



## Board Meeting Agenda

Time: 11:30AM – 1:00PM

Date: May 15, 2018

### UW Tower, 22 Floor Boardroom

1. **Welcome and Introductions** Sally
2. **Public Comment** All
3. **Approval of March Minutes** Sally VOTE
4. **Committee Reports**
  - a. Finance Alfred/Phil/Mark VOTE
  - b. Clean and Safe Don/Marcus
  - c. Events and Marketing Andrew/Chase
  - d. Policy and Procedure Theresa
5. **ED Report** Mark
  - a. Reforecast 2017-18 Update
  - b. 2018 Assessment Update Process
  - c. 2018-19 Budget
6. **Old Business**
  - a. Safe Consumption Site Sally
7. **Executive Session** Sally/Miles
8. **Adjourn**

### Upcoming Meetings and Events:

5/15/18	Bike to a Movie	Scarecrow	6:00 – 8:00 pm
5/19-20/18	49 <sup>th</sup> Annual U District StreetFair	The Ave	10:00 am - 7:00 pm
5/22/18	Events & Marketing Committee	UDP Office	9:00 - 10:00 am
5/24/18	Transit Talk, U Talk	U Bookstore	9:00 – 10:00 am
5/24/18	UDBIA Board Meeting	U Heights	4:00 - 5:30 pm
5/28/18	Memorial Day/Office Closed	UDP Office	All Day
06/08/18	Finance Committee	UDP Office	10:00 – 11:00 am
06/19/18	UDP Board Meeting	UW Tower	11:30 am – 1:00 pm
06/28/18	UDPBIA Board Meeting	U Heights	4:00 – 5:30 pm

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. 4

Time: 11:30 AM – 1:00 PM

Date: April 17, 2018

Location: UW Tower Boardroom

### IN ATTENDANCE:

#### UDP Board Members

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

Doug Campbell  
Theresa Doherty  
Barbara Quinn, Secretary  
Stephen Antupit  
Pat Simpson

Andrew McMasters  
Alfred Shiga, Treasurer  
Rebecca Barnes  
Lois Ko

#### Excused

Don Schulze

Miles Richardson, Co-Chair

#### UDP Staff

Mark Crawford CEO  
Bridget O'Donnell

Marcus Johnson C&S

Chase Landrey, CE

#### Guests

Phil Lloyd

Miriam Castro

Ruedi Risler

Sally called the meeting to order at 11:34 a.m. She told the Board that there would no longer be paper copies of all materials provided at each meeting. Materials will be displayed on screen during the meeting instead. If a Board member needs a packet, they should contact Mark to request that one be prepared.

### Public Comment

No public comment was given.

### Approval of March, 2018 Meeting Minutes

**Motion: Louise** moved to approve the March 20, 2018 meeting minutes.

**Pat** seconded the motion.

*The motion was approved.*

### Committee Reports

#### Urban Vitality Committee

Sally thanked Stephen for taking over as Chair of the Urban Vitality Committee.

#### Finance Committee

Alfred present the March financials.

**Motion: Andrew** moved to approve the March financial report.

**Theresa** seconded the motion.

*The motion was approved.*

Alfred informed the Board that the Finance Committee continues to meet monthly and that Kate Barr from the BIA Board has joined as a member.

## Clean and Safe Committee

Marcus presented the March Clean and Safe report and included graphs showing information from the public perception survey of safety and the Ambassador Program. Those graphs will be sent to the full Board after the meeting.

## Events and Marketing Committee

Chase presented the March Marketing and Events report.

Andrew would like to have at least one more Board member join the committee and invited board members to contact him to discuss their potential involvement in the committee.

## Executive Committee

Sally reported about the topics discussed at the Executive Committee including the work of the bylaws committee, hiring, the potential of adding a retirement plan for employees, and BIA renewal planning.

## Bylaw Amendments

Andrew thanked the bylaw task force for their work and walked through the proposed procedure for approving the updated bylaws.

**Motion: Theresa** moved to approve the proposed updated bylaws.

**Louise** seconded the motion.

The board entered discussion about the language of the bylaws

**Motion: Doug** moved to amend the language of Section 8.2.3 to say that a majority of the Governance Committee members elects the Chair of the Governance Committee.

**Cory** seconded the motion.

*The motion was not approved.*

**Motion: Sally** moved to amend the language of Section 4.14.1 to say that the Board of Directors may engage, hire, or contract for individuals to perform specific tasks to further purpose of the Corporation. The Board shall hire and set the appropriate compensation for the Executive Director.

**Theresa** seconded the motion.

*The motion was approved.*

The board called to vote on the original motion with the addition of the approved amended language for Section 4.14.1.

*The original motion was approved and the updated bylaws were adopted.*

## Policy & Procedure Subcommittee

Theresa reported that she met with Policy & Procedure Subcommittee. She then presented a timeline and procedures for recruiting and electing new board members.

**Motion: Theresa** moved to approve the presented procedures.

**Doug** seconded the motion.

*The motion was approved.*

### **Planning for 2018-2019**

Mark updated the Board about the results of the recent UDP Open House and the planning process for the organizations 2018-2019 work plan. He then presented several graphs showing the initial results of input on the UDBIA Survey. Those graphs will be sent to the full Board.

Next steps include a series of board member committee meetings to discuss the surveys, proposed plans and costs.

### **Old Business**

Sally contacted the Director of the People's Harm Reduction Alliance about presenting before the Board at the June or July meeting about the mitigation of the possible impacts of a safe consumption site in the U District. She was waiting to hear back before scheduling a time.

### **New Business**

Mark reminded the Board of the urgency of starting to plan for the BIA's ordinance renewal.

This was Rebecca's last meeting as she retires from her position at the University of Washington. Sally and the Board thanked her for her many years of service to the U District.

Sally adjourned the meeting at 12:58 p.m.

**NEXT BOARD MEETING: June 15th, 11:30am – 1:00pm, UW Tower Boardroom**

# The U District Partnership

## Balance Sheet Prev Year Comparison

As of April 30, 2018

	Apr 30, 18	Apr 30, 17	\$ Change
<b>ASSETS</b>			
Current Assets			
Checking/Savings			
10100 · Operating Bank Accounts	264,478.01	286,961.90	-22,483.89
10120 · Passthrough Bank Accounts	0.00	5,266.35	-5,266.35
Total Checking/Savings	264,478.01	292,228.25	-27,750.24
Accounts Receivable	182,716.93	121,529.19	61,187.74
Other Current Assets	7,348.91	9,924.13	-2,575.22
Total Current Assets	454,543.85	423,681.57	30,862.28
Fixed Assets	0.00	843.67	-843.67
Other Assets	3,358.32	0.00	3,358.32
<b>TOTAL ASSETS</b>	<b>457,902.17</b>	<b>424,525.24</b>	<b>33,376.93</b>
<b>LIABILITIES &amp; EQUITY</b>			
Liabilities			
Current Liabilities			
Accounts Payable	51,502.20	13,271.98	38,230.22
Credit Cards	1,835.88	123.10	1,712.78
Other Current Liabilities	20,365.58	17,027.97	3,337.61
Total Current Liabilities	73,703.66	30,423.05	43,280.61
Long Term Liabilities	0.00	4,325.65	-4,325.65
Total Liabilities	73,703.66	34,748.70	38,954.96
Equity			
32000 · Unrestricted Net Assets	265,400.21	295,749.62	-30,349.41
Net Income	118,798.30	94,026.92	24,771.38
Total Equity	384,198.51	389,776.54	-5,578.03
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>457,902.17</b>	<b>424,525.24</b>	<b>33,376.93</b>

**The U District Partnership**  
**Stmt. of Activities Budget vs. Actual FY 2018**  
July 2017 through April 2018

	Jul '17 - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
44500 · Government Grants and Contracts	716,474.39	848,437.88	-131,963.49	1,169,533.70
47000 · Earned Income	180,863.44	160,000.00	20,863.44	245,500.00
46400 · Interest and Other	5.49	0.00	5.49	13,100.00
<b>Total Income</b>	<b>897,343.32</b>	<b>1,008,437.88</b>	<b>-111,094.56</b>	<b>1,428,133.70</b>
<b>Gross Profit</b>	<b>897,343.32</b>	<b>1,008,437.88</b>	<b>-111,094.56</b>	<b>1,428,133.70</b>
<b>Expense</b>				
60000 · Staffing	291,966.58	398,496.08	-106,529.50	483,045.32
61000 · Professional & Contract Expense	39,770.00	45,483.34	-5,713.34	50,380.00
62000 · Office and Overhead	62,738.37	76,362.54	-13,624.17	95,730.58
70000 · Direct Program Expenses	384,070.07	378,969.94	5,100.13	721,777.46
<b>Total Expense</b>	<b>778,545.02</b>	<b>899,311.90</b>	<b>-120,766.88</b>	<b>1,350,933.36</b>
<b>Net Income</b>	<b>118,798.30</b>	<b>109,125.98</b>	<b>9,672.32</b>	<b>77,200.34</b>

## 2017-18 University District BIA

### Budget Tracker - July 1 Through April 30, 2018

ACCOUNTS	Budget	TO DATE	REMAINING	% Expended	Personnel	Non-Personnel	Jul	Aug	Sep
Program Management	199,706	127,271	72,435	63.7%	53,808.94	73,461.90	\$ 11,225.22	\$ 10,449.28	\$ 10,106.98
Community Engagement	41,343	34,446	6,897	83.3%	30,123.60	4,322.21	\$ 6,018.49	\$ 4,814.28	\$ 8,393.41
Cleaning and Public Safety	415,946	290,503	125,443	69.8%	99,697.61	190,805.66	\$ 23,415.91	\$ 36,349.53	\$ 33,245.37
Events and Marketing	69,419	28,001	41,418	40.3%	20,504.45	7,496.13	\$ 7,745.63	\$ 5,825.00	\$ 2,443.13
Economic Development	57,510	51,671	5,839	89.8%	33,289.81	18,380.88	\$ 2,150.44	\$ 3,329.18	\$ 1,693.03
Urban Design & Planning	71,748	36,708	35,040	51.2%	36,140.13	568.33	\$ 4,784.43	\$ 4,705.80	\$ 4,545.76
One Time Expenditures	310,790	122,625	188,165	39.5%	-	122,624.74	\$ -	\$ 2,500.00	\$ 9,000.00
<b>Total Requested</b>	1,166,462	691,224	475,238	59.3%	\$ 273,564.54	\$ 417,659.85	\$ 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	\$ 15,232.52		
Community Engagement	\$ 4,468.01	\$ 1,563.91	\$ 1,599.57	\$ 1,818.84	\$ 1,639.21	\$ 1,869.22	\$ 2,260.87		
Cleaning and Public Safety	\$ 30,944.84	\$ 34,617.45	\$ 24,263.73	\$ 37,441.88	\$ 20,753.69	\$ 24,977.45	\$ 24,493.42		
Events and Marketing	\$ 2,849.92	\$ 2,107.52	\$ 1,512.48	\$ 1,927.21	\$ 1,836.12	\$ 1,753.57	\$ -		
Economic Development	\$ 3,982.01	\$ 10,081.51	\$ 1,378.09	\$ 3,497.20	\$ 4,827.20	\$ 8,266.58	\$ 12,465.45		
Urban Design & Planning	\$ 3,297.21	\$ 325.28	\$ 1,321.06	\$ 3,439.34	\$ 4,770.19	\$ 4,770.19	\$ 4,749.20		
One Time Expenditures	\$ -	\$ 23,815.05	\$ 2,722.42	\$ 14,307.71	\$ 13,600.00	\$ 32,771.50	\$ 23,908.06		
	\$ 54,852.32	\$ 89,659.26	\$ 49,161.70	\$ 74,186.29	\$ 60,343.32	\$ 87,171.11	\$ 83,109.52	\$ -	\$ -

## April 2018 Financial Reports

### Variance Report

#### Balance Sheet

Operating Bank Accounts - lag behind last year by \$22,484 due to Street Fair revenue being processed through a new system that is slower.

Accounts Receivable – Higher than last year by \$61,188 – Street Fair receivables of \$90,075 and a BIA billing of \$74,110.

Accounts Payable – Higher than last year by \$38,230 – Creative Media for Short Term Marketing campaign at \$17,833, Community Attributes at \$7,681, Molbacks for flowers at \$5,925, Recology at \$10,736, Securitas at \$6,075, and Seattle CFO at \$3,000.

#### Budget Report

BIA revenue remains lower than budgeted as expenses are lower than expected.

Earned Income – Street Fair income is catching up with previous month's lag.

Staffing – below budgeted costs continue until we fill Economic Development position. Beginning to see increased costs as we have brought on Front Office Manager (part time) and Communications Coordinator (part time).

Accounting Fees – includes costs for past period 990 filing.

Rent, Parking, Utilities – we continue to see savings for lower rent – will occur through this fiscal year and then correct with new budget reflecting new lease.

Printing Copying – Higher than budget to prepare materials for three days of open house community engagement on planning for next year.

Moving Expenses – became a negative expense when we submitted bill to JUOW for reimbursement.

One Time Expenses – being applied to appropriate GL lines as they occur.

#### Budget Tracker

One Time Expenditures in April included \$17,833 for marketing and \$6,075 for Ambassadors.

#### General

Street Fair – currently at 248 total vendors against budget of 260. Booth related revenue (net of fees) currently projected at \$178,000 against budget of \$195,000. Cash sponsorship - \$29,000 against a budget of \$30,000. Current total revenue projection – (\$18,000). Current projected net Street Fair result - \$30,000.



## **One Time Expenses –**

Audit – completed.

Marketing Project – total made available -\$55,000. Budgeted at \$40,000 with \$15,000 held in reserve to be used as surge funding if any specific strategy shows immediate strong response.

Holiday Coop Ads – not used – year-end remainder as projected.

Campus Mural – not used – year-end remainder as projected.

Tree Pits – on track to complete as projected using all funds. Moving to do Roosevelt from 45<sup>th</sup> to 52<sup>nd</sup>. Final areas on Roosevelt of 52<sup>nd</sup> to 55<sup>th</sup> - \$20,000 and scattered remaining pits in district – estimated cost - \$5,800.

Mobility Planning – completed.

Pressure Washing – on track to complete as projected using all funds.

Copier – completed.

RAB Retreat – no plan – year-end remainder as projected.

Holiday Lights – completed, excess expense as projected.

Ambassadors – on track to complete as projected with year-end remainder.

Events – musical activations throughout district as projected.

Beautification – on track as projected with year-end remainder.

Young Adult – on track as projected using all funds.



WHEREAS the Finance Committee of the UDP Board and the Interim Executive Director and the Financial Manager all recommend that UDP transfer its banking relationships to WSECU

THEREFORE, Be it resolved, that at its May 15, 2018 Board meeting where a quorum was recognized, that the Board of the U District Partnership authorizes staff to open bank and credit card accounts with Washington State Employees Credit Union and to execute documents reasonably necessary to open these accounts. The initial account signers shall be Mark Crawford, Marcus Johnson, Theresa Doherty and Miles Richardson.

AYES \_\_\_\_\_ NAYS \_\_\_\_\_ ABSTENTIONS \_\_\_\_\_

Attested By \_\_\_\_\_

Officer of the Board

Date: \_\_\_\_\_

- We had our April Community Cleanup on April 28<sup>th</sup>. Special thank you to Miles for investing in the vitality of our neighborhood by providing 8 of his employees to come and help! **There will be no monthly May Community Cleanup due to the Annual Cleanup on May 12<sup>th</sup>.**
- We held our March BIA walk on April 20<sup>th</sup>. 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 May BIA Walk on Friday, 5/18. We meet at 9:00 am in the UDP Conference Room.
- We had our Clean and Safe Committee Meeting on Thursday, May 10<sup>th</sup>. This month we met briefly with our Ambassadors so they could report on how the new hours have been working and give committee members a chance to ask them questions. As a committee, we looked at the Clean and Safe portion of the BIA/UDP Priorities Survey as well as the U District Safety and Ambassador Survey results. We then went on to reacquaint our committee with our current initiatives and then went on to discuss potential new or expanded initiatives for our 2018-2019 workplan. The top two initiatives for the committee members in attendance were a partnership with the mental health service provider REACH and an expansion of our cleaning services district wide.

One of our regular committee members was extremely angst about the effect that homeless encampments have been having on his properties here in the U District. He has spent \$50,000 in repairs and improvements to one of his properties recently because of the impact that the homeless encampment neighboring his property has had. His frustration is leading him to consider selling his properties and fears rents will increase substantially if he does so. He asked for the UDP to help get the City's help and attention in preventing these encampments from being allowed to persist.

- Later this month, we will begin the installation of Flexi-Pave on Roosevelt Way between 45<sup>th</sup> to 52<sup>nd</sup>. This will be the most we have ever done at one time, a BIA investment of approximately \$45,000 using the last of the one-time allotment.
- We came to an agreement with Recology CleanScapes on a new contract. We worked with them to lower the increase of their rates from 9% down to 7%. We also requested we shift the contract term to a July 1-June 30 term instead of the calendar year to align with our fiscal year which will make our budget projections more accurate and delay a CPI increase for six months. Included with the new contract is the addition of one more crew member to handle the North Cleaning Area twice a week so we can give a higher



## Clean and Safe Committee May 2018 Update

level of service in both the North and South Cleaning areas by not stretching our existing crew member too much on the days when the North and South must be cleaned.

We continue to emphasize to Recology the need to co-brand with them so that people in the District know this is a BIA funded service. This remains a major issue.

- The 25<sup>th</sup> Annual U District Community Cleanup is taking place on Saturday, May 12<sup>th</sup> from 9:00am-12:00pm. We will have breakfast, lunch, and our trash contest. Marcus will give an update on how the event went at the board meeting on Tuesday.
- We will be having our 75 Spring/Summer baskets installed at the end of the week, just in time for Street Fair. It was requested that the flowers this year have more color so this year the baskets will have fuchsia and orange tones in addition to the purple, yellow, and white.
- Marcus performed 3 CPTED reviews so far in May. The CPTED locations were the Vineyard Church, Christ Episcopal, and at the Trinity Apartments.

### Upcoming Clean and Safe Events and dates:

25th Annual U District Cleanup	May 12th (9:00-11:00am, meet @ U Heights Plaza)
BIA Walk	May 18th (9:00-10:30am, meet @ the UDP Conference Room)
Community Clean Up Event	June 30th (9:00-11:00am, meet @ U Heights Plaza)
Next C&S Meeting	June 14th (12:00-1:30pm @ U Heights, Room 108)

- Continuing Social Media Outreach – Social media outreach has continued to steadily grow. Facebook is up to 1,204 people liking our page. Our twitter now has 615 followers. Many of these new people have arrived through our expanded StreetFair posting schedule. 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 650 people.
- Short Term Marketing Campaign Update – Our marketing hired Creative Media Alliance (CMA) to run a digital campaign. This plan centers around advertisements to lead customers to our neighborhood businesses during StreetFair, UW Graduation, and the Special Olympics. They have created and launched an ad set and landing page ([www.udistrict.buzz](http://www.udistrict.buzz)). We are already seeing visitor numbers show up through both clicks and impressions. Currently they are in the baseline data gathering phase, but as we head towards our focus events, they will begin more rolling out targeted mini campaigns.
- StreetFair Update – StreetFair is this Saturday! We have received over 260 vendor applications and are up to \$178,500 out of our \$195,000 projected vendor income.
  - Sponsors – We have three large sponsors for StreetFair this year. Sound Transit Is onboard for \$20,000 and both WSECU and MetroPCS have paid us \$5,000 each. In addition, we have several other sponsnhips from Seattle Times, U District Rotary, Big Time Brewery, and Sanctuary Arts.
  - Music – We have a fantastic lineup of 13 performers at our MetroPCS mainstage. Our headliners will be School of Rock on Saturday and Shooting for Tuesday on Sunday. We are also trying out at new program of cultural dance and music performers at U Heights Park on Saturday. This includes a full Japanese taiko drumming group and traditional Thai dancers.
  - Advertising - People are hearing about StreetFair all over the greater Seattle area. Our colorful posters are posted in 29 neighborhoods. Our ads will be in the Seattle Times and on Seattle Refined. We are also hanging up our great banner over the Ave for the first time in several years. We have received free advertising over Facebook and through media coverage as well.
  - Volunteers – We will be hosting two information booths to help visitors and gather survey info about who is coming to our event. We still need volunteers to join us at these booths. Please consider signing up for a shift on either Saturday or Sunday at <http://signup.com/go/OVHOTng>
  - T-Shirts – Sanctuary Arts has designed a wonderful turquoise t-shirt for us this year. All volunteers and staff will receive these shirts that also share our about our sponsors.
- Events in the Pipeline:
  - Coffee With Chase 05/17 8:00 am @ Café Solstice
  - Events & Marketing Committee 05/22 9:00 am @ UDP Office
  - 49<sup>th</sup> Annual StreetFair 05/19-20
  - UW Graduation Celebration 06/08-09
  - US Special Olympics 07/01-06



May 12, 2018

To: UDP Board

From: Mark Crawford

Re: DRAFT 2018-19 Work Plan and Budget

Our fiscal year begins July 1, 2018. Our goal is to provide a work plan and budget recommendation to the BIA Board and Ratepayer's for their approval and to provide the UDP Board with a budget that also includes non BIA work. That all happens at the end of June.

Our process was to use April to gather information and input (from the general public, the Boards, and from specific committee meetings) and May to draft initial proposals.

**The goals of this memo are to:**

- 1) PROPOSE A BASELINE WORK PLAN AND BUDGET
  - a. Identify resources for both BIA and UDP
  - b. 2018-19 Operating Proposal – goals and budget
  - c. Identify possible surplus
- 2) IDENTIFY AND EXPLAIN POTENTIAL ADDITIONAL INITIATIVES

**The Goals of the May 15<sup>th</sup> UDP Board meeting are to:**

- 1) DISCUSS BASELINE OPERATING PLAN AND BUDGET – RECOMMEND TO BIA WHERE APPROPRIATE
- 2) DISCUSS PROPOSED ADDITIONAL OPTIONS
  - a. Within the context of making strategic and potentially long term commitments and
  - b. Make recommendations to the BIA about new priorities and/or identify specific priorities funded solely by the UDP.

A reminder before we proceed – **these are draft numbers and are subject to change** but they are sufficiently developed that future adjustments should not materially affect your decision process. Where there are significant questions about a number, we will indicate that to you.

ALSO, PLEASE NOTE THAT I TEND TO ROUND NUMBERS FOR EASIER READING AND COMPUTING.

## RESOURCES

### BIA RESOURCES

The BIA resources for the coming year fall into two buckets;

- 1) **New assessment revenue** – \$827,000. We have received an updated assessment revenue projection at approximately \$882,000 for 2018-19. This will be additionally impacted by several other factors:
  - a. There are always non-payment issues but I am unable to get a specific projection for the coming year of that number from the City. I looked at total outstanding bills on our aging reports and am proposing that we project a \$25,000 reduction in anticipation of those non-payments.
  - b. Some past assessments since 2016 have been erroneous with a limited number of parcels (approximately 26) being either overcharged or undercharged in 2016. The City continues their analysis and will be reporting their findings to me in the next two weeks. We will have to either refund or credit parcels that have overpaid and will have to make a determination about whether we want to ask under paying parcels to make up past arrears or just begin charging them the correct amount in 2018. For the purposes of this presentation, I am calculating a potential impact of (\$10,000) to (\$40,000) and so am recommending an impact of (\$30,000) against projected revenues for 2018-19. This should be largely clarified before the final budget presentation in June.
  - c. There are potential impacts to revenue depending on a City determination related to Multi Family Tax Exemptions. This is a current topic under discussion and we will update forecasts accordingly when guidelines are expressed.
- 2) **Remaining undesignated funds not used in the BIA account at 6/30/18** - We are currently projecting that at \$358,930 of which \$210,000 is set aside as reserves – leaving \$148,930 available for use on BIA initiatives.

**TOTAL BIA RESOURCE AVAILABLE = \$882,000 - \$25,000-\$30,000 +148,930 = \$975,930**

### UDP RESOURCES

The UDP resources for the coming year also fall into two buckets:

- a) A projected year 2018-19 operating net of \$52,009.
- b) A projected year end net asset position of \$295,232 of which \$160,000 is set aside as reserves – leaving \$135,232 available for use on UDP or UDP/BIA combined initiatives.

**TOTAL UDP RESOURCES AVAILABLE = \$52,009+\$135,232=\$187,241.**

**TOTAL COMBINED RESOURCES AVAILABLE = \$1,163,171**

## **BASELINE OPERATING PLAN AND BUDGET**

Please see attached *Fiscal 2019 Draft Budget Summary*. It provides the FY 2018 Budget and Forecast AND the 2019 Baseline Budgets – UDP, BIA and combined. Please see attached *Clean and Safe Current Initiatives* and *Marketing Current Initiatives* for detail on actual work plan goals.

### **BIA BASELINE**

We are currently projecting expenses of \$911,111. Significant factors contributing to the net increase to the BIA include:

- a) Salaries – Increase \$30,000 total
  - a. assumes an annual increases for existing staff members in position for 1 year or more.
  - b. assumes a modest retirement benefit for staff members after one full year of employment
  - c. assumes front office position continuing at 25 hours per week
  - d. assumes communications coordinator position continues at 16 hours a week
  - e. assumes 10% increase in medical premiums
- b) Professional Contract Management – Increase of \$3,000 - no extra financial review, CFO Contract – assumes full year at current rates, addition of IT maintenance contract.
- c) Office and Overhead – Increase \$10,000
  - a. Rent – decrease of \$10,000 for new location and savings.
  - b. Supplies – increase \$6,000
  - c. Travel – reduced \$4,000 – funds shifted to staff development
  - d. Technology – increase \$5,000 – costs for IT upgrades
  - e. Dues and Memberships – increase \$2,000
  - f. Staff Development – increased \$10,000
  - g. Copier Lease reduce \$3,000
  - h. Banking – increase \$2,400
  - i. Multiple minor adjustments = total increase \$1,600
- d) Program Expenses – Increase \$41,000
  - a. Ambassadors – funding for full year of operations with adjusted rate. Approximately \$49,000.
  - b. Community Beautification – increase \$4,000 – holiday lights increased and basket costs decreased
  - c. Advertising – decreased \$4,000
  - d. Youth Employment – assumes \$20,000 reduction
  - e. Recology - assumes increase in contracted hours for North Cleaning Area and increase of 3% for all hourly rates. About \$10,000.
  - f. Misc. - \$2,000



**UDP Baseline** - UDP Fair non-personal related costs are reduced \$31,000. This is a very preliminary number and will be revisited after we finalize the current year event.

**Estimated Percentage Allocations of Baseline Budget By Program Area**

Program Management – 20%

Clean and Safe – 47%

Urban Vitality – 3.5%

Economic Development – 13%

Marketing – 4.5%

Community Engagement – 8.5%

Events and Activations – 3.5%

**Net Result Analysis**

Assessment Revenue Adj.	\$827,000
Other Income	\$ 22,000
Baseline Expense	\$911,000
Net	(\$62,000)
6/30/18 BIA Account	\$149,000
Transfer to/from BIA Account	(\$62,000)
<b>Remainder in BIA Account</b>	<b>\$87,000</b>

**UDP BASELINE and Net Result**

Revenue -	\$240,000
Expenses-	\$187,991
Net -	\$ 52,000*
6/30/18 UDP Net Assets	\$135,232
Transfer to/from UDP Account	\$ 52,000*

**Forecasted Remainder in UDP Account \$187,241\***

**Combined Resource                      \$87,000 + \$187,000\* = \$263,000\***

**IDENTIFYING AND EXPLAINING POTENTIAL ADDITIONAL INITIATIVES**

The BIA and the UDP need to consider options for expanding the work initiatives in a strategic manner. As noted in the above Net Result Analysis, in 2018-19, the BIA Baseline is actually spending more than it is taking in through the annual assessment but it has some accumulated undesignated funds. After accounting for 2018-19 revenue adjustments, baseline expenses and accumulated undesignated cash, the total BIA dollars available for additional deployment are \$87,000.

Likewise, there are accumulated dollars in the UDP account in excess of the mandated reserve. Those are available for deployment as well and total \$187,241. (This number may be affected by a change in 2018-19 Street Fair net to be recalculated after this year's event is concluded.

Last year, when faced with the opportunity to invest accumulated undesignated cash, the organizations chose a strategy of short term investments in one-time expenses. While some of those expenses were appropriate one-time expenses (a copier, a potential retreat, a mural, mobility planning), others lend themselves more to a longer term, sustainable commitment (marketing, on-going beautification including: tree pits; lighting; and other projects, cleaning and power washing, increased event programming, and sustaining the Ambassador program year round).

Now, the questions are:

- 1) What are the appropriate strategic priorities of the BIA and the UDP?
- 2) What are short term or long term commitments to be made?

Our process included using the month of April and part of May to gather input – from the general community, from the committees as they met and from “scoping” groups that met to discuss options. What follows is a series of proposed initiatives that span a wide range of potential projects that participants felt were strategic in nature.

Of course, the options offered greatly exceed the resources available, so the Boards need to make strategic choices about the priorities we are setting. Total proposed on-going project estimates = \$495,000 - \$595,000

Additional resources of \$7,000 - \$40,000 are estimated to support the renewal process in the coming fiscal year but this number needs refinement. There may also be some City funds through *Only In Seattle* program to pay part of this.

**TOTAL POTENTIAL ADD ON COSTS = \$500,000 - \$635,000**

Please see attached *Proposed Added Initiatives* for a summary of costs.

Following, please find a description of each possible initiative with associated costs detailed.

## CLEAN

There are four proposed added initiatives to the CLEAN scope of work.

- 1) Extend cleaning district-wide with the intention to clean at the same level currently provided in the North District – eight hours per week over two days – can happen district wide. This could be done by either increasing the Recology contract or by beginning to build more “in-house” capacity on our own.
  - a. Recology Contract – this has the advantage of being managed on an hourly basis, does not require BIA investment in capital acquisitions, has no added disposal requirements on us, and has the lowest level of added UDP staff time necessary to support it. The downsides include rapidly mounting hourly costs and a lack of “brand awareness” that this work is being funded by the BIA dollars. People only see the Recology uniform and assume the City is paying for it -a serious challenge even at the current contract level. We also need to be able to explain why properties in the North Cleaning area are being charged for a service that the rest of the district (except the South Cleaning Area) would be getting for free. Estimated cost for a 12 month period at current contract rates - \$130,125.
  - b. In House – This will require both hiring new staff to do the work, increase the management requirements on current staff and necessitate the purchase of at least a truck (est. \$30,000). Advantages include potential cost containment, ability to manage resources more directly and be more nimble in deploying them, improving our branding, setting basis for possible complete assimilation of all cleaning into BIA’s operations. Negatives include: added responsibility for staffing and maintaining service levels ourselves, potential increased costs over time, increased maintenance costs over time.

Operating costs assume one FT and one PT staff person (\$55,059), maintenance and operating for the truck (\$9,948), supplies (\$3,600) and dumpster fees (\$6,000). Total operating cost = \$74,607.

Total in-house costs - \$30,000 + \$74,607 = \$104,607.

- 2) Power Washing In House - on an average, the BIA spends \$XXXX on power washing each year. We have not done an appropriate level of this cleaning to date. For instance, we have a Recology contract at 4 hours a month which provides superficial cold washing – at four hours a month – that is basically a block. This year, we also spent an additional \$14,000 for deep cleaning in preparation for the StreetFair and Summer Olympics. In past years, additional funds have been spent for specific projects like the post office power wash.

Taking that responsibility in house would require both capital and operating resources. It would provide about 1,500 hours of actual washing over a year compared to the current Recology contract which has 48 hours a year.

The purchase of an appropriately sized power washer with both hot and cold washing capacity and a sufficient tank to run efficiently is \$10,119. This assumes having bought a truck for cleaning as described above. If the Board does not want to expand that cleaning but wants to move forward with power washing, the truck will still need to be purchased at an estimated \$30,000. Total capital cost - \$10,119 OR \$40,119.

Operating costs include one FT staff person (\$42,432), maintenance and operating for truck (\$9,948), and supplies (\$1,200). Total annual operating costs - \$65,380.

- 3) Flexi Pave Project – If we want to continue with the Flexi Pave project next year options include:
  - a. East Side of University Way – Remaining spot fills between Campus and 41<sup>st</sup> - \$5,800
  - b. Roosevelt from 52<sup>nd</sup> to 55<sup>th</sup> - \$20,000
  - c. Begin work on 45<sup>th</sup> – Up to \$45,000
- 4) Maintain, Update and/or Decommission Artwork on University Way – quote pending

## **SAFE**

There is one proposed added initiative to the SAFE scope of work.

- 1) REACH Mental Health Outreach – Ballard currently has a program where they partner with REACH to have a full time mental health outreach worker in their district. We have not initiated any formal discussions with REACH but the Ballard partnership currently costs \$50,000.

Right now, individuals with mental illness are having a huge impact on our streets and in our neighborhood. There are limited and insufficient services in this area and a lack of resources to help these people get to the services that are available. This is an issue that our residents and businesses are facing every day. A mental health worker could help those individuals who are dealing with mental illness and support the local businesses who do not have the professional skill set necessary to engage with and direct these individuals to resources that they may need and deserve. This is both a humanitarian imperative for those people who need these services and an issue of negative impact on our residents and businesses as these distressed individuals live on our streets.

Does the BIA and/or the UDP see this as an appropriate priority for our organizations and use of our resources? It is a step into providing direct services to individuals in a way that is not our usual way of doing business but the potential for improving the quality of life and the opportunity for improving safety for everyone as we help these few could make a big difference in the district.

## MARKETING

There are three proposed added initiatives to the Marketing scope of work.

- 1) 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:
  - a. 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.
  - b. 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. If we don’t do it, who will?
  - c. This lack of promotional investment makes us less viable than other districts. It makes us less competitive. 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 investors.
  - d. 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.

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, SODO, West Seattle and CID. Their feedback is that a total investment includes branding and collateral development – including electronic media, print media and district wide materials. Costs vary depending on scale, on how much original branding equity is in place, etc. We propose an initial \$55,000 to pay for a consultant or consultants to brand and develop a marketing plan and to begin the investment in actual collateral, which includes \$25,000 for a major website development project (SODO redid their website - including an active

vendor feature and spent \$15,000 initially and then quickly spent \$5,000 more to finalize it - \$20,000 total.)

Invest in a sustained marketing campaign. Pioneer Square recommends about \$80,000 a year in sustained marketing expenditures. It will take a fair amount of time to get all of the initial work done and there will be great material on hand, so \$50,000 for added “advertising” costs somewhat like our current short term marketing – social media strategy – is now using.

- 2) Musical Activations – Provide 416 hours of musical activations – four scheduled two-hour performances throughout the U District each week. Estimated cost - \$52,000.
- 3) Mid-March Cherry Blossom Event – Building on a signature event that draws people in for a very concentrated time. Estimated cost - \$10,000.

## **URBAN VITALITY**

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 arguably a strategic priority and needs our attention and our resources now. While we are planning investments and outcomes through Economic Development that affect the specific individuals and networked communities of the commercial enterprises and residents of the district, we recognize that all of that development occurs 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.

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, or innovative "green power" or infrastructure investments, are we 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?

To begin to do this more robustly now, 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 \$62,000.

Transportation Choices is currently running a pilot program in the U District to improve awareness and use of mobility options – with an emphasis on working with local businesses. We are hosting them in our office. The pilot ends on 12/31/18. They have asked us to consider taking on the program and continuing it – at an estimated cost of \$30,000 for the second half of the fiscal year and \$60,000 for subsequent years. The Committee discussed this option and

believes that the specific scope of that work is not yet a priority for us to consider given resources and competing demands, that we would consider taking on the project if Transportation Choices can identify a sustainable funding base. It is important to note that if we did commit to a long term hiring, we would max out available office space for other hires.

#### **ECONOMIC DEVELOPMENT**

**All costs associated with planned work are included in the Baseline work plan and budget.**

#### **COMMUNITY ENGAGEMENT**

**All costs associated with planned work are included in the Baseline work plan and budget.**

#### **BOARD RETREATS**

Each Board should meet early in the coming fiscal year to set an agenda for the remainder of the current approved ordinance life, for planning the specifics of a renewed ordinance strategy, and for building its capacity to achieve these goals. Last year, the BIA RAB proposed \$5,000 for its own retreat. If we use that as an estimate, total Board Retreat equals \$10,000.

#### **ORDINANCE RENEWAL**

We are currently investigating this. Costs include updating assessment rolls after County Assessor updates in September 2018, working with a consultant to plan and execute a renewal plan, and legal costs associated with rewriting the ordinance. Some limited grant assistance from the City may be available. After speaking with other BIA's and the City, I am making an initial estimate of up to \$40,000 in the coming fiscal year. This will be adjusted as more information becomes available.

## 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	723,168.83	827,000.00	-	827,000.00	(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	1,232,169.07	1,089,000.00	240,000.00	849,000.00	
Gross Profit	1,428,133.70	1,232,169.07	1,089,000.00	240,000.00	849,000.00	
Expense						
Staffing	483,045.32	361,544.05	513,443.99	42,190.91	471,253.09	
Professional & Contract Expense	38,880.00	33,687.50	41,900.00	-	41,900.00	
Office and Overhead	89,958.04	87,253.21	105,091.36	5,800.00	99,291.36	
Direct Program Expenses	257,160.00	268,346.83	298,666.39	-	298,666.39	
Street Fair Expenses	171,100.00	193,000.00	140,000.00	140,000.00	-	
One-Time Spending	310,790.00	254,187.18	-	-	-	
Total Expense	1,350,933.36	1,198,018.77	1,099,101.74	187,990.91	911,110.84	
Net Ordinary Income	77,200.34	34,150.30	(10,101.74)	52,009.09	(62,110.84)	
Net Income	<b>77,200.34</b>	<b>34,150.30</b>	<b>(10,101.74)</b>	<b>52,009.09</b>	<b>(62,110.84)</b>	
Net Assets / City Cash Forecast at 6/30/2018			654,161.76	295,232.01	358,929.75	
Less: Reserves Per Policy			(370,000.00)	(160,000.00)	(210,000.00)	
Net Assets / City Cash After Baseline Budget			274,060.02	187,241.10	86,818.92	



## Clean & Safe Current Initiatives

### Clean

1. Clean and Safe Committee Meetings
2. North and South Cleaning Areas —————\$149,040.00
  - a. Recology CleanScapes
    - i. North Area (\$1,560)
      1. 2-days a week
    - ii. South Area (\$10,860)
      1. 7-days a week, 362-days a year
  - b. Monthly BIA Walks
    - i. 12 BIA Walks a year
3. Beautification Team —————\$48,544.00
  - a. Two part-time team members
4. Volunteer Community Cleanups —————\$1,350.00
  - a. 11 monthly cleanups planned and coordinated (\$550)
  - b. 1 Annual Cleanup (\$500)
  - c. UW Facilities Cleanup (\$300)
5. Beautification Projects —————\$34,314.71
  - a. 75 Spring/Summer Baskets (\$11,849.51)
  - b. 75 Fall/Winter Baskets (\$7,342.50)
  - c. 68 trees lit for the holidays (\$15,123.20)

### Safe

1. Clean and Safe Committee Meetings
2. Crime Prevention Through Environmental Design (CPTED) Reviews
3. Ambassadors —————\$89,769.22
  - a. Securitas
    - i. Two people
      1. 8-hour shifts, Thurs-Sun

### Other

1. Homeless Youth Employment
  - a. Sponsoring youth internships with Sanctuary Art Center —————\$10,000.00

## Marketing and Events Current Initiatives

### Events and Activation Plans & Costs

1. Passport Events -----\$15,000.00
  - a. Up Your Ave - \$10,000
  - b. Celebrate Roosevelt - \$5,000
2. Alley Activation -----\$5,000.00
  - a. Alley Lights - \$5,000
  - b. Small Activations

### Marketing Plans and Costs

1. No non-StreetFair marketing funds allocated beside staff hours (StreetFair contained within that budget)

### Community Engagement Plans and Costs

1. Outreach Meetings
2. Organizing Meetings
3. Social Media
  - a. Software and Subscriptions (Hootsuite) - \$240
  - b. Boosting Posts
4. Communications
  - a. Software and Subscriptions (Insightly and Mail Chimp) - \$2040
  - b. Monthly Newsletters
  - c. Weekly Communications
  - d. Flyer and Printing
5. Community Presence

### 50<sup>th</sup> Anniversary StreetFair

1. Net -----\$40,000.00

PROPOSED ADDED INITIATIVES  
2018-19

			Low	High
CLEAN	District Wide Cleaning	\$	74,607	\$ 130,125
	Power Washing	\$	65,380	\$ 65,380
	Capital Cost			
	Truck	\$	30,000	\$ 30,000
	Power Washer	\$	10,119	\$ 10,119
	Flexi Pave			
	East Side U Way	\$	5,800	\$ 5,800
	Roosevelt	\$	20,000	\$ 20,000
	45th	\$	-	\$ 45,000
	Artwork		TBD	TBD
	<b>TOTAL</b>	<b>\$</b>	<b>205,906</b>	<b>\$ 306,424</b>
SAFE	REACH Partnership	\$	50,000	\$ 50,000
	<b>TOTAL</b>	<b>\$</b>	<b>50,000</b>	<b>\$ 50,000</b>
MARKETING - DISTRICT CAMPAIGN	Investment	\$	65,000	\$ 65,000
	1st 1/2 year Operating	\$	40,000	\$ 40,000
MARKETING - MUSIC ACTIVATION		\$	52,000	\$ 52,000
	CHERRY BLOSSOM EVENT	\$	10,000	\$ 10,000
	<b>TOTAL</b>	<b>\$</b>	<b>167,000</b>	<b>\$ 167,000</b>
URBAN VITALITY	Hire and support staff	\$	47,000	\$ 47,000
	Consultant	\$	15,000	\$ 15,000
	<b>TOTAL</b>	<b>\$</b>	<b>62,000</b>	<b>\$ 62,000</b>
BOARD RETREATS	BIA	\$	5,000	\$ 5,000
	UDP	\$	5,000	\$ 5,000
	<b>TOTAL</b>	<b>\$</b>	<b>10,000</b>	<b>\$ 10,000</b>
TOTAL INITIATIVES	<b>TOTAL</b>	<b>\$</b>	<b>494,906</b>	<b>\$ 595,424</b>
ORDINANCE RENEWAL	Assessment Update	\$	7,000	\$ 7,000
	Consultant	\$	-	\$ 25,000
	Materials	\$	-	\$ 8,000
<b>INITIATIVE TOTAL</b>	<b>TOTAL</b>	<b>\$</b>	<b>7,000</b>	<b>\$ 40,000</b>
<b>GRAND TOTAL</b>		<b>\$</b>	<b>501,906</b>	<b>\$ 635,424</b>