



University District Development Association (UDDA)

Board of Directors' Meeting Agenda

Wednesday, October 1, 2025

4:00 – 5:15 UDPDA/UDDA Joint Discussion; 5:15 - 5:35 PM UDDA Business Meeting

In-Person, Catalyst Building, Rm 309, and via Zoom

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

Meeting ID: 867 5038 7107 Passcode: 941652 Dial +1 253 215 8782 US

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

4:00 Retiring Board Member Recognition – Sinisterra

4:10 EAC Highlights – Bollenback

4:14 Finance and Grants Administration – Sinisterra

4:17 Next Generation Plan 2065 Updates – Sinisterra

- 400 Block
- 201 West Main
- UD Development Incentives

4:25 Higher Ed Updates (eight minutes each institution)

- **Washington State University Health Sciences Spokane** – *Daryll DeWald*
- **Spokane Community Colleges** – *Lori Hunt*
- **Eastern Washington University** – *Rob Sauders*
- **Whitworth University** – *Brooke Kiener*
- **Gonzaga University** – *John Sklut*
- **University of Washington** – *Catherine Brazil*

5:15 Public Comment and Adjourn UDPDA Meeting

5:15 UDDA Meeting Starts: Welcome, Call to Order, Admin Actions – Sheehan

- **Proposed MOTION – Consent Agenda**
 - Draft September 3, 2025, UDDA board meeting minutes
 - UDDA financials as of July 31, 2025
- **Proposed MOTION:** The Board approves the **2025 Impact Award** joint recipients: Thayne McCulloh and Ana Mari Cauce for their outstanding leadership in developing the UW/GU Health Partnership.

5:20 2026 Work Plan and UDDA Budget – Sinisterra

- Update and discussion
- **Proposed MOTION:** The Board approves the **2026 Work Plan and UDDA Budget** pending TIF disbursement agreement with City.

5:35 Adjourn – Sheehan

2025 UD Board Event

- Dec 3 holiday dinner and 2025 Impact Award presentation (6-8 PM, UW/GU Health Partnership Building lobby, details to follow)



UDDA/UDPDA EAC Meeting Minutes

Tuesday, August 19, 2025, 11:30 AM – 12:50 PM via Zoom

Zoom meeting recording link (*available on request*); **CEO's PowerPoint presentation** [link](#)

EAC Members Present: Colleen Fuchs (chaired meeting in Sheehan's absence), Steve MacDonald, Juliet Sinisterra (CEO), and Dennis Wagner

EAC Members Absent: Neil Christopher Apeles (no longer at Providence), Lois Bollenback, Chuck Murphy, Katy Sheehan, Greg Repetti, and Thomas Tellefson

Staff: Jeffrey Samson, and Alden Jones

Call to Order, Welcome, and Administration

- Fuchs presided as chair (in the absence of Sheehan/Murphy/Repetti) and called the meeting to order at 11:30 AM, and due to lack of a quorum, postponed approving the draft May 20 EAC meeting minutes until the next meeting.
- Fuchs asked for but heard no changes to either the June 4, 2025, UDPDA draft meeting minutes or the September 3 draft UDPDA and UDDA annual meeting agendas.
- Sinisterra noted seats available at UD table for SRTC Regional Transportation Summit Oct 7.
- Sinisterra shared the 2025 Impact Award nominations received and the group recommended a joint award: UW/GU Health Partnership/Thayne McCulloh/Ana Mari Cauce. The EAC will discuss/vote on this at the next meeting and present to the Board in October for approval.

Nominating Committee Update

- The Nominating Committee recommendations for new 2026 board members and officers were discussed. The group had no comments or changes to the recommendations. Both boards will vote on the new members and officers at their September 3 annual meeting.

Finance and Grants Administration

- Samson presented the UDDA and UDPDA **financials as of June 30, 2025**.
- Sinisterra enumerated 2025 UDPDA Budget Re-Allocations, including requesting to re-allocate \$92,400 in budgeted but unspent funds for a UDPDA sole-source contract with Biohabitats. Hearing no objections, Sinisterra will proceed with the reallocation.
- Sinisterra provided a chart of **2025 Grant updates**, noting the Thriving Communities and JM Kaplan Innovation Prize grants did not convert, but that we are pursuing two grants in fall 2025 (State Public Works Infrastructure Pre-Design and Shift Impact Grant) totalling \$750K.
- For clarity, Sinisterra provided a brief **tutorial on TIF funds**. TIF funds are not a "cash account" per se; rather, they are quarterly estimated sales tax payments from the city. The TIF expires in 2039, and the estimated remaining total through then is projected at less than \$14 million.

U Vision 2044 and Next Generation 2065 Conceptual Plan

- **400-Block Updates**
 - Sinisterra shared plans to move forward with a PSA between the UDPDA (via an LLC to be created) and Avista Development for the 12 N Grant and 411 E Sprague properties with a targeted September 10 closing date.
 - She presented a phase 1 potential financing approach for Riverside Gateway Park (city recommends change of use vs street vacation for Riverside) and Partial Site control of the 400-Block. She described the myriad interrelated components related to the financing of the 400-Block, including projected costs and financing mechanisms (Boxcar proceeds,



Sprague Avenue underage, a state recreation, water, and land conservation grant, etc.). Since the UDPDA has little established credit, there are impacts related to taxable and non-taxable financing rates/terms from lending institutions.

- Sinisterra asked for feedback on several financing options. Given current information, the group recommended the UDPDA:
 - move forward with the PSA for the two Avista properties and form an LLC to execute;
 - secure approximately \$1.4 million loan from the Spokane County Treasurer's office to purchase the two Avista properties;
 - postpone 400-Block site control until Spring 2026 (wait on 403 E Sprague Ave);
 - postpone refinancing the existing SIP general obligation bond with the City, consider using Sprague underage and Boxcar proceeds to pay off the SIP bond;
 - prepare to release an RFQ for a P3 partner and obtain private financing for Riverside Gateway Park by Spring 2026;
 - confer with Parks and Recreation Dept re adding Riverside Park to their bond measure; and
 - maintain approximately \$300K in the UDPDA bank accounts.

- **June Housing Workshop Update** – Sinisterra shared several slides from the workshop that touched on examples and best practices related to creative economy student housing, setting up social impact bonds for housing revitalization, indigenous-led development, medical workforce housing, etc.
- **Scorecard** – There were no questions or concerns on the scorecard.

2026 Work Plan and Budget Preview and Discussion

- Sinisterra walked the committee through preliminary high-level 2026 plans that include Riverside Gateway Park design and construction, 400-Block development, living infrastructure A&E for Sherman St/Main Ave/Cowley/Superior St, U Incubation Village pre-design study, additional banner implementation along Hamilton, web/communications/marketing investments, and housing and bioregion meeting support. She noted that Jones plans to retire in 2026 and team will be revisiting staffing needs.

Fuchs asked for public comment, hearing none, she reminded the group of the September 3 UDPDA and UDDA annual board meetings and the September 16 EAC. She then adjourned the meeting at 12:50 PM.

A handwritten signature in black ink, appearing to read 'Juliet Sinisterra', is positioned above a horizontal line.

Juliet Sinisterra, CEO for Greg Repetti, Secretary

Date 9/16/25



University District Development Association (UDDA) Annual Meeting Minutes DRAFT

Wednesday, September 3, 2025, from 3:52 – 5:15 Joint UDPDA/UDDA Session; 5:15-5:28 PM

UDDA Meeting, Catalyst Bldg, Rm 309, and Via Zoom

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

Board Members Present: LaVerne Biel, Lois Bollenback, Emilie Cameron, Colleen Fuchs, Chuck Murphy, Lindsey Myhre, Stacia Rasmussen, Marvo Reguindin, Greg Repetti (Zoom), Rob Sauders, Katy Sheehan (chair), John Sklut (Zoom), Jonathan Teeters, Thomas Tellefson, Dennis Wagner (Zoom), County Commissioner Amber Waldref, Council President Betsy Wilkerson, and Erin Williams Hueter

Board Members Absent: Catherine Brazil, Mayor Lisa Brown, Kevin Brockbank, Daryll DeWald, Megan Hulsey, and Brooke Kiener

Others Present: Maddie Sontag (Riccelli's office), Jeffrey Samson, Alden Jones

Presenters: Kim Blessing and Delena Mobley (d&b Creative), Ken Meter (Crossroads Resource Center)

JOINT UDPDA/UDDA BOARD SESSION

EAC Highlights

- The group paused to honor the memory of Mari Clack (inaugural Impact Award recipient) and her profound legacy of non-profit leadership, giving, mentoring, relationship building, and improving the lives of underserved women in Spokane.
- Sheehan and the group congratulated Lindsey Myhre on her new top role at STCU and Karl Otterstrom's CEO role at STA.
- Sheehan reminded the group that they will vote on the 2025 Impact Award on October 1.
- Sinisterra provided a brief recap of the UDDA-hosted June Housing Workshop.

Presentation: U Incubation Village Updates (d&b Creative and Crossroads Resource Center teams)

Both teams provided summary final reports on their work. Questions regarding funding, location, competition/differentiation from other arts groups, and governance surfaced. Sinisterra noted that the UD may own the land and buildings, but the community would lead and manage. Cascadia Partners' scope of work will help inform funding and location. For more information, see these presentations: d&b Creative [U Incubation Village Market Needs and Assessment Final Report](#) and Crossroads [Grain or Produce Processing for Spokane UD](#).

Sheehan asked for additional public comment and, hearing none, reminded the group of the October 1 board meeting and adjourned the session at 5:15 PM.

UDDA Meeting Call to Order, Welcome, and Administrative Actions

Chair Sheehan called the UDDA business meeting to order at 5:15 PM (with both quorum and two-thirds majority present) and requested a **MOTION to approve the UDDA draft May 7, 2025, meeting minutes and the UDDA financials as of June 30, 2025** (Reguindin), seconded (Wilkerson), and passed unanimously. The group had no questions/concerns about the Scorecard.

Nominating Committee (NC) Update and Board Vote on 2026 Positions

Sheehan shared the following Nominating Committee (*Brown, Wilkerson, Fuchs, Sheehan, Sinisterra*) recommendations and asked for a **MOTION to approve six new UDDA board members for a first three-year term starting January 1, 2026:**

1. Karlee Agee, Bouten Construction



2. Ryan Arnold, Avista
3. Patricia Castaneda, Manzanita House
4. Alex Jackson, MultiCare
5. Angela Swenseid, STCU
6. Adam Swinyard, Spokane Public Schools

The motion was made by Wilkerson, seconded by Myhre, and passed unanimously.

Sheehan then asked for a **MOTION to approve the following 2026 UD EAC members** (Wilkerson), seconded (Myhre), and passed unanimously:

- Lois Bollenback (proposed Chair)
- Dennis Wager (proposed Vice Chair, Secretary)
- Megan Hulsey (proposed Treasurer)
- Colleen Fuchs (UD business/property owner/community health)
- Steve MacDonald (City staff)
- Tom Tellefson, (UD business/property owner/construction)
- Erin Williams Heuter (community health and workforce)
- Jonathan Teeters (non-profit, community health)
- LaVerne Biel (small business)

She then asked for a **MOTION to approve 2026 UDDA officers** (Wilkerson), seconded (Myhre), and passed unanimously:

- Chair – Lois Bollenback
- Vice Chair/Secretary – Dennis Wagner
- Treasurer – Megan Hulsey

Sheehan then asked for a **MOTION to approve the two UDDA reps to the 2026 UDPDA board** (Wilkerson), seconded (Myhre), and passed unanimously:

- Megan Hulsey
- Dennis Wager

Sheehan thanked board members who have volunteered to serve in 2026 and those who did so in 2025.

30-Second Updates

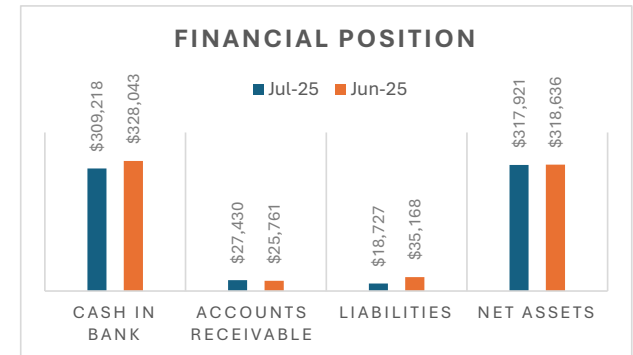
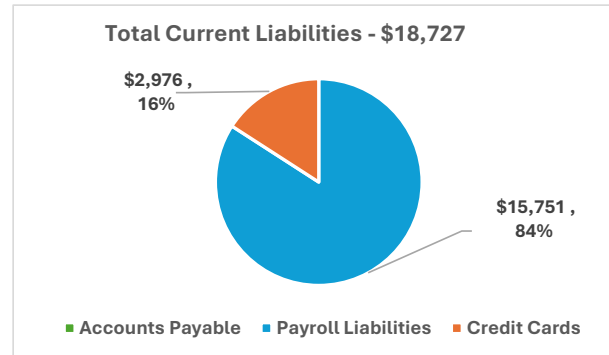
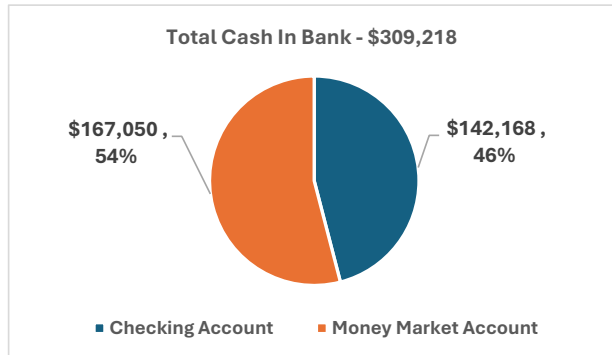
Brief updates followed from several members. Sheehan reminded the group that higher ed partners will provide more in-depth highlights/updates at the October 1 meeting.

Sheehan then adjourned the UDDA business meeting at 5:28 PM.

Juliet Sinisterra for Greg Repetti, Secretary

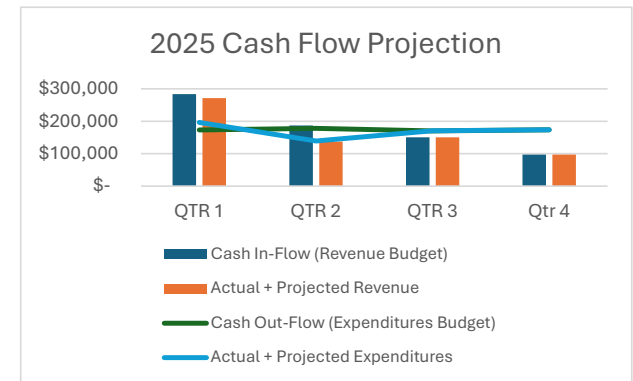
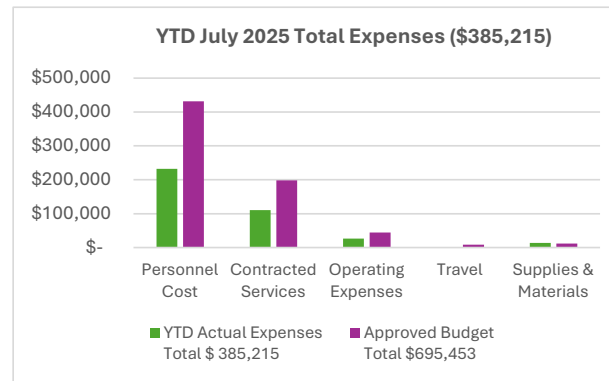
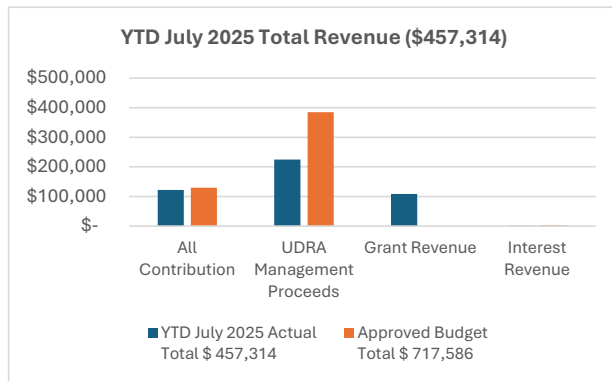
Date: May 8, 2025

UDDA's Financial Position – July 31, 2025



As of July 31, 2025 - Total Cash of \$309,218 includes Checking Account (\$142,168) and Money Market Account (\$167,050). Total Liabilities of \$18,727 includes Credit Card (\$2,976) and Payroll Liabilities (\$15,751). UDDA Financial Position shows there's enough cash in bank to cover the organization's total liabilities for July 31, 2025. Total Net Assets of \$317,921 include Unrestricted Net Assets (\$164,836), Net Revenue (\$72,099), and Reserve (\$78,843).

UDDA's Financial Activities – July 31, 2025



As of July 31, 2025 – Total YTD Revenue is \$457,314 (Annual Budget: \$717,586) which includes Total Contributions (\$122,400); Grant Revenue (\$109,017); UDRA Management Proceeds (\$224,459). Based on the information we have to date; we expect budgeted levels of annual revenue to be achieved by the end of the year and we are watching closely the expected grant and corporate contributions. Total YTD Expenses are \$385,215 (Annual Budget: \$695,453) that include Personnel Costs and Benefits (\$232,095); Contract Services (\$110,825); Operating Expenses (\$26,522); Travel (\$1,763); Supplies and Materials (\$14,010); Total Net Assets of \$72,099 (Budget Net Assets: \$22,133).

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION
Statement of Financial Position
As of July 31, 2025

	Total			
	As of Jul 31, 2025	As of Jun 30, 2025 (PP)	\$ Change	% Change
ASSETS				
Current Assets				
Bank Accounts				
10126 UDDA NUM Checking	\$ 142,168	\$ 161,204	\$ (19,036)	-11.81%
10127 UDDA NUM MM	\$ 167,050	\$ 166,839	\$ 211	0.13%
Total Bank Accounts	\$ 309,218	\$ 328,043	\$ (18,825)	-5.74%
Accounts Receivable				
12100 Accounts Receivable	\$ 27,430	\$ 25,761	\$ 1,669	6.48%
12101 Other Receivable	\$ -	\$ -	\$ -	
Total Accounts Receivable	\$ 27,430	\$ 25,761	\$ 1,669	6.48%
Other Current Assets				
12000 Undeposited Funds	\$ -	\$ -	\$ -	
12001 *Undeposited Funds	\$ -	\$ -	\$ -	
13100 Prepaid Insurance	\$ -	\$ -	\$ -	
Total Other Current Assets	\$ -	\$ -	\$ -	
Total Current Assets	\$ 336,648	\$ 353,804	\$ (17,156)	-4.85%
TOTAL ASSETS	\$ 336,648	\$ 353,804	\$ (17,156)	-4.85%
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
20200 Accounts Payable	\$ -	\$ 14,388	\$ (14,388)	-100.00%
Total Accounts Payable	\$ -	\$ 14,388	\$ (14,388)	-100.00%
Credit Cards				
20502 Numerica Visa	\$ 2,976	\$ 3,522	\$ (547)	-15.52%
Total Credit Cards	\$ 2,976	\$ 3,522	\$ (547)	-15.52%
Other Current Liabilities				
21000 Other Current Liability	\$ -	\$ -	\$ -	
21001 Accrued Expense	\$ -	\$ -	\$ -	
Total 21000 Other Current Liability	\$ -	\$ -	\$ -	
21100 Direct Deposit Liabilities	\$ -	\$ -	\$ -	
Total 24000 Payroll Liabilities	\$ 15,751	\$ 17,259	\$ (1,507)	-8.73%
Direct Deposit Payable	\$ -	\$ -	\$ -	
Total Other Current Liabilities	\$ 15,751	\$ 17,259	\$ (1,507)	-8.73%
Total Current Liabilities	\$ 18,727	\$ 35,168	\$ (16,441)	-46.75%
Total Liabilities	\$ 18,727	\$ 35,168	\$ (16,441)	-46.75%
Equity				
30000 Opening Balance Equity	\$ 2,144	\$ 2,144	\$ -	0.00%
30001 Reserve	\$ 78,843	\$ 78,843	\$ -	0.00%
31300 Restricted Net Assets	\$ -	\$ -	\$ -	
32000 Unrestricted Net Assets	\$ 164,836	\$ 164,836	\$ -	0.00%
49000 Prior Yr Carryover	\$ -	\$ -	\$ -	
Net Revenue	\$ 72,099	\$ 72,814	\$ (715)	-0.98%
Total Equity	\$ 317,921	\$ 318,636	\$ (715)	-0.22%
TOTAL LIABILITIES AND EQUITY	\$ 336,648	\$ 353,804	\$ (17,156)	-4.85%

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Budget vs. Actuals: FY_2025 - FY25 P&L

January - December 2025

	Jan - Mar, 2025		Apr - Jun, 2025		Jul - Sep, 2025		Oct - Dec, 2025		Total	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Revenue										
43210 Interest Income	\$ 609	\$ 700	\$ 618	\$ 700	\$ 211	\$ 700	\$ 700	\$ 700	\$ 1,439	\$ 2,800
43400 Direct Public Support									\$ -	\$ -
43410 Institutional/Corp contrib	\$ 87,300	\$ 90,000	\$ 20,100	\$ 20,000	\$ 15,000	\$ 20,000	\$ -	\$ -	\$ 122,400	\$ 130,000
Total 43400 Direct Public Support	\$ 87,300	\$ 90,000	\$ 20,100	\$ 20,000	\$ 15,000	\$ 20,000	\$ -	\$ -	\$ 122,400	\$ 130,000
46500 Grant Income									\$ -	\$ -
46510 Grant - Restricted	\$ 87,143	\$ 96,677	\$ 20,206	\$ 69,993	\$ 1,669	\$ 33,330	\$ -	\$ -	\$ 109,017	\$ 200,000
Total 46500 Grant Income	\$ 87,143	\$ 96,677	\$ 20,206	\$ 69,993	\$ 1,669	\$ 33,330	\$ -	\$ -	\$ 109,017	\$ 200,000
46700 Other Income									\$ -	\$ -
47005 UDRA Management Proceeds	\$ 96,197	\$ 96,197	\$ 96,197	\$ 96,197	\$ 32,066	\$ 96,197	\$ 96,197	\$ 96,197	\$ 224,459	\$ 384,786
Total 46700 Other Income	\$ 96,197	\$ 96,197	\$ 96,197	\$ 96,197	\$ 32,066	\$ 96,197	\$ -	\$ 96,197	\$ 224,459	\$ 384,786
Total Revenue	\$ 271,248	\$ 283,573	\$ 137,120	\$ 186,890	\$ 48,945	\$ 150,226	\$ -	\$ 96,896	\$ 457,314	\$ 717,586
Gross Profit	\$ 271,248	\$ 283,573	\$ 137,120	\$ 186,890	\$ 48,945	\$ 150,226	\$ -	\$ 96,896	\$ 457,314	\$ 717,586
Expenditures										
Total 60100 Payroll Expenses	\$ 79,142	\$ 96,675	\$ 94,575	\$ 93,675	\$ 34,619	\$ 93,671	\$ -	\$ 93,675	\$ 208,337	\$ 377,696
Total 60200 Personal Services Contracts	\$ 93,167	\$ 47,700	\$ 16,674	\$ 52,700	\$ 984	\$ 47,725	\$ -	\$ 49,975	\$ 110,825	\$ 198,100
Total 60300 Other Contractual Services	\$ 9,017	\$ 11,200	\$ 8,901	\$ 11,200	\$ 8,603	\$ 11,200	\$ -	\$ 11,200	\$ 26,522	\$ 44,801
Total 60400 Travel	\$ 670	\$ 1,825	\$ 1,000	\$ 2,925	\$ 93	\$ 2,325	\$ -	\$ 1,825	\$ 1,763	\$ 8,900
Total 60500 Supplies & Materials	\$ 4,977	\$ 4,375	\$ 8,238	\$ 3,630	\$ 795	\$ 1,425	\$ -	\$ 2,570	\$ 14,010	\$ 12,000
Total 60700 Retirement & Benefits	\$ 9,558	\$ 11,487	\$ 9,968	\$ 14,023	\$ 4,232	\$ 14,223	\$ -	\$ 14,223	\$ 23,759	\$ 53,956
Total Expenditures	\$ 196,532	\$ 173,262	\$ 139,356	\$ 178,153	\$ 49,327	\$ 170,569	\$ -	\$ 173,468	\$ 385,215	\$ 695,453
Net Operating Revenue	\$ 74,716	\$ 110,311	\$ (2,236)	\$ 8,737	\$ (382)	\$ (20,343)	\$ -	\$ (76,572)	\$ 72,099	\$ 22,133
Net Revenue	\$ 74,716	\$ 110,311	\$ (2,236)	\$ 8,737	\$ (382)	\$ (20,343)	\$ -	\$ (76,572)	\$ 72,099	\$ 22,133

Tuesday September 9, 2025 04:35:02 PM GMT-7 - Accrual Basis

updated 9/29/2025
2026 priorities: Support catalytic investments (Nature based infrastructure and U Incubation Village) and invest in parking, district beautification and marketing.

University District - 2026 Work Plan Tracking

Strategic Plan			Community Development	Budgeted	Start	End	Status	Update	Key Dates
1	2.4.1, 3.1.1	U Incubation Village Pre-Design Study and Community Partner Roundtables		\$155,000	Q2 2026	Q4 2026		Follow up from Feasibility Study. To include outreach material development, construction cost estimate, and capital stack analysis. Will look to USDA LAMP grant to help subsidize.	
2	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.	
3	3.1.4	Partnering with Downtown Spokane Partnership, SLIC and Community Frameworks around development of a regional Housing Development Revolving Loan Fund		\$5,000	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.	
4	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	Q3		Bring together DSP, City Staff, Spokane Regional Health, and other food security groups to discuss developing near 7-11 along Division as a healthy food alternative.	
5	1.1.2, 1.1.4, 1.1.5, 1.1.7	Nature-Based Infrastructure and Complete Street Pre-Design (Sherman, Main, Cowley and Superior/Springfield)		\$0	Q1 2026	Q4 2026		Reliant on State Public Works funding request of \$730,000 (grant/loan) .	
6	1.1.3, 1.1.8	District Thermal Energy Analysis		\$0	Q2 2026	Q4 2026		Dependent on Commerce grant.	
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.		\$45,000	Q1 2026	Q4 2026		Priority grants identified: State Parks Water and Conservation Fund (Riverside Gateway Park); TIB Complete Streets Construction Grant; USDA LAMP Grants for U Incubation Village; Commerce Grants for District Thermal Energy; State Childcare Construction Grants.	
2	3.1.2, 3.2	Riverside Gateway Park Design and Construction		NA	Q3 2026	Q4 2026		To acquire via legislative ask and private municipal bond financing with UDPDA Board approval.	
3	3.4	Banner implementation along Hamilton		\$10,000	Q2 2026	Q4 2026			
4	1.4	First Avenue Angled Parking Pilot in partnership with City		\$10,000	Q3 2025	Q4 2025			
6	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.	
7	Overarching	Support the City Economic Development Team in updating the UD City-County PDA Interlocal Agreement		\$0	Q1 2026	Q2 2026		Potential legal fees. In UDPDA budget.	

University District - 2025 Work Plan Tracking

UD Property & Infrastructure Development				Budgeted	Start	End	Status	Update	Key Dates
1	3.1.2	Development of 400-Block: Land Acquisition Costs for site control. Work plan to include release of P3 RFQ, lobbying state legislators for matching funds, applying for grants and working with financing teams.		NA	Q1 2026	Q4 2026		To acquire via legislative ask and private municipal bond financing with UDPDA Board approval.	
Marketing & Communications				Budgeted	Start	End	Status	Update	Key Dates
1	1.1.8, 2.2.2, 2.5.2, 3.1	Outreach Materials		\$4,500	Q1 2026	Q1 2026		400-Block cutsheet for legislative ask and outreach and Revolving Housing Loan Fund cutsheet.	
2	3.1.1	In House: Development of copy/text for marketing and communications materials		\$0	Q1 2026	Q4 2026		To be informed by strategic communications copy developed by Desautel Hege. Preparation for new website in 2027.	

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

UDDA 2025		Budgeted	Yr End Est	UDDA 2026		2026 PF
REVENUE		\$735,897	\$712,899	REVENUE		\$581,977
Contrib (assumes \$20K Prov, MultiC)		\$130,000	\$100,000	Contributions		\$110,000
UDRA Management Proceeds		\$384,786	\$384,786	UDRA Management Proceeds		\$445,707
Grant Income: Commerce CBO Grant		\$200,000	\$200,000	Grant Income: GU Community Sustainability		\$0
Grant Income: EPA Community Change			\$0	Grant Income: Urban Ecological Tool		\$0
Bouten holiday party sponsor		\$0	\$3,500			
Interest		\$2,800	\$2,440	Interest		\$2,400
Estimated Carryover		\$18,311	\$22,173	Estimated Carryover		\$23,870
EXPENSE		\$695,453	\$689,029	EXPENSE		\$581,976
Payroll Expenses		\$377,696	\$392,817	Payroll Expenses (Base and Taxes)		\$433,922
Personal Services Contracts		\$198,100	\$193,790	Personal Services Contracts		\$51,700
Financial Services (Tax return/Flores)	\$3,500		\$3,500	Financial Services (Tax return/Flores)	\$30,000	
Management & Org Svcs	\$175,000		\$168,240	Management & Org Svcs	\$10,200	
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	Grant Mgmt and Appl SW (Share with NEPDA)	\$0	
Recruitment Firm	\$5,000		\$0	Software Subscriptions	\$600	
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	\$3,800	
Grant Application Management Software Training	\$0		\$0	Employee Training	\$2,500	
Health Equity Circle Data Collection			\$5,000			
Legal Fees (incl labor counsel)		\$6,000	\$1,500	Legal Fees	\$3,000	
Marketing/Advertising		\$7,100	\$16,500	Marketing/Advertising	\$5,000	
Enewsletter/Social Marketing	\$3,600		\$6,000	Enewsletter/Social Marketing	\$3,500	
Event Marketing	\$3,500		\$500	Event Marketing	\$1,500	
Marketing Strategic Communications			\$10,000	Urban Ecological Tool Market Analysis	\$0	
Graphic Design, Web		\$1,500	\$4,050	Graphic Design, Web	\$3,500	
Website Photography and Illustrations	\$2,210		\$0	Website Photography and Illustrations	\$1,000	
Holiday Card	\$2,250		\$1,800	Holiday Card	\$2,500	
			\$2,250			
Other Contractual Services		\$44,801	\$36,580	Other Contractual Services		\$36,970
Phone	\$1,800		\$2,250	Phone	\$2,750	
Internet	\$3,300		\$4,200	Internet	\$4,500	
Insurance (incl cyber and crime)	\$9,000		\$6,729	Insurance (incl cyber and crime)	\$6,800	
Licenses and Permits	\$150		\$155	Licenses and Permits	\$150	
Membership, Dues	\$500		\$1,495	Membership, Dues	\$1,845	
Event fees and registrations	\$2,000		\$2,325	Event fees and registrations	\$1,225	
Subscriptions, Periodicals	\$480		\$675	Subscriptions, Periodicals	\$700	
Postage, Mailing	\$400		\$375	Postage, Mailing	\$450	
Printing and Reproduction	\$2,500		\$1,250	Printing and Reproduction	\$2,200	
Catering, Alcohol - retreat, holiday, lunches	\$6,500		\$3,500	Catering, Alcohol - retreat, holiday, lunches	\$5,500	
Leased Buildings, Space	\$15,971		\$10,200	Leased Buildings, Space	\$8,000	
Event rentals, Copier	\$1,200		\$1,200	Rentals, Copier, Lease	\$650	
Rentals, Moving, Staff Parking	\$1,000		\$2,226	Rentals, Staff Parking	\$2,200	
Travel		\$8,900	\$2,342	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		\$300	Private Auto Mileage	\$200	
Other Travel, Bus, etc	\$500		\$675	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	\$15,000	Supplies and Materials		\$3,000
Retirement and Benefits		\$53,956	\$48,500	Retirement and Benefits		\$51,584
Net Income		\$40,444	\$23,870	Est Net Income		\$0

Spokane University District Development Association (UDDA)

2026 Budget – Summary for Board of Directors

Snapshot

- **Total Revenue (2026): \$558,107**
- **Total Expenditures (2026): \$581,976**
- **Net Income (Loss) Before Adjustment: (\$23,870)**
- **Adjustment: Release \$23,870 prior-year carryover**
- **Adjusted Net Income (Loss): \$0**

Major Revenue Highlights (vs. 2025)

- **UDRA Management Proceeds: \$445,707 (+16% / +\$60,921)**
↳ Increase aligned to cover higher personnel costs and benefits.
- **Contributions: \$110,000 (+10% / +\$10,000)**
↳ Mix shift expected: **substantial reduction** from key institutional contributors (UW, Providence, Multicare); partially offset by new Board members, including Spokane Public Schools and Bouten.
- **Grant Income – Commerce CBO: \$0 (–100% / –\$200,000)**
↳ The program ended in **September 2025**, contributing to the majority of the year-over-year revenue decline.
- **Interest: \$2,400 (–2% / –\$40)**

Total Revenue change: –\$122,619 (–18%) vs. 2025, primarily from the Commerce grant sunset.

Major Expenditure Highlights (vs. 2025)

- **Payroll (Salary & Taxes): \$433,922 (+10% / +\$41,105)**
↳ Reflects 8 months for **Marketing/Communications Manager (starts May 2026)** and Alden at six months (retirement); staff wage increases (**no salary increases** for the CEO and Director of Finance & Grants Admin) and vacation buyouts.
- **Retirement & Benefits: \$51,585 (+6% / +\$3,085)**
↳ **Healthcare +15%** assumption, and lower age-based healthcare costs with Alden retirement.
- **Personal Services Contracts: \$51,700 (–73% / –\$142,090)**
↳ Down with Commerce grant end; includes Finance & Accounting, Consultants, Legal, Insurance, Marketing/Advertising, Graphic Design, and Website.
- **Other Contractual Services: \$36,970 (+1% / +\$390)**
↳ Operating items: phone/internet, printing, board retreats, office lease, dues.
- **Travel: \$4,800 (+105% / +\$2,458)** – staff conferences in/out of state.
- **Supplies & Materials: \$3,000 (–80% / –\$12,000)** No new furnishings this year.

Total Expenditures change: –\$107,052 (–16%) compared to 2025, primarily due to reduced contract services following the expiration of the Commerce grant.

Net Result & Planned Adjustment

- **Net Income (Loss) Before Adjustment: (\$23,870)**

- **Planned Adjustment: Release \$23,870 in prior-year carryover** to fully offset the deficit.
 - **Adjusted Net Income (Loss): \$0** (balanced budget).
-

Risks & Watch-Items for the Board

- **Contribution Risk:** Anticipated **~50% decline** from major institutional donors increases dependence on UDPDA admin services proceeds and diversified fundraising.
 - **Healthcare Cost Inflation: +15%** benefit cost assumption; monitor mid-year renewal exposure.
 - **New Position Timing:** Half-year start (May 2026) assumed—any change will affect payroll run-rate and benefits.
-

Recommended Management Actions (to safeguard balance)

1. **Confirm contribution commitments** in Q4 2025/Q1 2026; prepare contingency outreach to backfill any shortfall.
2. **Tighten travel and nonessential operation costs** if contribution receipts lag plan; enforce pre-approval thresholds.
3. **Monthly budget-to-actual reviews** with early triggers on higher than anticipated deltas.
4. **Grant pipeline development** to replace the Commerce CBO program over the medium term.
5. 2026 will emphasize **fundraising diversification, program prioritization, and cost discipline** to avoid reliance on future carryovers.

2026

UD Meetings and Holidays

Jan 1 New Year's Day

Jan 19 MLK Jr Day

Jan 20 EAC

Feb 4 UDPDA/UDDA

Feb 16 Presidents' Day

Feb 17 EAC

Mar 4 UDPDA/UDDA

Mar 17 EAC

April 8 UDPDA/UDDA

April 21 EAC

May 6 UDPDA/UDDA

May 19 EAC

May 25 Memorial Day

June 3 Board Retreat

Jun 19 Juneteenth

Jul 3 July 4 observed

Aug 18 EAC

Sept 2 UDPDA/UDDA

Sept 7 Labor Day

Sept 22 EAC

Oct 14 UDPDA/UDDA

Nov 11 Veterans Day

Nov 26-27 Thanksgiving

Dec 8 EAC

Dec TBD Holiday Party

Dec 25-31 Holiday week

January

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July

S	M	T	W	T	F	S
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August

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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		