



U DISTRICT BUSINESS
IMPROVEMENT AREA

UDBIA RATEPAYER ADVISORY BOARD MEETING

Agenda

Thursday, May 24th, 2018

UW Tower

4:00 – 5:30 pm

4:00-4:05 **Welcome/Introductions/Chair Comments**

4:05-4:15 **Public Comment**

4:15-4:20 **March Minutes – VOTE**

4:20-4:25 **Financial Report**
--- April Close – VOTE

4:25-4:40 **Bylaw Revisions VOTE**

4:40-5:20 **Planning for 2018-19-DISCUSS**
--- Baseline
--- Added Options
Old Business
--- None

5:20-5:30 **New Business – DISCUSS**
--- Annual Meeting RAB
--- Annual Meeting Ratepayers

5:30 pm **Adjourn**



**U District BIA Ratepayers Advisory Board
and Annual Ratepayers Meeting Minutes**

Date: March 29, 2018

Time: 4:00 p.m. – 5:30 p.m.

Location: University Heights Center – The Auditorium

IN ATTENDANCE:

BIA Board Members

Kate Barr	David Cohan	Leah Haberman
Maureen Ewing	Lora Gastineau	Chris Giles
Randy Hodgins	Nicki Little	Aaron Hoard
Mary Kay Gugerty	Max Blume	

UDP Staff

Marcus Johnson	Mark Crawford	Chase Landrey
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EXCUSED:

Mike McCormick	Maria Barrientos	Scott Soules
Nikole O'Bryan		

Welcome

Maureen opened the meeting at 4:07 p.m. and welcomed everyone in attendance.

Public Comment

Miriam Castro, Program Manager for U District, Let's Go!, asked everyone to save the date of May 24th for a transit talk about how businesses can be preparing for the changes that Link Light Rail will bring to the neighborhood.

Cory Crocker, President of U District Advocates, reminded everyone to come to the upcoming U District Mobility Workshop on April 3rd.

Approve January Minutes

Motion: Aaron moved to approve the January minutes.

Mary Kay seconded the motion. Max abstained.

The motion passed.

Approve the Quarterly Financial Report

Mark presented the quarterly financial report to the board and explained the major reasons for differences between expected budget and current year to date expenditures.

Motion: Randy moved to approve the quarterly financial report.

Mary Kay seconded the motion.

The motion passed.

FYE 2017-18 Reforecast

Mark showed a reforecast of the expected expenditures for the end of the 2017-2018 fiscal year and the work plan assumptions behind them.

By-law Revisions

Mark shared a brief memo with the Board about the issues which are under consideration as the by-laws are revised. He projected that more definite information about proposed changes will be presented at the May meeting.

Planning for 2018-19

Mark presented several large displays demonstrating how the staff is framing the discussion around gathering input and planning the work plan for 2018-19. An open house for the community is scheduled for April 9th from 4-6. Staff will be available for an additional two day period from 10-7 for any community member who wants to stop by and give feedback. A survey is being produced that will be available in hard copy and on-line. Mary Kay Gugerty volunteered to assist with survey development.

Old Business

Mark updated the board on the current situation of the Urban Rest Stop and discussed their community engagement and additional funding from the city.

New Business

Maureen opened discussion on the calendar for Board meeting dates and times for 2018 through 2019. The next meeting will be May 24th and will include preliminary information about the 2018-19 work plan and budget. The annual meeting of the Ratepayers will be June 28, 2018 – the same date of the June RAB meeting.

Kate reminded the Board about the need to begin the discussion around the BIA renewal very soon.

Motion: Mary Kay moved to adjourn the meeting.

Maureen seconded the motion.

The motion passed and meeting was adjourned at 5:12pm.

The U District BIA
Statement of Activities
July 2017 through April 2018

	Program Management	Community Engagement	Cleaning and Public Safety	Events and Marketing	Economic Development	Urban Desing and Planning	One-Time Expenses	Total
Ordinary Income/Expense								
Income								
44500 · Government Grants and Contracts	127,291.14	34,445.81	289,903.27	28,000.58	51,670.69	36,708.46	122,624.74	690,644.69
47000 · Earned Income	0.00	0.00	0.00	10,550.00	0.00	0.00	0.00	10,550.00
46400 · Interest and Other	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.02
Total Income	127,291.16	34,445.81	289,903.27	38,550.58	51,670.69	36,708.46	122,624.74	701,194.71
Expense								
60000 · Staffing	53,808.94	30,123.60	99,697.61	30,763.13	33,289.81	36,140.13	0.00	283,823.22
61000 · Professional & Contract Expense	25,275.00	0.00	0.00	0.00	0.00	0.00	11,500.00	36,775.00
62000 · Office and Overhead	46,425.17	3,933.23	3,422.17	328.97	775.25	568.33	5,772.54	61,225.66
70000 · Direct Program Expenses	1,782.05	388.98	186,783.49	7,458.48	17,605.63	0.00	105,352.20	319,370.83
Total Expense	127,291.16	34,445.81	289,903.27	38,550.58	51,670.69	36,708.46	122,624.74	701,194.71
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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	127,291.14	72,415	63.7%	53,808.94	73,482.20	\$ 11,225.22	\$ 10,449.28	\$ 10,106.98
Community Engagement	41,343	34,445.81	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	289,903.27	126,043	69.7%	99,697.61	190,205.66	\$ 23,415.91	\$ 36,349.53	\$ 33,245.37
Events and Marketing	69,419	28,000.58	41,418	40.3%	20,504.45	7,496.13	\$ 7,745.63	\$ 5,825.00	\$ 2,443.13
Economic Development	57,510	51,670.69	5,839	89.8%	33,289.81	18,380.88	\$ 2,150.44	\$ 3,329.18	\$ 1,693.03
Urban Design & Planning	71,748	36,708.46	35,040	51.2%	36,140.13	568.33	\$ 4,784.43	\$ 4,705.80	\$ 4,545.76
One Time Expenditures	310,790	122,624.74	188,165	39.5%	-	122,624.74	\$ -	\$ 2,500.00	\$ 9,000.00
Total Requested	1,166,462	690,644.69	475,817	59.2%	\$ 273,564.54	\$ 417,080.15	\$ 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		
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	\$ 23,893.42		
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	\$ 82,529.82	\$ -	\$ -

Approved U District BIA
One Time Expenses
May 2018 Update

Item	Original Budget	Used 7/1/17- to 2/28/18	Projected 3/11/18 - 6/30/2018	Total Used	Net
Audit	11,000	11,500	0	11,500	(500)
Tree Pit Refurbishment	75,000	700	75,000	75,700	(700)
Advertising					
Holiday Co-op Ads	10,000	0	0	0	10,000
Small Bus. Marketing	55,000	0	47,500	47,500	7,500
Campus Mural	13,000	0	0	0	13,000
Mobility Planning	15,000	15,000	0	15,000	0
Pressure Washer	14,000	0	14,000	14,000	0
Copier	5,000	5,773	0	5,773	(773)
RAB Retreat	5,000	0	0	0	5,000
Holiday Lights	11,200	19,373	0	19,373	(8,173)
Ambassador Program	46,090	13,600	21,742	35,342	10,748
Events	10,000	0	10,000	10,000	0
Beautification	30,000	0	10,000	10,000	20,000
Young Adult Employment	10,000	0	10,000	10,000	0
Total	310,290	65,946	188,242	254,188	56,102

**Bylaws of the
University District Business Improvement Area
Ratepayers' Advisory Board**

RECITALS:

- A. Whereas the City of Seattle approved the formation of the UNIVERSITY DISTRICT BUSINESS IMPROVEMENT AREA (“UNIVERSITY DISTRICT BIA”) on April 17, 2015, in the city of Seattle Ordinance 124761 (the “Ordinance”);
- B. In accordance with Ordinance and applicable laws and statutes the city of Seattle and State of Washington, the UNIVERSITY DISTRICT BIA Ratepayers' Advisory Board was appointed by the Director of the City of Seattle Department of Financial Administrative Services; and
- C. In order to set forth the organization, officers, duties and responsibilities of the UNIVERSITY DISTRICT BIA Ratepayers' Advisory Board, the Bylaws of the UNIVERSITY DISTRICT BIA Ratepayers' Advisory Board are hereby set forth.

ARTICLE I. ORGANIZATION

Business Improvement Areas are special Assessment Districts established by Ordinance and administered by the City with oversight by a BIA Ratepayers' Advisory Board. The UNIVERSITY DISTRICT BIA Ratepayers Advisory Board (the “Board”) shall serve in an advisory capacity to the city and to the U District Partnership, the current UNIVERSITY DISTRICT BIA program manager, in administering the UNIVERSITY DISTRICT BIA.

ARTICLE II. OFFICES

The office of the Board shall be located in the State of Washington at such place as may be fixed from time to time by the Board upon filing of such notices as may be required by law.

ARTICLE III. BOARD MEMBERS

- 1. Ordinance. Pursuant to the requirements of Section 14 of the Ordinance, the Board shall consist of representatives of the entire geographic area of the University District BIA as well as representative of all Ratepayer classifications and sizes as well as residential and commercial tenants. A copy of the Ordinance is attached hereto as Exhibit A.
- 2. Size. The Board shall consist of a minimum of 15 members (the “Board Members,” each, a “Board Member”). The Board may, by resolution, adjust the size of the Board, but in no case shall: a) any adjustment in size or classes of Board Members be inconsistent with the requirements set forth in the Ordinance and/or b) have the effect of shortening the term of any incumbent Board Member.
- 3. Term of Office. Unless a Board Member dies, resigns or is removed, he or she shall hold office for a term of three years. Board Members shall be elected at the annual meeting of

the Board. Terms shall begin on the first day of the fiscal year following election. The terms of the Board Members shall be staggered by dividing the Board Members into three classes, initially by lot, with approximately 1/3 of the Board Members assigned to each class, except for Board members representing the University of Washington which shall assign those members into the three classes as equally as possible. Board Members may be re-elected to the Board upon the expiration of a term. Should a Board Member vacate their position before the regularly scheduled end of their term, a new Board member may be elected to fill that position and fill out the remainder of that term.

4. Officers. From the members of the Board, there shall be elected the following officers: a) Chairperson, b) Vice Chairperson, c) Secretary, and d) Treasurer, collectively “Officers”. The specific duties and responsibilities of the Officers are outlined in Article IV. The Board may modify the size, scope, titles, or obligations of officers through a bylaws amendment.
5. Composition. The composition of the Board shall be representative of the varying sizes, locations, and types of property owners and business within the boundaries of the BIA. No more than 35% and no fewer than 30% of the Board Members shall represent the University of Washington, at least one of the Board Members shall be a resident (owner or tenant), at least one other Board Member shall be a commercial tenant, and at least 80% of all the Board Members shall be Ratepayers. At least one Board Member shall be a Ratepayer contributing less than 0.5% of the total assessment.
6. Delegation. The Board may delegate authority to committees, Officers, or to others, as it deems necessary in order to carry out the Board’s objectives, except as limited in Article VIII.
7. Loans. The Board shall make no loans to a Board Member.
8. Removal. A Board Member and/or an officer may be removed with or without cause by the affirmative vote of a two-thirds majority of the votes cast by voting Board Members represented in person or by proxy at a meeting of the Board at which a quorum is present.
9. Vacancies. A vacancy in the position of Board Member may be filled by the affirmative vote of a majority of the remaining Board Members though less than a quorum of the Board. A Board Member who fills a vacancy shall serve for the unexpired term of his or her predecessor in office.
10. Board Member Selection Process. Upon the resignation, retirement or dismissal of a Board Member, (and except in the case that the Board member who is vacating their position is from the University of Washington in which case, the University of Washington shall make a recommendation), the Executive Committee of the Board shall determine the unfilled compositional requirements, as required in Article III, Section 5, which have been created by the vacancy or vacancies, and shall post or cause to be posted appropriate notice of the vacancy on the BIA website and call for nominations. The Executive Committee will notify all members of the Board of the vacancy or vacancies,

the compositional requirements, and will invite nominations. The Executive Committee will specify the time period allowed for nominations and provide contact information for submission of nominations. At the close of that specified time period, the Executive Committee will, as soon as reasonably possible, meet, review nominations, select qualified candidates, review Board role expectations with selected candidates, and, with the agreement of those candidates, shall nominate that person or persons to the Board for election to the Board at the next regular or special meeting of the Board. Election to the Board shall require at least two-thirds (2/3) majority vote of the Board members present or voting by proxy. If the vacancy occurred before the end of a designated term, the person so elected shall serve out the unfinished remainder of his or her predecessor's term.

11. Remuneration. No Compensation shall be paid to Board Members for their service. But by resolution of the Board, expenses for attendance at each regular or special meeting of the Board may be reimbursed, if satisfactory evidence of expense is submitted.
12. Role of the Board. The Board shall be responsible for adopting bylaws and policy guidelines; recommending approval of budgets, expenditures, and programs; and for providing advice and consultation to the Director of City of Seattle Department of Finance and Administrative Services (the "City Finance Director") and the Program Manager, in accordance with these Bylaws and the Ordinance. The Board shall set priorities in accordance with the Ordinance, develop and recommend an annual work program and budget; address and discuss ratepayer concerns and questions regarding the University District BIA programs; and recommend the Program Manager and direct the activities funded by the University District BIA.
13. Quorum, Voting, and Meeting Organization. A majority of the members of the Board then in office shall be necessary and sufficient at all meetings to constitute a quorum for the transaction of business. Meetings shall be chaired by, first, the Chairperson; in his or her absence by the Vice Chairperson, or by a presiding officer appointed by the Chairperson or by a majority of the Board Members present at a meeting of the Board at which a quorum is present. Each Board Member shall be entitled to one vote and voting by proxy is permitted only in the case of a completed proxy form submitted with 24 hours' notice to the Chairperson, Vice Chairperson, or appointed presiding officer. Proxies must also be members of the Board, and a member of the Board may serve as proxy for only one other member of the Board. A vote by a majority of the Board Members present and voting at a meeting shall constitute the action of the Board, unless otherwise provided in these Bylaws.
14. Program Management. The Board shall make a recommendation to the City Finance Director for a Program Manager to manage the day-to-day operations of the University District BIA and to administer the projects and activities of the University District BIA. This includes, but is not limited to, program management, legal, accounting, auditing, fundraising, information technology and administrative support activities.

15. Board Member Responsibilities. In addition to promoting the interests of the University District BIA in accordance with the Ordinance, the Board Members shall be required to attend all Board meetings. If a Board Member is unable to attend (except in the case of a medical emergency), he or she must provide such notice to the Chairperson, Vice Chairperson, or presiding officer at least 24 hours in advance of such meeting which shall be deemed an “Excused Absence” (if no proxy can be secured) or “Attendance in Absentia” (if a proxy can be secured). The Board may, in accordance with Article III Section 8, consider multiple unexcused absences a cause for dismissal. If an individual is absent without excuse, or without proxy, two or more times during a given calendar year, a vote must automatically be called at the beginning of the next Board meeting to discuss the dismissal of the errant Board Member. The Chairperson must contact errant Board Members in the case of each absence in order to ascertain reasons for non-attendance.

ARTICLE IV. OFFICERS

1. Term & Election. The duties and responsibilities of the Officers of the Board are set forth herein. Officers shall serve two (2) year terms or until their successors are elected. Nominations and elections shall occur at the Annual Meeting of the Board. Candidates for any Officer position may be nominated by any Board member, including themselves. An Officer is elected with the affirmative majority of the Board present and voting or voting by proxy. Officers may be removed by majority vote of the Board Members then in office and present and voting or voting by proxy at any meeting of the Board at which a quorum is present with or without cause.
2. Chairperson. The Chairperson shall preside over the Board, all meetings of the Board and Annual Meetings of the ratepayers and shall serve as the primary contact for the Ratepayers Advisory Board to the Program manager. . The Chairperson will ensure that the Program Manager is providing at least quarterly status reports on the Work Plan and Budget to the full board of directors. The Chairperson shall be responsible for the completion and dissemination to the Board of all reports including without limitation the annual work plan, financial reporting and accounting and committee reports. The Chairperson shall have such powers as may be reasonably construed as belonging to the President of similar type of organization and shall have all of the rights of a Board Member, including the right to make a motion and vote.
3. Vice Chairperson. The Vice Chairperson shall perform such duties as are determined by the Board through resolution. In the case of the absence or unavailability of the Chairperson, the Vice Chairperson shall perform the duties of the Chairperson, including without limitation presiding at Board meetings and the Annual Meeting of the ratepayers. The Vice Chairperson organizes the elections of the Board to include chairing the candidate nomination committee.
4. Presiding Officer. In the event of an absent Chairperson and Vice Chairperson, a presiding officer may be appointed to chair meetings of the Board and assume provisional authority commensurate to the Chairperson. Presiding officers may be selected from the Board by the Chairperson, the Vice Chairperson, or by the Board through a simple majority vote of Board Members present and voting at a meeting at

which a quorum is present, and in that order. A representative from the Program Manager may serve as the presiding officer.

5. Secretary. The Secretary shall keep or cause to be kept the minutes of meetings of the Board and any committees, see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law, keep records of the post office address of each Board Member and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him or her by the Chair or the Board.
6. The Treasurer shall have be responsible for reviewing all financial statements of the UNIVERSITY DISTRICT BIA, cause the Program Manager to provide financial reports to the Board at its meetings and on request and perform such other duties as from time to time may be assigned to him or her by the Chair or the Board.

ARTICLE V. COMMITTEES

1. The Board may, in its discretion, form committees to accomplish specific tasks to further the mission of the University District BIA in accordance with the Ordinance. Any such committee must a) be presided over by a Board Member, and b) include at least one additional Board Member. The Board shall describe the purpose and time period for each committee formed.
2. Standing Committees. The following committee shall be a standing committee of the Corporation.
 - 2.1 Executive Committee. The Executive Committee shall consist of the Chairperson of the Board, who shall serve as the Chair of the Executive Committee, the Vice Chairperson, the Secretary and the Treasurer of the Board. The Executive Committee shall develop Board meeting agendas and nominate new Board members. The Executive Committee shall have the power to transact such other business of the Board of Directors between regular meetings of the Board of Directors as the Board may hereafter authorize. All actions of the Executive Committee shall be reported to the full Board of Directors at its next regular meeting.

ARTICLE VI. MEETINGS

1. Annual Ratepayers' Meeting.
 - a. Setting of Date and Time. The annual meeting of the Ratepayers shall be held in the last month of the fiscal year each year at place, date and time designated by the Board for the purposes of recommending the proposed work plan and budget for the next year, and making its recommendation regarding whether to continue

with the current Program Manager to the Finance Director of the City of Seattle. If the annual meeting is not held on the date designated therefor, the Board shall cause the meeting to be held as soon thereafter as may be convenient.

- b. Notice. The Secretary or the Board shall cause to be delivered to the ratepayers not less than 5 days before the meeting, written notice stating the place, date and time of the annual meeting. Such notice shall be sent by mail or by electronic transmission. Such notice must also be posted online on the University District BIA website at least 30 days before the meeting.

2. Board Meetings.

- a. Regular Meetings. Regular meetings of the Board shall be scheduled no less than four times per year at a place, date and time determined by the Board within the boundaries of the University District BIA in accordance with an annual schedule. Notwithstanding the annual schedule, the Board, in its discretion, may elect to meet more frequently in order to meet the needs of the University District BIA. At a minimum, meetings of the Board shall be open to the public, with at least five (5) days' advance notice of the date and time of the meeting posted by the Program Manager on its website and also disseminated by any other means that the Program Manager generally uses to communicate.
- b. Special Meetings. Special meetings of the Board shall be held at the request of the Chairperson or upon written request of a majority of the Board Members submitted to the Chairperson. Notice of such meetings shall be given at least five (5) days in advance of the date of such meeting. If the special meeting is being called at the request of the Board Members, the written request must reach the Chairperson at least ten (10) business days prior to the requested date of the Board meeting. The notice shall contain the reason for the special meeting and the business to be conducted.
- c. Annual Meeting. The annual meeting of the Board shall be held at a date, time and place designated by the Board for the purposes of electing directors and officers and transacting such business as may properly come before the meeting. If the annual meeting is not held on the date designated therefor, the Board shall cause the meeting to be held as soon thereafter as may be convenient.
- d. Written Consent. Any action required or permitted to be taken at a meeting of the Board or of a committee thereof, may be taken without a meeting by written consent by setting forth the action to be taken, executed by all of the Board Members, or all of the members of a committee, as the case may be, before such action is taken. A written consent executed by all Board Members, or all of the members of a committee shall have the effect of a unanimous vote. Any action may also be ratified after it has been taken, either at a meeting of the Board Members or by unanimous written consent. For purposes of these Bylaws, "executed" means: (a) writing that is signed; or (b) an email transmission that is

sent with sufficient information to determine the sender's identity.

- e. Participation by Electronic Means. Members of the Board and any committee designated by the Board may participate in a meeting of the Board or such committee by means of conference telephone or similar communication equipment by means of which all persons participating in the meeting can hear each other at the same time (including telephone conference call, webinars, video teleconferencing or other electronic means), and such participation in a meeting shall constitute presence in person at such a meeting.
- f. Rules of Order. All Board meetings shall be conducted within the structure of Parliamentary Procedure, with use of the rules contained in Roberts' Rules of Order on Parliamentary Procedure, newly revised.
- g. Executive Session. During any regular or special meeting of the Board, the Board may meet in executive session to deliberate and take action. The Chairperson or other presiding officer of the meeting shall announce the purposes of the Executive Session and the time that it will end. If the executive session is not completed by the originally announced end time, the Chairperson or other presiding officer shall announce the extended end time in open session before returning to executive session. Open session is not resumed until after the announced end time. Minutes shall be taken during such executive session and shall be approved at the next executive session of the Board.

An executive session can be held for any one or more of the following purposes:

- Negotiations on the performance of a publicly bid contract.
 - Current or potential litigation (requires presence of legal counsel).
 - Legal risks of current or proposed action (requires presence of legal counsel).
 - Agency enforcement actions (requires presence of legal counsel).
- h. Public Comment. Comments by the public may be accepted at any meeting of the Board in the following manner: i) Each meeting shall set aside fifteen (15) minutes for oral public comment and oral comments by any individual may not exceed three (3) minutes. ii) The Presiding Officer may at his or her discretion or the Board, by a majority vote of the members present and voting or voting by proxy, may extend the public comment period for a specified time. iii) Comments may also be submitted in writing before or at any Board meeting. iv) Any person providing written or oral comment shall give their name and address prior to speaking or at the top of any written comment. v) All public comment shall be noted and summarized in the minutes of the meeting and vi) Any submitted materials shall be noted and summarized in the minutes of the meeting.
3. Notice of Meetings. Notice of a special Board or committee meeting stating the place, day and time of the meeting shall be provided to each director in the form of a record or

orally, as provided below. The business to be transacted or the purpose of any special meeting must be specified in the notice of the meeting. Such notice must also be posted online on the University District BIA website and at the office of the University District BIA or at the meeting site, if different from the office.

4. Type of Notice to Board Members.

- a. Oral Notice. Oral notice may be communicated in person, by telephone, wire or wireless equipment that does not transmit a facsimile of the notice, or by any electronic means that does not create a record.
- b. Notice Provided in a Tangible Medium. Notice may be provided in a tangible medium any may be transmitted by mail, private carrier, personal delivery, telephone, or wire or wireless equipment that transmits a facsimile of the notice.
- c. Notice Provided in an Electronic Transmission. Notice may be provided in an electronic transmission and be electronically transmitted.
 - i. Consent to Receive Notice by Electronic Transmission. Notice to the Board Members in an electronic transmission is effective only with respect to he Board Members who have consented, in the form of a record, to receive electronically transmitted notices and designated in the consent the address, location or system to which these notices may be electronically transmitted. Notice Provided in an electronic transmission includes material required or permitted to accompany the notice by the Washington Business Board Act or other applicable statute or regulation.
 - ii. Revocation or Consent to Receive Notice by Electronic Transmission. A Board Member who has consented to the receipt of electronically transmitted notices may revoke the consent by delivering a revocation to the Board in the form of a record. The Consent of a Board Member to receive notice by electronic transmission is revoked if the Board is unable to electronically transmit two consecutive notices given by the Board in accordance with the consent, and this inability becomes known to the Chairperson or any other person responsible for giving the notice. The inadvertent failure by the Board to treat this inability as a revocation does not invalidate any meeting or action.
 - iii. Posting Notice on an Electronic Network. Notice to the Board Members who have consented to the receipt of electronically transmitted notices may be provided by posting the notice on electronic network and delivering to the Board Member a separate record of the posting, together with comprehensible instructions regarding how to obtain access to the posting on the electronic network.

5. Effective Time and Date of Written Notice to Board Members.

- a. Notice by Mail. Notice given by mail is effective five days after its deposit in the United States mail, as evidenced by the postmark, if mailed with first-class postage prepaid and correctly addressed to the Board Member at his or her address shown on the records of the Board.
 - b. Notice by Registered or Certified Mail. Notice is effective on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee.
 - c. Notice by Facsimile Equipment. Notice sent to the Board Members address, telephone number, or other number appearing on the records of the Board is effective when dispatched by or wire or wireless equipment that transmits a facsimile of the notice.
 - d. Notice by Private Carrier. Notice given by private carrier is effective when received by the Board Member.
 - e. Personal Notice. Notice given by personal delivery is effective when received by the Board Member.
 - f. Notice by Electronic Transmission. Notice provided by electronic transmission, if in comprehensible form, is effective when it (i) is electronically transmitted to an address, location or system designated by the recipient for that purpose, or (ii) has been posted on an electronic network and a separate record of the posting has been delivered to the recipient together with comprehensible instructions regarding how to obtain access to the posting on the electronic network.
 - g. Notice in person or by Telephone. Oral notice is effective when received by the Board Member.
 - h. Notice by Wire or Wireless Equipment. Notice given by wire or wireless equipment that does not transmit a facsimile of the notice or by any electronic means that does not create a record is effective when communicated to the Board Member.
6. Waiver.
- a. Written Waiver. A waiver of any notice required to be given to a Board Member, signed by the person or persons entitled to such notice, whether before or after the time stated therein of the meeting, shall be equivalent of such notice.
 - b. Waiver by Attendance. Attendance by a Board Member at a meeting shall be a waiver of any notice required for such meeting, except where a Board Member attends for the specific purpose of objecting to the transaction of business because the meeting is not lawfully called or convened.

ARTICLE VII. CONFLICT OF INTEREST POLICY

Each Board Member shall recuse himself or herself from participating in any discussion or voting on any matter in which such Board Member has a conflict of interest, actual or potential. A conflict of interest shall be deemed to occur if the action or business of the Board provides a benefit to a Board Member, a family member of such Board Member or any company in which the Board Member has economic interest. Failure to disclose conflicts of interest before action is taken may reasonably be regarded as cause for dismissal.

ARTICLE VIII. DELEGATION

No committee, officer or other person or entity shall have the power to amend, alter or repeal these Bylaws, or to elect or remove any member from any Board committee, or elect or remove any Director or Officer of this Board. No Board committee shall be authorized to enter into any type of legal agreement with any person or organization or assume any power of this Board contained in the Bylaws, except as may specifically be authorized by resolution of the Board.

ARTICLE IX. BOOKS, RECORDS, AND COMMITMENT TO PUBLIC TRANSPARENCY

1. Books and Records. The Board shall keep correct and complete books and records of account; shall keep minutes of the proceedings of its Board Members; and shall keep at its registered office a record of its Board Members, including names and addresses.
2. Open Public Meetings Act. The Board shall be held accountable to the Open Public Meetings Act (RCW 42.30) as it applies under the Ordinance (Exhibit A) which establishes this Business Improvement Area. Meeting minutes shall be kept by the Secretary, by a member of the Board, or by an employee of the Program Manager, and shall be posted in a timely fashion, on a publicly available electronic medium.
3. Public Dissemination of Information. The Board is both permitted and mandated to promote the public dissemination of information regarding the Board, its policies, and its discussions. The Board shall form a subcommittee on Communications – pursuant to Article IV—to improve public transparency and accountability, public awareness of University District BIA business, and promote public comment.

ARTICLE X. INDEMNIFICATION

Members of the Board are automatically indemnified in the course of their work, by City Ordinance (112997 § 1, 1986) 4.64.100 Defense of Claims Against Volunteers.

ARTICLE XI. PROGRAM MANAGER

The Program Manager shall have general administrative and management responsibility for the operations of the Board and to carry out the work program and budget of the University District BIA as recommended by the Board. The Program Manager shall report to the Chairperson of the

Board. The Program Manager shall hire or contract with such staff as is necessary to fulfill the purposes of the Board, supervise such staff and perform such other duties as are assigned by the Board. The Program Manager will attend all Board meetings and shall regularly report to the Board regarding the operations of the University District BIA.

ARTICLE XII. RESOLUTIONS AND ACTIONS OF THE BOARD

The Board may, through simple majority vote of the Board Members present and voting at a meeting in which a quorum is present (except in cases stated explicitly otherwise within the Bylaws), approve any resolution of opinion or commit to any action reserved to the Board by its governing documents and legislation. Resolutions or actions of the Board must be documented in the form of a typed manuscript, must contain a record of the vote for approval, and will be considered in effect only with the signature of the Chairperson or the Secretary. Resolutions or action documents may be drafted by any Board Member, and consideration by the Board shall consist of discussion, consideration of amendments, voting, and signing, of the final document.

ARTICLE XIII. AMENDMENTS

These Bylaws may be amended only by a vote of 2/3 of the Board Members present and voting at any regular meeting or any special meeting at which a quorum is present, but the notice of such meeting shall state any proposal to amend these Bylaws.

CERTIFICATE OF ADOPTION

The undersigned, being the Chairperson of the Ratepayers Advisory Board of the UNIVERSITY DISTRICT BIA, hereby certifies that the foregoing is a true and correct copy of the Bylaws of the Ratepayers Advisory Board of the University District BIA and was properly adopted by the Board on the ____ day of May_____, 2018.

By

**Bylaws of the
University District Business Improvement Area
Ratepayers' Advisory Board**

RECITALS:

- A. Whereas the City of Seattle approved the formation of the UNIVERSITY DISTRICT BUSINESS IMPROVEMENT AREA (“UNIVERSITY DISTRICT BIA”) on April 17, 2015, in the city of Seattle Ordinance 124761 (the “Ordinance”);
- B. In accordance with Ordinance and applicable laws and statutes the city of Seattle and State of Washington, the UNIVERSITY DISTRICT BIA Ratepayers' Advisory Board was appointed by the Director of the City of Seattle Department of Financial Administrative Services; and
- C. In order to set forth the organization, officers, duties and responsibilities of the UNIVERSITY DISTRICT BIA Ratepayers' Advisory Board, the Bylaws of the UNIVERSITY DISTRICT BIA Ratepayers' Advisory Board are hereby set forth.

ARTICLE I. ORGANIZATION

Business Improvement Areas are special Assessment Districts established by Ordinance and administered by the City with oversight by a BIA Ratepayers' Advisory Board. “The UNIVERSITY DISTRICT BIA Ratepayers Advisory Board (the “Board”) shall serve in an advisory capacity to the city and to the U District Partnership, the current UNIVERSITY DISTRICT BIA program manager, in administering the UNIVERSITY DISTRICT BIA.”

ARTICLE II. OFFICES

The ~~registered~~ office of the Board shall be located in the State of Washington at such place as may be fixed from time to time by the Board upon filing of such notices as may be required by law.

ARTICLE III. BOARD MEMBERS

1. Ordinance. Pursuant to the requirements of Section 14 of the City of Seattle Ordinance, 124761 (“Ordinance”) the Board shall consist of representatives of the entire geographic area of the University District BIA as well as representative of all Ratepayer classifications and sizes as well as residential and commercial tenants. A copy of the Ordinance is attached hereto as Exhibit A.
2. Size. The Board shall consist of a minimum of 15 members (the “Board Members,” each, a “Board Member”). The Board may, by resolution, adjust the size of the Board, but in no case shall: a) any adjustment in size or classes of Board Members be inconsistent with the requirements set forth in the Ordinance and/or b) have the effect of shortening the term of any incumbent Board Member, ~~which by default is one year.~~

3. Term of Office. Unless a Board Member dies, resigns or is removed, he or she shall hold office for a term of three years ~~or until his or her successor is elected.~~ Board Members shall be elected at the annual meeting of the Board. Terms shall begin on the first day of the fiscal year following election. The terms of the Board Members shall be staggered by dividing the Board Members into three classes, initially by lot, with approximately 1/3 of the Board Members assigned to each class, ~~except for Board members representing the University of Washington which shall assign those members into the three classes as equally as possible-~~ Board Members may be re-elected to the Board upon the expiration of a term. ~~Should a Board Member vacate their position before the regularly scheduled end of their term, a new Board member may be elected to fill that position and fill out the remainder of that term.~~
4. Officers. From the members of the Board, there shall be ~~appointed~~ elected the following officers: a) Chairperson, b) Vice Chairperson, c) Secretary, and d) Treasurer, collectively “Officers”. The specific duties and responsibilities of the Officers are outlined in Article IV. The Board may modify the size, scope, titles, or obligations of officers through a bylaws amendment. ~~Officers shall be elected at the annual meeting of the Board.~~
5. Composition. The composition of the Board shall be representative of the varying sizes, locations, and types of property owners and business within the boundaries of the BIA. No more than 35% and no ~~less~~ fewer than 30% of the ~~Board m~~Members shall represent the University of Washington, at least one of the ~~Board m~~Members shall be a resident (owner or tenant), at least one other ~~Board m~~Member shall be a commercial tenant, and at least 80% of all the ~~Board m~~Members shall be Ratepayers. At least one ~~Board m~~Member shall be a Ratepayer contributing less than 0.5% of the total assessment.
6. Delegation. The Board may delegate authority to committees, Officers, or to others, as it deems necessary in order to carry out the Board’s objectives, except as limited in Article VIII.
7. Loans. The Board shall make no loans to a Board Member.
8. Removal. A Board Member and/or an officer may ~~only~~ be removed ~~for~~ with or without cause by the affirmative vote of a two-thirds majority of the votes cast by voting Board Members represented in person or by proxy at a meeting of the Board at which a quorum is present.
9. Vacancies. A vacancy in the position of Board Member may be filled by the affirmative vote of a majority of the remaining Board Members though less than a quorum of the Board. A Board Member who fills a vacancy shall serve for the unexpired term of his or her predecessor in office. ~~All vacancies in the Board, whether by resignation, death or otherwise may be filled by the Finance Director as in the case of regular Board appointments. Extant Board members may draft recommendations to be presented to the Finance Director to fill what vacancies may arise, except in the case of representatives of the University of Washington, where the University will provide their own~~

~~recommendations for succession.~~

10. Board Member Selection Process. Upon the resignation, retirement or dismissal of a Board Member, ~~(and except in the case that the Board member who is vacating their position is from the University of Washington in which case, the University of Washington shall make a recommendation), the Executive Committee of the Board shall determine the unfilled compositional requirements, as required in Article III, Section 5, which have been created by the vacancy or vacancies, and shall post or cause to be posted appropriate notice of the vacancy on the BIA website and call for nominations. The Executive Committee will notify all members of the Board of the vacancy or vacancies, the compositional requirements, and will invite nominations. The Executive Committee will specify the time period allowed for nominations and provide contact information for submission of nominations. At the close of that specified time period, the Executive Committee will, as soon as reasonably possible, meet, review nominations, select qualified candidates, review Board role expectations with selected candidates, and, with the agreement of those candidates, shall nominate that person or persons to the Board for election to the Board at the next regular or special meeting of the Board. Election to the Board shall require at least two-thirds (2/3) majority vote of the Board members present or voting by proxy. If the vacancy occurred before the end of a designated term, the person so elected shall serve out the unfinished remainder of his or her predecessor's term. the remaining Board Members shall solicit and recommend names of prospective Board nominees to maintain the Board composition as represented in Article III, Section 4 above, except in the case of the University of Washington, which will provide their own recommendations. The nominees shall be notified of his or her selection by a Board Member and be presented with the qualifications and requirements of the Board's duties and responsibilities. The nominee must agree to abide with the requirements, duties and responsibilities of the Board and the Ordinance. Upon confirmation that the prospective Board Member has agreed to the above terms, the Board will meet at either: 1) a regular Board meeting 2) if no regular scheduled meeting of the Board is imminent, the Board may elect to have a special meeting. In either case, the nominee shall be appointed with two-thirds majority vote of the Board.~~
11. Remuneration. No Compensation shall be paid to Board Members for their service. But by resolution of the Board, expenses for attendance at each regular or special meeting of the Board may be reimbursed, if satisfactory evidence of expense is submitted.
12. Role of the Board. The Board shall be responsible for adopting bylaws and policy guidelines; recommending approval of budgets, expenditures, and programs; and for providing advice and consultation to the Director of City of Seattle Department of Finance~~cial~~ and Administrative Services ~~(the "City Finance Director") and the Program Manager,~~ in accordance with these Bylaws and the Ordinance. The Board shall set priorities in accordance with the Ordinance, develop and recommend an annual work program and ~~set the~~ budget; address and discuss ratepayer concerns and questions regarding the University District BIA programs; and ~~select-recommend~~ the Program Manager and direct the activities funded by the University District BIA.

13. Quorum, Voting, and Meeting Organization. A majority of the members of the Board ~~of Directors then in office~~ shall be necessary and sufficient at all meetings to constitute a quorum for the transaction of business. Meetings shall be chaired by, first, the Chairperson; in his or her absence by the Vice Chairperson, or by a presiding officer appointed by the Chairperson or by a majority of the Board Members present at a meeting of the Board at which a quorum is present. Each ~~Director~~ Board Member shall be entitled to one vote and voting by proxy is permitted only in the case of a completed proxy form submitted with 24 hours' notice to the Chairperson, Vice Chairperson, or appointed presiding officer. Proxies must also be members of the Board, and a member of the Board may serve as proxy for only one other member of the Board. A vote by a majority of the ~~Directors~~ Board Members present and voting at a meeting shall constitute the action of the Board, unless otherwise provided in these Bylaws.
14. Program Management. The Board shall ~~engage, hire or contract with~~ make a recommendation to the City Finance Director for a Program Manager to perform specific tasks to further purpose of the Board manage the day-to-day operations of the University District BIA and to administer the projects and activities of the University District BIA. This includes, but is not limited to, program management, legal, accounting, auditing, fundraising, information technology and administrative support activities.
15. Board Member Responsibilities. In addition to promoting the interests of the University District BIA in accordance with the Ordinance, the Board Members shall be required to attend all Board meetings. If a Board Member is unable to attend (except in the case of a medical emergency), he or she must provide such notice to the Chairperson, Vice Chairperson, or presiding officer at least 24 hours in advance of such meeting which shall be deemed an "Excused Absence" (if no proxy can be secured) or "Attendance in Absentia" (if a proxy can be secured). The Board may, in accordance with Article III Section 78, consider multiple unexcused absences a cause for dismissal. If an individual is absent without excuse, or without proxy, ~~two~~ three or more times during a given calendar year, a vote must automatically be called at the beginning of the next Board meeting to discuss the dismissal of the errant ~~Board~~ Member. The Chairperson must contact errant Board Members in the case of each absence in order to ascertain reasons for non-attendance.

ARTICLE IV. OFFICERS

1. Term & Election. The duties and responsibilities of the Officers of the Board are set forth herein. Officers shall serve two (2) year terms or until their successors are elected. Nominations and elections shall occur at the Annual Meeting of the Board. Candidates for any Officer position may be nominated by any Board member, including themselves. An Officer is elected with the affirmative majority of the Board present and voting or voting by proxy. Officers may be removed by majority vote of the Board Members then in office and present and voting or voting by proxy at any meeting of the Board at which a quorum is present ~~only~~ with or without cause.
2. Chairperson. The Chairperson shall preside over the Board, all meetings of the Board and Annual Meetings of the ratepayers and shall serve as the primary contact for the

Ratepayers Advisory Board to the Program manager. . ~~The Chairperson shall manage the Program Manager in the fulfillment of the Work Plan and other specific tasks.~~ The Chairperson will ensure that the Program Manager is providing at least quarterly status reports on the Work Plan and Budget to the full board of directors. The Chairperson shall be responsible for the completion and dissemination to the Board of all reports including without limitation the annual work plan, financial reporting and accounting and committee reports. The Chairperson shall have such powers as may be reasonably construed as belonging to the President of similar type of organization and shall have all of the rights of a Board Member, including the right to make a motion and vote.

3. Vice Chairperson. The Vice Chairperson shall perform such duties as are determined by the Board through resolution. In the case of the absence or unavailability of the Chairperson, the Vice Chairperson shall perform the duties of the Chairperson, including without limitation presiding at Board meetings and the Annual Meeting of the ratepayers. The Vice Chairperson organizes the elections of the Board to include chairing the candidate nomination committee.
4. Presiding Officer. In the event of an absent Chairperson and Vice Chairperson, a presiding officer may be appointed to chair meetings of the Board and assume provisional authority commensurate to the Chairperson. Presiding officers may be selected from the Board by the Chairperson, the Vice Chairperson, or by the Board through a simple majority vote of Board Members present and voting at a meeting at which a quorum is present, and in that order. A representative from the Program Manager may serve as the presiding officer.
5. Secretary. The Secretary shall keep or cause to be kept the minutes of meetings of the Board and any committees, see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law, keep records of the post office address of each Board Member and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him or her by the Chair or the Board.
6. The Treasurer shall have be responsible for reviewing all financial ~~statements~~transactions of the UNIVERSITY DISTRICT BIA, cause the Program Manager to provide financial reports to the Board at its meetings and on request and perform such other duties as from time to time may be assigned to him or her by the Chair or the Board.

ARTICLE V. COMMITTEES

1. The Board may, in its discretion, form committees to accomplish specific tasks to further the mission of the University District BIA in accordance with the Ordinance. Any such committee must a) be presided over by a Board Member, and b) include at least one additional Board Member. The Board shall describe the purpose and time period for each committee formed.

2. Standing Committees. The following committee shall be a standing committee of the Corporation.

2.1 Executive Committee. The Executive Committee shall consist of the Chairperson of the Board, who shall serve as the Chair of the Executive Committee, the Vice Chairperson, the Secretary and the Treasurer of the Board. The Executive Committee shall develop Board meeting agendas and nominate new Board members. The Executive Committee shall have the power to transact such other business of the Board of Directors between regular meetings of the Board of Directors as the Board may hereafter authorize. All actions of the Executive Committee shall be reported to the full Board of Directors at its next regular meeting.

1.

ARTICLE VI. MEETINGS

1. Annual Ratepayers' Meeting.

- a. Setting of Date and Time. The annual meeting of the Ratepayers shall be held in the last month of the fiscal year ~~month of June~~ each year at place, date and time designated by the Board for the purposes of recommending the proposed work plan and budget for the next year, and making its recommendation regarding whether to continue with the current Program Manager to the Finance Director of the City of Seattle. If the annual meeting is not held on the date designated therefor, the Board shall cause the meeting to be held as soon thereafter as may be convenient.
- b. Notice. The Secretary or the Board shall cause to be delivered to the ratepayers not less than 5 ~~or more than 30~~ days before the meeting, written notice stating the place, date and time of the annual meeting. Such notice shall be sent by mail or by electronic transmission. Such notice must also be posted online on the University District BIA website at least 30 days before the meeting.

2. Board Meetings.

- a. Regular Meetings. Regular meetings of the Board shall be scheduled no less than ~~quarterly~~ four times per year at a place, date and time determined by the Board within the boundaries of the University District BIA in accordance with an annual schedule. Notwithstanding the ~~annual~~ quarterly schedule, the ~~b~~ Board, in its discretion, may elect to meet more frequently in order to meet the needs of the University District BIA. At a minimum, meetings of the ~~interim and permanent~~ Boards shall be open to the public, with at least five (5) days' advance notice of the date and time of the meeting posted by the Program Manager on its website and also disseminated by any other means that the Program Manager generally uses to communicate.

- b. Special Meetings. Special meetings of the Board shall be held at the request of the Chairperson or upon written request of ~~another Officer~~ a majority of the Board Members submitted to the Chairperson. Notice of such meetings shall be given at least ~~two-five~~ (25) days in advance of the date of such meeting. If the special meeting is being called at the request of ~~an Officer~~ the Board Members, the written request must reach the Chairperson at least ~~seven-ten~~ (7-10) business days prior to the requested date of the Board meeting. The notice shall contain the reason for the special meeting and the business to be conducted.
- c. Annual Meeting. The annual meeting of the Board shall be held at a date, time and place designated by the Board for the purposes of electing directors and officers and transacting such business as may properly come before the meeting. If the annual meeting is not held on the date designated therefor, the Board shall cause the meeting to be held as soon thereafter as may be convenient.
- d. Written Consent. Any action required or permitted to be taken at a meeting of the Board or of a committee thereof, may be taken without a meeting by written consent by setting forth the action to be taken, ~~signed-executed~~ by all of the Board Members, or all of the members of a committee, as the case may be, before such action is taken. A written consent ~~signed-executed~~ by all Board Members, or all of the members of a committee shall have the effect of a unanimous vote. Any action may also be ratified after it has been taken, either at a meeting of the Board Members or by unanimous written consent. For purposes of these Bylaws, “executed” means: (a) writing that is signed; or (b) an email transmission that is sent with sufficient information to determine the sender’s identity.
- e. Participation by Electronic Means. Members of the Board and any committee designated by the Board may participate in a meeting of the Board or such committee by means of conference telephone or similar communication equipment by means of which all persons participating in the meeting can hear each other at the same time (including telephone conference call, webinars, video teleconferencing or other electronic means), and such participation in a meeting shall constitute presence in person at such a meeting.
- f. Rules of Order. All Board meetings shall be conducted within the structure of Parliamentary Procedure, with use of the rules contained in Roberts’ Rules of Order on Parliamentary Procedure, newly revised ~~Sturgis’ Rules~~.
- g. Executive Session. During any regular or special meeting of the Board, the Board may meet in executive session to deliberate and take action. The Chairperson or other presiding officer of the meeting shall announce the purposes of the Executive Session and the time that it will end. If the executive session is not completed by the originally announced end time, the Chairperson or other presiding officer shall announce the extended end time in open session before returning to executive session. Open session is not resumed until after the

announced end time. Minutes shall be taken during such executive session and shall be approved at the next executive session of the Board.

An executive session can be held for any one or more of the following purposes:

- Negotiations on the performance of a publicly bid contract.
- ~~Complaints or charges brought against an employee.~~
 - ~~Performance of an employee.~~
- Current or potential litigation (requires presence of legal counsel).
- Legal risks of current or proposed action (requires presence of legal counsel).
- Agency enforcement actions (requires presence of legal counsel).

- h. ~~Public Ratepayer Comment.~~ Comments by the public Ratepayers may be accepted at any meeting of the Board in the following manner: i) Each meeting shall set aside fifteen (15) minutes for oral public comment and oral comments by any individual may not exceed three (3) minutes. ii) The Presiding Officer may at his or her discretion or the Board, by a majority vote of the members present and voting or voting by proxy, may extend the public comment period for a specified time. Iii) Comments may also be submitted in writing before or at or by oral statement no longer than three minutes make at any Board meeting. iv) Any person providing written or oral comment in which the Ratepayer shall give their name and address prior to speaking or at the top of any written comment. v) All public comment shall be noted and summarized in the minutes of the meeting and vi) any submitted materials shall be noted and summarized in the minutes of the meeting.
3. Notice of Meetings. Notice of a special Board or committee meeting stating the place, day and ~~house~~ time of the meeting shall be provided to each director in the form of a record or orally, as provided below. The business to be transacted or the purpose of any special meeting must be specified in the notice of the meeting. Such notice must also be posted online on the University District BIA website and at the office of the University District BIA or at the meeting site, if different from the office.
4. Type of Notice to Board Members.

 - a. Oral Notice. Oral notice may be communicated in person, by telephone, wire or wireless equipment that does not transmit a facsimile of the notice, or by any electronic means that does not create a record.
 - b. Notice Provided in a Tangible Medium. Notice may be provided in a tangible medium any may be transmitted by mail, private carrier, personal delivery, telephone, or wire or wireless equipment that transmits a facsimile of the notice.

- c. Notice Provided in an Electronic Transmission. Notice may be provided in an electronic transmission and be electronically transmitted.
 - i. Consent to Receive Notice by Electronic Transmission. Notice to the Board Members in an electronic transmission is effective only with respect to the Board Members who have consented, in the form of a record, to receive electronically transmitted notices and designated in the consent the address, location or system to which these notices may be electronically transmitted. Notice Provided in an electronic transmission includes material required or permitted to accompany the notice by the Washington Business Board Act or other applicable statute or regulation.
 - ii. Revocation or Consent to Receive Notice by Electronic Transmission. A Board Member who has consented to the receipt of electronically transmitted notices may revoke the consent by delivering a revocation to the Board in the form of a record. The Consent of a Board Member to receive notice by electronic transmission is revoked if the Board is unable to electronically transmit two consecutive notices given by the Board in accordance with the consent, and this inability becomes known to the Chairperson or any other person responsible for giving the notice. The inadvertent failure by the Board to treat this inability as a revocation does not invalidate any meeting or action.
 - iii. Posting Notice on an Electronic Network. Notice to the Board Members who have consented to the receipt of electronically transmitted notices may be provided by posting the notice on electronic network and delivering to the Board Member a separate record of the posting, together with comprehensible instructions regarding how to obtain access to the posting on the electronic network.

5. Effective Time and Date of Written Notice to ~~Directors~~Board Members.

- a. Notice by Mail. Notice given by mail is effective five days after its deposit in the United States mail, as evidenced by the postmark, if mailed with first-class postage prepaid and correctly addressed to the Board Member at his or her address shown on the records of the Board.
- b. Notice by Registered or Certified Mail. Notice is effective on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee.
- c. Notice by Facsimile Equipment. Notice sent to the Board Members address, telephone number, or other number appearing on the records of the Board is effective when dispatched by or wire or wireless equipment that transmits a facsimile of the notice.

- d. Notice by Private Carrier. Notice given by private carrier is effective when received by the Board Member.
- e. Personal Notice. Notice given by personal delivery is effective when received by the Board Member.
- f. Notice by Electronic Transmission. Notice provided by electronic transmission, if in comprehensible form, is effective when it (i) is electronically transmitted to an address, location or system designated by the recipient for that purpose, or (ii) has been posted on an electronic network and a separate record of the posting has been delivered to the recipient together with comprehensible instructions regarding how to obtain access to the posting on the electronic network.
- g. Notice in person or by Telephone. Oral notice is effective when received by the Board Member.
- h. Notice by Wire or Wireless Equipment. Notice given by wire or wireless equipment that does not transmit a facsimile of the notice or by any electronic means that does not create a record is effective when communicated to the Board Member.

6. Waiver.

- a. Written Waiver. A waiver of any notice required to be given to a Board Member, signed by the person or persons entitled to such notice, whether before or after the time stated therein of the meeting, shall be equivalent of such notice.
- b. Waiver by Attendance. Attendance by a Board Member at a meeting shall be a waiver of any notice required for such meeting, except where a Board Member attends for the specific purpose of objecting to the transaction of business because the meeting is not lawfully called or convened.

ARTICLE VII. CONFLICT OF INTEREST POLICY

Each Board Member shall recuse himself or herself from participating in any discussion or voting on any matter in which such Board Member has a conflict of interest, actual or potential. A conflict of interest shall be deemed to occur if the action or business of the Board provides an undisclosed benefit to a Board Member, a family member of such Board Member or any company in which the Board Member has economic interest. Failure to disclose conflicts of interest before action is taken may reasonably be regarded as cause for dismissal.

ARTICLE VIII. DELEGATION

No committee, officer or other person or entity shall have the power to amend, alter or repeal these Bylaws, or to elect or remove any member from any Board committee, or elect or remove any Director or Officer of this Board. No Board committee shall be authorized to enter into any

type of legal agreement with any person or organization or assume any power of this Board contained in the Bylaws, except as may specifically be authorized by resolution of the Board.

ARTICLE ~~VIII~~IX. BOOKS, RECORDS, AND COMMITMENT TO PUBLIC TRANSPARENCY

1. Books and Records. The Board shall keep correct and complete books and records of account; shall keep minutes of the proceedings of its Board Members; and shall keep at its registered office a record of its Board Members, including names and addresses.
2. Open Public Meetings Act. The Board shall be held accountable to the Open Public Meetings Act (RCW 42.30) as it applies under the governing Ordinance (Exhibit A) which establishes this Business Improvement Area. Meeting minutes shall be kept by either the Secretary, by a member of the Board, or by an employee of the Program Manager, and shall be posted in a timely fashion, on a publicly available electronic medium.
3. Public Dissemination of Information. The Board is both permitted and mandated to promote the public dissemination of information regarding the Board, its policies, and its discussions. The Board shall form a subcommittee on Communications – pursuant to Article IV—to improve public transparency and accountability, public awareness of University District BIA business, and promote public comment.

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ARTICLE ~~XI~~XI. PROGRAM MANAGER

The Program Manager shall have general administrative and management responsibility for the operations of the Board and to carry out the work program and budget of the University District BIA as directed-recommended by the Board. The Program Manager shall report to the Chairperson of the Board. The Program Manager shall hire or contract with such staff as is necessary to fulfill the purposes of the Board, supervise such staff and perform such other duties as are assigned by the Board. The Program Manager will attend all Board meetings and shall regularly report to the Board regarding the operations of the University District BIA ~~or on any topic related to the BIA as requested by the Board.~~

ARTICLE ~~XII~~XII. RESOLUTIONS AND ACTIONS OF THE BOARD

The Board may, through simple majority vote of the Board Members present and voting at a meeting in which a quorum is present (except in cases stated explicitly otherwise within the Bylaws), approve any resolution of opinion or commit to any action reserved to the Board by its governing documents and legislation. Resolutions or actions of the Board must be documented in the form of a typed manuscript, must contain a record of the vote for approval, and will be considered in effect only with the signature of the Chairperson or the Secretary. Resolutions or

action documents may be drafted by any Board Member, and ~~must be subject to a first and second readings process. First readings shall consist of a presentation of the subject material, either digitally (at least 48 hours beforehand) to all members of the Board, or in person during a convened meeting of the Board. Second readings~~ consideration by the Board shall consist of discussion, consideration of amendments, voting, and signing, of the final document.

ARTICLE XIII. AMENDMENTS

These Bylaws may be amended only by a ~~super-majority~~ vote of 2/3 of the Board Members present and voting at any regular meeting or any special meeting at which a quorum is present, but the notice of such meeting shall state any proposal to amend these Bylaws.

CERTIFICATE OF ADOPTION

The undersigned, being the Chairperson of the Ratepayers Advisory Board of the UNIVERSITY DISTRICT BIA, hereby certifies that the foregoing is a true and correct copy of the Bylaws of the Ratepayers ~~Advisory~~ Advisory Board of the University District BIA and was properly adopted by the Board on the 3rd day of May~~February~~, 2018~~6~~.

By

May 21, 2018

To: BIA 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 and present those to the Boards for initial response. Based on the feedback at the respective May meetings, we will compile final work plan and budget proposals.

The goals of this memo are to:

- 1) PROVIDE AN EXECUTIVE SUMMARY (Page 2)
- 2) REPORT ON THE UDP MAY MEETING AND THEIR RECOMMENDATIONS (Page 3)
- 3) RAISE RENEWAL ISSUES THAT IMPACT THIS PLAN AND BUDGET FOR CONSIDERATION (Page 3,4)
- 4) PROPOSE A BASELINE WORK PLAN AND BUDGET (Pages 6-8)
 - a. Identify resources for both BIA and UDP
 - b. 2018-19 Operating Proposal – goals and budget
 - c. Identify baseline financial operating results
- 5) IDENTIFY AND EXPLAIN POTENTIAL ADDITIONAL INITIATIVES (Pages 9-12)
- 6) PROVIDE:
 - a. 2018-19 baseline Budget (Attachment – FY 2019 Draft Budget Summary)
 - b. Two Year Financial Analysis for all options (Attachments – 8 Worksheets Titled)
 - i. No Growth
 - ii. Full Growth – both orgs impacted
 - iii. Three scenarios – no growth BIA, growth UDP
 - iv. Three scenarios – shared growth – resources assigned for demonstration

The Goals of the May 24th BIA Board meeting are to:

- 1) DISCUSS BASELINE OPERATING PLAN AND BUDGET – IDENTIFY ANY CONCERNS FOR FURTHER DEVELOPMENT
- 2) DISCUSS PROPOSED ADDITIONAL OPTIONS:
 - a. Within the context of making strategic and potentially long term commitments and
 - b. Make recommendations to the UDP about new priorities and the BIA interest in investing in them.

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.

EXECUTIVE SUMMARY

Because of the impending ordinance renewal, we are thinking about the next two year period at this point. Any choices we make must be sustainable through the renewal process, so thinking in a longer term way is appropriate. Recognizing that we can choose to either:

- 1) Maintain a baseline of operations until the renewal happens and we have more clarity about on-going revenues based on updated assessments and decisions about rates, boundaries, etc.
- 2) Decide to begin the expansion of programs in fiscal years 2018-19 and 2020 with the expectation that the renewal will occur and additional revenues will be forthcoming.

At the end of the current fiscal year, we are projecting that the BIA will have about \$149,000 of accrued undesignated cash on hand. The proposed BIA baseline budget will generate a limited deficit for each year – using about \$50,000 of the undesignated funds in 2018-19 and \$17,425 in 2019-20. It is assumed that revenues will increase with the renewal of the ordinance to then cover baseline expenses and potentially more.

At the end of the current fiscal year, we are projecting that the UDP will have about \$135,000 in undesignated cash on hand. Because of the fair, which represents the only significant financial program solely in the UDP budget, the baseline UDP budget will create a positive net return of about \$52,000 in 2018-19 and \$52,000 in 2019-20.

The UDP Board met on May 15, 2018, endorsed the baseline, discussed an extensive range of programmatic options and identified and recommends three areas of potential programmatic growth. Analysis shows that the financial impact of options related to implanting those programmatic changes range from utilizing all undesignated funds for both organizations to using all undesignated funds and the majority of the Board designated reserves.

All scenarios assume a commitment to re-authorization of the BIA and assume costs associated with that renewal effort being paid for out of BIA funds.

UDP BOARD MEETING SUMMARY

The UDP Board met on May 15th, reviewed the baseline proposal and discussed the options listed above.

Baseline

The Board approved and recommends the scope of the baseline work plan and accompanying budget.

- a) They expressed support for the continuation of the Ambassador program as a year round base program and recommend this to the BIA Board.
- b) Some discussion was centered on the proposed decrease of \$20,000 for the youth employment budget. Staff reported that last year, the annual budget was \$30,000 and an additional \$10,000 was allocated as a one-time expense. It has been difficult for our partner organizations to recruit and train the originally projected number of youths to participate and so, the contract with Sanctuary Arts was rewritten in February to be more realistic. ROOTS is also in transition at this time and it took several iterations of negotiation to clarify their need for the one-time expense money of \$10,000. So, at this time, staff has proposed \$10,000 to maintain Sanctuary Art programs at their demonstrated fulfilment levels.

Potential Added Options

- a) **The Board recommended three priorities for expanding programming be considered:**
 - a. **Rebranding and marketing the district.**
 - b. **Partnering with REACH.**
 - c. **Hiring staff to further our work in Urban Vitality.**
- b) Total priority costs plus renewal plus retreat
 - a. Year One - \$212,500 + \$40,000 + \$5,000 = \$257,500
 - b. Year Two - \$201,000 + \$25,000 = \$226,000
- c) The Board recommends that further discussion of programmatic expansion that relies on building capital infrastructure and hiring multiple new employees be delayed until after the renewal is complete.
- d) The Board recommends that expanding cleaning throughout the district requires that there be specific added assessment considered in the renewal to pay for the expanded area in the same way that the North and South cleaning areas on University Way pay for their added cleaning.

ORDINANCE RENEWAL ISSUES

How the renewal will impact future planning and resource availability?

The short answer is “we don’t know”. Significant analysis of various renewal scenarios will be required. At this time, we do not know the updated district wide 2018 assessment value of all properties. The ordinance mandated a 2013 assessment year value as the basis for annual assessments – increased by CPI each year or an adjustment greater than CPI in the specific cases where a new benefit was created through the addition of square footage implying a remodel and/or repurpose of the building. While we

tracked and updated individual parcels – in 2016 and now in 2018, the majority of the parcels remain assessed based on 2013 base year plus CPI.

We know the King County Assessor will update parcel values in September 2018. We should (and will) update assessment data to include those new values. At that time, as we prepare for renewal, we will have to grapple with (among other things):

- a) How we are determining the base assessment year for our parcels?
- b) Does the general assessment rate change?
- c) Does the cleaning area rate change?
- d) Do the boundaries change?
- e) Will any class of rate payer change?
- f) What will the University of Washington contribution be and how do we arrive at it?

As the RAB considers these options, it is worth thinking through all of the options created by your Board Designated Reserve of \$210,000. One option assumes that the renewal does not happen and you have funds to wind down the operations. Another option could conceivably be that the renewal process itself takes longer than anticipated and so, revenue generation expires in May 2020 but you want to continue operations for an extended period while you successfully finish the renewal. Knowing how much it takes to continue a baseline operations each month will be helpful for that scenario.

BIA RESOURCES

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

- 1) **New assessment revenue – \$839,000.** We have received an updated assessment revenue projection at approximately \$894,000 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. 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 being either overcharged or undercharged in 2016. 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. The City and I have been working on this and currently have identified about \$28,500 of overpayments so I am recommending an impact of (\$30,000) against projected revenues for 2018-19. This should be finally 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 = (\$894,000 - \$25,000-\$30,000) +148,930 = \$987,930

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 2017-18 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 = \$1,175,171

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. Below, please find the significant changes from the 2017-18 budget to the 2018-19 proposal. On the program side, we are proposing continuing the Ambassador program and decreasing the youth employment funds.

Our rationale for maintaining the Ambassadors is pretty straightforward. We have been collecting data as we go and have been gathering anecdotal responses. Among other positive outcomes, the Ambassadors have had a positive impact on the reducing tendency of individuals to camp out in doorways and sleep during the day, are noting and allowing us to work with the City more quickly on encampments, report excessive litter and garage for faster response, and have responded to business owner requests for help with shop lifters or other suspicious activities in their stores. They make it more uncomfortable for graffiti artists and drug dealers to be so open in the day.

As awareness about the program grows, we are getting more calls in the office asking the Ambassadors to come to specific locations and business owners and property owners appreciate the quicker response for minor issues than they can get from the police.

Of course, there are limitations. Our Ambassadors are making a positive difference but they cannot arrest anyone or directly intervene in a dangerous situation. They can call 911 but we must protect their safety as well. They are not trained and cannot intervene too aggressively when dealing with someone with a significant mental illness. But they are establishing a safer, cleaner baseline in the district.

Finally, the Ambassadors wearing vests that identify them as UDP services. This is one of the strongest visible demonstrations that the assessments collected by the BIA is out there working for everyone.

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. Multiple minor adjustments = total increase \$4,000
- 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. More staff hours have been allocated to Street Fair for 50th anniversary. This budget assumes no search for a new Executive Director in 2018-19.

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.	\$839,000
Other Income	\$ 22,000
Income Total	\$861,000
Baseline Expense	\$911,000
Net	(\$50,000)
6/30/18 BIA Account	\$149,000
Transfer to/from BIA Account	(\$50,000)
Remainder in BIA Account	\$99,000

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 \$99,000 + \$187,000* = \$286,000*

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 \$99,000.

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?
- 3) Are either or both organizations ready to grow or should a "no growth" or "limited growth" strategy be employed until the renewal is concluded?

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.

As reported earlier in this memo, the UDOP Board reviewed all of these options and is recommending three: Marketing the District, partnering with REACH, and hiring an Urban Vitality staff person. To ensure your full understanding, we are providing you with the following descriptions of all the options that were discussed.

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

TOTAL POTENTIAL COSTS OF UDP RECOMMENDED PROGRAMS FY 2018-19 - \$257,000

UDP BOARD RECOMMENDATIONS

MARKETING

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.

SAFETY

There is one proposed added initiative to the SAFE scope of work. As noted, Ambassadors do a great job helping with a lot of these issues in the district but they are not trained or qualified to intervene in a mental health crisis or to provide services for a mentally ill person.

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.

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.

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 but that did not occur. Use the same amount of resource to support a joint retreat of both organizations.

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.

FINANCIAL IMPLICATIONS OVER TWO YEARS

- 1) All models assume that the BIA pays for ordinance renewal costs. There may be some limited city funds available but I wanted to show the full possible liability.
- 2) If the decision is to not grow programs at all during the next two years, that worksheet shows the maintenance of reserves at Board designated levels, depletion of BIA cash on hand to \$11,575 and increase of UDP cash on hand to \$239,000.
- 3) If the decision is to only expand the programming by engaging in marketing, that worksheet model assumes the use of UDP resources for the first, more expensive year (\$105,000) investing in both the startup costs and the first year of actual implementation with the BIA maintaining the effort in subsequent years (\$75,000). Until the renewal occurs with increased revenue, the BIA would have to use reserves to pay for that. By the end of year two (2019-20), the BIA reserve would be at about \$146,575. At this point, the reserves of the two organizations are similar.
- 4) If the decision is to expand programming with both marketing and REACH, the attached model again shows UDP paying the startup costs in the first year and then sharing those costs in the second year assuming the BIA expenditure remains focused on marketing the whole district and the UDP focuses on providing more of a direct service through REACH. The financial impact of this depletes BIA reserves by \$75,000 – exactly as presented above and the UDP depletes the majority of their cash on hand. At this point, the reserves of each organization are similar.

If the BIA prefers a growth scenario with Marketing and Urban Vitality, the outcomes are very similar for the BIA but more cost to the UDP.

- 5) If the decision is to focus growth on REACH and Urban Vitality and not support a marketing option at all, the attached model again uses the UDP resources for the first year investments, depleting their on hand cash. In year two, I assigned REACH costs to BIA and Urban Vitality to the UDP – an arbitrary choice that reflects the comments I have heard from members of both Boards. In this scenario, BIA reserves are depleted to \$171,575 and UDP cash on hand is depleted down to \$56,500. At this point, the reserves of both organizations are similar.
- 6) If the decision is to implement all three new programs in year one and two, I created a model to show the UDP investing in the first year which requires depletion of all cash on hand and a depletion of reserves of \$25,500. In year two, the BIA picks up those added costs and depletes its reserves to \$20,575 and UDP operations restores its reserves to the Board designated level. This was deliberate exercise to show how the expanded programming would affect the need for future year revenues to sustain the programs.

In short, the model shows that increase programming will increase the baseline operating budget after renewal to about \$1,150,000.

Of course, the BIA and UDP can negotiate a different split.

INCORPORATED IN BASELINE

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.

DISCUSSED BY UDP BOARD BUT NOT RECOMMENDED FOR IMMEDIATE IMPLEMENTATION

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 - 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 41st - \$5,800
 - b. Roosevelt from 52nd to 55th - \$20,000
 - c. Begin work on 45th – Up to \$45,000
- 4) Maintain, Update and/or Decommission Artwork on University Way – quote pending

MARKETING

Musical Activations – Provide 416 hours of musical activations – four scheduled two-hour performances throughout the U District each week. Estimated cost - \$52,000.

Mid-March Cherry Blossom Event – Building on a signature event that draws people in for a very concentrated time. Estimated cost - \$10,000.

The U District Partnership Fiscal 2019 Draft Budget Summary

	FY 2018 Budget	FY 2018 Forecast	2019 Baseline Budgets			Increase (Decrease)
			Total	UDP	BIA	
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	77,200.34	34,150.30	(10,101.74)	52,009.09	(62,110.84)	
 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	

OPTION - TWO YEARS NO GROWTH

2018-19				2019-20			
BIA		UDP		BIA		UDP	
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	Proj. 2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 347,000
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ 187,000
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer to balance Operations	\$ 52,000
Cash On Hand 6/30/19	\$ 99,000	Cash On Hand 6/30/19	\$ 187,000	Cash On Hand 6/30/19	\$ 36,575	Cash On Hand 6/30/19	\$ 239,000
Ordinance Renewal Costs	\$ (40,000)			Ordinance Renewal Costs	\$ (25,000)		
Joint Retreats	\$ (5,000)						
Adj. COH 6/30/19	\$ 54,000	Adj. COH 6/30/19	\$ 187,000	Adj. COH 6/30/20	\$ 11,575	Adj. COH 6/30/20	\$ 239,000
Remaining Reserve 6/30/19	\$ 210,000	Remaining Reserve 6/30/19	\$ 160,000	Remaining Reserve 6/30/20	\$ 210,000	Remaining Reserve 6/30/20	\$ 160,000

OPTION - TWO YEARS FULL SHARED GROWTH

2018-19				2019-20			
BIA		UDP		BIA		UDP	
REVENUE				REVENUE			
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
EXPENSES				EXPENSES			
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
RESERVES				RESERVES			
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 134,500
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ (25,500)
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer from Net Operations To Reserve	\$ 25,500
Reserve Cash On Hand 6/30/19	\$ 99,000	Reserve Cash On Hand 6/30/19	\$ 187,000	Net Cash On Hand 6/30/20	\$ 36,575	Cash On Hand 6/30/20	\$ 26,500
ADDS				ADDS			
Ordinance Renewal Costs	\$ (40,000)	REACH	\$ (50,000)	REACH	\$ (50,000)		
Joint Retreats	\$ (5,000)	Marketing	\$ (105,000)	Marketing	\$ (75,000)		
		Urban Vitality	\$ (57,500)	Urban Vitality	\$ (76,000)		
				Ordinance	\$ (25,000)		
Cash On Hand 6/30/19	\$ 54,000	Cash On Hand 6/30/19	\$ (25,500)	Cash On Hand 6/30/20	\$ (189,425)	Cash On Hand 6/30/20	\$ 26,500
Transfer To/From Reserve	\$ -	Transfer To/From Reserve	\$ (25,500)	Transfer To/From Reserve	\$ (189,425)	Transfer To/From Reserve	\$ (25,500)
Remaining Reserve 6/30/19	\$ 210,000	Remaining Reserve 6/30/19	\$ 134,500	Remaining Reserve 6/30/20	\$ 20,575	Remaining Reserve 6/30/20	\$ 160,000

OPTION - TWO YEARS SHARED MODERATE GROWTH MARKETING OPTION							
2018-19				2019-20			
BIA		UDP		BIA		UDP	
REVENUE				REVENUE			
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
EXPENSES				EXPENSES			
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
RESERVES				RESERVES			
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 242,000
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ 82,000
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer to balance Operations	\$ 52,000
Cash On Hand 6/30/19	\$ 99,000	Cash On Hand 6/30/19	\$ 187,000	Cash On Hand 6/30/20	\$ 36,575	Cash On Hand 6/30/20	\$ 134,000
ADDS				ADDS			
Ordinance Renewal Costs	\$ (40,000)	Marketing	\$ (105,000)	Ordinance	\$ (25,000)		
Joint Retreats	\$ (5,000)			Marketing	\$ (75,000)		
Adj. COH 6/30/19	\$ 54,000	Adjusted COH 6/30/19	\$ 82,000	Net Cash On Hand	\$ (63,425)	Cash On Hand 6/30/20	\$ 134,000
Remaining Reserve 6/30/2019	\$ 210,000	Remaining Reserve 6/30/2019	\$ 160,000	Remaining Reserve 6/30/2020	\$ 146,575	Remaining Reserve 6/30/2020	\$ 160,000

OPTION - TWO YEARS SHARED MODERATE GROWTH
MARKETING - REACH OPTION

2018-19

2019-20

2018-19				2019-20			
BIA		UDP		BIA		UDP	
REVENUE				REVENUE			
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
EXPENSES				EXPENSES			
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
RESERVES				RESERVES			
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 192,000
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ 32,000
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer to balance Operations	\$ 52,000
Cash On Hand 6/30/19	\$ 99,000	Cash On Hand 6/30/19	\$ 187,000	Cash On Hand 6/30/20	\$ 36,575	Cash On Hand 6/30/20	\$ 84,000
ADDS				ADDS			
Ordinance Renewal Costs	\$ (40,000)	Marketing	\$ (105,000)	Ordinance	\$ (25,000)		
Joint Retreats	\$ (5,000)	REACH	\$ (50,000)	Marketing	\$ (75,000)	REACH	\$ (50,000)
Adj. COH 6/30/19	\$ 54,000	Adjusted COH 6/30/19	\$ 32,000	Net Cash On Hand	\$ (63,425)	Cash On Hand 6/30/20	\$ 34,000
Remaining Reserve 6/30/19	\$ 210,000	Remaining Reserve 6/30/19	\$ 160,000	Remaining Reserve 6/30/20	\$ 146,575	Remaining Reserve 6/30/20	\$ 160,000

OPTION - TWO YEARS SHARED MODERATE GROWTH
URBAN VITALITY AND REACH

2018-19

2019-20

2018-19				2019-20			
BIA		UDP		BIA		UDP	
REVENUE				REVENUE			
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
EXPENSES				EXPENSES			
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
RESERVES				RESERVES			
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 239,500
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ 79,500
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer to balance Operations	\$ 52,000
Cash On Hand 6/30/19	\$ 99,000	Cash On Hand 6/30/19	\$ 187,000	Cash On Hand 6/30/20	\$ 36,575	Cash On Hand 6/30/20	\$ 131,500
ADDS				ADDS			
Ordinance Renewal Costs	\$ (40,000)	Urban Vitality	\$ (57,500)	Ordinance	\$ (25,000)	Urban Vitality	\$ (75,000)
Joint Retreats	\$ (5,000)	REACH	\$ (50,000)	REACH	\$ (50,000)		
Adj. COH 6/30/19	\$ 54,000	Adjusted COH 6/30/19	\$ 79,500	Adj. Cash On Hand 6/30/20	\$ (38,425)	ADJ. Cash On Hand 6/30/20	\$ 56,500
Remaining Reserve 6/30/19	\$ 210,000	Remaining Reserve 6/30/19	\$ 160,000	Remaining Reserve 6/30/20	\$ 171,575	Remaining Reserve 6/30/20	\$ 160,000

OPTION - TWO YEARS UDP MODERATE GROWTH
MARKETING OPTION

2018-19

2019-20

BIA			UDP		BIA			UDP			
REVENUE					REVENUE						
Proj. 2018-19 Assessment Rev.	\$	894,000	Proj. 2018-19 Rev.	\$	240,000	2019-20 Assessment Rev.	\$	916,350	Proj. 2019-20 Rev.	\$	240,000
One Time Credits	\$	(30,000)				One Time Credits	\$	-			
Non Payment	\$	(25,000)				Non Payment	\$	(25,000)			
NET Assesment Revenue	\$	839,000				NET Assesment Revenue	\$	891,350			
Other Income	\$	22,000	Other Income	\$	-	Other Income	\$	25,000	Other Income	\$	-
NET Income	\$	861,000	Net Income	\$	240,000	NET Income	\$	916,350	Net Income	\$	240,000
EXPENSES					EXPENSES						
Baseline Budget	\$	(911,000)	Baseline Budget	\$	(188,000)	Baseline Budget	\$	(933,775)	Baseline Budget	\$	(188,000)
Net Operations	\$	(50,000)	Net Operations	\$	52,000	Net Operations	\$	(17,425)	Net Operations	\$	52,000
RESERVES					RESERVES						
Projected Total 6/30/18	\$	359,000	Projected Total 6/30/18	\$	295,000	Projected Total 6/30/19	\$	264,000	Projected Total 6/30/19	\$	242,000
Board Designated Reserve	\$	(210,000)	Board Designated Reserve	\$	(160,000)	Board Designated Reserve	\$	(210,000)	Board Designated Reserve	\$	(160,000)
Net Cash On Hand	\$	149,000	Net Cash On Hand	\$	135,000	Net Cash On Hand	\$	54,000	Net Cash On Hand	\$	82,000
Transfer to balance Operations	\$	(50,000)	Transfer to balance Operations	\$	52,000	Transfer to balance Operations	\$	(17,425)	Transfer to balance Operations	\$	52,000
Cash On Hand 6/30/19	\$	99,000	Cash On Hand 6/30/19	\$	187,000	Cash On Hand 6/30/20	\$	36,575	Cash On Hand 6/30/20	\$	134,000
ADDS					ADDS						
Ordinance Renewal Costs	\$	(40,000)	Marketing	\$	(105,000)	Ordinance	\$	(25,000)	Marketing	\$	(75,000)
Joint Retreats	\$	(5,000)									
Adj. COH 6/30/19	\$	54,000	Adjusted COH 6/30/19	\$	82,000	Net Cash On Hand	\$	11,575	Cash On Hand 6/30/20	\$	59,000
Remaining Reserve 6/30/2019	\$	210,000	Remaining Reserve 6/30/2019	\$	160,000	Remaining Reserve 6/30/2020	\$	210,000	Remaining Reserve 6/30/2020	\$	160,000

OPTION - TWO YEARS UDP MODERATE GROWTH
URBAN VITALITY AND REACH

2018-19				2019-20			
BIA		UDP		BIA		UDP	
REVENUE				REVENUE			
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
EXPENSES				EXPENSES			
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
RESERVES				RESERVES			
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 239,500
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ 79,500
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer to balance Operations	\$ 52,000
Cash On Hand 6/30/19	\$ 99,000	Cash On Hand 6/30/19	\$ 187,000	Cash On Hand 6/30/20	\$ 36,575	Cash On Hand 6/30/20	\$ 131,500
ADDS				ADDS			
Ordinance Renewal Costs	\$ (40,000)	Urban Vitality	\$ (57,500)	Ordinance	\$ (25,000)	Urban Vitality	\$ (75,000)
Joint Retreats	\$ (5,000)	REACH	\$ (50,000)			REACH	\$ (50,000)
Adj. COH 6/30/19	\$ 54,000	Adjusted COH 6/30/19	\$ 79,500	Adj. Cash On Hand 6/30/20	\$ 11,575	ADJ. Cash On Hand 6/30/20	\$ 6,500
Remaining Reserve 6/30/19	\$ 210,000	Remaining Reserve 6/30/19	\$ 160,000	Remaining Reserve 6/30/20	\$ 210,000	Remaining Reserve 6/30/20	\$ 160,000

2018-19				2019-20			
BIA		UDP		BIA		UDP	
REVENUE				REVENUE			
Proj. 2018-19 Assessment Rev.	\$ 894,000	Proj. 2018-19 Rev.	\$ 240,000	2019-20 Assessment Rev.	\$ 916,350	Proj. 2019-20 Rev.	\$ 240,000
One Time Credits	\$ (30,000)			One Time Credits	\$ -		
Non Payment	\$ (25,000)			Non Payment	\$ (25,000)		
NET Assesment Revenue	\$ 839,000			NET Assesment Revenue	\$ 891,350		
Other Income	\$ 22,000	Other Income	\$ -	Other Income	\$ 25,000	Other Income	\$ -
NET Income	\$ 861,000	Net Income	\$ 240,000	NET Income	\$ 916,350	Net Income	\$ 240,000
EXPENSES				EXPENSES			
Baseline Budget	\$ (911,000)	Baseline Budget	\$ (188,000)	Baseline Budget	\$ (933,775)	Baseline Budget	\$ (188,000)
Net Operations	\$ (50,000)	Net Operations	\$ 52,000	Net Operations	\$ (17,425)	Net Operations	\$ 52,000
RESERVES				RESERVES			
Projected Total 6/30/18	\$ 359,000	Projected Total 6/30/18	\$ 295,000	Projected Total 6/30/19	\$ 264,000	Projected Total 6/30/19	\$ 192,000
Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)	Board Designated Reserve	\$ (210,000)	Board Designated Reserve	\$ (160,000)
Net Cash On Hand	\$ 149,000	Net Cash On Hand	\$ 135,000	Net Cash On Hand	\$ 54,000	Net Cash On Hand	\$ 32,000
Transfer to balance Operations	\$ (50,000)	Transfer to balance Operations	\$ 52,000	Transfer to balance Operations	\$ (17,425)	Transfer to balance Operations	\$ 52,000
Cash On Hand 6/30/19	\$ 99,000	Cash On Hand 6/30/19	\$ 187,000	Cash On Hand 6/30/20	\$ 36,575	Cash On Hand 6/30/20	\$ 84,000
ADDS				ADDS			
Ordinance Renewal Costs	\$ (40,000)	Marketing	\$ (105,000)	Ordinance	\$ (25,000)	Marketing	\$ (75,000)
Joint Retreats	\$ (5,000)	REACH	\$ (50,000)			REACH	\$ (50,000)
Adj. COH 6/30/19	\$ 54,000	Adjusted COH 6/30/19	\$ 32,000	Net Cash On Hand	\$ 11,575	Cash On Hand 6/30/20	\$ (41,000)
Remaining Reserve 6/30/19	\$ 210,000	Remaining Reserve 6/30/19	\$ 160,000	Remaining Reserve 6/30/20	\$ 210,000	Remaining Reserve 6/30/20	\$ 119,000