



University District Development Association (UDDA)

Board of Directors' Meeting Agenda

Wednesday, May 6, 2026

3:45-5:15 PM Joint UDDA/UDPDA session; 5:20 – 5:35 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)

3:45 Welcome and March EAC Highlights – Bollenback

- Welcome new appointed directors:
 - Dale Hammond, Director of External Relations and The Whitworth Foundation, Whitworth University, and thanks to Brooke Kiener; and
 - Dr. Jeff Haney, Senior Vice Provost for Health Sciences, WSU (Leslie Brunelli attending today); and thanks to Daryll DeWald
- 2026 Nominating Committee
- Marketing and Communications position update
- Books Management RFP update
- 2026 Impact Award nominations open through the end of August

3:50 Next Generation Plan 2065 Updates – Sinisterra

- U-Village Study/CERB Grant
- Scorecard review and comments

4:05 Presentation: Spokane Regional Housing Fund – Laurel Fish, Spokane Alliance

4:20 Presentation: BID Expansion – LaVerne Biel, ESBA

4:35 Presentation: Health Equity Circle – Yeena Kee, Kelly Nguyen, Maia Kent, and Kyra Shelton (WSU and UW medical students)

4:45 Presentation: UD Living Infrastructure Framework and Design Guidelines – Claudia Browne, Biohabitats

5:15 Public Comment and Adjourn UDPDA Meeting – Bollenback

(End Joint Session, begin UDDA Business Meeting)

5:20 Call to Order, Welcome, Administrative Actions – Bollenback

- **Proposed MOTION:** Approve draft March 4, 2026, UDDA board meeting minutes
- June 3 Retreat Preview

5:25 Finance and Grants Administration

- Treasurer's Report – Hulseley
- **Proposed MOTION:** Approve UDDA financials as of March 31, 2026 – Bollenback
- **UDDA Financial Policies and Procedures Manual Update – Sinisterra**
 - **Proposed MOTION:** Revise the language on page 20 table regarding unbudgeted expenses to read, "If the proposed procurement is *not included* in the Board-approved Annual Budget and exceeds \$25K, the Board will approve."

5:35 Adjourn – Bollenback

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

- June 3 board retreat, 8:30 AM – 1:30 PM, Swinerton Office
- Sept 2 annual meeting
- Oct 14
- Dec 2 – holiday event and Impact Award presentation, location TBD



University District Development Association (UDDA) Meeting Minutes - DRAFT

Wednesday, March 4, 2026, 4:11-4:51 PM Joint UDDA/UDPDA Session; 4:51-5:14 PM Business Meeting, Catalyst Building Room 309 and Via Zoom

Board [slide deck](#), Zoom [recording link](#)

Board Members Present: Karlee Agee (Zoom), Ryan Arnold, LaVerne Biel (Zoom), Lois Bollenback (chair), Emilie Cameron (Zoom), Pat Castaneda (Zoom), Colleen Fuchs (Zoom), Megan Hulseley (Zoom), Alex Jackson, Stacia Rasmussen, Rob Souders, Juliet Sinisterra (CEO), John Sklut (Zoom), Angela Swenseid (Zoom), Adam Swinyard (Zoom), Jonathan Teeters, Thomas Tellefson, Dennis Wagner (Zoom), County Commissioner Amber Waldref (Zoom), and Council President Betsy Wilkerson

Board Members Absent: Catherine Brazil, Kevin Brockbank, Mayor Lisa Brown, Erin Williams Hueter, Brooke Kiener, Marvo Reguindin

Others Present: Taudd Hume (legal counsel), Alden Jones, Amanda Beck, Mark and Kara Odegard, Eric Petersen

JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

Bollenback started the joint session at 4:11 PM and provided the following **EAC Highlights**:

- Letters sent out regarding Avista's four-year rate increase, the Ruby River dock proposal, and EWU's Urban Regional Planning program
- DocuSign for board Confidentiality and COI policies going out soon
- Annual UDDA board member contribution invoices going out soon
- The UDPDA/UDDA Administrative Services Agreement will be updated to account for work beyond basic operational administration (i.e., for more in-depth grants and contract management)
- Presentation: City Parking Lot Tax Legislation

Next Generation Plan 2065 Updates

- **201 West Main** – Property closing date is April 2, 2026. UD legal counsel reviewed the PSA Assignment and Feasibility approval, and per the PSA, the CEO approved in writing.
- **400-Block Gateway Commons** – Sinisterra reported that Avista recently shared a change in direction, and as such, the anticipated RFQ for a P3 at the Gateway Commons is on hold. Avista is now considering fast-charging Tesla stations, and remains open to a climbing gym, recreation and events center, childcare, and a park and promenade. They are in discussions with Swinerton regarding the revised scope and will take 60 days to determine the best way to move forward. UD staff provided Avista with a revised program/proforma based on their new direction.
- **Scorecard** – Sinisterra highlighted Spokane Low Income Housing and Spokane Alliance efforts to launch a local revolving housing loan fund and the potential to work with the Ballmer Group on a statewide revolving loan fund.

Presentation

- **UD Ecological Development Incentives** – Measure Meant team presented an update on their contracted work, and Sinisterra explained how it dovetails with other Next Generation Plan 2065 projects. Mark Odegard provided a project overview, interview scope, case studies, common incentives in other communities, and key features of a “scorecard” and potential incentives. See [this link](#) for more information.

END JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

Call to Order, Welcome, and Administrative Actions

Chair Bollenback called the UDDA business meeting to order at 4:51 PM and asked for a **MOTION to approve the Consent Agenda**, including the **draft UDDA February 4, 2026, meeting minutes and the UDDA financials as of January 31, 2026** (Wilkerson), seconded (Rasmussen), and passed



unanimously. Sinisterra noted the higher January salary amount was due to Samson’s severance package.

Presentations

UDDA Fiscal Policies and Procedures Manual

Hulsey acknowledged the staff for developing this manual, which she and Chuck Murphy (past UDPDA treasurer) reviewed for errors and omissions. The manual is a “living” document and includes language addressing policies and procedures around internal controls, mitigating fraud, safeguarding funds, managing grants, and establishing procurement pathways. Bollenback asked for questions and hearing none, asked for a **MOTION to adopt the UDDA Fiscal Policies and Procedures Manual** (Wilkerson), seconded (Teeters), and passed unanimously.

UD HR Employee Manual

Tellefson acknowledged the staff for developing this manual, which UDDA labor attorney Kammi Smith and board members Williams-Heuter and Tellefson reviewed for errors and omissions. The manual is a “living” document and includes language addressing policies relevant to grant funders, annual employee goal-setting and performance reviews, and new staff leave features. Bollenback asked for questions and hearing none, asked for a **MOTION to adopt the UD HR Employee Manual** (Arnold), seconded (Jackson), and passed unanimously.

30-Second updates followed. Bollenback then reminded the group of the next meeting on May 6 and adjourned the UDDA business meeting at 5:14 PM.

Dennis Wagner, Vice Chair and Secretary



University District Development Association (UDDA) Board of Directors' Annual Retreat Agenda

Wednesday, June 3, 2026, 8:30 AM – 1:30 PM

In-person only at the Swinerton Office on the fourth floor of the Scott Morris Center for Energy Innovation Building, 12 N Sheridan, Spokane, WA

Retreat Purpose: To align around a shared vision for the University District's next phase of work by grounding our strategy in community, data, and inclusive economic development. Through a combination of presentations, dialogue, and reflection, the retreat will explore the interconnected challenges and opportunities facing Spokane—particularly youth poverty, workforce pathways, and access to opportunity—while examining models such as cooperative ownership and the Maker Hub economy as scalable solutions. The Board will also be introduced to the Joyful Cities framework, designed to integrate perspectives on belonging, cultural grounding, and economic innovation, ensuring that our future investments and initiatives are both community-informed and outcomes-driven. Ultimately, the retreat will strengthen board alignment, deepen understanding of emerging priorities, and inform a cohesive, values-based approach to building a more equitable and resilient University District.

- 8:30** **Welcome, Retreat Purpose, and Land Acknowledgment** – *Lois Bollenback*

- 8:45** **Belonging Exercise** – *Jerry Crowshoe, Native American Health Sciences Program Director, WSU Health Sciences Spokane*

- 9:05** **Spokane Youth and Poverty by the Numbers** – *Kim Blessing, D&B Creative*

- 9:20** **Spokane Tech High School (Workforce Pipeline)** – *Adam Swinyard, Spokane Public Schools; and Kevin Brockbank, Spokane Colleges*

- 9:50** *Break*

- 10:00** **Mondragon Cooperative Model** – *Joel Williamson, Spokane Workers' Cooperative*
- 10:20** **Facilitated Discussion** – *Crowshoe*
- 10:45** **Joyful Cities Framework Overview** – *Juliet Sinisterra*
- 11:05** **Facilitated Discussion** – *Crowshoe*

- 11:30** *Lunch*

- 12:00** **Maker Hub Economy Overview** – *Sinisterra*
- 12:15** **Facilitated Discussion** – *Crowshoe*
- 12:35** **Small Group Breakout Discussions**
- 12:55** **Small Group Report Out**
- 1:10** **Retreat Closing: Grounding and Reflection Exercise** – *Crowshoe*

- 1:30** *Adjourn* – *Bollenback*



UDDA – Financial/Treasurer’s Report

As of March 31, 2026

Accrual Basis

	(Current Month)	(Previous Month)
CURRENT ASSETS		
Total Numerica Checking/STCU Money Market	261,974.85	245,945.38
Accounts Receivable <i>(annual contribution invoicing)</i>	71,600.00	5,000.00
Other Assets - QBO Tax Holding	2,660.42	2,591.38
Total Assets	336,235.27	253,536.76
LIABILITIES		
Accounts Payable	15,805.50	0
Credit Card Payable	2,219.83	1,793.83
Payroll Liabilities <i>(no longer includes VL accrual)</i>	4,962.76	11,201.66
Total Liabilities	22,988.09	12,995.49

NOTES:

- March Proforma vs Actual net operating revenue was \$72,705.91 due to annual contribution invoicing on the revenue side and removal of vacation leave accrual on the expense side. VL accrual was paid out in March per the new UPTO policy in the board-approved UD HR Employee Manual.
- Note that \$168,308.97 was transferred at the beginning of March from the Numerica checking account to the new STCU MM account.

Approved:

Juliet Sinisterra, CEO

Megan Hulsey, Treasurer

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Statement of Financial Position

As of March 31, 2026

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
10126 UDDA NUM Checking	93,535.36
10127 UDDA NUM MM	-9.89
10129 UDDA STCU MM	168,449.38
Total Bank Accounts	\$261,974.85
Accounts Receivable	\$71,600.00
Other Current Assets	
12000 Undeposited Funds	0.00
12001 *Undeposited Funds	0.00
13100 Prepaid Insurance	0.00
QuickBooks Tax Holding Account	2,660.42
Total Other Current Assets	\$2,660.42
Total Current Assets	\$336,235.27
TOTAL ASSETS	\$336,235.27
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$15,805.50
Credit Cards	\$2,219.83
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	2,689.48
24125 FICA & Med Payable	0.00
24160 State Unemployment Payable	-513.67
24161 State Fam Med Lv EE pd by Co	0.00
24162 FSA Contrib EE	164.97
24163 FSA Contrib ER	189.97
24170 Federal Unemployment	126.00
24220 Industrial Insurance	861.60
24225 Simple IRA EE	0.00
24226 Simple IRA ER	893.60
24227 Accrued Vacation Leave	0.00
ID Income Tax	-368.00
WA Cares Fund	-58.96
Total 24000 Payroll Liabilities	4,962.76
Direct Deposit Payable	0.00
FSA Contrib ER	0.00

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Statement of Financial Position

As of March 31, 2026

	TOTAL
Total Other Current Liabilities	\$4,962.76
Total Current Liabilities	\$22,988.09
Total Liabilities	\$22,988.09
Equity	
30000 Opening Balance Equity	2,143.63
30001 Reserve	78,842.62
32000 Unrestricted Net Assets	183,417.36
Net Revenue	48,843.57
Total Equity	\$313,247.18
TOTAL LIABILITIES AND EQUITY	\$336,235.27

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L

January - March, 2026

	JAN 2026		FEB 2026		MAR 2026		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Revenue								
43210 Interest Income	212.73	83.37	178.64	83.33	140.52	83.33	\$531.89	\$250.03
43400 Direct Public Support		0.00		0.00		0.00	\$0.00	\$0.00
43410 Institutional/Corp contrib		0.00		0.00	88,600.00	72,000.00	\$88,600.00	\$72,000.00
Total 43400 Direct Public Support		0.00		0.00	88,600.00	72,000.00	\$88,600.00	\$72,000.00
46500 Grant Income		0.00		0.00		0.00	\$0.00	\$0.00
46510 Grant - Restricted		0.00		0.00		0.00	\$0.00	\$0.00
Total 46500 Grant Income		0.00		0.00		0.00	\$0.00	\$0.00
46700 Other Income		0.00		0.00		0.00	\$0.00	\$0.00
47005 UDRA Management Proceeds	28,775.41	28,775.41	28,775.41	28,775.41	28,775.41	28,775.41	\$86,326.23	\$86,326.23
Total 46700 Other Income	28,775.41	28,775.41	28,775.41	28,775.41	28,775.41	28,775.41	\$86,326.23	\$86,326.23
47200 Program Income		0.00		0.00		0.00	\$0.00	\$0.00
47240 Programs, Event Sponsorships		0.00		0.00		0.00	\$0.00	\$0.00
Total 47200 Program Income		0.00		0.00		0.00	\$0.00	\$0.00
Total Revenue	\$28,988.14	\$28,858.78	\$28,954.05	\$28,858.74	\$117,515.93	\$100,858.74	\$175,458.12	\$158,576.26
GROSS PROFIT	\$28,988.14	\$28,858.78	\$28,954.05	\$28,858.74	\$117,515.93	\$100,858.74	\$175,458.12	\$158,576.26
Expenditures								
60100 Payroll Expenses		0.00		0.00		0.00	\$0.00	\$0.00
60101 Salaries, Wages	40,459.36	19,300.00	19,203.38	19,300.00	25,583.09	19,300.00	\$85,245.83	\$57,900.00
60105 Vacation Leave Accrual	1,107.90	750.00	1,107.90	850.00	-6,379.71	5,500.00	\$ -4,163.91	\$7,100.00
60110 Payroll Taxes	3,565.71	1,890.00	1,658.32	1,890.00	2,068.65	2,200.00	\$7,292.68	\$5,980.00
Total 60100 Payroll Expenses	45,132.97	21,940.00	21,969.60	22,040.00	21,272.03	27,000.00	\$88,374.60	\$70,980.00
60200 Personal Services Contracts		0.00		0.00		0.00	\$0.00	\$0.00
60202 Financial, Prof Services	1,172.80	100.00	913.03	100.00	920.66	100.00	\$3,006.49	\$300.00
60203 Management & Organization Svcs	589.14	2,025.00	429.34	2,025.00	18,386.73	2,025.00	\$19,405.21	\$6,075.00
60205 Legal Fees	2,685.00	250.00		250.00	315.00	250.00	\$3,000.00	\$750.00
60231 Marketing/Advertising	2,174.32	1,458.37	218.20	1,458.33	218.20	1,458.33	\$2,610.72	\$4,375.03
60232 Graphic Design, Web	850.85	3,533.37		3,533.33		3,533.33	\$850.85	\$10,600.03
Total 60200 Personal Services Contracts	7,472.11	7,366.74	1,560.57	7,366.66	19,840.59	7,366.66	\$28,873.27	\$22,100.06
60300 Other Contractual Services		0.00		0.00		0.00	\$0.00	\$0.00
60303 Cell Phone Charges	150.00	150.00	150.00	150.00	150.00	150.00	\$450.00	\$450.00
60314 Internet IT Svcs Domain Reg	133.98	425.00	46.48	425.00	135.78	425.00	\$316.24	\$1,275.00
60324 Insurance D&O, etc.		0.00		0.00		0.00	\$0.00	\$0.00
60325 Insurance Other	50.00	0.00		0.00		0.00	\$50.00	\$0.00
60329 Licenses and Permits	60.00	0.00	10.00	0.00	72.59	70.00	\$142.59	\$70.00
60330 Memberships, Dues		207.99		207.91	151.67	207.91	\$151.67	\$623.81
60333 Ed Events, Scholarships		0.00		0.00		0.00	\$0.00	\$0.00
60334 Reg, Conferences, Sponsorships	440.73	93.75	62.55	193.75		93.75	\$503.28	\$381.25
60336 Subscriptions, Periodicals	167.77	58.37	17.77	58.33	18.48	58.33	\$204.02	\$175.03
60353 Postage, Mailing Services		0.00		0.00		97.00	\$0.00	\$97.00
60358 Printing & Reproduction	41.39	0.00	47.28	0.00	43.40	0.00	\$132.07	\$0.00
60377 Catering, Meals	26.57	0.00	24.52	0.00	16.21	99.79	\$67.30	\$99.79
60380 Leased Buildings, Space	805.50	805.50	805.50	805.50	805.50	805.00	\$2,416.50	\$2,416.00
60381 Rentals, Copier Lease		0.00		0.00		0.00	\$0.00	\$0.00
60389 Rentals, Other Events, Park		0.00		90.00		90.00	\$0.00	\$180.00
Total 60300 Other Contractual Services	1,875.94	1,740.61	1,164.10	1,930.49	1,393.63	2,096.78	\$4,433.67	\$5,767.88
60400 Travel		0.00		0.00		0.00	\$0.00	\$0.00
60410 In-state Per Diem		0.00		0.00		0.00	\$0.00	\$0.00
60411 In-state Air Fare		0.00		0.00		0.00	\$0.00	\$0.00
60412 Private Auto Mileage		0.00		0.00	25.16	50.00	\$25.16	\$50.00
60416 Other Travel - bus, etc.	13.08	10.00	9.08	100.00	11.00	10.00	\$33.16	\$120.00
60420 Out of state Per Diem		0.00		0.00		0.00	\$0.00	\$0.00
60421 Out of state Air Fare		0.00		0.00		0.00	\$0.00	\$0.00
Total 60400 Travel	13.08	10.00	9.08	100.00	36.16	60.00	\$58.32	\$170.00
60500 Supplies & Materials		0.00		0.00		0.00	\$0.00	\$0.00
60501 Food		0.00		0.00	14.73	0.00	\$14.73	\$0.00
60525 Recognition and Awards		0.00		0.00	257.23	0.00	\$257.23	\$0.00
60540 Non-cap Equip Furn <\$5K		0.00		0.00		0.00	\$0.00	\$0.00
60545 Prewritten SW (MSFT)	71.28	100.00		100.00	71.28	100.00	\$142.56	\$300.00
60564 Office Supplies		0.00	102.86	0.00	11.00	0.00	\$113.86	\$0.00
Total 60500 Supplies & Materials	71.28	100.00	102.86	100.00	354.24	100.00	\$528.38	\$300.00
60700 Retirement & Benefits		0.00		0.00		0.00	\$0.00	\$0.00
60702 PFML	556.51	556.00		0.00		0.00	\$556.51	\$556.00
60705 Retirement Employer Contrib	446.80	445.00	446.80	445.00	446.80	445.00	\$1,340.40	\$1,335.00

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L

January - March, 2026

	JAN 2026		FEB 2026		MAR 2026		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
60707 Life Insurance Employer Paid		0.00	524.79	550.00		0.00	\$524.79	\$550.00
60709 Disability Insurance	388.57	370.00	154.73	275.00	271.65	275.00	\$814.95	\$920.00
60710 Health Insurance Plans	571.20	571.00	1,442.20	1,500.00	811.60	1,500.00	\$2,825.00	\$3,571.00
60711 FSA Employer Contrib	-2,481.98	767.00	383.32	767.00	383.32	767.00	\$ -1,715.34	\$2,301.00
60712 FSA Employee Contrib		0.00		0.00		0.00	\$0.00	\$0.00
Total 60700 Retirement & Benefits	-518.90	2,709.00	2,951.84	3,537.00	1,913.37	2,987.00	\$4,346.31	\$9,233.00
Total Expenditures	\$54,046.48	\$33,866.35	\$27,758.05	\$35,074.15	\$44,810.02	\$39,610.44	\$126,614.55	\$108,550.94
NET OPERATING REVENUE	\$ -25,058.34	\$ -5,007.57	\$1,196.00	\$ -6,215.41	\$72,705.91	\$61,248.30	\$48,843.57	\$50,025.32
NET REVENUE	\$ -25,058.34	\$ -5,007.57	\$1,196.00	\$ -6,215.41	\$72,705.91	\$61,248.30	\$48,843.57	\$50,025.32

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		On Hold while Avista Development pursues modified program indepdently via a P3 RFQ.	5/31/2026
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		Scope changes approved by CERB Board. Kicking off final phase April 16. Asked to serve on the WA State Arts Commission. Governor appointed position meets quarterly online.	CERB grant complete at EO 2026
3	1.1.1, 1.1.2	District Living Infrastructure Framework and Development Guidelines Phase II	\$40,000	Q1 2026	Q2 2026		Biohabitats presented to EAC. Work to begin on design guidelines.	Board presentation in May 2026
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		Waiting on completion of Dhe istrict Living Infrastructure framework prior to releasing RFP for pre-design. Asked to serve on Cthe City's CBP3 Program (Community-Based Private Public Partnership) for the Advisory Committee for a ossible infrastructure pilot.t	EO 2026
5	1.1.2	UD Ecological Development Tool: Feasibility Testing for Software Development	\$15,000	Q1 2026	Q3 2026		Intellitect mock-up created for software program, TEND. Will be presented to EAC in August. Looking to market test via April Needham in Fall 2026.	EO 2026
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		Meeting scheduled for April 30. Gladys Ly Au Young from SidexSide to present on White Center Food Bank/Grocery Store plus.	4/30/2026
7	1.4	Conduct parking layout study for South Sub-Area in legislated blocks	\$15,000	Q2 2026	Q3 2026		Reached out to Ardurra for a proposal. Should hear back by mid-April.	
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		Spokane Low Income Housing Consortium and Spokane Alliance wanting to bring on a staff person for 2 years to develop revolving Housing Loan Fund. Asking for financial support. Spokane Alliance to present to Board on May 6.	
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		Awarded \$343K Dept of Commerce Energy Siting and Permitting grant. Working through contract approval process with Commerce. Work to start April 6. Asking Haley Aldrich to research Impact Funds nationwide and proposal process.	Varies
3	3.4	Banner implementation along Hamilton	\$15,000	Q2 2026	Q4 2026		On hold while we assess costs of wind-damaged banners. Would like to re-allocate funds to garbage cans.	Fall 2026
4	1.4	First Avenue Parking Angled Parking Pilot	\$10,000	Q3 2026	Q4 2026		Will start in early Q3, after South Sub-Area layout plan complete.	Fall 2026
5	1.1.1, 1.1.2	Pacific Avenue Ongoing Maintenance of Nature-Based Infrastructure (6 months)	\$8,000	Q3 2026	Q4 2026		City staff requesting feedback on landscaping plan. Biohabitats drafting a review/one page memo.	Fall 2026
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 branding	\$15,750	Q2 2026	Q4 2026		Funding for three outreach cutsheets. Will start in Q2.	
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		Submitted application to TED Talk Spokane.	
3	3.1.1	Website Development: Photography and Illustrations	\$25,000	Q3 2026	Q4 2026		Waiting on new Marketing & Communications Manager to lead.	Spring and Fall 2026

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