

# 5-Year Strategic Plan

**2024- 2029**

October 2024

As The U District Partnership looks ahead toward the next five years, the following Strategic Plan serves as a guidepost for organization goals and strategies.

## 1. Deliver daily cleaning and maintenance services to build the U District’s reputation as a clean, attractive, and vibrant neighborhood.

| Strategies                                                                                                                                     | Leads / Partners | Timing   | Success Measurements                                                                                                                 |
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| <b>Strategy 1: Efficiently manage daily cleaning of the U District while increasing service hours, capacity, and responsiveness.</b>           | UDP (Marcus)     | Annually | Stakeholder perceptions surveys evaluating the cleanliness of the district                                                           |
| Bring the clean team in-house to expand workforce capacity                                                                                     |                  | Q3 2025  | Public-facing clean team dashboard with reporting and evaluation of issue resolution times                                           |
| Implement issue tracking software for dispatching and ticketing, including setting and tracking targets for resolution times                   |                  | Q1 2026  | 24-hour turn-around for all graffiti and sticker removal below 8 feet in the daily cleaning zone                                     |
|                                                                                                                                                |                  | Q4 2029  | In-house clean-team grown to 7 people, including a cleaning/deployment supervisor                                                    |
| <b>Strategy 2: Develop and implement an advocacy agenda to improve solid waste outcomes in the U District.</b>                                 | UDP (Marcus)     | Q1 2025  | Increased local grant and partnership dollars secured to support U District cleaning program                                         |
| Advocate to expand SPU grants and service provider support for cleaning over time                                                              |                  | Q1 2027  | Dumpsters clearly labeled in all alleys serving University Way NE                                                                    |
| Influence significant city policy changes to better meet the needs of commercial districts with high-concentrations of food service businesses |                  | Q1 2027  | New accountability measures in place to address and deter service shirking and illegal dumping                                       |
| Develop and implement a restaurant education and responsibility strategy around waste and compostables                                         |                  | Q3 2028  | New resources included in the City’s 2028 solid waste contract to assist with solid waste enforcement and cleaning in the U District |
| <b>Strategy 3: Ensure stakeholder engagement and satisfaction with services.</b>                                                               | UDP (Marcus)     | Annually | Stakeholder perceptions surveys evaluating overall program satisfaction                                                              |

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| Regularly engage and convene U District stakeholders to discuss cleaning related programs and inspect issues in the district | Quarterly | Regular UDP Clean & Safe Committee meetings |
| Engage U District stakeholders in more community cleaning projects                                                           | Quarterly | Regular BIA walks                           |
|                                                                                                                              | Quarterly | Community clean-ups expanded to quarterly   |

## 2. Deliver a range of advocacy and services to improve safety perceptions and outcomes in the U District while reducing the impact of people suffering from unaddressed behavioral health issues.

| Strategies                                                                                                                                | Leads / Partners                                                     | Timing    | Success Measurements                                                                                           |
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| <b>Strategy 1: Provide daily safety ambassador services to support the non-emergency needs of U District stakeholders.</b>                | UDP (Marcus)                                                         | Annually  | Stakeholder surveys evaluating satisfaction with ambassador services                                           |
| Establish 15-hour coverage of ambassadors, seven-days-a-week                                                                              |                                                                      | Annually  | Stakeholder surveys evaluating the perceptions of safety and perceptions of the district                       |
| Leverage ambassador presence and observations to collect safety information to inform program strategy and advocacy                       |                                                                      | Q4 2025   | Ambassador service hours expanded to 15 hours daily                                                            |
| Facilitate stakeholder and safety ambassador referrals for the deployment of outreach workers                                             |                                                                      |           |                                                                                                                |
| <b>Strategy 2: Scale homeless and behavioral health outreach services in the U District to meet the needs of the neighborhood.</b>        | UDP (Marcus), Mayor's Office, SPD, HSD, CAO, KCPO, REACH, LEAD, HOST | Monthly   | Conduct monthly homeless census of the U District to inform a publicly facing dashboard                        |
| Partner with REACH, HOST and the City of Seattle to coordinate resources and sustain sufficient outreach capacity in the U District       |                                                                      | Ongoing   | Maintain by-name-list of high-impact people, to inform regular U District public safety planning meetings      |
| Facilitate connecting high-impact homeless individuals with appropriate supportive services and housing as available                      |                                                                      |           |                                                                                                                |
| Understand and own narrative around the state of homelessness in the U District and be able to communicate its directionality and impacts |                                                                      |           |                                                                                                                |
| <b>Strategy 3: Develop and implement an advocacy agenda to improve safety outcomes and perceptions in the U District.</b>                 | UDP (Marcus)                                                         | Quarterly | Dashboard maintained, tracking key safety metrics in the U District over time                                  |
| Advocate to expand city safety services to support the U District including CARE and SPD capacity                                         |                                                                      | Quarterly | Regular check-ins established with UYPD, the North Precinct Commander and North Precinct City Attorney Liaison |
| Collect and share U District public safety trends and information with city and service partners                                          |                                                                      |           |                                                                                                                |
| <b>Strategy 4: Support U District stakeholders with public safety trainings and problem solving</b>                                       | UDP (Marcus)                                                         | Quarterly | Regular CPTED and de-escalation trainings for U District stakeholders                                          |
| Provide CPTED and de-escalation training for ambassadors, small businesses, and property managers                                         |                                                                      | Quarterly | Regular UDP Clean & Safe Committee meetings                                                                    |
| Conduct post incident check-ins                                                                                                           |                                                                      |           |                                                                                                                |
| Facilitate information collection and sharing about chronic issues and major incidents                                                    |                                                                      |           |                                                                                                                |

### 3. Enhance the vibrancy of the U District's public realm through activation, physical improvements, and long-range planning.

| Strategies                                                                                                                                 | Leads / Partners                                           | Timing    | Success Measurements                                                                                                             |
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| <b>Strategy 1: Develop an activation strategy and team to steward UDP's growing investments in the public realm.</b>                       | UDP (Marcus, Katy)                                         | Q4 2025   | Management agreement signed with Lincoln Properties                                                                              |
| Partner with private property owners to fund, manage, and activate privately-owned public spaces                                           |                                                            | Q4 2027   | 2+ privately-owned parks managed by UDP                                                                                          |
| Clean and maintain select, high-profile public assets in heavily populated areas                                                           |                                                            | Q4 2027   | Regular activations in high-traffic areas of the U District                                                                      |
| <b>Strategy 2: Enhance and expand U District placemaking signage, beautification, and physical improvements.</b>                           | UDP (Katy, Marcus)                                         | Annually  | Flower baskets deployed on University Way before Street Fair each year                                                           |
| Maintain successful flower-basket and planter bed programs                                                                                 |                                                            | Q1 2026   | Overstreet banner program expanded to four blocks of University Way, with seasonal change-outs                                   |
| Develop and implement a district-wide branding and wayfinding strategy with new banners, kiosks, and signage                               |                                                            | Q4 2026   | Continuous mural program deployed through alleys serving University Way to enliven neighborhood and simplify graffiti management |
| Expand investments in public art including new murals, building wraps, and new pedestrian pole artwork                                     |                                                            | Ongoing   | Tree lights fully functional, year-round, between NE 41st and NE 50th Streets                                                    |
| Expand investments in commercial district lighting, including tree and catenary lights, pedestrian lights, and historic building lighting. |                                                            |           |                                                                                                                                  |
| <b>Strategy 3: Advance strategic long-range planning projects to address the changing needs of the U District.</b>                         | UDP (Katy); U District Advocates; Lid I-5 North Coalition; | Quarterly | UDP Urban Vitality Committee regularly convened                                                                                  |
| Engage North Seattle stakeholders and advance a vision and funding for a lid over I-5 between Wallingfor and the U District                |                                                            | Q3 2025   | Significant federal or state funding secured to advance Lid I-5 North project; feasibility study completed                       |
| Lead planning efforts to establish new public spaces and pedestrian improvements in key areas of the U District                            |                                                            | Q4 2026   | New policy tools in place to guide future public and private development on University Way between NE 40th and NE 55th Streets   |
| Engage city and neighborhood stakeholders develop new policy instruments to support long-term vibrancy of the commercial district          |                                                            | Q4 2029   | 42nd Greet Street redesign project completed, with community support                                                             |
| Site and fund a fully-staffed public restroom near the U District light rail station                                                       |                                                            | Q4 2029   | Centrally located and fully staffed public restroom operational in the U District                                                |
| <b>Strategy 4: Develop and implement new programs and educational partnerships to solve issues for the U District.</b>                     | UDP (Katy)                                                 | Annually  | Develop and implement one student partnership project annually                                                                   |
| Develop and fundraise for an U District Urban Lab program to formalize educational practicum pathways with UW Academic Units and Programs  |                                                            | Q2 2026   | Launch pilot U District Urban Lab with three UW departments                                                                      |

### 4. Strengthen the U District's ground-floor economy to ensure a vibrant commercial district while telling the story of the U District's prosperity.

| Strategies | Leads / Partners | Timing | Success Measurements |
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| <b>Strategy 1: Foster a vibrant ground-floor economy by recruiting new businesses to the U District while supporting current businesses primed for expansion.</b> | UDP (Daniel)                                                                                                                                     | Quarterly         | Quarterly analysis of ground-floor vacancy rate with report of emerging trends and opportunities for leasable commercial space |
|                                                                                                                                                                   | Cultivate strong relationships with current property owners and small businesses owners looking to expand in Seattle                             | Q2 2025           | Updated retail study of the U District                                                                                         |
|                                                                                                                                                                   | Develop business recruitment packet to highlight the U District's unique characteristics and value proposition                                   | Ongoing           | Ground-floor vacancy rate below 5%                                                                                             |
|                                                                                                                                                                   | Explore new policy and programmatic strategies for building a healthy ground-floor economy                                                       | Annually          | New relationships with 10 potential business prospects per year                                                                |
| <b>Strategy 2: Provide technical assistance and one-on-one consultation to small businesses in the U District.</b>                                                | UDP (Daniel)                                                                                                                                     | Bi-Annually       | Bi-Annual report to UDP and BIA Boards about impact of this program                                                            |
|                                                                                                                                                                   | Seek out resources and grants (e.g. OED Broken Windows Fund, WA Commerce Vitality Grants) to support small businesses prosper in the U District. | Ongoing           | Meet and build a relationship with each new business.                                                                          |
|                                                                                                                                                                   | Develop a roster of liaisons that enhance language accessibility for non-native english speaking businesses.                                     | Annually          | Annually update business landscape database                                                                                    |
|                                                                                                                                                                   | Develop a welcome packet that provides information about resources available to businesses through UDP.                                          |                   |                                                                                                                                |
| <b>Strategy 3: Track and report private and public development investments and trends in the U District.</b>                                                      | UDP (Katy, Daniel)                                                                                                                               | Q4 2024, Annually | Release the UDP's first economic development report before the end of the 2024 calendar year                                   |
|                                                                                                                                                                   | Collect and analyze data necessary for future economic development reports including vacancy rate, new businesses, business closures             | Ongoing           | Participation in design review meetings                                                                                        |
|                                                                                                                                                                   | Develop and release a U District economic development report annually that includes key metrics regarding the economic health of the district    |                   |                                                                                                                                |
|                                                                                                                                                                   | Participation in design review meetings to ensure projects amplify groundfloor economy and support U District goals for the public realm         |                   |                                                                                                                                |
| <b>Strategy 4: Engage small businesses and stakeholders in planning and discussion about the local U District economy.</b>                                        | UDP (Daniel)                                                                                                                                     | Quarterly         | Strong attendance at regular UDP Economic Development Committee meetings                                                       |
|                                                                                                                                                                   | Host UDP Economic Development Committee meetings                                                                                                 | Annually          | Small business surveys evaluating technical assistance needs, and overall program satisfaction                                 |

## 5. Support U District arts and culture organizations while growing the neighborhood's brand as an arts and culture destination.

| Strategies                                                                                                                                        | Leads / Partners                                                              | Timing             | Success Measurements                                                    |
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| <b>Strategy 1: Convene arts and culture stakeholders to inform advocacy and programming work of the U District Arts &amp; Culture Initiative.</b> | UDP (Katy)                                                                    | Q4 2024, Quarterly | Steering committee reestablished, convened quarterly                    |
|                                                                                                                                                   | Convene and sustain a U District Arts & Culture Initiative Steering Committee | Q1 2025            | Arts and culture inventory completed and shared with steering committee |

Develop larger arts and culture inventory and stakeholder analysis to support future advocacy and programming

|                                                                                                                                                        |                                                                                                                                                                            |                                |         |                                                                          |
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| <b>Strategy 2: Work with stakeholders to establish the U District as an official Creative District with the State of Washington's Arts Commission.</b> |                                                                                                                                                                            | UDP (Katy); ArtsWA; Developers | Q1 2026 | U District established as Creative District with the State of Washington |
|                                                                                                                                                        | Work with developers in early stages to encourage inclusion of facilities to support arts and culture in the U District                                                    |                                | Q3 2026 | Best practices and toolkit developed for conversations with developers   |
|                                                                                                                                                        | Identify or confirm U District needs through inventory and work of the steering committee                                                                                  |                                |         |                                                                          |
|                                                                                                                                                        | Identify examples of ways that developers and landlords have been encouraged and been provided support to include arts elements, and evaluate relevance for the U District |                                |         |                                                                          |
|                                                                                                                                                        | Develop a plan, timeline, and toolkit to work with developers and landlords                                                                                                |                                |         |                                                                          |
| <b>Strategy 3: Promote U District arts and culture brand through online marketing, promotions and possible events.</b>                                 |                                                                                                                                                                            | UDP (Katy, Polly)              | Q1 2026 | "Art spark +" event conceptualized, funded and executed                  |
|                                                                                                                                                        | Create a robust U District "art spark +" event concept                                                                                                                     |                                | Q4 2026 | U District Arts & Culture web presence established                       |
|                                                                                                                                                        | Develop an online presence with a dynamic calendar function and changing highlights                                                                                        |                                |         |                                                                          |

## 6. Elevate awareness of the U District and the U District Partnership through marketing and communication channels.

| Strategies                                                                            | Leads / Partners                                                                                                     | Timing    | Success Measurements                                                                                                 |
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| <b>Strategy 1: Grow the audience for and drive awareness of the U District.</b>       | UDP (Polly)                                                                                                          | Q4 2025   | Instagram following increased to 5K                                                                                  |
|                                                                                       | Amplify communication channels (website, social, email) to grow reach, followers, and engagement                     | Q4 2025   | U District Event email list increased to 4K                                                                          |
|                                                                                       | Develop media relationships and elevate awareness of the positive attributes of the district                         | Annually  | Journalists invited to the neighborhood, for 5 pitch meetings about the U District                                   |
|                                                                                       | Develop neighborhood marketing and paid advertising campaigns that resonate with targeted audiences                  | Annually  | One non-event advertising campaign implemented per year                                                              |
| <b>Strategy 2: Drive awareness of The U District Partnership's programs and work.</b> | UDP (Polly)                                                                                                          | Quarterly | Stories pitched to media regularly, achieving earned media spots that feature quotes and perspectives from UDP staff |
|                                                                                       | Amplify stories about UDP's work and impact through UDP's own channels                                               | Q4 2025   | UDP Newsletter email list increased to 2K                                                                            |
|                                                                                       | Drive media recognition of UDP and its leadership as the voice representing the common interests of the neighborhood | Ongoing   | Maintain newsletter open rate above 30% (currently 38-40%) as subscribership increases                               |
|                                                                                       | Develop and maintain a regular content calendar                                                                      | Ongoing   | Media looks to UDP for comment on neighborhood issues/updates                                                        |
|                                                                                       | Identify marketing partnership or sponsorship opportunities to support, where the UDP logo can be attributed         | Annually  | Op-Ed written by a staff member each year                                                                            |
|                                                                                       |                                                                                                                      |           |                                                                                                                      |

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| <b>Strategy 3: Strengthen digital marketing tools and keep a competitive presence on online platforms.</b><br><br>Overhaul and integrate UDistrictSeattle.com and UDistrictPartnership.org websites to better tell the story of the neighborhood and demonstrate the impact of UDP<br><br>Keep a competitive presence on social media channels and adopt new platforms as they emerge.<br><br>Ensure digital assets are current and accessible (photos, videos, branded graphics)<br><br>Support marketing initiatives of other departments and initiatives (Lid I-5, Department Newsletters, etc.) | UDP (Polly)                                              | Q4 2026     | Comprehensive U District site is launched, with new design and information about the district and the work and leadership of UDP |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          | Bi-monthly  | Stories and new information posted to websites, with fresh information on the home page(s)                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          | Annually    | Photoshoot(s) held every year to highlight new aspects of the neighborhood                                                       |
| <b>Strategy 4: Leverage partnerships and community groups to develop collaborative networks with the shared goal of uplifting the image of the neighborhood.</b><br><br>Grow mutually-beneficial relationships with UW and other U District stakeholders to promote the district<br><br>Engage restaurants and small businesses in opportunities to elevate the image of the district through their channels<br><br>Link up with regional destination marketing organizations to highlight the neighborhood                                                                                         | UDP (Polly); UW; Residential Buildings; Small Businesses | Bi-annually | Host two marketing roundtable gatherings per year and one social happy hour                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          | Annually    | Host one residential community manager gathering in the first year, increasing up to three times per year thereafter.            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          |             |                                                                                                                                  |

## 7. Produce high-quality events that attract visitors and highlight the unique and positive attributes of the U District.

| Strategies                                                                                                                                                                                                                                                                                        | Leads / Partners                   | Timing   | Success Measurements                                                                                     |
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| <b>Strategy 1: Produce the U District Chow Down each fall to welcome back students and draw attention to the diversity of restaurants and cafes in the U District.</b><br><br>Grow partnership with UW and UW First Year Programs to promote within UW community                                  | UDP (Lauren); Bold Hat Productions | Annually | Maintain strong business participation of at least 50 restaurants                                        |
|                                                                                                                                                                                                                                                                                                   |                                    | Annually | Surveys of local participating businesses and attendees continue to indicate generally positive feedback |
|                                                                                                                                                                                                                                                                                                   |                                    | Annually | Event executed on budget                                                                                 |
|                                                                                                                                                                                                                                                                                                   |                                    | Q3 2029  | Chow Down's attendance grows from 15K to 25K                                                             |
| <b>Strategy 2: Produce the annual U District Cherry Blossom Festival each spring to coincide with the visitors coming to UW campus to see the blooming cherry trees.</b><br><br>Explore program and promotional partnerships with other organizations promoting cherry blossom related activities | UDP (Lauren)                       | Annually | Maintain strong and diverse business participation of at least 70 local businesses                       |
|                                                                                                                                                                                                                                                                                                   |                                    | Annually | Surveys of local participating businesses and attendees continue to indicate generally positive feedback |
|                                                                                                                                                                                                                                                                                                   |                                    | Annually | Event executed on budget                                                                                 |
| <b>Strategy 3: Produce the annual U District Street Fair, America's longest running street fair and the largest outdoor arts and crafts market in Seattle.</b><br><br>Explore new partnerships for programming, beer gardens and main stage entertainment                                         | UDP (Lauren); Bold Hat Productions | Annually | Attract and place at least 300 artist and food booths                                                    |
|                                                                                                                                                                                                                                                                                                   |                                    | Annually | Solicit participation of at least 20 local businesses                                                    |

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|                                                                                                                                                                                              |              | Annually | Surveys of local participating businesses and attendees continue to indicate generally positive feedback |
|                                                                                                                                                                                              |              | Annually | Event executed on budget                                                                                 |
|                                                                                                                                                                                              |              | Q2 2029  | Street Fair attendance grows from 50K to 85K                                                             |
| <b>Strategy 4: Produce Seattle Boba Fest annually to promote the U District's unique concentration of bubble tea cafes.</b>                                                                  | UDP (Lauren) | Annually | Maintain a participation of at least 20 businesses                                                       |
| Move Boba Fest to July to boost neighborhood visits during the summer slow season                                                                                                            |              | Annually | Surveys of local participating businesses and attendees continue to indicate generally positive feedback |
| Explore compostable bubble tea supplies for businesses                                                                                                                                       |              | Annually | Event executed on budget                                                                                 |
| Explore new partnerships with bubble tea cafes outside of the U District to grow the event's reach                                                                                           |              | Q2 2029  | Boba Fest attendance grows from 10K to 15K                                                               |
| <b>Strategy 5: Build the organization's capacity to produce high-quality events and promotions that attract visitors and highlight the unique and positive attributes of the U District.</b> | UDP (Lauren) | Q2 2025  | Develop an annual paid internship program to support event planning and production                       |
| Experiment with and develop new events and promotions to attract people to shoulder seasons including a holiday event                                                                        |              | Annually | Engage businesses in the planning and visioning for future events and promotions                         |
| Engage business in contests that improve the event experience                                                                                                                                |              |          |                                                                                                          |
| Ensure new and fresh ideas are part of each event                                                                                                                                            |              |          |                                                                                                          |

## 8, Provide professional management of the organization to ensure responsive and efficient delivery of services for the BIA and U District.

| Strategies                                                                                                           | Leads / Partners | Timing   | Success Measurements                                                                 |
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| <b>Strategy 1: Successfully respond to OED RFP for U District BIA Management.</b>                                    | UDP (Don)        | Q1 2025  | UDP is awarded the U District BIA management contract                                |
| <b>Strategy 2: Renovate organizational facilities including the office and operations center.</b>                    | UDP (Nikki)      | Q1 2025  | Office lease renewed for 5+ years                                                    |
| Create spaces for in-person community meetings                                                                       |                  | Q3 2026  | Renovation scope developed and completed for new office space on time and on budget  |
| Accommodate growing office, clean and safe teams                                                                     |                  | Q1 2025  | Renovation of new operations space completed on time and on budget                   |
| <b>Strategy 3: Convene UDP and Ratepayer Advisory Boards to ensure program oversight, transparency, and success.</b> | UDP (Nikki, Don) | Ongoing  | RAB meets four times a year.                                                         |
| Posting meeting materials and organizational information online                                                      |                  | Ongoing  | UDP Board meets at least six times a year                                            |
|                                                                                                                      |                  | Annually | Annual budget presented and approved at the Annual Meeting                           |
|                                                                                                                      |                  | Ongoing  | Materials are posted and easy to find on the UDP website                             |
| <b>Strategy 4: Implement new CRM to better manage constituent and vendor communications.</b>                         | UDP (Nikki, All) | Q1 2025  | All contacts are imputed into new CRM system                                         |
|                                                                                                                      |                  | Q1 2025  | All staff are using CRM to manage/track communications with constituents and vendors |
| <b>Strategy 5: Engage stakeholders annually and update Strategic Plan in 2029.</b>                                   | UDP (Don)        | Annually | Approval ratings increase every year                                                 |
| Conduct an annual survey of stakeholders                                                                             |                  | Q4 2029  | Strong board and community participation                                             |

Strategic Plan to include road map for BIA renewal  
in 2032

Become best practice for Seattle BIAs and shape  
city policy to support long term sustainability

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