



UDP BOARD MEETING

Time: 11:30 – 1:00

Date: March 19, 2019

UW TOWER, 22 FLOOR Boardroom

AGENDA

- | | | |
|--|------------------|------|
| 1. Welcome and Introductions | Miles/Sally | |
| 2. Public Comment | All | |
| 3. Approval of January Meeting Minutes | Sally/Miles | Vote |
| 4. Committee Reports | | |
| a. Finance | Rob/Phil/Mark | Vote |
| i. February 2019 Close | | |
| ii. Year End Reforecast | | |
| iii. 990 Review | | |
| iv. Insurance/Fire Update | | |
| b. Governance | Louise/Mark | Vote |
| i. Bylaw Revisions | | |
| c. Clean and Safe | Don/Marcus | Q&A |
| d. Events and Marketing | Andrew/Chase | Q&A |
| e. Economic Development | Miles/Evan | Q&A |
| f. Urban Vitality | Stephen/Chase | Q&A |
| 5. Ordinance Renewal | Sally/Miles/Mark | |
| 6. Adjourn | | |

Upcoming Events

- | | | | |
|---------|--|----------------------|------------------|
| 3/22/19 | BIA Walk | UDP Office | 9:00am – 10:00am |
| 3/26/19 | Events & Marketing Committee | UDP Office | 9:00am – 10:00am |
| 3/28/19 | UDBIA Ratepayer Advisory Board Meeting | U Heights Auditorium | 4:00pm – 6:00pm |
| 3/30/19 | Monthly Volunteer Clean Up | U Heights Plaza | 9:00am – 11:00am |
| 4/02/19 | UDP Urban Vitality Committee | UDP Office | 4:00pm – 5:30pm |
| TBD | UDP Economic Development Meeting | | |
| 4/11/19 | UDP Clean & Safe Committee Meeting | U Heights Rm 109 | 12:00pm – 1:30pm |
| 4/16/19 | UDP Board Meeting | UW Tower | 11:30am – 1:00pm |
| TBD | Business Network Meeting | | |
| 5/11/19 | Annual Community Clean (No April Clean Up) | U Heights | 9:00am – 12:00pm |

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



Board Meeting Minutes No. 1

Time: 11:30 AM – 1:00 PM

Date: January 15, 2019

Location: UW Tower Boardroom

IN ATTENDANCE:

UDP Board Members

Sally Clark, Co-Chair

Andy Sharpe

Louise Little

Stephen Antupit

Miles Richardson, Co-Chair

Jeanette Henderson

Pat Simpson

Lois Ko, Secretary

Doug Campbell

Eric Lawson

Andrew McMasters

Rob Lubin, Treasurer

Excused

Alfred Shiga

Barbara Quinn

Don Schulze

UDP Staff

Mark Crawford, IED

Marcus Johnson, C&S

Jennifer Astion

Guests

Phil Lloyd

Gregg Petrie

Ruedi Risler

Cory Crocker

Sally called the meeting to order at 11:32 a.m.

Public Comment

There was no public comment given.

Approval of November 2018 Meeting Minutes

Motion: Jeanette moved to approve the November 2018 meeting minutes as amended to include. Resolution FY2019#014.

Rob seconded the motion.

The motion was approved

Committee Reports

Urban Vitality

Stephen presented a set of recommendations which the Urban Vitality Committee created regarding the U District Station Area Mobility Plan. A memo was also shared with the board explaining the process and reasoning of the committee in creating these recommendations.

Motion: The Urban Vitality Committee moved to approve their letter endorsement of several of the U District Station Area Mobility Plan's recommendations listed in Resolution FY2019#015.

Board Discussion: Doug was concerned that the resolution would be taken to imply that the UDP was against the recommendations which were not endorsed. Board members asked that the presented memo be attached to the resolution to help provide helpful context.

Motion: Pat moved to amend the resolution with language saying, “Please see attachment for comments on other items.”

Stephen seconded the motion.

The amended motion was passed

Motion: Doug moved to amend the resolution with language saying, “On any items not endorsed by the UDP resolution, no actions be taken by the city which precludes busses on Brooklyn or other actions which precludes eventual potential possible implementation of other elements of the Mobility Group’s recommendations.”

Jeanette seconded the motion.

The amended motion was not passed with two abstentions.

Call the Question:

The original motion was passed with Pat’s amended language.

Sally and Stephen thanked everyone involved in the Urban Vitality taskforce and putting the language together for the recommendations.

Finance

Rob presented the December 2018 financial report.

Motion: Rob moved to approve the December financial report. Resolution FY2019#016.

Doug seconded the motion.

The motion was unanimously approved.

Rob reported that Mark and Phil Lloyd identified a projected year-end surplus in both the current UDP and BIA operations and are proposing several possible additional expenditures not originally contemplated in our work plan. The finance committee agrees that this surplus is accurate and after reviewing next year’s projection, believes that these recommendations are fiscally sound.

Staff recommended that the board support proposals for the UDBIA to help fund additional staffing to increase Allegro Alley security, expand tree pit maintenance and reinstalling, complete light pole artwork repair or decommissioning, and/or reserving some or all saving for future expenditures.

Mark also asked if the UDP would commit to funding a branding and marketing campaign for the U District early next fiscal year. Sally thought it would be likely that this idea would be addressed further at the March board meeting.

Governance

Louise shared how the Governance Committee talked through the results from the last retreat. At the retreat, the Board asked the Governance Committee to recommend several actions. The Committee therefore proposes the following resolutions:

Motion: Doug moved to amend the UDP bylaws to increase the maximum number board members to 20. Resolution FY2019#017.

Jeanette seconded the motion.

The motion was unanimously approved.

Motion: Pat moved to amend the UDP bylaws to eliminate the language around term limits for board members. Resolution FY2019#018.

Lois seconded the motion.

Board Discussion: Sally expressed a concern that term limits for the UDP will leave the organization without enough board members during a crucial time. Doug shared his belief that without term limits, the board would become stagnant and impossible for new voices to

join. Miles mentioned that the current need for board members to still go through elections at the end of their terms mitigates this potential issue.

Motion: Pat moved to table the motion until the next UDP Board meeting.

Doug seconded the motion.

The tabling motion was passed and the original motion was tabled.

Louise presented a proposed board member participation agreement which was created by staff and the Governance Committee.

Motion: Jeanette moved to approve the new board member participation agreement.

Resolution FY2019#019.

Eric seconded the motion.

The motion was passed.

The Board was reminded that there will be a Board retreat in lieu of the February Board meeting but that the retreat would extend the time of that meeting to four hours. The retreat will focus on issues specific to the BAI renewal. RAB members will be invited to be guests. Rob offered to secure space for the retreat.

Clean and Safe

Report shared in board packet. Marcus updated the board members about the current status of the REACH program. They were interviewing and we should know soon about hiring. He also announced the retirement of Karen Ko, a long time U District Neighborhood Coordinator with the Department of Neighborhoods.

Events and Marketing

Report shared in board packet. Chase notified the board members that he would soon be reaching out to them for sponsorship recommendations for the 50th U District StreetFair.

Economic Development

Report shared in board packet. Miles thanked Evan for his work and is excited by the direction the committee is going.

Ordinance Renewal Process Update

Sally led the discussion about the UDBIA ordinance renewal process and timeline. We continue to work through Phase 1 of identifying the case for renewal that we will take to stakeholders and the City.

Mark presented the RCW language which allows cities to establish Business Improvement Areas and its delineation of purpose requiring BIA's to do the work of improving Economic Development, Neighborhood Revitalization, and Livability. BIA's are focused on much more than just business support and we need to be clear about that greater vision when we talk about our work.

The Board then discussed information and potential options around the renewal timeline, boundaries, term of the new BIA, potential programmatic expansion, and rate structures. Staff presented a context for discussions at the retreat based on a perspective of the U District as a changing environment.

Mark and Sally asked the board members to commit to meet together with staff to attach better contact information to UDBIA ratepayer properties.

Adjournment

Sally adjourned the meeting at 1:27 pm.

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

The U District Partnership

Balance Sheet Prev Year Comparison

As of February 28, 2019

	Feb 28, 19	Feb 28, 18	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
10100 - Operating Bank Accounts	267,656.76	216,531.66	51,125.10
Total Checking/Savings	267,656.76	216,531.66	51,125.10
Accounts Receivable			
11000 - Accounts Receivable	82,312.86	60,218.32	22,094.54
Total Accounts Receivable	82,312.86	60,218.32	22,094.54
Other Current Assets	13,480.82	103.18	13,377.64
Total Current Assets	363,450.44	276,853.16	86,597.28
Fixed Assets	0.00	0.00	0.00
Other Assets	6,194.19	3,358.32	2,835.87
TOTAL ASSETS	369,644.63	280,211.48	89,433.15
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable	67,324.10	15,045.01	52,279.09
Credit Cards	952.42	2,252.16	-1,299.74
Other Current Liabilities	10,849.74	18,075.91	-7,226.17
Total Current Liabilities	79,126.26	35,373.08	43,753.18
Total Liabilities	79,126.26	35,373.08	43,753.18
Equity			
32000 - Unrestricted Net Assets	304,103.26	265,400.21	38,703.05
Net Income	-13,584.89	-20,561.81	6,976.92
Total Equity	290,518.37	244,838.40	45,679.97
TOTAL LIABILITIES & EQUITY	369,644.63	280,211.48	89,433.15

The U District Partnership

Budget Report

February 2019

	Jul '18 - Feb 19	YTD Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
44500 · Government Grants and Contracts	595,382.75	624,794.54	-29,411.79
47000 · Earned Income	14,513.00	10,000.00	4,513.00
46400 · Interest and Other	110.73	0.00	110.73
Total Income	610,006.48	634,794.54	-24,788.06
Gross Profit	610,006.48	634,794.54	-24,788.06
Expense			
60000 · Staffing	304,484.62	321,719.53	-17,234.91
61000 · Professional & Contract Expense	44,986.41	48,100.00	-3,113.59
62000 · Office and Overhead	48,105.56	55,072.40	-6,966.84
70000 · Direct Program Expenses	254,292.56	267,201.84	-12,909.28
Total Expense	651,869.15	692,093.77	-40,224.62
Net Ordinary Income	-41,862.67	-57,299.23	15,436.56
Other Income/Expense			
Other Income			
Fiscal Sponsor Income	37,397.78	0.00	37,397.78
Fiscal Sponsor Expenses	-9,120.00	0.00	-9,120.00
Total Other Income	28,277.78	0.00	28,277.78
Net Income	-13,584.89	-57,299.23	43,714.34

2018-19 University District BIA

Budget Tracker -February 2019

ACCOUNTS	Budget	TO DATE	Personnel	Non-Personnel	REMAINING	% Expended	Jul	Aug	Sep
Program Management	207,383	107,920.25	\$ 26,686.11	\$ 81,234.14	99,463	52.0%	\$ 9,495.42	\$ 9,953.44	\$ 21,568.81
Cleaning and Public Safety	425,966	269,454.06	\$ 86,109.60	\$ 183,344.46	156,512	63.3%	\$ 34,475.31	\$ 31,306.23	\$ 27,715.59
Urban Vitality	31,506	20,263.85	\$ 18,505.45	\$ 1,758.40	11,242	64.3%	\$ 1,410.75	\$ 1,343.86	\$ 2,872.26
Economic Development	112,227	88,282.63	\$ 75,245.67	\$ 13,036.96	23,944	78.7%	\$ 4,265.63	\$ 10,453.43	\$ 10,752.58
Marketing	41,376	29,967.78	\$ 26,507.09	\$ 3,460.69	11,408	72.4%	\$ 3,417.78	\$ 3,350.88	\$ 3,522.39
Community Engagement	77,169	49,127.67	\$ 46,395.48	\$ 2,732.19	28,041	63.7%	\$ 8,089.87	\$ 5,231.08	\$ 6,322.73
Events and Activation	27,240	19,366.51	\$ 7,311.07	\$ 12,055.44	7,873	71.1%	\$ 4,157.80	\$ 5,182.80	\$ 2,141.59
Total Requested	922,867	584,382.75	\$ 286,760.47	\$ 297,622.28	338,484	63.3%	\$ 65,312.56	\$ 66,821.72	\$ 74,895.95

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Program Management	\$ 13,490.78	\$ 13,067.37	\$ 10,840.74	\$ 9,600.78	\$ 19,902.91				
Cleaning and Public Safety	\$ 46,378.75	\$ 40,259.53	\$ 24,124.13	\$ 39,675.75	\$ 25,518.77				
Urban Vitality	\$ 4,668.00	\$ 2,735.54	\$ 2,780.74	\$ 2,861.55	\$ 1,591.15				
Economic Development	\$ 14,179.18	\$ 9,599.19	\$ 9,757.70	\$ 9,992.59	\$ 19,282.33				
Marketing	\$ 3,514.42	\$ 3,693.33	\$ 5,098.40	\$ 3,906.19	\$ 3,464.39				
Community Engagement	\$ 7,109.06	\$ 5,344.11	\$ 5,243.14	\$ 5,522.76	\$ 6,264.92				
Events and Activation	\$ 2,360.77	\$ 1,534.02	\$ 1,862.23	\$ 1,038.91	\$ 1,088.39				
	\$ 91,700.96	\$ 76,233.09	\$ 59,707.08	72,598.53	77,112.86	-	-	-	-

Variance Report – February 2019

Balance Sheet

Cash – We are still holding one Wells Fargo account open to serve as separated account for our fiscal agent commitment.

Accounts Receivable

BIA at \$70,609 – normal

ACC at \$5,000 - Chase to follow up.

Lime Bikes -\$200 – may need to write off

Insurance Claim Receivable – Tracking for future claim

Kyocera Copier – Lost in fire

Security Deposit – Increased for temporary office space

Accounts Payable – Includes \$12,500 for CAI for renewal, includes \$19,425 for Bold Hat – both in budget

Deferred Revenue - Remaining pre-pay on storage lease

Budget Report

Expense

Staffing – continued to be below budget – few office manager hours, fewer beautification staff, slight increase in Communications PT, and slight overage in Economic Development position.

Professional Expense – YTD low because of IT contractor savings.

Office and Overhead – Includes rent saving for temporary space.

Direct Program Expenses

Clean and Save – Continued savings on cleaning contractor. A little extra savings on a “short” month. Ambassador Program slightly below budget due to “short month”.

Community Beautification – over budget because of banner and kiosk work

Studies and Strategy – same as before – Retail Saturation Study – completed – this variance will grow and is anticipated.

Event Expenses – did not do Alley Lights.

Budget Tracker

Normal

2018-19 UDP Budget Variance Tracker

As of February 28, 2018 through June 30, 2019

(Distirbuted to Board)

UDP:

Cash on Hand Beginning Yr.	600	
Interest Income	100	
Retreat	(4,000)	
Retreat 2	(500)	
Reach Income	12,532	Rotary \$16k and city \$39.5k (over 15.5 Mos), Reach contract reduced \$20,000 over 18 mos.
Reach Expenses	21,522	
Street Fair 2019	2,500	Currently forecasting \$14k improvement
Late 2018 Street Fair Expenses	(1,506)	
UDP Sub-Total	31,248	
Summary of Projected Net Assets:		
Net Assets 6/30/18	304,105	
Less: Board Designated Reserves	(160,000)	
Budgeted Net Income	(2,236)	
Forecasted Variances	<u>31,248</u>	
Forecasted Net Assets After Reserves 6/38/19	173,117	

March 15, 2019

To: Board

From: Mark Crawford

Re: Attached 990

Immediately following this memo, you will find our draft 990 tax form. This is an annual filing we do with the IRS. This filing has been reviewed by Finance Committee members. We are sending this to you because best practice not for profit financial policies encourage having the filing available to all Board members for their review and questions before we file.

The 990 was prepared by Phil Lloyd, our contract CFO. This is standard practice. Some organizations contract with the auditing firm to do the 990 as well but Phil is very experienced in this function, provides the necessary expertise, knows our finances, and is able to more efficiently and cost effectively manage the process.

It is a rather comprehensive document. Having our Treasurer and other committee members review the filing provides an important and more thorough step than some of you may elect to do yourselves. If you do decide to dig into it a bit, I point out that this is a twelve month fiscal year period that is being reported. As a reminder, this year, we did an eighteen month audit, so the audit results and 990 do not match line by line. This is explained in our notes and is a completely normal and expected outcome of switching your fiscal year.

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2017**Open to Public Inspection**Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.**A** For the 2017 calendar year, or tax year beginning Jul 1, 2017, and ending Jun 30, 2018**B** Check if applicable:

- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization University District Service FundDoing business as The U District Partnership

Number and street (or P.O. box if mail is not delivered to street address)

4516 University Way NE

City or town, state or province, country, and ZIP or foreign postal code

Seattle, WA 98105**F** Name and address of principal officer:Mark Crawford, 4507 University Way NE #209, Seattle, WA 98105**D** Employer identification number 46-0468145**E** Telephone number (206) 547-4417**G** Gross receipts \$ 1,156,442.**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c)() (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: www.udistrictpartnership.org**H(a)** Is this a group return for subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

H(c) Group exemption number ▶**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: 2002**M** State of legal domicile: WA**Part I Summary**

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>Promote and enhance the business community in the greater Seattle University District.</u>		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	17
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	17
	5	Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	9
	6	Total number of volunteers (estimate if necessary)	6	1
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0.	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	30,458.	69,751.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	566,181.	1,086,141.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		550.
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	596,639.	1,156,442.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)		
	14	Benefits paid to or for members (Part IX, column (A), line 4)		
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	183,483.	338,261.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)		
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	424,796.	779,477.
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	608,279.	1,117,738.
19	Revenue less expenses. Subtract line 18 from line 12	-11,640.	38,704.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	310,618.	392,946.
	22	Net assets or fund balances. Subtract line 21 from line 20	45,218.	88,843.
			265,400.	304,103.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer		Date		
	<u>Mark Crawford, Interim Executive Director</u>				
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	<u>Philip Lloyd</u>	<u>Philip Lloyd</u>	<u>02/27/2019</u>		<u>P01598099</u>
	Firm's name ▶ <u>Seattle CFO, LLC</u>	Firm's EIN ▶ <u>47-2810714</u>			
	Firm's address ▶ <u>603 STEWART ST, SEATTLE, WA 98101</u>	Phone no. <u>(206) 382-5552</u>			

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions. BAA

REV 12/05/17 PRO

Form **990** (2017)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐ Yes ☒ No**1** Briefly describe the organization's mission:

Promote and enhance the
business community in the greater Seattle University District.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code:) (Expenses \$ 1,000,083. including grants of \$ 0.) (Revenue \$ 918,324.)

Promote and enhance the business community in the greater
Seattle University District. Programs include cleaning, public safety,
urban design and events and marketing.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4c** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4d** Other program services (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)**4e** Total program service expenses 1,000,083.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2	X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a X	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	X
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	X

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	X
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	X

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a 8		
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b 0		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 9		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b x		
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		x
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		x
b If "Yes," enter the name of the foreign country: ► See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		x
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		x
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a x		
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		x
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		x
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		x
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		x
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		x
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state?	13a		
Note. See the instructions for additional information the organization must report on Schedule O.			
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		x
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b		

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 1a 17 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b Enter the number of voting members included in line 1a, above, who are independent 1b 17		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? 2		x
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? 3		x
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4		x
5 Did the organization become aware during the year of a significant diversion of the organization's assets? 5		x
6 Did the organization have members or stockholders? 6		x
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7a		x
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 7b		x
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body? 8a	x	
b Each committee with authority to act on behalf of the governing body? 8b	x	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O 9		

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates? 10a		x
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a	x	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13 12a	x	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b	x	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done 12c		x
13 Did the organization have a written whistleblower policy? 13		x
14 Did the organization have a written document retention and destruction policy? 14		x
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official 15a	x	
b Other officers or key employees of the organization 15b		x
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16a		x
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? 16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ►

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☐ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records: ►
 The Organization, 4507 University Way NE Ste 2019, Seattle, WA 98105 (206) 547-4417

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) E. McCoury CEO	40.00			X				71,835.	0.	0.
(2) Mark Crawford Interim Executive Director	40.00			X				78,096.	0.	0.
(3) Rebecca Barnes Director	3.00	X						0.	0.	0.
(4) Doug Campbell Director	3.00	X						0.	0.	0.
(5) Cory Crocker Director	3.00	X						0.	0.	0.
(6) Kristine Scott Director	3.00	X						0.	0.	0.
(7) Theresa Doherty Director	3.00	X						0.	0.	0.
(8) Jeanette Henderson Director	3.00	X						0.	0.	0.
(9) Lois Ko Director	3.00	X						0.	0.	0.
(10) Louise Little Director	3.00	X						0.	0.	0.
(11) Rob Lubin Director	3.00	X						0.	0.	0.
(12) Miles Richardson Co-Chair	5.00	X						0.	0.	0.
(13) Don Schulze Director	3.00	X						0.	0.	0.
(14) Patricia Simpson Director	3.00	X						0.	0.	0.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Roger Wagoner Director	3.00	<input checked="" type="checkbox"/>						0.	0.	0.
(16) Alfred Shiga Treasurer	3.00	<input checked="" type="checkbox"/>						0.	0.	0.
(17) Sally Clark Co-Chair	3.00	<input checked="" type="checkbox"/>						0.	0.	0.
(18) Andrew McMasters Director	3.00	<input checked="" type="checkbox"/>						0.	0.	0.
(19) Barbara Quinn Secretary	5.00	<input checked="" type="checkbox"/>						0.	0.	0.
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total								149,931.	0.	0.
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								149,931.	0.	0.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

- | | Yes | No |
|--|-----|-------------------------------------|
| 3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> | | <input checked="" type="checkbox"/> |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | | <input checked="" type="checkbox"/> |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> | | <input checked="" type="checkbox"/> |

Section B. Independent Contractors

- 1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Recology, PO Box 34260, Seattle, WA 98124	Cleaning	155,123.

- 2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶

1

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations	1d					
	e	Government grants (contributions)	1e	29,000.				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	40,751.				
	g	Noncash contributions included in lines 1a-1f: \$						
	h	Total. Add lines 1a-1f ▶			69,751.			
Program Service Revenue				Business Code				
	2a	Program Fees	900099	918,324.	918,324.	0.	0.	
	b	Program Revenue	900099	167,817.	167,817.	0.	0.	
	c							
	d							
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f ▶			1,086,141.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶			550.	0.	0.	550.
	4	Income from investment of tax-exempt bond proceeds ▶						
	5	Royalties ▶						
			(i) Real	(ii) Personal				
	6a	Gross rents						
	b	Less: rental expenses						
	c	Rental income or (loss)						
	d	Net rental income or (loss) ▶						
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	b	Less: cost or other basis and sales expenses						
	c	Gain or (loss)						
	d	Net gain or (loss) ▶						
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18 a						
	b	Less: direct expenses b						
	c	Net income or (loss) from fundraising events . . ▶						
	9a	Gross income from gaming activities. See Part IV, line 19 a						
	b	Less: direct expenses b						
	c	Net income or (loss) from gaming activities . . ▶						
	10a	Gross sales of inventory, less returns and allowances a						
	b	Less: cost of goods sold b						
c	Net income or (loss) from sales of inventory . . ▶							
Miscellaneous Revenue			Business Code					
11a								
b								
c								
d	All other revenue							
e	Total. Add lines 11a-11d ▶							
12	Total revenue. See instructions. ▶			1,156,442.	1,086,141.	0.	550.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	150,291.	112,718.	37,573.	0.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	143,476.	126,649.	16,827.	0.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	16,077.	13,340.	2,737.	0.
10 Payroll taxes	28,417.	23,579.	4,838.	0.
11 Fees for services (non-employees):				
a Management				
b Legal	2,115.	0.	2,115.	0.
c Accounting	41,745.	0.	41,745.	0.
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	4,629.	4,629.	0.	0.
12 Advertising and promotion	46,616.	46,616.	0.	0.
13 Office expenses	12,481.	10,356.	2,125.	0.
14 Information technology	2,616.	2,171.	445.	0.
15 Royalties				
16 Occupancy	37,217.	30,881.	6,336.	0.
17 Travel	3,953.	3,280.	673.	0.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	1,714.	1,422.	292.	0.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	965.	718.	247.	0.
23 Insurance	4,271.	3,544.	727.	0.
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Program Contracts	441,682.	441,682.	0.	0.
b Event Expenses	153,458.	153,458.	0.	0.
c Postage	2,834.	2,834.	0.	0.
d Business Taxes	4,129.	4,129.	0.	0.
e All other expenses	19,052.	18,077.	975.	0.
25 Total functional expenses. Add lines 1 through 24e	1,117,738.	1,000,083.	117,655.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	209,459.	1	263,918.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	94,000.	4	117,712.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	6,878.	9	6,890.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 5,010.		
	b Less: accumulated depreciation	10b 584.	10c	4,426.
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)	310,618.	16	392,946.	
Liabilities	17 Accounts payable and accrued expenses	42,821.	17	88,843.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties	2,397.	23	0.
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	45,218.	26	88,843.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	265,400.	27	304,103.
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	265,400.	33	304,103.
	34 Total liabilities and net assets/fund balances	310,618.	34	392,946.

Form **990** (2017)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,156,442.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,117,738.
3	Revenue less expenses. Subtract line 2 from line 1	3	38,704.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	265,400.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	304,104.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

Form **990** (2017)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

**Open to Public
Inspection**

Name of the organization

University District Service Fund

Employer identification number

46-0468145

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☒ An organization that normally receives: (1) more than 33 $\frac{1}{3}$ % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 $\frac{1}{3}$ % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2016 Schedule A, Part II, line 14	15	%
16a 33⅓% support test—2017. If the organization did not check the box on line 13, and line 14 is 33⅓% or more, check this box and stop here. The organization qualifies as a publicly supported organization		
b 33⅓% support test—2016. If the organization did not check a box on line 13 or 16a, and line 15 is 33⅓% or more, check this box and stop here. The organization qualifies as a publicly supported organization		
17a 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		
b 10%-facts-and-circumstances test—2016. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	45,000.	542,863.	187,915.	47,003.	69,751.	892,532.
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose		285,100.	618,882.	836,040.	1,086,141.	2,826,163.
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	45,000.	827,963.	806,797.	883,043.	1,155,892.	3,718,695.
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						3,718,695.

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
9 Amounts from line 6	45,000.	827,963.	806,797.	883,043.	1,155,892.	3,718,695.
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	0.	0.			550.	550.
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	0.	0.			550.	550.
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)			1,820.	303.		2,123.
13 Total support. (Add lines 9, 10c, 11, and 12.)	45,000.	827,963.	808,617.	883,346.	1,156,442.	3,721,368.
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	99.93 %
16 Public support percentage from 2016 Schedule A, Part III, line 15	16	99.92 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	0.01 %
18 Investment income percentage from 2016 Schedule A, Part III, line 17	18	0 %
19a 33 1/3% support tests—2017. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input checked="" type="checkbox"/>		
b 33 1/3% support tests—2016. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b A family member of a person described in (a) above?		
c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI .		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI .		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4).	8		
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		
Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

Schedule A (Form 990 or 990-EZ) 2017

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year	
1	Amounts paid to supported organizations to accomplish exempt purposes		
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
3	Administrative expenses paid to accomplish exempt purposes of supported organizations		
4	Amounts paid to acquire exempt-use assets		
5	Qualified set-aside amounts (prior IRS approval required)		
6	Other distributions (describe in Part VI). See instructions.		
7	Total annual distributions. Add lines 1 through 6.		
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.		
9	Distributable amount for 2017 from Section C, line 6		
10	Line 8 amount divided by line 9 amount		

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1	Distributable amount for 2017 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2017 (reasonable cause required—explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2017			
a				
b	From 2013			
c	From 2014			
d	From 2015			
e	From 2016			
f	Total of lines 3a through e			
g	Applied to underdistributions of prior years			
h	Applied to 2017 distributable amount			
i	Carryover from 2012 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2017 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2017 distributable amount			
c	Remainder. Subtract lines 4a and 4b from 4.			
5	Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6	Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7	Excess distributions carryover to 2018. Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2013 . . .			
b	Excess from 2014 . . .			
c	Excess from 2015 . . .			
d	Excess from 2016 . . .			
e	Excess from 2017 . . .			

Schedule A (Form 990 or 990-EZ) 2017

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

See Statement

Schedule A: Public Charity Status and Public Support

Part VI: Supplemental Information

Continuation Statement

Pt III Ln 12	Other Income Part III, Line 12 Description: Other Exempt Purpose Related Income 2015: 1820. 2016: 303.
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**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
► **Attach to Form 990.**
► **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2017

**Open to Public
Inspection**

Name of the organization

University District Service Fund

Employer identification number

46-0468145

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year) .		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►	
4 Number of states where property subject to conservation easement is located ►	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ►	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 ► \$ (ii) Assets included in Form 990, Part X ► \$	
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenue included on Form 990, Part VIII, line 1 ► \$ b Assets included in Form 990, Part X ► \$	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a** ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations

- d** ☐ Loan or exchange programs
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ **Yes** ☐ **No**

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment ▶ %
b Permanent endowment ▶ %
c Temporarily restricted endowment ▶ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** unrelated organizations
(ii) related organizations

	Yes	No
3a(i)		
3a(ii)		
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		5,010.	584.	4,426.
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) ▶ 4,426.

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ►		

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ►		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ►	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ►		

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	1,753,081.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	596,639.
e	Add lines 2a through 2d	2e	596,639.
3	Subtract line 2e from line 1	3	1,156,442.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	1,156,442.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	1,726,040.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	608,301.
e	Add lines 2a through 2d	2e	608,301.
3	Subtract line 2e from line 1	3	1,117,739.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	1,117,739.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

See Statement

Schedule D: Supplemental Financial Statements**Part XIII: Supplemental Information****Continuation Statement**

Pt XI, Line 2d	Income for short year 1/1/17 to 6/30/17
Pt XII, Line 2d	Expense included for short year 1/1/17 to 6/30/17

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2017

**Open to Public
Inspection**

Name of the organization

University District Service Fund

Employer identification number

46-0468145

Pt III, Line 2: The Organization assumed the charitable activities of the Greater
University Chamber of Commerce on 1/1/2014, and received it's assets and liabilities.

There were no changes this year.

Pt VI, Line 11b: The Board reviews the 990 at a meeting prior to its submission
to the IRS as standard operating procedure.

Pt VI, Line 15a: The Board sets compensation levels for its CEO and is an independent
body of members from the CEO.

March 15, 2019

To: Board

From: Mark Crawford

Re: Term Limit Bylaw Revision

At the first UDP Board retreat this year, the Board discussed term limits, indicated an interest in removing those limits from the bylaws and asked the Governance Committee to make a recommendation to do so. At the January Board meeting, the Board considered the question and asked the Governance Committee to look at the issue again and make a recommendation at the March meeting for action.

At our March 6th meeting, the Governance Committee discussed the issue and is recommending that bylaws be revised to remove term limits. They felt that it is time to make a decision and to focus on recruitment.

To the best of my ability to remember, the arguments for and against term limits included:

- a. Argument for maintaining term limits as they are in the bylaws – forces turnover, bringing on fresh voices and perspectives, and increases priority of recruiting new members. The Board, at its 2015 retreat, felt adding term limits to the existing bylaws was desirable. We should honor that earlier decision.
- b. Argument for removing term limits from the bylaws – turnover is already occurring (four new members in the last year with two more vacancies to fill – so 1/3 turn over at this time), the Board has approved expansion to 20 so we have more open slots to fill, we are already challenged to fill current vacancies, too many current members will be forced off in 2020, 2021, and 2022 (10 members) when we are entering the challenges of renewal and relaunching a new and extended BIA, and we do not have a robust recruitment strategy necessary to fill 10 empty slots.
- c. Delay decision until next fiscal - if we are not going to lose anyone due to term limits for the next fiscal year, why are we acting right now. Are we better off delaying the decision into the next fiscal year? The committee debated the issue and the prevailing view was that it was time to take a recommendation to the Board, get resolution on the issue and focus our attention on more robust recruitment.



FY2019#018

Term Limits – Bylaw Amendment

4.3 Term. *The term of office for a Director shall be three (3) years, beginning at the start of the first fiscal year following election or at a date specified at election and expiring at the end of the third fiscal year after election, or at a date certain specified at the time of election. At the expiration of any Director's term that Director may stand for re-election to the Board ~~for one additional~~for additional terms of three (3) years, such terms expiring at the end of the third fiscal year after re-election. ~~After completion of two consecutive terms, a Director must rotate off the Board for a period of at least one full year before becoming eligible to stand for election again. After rotating off the Board for the required period, a Director may then be elected onto the Board and the term limits set forth in this section shall be repeated.~~*

The Board of Directors shall exercise reasonable care such that no greater than approximately one third (1/3) of the total Board then in office shall be slated for election or re-election during any given fiscal year.

Motion Made By: _____

Second: _____

Ayes _____ Nays _____ Abstentions _____

This is a Bylaw Amendment and requires 2/3 affirmative vote of members present and voting in a meeting where a quorum has been established.

Attested By: _____

Office _____

- The Clean and Safe Committee had their monthly meeting on March 14th. We heard from the police that several of our homeless went to shelters during our cold snap and appear to have remained in shelters. They reported that it has been quiet in the U District. Nancy Devine from Seattle's Department of Construction and Inspection told us about Unreinforced Masonry Buildings, safety risks they pose in the case of an earthquake, and the City's plan to work with owners to retrofit and reinforce them. Mark talked to the committee about the Prolific Offenders Report that he and other business district leaders worked on.
- We held our February BIA Walk on Friday, 02/15. If you are interested in learning more about the day-to-day operations of our North and South Cleaning Areas, you are encouraged to come to our March BIA Walk on Friday, 03/22. We meet at 9:00 am in the UDP Conference Room.
- Our February Community Cleanup was cancelled due to a forecast that was showing a strong likelihood of substantial snow that morning. Our next community cleanup will be March 30th. We hope you can make it!
- We are look forward to planning our 26th Annual Cleanup on May 11th! If you have not made it to a cleanup in a while, be sure to make it out to this one and bring a friend! Lots of fun prizes, food, and a free t-shirt for all those who come.



- Big THANK YOU to Ruedi, Linda, and Barbara for volunteering their time and resources to embroidering our new grey vests! We were getting feedback that the purple vests made people think the Ambassadors and Beautification crews were University of Washington employees.



- We have several new Clean and Safe staff! We are excited to have Ayon join our Ambassador Team! In our Beautification Team, we have a new team member named Sam who recently graduated from the WOOT Program. We also have our new REACH Outreach Care Coordinator, David Delgado, that begins March 18th. Everyone will get an opportunity to meet David at our Board Meeting.



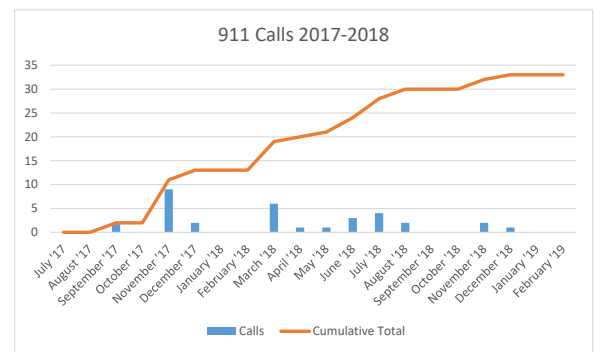
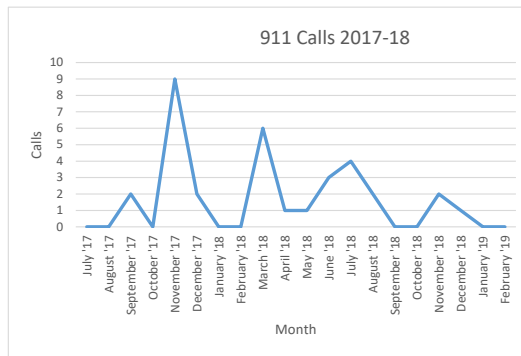
- At the Economic Development Committee's Business Network meeting we pitched the idea of developing a business block watch. There was a lot of enthusiasm and so we will begin to develop one. Currently West Seattle Junction has one that Marcus and Evan went and sat in on to learn more about how it has been implemented there.
- We are partnering with Seattle Police Department to put on a Retail Theft Prevention Course. This class is on Tuesday April 23rd, 2019 from 10-11am at the UWPD. If you have any questions or to RSVP, please reach out to Marcus.
- The lastest cohort of the Work or Opportunity Training (WOOT) people began at the beginning of March. Every Thursday the people in the WOOT program join our Beautification Team in doing various cleaning tasks around the neighborhood.

Upcoming Clean and Safe Events and dates:

BIA Walk	March 22 nd (9:00-10:30am, meet @ the UDP Conference Room)
Community Clean Up Event	March 30 th (9:00-11:00am, meet @ U Heights Plaza)
Next C&S Meeting	April 11 th (12:00-1:30pm @ U Heights, Room 108)
Retail Theft Prevention	April 23 rd (10:00-11:00am @ UWPD)

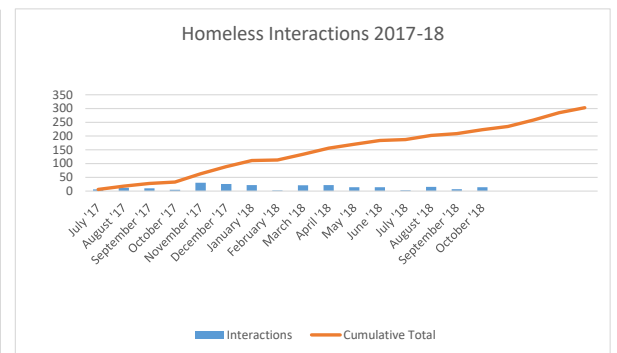
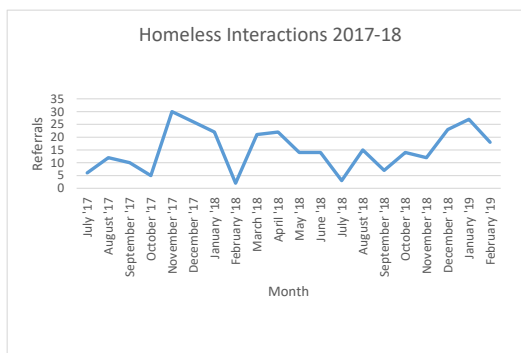
Ambassador Data

Calls	Cumulative Total
July '17	0
August '17	0
September '17	2
October '17	0
November '17	9
December '17	2
January '18	0
February '18	0
March '18	6
April '18	1
May '18	1
June '18	3
July '18	4
August '18	2
September '18	0
October '18	0
November '18	2
December '18	1
January '19	0
February '19	0



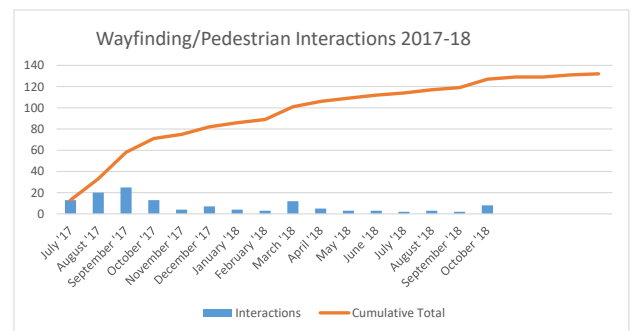
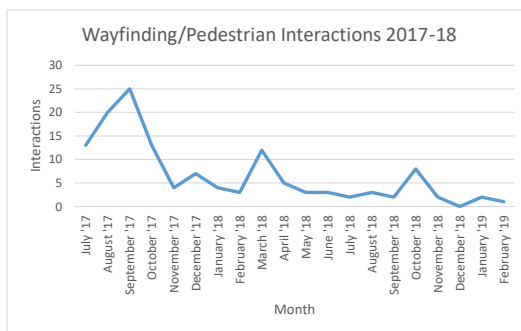
Interaction Cumulative Total

July '17	6	6
August '17	12	18
September '17	10	28
October '17	5	33
November '17	30	63
December '17	26	89
January '18	22	111
February '18	2	113
March '18	21	134
April '18	22	156
May '18	14	170
June '18	14	184
July '18	3	187
August '18	15	202
September '18	7	209
October '18	14	223
November '18	12	235
December '18	23	258
January '19	27	285
February '19	18	303



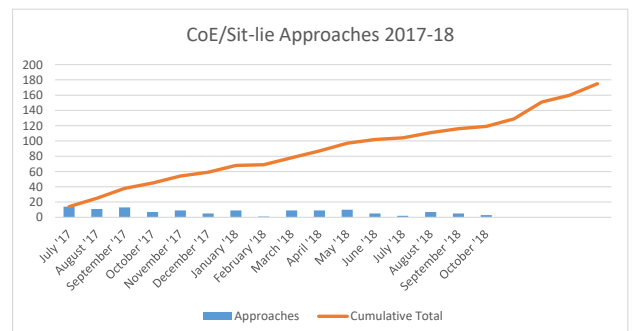
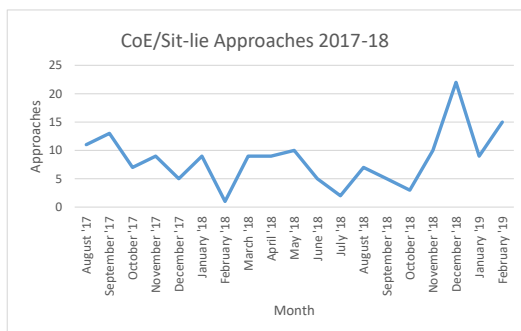
Interaction Cumulative Total

July '17	13	13
August '17	20	33
September '17	25	58
October '17	13	71
November '17	4	75
December '17	7	82
January '18	4	86
February '18	3	89
March '18	12	101
April '18	5	106
May '18	3	109
June '18	3	112
July '18	2	114
August '18	3	117
September '18	2	119
October '18	8	127
November '18	2	129
December '18	0	129
January '19	2	131
February '19	1	132



Approach Cumulative Total

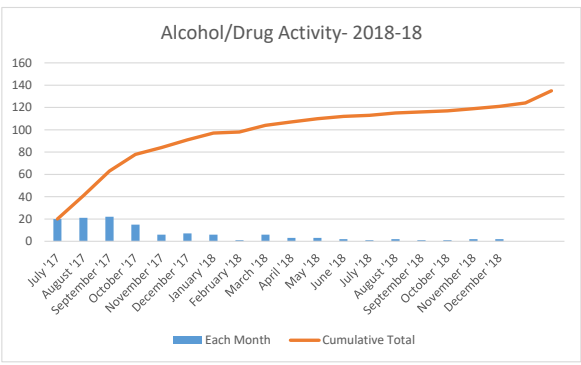
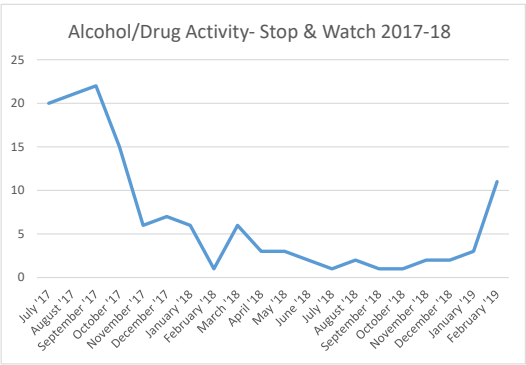
July '17	14	14
August '17	11	25
September '17	13	38
October '17	7	45
November '17	9	54
December '17	5	59
January '18	9	68
February '18	1	69
March '18	9	78
April '18	9	87
May '18	10	97
June '18	5	102
July '18	2	104
August '18	7	111
September '18	5	116



October '18	3	119
November '18	10	129
December '18	22	151
January '19	9	160
February '19	15	175

Each Mont Cumulative Total

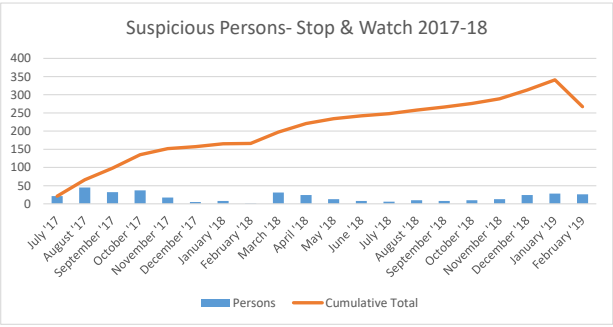
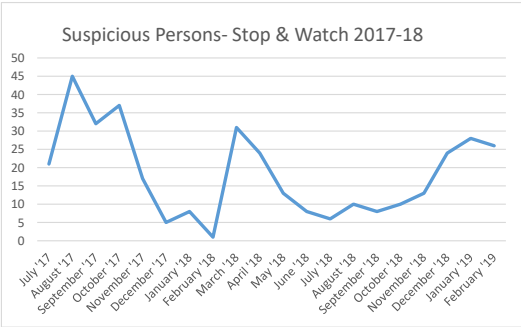
July '17	20	20
August '17	21	41
September '17	22	63
October '17	15	78
November '17	6	84
December '17	7	91
January '18	6	97
February '18	1	98
March '18	6	104
April '18	3	107
May '18	3	110
June '18	2	112
July '18	1	113
August '18	2	115
September '18	1	116
October '18	1	117
November '18	2	119
December '18	2	121
January '19	3	124
February '19	11	135



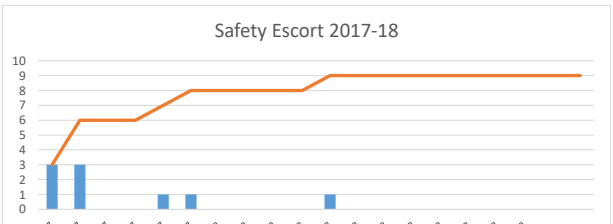
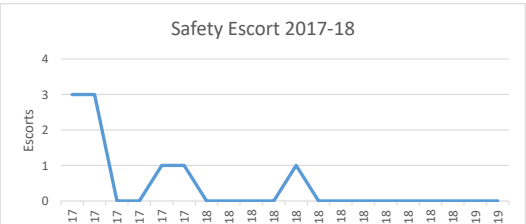
Business Visits	Visits	Cumulative Total
July '17	48	48
August '17	81	129
September '17	92	221
October '17	18	239
November '17	48	287
December '17	19	306
January '18	56	362
February '18	22	384
March '18	134	518
April '18	110	628
May '18	87	715
June '18	60	775
July '18	39	814
August '18	72	886
September '18	92	978
October '18	105	1083
November '18	186	1269
December '18	197	1466
January '19	200	1666
February '19	275	1941



Suspicious Persons	Persons	Cumulative Total
July '17	21	21
August '17	45	66
September '17	32	98
October '17	37	135
November '17	17	152
December '17	5	157
January '18	8	165
February '18	1	166
March '18	31	197
April '18	24	221
May '18	13	234
June '18	8	242
July '18	6	248
August '18	10	258
September '18	8	266
October '18	10	276
November '18	13	289
December '18	24	313
January '19	28	341
February '19	26	367

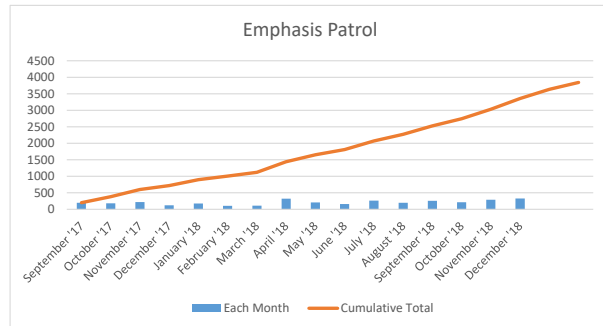
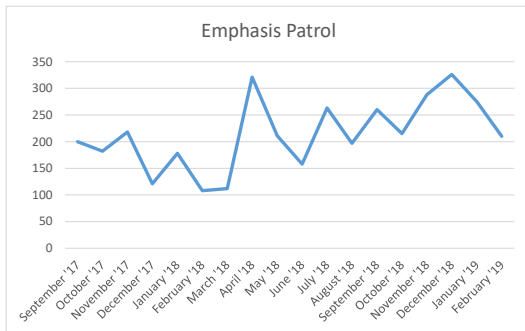


Safety Escort	Escorts	Cumulative Total
July '17	3	3
August '17	3	6
September '17	0	6
October '17	0	6
November '17	1	7
December '17	1	8
January '18	0	8
February '18	0	8
March '18	0	8
April '18	0	8



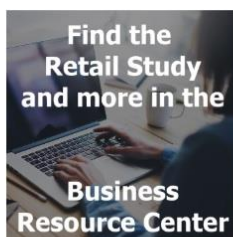
May '18	1	9
June '18	0	9
July '18	0	9
August '18	0	9
September '18	0	9
October '18	0	9
November '18	0	9
December '18	0	9
January '19	0	9
February '19	0	9

Emphasis Patrol	Each Mont	Cumulative Total
September '17	200	200
October '17	182	382
November '17	218	600
December '17	121	721
January '18	178	899
February '18	108	1007
March '18	112	1119
April '18	321	1440
May '18	211	1651
June '18	158	1809
July '18	263	2072
August '18	197	2269
September '18	260	2529
October '18	215	2,744
November '18	288	3032
December '18	326	3358
January '19	275	3633
February '19	210	3843



Newsletter	Facebook	Twitter	Instagram
936	1,291	643	236

- **Updates to our Website** – We are in the process of updating our U District Partnership website. You can view some of our current work by visiting our new homepage which is now easier to view and highlights timely top stories that we want to get in front of our page visitors.



**U DISTRICT
BUSINESS
RESOURCE CENTER**

The Business
Resource Center
serves all U District

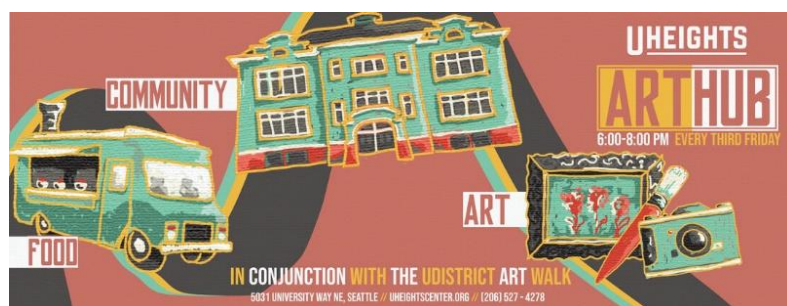
**U DISTRICT
BUSINESS AND
NONPROFIT
PROFILES**

Read about some
of our unique

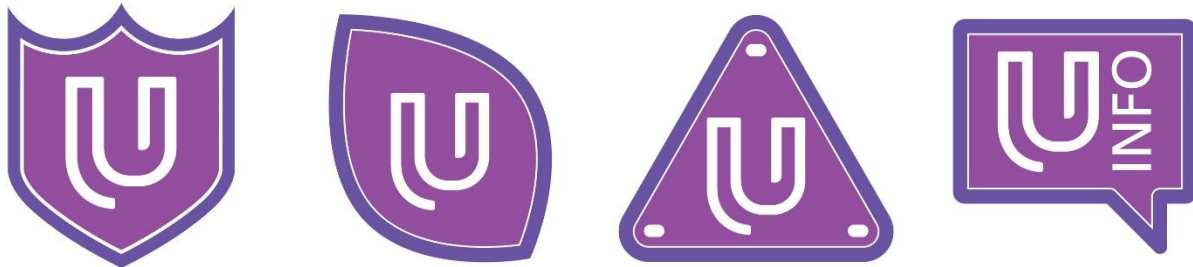
**PUBLIC MEETING:
THE U DISTRICT
2020 TO 2030**

Thank you to
everyone who
attended the

- **U District Art Walk Support** – With Jen’s help, the monthly U District Art Walk continues to grow. In addition to the new local businesses signing up to host art, the U Heights Center has joined the walk with their ArtHub event. After a few months of successfully producing the event, U Heights has now handed the planning over to the artists themselves. This collective now has so many artists involved that they working with other U District business who would like to curate artwork and are starting a second art day at U Heights during Farmers Market. [U District Artists Collective Page](#)



- **Badging and Signage** – Staff and Events and Marketing Committee members identified a need to increase recognition of UDBIA programs and funding in the neighborhood. We took their feedback and now have finished artwork, called badges, to use with our staff, volunteers, and contract workers. These badges will be on hats and uniforms and used in conjunction with additional new UDBIA signage to better communicate who provides the services our community benefits from.



- **StreetFair** – StreetFair planning and work is steadily ramping up. We now have over 180 vendors who have applied to join us and are excited to announce that we have selected a winning poster for our 50th Annual StreetFair! The artwork was designed by Cole Williams and we absolutely love how it celebrates the lively and diverse character of the event. Here's what he had to say about the his submission:

"I've lived around the U District area for the majority of my time in Seattle, and have had the opportunity to explore the many beautiful parks, local eateries, and hidden gems. The U District Streetfair perfectly reflects the best parts of the community, bringing together friendly faces, diverse cuisines, and local arts and crafts that make for a lively spectacle. With this poster, it was not only my aim to capture the spirit of the fair, but to also represent the vibrant community that hosts it. It's been a neighborhood that I've been lucky to call home"

Want to see Cole's winning poster? We'll be presenting it at the board meeting on Tuesday!

Next Events and Marketing Meeting – March 26th 9am at the UDP offices



Economic Development Committee March 2019 Update

Economic Development Committee

The Economic Development Committee held their regular meeting on January 8th and gathered for the Business Network Meeting on February 28th. The February 4th regular meeting was postponed due to snow. The next committee meeting is scheduled for March 27th. At that meeting the committee will review the completed deliverables for Phase 2 and discuss starting of Phase 3.

Marketing Collateral – COMPLETE

Economic Development has a need for marketing collateral; brochures, handouts, etc. to promote education on available economic development services. A low cost pilot project resulted in the design and production of information packets, which were then distributed at the U District Business Network Meeting. Feedback was positive. The templates created for the pilot will be used to generate additional collateral in the coming months.

U District Business Network Launch - COMPLETE

The U District Business Network had their first meeting on February 28th. The network is comprised of business operators in the district coming together to:

- provide a more unified, purposeful and effective University District business community voice
- offer an information sharing platform for the University District community
- create opportunities for businesses
- build relationships, learn from peers and experts, and have fun.

We had sixteen guests sign in. The agenda included reviewing the Retail Saturation Study, initiating a Business Block Watch, partnering with Seattle Police Department to host a Shoplifting Prevention workshop and discussing the recently released System Failure Report.

Written feedback suggests the Business Network meet quarterly. The next meeting will be in April. Find the notification sign-up and more information at (udistrictpartnership.org/biz-network).

Retail Saturation Study – COMPLETE

The Retail Saturation Study by Land Econ Group was finalized in February. Snippets of the market outlook and a form to request a copy of the study are available at (udistrictpartnership.org/biz-retail). The study will be used to 1) inform property owners on the retail categories most likely to have sustained success, 2) recruit targeted retail categories, and 3) support existing businesses by attracting complementary businesses to the U District. The City's Office of Economic Development has asked us to present the study to their team in April.

Updating the Long-Term Economic Development Vision – IN PROCESS

The Economic Development Committee discussion on updating the long-term economic development vision is scheduled to conclude at the next meeting.

Key Performance Indicators – IN PROCESS

The Net Promoter Scores for Property Owners and Business Operators from the survey in October are just two of the envisioned metrics to track and measure the effectiveness of efforts to achieve economic development goals. Staff has developed a list of potential key performance indicators (KPIs); vacancy rate, jobs created/retained, etc. for review by the Economic Development Committee at their next meeting.

Looking Ahead – Business Recruitment Strategy

The purpose of the Retail Study is to 1) gain a better understanding of the changing retail demand versus supply balance, 2) determine the appropriate retail mix, and 3) provide data to develop a strategy to fill retail space going forward, 4) provide all U District Businesses with the best available information on the retail market outlook over the next ten years. Using the data from study, the Economic Development staff will develop recruitment strategy options for the Economic Development Committee's review.

The Committee met on March 5th. As reported earlier, the committee and staff are employing several complementary overall strategies:

Development Tracking: to monitor, attend and share information about, provide input to or assistance to public and private development projects in the area.

AND

Major Impact Projects: to focus on specific larger scale projects and their impact on the district. The two major impact projects we are engaged with at this time are: the 43rd Street Task Force and Church Facility Transition Task Force.

1) **Development Tracking**

- a) 4238 12th Ave Project – Attended Early Design Guidance meeting for development proposing two 25 story towers. Thank you to Stephen and Anson Lin for joining us. [Design Proposal](#)



- b) 4215 Brooklyn Ave Project – Attended Early Design Guidance meeting for development proposing 7 story building and preserving the adjacent Canterbury Court. [Design Proposal](#)

2) **Major Impact Projects**

- a) **43rd Street Task Force**

SDOT is planning to construct improvements in NE 43rd Street between the southeast corner of Link Station construction eastward to the intersection with 15 Ave NE.

After meeting with our taskforce of business and property representatives and receiving their report, SDOT invited Stephen to attend their monthly planning meetings. On February 26th, we attended their public drop in event at the U Bookstore where they gathered feedback on their designs.

It appears that the SDOT team is leaning towards recommending this segment of 43rd street be redesigned to have only one westbound lane to primarily accommodate bus traffic. This option is not the preferred choice of our taskforce and would not allow cars as through traffic. However, SDOT has mentioned that they are working on addressing within this option the local business access and load in/out needs brought up by our taskforce and others. We should know more by the end of March and will continue to engage with our taskforce and the broader U District community on this project.

Track the project's progress at: [SDOT 43rd Street Project Page](#)

b) Church Facility Transitions

A task force has been formed and is being chaired by Andy Sharpe to survey the local church facilities. The goal of this survey is to produce a briefing paper on the potential impact of planned transitions, such as sales and redevelopment, on the services that they provide and host. This project has been delayed due to the significant amount of other work currently underway, but the goal still remains.

Additional Items:

Potential Upcoming Major Projects

Metro Restructure – King County Metro is planning a restructuring of their North Seattle routes to coincide with opening of the light rail stations.

45th Transit Improvements – SDOT is in the early design process for speed and reliability improvements to the Market/45th street corridor. This could include RapidRide ([Work Plan](#) pg. 45-46)

Sound Transit Property Engagement – Sound Transit owns a key property on 45th between 11th and Roosevelt will be vacated after construction of the light rail station is completed

Design Guidelines

The Updated U District Design Guidelines were approved on February 19th and will go into effect March 24th. The UDP contributed significant staff and volunteer time by supporting the city's community outreach and cohosting planning meetings. We have also encouraged developers of U District projects to address the draft document and have seen positive engagement on their part. [Guidelines](#)

Wayfinding Cart

The U District Let's Go! program and SDOT have provided funds to design and fabricate this fantastic wayfinding and outreach cart. We hope to use this cart at popups, activations, and high transit areas to provide directions and inform the public about the work of the U District Partnership and UDBIA.



Next Urban Vitality Meeting – April 2nd at 4pm at the UDP offices.

Public Meeting Notes

On March 6, 2019, the UDP and UD BIA hosted a public meeting to talk about the U District from 2020 to 2030 and the role the BIA could play in furthering economic development, neighborhood vitalization, and livability. This is one critical way in which we are seeking input and feedback on our work. The goal is to inform our decision making – we recognize that this is a very limited sample of stakeholder and community input. Additional outreach to targeted groups is planned as is outreach to individual ratepayers.

We created awareness about the event by:

Online:

- UDP website post
- UDP Website Calendar
- Social Media Posts
- Facebook Event
- Advertising on Facebook
- Department of Neighborhoods Calendar

Email:

- Newsletter
- Weekly Updates
- Special Email Blast
- Committee email invitations
- Community Orgs and Partner Invitations and Reminder Email

Physical:

- Flyers posted around the U District
- Flyers dropped off at every condo in the U District
- Event posted on University Audi Digital Sign above 50th st.
- Mailed invitation to every UDBIA ratepayer contact
- Invitation at business network and committee meetings

We want to thank University Audi for posting the notice of the meeting on their electronic billboard.

We had 47 attendees sign in but staff counted 60 attendees total. For those who self-identified on the sign in sheet, we had 11 residents, 13 business owners or operators, 10 property owners, 1 student, 9 employees, 3 Council candidates, 1 city employee and three unknown. Some attendees marked several categories.

Mark Crawford welcomed our attendees and provided a quick overview of the legal basis for the BIA, the basic elements of governance, financial data, and program management role. He then described the

four major “change influences” (growth that is occurring throughout the Seattle and King County area, the 2017 rezone, the 2021 transit station, and the UW Master Plan vision) and some of the effects we see happening now and in the future.

Attendees were then invited to visit any of our five stations – Clean and Safe, Economic Development, Urban Vitality, Events and Marketing, and BIA and UDP Basic Operations. At each station, staff and Board had materials and engaged in direct discussions with attendees on what we are doing or could do in the future. Each program table area had a brief three question survey and blank cards were available for additional comment.

After reviewing the survey responses and the kinds of discussions, questions and verbal feedback we got from that meeting, our takeaways were:

- 1) The majority of the attendees either did not know much about the BIA and what we do or had a generally favorable impression of us. There were a few attendees who expressed some level of dissatisfaction.
- 2) The surveys were designed to establish a baseline of satisfaction of conditions in the U District, allow the respondent to identify their top priority for evolving our programming, and then restate their satisfaction if that program were to be put in place. In response to the first question, when all tables were aggregated, 36 expressed favorable views about the district, 10 were neutral and 10 were negative. After they chose their preferred program evolution, 49 were favorable, 7 were neutral and only 2 remained negative.
- 3) For Clean and Safe, respondents indicated that increased cleaning district wide, increasing ambassadors to seven days a week, and maintaining damaged infrastructure would have positive impact reducing negative and neutral perceptions from 51% of respondents to 34% of respondents.
- 4) For Economic Development, respondents indicated that supporting the recruitment of businesses and supporting the business network would have positive impact- reducing negative and neutral perceptions from 36% of respondents to 0% of respondents.
- 5) For Urban Vitality, respondents indicated that improving and activating our shared public realm and convening our community would have positive impact – reducing negative perceptions from 16% of respondents and neutral at 0% to 0% of respondents expressing negative and 14% expressing neutral.
- 6) For Marketing, respondents indicated that drawing more visitors and tourists to the U District and promoting a positive narrative about the U District would have positive impact – reducing negative and neutral perceptions from 35% of respondents to 7% of respondents.

The survey instrument remains open online.