



University District Development Association (UDDA)

Board of Directors' Meeting Agenda

Wednesday, January 7, 2026

3:35-5:00 PM Joint UDDA/UDPDA; 5:05-5:20 PM UDDA Business Meeting

Catalyst Building, Room 309, and via Zoom

<https://us02web.zoom.us/j/86750387107?pwd=WnRDckJrS2FGZUllbzNIWWliYTJ1dz09>

Meeting ID: 867 5038 7107; Passcode: 941652; Phone: +1 253 205 0468 US

(Joint discussion: UDPDA and UDDA Board Members – Public Meeting)

3:35 Welcome and December EAC Highlights – Bollenback

- Welcome new board members and officers
- Staffing updates
- Health Equity Circle

3:40 Finance and Grants Administration

- UDPDA and City TIF Disbursements Update – *Sinisterra*
- 2026 Work Plan and UDPDA Budget - *Sinisterra*
- Future Organization Budget Scenarios and Prioritization – *Sinisterra*
- **Proposed MOTION: The UDPDA Board approves the 2026 Work Plan and UDPDA Budget**

4:25 Next Generation Plan 2065 Updates – Sinisterra

- 201 West Main
- Kardong Bridge
- 400-Block Proforma Presentation - *David Allen, Trestle Development*

5:00 Public Comment and Adjourn UDPDA Meeting – Bollenback

5:05 Call to Order, Welcome, Administrative Actions – Bollenback

- Welcome new UDDA board members and officers
- **Proposed MOTION – Consent Agenda Approvals**
 - Draft October 1, 2025, UDDA board meeting minutes
 - UDDA financials as of November 30, 2025

5:10 2026 Work Plan and UDDA Budget – Sinisterra

- Update and discussion
- **Proposed MOTION: The Board approves the 2026 Work Plan and UDDA Budget**

5:20 Adjourn, next meeting February 4 – Bollenback

2026 UD Board Meetings (3:30 PM at Catalyst Building, Room 309)

- February 4
- March 4
- May 6
- June 3 board retreat, 9 AM – 1 PM
- Sept 2 annual meeting
- Oct 14
- Dec 2 – holiday event and Impact Award presentation



University District Development Association (UDDA) Meeting Minutes DRAFT

Wednesday, October 1, 2025, Joint UDDA/UDPDA Presentation/Discussion 4 PM-4:50 PM, UDDA Business Meeting 4:50 PM-5:05PM, Catalyst Building Room 309 and Via Zoom

Board slide [deck](#), Zoom recording [link](#) (business meeting at 16:49:17 time stamp)

Board Members Present: LaVerne Biel, Lois Bollenback, Catherine Brazil, Mayor Lisa Brown, Megan Hulsey, Chuck Murphy, Stacia Rasmussen, Marvo Reguindin, Rob Sauders, Katy Sheehan (chair), Juliet Sinisterra (CEO), John Sklut, Thomas Tellefson (Zoom), Dennis Wagner, County Commissioner Amber Waldref, Council President Betsy Wilkerson (Zoom), Erin Williams-Heuter (Zoom)

Others Present: Lori Hunt, Steve MacDonald, Jeffrey Samson

Board Members Absent: Kevin Brockbank, Emilie Cameron, Daryll DeWald, Colleen Fuchs, Brooke Kiener, Lindsey Myhre, Greg Repetti, Jonathan Teeters

JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

Retiring Board Member Recognition

Sheehan and the group paused to honor and thank outgoing board members for their UD board service and leadership:

- Thayne McCulloh 2011-2025
- Daryll DeWald 2018-2025
- Chuck Murphy 2020-2025
- Lindsey Myhre 2020-2025
- Katy Sheehan 2020-2025
- Greg Repetti 2023-2025

EAC Highlights and General Updates

Bollenback/Sinisterra provided the following EAC highlights and general updates:

- EAC recommended staff draft support letter for Parks & Schools Bond/Levy sent from UDDA
- UD Staff have developed a UDDA HR Employee Manual and UDDA and UDPDA Fiscal Policies and Procedures Manuals
 - Four EAC members and legal counsel will review
 - Recommendations presented to EAC in December
 - Present to both boards for approval in February
- Staff presented details for the review process for Employee Evaluations and Performance Reviews
- Routine updates on finance and grants, U Vision 2044, and Next Gen 2065 Plans
- Presentation given on draft 2026 Work Plan and Budgets
- Measure Meant presented their scope of work and process for evaluating UD Development Incentives
- 400-Block Update
 - Working with Trestle Development on In-House Proforma and Value Engineering (\$10K scope)
 - Trestle working with Bouten on more refined construction costs
 - Looking to maximize revenue with events and possible onsite housing
 - Received draft events revenue analysis informed by Jennifer Evans Events and Visit Spokane
 - Kicking off Event Prospectus for Climbing Gym economic impact with Spokane Sports
- Sinisterra shared a photo of colorful new UD-branded banners installed along MLK Jr. Way
- Sinisterra shared the 2026 meeting calendar
- Samson asked for but did not receive any questions regarding the July 31, 2025, financials

Higher Ed Partner Updates

- **Washington State University Health Sciences Spokane** – *staff not available to provide update*



- **Spokane Colleges** - Lori Hunt, Chief of Staff & Strategy, shared details regarding Spokane Colleges' new branding, swag, economic impact, and administrative departments' relocation. She also spoke to the “start here, transfer there” program with Whitworth, the Practical Nursing Program certificate, the SPEEA Grant to support SCC students’ childcare needs, the SCC Trades High School hands-on programs, the AI certificate program, and the new SFCC Fine Arts and Photography building.
- **Eastern Washington University** – Rob Sauders talked about EWU’s pivot to a “regional polytechnic” focus, emphasizing applied learning and building opportunities to prepare students for employment. EWU is aligning strategic planning, curriculum, and community engagement toward this goal.
- **Whitworth University** – *staff not available to provide an update*
- **Gonzaga University** – John Sklut, Sr Advisor to the President and Liaison for External and Government Affairs, spoke to Katia Passerini’s new role and shared *US News & World Report* cites GU as one of the nation’s “most innovative” universities. He also mentioned reapplying for [the Tech Hub](#) grant and highlighted these GU programs: [Doctor of Nurse Anesthesia Practice](#), [Woodley Institute for Civil Engagement and Humanistic Dialogue](#), [Institute for Informatics and Applied Technology](#), and [Center for Materials Research](#).
- **University of Washington** - Catherine Brazil recapped a recent visit and tour with new UW and GU presidents Robert J. Jones and Katia Passerini to the Regional Initiatives in Dental Education (RIDE) program on the newly renovated top floor of the UW/GU Health Partnership Building. She also mentioned the upcoming November 6 RIDE ribbon cutting and open house. She also mentioned that the UW/GU Health Partnership welcomed a new advisory council.

Sheehan asked for but did not hear any public comments and adjourned the joint UDPDA/UDDA meeting at 4:50 PM.

Call to Order, Welcome, and Administrative Actions

Chair Sheehan called the UDDA business meeting to order at 4:50 PM and asked for a **MOTION to approve the September 3, 2025, UDDA meeting minutes and the UDDA financials** as of July 31, 2025, (Bollenback), seconded (Wanger), and passed unanimously.

2025 Impact Award

Sheehan asked for a **MOTION to approve 2025 Impact Award recipients Thayne McCulloh and Ana Mari Cauce for their outstanding leadership in establishing the UW/GU Health Partnership** (Hulsey), seconded (Wilkerson), and passed unanimously.

2026 Work Plan and Budget

Given the changing TIF status, Sinisterra canceled the proposed UDDA 2026 budget and work plan motion and indicated that staff and the EAC would need to revisit both and report to the board at the next meeting.

Sheehan reminded the group of the December 3 holiday dinner and adjourned the meeting at 5:05 PM.

Juliet Sinisterra for Greg Repetti, Secretary

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Statement of Financial Position

As of November 30, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
10126 UDDA NUM Checking	101,944.51
10127 UDDA NUM MM	167,883.78
Total Bank Accounts	\$269,828.29
Accounts Receivable	
12100 Accounts Receivable	8,000.00
12101 Other Receivable	0.00
Total Accounts Receivable	\$8,000.00
Other Current Assets	\$4,466.26
Total Current Assets	\$282,294.55
TOTAL ASSETS	\$282,294.55
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$0.00
Credit Cards	\$2,438.43
Other Current Liabilities	
21000 Other Current Liability	0.00
21100 Direct Deposit Liabilities	0.00
24000 Payroll Liabilities	977.77
24110 Federal Income Tax Withheld	4,013.29
24125 FICA & Med Payable	0.00
24160 State Unemployment Payable	-563.85
24161 State Fam Med Lv EE pd by Co	0.00
24162 FSA Contrib EE	1,450.00
24163 FSA Contrib ER	-2,527.65
24170 Federal Unemployment	126.00
24220 Industrial Insurance	538.50
24225 Simple IRA EE	0.00
24226 Simple IRA ER	989.82
24227 Accrued Vacation Leave	10,434.48
FSA (employer)	-1,310.00
FSA (ER Pre-Tax)	655.00
ID Income Tax	72.00
WA Cares Fund	-58.96
Total 24000 Payroll Liabilities	14,796.40
Direct Deposit Payable	0.00
Total Other Current Liabilities	\$14,796.40
Total Current Liabilities	\$17,234.83

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Statement of Financial Position

As of November 30, 2025

	TOTAL
Total Liabilities	\$17,234.83
Equity	
30000 Opening Balance Equity	2,143.63
30001 Reserve	78,842.62
31300 Restricted Net Assets	0.00
32000 Unrestricted Net Assets	166,228.30
49000 Prior Yr Carryover	0.00
Net Revenue	17,845.17
Total Equity	\$265,059.72
TOTAL LIABILITIES AND EQUITY	\$282,294.55

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Budget vs. Actuals: FY_2025 - FY25 P&L

January - November, 2025

	JAN 2025		FEB 2025		MAR 2025		APR 2025		MAY 2025		JUN 2025		JUL 2025		AUG 2025		SEP 2025		OCT 2025		NOV 2025		TOTAL			
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET		
Revenue																										
43210 Interest Income	209.58	233.37	189.54	233.33	210.09	233.33	203.57	233.33	210.61	233.33	204.08	233.33	211.14	233.33	211.40	233.33	204.84	233.33	211.93	233.33	205.35	233.33	2272.13	2566.67		
43400 Direct Public Support																										
43410 Institutional/Corp contrib	61,000.00	20,000.00	300.00	30,000.00	4,000.00	40,000.00	20,000.00	20,000.00	100.00	0.00		0.00	15,000.00	20,000.00		0.00		0.00		8,000.00	0.00	0.00	108,400.00	130,000.00		
Total 43400 Direct Public Support	61,000.00	20,000.00	300.00	30,000.00	4,000.00	40,000.00	20,000.00	20,000.00	100.00	0.00		0.00	15,000.00	20,000.00		0.00		0.00		8,000.00	0.00	0.00	108,400.00	130,000.00		
46500 Grant Income																										
46510 Grant - Restricted	47,583.47	30,016.70	14,467.22	33,330.00	25,091.98	33,330.00	7,222.22	3,333.30	7,222.22	33,330.00	5,761.26	33,330.00	1,668.75	33,330.00	1,668.76	0.00	1,668.71	0.00		0.00		0.00	112,354.59	200,000.00		
Total 46500 Grant Income	47,583.47	30,016.70	14,467.22	33,330.00	25,091.98	33,330.00	7,222.22	3,333.30	7,222.22	33,330.00	5,761.26	33,330.00	1,668.75	33,330.00	1,668.76	0.00	1,668.71	0.00		0.00		0.00	112,354.59	200,000.00		
46700 Other Income																										
47005 UDRA Management Proceeds	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	352,720.50	352,720.50		
Total 46700 Other Income	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	32,065.50	352,720.50	352,720.50		
47200 Program Income																										
47240 Programs, Event Sponsorships													0.00													
Total 47200 Program Income													0.00												0.00	0.00
Total Revenue	\$140,858.55	\$82,315.57	\$47,022.26	\$95,628.83	\$61,367.57	\$105,628.83	\$59,491.29	\$55,632.13	\$39,598.33	\$65,628.83	\$38,030.84	\$65,628.83	\$48,945.39	\$85,628.83	\$33,945.66	\$32,298.83	\$33,939.05	\$32,298.83	\$32,277.43	\$32,298.83	\$40,270.85	\$32,298.83	\$575,747.22	\$685,287.17		
GROSS PROFIT	\$140,858.55	\$82,315.57	\$47,022.26	\$95,628.83	\$61,367.57	\$105,628.83	\$59,491.29	\$55,632.13	\$39,598.33	\$65,628.83	\$38,030.84	\$65,628.83	\$48,945.39	\$85,628.83	\$33,945.66	\$32,298.83	\$33,939.05	\$32,298.83	\$32,277.43	\$32,298.83	\$40,270.85	\$32,298.83	\$575,747.22	\$685,287.17		
Expenditures																										
60100 Payroll Expenses																										
60101 Salaries, Wages	18,335.26	28,502.00	18,335.26	28,502.00	31,501.92	31,502.00	28,501.92	28,502.00	28,501.92	28,502.00	28,501.92	28,502.00	28,501.92	28,502.00	28,501.92	28,502.00	28,501.92	28,502.00	28,501.92	28,502.00	28,501.92	28,502.00	296,187.80	316,522.00		
60105 Vacation Leave Accrual	1,057.80	923.00	513.76	923.00	3,443.38	923.00	1,644.30	923.00	1,644.30	923.00	-1,654.26	923.00	3,266.57	923.00	-220.98	920.00	262.97	922.00	905.96	923.00	-5,181.54	923.00	\$5,682.26	\$10,149.00		
60110 Payroll Taxes	1,724.81	1,800.00	1,429.19	1,800.00	2,801.08	1,800.00	3,048.87	1,800.00	2,518.39	1,800.00	1,867.37	1,800.00	2,850.91	1,800.00	2,283.62	1,800.00	2,283.62	1,800.00	2,140.99	1,800.00	2,267.71	1,800.00	\$25,216.56	\$19,800.00		
Total 60100 Payroll Expenses	21,117.87	31,225.00	20,278.21	31,225.00	37,746.38	34,225.00	33,195.09	31,225.00	32,664.61	31,225.00	28,715.03	31,225.00	34,619.40	31,225.00	30,564.56	31,222.00	31,048.51	31,224.00	31,548.87	31,225.00	25,588.09	31,225.00	\$327,086.62	\$346,471.00		
60200 Personal Services Contracts																										
60202 Financial, Prof Services	140.00	100.00	100.00	100.00	229.58	100.00	130.00	100.00	130.00	100.00	130.00	100.00	130.00	100.00	158.06	125.00	130.00	100.00	131.82	100.00	30.00	2,335.00	\$1,439.46	\$3,360.00		
60203 Management & Organization Svcs	35,676.25	14,583.37	26,817.50	14,583.33	23,270.50	14,583.33	548.76	14,583.33	14,583.33	14,583.33	14,887.50	14,583.33	349.40	14,583.33	4,624.50	14,583.33	860.00	14,583.33	5,020.00	14,583.33	14,583.33	14,583.33	\$112,054.41	\$160,416.67		
60205 Legal Fees					85.00	500.00	75.00	500.00	500.00	500.00	500.00	500.00	255.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	\$415.00	\$5,000.00		
60231 Marketing/Advertising	4,069.06	591.74	87.80	591.66	216.60	591.66	686.04	591.66	27.28	591.66	58.92	591.66	249.84	591.66	249.84	591.66	249.84	591.66	1,109.12	591.66	668.48	591.66	\$7,672.82	\$6,508.34		
60232 Graphic Design, Web			1,650.00	825.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	4,470.00	125.00	125.00	125.00	6,055.00	1,485.00	1,485.00	1,485.00	\$14,485.00	\$1,375.00		
60234 Recruiting Services			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$5,000.00	\$5,000.00		
Total 60200 Personal Services Contracts	39,885.31	15,900.11	28,655.30	15,899.99	24,626.68	15,899.99	1,439.80	15,899.99	157.28	20,899.99	15,076.42	15,899.99	984.24	15,899.99	9,502.40	15,924.00	1,239.84	15,899.99	12,315.94	15,899.99	2,183.48	18,134.99	\$136,066.69	\$182,160.01		
60300 Other Contractual Services																										
60303 Cell Phone Charges	75.00	150.00	75.00	150.00	300.00	150.00	225.00	150.00	225.00	150.00	225.00	150.00	225.00	150.00	225.00	150.00	225.00	150.00	225.00	150.00	225.00	150.00	\$2,250.00	\$1,650.00		
60314 Internet IT Svcs Domain Reg	830.34	275.00	189.18	275.00	385.59	275.00	858.72	275.00	185.20	275.00	295.43	275.00	724.20	275.00	141.95	275.00	741.03	275.00	413.22	275.00	103.00	275.00	\$4,867.86	\$3,025.00		
60324 Insurance D&O, etc.	130.31	750.00	130.31	750.00	130.31	750.00	130.31	750.00	130.31	750.00	130.34	750.00	2,147.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	\$2,928.89	\$8,250.00		
60325 Insurance Other													1,653.00										\$1,653.00	\$0.00		
60329 Licenses and Permits	60.00	12.50		12.50	70.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	12.50	25.00	12.50	12.50	\$155.50	\$137.50		
60330 Memberships, Dues		41.74	100.00	41.66	150.00	41.66	41.66	500.00	41.66	395.00	41.66	41.66	395.00	41.66	41.66	500.00	41.66	41.66	500.00	41.66	87.40	41.66	\$1,732.40	\$458.34		
60334 Reg, Conferences, Sponsorships	650.00	166.74		166.66	166.66	166.66	870.00	166.66	210.00	166.66	166.66	166.66	225.00	166.66	180.00	166.66	166.66	166.66	166.66	166.66	166.66	166.66	\$2,135.00	\$1,833.34		
60336 Subscriptions, Periodicals	288.84	40.00	17.77	40.00	135.00	40.00	35.54	40.00	49.41	40.00	199.00	40.00	35.54	40.00	17.77	40.00	17.77	40.00	17.77	40.00	17.77	40.00	\$32.18	\$440.00		
60353 Postage, Mailing Services		33.37		33.33	97.13	33.33	33.33	8.55	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	491.25	33.33	\$596.93	\$366.67		
60358 Printing & Reproduction		208.37		208.33	208.33	208.33	124.37	208.33	40.00	208.33	125.19	208.33	208.33	208.33	208.33	208.33	208.33	208.33	477.07	208.33	208.33	208.33	\$766.63	\$2,291.67		

2026 priorities: Support catalytic investments (Nature-based infrastructure and U Incubation Village), invest in parking, and district beautification and marketing.

University District - 2026 Work Plan Tracking

STRATEGIC PLAN			COMMUNITY DEVELOPMENT	BUDGETED	START	END	STATUS	UPDATE	KEY DATES
1	3.1.2	400-Block in partnership with Avista Development		\$20,000	Q1 2026	Q4 2026		Work plan to include release of P3 RFQ in partnership with Avista, working with New Market Tax Credits consultant, applying for grants and working with financing teams.	
2	2.4.1, 3.1.1	U Incubation Village Pre-Design Study Completion and Community Partner Roundtables		\$55,705 (carryover)	Q1 2026	Q4 2026		Follow up from Feasibility Study. To include ongoing partner engagement, development proforma, and capital stack analysis.	
3	1.1.1, 1.1.2	District Living Infrastructure Framework and Development Guidelines Phase II		\$40,000	Q1 2026	Q2 2026		Builds on Phase I establishing district output map and plant research. Phase II to detail out plant species lists and soil specifications along with ongoing maintenance plan of nature based infrastructure throughout District.	
4	1.1.2, 1.1.4, 1.1.5, 1.1.7	Nature-Based Infrastructure and Complete Street Pre-Design (Superior/Springfield)		\$75,000 (carryover)	Q2 2026	Q4 2026		Pre-design costs to support future Transpiration Improvement Board Complete Streets grant; support Parks and Spokane River Forum Kayak Put-In.	
5	1.1.2	UD Ecological Development Tool: Feasibility Testing for Software Development		\$15,000	Q1 2026	Q3 2026		Working with IntelliTect to develop baseline conceptual model to test software development feasibility. Potential UDDA revenue source in future.	
6	2.4.1, 3.1.9	Host community partners discussion around possible people's choice grocer (retail food bank model) along Division Street		\$500	Q3 2026	Q3 2026		Bring together DSP, City Staff, Spokane Regional Health, and other food security groups to discuss developing healthy food alternative near 7-11 along Division.	
7	1.4	Conduct parking layout study for South Sub-Area in legislated blocks		\$15,000	Q2 2026	Q3 2026			
8	3.1.4	Supporting work of SLIC and Spokane Alliance where needed around development of regional Housing Production Fund		\$0	Q1 2026	Q4 2026		Work builds on UD June Housing Workshop Forum. Match funding for economic impact study in partnership with other PDAs and BIDs.	
ECONOMIC DEVELOPMENT			BUDGETED	START	END	STATUS	UPDATE	KEY DATES	
1	Overarching	Grant writer for State, Federal, and local grants in alignment with U Vision 2044 Strategies and develop database around district metrics and data for grant writing access.		\$30,000	Q1 2026	Q4 2026		Priority grants identified: State Parks Water and Conservation Fund (Riverside Gateway Park); TIB Complete Streets Construction Grant; Commerce Grants for District Thermal Energy; State Childcare Construction Grants.	
3	3.4	Banner implementation along Hamilton		\$15,000	Q2 2026	Q4 2026		Expand banners implemented along MLK Way	
4	1.4	First Avenue Parking Angled Parking Pilot		\$10,000	Q3 2026	Q4 2026		Work with City Parking staff to implement	
5	1.1.1, 1.1.2	Pacific Avenue Ongoing Maintenance of Nature-Based Infrastructure (6 months)		\$8,000	Q3 2026	Q4 2026		UD Living Infrastructure Framework to inform.	
MARKETING & COMMUNICATIONS			BUDGETED	START	END	STATUS	UPDATE	KEY DATES	
1	1.1.8, 2.2.2, 2.5.2, 3.1	Outreach Materials; 4 cutsheets and vision document		\$15,750	Q2 2026	Q4 2026		400-Block cutsheet for legislative ask and outreach; Revolving Housing Loan Fund cutsheet; updated U Village and Housing Fund sheet	
2	1.1.8, 2.2.2, 2.5.2, 3.1	Juliet to develop a TED Talk; Speaking Support and Graphics		\$12,000	Q1 2026	Q3 2026		To promote UD Vision and district strategic nature-based infrastructure development. Work with TED Talk consultant.	
3	3.1.1	Website Development: Photography and Illustrations		\$25,000	Q3 2026	Q4 2026		Cost to coordinate, stage, and take active district and campus photos, an iStock subscription, and supporting illustrations in preparation for the new website in 2027.	

Notes: Orange: Focus Area; Blue: Dependent on Others

UDDA 2025		Budgeted	Yr End Est	UDDA 2026		2026 PF
REVENUE		\$720,755	\$693,395	REVENUE		\$484,035
Contrib (assumes \$20K Prov, MultiC)		\$130,000	\$100,000	Contributions		\$102,000
UDRA Management Proceeds		\$384,786	\$384,786	UDRA Management Proceeds		\$345,305
Grant Income: Commerce CBO Grant		\$184,858	\$184,858			
Grant Income: EPA Community Change			\$0			
Bouten holiday party sponsor		\$0	\$3,000			
Interest		\$2,800	\$2,440	Interest		\$1,000
Estimated Carryover		\$18,311	\$18,311	Estimated Carryover		\$35,730
EXPENSE		\$695,453	\$657,665	EXPENSE		\$484,035
Payroll Expenses		\$377,696	\$333,192	Payroll Expenses (Base and Taxes)		\$286,076
Jeffrey Close Out			\$28,089			
Personal Services Contracts		\$198,100	\$186,740	Personal Services Contracts		\$117,200
Financial Services (Tax return/Flores)	\$3,500		\$3,500	Financial Services		\$30,000
Management & Org Svcs	\$180,000		\$168,240	Management & Org Svcs		\$24,300
1099 Support (CEO Leadership Support)	\$0		\$0	1099 Support		\$0
Retreat Facilitation	\$2,500		\$500	Retreat Facilitation		\$3,000
South Sub Area BID Feasibility Study (match)	\$10,000		\$0	Consultants (Development and Grant Mgmt)		\$15,000
Recruitment Firm	\$5,000		\$0	Software Subscriptions		\$1,000
400 Block Pre-Design, Financial Feas Study	\$162,500		\$162,500	Webinars		\$300
ChatGPT of Claude SW (comm copy/materials)	\$0		\$240	Educational Events/Conferences		\$1,500
Grant Application Management Software Training	\$0		\$0	Employee Training		\$3,500
Health Equity Circle Data Collection	\$0		\$5,000			
Legal Fees (incl labor counsel)	\$6,000		\$1,500	Legal Fees		\$3,000
Marketing/Advertising	\$7,100		\$8,500	Marketing/Advertising		\$17,500
Enewsletter/Social Marketing	\$3,600		\$5,000	Enewsletter/Social Marketing		\$3,500
Event Marketing	\$3,500		\$3,500	Event Marketing/Sponsorships		\$2,000
				TED Talk Development and Graphics		\$12,000
Graphic Design, Web	\$1,500		\$5,000	Graphic Design, Web		\$42,400
Website Photography and Illustrations	\$0		\$2,000	Website Photography and Illustrations		\$25,000
Holiday Card	\$1,500		\$3,000	Holiday Card		\$3,000
				UD Development Initiative Branding		\$14,400
Other Contractual Services	\$44,801		\$39,836	Other Contractual Services		\$40,616
Phone	\$1,800		\$2,400	Phone		\$2,740
Internet	\$3,300		\$5,300	Internet		\$5,100
Insurance (incl cyber and crime)	\$9,000		\$4,581	Insurance (incl cyber and crime)		\$5,500
Licenses and Permits	\$150		\$155	Licenses and Permits		\$155
Membership, Dues	\$500		\$1,750	Membership, Dues		\$2,495
Event fees and registrations	\$2,000		\$2,325	Event fees and registrations		\$1,225
Subscriptions, Periodicals	\$480		\$875	Subscriptions, Periodicals		\$700
Postage, Mailing	\$400		\$600	Postage, Mailing		\$575
Printing and Reproduction	\$2,500		\$1,250	Printing and Reproduction		\$1,500
Catering, Alcohol - retreat, holiday, lunches	\$6,500		\$5,600	Catering, Alcohol - retreat, holiday, lunches		\$6,000
Leased Buildings, Space	\$15,971		\$10,300	Leased Buildings, Space		\$9,976
Event rentals, Copier	\$1,200		\$2,400	Rentals, Copier, Lease		\$3,650
Rentals, Moving, Staff Parking	\$1,000		\$2,300	Staff Parking		\$1,000
Travel	\$8,900		\$2,207	Travel		\$4,800
In State Per Diem	\$1,000		\$200	In State Per Diem		\$600
In State Airfare	\$600		\$231	In State Airfare		\$800
Private Auto Mileage	\$600		\$125	Private Auto Mileage		\$200
Other Travel, Bus, etc	\$500		\$715	Other Travel, Bus, etc		\$500
Out of State Per Diem	\$2,000		\$364	Out of State Per Diem		\$1,500
Out of State Airfare	\$3,200		\$572	Out of State Airfare		\$1,200
Recruitment/relocation	\$1,000		\$0			
Supplies and Materials (new office workstations)	\$12,000		\$19,100	Supplies and Materials		\$2,000
Retirement and Benefits	\$53,956		\$48,500	Retirement and Benefits		\$33,343
Net Income	\$25,302	\$35,730		Est Net Income		\$0