$ 95,696	\$ 145,696	\$ 142,196	\$ 192,196	\$ 127,696	\$ 177,696	\$ 127,696	\$ 98,196
			Year 1 \$90,000	Year 2 \$80,000	Year 1 \$43,500	Year 2 \$85,000	Year 1 \$58,000	Year 2 \$79,500	Year 1 \$58,000	Year 2 \$79,500

Two Year Financial Impact Analysis
 For Baseline and Added Programs
 REASONABLE INCOME PROJECTION
 (Assumes an additional \$46,500
 of revenue.)

18-Jun-18

Assumes UDP pays first year and BIA pays second year.	SHARED COSTS		SHARED COSTS		SHARED COSTS		SHARED COSTS		SHARED COSTS		UDP ONLY FOR BOTH YEARS	
	Baseline with Renewal 2018-19	Baseline with Renewal 2019-20	Marketing & Baseline 2018-19	Marketing & Baseline 2019-20	REACH & Baseline 2018-19	REACH & Baseline 2019-20	Urban Vit. & Baseline 2018-19	Urban Vit. & Baseline 2019-20	Urban Vit. & Baseline 2018-19	Urban Vit. & Baseline 2019-20	Urban Vit. & Baseline 2018-19	Urban Vit. & Baseline 2019-20
BIA												
Cash at each year beginning	\$ 378,367	\$ 300,874	\$ 378,367	\$ 300,874	\$ 378,367	\$ 300,874	\$ 378,367	\$ 300,874	\$ 378,367	\$ 300,874	\$ 378,367	\$ 300,874
Operating Result	\$ (77,493)	\$ (32,513)	\$ (77,493)	\$ (81,013)	\$ (77,493)	\$ (86,013)	\$ (77,493)	\$ (80,513)	\$ (77,493)	\$ (80,513)	\$ (77,493)	\$ (32,513)
Net	\$ 300,874	\$ 268,361	\$ 300,874	\$ 219,861	\$ 300,874	\$ 214,861	\$ 300,874	\$ 220,361	\$ 300,874	\$ 220,361	\$ 300,874	\$ 268,361
Reserve	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
Cash at year end	\$ 90,874	\$ 58,361	\$ 90,874	\$ 9,861	\$ 90,874	\$ 4,861	\$ 90,874	\$ 10,361	\$ 90,874	\$ 10,361	\$ 90,874	\$ 58,361
UDP												
Cash at each year beginning	\$ 295,232	\$ 347,000	\$ 295,232	\$ 255,696	\$ 295,232	\$ 302,196	\$ 295,232	\$ 287,696	\$ 295,232	\$ 287,696	\$ 295,232	\$ 287,696
Operating Result	\$ 50,464	\$ 50,000	\$ (39,536)	\$ 50,000	\$ 6,964	\$ 50,000	\$ (7,536)	\$ 50,000	\$ (7,536)	\$ 50,000	\$ (7,536)	\$ (29,500)
Net	\$ 345,696	\$ 397,000	\$ 255,696	\$ 305,696	\$ 302,196	\$ 352,196	\$ 287,696	\$ 337,696	\$ 287,696	\$ 337,696	\$ 287,696	\$ 258,196
Reserve	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
Cash at year end	\$ 185,696	\$ 237,000	\$ 95,696	\$ 145,696	\$ 142,196	\$ 192,196	\$ 127,696	\$ 177,696	\$ 127,696	\$ 177,696	\$ 127,696	\$ 98,196
Expenses			Year 1 \$90,000	Year 2 \$80,000	Year 1 \$43,500	Year 2 \$85,000	Year 1 \$58,000	Year 2 \$79,500	Year 1 \$58,000	Year 2 \$79,500	Year 1 \$58,000	Year 2 \$79,500
Revenue			\$15,000	\$31,000	\$15,000	\$31,000	\$15,000	\$31,000	\$15,000	\$31,000	\$15,000	\$31,000