



JOINT UDP & UDBIA BOARD MEETING AGENDA

12:30 to 2:00 p.m.

September 15, 2026

Fireplace Room, Floor 2, U District Partnership - 1415 NE 45th St, Seattle, WA 98105

I.	Welcome & Introductions	Aaron/Rick/Jennifer	12:30 p.m.	
II.	Open UDP & UDBIA Meeting	Aaron/Rick/Jennifer	12:35 p.m.	
III.	Public Comment	Public	12:40 p.m.	
IV.	Approval of UDP June Meeting Minutes	Aaron/Rick	12:45 p.m.	(UDP Vote)
V.	BIA Acceptance of Annual Meeting Minutes	Jennifer	12:50 p.m.	(UDBIA Vote)
VI.	Approval of UDP July Financials	Shruti	12:55 p.m.	(UDP Vote)
VII.	BIA Acceptance of UDP July Financials	Jennifer	1:00 p.m.	(UDBIA Vote)
VIII.	UDP Governance Committee Report	Josh	1:05 p.m.	
IX.	UDBIA Ratepayer Advisory Board Nomination Stephanie Kang, UW External Affairs	Jennifer	1:10 p.m.	(UDBIA Vote)
X.	IDA Conference Report-Out	Don	1:15 p.m.	
XI.	Public Safety & 47th Street Drug Market	Marcus	1:20 p.m.	
XII.	U District Sub Area Plan Update	Janet	1:35 p.m.	
XIII.	Summer Deals Wrap Up	Hannah	1:45 p.m.	
XIV.	Events Update - Boba Fest Wrap-Up - U District Chow Down & Street Party	Don	1:50 p.m.	
XV.	New Business	Aaron/Rick/Jennifer	1:55 p.m.	
XVI.	Adjourn UDP & UDBIA Meetings	Aaron/Rick/Jennifer	2:00 p.m.	

206.547.4417

1415 NE 45th Street #401, Seattle, WA 98105
Mailing: P.O. Box 45073, Seattle, WA 98145

udistrictpartnership.org



UDP Board Meeting Minutes

11:30am to 1:00pm

June 16, 2026

The U District Partnership, 1415 NE 45th St, Fireplace Room, Seattle WA 98105| HYBRID

UDP Board Members in Attendance in Person

Rick Jones - Schooley Mitchell, Co-Chair
Aaron Hord - UW, Co-Chair
Josh Gana - UW Housing & Food Services
Stephen Antupit - U District Resident
Emily Scully - Shultz's Bar & Grill
Katie Betz - Urban Renaissance Group
Maya Lu - Boba Up

Julie Blakeslee - UW Planning
Lois Ko - Sweet Alchemy + Elixir
Shruti Shah - U Book Store
Alfred Shiga - Shiga's Imports
Jessie Quan - Ladd & Lass Brewing, Secretary
Darren Rose - 206 Properties

UDP Board Members Not in Attendance

Don Schulze - UDPA
John Hix - Seattle Vineyard Church
Anna Sorokina - WSECU
Anson Lin - Astora Construction
Trevor Peterson - U Book Store, Treasurer

Miles Richardson - Audi Seattle/University VW
Paul Yunker - U District Food Bank
Jeremy Eknoian - UW Real Estate
Ashley Van Dragt - Chapel on the Ave

UDP Staff

Don Blakeney - Executive Director
Hannah Kiburz - Economic Dev Manager
Marcus Johnson - Director of Clean & Safe Operations
Janet Lee - Urban Vitality Manager

Nikki Somers - Operations Manager
Pollyanna Yokokawa - Marketing Manager
Kaitlin Huffman, Seattle CFO

Guests

None

** Please note, there may have been other guests but due to the hybrid/Zoom format and people entering and leaving at different times, we were unable to track all guests.*

Welcome and Introductions

Aaron A. started the meeting, with a round of introductions.

Public Comment

Aaron A. called for public comment, there was no public comment.

Approval of UDP Board Meeting Minutes

Aaron A. introduced the April 2026 meeting minutes, asked for any questions or amendments.

Motion: Julie B. moved to accept the April 2026 UDP Board meeting minutes.

Second: Rick J. seconded the motion.

Abstentions: Alfred S. abstained.

Approval: The motion was approved.

UDP Finance Committee Update and Approval of the Financials

Shruti S. explained that UDP's fiscal year ends in June, so the spending for FY 26 is getting wrapped up. Shruti S. noted that UDP is largely on track for the year, however noted a few things in the budget. Spending is up, which is due to a combination of things, including some grants that came in to support new programs like the self watering flower baskets. UDP is also front-loading the costs of the office renovations. Shruti S. also noted that UDP had brought on an HR consultant this year to update the handbook to support the organization going forward..

Note: A full narrative is included in each UDP Board meeting packet, speaking directly to any variances in the budget, which is approved each year in June.

Motion: On behalf of the Finance Committee, Aaron A. moved to accept *"The UDP Board accepts the May 2026 UDP financials as presented at the June 16, 2026 UDP Board meeting."*

Second: No second was required because the motion came from the Finance Committee.

Approval: The motion was approved unanimously.

Approval of the Draft FY27 Budget and Work Plan

Don B. gave an overview and timeline of the FY27 budget that included projected UDBIA assessment, income assumptions, and a draft program spending plan. The budget as presented at the June 16, 2026 board meeting will be voted on for approval, with a formal vote at the June 25, 2026 RAB annual meeting

Note: A full budget narrative and work plan is included in the UDP Board meeting packet

Aaron H. made the motion for "The UDP to approve submitting the proposed, or amended, work plan and budget to the UDBIA Ratepayer Advisory Board for their recommendation to the ratepayers at the 2026 Annual Meeting on June 25."

Motion: Rick J. moved to approve

Second: Alfred S. seconded the motion

Approval: The motion was approved unanimously.

Governance Committee:

Rick J. and Don B. offered an overview of the Governance action items which includes board term renewals, board officer nominations, and committee chair nominations.

Don B. introduced the nominations for term renewals.

Motion: Aaron H. made the motion for the committee "The Board approves the nomination of Katie B., John H., Aaron H., Lois K., Maya L., Trevor P., Miles R., and Alfred S., each for a three year term on the U District Partnership Board of Directors."

Second: No second needed.

Approval: The motion was approved unanimously.

Next Rick J. made the motion for "The Board approves the nomination of Aaron H., for a two-year term as Co-Chair of the U District Partnership Board of Directors ."

Motion: The motion came from the committee.

Second: No second needed.

Approval: The motion was approved unanimously.

Rick J. shared "The Board approves the nomination of Trevor P., for a two-year term as Treasurer of the U District Partnership Board of Directors ."

Motion: The motion came from the committee.

Second: No second needed.

Approval: The motion was approved unanimously.

Lastly Don B. shared "The Board approves the nomination of the following committee chairs for the 2026-2027 fiscal year. Josh G - Governance Committee, Trevor P - Finance Committee, Stephen A - Urban Vitality Committee, Miles R - Economic Development Committee, and Aaron H - Clean & Safe Committee.

Motion: The motion came from the committee.

Second: No second needed.

Approval: The motion was approved unanimously.

Executive Director Report

Don B. offered a recap of the 55th Annual U District Street Fair, which took place on May 16 and 17. Nearly 300 artists, craft vendors, food vendors, and community organizations participated in the event. Don also highlighted the success of 27 local business activations that took place throughout the weekend.

At the request of the Board, Don B. then provided an overview of UDP's insurance coverage, which includes property, crime, general liability, directors and officers (D&O), cyber, automobile, and equipment insurance policies.

Marcus J. shared updates regarding several recent public safety incidents in the neighborhood, including a stabbing that occurred outside the Safeway store. Additional Clean and Safe updates included the introduction of the U District's new Homeless Outreach Coordinator, Brad Mills; Marcus's participation in the Seattle City Council Public Safety Committee meeting on June 9, 2026; and the installation of new self-watering flower baskets throughout the district.

Don B. reported that neighborhood wayfinding signs have been upgraded with U District branding. He also noted that tables, chairs, and umbrellas are now available in Gateway Park five days per week, helping to create a more welcoming public space.

Additional updates included the launch of the U District Summer Deals Guide, featuring discounts and promotions from local businesses. Don also highlighted several upcoming neighborhood events, including Boba Fest, FIFA Watch Parties, and various summer park activations.

Lastly, Don B. provided updates on several planning and placemaking initiatives, including the Mobility Hub artwork launch, the I-5 Lid North Feasibility Study, next steps for the Ave for All events, and themes and priorities discussed during the Urban Vitality Committee meeting held on June 2.

Upcoming Board and Committee Meetings

Don B. gave an update on the upcoming Board and Committee meetings, including the August 2026 Summer Social.

New UDP Board Business

Aaron H. called for new business, Stephen A. mentioned the upcoming UDCC meeting.

UDP Executive Session

Aaron H. requested all UDP staff to leave the room for the Executive Session.

UDP Board Adjournment

Aaron H. adjourned the UDP Board meeting.



Board Meeting Minutes

June 25, 2026

4:00 PM – 5:30 PM

The U District Partnership, 1415 NE 45th St, Fireplace Room, Seattle WA 98105 | HYBRID

RAB Members in Attendance

Jennifer Antos, U District Farmers Market
Chris Giles, Resident
Chris Rauls, UW Book Store
Rachel Fyall, UW Evans School
Nikole O'Bryan, Nikole O'Bryan, DDS

Jeanette Henderson, UW Real Estate
Carolyn Thompson, Neptune Theater Building
Joe Gruber, University District Food Bank
Kathleen Esnaurrizar, UW Student
Hui Tian, Studio 19

RAB Members Not in Attendance

Lincoln Johnson, UW Student Affairs
Max Blume, The Blume Company
Sally Clark, UW Campus Safety
Lora Gastineau, Novell Condominiums
Chris Peterson, Cafe Allegro

D'Vante Rolle, University Presbyterian Church
Brian Sellen, American Campus Communities
Mary Kay Gugerty, UW Evans School
Polly Yorioka, University Presbyterian
Sandy Sun, Corbit Building

UDP Staff

Don Blakeney, Executive Director
Marcus Johnson, Director of Clean & Safe Ops
Janet Lee, Urban Vitality Manager

Pollyanna Yokokawa, Marketing Manager
Hannah Kiburz, Business Development Manager

Ratepayers Present

Trevor Peterson, UW Book Store
Don Schulze, UDPA
Lisa Enger, Spire UDB, LP
Aaron Hoard, University of Washington
Mary Davis, Third Church
John Hix, Seattle Vineyard Church
Chris Rauls, (*proxy for Audie Seattle*)
Lance Kelehan, 206 Property Management
Katie Betz, (*proxy for Boto Security LLC*)

Anson Lin, Asotra Construction
Susan Schulze, Shultz's Building
Carolyn Thompson, Neptune Theater Building
Angela Mercado, U Heights
Marquies Cohen, UDSB Gateway/LPC
Joe Gruber, University District Food Bank
Nikole O'Bryan, Nikole O'Bryan, DDS
Devin Foist, Theory U District Apts
Alfred Shiga, Shiga Properties

Guests

Maya Lu, Boba Up
Julie Blakeslee, UW

**Please note, there may have been other guests but due to the zoom format and people entering and leaving at different times, we were unable to track all guests.*

Welcome and Introductions

Jennifer A. welcomed everyone and led a round of introductions with the UDBIA Board, ratepayers, guests, and staff and then opened the Summer UDBIA Board meeting and Annual Ratepayers meeting.

Public Comment

Jennifer A. invited public comment; there was no public comment.

Approval of March 2026 Meeting Minutes

Jennifer A. called for the following motion: "The Board approves the minutes from the March 2026 joint UDP-UDBIA Board meeting."

Motion: Joe G moved to accept the March 2026 meeting minutes.

Second: Chris G seconded the motion.

Abstention: No abstentions.

Approval: The March 2026 UDBIA meeting minutes were approved unanimously.

Acceptance of the UDP Financials

Joe G. gave an overview of the UDP May 2026 financials which included organizational spending to date, including donations and sponsorships. Joe G. explained that most underspends/overspends are a timing issue and will be corrected at year end.

Joe G. called for the following motion: "The Board accepts the May 2026 UDP financials as presented at the June 25, 2026 UDBIA Meeting."

Motion: from Joe G. on behalf of the Finance Committee.

Second: No second needed.

Abstention: None.

Approval: The motion to accept the May 2026 UDP financials was approved unanimously.

Proposed 2027 UDP Budget & Work Plan

Don B. gave an update on the process and timeline of developing the budget for FY 27. He then offered an overview of UDP's proposed 2027 budget which includes the projected UDBIA assessment, income assumptions, and draft program spending plan.

**Note: The proposed budget and work plan includes a narrative and is available in the Board meeting packet online.*

After a brief discussion, Jennifer A. called for the following motion: "The U District BIA Ratepayers Advisory Board accepts the 2026-2027 Fiscal Year Work Plan & Budget, as presented at the June 25, 2026 Annual Meeting."

Motion: Joe G. moved to accept the 2026-2027 fiscal work plan and budget.

Second: Chris G. seconded the motion.

Abstention: None.

Approval: The motion was approved unanimously.

Next, Jennifer A. called for the motion "The U District BIA Ratepayers Advisory Board recommends the continuance of the The U District Partnership as the U District BIA Program Manager for the 2026-2027 fiscal year."

Motion: Chris R. moved to approve the UDP as the UDBIA Program Manager.

Second: Joe G. seconded the motion.

Abstention: None.

Approval: The motion was approved unanimously.

Ratepayer Vote

Aaron H. called for the following resolution: *"The U District BIA Ratepayers accept the 2026-27 Fiscal Year Work Plan & Budget, as presented by the U District BIA Ratepayer Advisory Board at the June 25, 2026 Annual Meeting."*

Motion: Don S. moved to accept the 2026-2027 fiscal work plan and budget.

Second: Susan S. seconded the motion.

Abstention: None.

Approval: The motion was approved unanimously, with 18 ratepayers voting yes.

Abstentions: None.

Approval: The motion to accept was approved unanimously.

Next, Aaron H. called for the following resolution *"The U District BIA Ratepayers accept the continuance of the U District Partnership as the U District BIA Program Manager for the 2026-27 fiscal year."*

Motion: Don S. moved to approve the UDP as the Program Manager.

Second: Mary D. seconded the motion.

Abstention: None.

Approval: The motion to approved unanimously, with 18 ratepayers voting yes.

Abstentions: None.

Approval: The motion to accept was approved unanimously.

Governance Updates and Board Term Renewals

Don B. offered an overview of the UDBIA Board's term limits and how certain Board members were rolling off this month. David Cohanin had rolled-off prior to the meeting, as he was not able to attend. Sally C. and Jennifer A. are up for a second term, which the Board considered.

Jennifer A. called for the following motion *"The Board approves the nomination of Jennifer Antos and Sally Clark, each for a second three-year term on the U District BIA Ratepayer Advisory Board."*

Motion: Made by Joe on behalf of the Executive Committee.

Second: Joe G. seconded the motion.

Abstention: None.

Approval: The motion to approved unanimously.

Jennifer A. thanked the Board Members whose terms had concluded for their dedicated service to the U District neighborhood. She recognized and expressed appreciation to Max B., Lincoln J., David C., Chris G., Hui T., Mary Kay G., Carolyn T., Lora G., and Brian S. for their contributions and commitment during their time on the Board.

Clean & Safe Report

Marcus J. shared that Brad Mills, the new U District Homeless Outreach Coordinator with REACH, has joined the neighborhood. Brad is currently onboarding and building relationships with individuals experiencing homelessness, local service providers, businesses, community partners, and the U District Ambassador Team as he becomes familiar with the neighborhood.

Marcus J. next provided an update on the Seattle Neighborhood Impact Framework, a collaborative initiative between REACH and the City of Seattle that focuses on addressing neighborhood impacts related to homelessness through coordinated outreach, engagement, and partnership efforts.

Marcus J. shared that the new self-watering flower baskets have been installed along The Ave. The upgraded baskets will help keep the flowers healthier while significantly reducing the amount of staff time needed for watering throughout the season. He also extended a special thank you to the University District Rotary Club for its generous support in making the project possible.

Marcus J. also provided an update on the ongoing monitoring and reporting of conditions in the U District alleys. He noted that recurring issues, including overflowing dumpsters, illegal dumping, and cross-contamination of waste, continue to create challenges. These problems often result in missed garbage pickups, further compounding the situation and contributing to ongoing cleanliness concerns throughout the neighborhood.

Lastly, Marcus J. mentioned that summer is in full swing in the U District, and so are the tables, chairs, and umbrellas. On sunny days, UDP is activating the park at the corner of NE 43rd and Brooklyn Ave NE. These amenities provide additional places for visitors, residents, and employees to gather, eat, and enjoy the neighborhood while helping create a more welcoming and active public space.

Economic Development Update

Hannak K. shared information about the U District Summer Deals Guide, as part of a broader effort to promote local businesses during this summer's major visitor events and soccer-related festivities. Businesses were also invited to submit special summer promotions to be featured on the U District Seattle website, social media channels, and in the UDP newsletter. To further increase visibility, UDP is distributing QR codes and promotional materials for the directory and participating offers to local hotels and businesses, helping connect visitors with neighborhood dining, shopping, and experiences throughout the season.

Hannah K. next provided an update on business activity in the U District, including recent business openings, closures, and relocations throughout the neighborhood.

Lastly, Hannah K. shared an update on a recent collaboration with the University of Washington. The project involved a team of undergraduate students participating in the Mapping Communities program, who partnered with the U District Partnership to support neighborhood data collection and mapping efforts that allowed UDP to have deeper insights into the economy of the U District.

Urban Vitality Update

Janet L. shared an update on the U District Partnership's public realm initiatives and neighborhood activations, highlighting Flower Day, upcoming Summer Activations, Seamless Seattle wayfinding signage, and the Mobility Hub Art Installation. She also announced the kickoff of the 2026 Summer Activation Series, made possible through the generous partnership and support of Amazon.

Next, Janet L. provided an update on the launch of the Mobility Hub Art Installation, highlighting the project's role in enhancing the neighborhood's public spaces. She also shared the latest developments on the Lid I-5 North Feasibility Study, including ongoing planning efforts and progress toward evaluating opportunities to reconnect neighborhoods across the I-5 corridor.

Events Update

Polly Y. was excited to share an overview of the U Districts events. The U District Street Fair turned 55 this year, and the data showed that nearly 64K people attended the event throughout the weekend. New this year was the partnership with Seattle Theatre Group on the Neptune outdoor main stage. Polly Y. shared that the 20278 Street Fair poster contest will return again for next year.

Polly Y. shared to save the date for the upcoming Boba Fest on August 1, as well as U District Chow Down on October 3.

U District Media Roundup, Marketing, and Communications

Polly Y. gave an overview of the very successful Night Blossom, as well as yearly marketing updates. Polly Y. also shared how UDP worked with the creative team at Thread Theory, UDP Marketing developed a two-phase video project to highlight the history of the U District Street Fair with narrative provided by community stakeholders. In 2025, Thread Theory captured the event and created standard promotional videos, returning in 2026 to interview six people (from business owners, to long-time neighborhood advocates, to production leaders, and a member of the Shiga family) to share the history and importance of the event to the U District neighborhood.

New Business

Jennifer A. advised there is no new business.

BIA Meeting Adjournment

Jennifer A. adjourned the UDBIA Ratepayer Advisory Board meeting and Aaron H. adjourned the Ratepayers annual meeting.



Finance Committee Report & Budget Narrative

Prepared on 9/6/26

This financial narrative provides a summary of The U District Partnership's financial statements from both June and July, 2026. The notes below correspond to the profit and loss statement, the balance sheet and our collections report from the City for these months. Because this report covers both months, the report will be separated into different sections that correspond with each month.

June 2026 Budget Report

The U District Partnership concluded the 2026 Fiscal Year at the end of June, ending the year on strong financial footing, rolling forward over \$100,000 to the next fiscal year to support program needs going forward. Not unlike previous years, there were variances in several categories. Below is more information about each variance that exceeds \$5,000. The numbers along the left side of the page correspond with the numbers on the budget report:

Income:

43400 – Donations & Partnerships: *Unexpected donations drove income higher than expected. A generous donation from Tom McQuaid came in \$10,000 more than expected. Also the Lincoln Properties supported the station park series for \$10,000—something that wasn't in the 2026 budget. Mark Benjamin also made a generous donation of \$5,000. Polly also secured a marketing grant from Next Street for a few thousand dollars.*

44430 – BIA Contract: *The BIA supports the lion's share of UDP's programming costs. Each year the team budgets based on available BIA dollars and program needs. For FY26, UDP came-in on target, with a slight underspend of BIA dollars at the end of June.*

44530 – Grants: *Closing out the year, this line-item is a bright spot, with nearly \$120,000 coming in above anticipated grant revenue. UDP received several unanticipated grants this year that were not originally in the FY2026 budget. These grants supported and deepened the impact of key programs like the cleaning, homeless outreach, and public safety. City Councilmember Maritza Rivera was instrumental in helping the community secure these funding streams. UDP also has standing grant-funded contracts with SPU and SDOT. The Rotary also generously awarded UDP funds to support the self-watering flower baskets, which was unexpected.*

46400 – Interest & Other: *This variance is attributable to a partial income related to unclaimed property in the form of uncashed checks.*

47000 – Program Fees: *This is the line where UDP tracks income from events, such as the Street Fair vendor booth fees. Street Fair saw strong participation again this year helping boost program fees a few thousand dollars higher than anticipated.*

47215 – Sponsorship Income: Sponsorship was another bright spot for FY26. This \$27,000 variance was largely driven by Chow Down, which came in about \$25,000 higher than anticipated. The Street Fair and Cherry Blossom Festival also saw small bumps in sponsorship above what was anticipated.

Expense:

60000 – Staffing Expenses: Staffing expenses came-in on-target because of a mix of factors. There was an unanticipated increase in medical benefits payroll taxes that were off-set by some under-spending on wages and salaries due to a couple of position vacancies.

61110 – HR Consulting: UDP onboarded a new HR consultant this year to support the organization and update the employee handbook, which accounts for the variance seen on this line.

621150 – Renovations & Repairs: \$12K of costs for this year were small improvements that didn't reach the threshold for capitalization. The larger items, like flooring and wall removal were moved to the balance sheet under fixed assets that will be amortized over the next few years. Also there is a depreciation expense that is accounted for below.

63300 – Staff Development: When the budget was created, this line-item was pulled from FY2025 when the International Downtown Association was held in Seattle, and didn't require as much in the way of fees and travel costs. This number didn't get properly updated for FY26, something that has been accounted for in next year's budget.

63600 – Banking & Service Fees: This variance is related to a software issue - CVent processes all booth fees for the U District Street Fair and doesn't break out the fees, and simply subtracts them from program fee income, which is depressed as a result. This doesn't affect the bottom line, just the tracking for budgeting purposes.

63810 – Leasehold Improvements Amortization: UDP began tracking this line-item differently, so it shows up here as a variance from the original budget.

70320 – Contracted Services: This category includes all contracted services including the Safety Ambassador and Outreach contracts including some grant-funded work through OED that wasn't in the budget. This \$9,722 variance is the result of small overages across multiple programs, but only represents a 1.5% deviation from the \$624,450 budget.

70335 – Program Supplies: Cleaning and safety supplies had a slight underspend this year. Also there was some underspend on events.

70335 – Program Supplies: Street Fair saw an underspend on program supplies this year, which accounts for much of this underspend.

70340 – Equipment Rental: UDP invested in a new in-person component for the Cherry Blossom Festival promotion, which involved uplighting the Yoshino cherry trees for a night blossom walk—representing a \$17,000 increase in spending for that event. Street Fair also

saw an increased cost for rentals this year, which were covered by vendors and a new sponsorship with Thumbtack.

70350 – Event Entertainment: Both the Chow Down and the Street Fair saw new investments in entertainment and activities that were covered by sponsorship dollars.

70360 – Other Program Expenses: Thanks in-part to a generous grant from the University District Rotary Club, UDP purchased some self-watering flower baskets for the Ave this year. UDP also received some unanticipated grant funding for - UDP incurred unanticipated spending associated with the new grant funding, which shows up here as a large variance from the budget.

70370 – Printing & Production: In February of this year, UDP released the 2026 U District Economic Report, which was longer and more involved than originally anticipated in the budget. UDP also invested in neighborhood and event banners, some of which were funded by sponsorship and program fees.

July 2026 Budget Report

UDP is off to a strong start this year with a strong cash balance and new incoming grants. Below is the brief summary of a few timing related variances that should resolve in the months ahead,

Income:

43400 – Donations & Partnerships: This is largely a timing issue that will resolve in the months ahead. However, if we are fortunate, we may see new unanticipated donations come that will push this variance up again.

44430 – BIA Contract: UDP submits monthly invoices to the city to cover BIA related spending. This is a timing issue and will resolve later this fall.

44530 – Grants: The City has signed a couple of new contracts with UDP that were not in the budget that was established in June. These contracts will show a variance in Grants as well as Program Expenses going forward, but will not impact the bottom line overall.

47215 – Sponsorship Income: This is a timing issue related to early income from Amazon for the U District Chow Down. This variance should resolve by October.

Expense:

60000 – Staffing Expenses: UDP is hiring two new positions and will be working to fill the Marketing & Communications Manager position this fall, so this variance will likely persist for the foreseeable future.

70320 – Contracted Services: This represents a timing issue related to the timing and billing of the Ambassador contract and will resolve in the months ahead.

Balance Sheet Report - July 31, 2026

At the end of July, the balance sheet showed a stable cash position, with a little more money in the bank and an uptick in receivables.

BIA Assessment Collections

Each year, UDP budgets assuming a 95% BIA collection rate in any given year. In reality, it takes a few years to collect the entire assessment. Assessment years 2019-2024 are on track with assessment years 2025 and 2026 still catching up as delinquent assessments roll in. Looking below, you can see that two years out UDP manages to collect nearly 99% of the entire assessment, providing a small surplus that can be spent down in future years. The numbers below reflect collections through August, 2026. The most recent billing went out in June and reflects the first semester of the 2026 assessment year, which is why the numbers are smaller than the previous years.

Assessment Year*	Amount Billed	Amount Collected	Collection Rate
2019	\$ 946,505.32	\$ 940,514.37	99.37%
2020	\$ 1,215,841.04	\$ 1,203,865.60	99.02%
2021	\$ 1,271,712.04	\$ 1,252,574.05	98.50%
2022	\$ 1,325,847.14	\$ 1,302,967.85	98.27%
2023	\$ 1,596,501.52	\$ 1,565,836.44	98.08%
2024	\$ 1,760,687.52	\$ 1,715,061.83	97.41%
2025	\$ 1,826,882.56	\$1,729,868.25	94.69%
2026 (first semester)	\$946,559.88	\$774,490.91	81.82%

**Note: the 2026 assessment year in this chart refers to a city report on BIA collections and represents the same time period as UDP's 2027 fiscal year.*

Budget Report

The U District Partnership

July, 2025-June, 2026

	Total		
	YTD Actual	YTD Budget	Variance
Income			
43400 Donations/Partnerships	\$ 179,095.00	\$ 150,000.00	\$ 29,095.00
44430 BIA Contract	\$ 2,155,526.44	\$ 2,165,377.94	\$ (9,851.50)
44530 Grants			
44531 Grants-Other	\$ 5,000.00	\$ -	\$ 5,000.00
44534 OED	\$ 107,635.10	\$ -	\$ 107,635.10
44536 SPU	\$ 27,000.00	\$ 27,000.00	\$ -
44537 DON	\$ 12,500.00	\$ 12,500.00	\$ -
44539 SDOT	\$ 6,927.50	\$ -	\$ 6,927.50
Total for 44530 Grants	\$ 159,062.60	\$ 39,500.00	\$ 119,562.60
46400 Interest and Other	\$ 6,971.60	\$ -	\$ 6,971.60
47000 Program Fees	\$ 244,756.84	\$ 238,000.00	\$ 6,756.84
47213 Retail Sales	\$ 1,226.31	\$ 2,500.00	\$ (1,273.69)
47215 Sponsorships	\$ 106,166.81	\$ 78,500.00	\$ 27,666.81
Total for Income	\$ 2,852,805.60	\$ 2,673,877.94	\$ 178,927.66
Expenses			
60000 Staffing Expenses			
60020 Payroll Taxes	\$ 110,797.80	\$ 102,975.75	\$ 7,822.05
60030 Medical Benefits	\$ 118,636.93	\$ 92,968.19	\$ 25,668.74
60040 Retirement Benefits	\$ 24,669.90	\$ 32,420.59	\$ (7,750.69)
60050 Transit Benefit	\$ 4,116.31	\$ 3,000.00	\$ 1,116.31
60100 Wages & Salaries	\$ 1,204,448.35	\$ 1,220,513.03	\$ (16,064.68)
Total for 60000 Staffing Expenses	\$ 1,462,669.29	\$ 1,451,877.56	\$ 10,791.73
61000 Professional Expenses			
61100 Accounting Fees	\$ 30,125.42	\$ 32,000.00	\$ (1,874.58)
61110 HR Consulting	\$ 11,239.52	\$ 2,000.00	\$ 9,239.52
61120 Legal Fees	\$ 5,700.50	\$ 2,000.00	\$ 3,700.50
Total for 61000 Professional Expenses	\$ 47,065.44	\$ 36,000.00	\$ 11,065.44
62000 Office and Overhead Expenses			
62100 Rent and Monthly Parking	\$ 92,280.24	\$ 87,787.97	\$ 4,492.27
62150 Renovations & Repairs	\$ 12,673.24	\$ 38,000.00	\$ (25,326.76)
62200 Insurance	\$ 9,828.47	\$ 9,800.00	\$ 28.47
62300 Office Equipment	\$ 6,415.07	\$ 10,000.00	\$ (3,584.93)
62400 Office Supplies	\$ 5,894.28	\$ 5,000.00	\$ 894.28
62500 Local Travel and Meetings	\$ 6,719.02	\$ 5,600.00	\$ 1,119.02
62600 Telephone	\$ 5,708.07	\$ 1,820.00	\$ 3,888.07
62700 Technology and Software	\$ 28,934.05	\$ 24,850.00	\$ 4,084.05
62800 Dues & Subscriptions	\$ 2,771.48	\$ 1,700.00	\$ 1,071.48
62900 Postage & Mailing	\$ 513.03	\$ 400.03	\$ 113.00
63100 Licenses and Permits	\$ 18,992.70	\$ 21,620.00	\$ (2,627.30)
63300 Staff Development	\$ 23,106.80	\$ 13,200.00	\$ 9,906.80
63600 Banking and Service Fees	\$ 1,233.59	\$ 17,100.00	\$ (15,866.41)

63800 Depreciation Expense	\$	4,827.72	\$	-	\$	4,827.72
63810 Leasehold Impr. Amortization	\$	9,154.34	\$	-	\$	9,154.34
63120 Merchandise		0	\$	2,000.00	\$	(2,000.00)
Total for 62000 Office and Overhead Expenses	\$	229,052.10	\$	238,878.00	\$	(9,825.90)
70000 Direct Program Expenses						
70300 Advertising	\$	12,400.14	\$	13,000.00	\$	(599.86)
70310 Committee & Board Meetings	\$	8,143.50	\$	8,500.00	\$	(356.50)
70320 Contracted Services	\$	634,171.70	\$	624,450.00	\$	9,721.70
70335 Program Supplies	\$	35,707.76	\$	44,550.00	\$	(8,842.24)
70340 Equipment Rental	\$	104,631.20	\$	76,000.00	\$	28,631.20
70350 Event Entertainment	\$	40,016.93	\$	26,600.00	\$	13,416.93
70360 Other Program Expenses	\$	103,330.20	\$	93,500.00	\$	9,830.20
70370 Printing and Reproduction	\$	41,538.17	\$	33,551.00	\$	7,987.17
Total for 70000 Direct Program Expenses	\$	979,939.60	\$	920,151.00	\$	59,788.60
Total for Expenses	\$	2,718,726.43	\$	2,646,906.56	\$	71,819.87
Net Operating Income	\$	134,079.17	\$	26,971.38	\$	107,107.79
Other Income						
Other Expenses						
Lease Amortization Expense	\$	26,971.38	\$	26,971.38	\$	-
Total for Other Expenses	\$	26,971.38	\$	26,971.38	\$	-
Net Other Income	\$	(26,971.38)	\$	(26,971.38)	\$	-
Net Income		\$107,107.79		\$0.00		\$107,107.79

Accrual Basis Tuesday, September 08, 2026 08:22 AM GMT-07:00

Budget Report

The U District Partnership

July 2026

	Jul 2026				
	YTD Actual	YTD Budget	Variance	Annual Budget	
Income					
43400 Donations/Partnerships	\$ 27,277.00	\$ 18,083.33	\$ 9,193.67	\$ 65,000.00	
44430 BIA Contract	\$ 185,064.81	\$ 170,572.91	\$ 14,491.90	\$ 2,090,875.73	
44530 Grants					
44534 OED	\$ 58,313.55	\$ 29,666.67	\$ 28,646.88	\$ 240,000.00	
44539 SDOT	\$ 20,000.00	\$ -	\$ 20,000.00	\$ 126,750.00	
Total for 44530 Grants	\$ 78,313.55	\$ 29,666.67	\$ 48,646.88	\$ 1,008,750.00	
47000 Program Fees	\$ 450.00	\$ -	\$ 450.00	\$ 250,000.00	
47215 Sponsorships	\$ 17,500.00	\$ 5,500.00	\$ 12,000.00	\$ 70,000.00	
Total for Income	\$ 308,605.36	\$ 223,822.91	\$ 84,782.45	\$ 3,498,125.73	
Expenses					
60000 Staffing Expenses					
60020 Payroll Taxes	\$ 8,820.03	\$ 9,111.91	\$ (291.88)	\$ 111,704.35	
60030 Medical Benefits	\$ 10,422.40	\$ 12,323.37	\$ (1,900.97)	\$ 147,879.81	
60040 Retirement Benefits	\$ 2,036.93	\$ 3,235.33	\$ (1,198.40)	\$ 38,824.11	
60050 Transit Benefit	\$ 6.00	\$ 250.00	\$ (244.00)	\$ 3,000.00	
60100 Wages & Salaries	\$ 94,681.37	\$ 107,845.10	\$ (13,163.73)	\$ 1,321,436.68	
Total for 60000 Staffing Expenses	\$ 115,966.73	\$ 132,765.71	\$ (16,798.98)	\$ 1,622,844.95	
61000 Professional Expenses					
61100 Accounting Fees	\$ 1,500.00	\$ 1,500.00	\$ -	\$ 35,000.00	
61110 HR Consulting	\$ 971.32	\$ 833.33	\$ 137.99	\$ 10,000.00	
61120 Legal Fees		\$ 175.00	\$ (175.00)	\$ 2,000.00	
Total for 61000 Professional Expenses	\$ 2,471.32	\$ 2,508.33	\$ (37.01)	\$ 47,000.00	
62000 Office and Overhead Expenses					
62100 Rent and Monthly Parking	\$ 10,018.33	\$ 10,014.16	\$ 4.17	\$ 121,770.08	
62200 Insurance	\$ 11,629.67	\$ 10,600.00	\$ 1,029.67	\$ 10,600.00	
62300 Office Equipment	\$ 2,214.95	\$ 1,000.00	\$ 1,214.95	\$ 12,000.00	
62400 Office Supplies	\$ 535.51	\$ 500.00	\$ 35.51	\$ 6,000.00	
62500 Local Travel and Meetings	\$ 189.77	\$ 558.66	\$ (368.89)	\$ 6,800.00	
62600 Telephone	\$ 605.70	\$ 683.32	\$ (77.62)	\$ 8,200.00	
62700 Technology and Software	\$ 1,151.59	\$ 2,225.00	\$ (1,073.41)	\$ 36,400.00	
62800 Dues & Subscriptions	\$ 106.19	\$ 50.00	\$ 56.19	\$ 2,800.00	
63100 Licenses and Permits	\$ 396.80	\$ 1,500.00	\$ (1,103.20)	\$ 21,710.00	
63120 Merchandise	\$ 387.28	\$ -	\$ 387.28	\$ 1,000.00	
63300 Staff Development	\$ 7,476.78	\$ 4,000.00	\$ 3,476.78	\$ 22,000.00	
63600 Banking and Service Fees	\$ 68.77	\$ -	\$ 68.77	\$ 16,940.00	
62900 Postage & Mailing		\$ 30.00	\$ (30.00)	\$ 550.00	
Total for 62000 Office and Overhead Expenses	\$ 34,781.34	\$ 31,161.14	\$ 3,620.20	\$ 282,770.08	
70000 Direct Program Expenses					
70300 Advertising	\$ 663.30	\$ 1,125.00	\$ (461.70)	\$ 10,700.00	
70310 Committee & Board Meetings	\$ 876.09	\$ 183.33	\$ 692.76	\$ 7,500.00	
70320 Contracted Services	\$ 66,151.33	\$ 51,578.33	\$ 14,573.00	\$ 1,284,182.79	

70335 Program Supplies	\$	2,789.17	\$	2,834.00	\$	(44.83)	\$	36,550.00
70360 Other Program Expenses	\$	1,830.40	\$	4,017.33	\$	(2,186.93)	\$	53,750.00
70370 Printing and Reproduction	\$	7,039.94	\$	5,225.00	\$	1,814.94	\$	34,350.00
Total for 70000 Direct Program Expenses	\$	79,350.23	\$	64,962.99	\$	14,387.24	\$	1,547,332.79
Total for Expenses	\$	232,569.62	\$	231,398.17	\$	1,171.45	\$	3,499,947.82
Net Operating Income	\$	76,035.74	\$	(7,575.26)	\$	83,611.00	\$	(1,822.09)
Other Income								
Lease Amortization Offset	\$	234.22	\$	234.22	\$	-	\$	2,810.64
Total for Other Income	\$	234.22	\$	234.22	\$	-	\$	2,810.64
Other Expenses								
Net Other Income	\$	234.22	\$	234.22	\$	-	\$	2,810.64
Net Income	\$	76,269.96	\$	(7,341.04)	\$	83,611.00	\$	988.55

Balance Sheet Prev Year Comparison

The U District Partnership

As of Jul 31, 2026

	Total		
	As of Jul 31, 2026	As of Jul 31, 2025 (PY)	\$ Change (PY)
Assets			
Current Assets			
Bank Accounts			
10100 Operating Bank Accounts	0.00	0.00	0.00
10110 WSECU Checking	74,222.71	24,254.23	49,968.48
10111 WSECU Savings	161,070.34	85,629.42	75,440.92
Total for 10100 Operating Bank Accounts	\$235,293.05	\$109,883.65	\$125,409.40
Total for Bank Accounts	\$235,293.05	\$109,883.65	\$125,409.40
Accounts Receivable	\$324,141.85	\$246,998.39	\$77,143.46
Other Current Assets			
12021 Employee Advances	\$0.00	-100.56	100.56
12022 Prepaid Expense	\$1,000.00	\$1,000.00	\$0.00
12026 Lease Rights	299,507.72	428,617.04	-129,109.32
QuickBooks Tax Holding Account	15,166.33		15,166.33
Total for Other Current Assets	\$315,674.05	\$429,516.48	-\$113,842.43
Total for Current Assets	\$875,108.95	\$786,398.52	\$88,710.43
Fixed Assets	\$67,129.38	\$45,464.29	\$21,665.09
Other Assets			
17025 Security Deposits	8,235.87	8,235.87	\$0.00
Total for Other Assets	\$8,235.87	\$8,235.87	\$0.00
Total for Assets	\$950,474.20	\$840,098.68	\$110,375.52
Liabilities and Equity			
Liabilities			
Current Liabilities			
Accounts Payable	\$34,805.17	\$916.04	\$33,889.13
Credit Cards	\$6,479.35	\$13,032.00	-\$6,552.65
Other Current Liabilities			
20220 Lease Liability	374,013.34	449,939.19	-75,925.85
24000 Payroll Liabilities	\$63,182.90	\$48,129.87	\$15,053.03
Total for Other Current Liabilities	\$437,196.24	\$498,069.06	-\$60,872.82
Total for Current Liabilities	\$478,480.76	\$512,017.10	-\$33,536.34
Total for Liabilities	\$478,480.76	\$512,017.10	-\$33,536.34
Equity			
32000 Unrestricted Net Assets	395,723.48	288,435.90	107,287.58
Net Income	76,269.96	39,645.68	36,624.28
Total for Equity	\$471,993.44	\$328,081.58	\$143,911.86
Total for Liabilities and Equity	\$950,474.20	\$840,098.68	\$110,375.52

Role of the Board of Directors

The University District Partnership (“**U District Partnership**” or “**UDP**”) is a 501(c)3 nonprofit and is the primary organization responsible for carrying out economic community development initiatives in Seattle’s University District. Its mission is to serve all who work in, live in, and visit Seattle’s University District by fostering and sustaining a vibrant, diverse, and healthy neighborhood for the common good.

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

A board of directors governs the U District Partnership with fiduciary authority for this nonprofit corporation. The board’s nine-to-twenty-member roster includes five representatives of the University of Washington’s administration, staff, and faculty, as well as at least two property owners, at least two business owners, at least two residents, a community services representative, a faith organization representative, at least one non-property owner business tenant, and up to six members at large.

The board of directors will adhere to the Bylaws and Articles of Incorporation filed with the State of Washington.

In addition to board and committee activities, board members are expected to be visible ambassadors for the organization and may provide advice, expertise, and community connections in support of the organization’s work. Duties of the board of directors include:

- Hire and supervise the Executive Director
- Develop and oversee annual Budget, Work Plan, and Advocacy Agenda
- Coordination of Committees & Task Forces
- Individual active participation in Committees & Task Forces

Board and Staff Partnership

The Board and staff work in partnership to advance the mission of the U District Partnership. The Board provides governance, strategic leadership, and oversight, while the Executive Director and staff are responsible for implementing Board-approved plans, policies, and programs. Individual Board members provide advice, expertise, and support but do not supervise staff or direct day-to-day operations.

Legal Duties of Board Members

The Board of Directors has three primary legal duties known as the “duty of care,” “duty of loyalty,” and “duty of obedience.” (*Sources – Washington Nonprofit Handbook, GrantSpace, National Council of Nonprofits*)

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

Board members fulfill their responsibilities in three ways –

- *As a member of the board “as a whole”* – exercising their governance and fiduciary duties,
- *As a committee member* – providing in depth support, recommendations, and actions for the specific areas of responsibility and interest for that committee, and finally,
- *As an individual volunteer* – bringing their talents, passion, and wisdom as a dedicated volunteer for the UDP and community.

The board of directors will meet approximately 12 times per year, and board members will actively participate in at least one organizational or advisory committee and attend the Annual Meeting of the Ratepayer Advisory Board.

Role of the U District Business Improvement Area & Ratepayer Advisory Board

The **U District Business Improvement Area (UDBIA)** is an assessment on U District property through a “Parking and Business Improvement Area,” as defined by RCW 35.87A and established by the Seattle City Council in June 2020 in [Ordinance 126093](#). Additional partnership funding will include sponsorships and fees for promotional events, voluntary contributions, grants, and other sources as required.

A **Ratepayer Advisory Board (RAB)** was reestablished to monitor and advise the ongoing agreement with the U District Partnership to carry out programs funded in part or entirely by the UDBIA. The RAB will meet quarterly to approve and monitor an annual budget and work plan as recommended by the U District Partnership’s Board of Directors. The RAB members are expected to attend 4 formal meetings per year, make occasional ambassadorial appearances, offer informal advice and counsel on request, and also act as informal ambassadors to governments and major funders.

Board Member Participation Agreement

Introduction and Purpose

This Participation Agreement spells out the expectations for every Board member's conduct while participating in any and all activities of the U District Partnership (UDP) and in matters related to the U District Business Improvement Area (UDBIA). This includes conduct when: attending the meetings of the Board; attending meetings of a UDP committee; and/or when representing the UDP Board in any non-UDP convened meeting or activity.

The UDP is led by its Board of Directors who guide the organization and participate on at least one of the organizational or advisory committees: Executive, Governance, Finance, Clean & Safe, Economic Development, Urban Vitality, or Marketing & Communications. The Board is governed by the UDP Bylaws (which were updated in 2019) as well as its Articles of Incorporation filed with the State of Washington.

Guiding Principles

The following guiding principles were developed by the Board to guide the work of the UDP:

- Ensure meaningful/inclusive participation from stakeholders.
- Equitably distribute resources and services throughout the entire district recognizing that the BIA raises some resources and mandates their use within certain geographical and service specific areas.
- Treat each other and our entire neighborhood with respect.
- Deliberate and act with transparency and with a commitment to accountability.
- Champion our own mission and work – we will be positive advocates.
- Respect and work towards the implementation of the UDP vision, mission and strategic plan.

Expectations for Working Together

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

- Respect other Board members, their ideas and perspectives.
- Recognize that every person's voice counts.
- Accept that each person's perspective is valid.
- Offer positive solutions.
- Take turns speaking and allow other speakers to finish.
- Acknowledge that individuals may respectfully question and/or disagree with the position of others.

- Acknowledge the right of individuals to decline participating in any given discussion.
- Respect the decision of the Chair or Co-Chairs to move the discussion forward.
- Arrive promptly to meetings. If late, it is the Board member's responsibility to quietly ask another Board member to help catch up.
- Refrain from any personally directed, negative or denigrating comments about other Board members.
- Observe confidentiality when the Board convenes in executive session.

If any Board member feels that another Board member has not adhered to these expectations, that member shall direct their concern to the Governance Committee which shall be responsible for investigating the concern and determining an appropriate course of action.

Responsibilities of UDP Board Members

As a Board member, there are basic expectations and responsibilities for participation. It is the duty of Board members to make informed decisions that serve the interest of the organization. Expectations include:

- Regularly attend all meetings of the Board and of assigned/chosen committee(s). If a meeting is to be missed, a Board member shall contact a co-chair and let them know they cannot attend, constituting an "excused" absence. Absences that exceed 20% of the Board and/or committee meetings in a 12-month period will require the Board member to meet with a member of the Governance Committee to determine if continuing service on the Board remains an appropriate choice. Continued or prolonged absences may result in removal from the Board.
- Prepare for all meetings by reviewing and considering materials sent in advance.
- Comprehend the work plan, its projected outcomes and the programmatic methodology for achieving those outcomes.
- Understand, review, and approve the regular financial reports.
- Disclose and recuse from votes if a board member is in a conflict of interest situation. Disclose if a reasonable person could perceive a conflict.
- Vote when an action is proposed. Abstentions are appropriate when a specific circumstance prevents an informed decision, but the governance role of a Board member includes the expectation that Board members will cast votes.

As part of their Duty of Loyalty, Board members are expected to:

- Actively engage in the activities of the organization and support its work.
- Respect the boundaries between governance and management, recognizing that oversight is the Board's role while day-to-day operations belong to the Executive Director and staff.
- Serve on at least one standing or programmatic advisory committee.
- Advocate for the mission and work of the UDP. Board members serve as ambassadors.
- Be a positive steward of the organization's reputation and endeavors.
- Support the decisions of the UDP Board. Individual board members are bound by the collective decision once the Board has taken a vote or an action. Differing opinions

need to be resolved in the boardroom, not declared outside to constituents, the media, existing or potential funders, or partners/collaborators.

- Because of the unique role of the UDP and the potential for the UDP to take positions on questions of public policy, in the specific case that a Board member disagrees with a Board action related to public policy, that Board member may continue to voice their position, but only do so outside of their role as a Board member.
- In the rare event that the Board makes a decision or decisions that an individual member considers to be so contrary to that members position and so egregious as to require public opposition to the decision and/or to the organization itself, then that person shall resign their Board membership.

Representation of the Organization

Board members are encouraged to serve as ambassadors for the UDP and its mission. The Board speaks through its approved actions and designated representatives. Unless specifically authorized by the Board, a Co-Chair, or the Executive Director, individual Board members shall not represent themselves as speaking on behalf of the UDP in communications with the media, public officials, governmental agencies, lobbying efforts, or other external audiences.

Acknowledgement of Volunteer Effort

It is recognized and appreciated that the U District Partnership is primarily composed of volunteers who generously donate their time and energy. If a participant chooses to resign, Board members will notify a Co-Chair in writing and, if possible, support any transition effort that may be needed especially for officer/committee roles.

ACCEPTANCE OF PARTICIPATION AGREEMENT BY:

I _____, agree to serve on the Board of the U District Partnership. I have read the attached descriptions of the UDP and UDPBIA including the attached Conflict of Interest Policy, and I have read the attached general duties of a board member. I commit myself to upholding the values and expectations for conduct as outlined by this Participation Agreement and attachments, and accept the responsibilities as described.

Signature _____

Date _____

The U District Partnership Conflict of Interest Policy

Adopted 2014

1. Purpose

The purpose of this Conflict of Interest Policy (the “**Policy**”) is to protect the interests of The University District Partnership (“**Corporation**”) in connection with any transaction or arrangement that might benefit the private interests of any Covered Person, as defined below. This Policy provides (i) a systematic mechanism for disclosing and evaluating potential and actual conflicts; and (ii) procedures for the Board of Directors in considering any transaction or arrangement where a conflict may exist.

2. Persons Covered by the Policy

This policy applies to “Covered Persons,” defined as any Corporation director, officer, or member of any committee of the Corporation’s Board of Directors that has authority to act on behalf of the Board of Directors.

3. Duties of Covered Persons

- a. Duty of Care. Every Covered Person shall perform his or her duties for the Corporation in good faith and with the degree of care that an ordinarily prudent person would exercise under similar circumstances.
- b. Duty of Loyalty. Every Covered Person must act with loyalty to the Corporation, meaning that no Covered Person may use his or her position with the Corporation to make personal profit or gain other personal advantage. No Covered Person may personally take advantage of a business opportunity that is offered to the Corporation unless the Board of Directors determines (after full disclosure and a disinterested and informed evaluation) not to pursue that opportunity.
- c. Conflicts of Interest. No Covered Person may engage in any transaction or arrangement or undertake positions with other organizations that involve a conflict of interest, except in compliance with this Policy. Covered Persons should avoid both actual conflicts and the appearance of conflicts of interest. Every Covered Person shall:
 - (i) Disclose all actual and potential conflicts as set out below at Section 5; and
 - (ii) Recuse himself/herself from voting on any transaction or arrangement in which he/she has a potential or actual conflict of interest, and shall not be present when any such vote is taken.

4. Conflict of Interest

- a. Potential Conflict. A Covered Person may have a conflict of interest with respect to a transaction or arrangement whenever he or she, or any of his or her family members:

(i) Receives compensation or other funding directly or indirectly from the Corporation and the transaction or arrangement involves such compensation or funding (other than a Covered Person's receipt of regular salary or Board of Directors fees from the Corporation);

(ii) Has or anticipates having a compensation arrangement with any entity or individual that either: (a) sells goods or services to, or purchases services from the Corporation; (b) has any other transaction or arrangement with the Corporation; or (c) competes with the Corporation;

(iii) Has or anticipates having any ownership or investment interest in, or serves or anticipates serving as a director or officer of, any entity that either: (a) sells goods or services to, or purchases services from the Corporation; (b) has any other transaction or arrangement with the Corporation; or (c) competes with the Corporation; or

(iv) Has accepted any gift, entertainment, or other favor or item of value where such acceptance might create the appearance of influence on the Covered Person (other than gifts of nominal value, which are clearly tokens of respect and friendship unrelated to any particular transaction).

b. No Conflict. A Covered Person does not have a conflict of interest if the Covered Person owns securities of a publicly traded company with which the Corporation has a transaction or arrangement if:

(i) Such securities are less than 5% of the outstanding securities of the publicly traded company; and

(ii) Their fair market value is less than 5% of the Covered Person's annual gross income.

c. Irreconcilable Conflict. Covered Persons shall not engage in any of the following actions:

(i) Represent clients or vendors before the Board of Directors for compensation;

(ii) Represent any claimant requesting compensation or damages from the Corporation;
or

(iii) Accept employment, or engage in any business, or be involved in any activity which one might reasonably expect would require disclosure of privileged information gained by virtue of their official duties at the Corporation.

5. Disclosure and Evaluation of Conflicts

a. Disclosure. Each Covered Person shall promptly and fully disclose all material facts of every actual or potential conflict of interest:

(i) Existing at the time when he/she becomes a Covered Person;

(ii) That arises while he/she is a Covered Person, at the time such actual or potential conflict arises; and

(iii) Annually through the annual Conflict of Interest Questionnaire.

All disclosures involving a transaction or arrangement being considered at a meeting of the Board of Directors or a committee shall be made to all members present at such meeting. All other disclosures shall be made to the President (who shall disclose his or her conflicts to the Board of Directors).

b. Evaluation. The President shall disclose to the Board of Directors all conflicts of interest reported to him or her under this Policy. The Board of Directors will evaluate the disclosures to determine whether they involve actual conflicts of interest and may attempt to develop alternatives to remove the conflict from the situation.

6. Procedures for Acting on Conflict of Interest Transactions

a. Formal Approval. the Corporation may enter into a transaction or arrangement in which a Covered Person has a conflict of interest if:

(i) The Covered Person has disclosed the conflict of interest in accordance with this Policy;

(ii) A majority of directors who have no interest in the transaction or arrangement approve the transaction or arrangement at a Board of Directors or committee meeting after determining, in good faith and after reasonable investigation, that the transaction or arrangement is fair and reasonable to the Corporation and is in the Corporation's best interest;

(iii) Any Covered Person who has an actual or potential conflict with respect to the transaction or arrangement does not participate in and is not present for the vote regarding any such transaction or arrangement (provided, however, that any such Covered Person may appear at a meeting to answer questions concerning the transaction or arrangement); and

(iv) The Board of Directors relies upon appropriate comparability data, such as an independent appraisal or an independent compensation study, in reaching its determination as to the fairness and reasonableness of the transaction or arrangement to the Corporation.

b. Transaction Fair to the Corporation. It shall not be a violation of this Policy if all the requirements for formal approval, outlined above, are not satisfied, so long as the transaction or arrangement is in fact fair to the Corporation.

c. Irreconcilable Conflicts. Notwithstanding anything in this Policy to the contrary, no action or transaction identified in Section 4(c) that is taken or proposed to be taken by a Covered Person shall be approved by the Board of Directors and the taking of such action by a Covered Person shall be a violation of this Policy.

7. Records of Proceedings

The minutes of the Board of Directors or any committee of the Board of Directors for any meetings

described above shall contain:

- a. The names of the persons who disclosed an actual or potential conflict of interest or otherwise were found to have a conflict of interest, and the nature of the conflict of interest; and
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement considered and the appropriate comparability data relied upon, and a record of any votes taken.

8. Enforcement

Each Covered Person shall sign a statement acknowledging that he or she has received a copy of this Policy, has read and understands it, and agrees to comply with it. If the Board of Directors has reasonable cause to believe that a Covered Person has failed to comply with this Policy, the Board of Directors may counsel the Covered Person regarding such failure and, if the issue is not resolved to the Board of Directors' satisfaction, may consider additional corrective action as appropriate.

ACCEPTANCE OF THE CONFLICT OF INTEREST POLICY

I acknowledge that I have received a copy of THE UNIVERSITY DISTRICT PARTNERSHIP CONFLICT OF INTEREST POLICY and I have read and understand it and agree to comply with it.

Signature _____

Date _____

Name _____

Affiliation _____



Stephanie Kang

*Deputy Director, Office of Regional & Community Relations
University of Washington*

Stephanie joined the University of Washington as the Deputy Director for Regional and Community Relations in February 2024, bringing over 15 years of experience from both the public and private sectors. In her role, she contributes to local policy development in housing, transportation, and community revitalization, while strengthening the University's ties with local stakeholders. Stephanie holds a master's degree in public administration from the University of Washington's Evans School of Public Policy and Governance and an undergraduate degree in Geography. Outside of work you will find her running around Green Lake training for her next marathon or hiking and skiing in the PNW with her husband and their 2 boys.



Program Reports

UDP Board of Directors

September 15, 2026

ECONOMIC DEVELOPMENT

Back to Business Grants

The City of Seattle recently expanded eligibility for its Back to Business grant program, which includes both the [Storefront Repair Fund](#) and the [Storefront Security Fund](#). The Storefront Repair Fund helps businesses recoup costs associated with repairing storefront damage caused by vandalism, while the Storefront Security Fund provides reimbursements for security upgrades based on Crime Prevention Through Environmental Design (CPTED) recommendations.

UDP staff have been actively encouraging eligible businesses throughout the neighborhood to take advantage of these resources and apply for funding. Since this round of funding opened in 2025, 18 U District businesses have received more than \$46,000 through the Back to Business program.

Interested businesses can learn more about the impact these grants have already had in the U District [here](#), and review the updated eligibility requirements [here](#).

Sharing the U District's Data Program with Downtown Leaders

UDP's Economic Development Manager participated in a panel at the International Downtown Association's Annual Conference in Toronto from September 1-3, 2026. The panel brought together economic development professionals from across the continent to discuss how organizations can use data to support placemaking, rightsize their organization's approach to data, and build strong foundations for data visualization and management. The presentation featured the U District Economic Development Report as a case study, highlighting how data can help shape a neighborhood's narrative, align stakeholders, and signal investment.

U District Business Openings & Closures

Recent Openings:

- Hazy Vintage
- Bite Theory
- Ino Hair Studio

Recent Closures:

- Industrious Gym
- Snooze

Upcoming Openings:

- Planet Fitness
- Mikiya Wagyi Shabu
- Rainier Books & Games

CLEAN, SAFE & OUTREACH

UPD Launches the first 'Find-It/Sip-It' Community Clean-Up Event

On September 20 from 11:00 a.m.–2:00 p.m., UDP will host its first-ever 'Find-It/Sip-It' community clean-up event. Volunteers will walk the neighborhood together and use the City of Seattle's Find-It/Fix-It app to report issues needing attention, including graffiti, overflowing trash, damaged infrastructure, and other public-realm concerns. Following the walk, volunteers will gather at Big Time Brewery for complimentary drinks. No special experience is required, but participants should bring a phone to submit reports through the app. RSVP's are

required and space is limited. Interested participants can contact Nikki at nikki@udistrictpartnership.org.

Monthly Homeless Census

UDP conducts a regular homeless census to track changes in the visible unsheltered population and guide outreach, case conferencing, and coordination with City departments and service providers. A consistent methodology allows changes to be monitored over time. In April (in anticipation of FIFA pushing unhoused people from Downtown to other neighborhoods like the U District) UDP increased the census frequency to every two weeks to better capture the increasingly dynamic movement within this population. Each census uses a dedicated Ambassador shift to document individuals in doorways, alleys, vehicles, encampments, and other known U District locations, recording counts by location, number of people, structures present, and whether individuals are known to UDP Ambassadors.

In June the U District saw a jump from the winter low (of around 40) to 81 people sleeping outside in the U District. This is still down from the highpoint of 150 people UDP saw during the pandemic. The numbers from the past 8 months are in the chart to the right:

01/14/2026	46
02/11/2026	34
03/11/2026	41
04/09/2026	46
04/23/2026	84
05/06/2026	71
05/29/2026	60
06/04/2026	81
06/17/2026	76
07/01/2026	70
07/15/2026	65
7/29/2026	80
8/12/2026	85
8/26/2026	97

Flower Basket Pivot

UDP deployed a new batch of flower baskets in May that were bigger and yielded a much more visually vibrant array of flowers. Unfortunately, the baskets were subsequently impacted by a severe aphid infestation that surprised even the nursery that supplied them. Despite efforts to treat and contain the infestation, many of the baskets sustained significant damage within a short period of time and were unable to recover. As a result, UDP made the difficult decision to reduce the number of baskets maintained for the remainder of the season and focus resources on those that remain healthy and viable.

NE 47th Street Drug Market

As reported in May, UDP once again has a full-time REACH outreach coordinator working in the U District through grant funding from the City of Seattle. The funding was championed by District 4 Councilmember Maritza Rivera for the U District, alongside District 6 Councilmember Dan Strauss for similar work in Ballard.

One of the first priorities assigned to UDP Outreach Coordinator Brad Mills was to better understand and map the human ecosystem surrounding what has become an entrenched drug market at NE 47th Street. This work has focused on identifying who is regularly present, what draws individuals to the area, any barriers to shelter, housing, treatment, and other services, and what interventions may help reduce their long-term issues.

Through this work, approximately 15–20 people have been identified as living on the streets of the U District and chronically connected to the NE 47th Street ecosystem. These individuals have been added to the U District's case conferencing program, where UDP, REACH, LEAD, and partner agencies develop individualized care and intervention plans based on each person's circumstances, needs, and barriers.

UDP's approach is multifaceted: individualized social service case planning creates meaningful pathways away from the area for people who can be connected to services, while targeted enforcement efforts disrupt persistent criminal activity that continues to sustain the drug market. Additionally, UDP has been working with nearby stakeholders to address the physical conditions that contribute negative safety perceptions and was notified this week that the Christ Episcopal Church has invested in a perimeter fence to limit access to the church property at that corner—a meaningful step toward disaggregating the entrenched ecosystem that has persisted on that corner for years. UDP will continue to support this population with outreach and services.

EVENTS

Seattle Boba Fest

UDP brought Seattle Boba Fest back for its 5th year on Saturday, August 1 with a record 29 participating businesses—each offering boba drinks, and boba-themed food and merchandise. With over 13,500 visitors to the neighborhood for the event, the attendance was strong, but about 20% lower than last year's event. This was likely attributable to the recent shooting at a food event the week prior, and to the busy SeaFair weekend. The event had been moved later in the summer to avoid FIFA-related events, something that will be reconsidered next year. UDP also introduced a new interactive Boba-related scavenger hunt that encouraged people to visit multiple businesses. Over 300 people participated in the contest which may have contributed to the average stay being roughly 3 hours during the event.

U District Chow Down & Street Party

Looking forward, UDP is planning the 6th Annual U District Chow Down & Street Party, set to take place on Saturday, October 3. 78 local businesses have registered to participate, each offering to serve two \$6 bites during the festival. A record 17 U District businesses offered to sponsor this year's event. As a new component, UDP has developed a food walk bingo card that will invite participants to visit local businesses by offering prizes for participation.

PLACEMAKING & URBAN VITALITY

Public Realm Upgrades & Activation

The Station Park activation pilot returned for another year. Building on last summer's most popular activity, this year's pilot offered eight weeks of Kpop and Hiphop dance classes, which have grown significantly over the last two months. The pilot also focused on increasing operational capacity by adding part-time staff and shifting the balance between UDP-led and community-led activations. Starting September 11, the park will have live music and movie nights every Friday through October 2, culminating the season with a celebrity look-alike contest at the October 3 ChowDown festival.

UDP has announced two new public art installations for the Mobility Hub, featuring artists Alex Nason and Christy Caravaggio. Nason's project will transform the light rail station wall into a colorful swarm of butterflies, with dozens of butterflies being decorated by community members at the Street Fair, National Night Out, Friday Feast, and other neighborhood events. Caravaggio's project explores weaving as a form of connection and participation, offering transit riders a weaving kit to contribute to the artwork and leading a live weaving activity at ChowDown. Both installations are scheduled to be installed during the last week of September.

Policy & Advocacy

The Lid I-5 project has been taking off, with initial project setup underway, including development of project scope, budget, and schedule. UDP has been working with the RCI consultant team, which has provided technical assistance in developing the RFP for the feasibility study. Interest in the project coordinator position has been strong, with nearly 100 applications received, and we are on track to complete the hiring process by the end of September.

Meanwhile, the U District Subarea Plan is moving into its next phase of development. OPCD and SDOT shared key themes from community engagement sessions at the most recent Economic Development Committee meeting, and will be engaging in further discussions with the Urban Vitality Committee (UVC) at their September 12 meeting. The UVC is also working with the Urban Land Institute (ULI) to host a November 6 workshop to further develop policy recommendations for the Subarea Plan, which will be brought to the full UDP Board for consideration in early 2027.