



University District Development Association

Board Book

October 14, 2026

Thank you for joining us.



University District Development Association (UDDA)

Board of Directors' Meeting Agenda - FINAL

Wednesday, October 14, 2026

4:10 – 5:15 UDPDA/UDDA Joint Discussion; 5:17 - 5:30 PM UDDA Business Meeting

ZOOM ONLY

<https://us02web.zoom.us/j/86507467414?pwd=cEbdVcQlG0cnsDuxKkBZGNga7YFIBn.1>

Meeting ID: 865 0746 7414 Passcode: 721364; Phone: +1 253 205 0468 US

Purpose: Conduct regular UDDA business, consider the 2027 work program and budget for approval, and receive project and partner updates.

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

- 4:20** **Welcome new Board Members, Max Baca, EWU and Joe Poss, GU; and EAC Highlights – Bollenback**
- 4:25** **U Vision 2044 & Next Generation Plan Updates – Sinisterra**
 - 2026 Scorecard Review, Comments, etc.
- 4:35** **Presentation: District Thermal Energy Network Study – Nathan South, Novara**
- 4:55** **University Highlights**
 - University of Washington - *Brazil*
 - Eastern Washington University - *Baca*

5:15 Public Comment and Adjourn UDPDA Meeting

- 5:17** **UDDA Meeting Starts: Welcome, Call to Order, Admin Actions – Bollenback**
 - **Treasurer's Report – Hulsey**
 - **Proposed MOTION – Consent Agenda - Bollenback**
 - Draft September 2, 2026, UDDA board meeting minutes
 - UDDA financials as of August 31, 2026
 - **Proposed MOTION:** The Board approves the **2026 Impact Award** joint recipient
- 5:20** **2027 Work Plan and UDDA Budget – Sinisterra**
 - Update and discussion
 - **Proposed MOTION:** The Board approves the **2027 Work Plan and UDDA Budget**
- 5:30** **Adjourn – Bollenback**

2026 UD Board Event

- Dec 2 holiday dinner and 2026 Impact Award presentation
Location : TBD

update2026 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		Met with Avista Development and reviewed revised feasibility studies conducted by Bernardo Wills and Mithun. Studies looked at a Phase I: Tesla charging station and a Phase II: Climbing Gym/Rec Center/Childcare. Also exploring co-developing Gateway Park with ADC and Emerald via City pilot P3 infrastructure program.	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		D&B conducting national economic assessments and hosting a series of 5 stakeholder/Community partner planning sessions. WSU School of Architecture will be using the project as a Fall 2026 design studio. Applying for Commerce Community Capacity Initiative grant. (\$200,000)	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	Complete	Report completed. Select EAC members reviewing. To be presented to Board for adoption in 2027	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		On Hold due to City disbursements less than budgeted for 2026	Spring 2027
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. Looking to brand the product for market testing in early 2027.	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	\$13,000 (\$500 budgeted)	Q3 2026	Q3 2026		Spokane UD and Catholic Charities entering in a \$15K scope with SidexSide for a feasibility study of a people's choice grocer along Browne in the UD. CC to contribute \$2K.	Fall 2026
7	1.4	Conduct parking layout study for South Sub-Area in legislated blocks	\$26,000 (\$15K budgeted)	Q2 2026	Q3 2026		Ardurra developing conceptual parking plan for South Sub-Area.Presented to EAC in September and then shared with City staff.	Fall 2026
8	3.1.4	Supporting work of SLIHC and Spokane Alliance where needed around development of regional Housing Production Fund	\$25,000	Q1 2026	Q4 2026		Spokane UDPDA committing \$25K match to Spokane Alliance and SLIHC to study development of a public housing fund and possibly regenerative infrastructure fund. UD hosted Bill Fullerton around feasibility study he conducting for a privately funded Regional Housing Impact Fund. UD co-hosted Colin Delargy from Atlanta's Mayor's Office for Housing for the Public Good	Summer 2027
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		Commerce awarded additional \$35K to the study. Novara presenting to Board in October	1/1/2027
3	3.4	Banner implementation along Hamilton	\$15,000	Q2 2026	Q4 2026		22 wind damaged banners. Looking to re-print and Bouten to re-install pro-bono. Designs ready for UD wrapped garbage cans	Fall 2026
4	1.4	First Avenue Parking Angled Parking Pilot	\$10,000	Q3 2026	Q4 2026		Pushing this to 2027 once City Staff reviews Ardurra parking layout study	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 is no longer requesting a match for this work.	Fall 2026
Marketing & Communications			Budgeted	Start	End	Status	Update	
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		Branding underway for iniatives underway.	
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		Juliet auditioned for TED Talk in January 2027. Selected but declined presentation this year due to demanding time commitment	
3	3.1.1	Website Development: Photography and Illustrations	\$25,000	Q3 2026	Q4 2026		Dean Davis under contract for \$15K for website photography. Photos started!!	Spring and Fall 2026

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



University District Development Association (UDDA)

Board of Directors' Annual Meeting Minutes

Wednesday, September 2, 2026, from 3:52 – 5:00 PM Joint UDPDA/UDDA Session; 5:00-5:15 PM UDDA Meeting, Catalyst Bldg, Rm 172, and Via Zoom

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

Board Members Present: Karlee Agee, Max Baca, LaVerne Biel, Lois Bollenback, Catherine Brazil, Kevin Brockbank, Colleen Fuchs, Dale Hammond, Jeff Haney, Megan Hulsey(zoom), Alex Jackson, Angela Swenseid, Marvo Reguindin, Stacia Rasmussen (Zoom), Jonathan Teeters, Thomas Tellefson, Dennis Wagner (Vice Chair), County Commissioner Amber Waldref, Council President Betsy Wilkerson, and Erin Williams Hueter

Board Members Absent: Mayor Lisa Brown, Lois Bollenback, Emilie Cameron, John Sklut, Patricia Castaneda, Ryan Arnold

Presenters: Juliet Sinisterra (CEO), and presenters: Jeff Haney, Dale Hammond, Kevin Brockbank, Adam Swinyard
Others Present: Angela Dodson

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

EAC Highlights

- *Wagner highlighted 2026 Impact Award nominations, noting the EAC will make final recommendation later this month.*
- Wagner reviewed highlights from the June UDDA Retreat, which focused on strengthening connections between education, workforce development, and the region's economic needs. Discussions included creating clearer pathways from local classrooms to in-demand careers, updates from Spokane Public Schools and Spokane Colleges on their collaborative tech and trade school efforts, and the Mondragon worker cooperative as a potential model for partnership. Sinisterra also noted; The retreat also explored the Joyful Cities framework as a way to unify the UD's work around workforce, infrastructure, energy, economic development, and community well-being under a shared narrative—potentially strengthening the District's marketing and positioning for future funding opportunities. Jerry Crowshoe did a wonderful job facilitating the retreat.
- **TEND Intelligence Platform Presentation** –Wagner updated the Boards on TEND, an emerging tool designed to evaluate the economic, environmental, infrastructure, and human impacts of development decisions. Sinisterra noted that a mock-up has been developed for market testing, with the UD potentially serving as a proving ground. The platform could ultimately be marketed to developers, municipalities, and other communities, creating a potential future revenue source for the UD.
- **BoardEffect** – Sinisterra and Angela provided an update on the upcoming BoardEffect rollout, designed to centralize Board communications and improve efficiency. The platform will streamline meeting materials, document review and signing, polls, discussions, research, and meeting links, with role-based access and customizable notifications available via desktop and mobile app. Teeters noted that his team is moving away from Board Effect due to not using or needing the added features. Waldref questioned public meeting documents and access to past meeting materials. She was happy to hear that Board Effect offers these solutions. Our process for public information doesn't change with the rollout of BoardEffect and past documents will be easier to find moving forward.

Scorecard Review

- Sinisterra provided an update on the **400 Block**, where the UD remains involved but is not leading the project. Methune and Bernardo Wills are revisiting the scope to include the Rec Center, Child Care Center, climbing gym, and a potential Tesla charging station, with proposals going to Avista. The UD is also exploring a partnership with Avista Development and McKinstry on Riverside

Gateway Park tied to a stormwater infrastructure opportunity. Nearly \$1 million in UD funding could potentially support the park, which would also help make Lot C more development-ready.

- The **U Incubation Village** is moving forward as a design studio this fall at the old Costco site, involving approximately 15 students, three professors, and community partners. Student designs will be presented during the semester, providing visuals and helping solidify partnerships with the goal of moving the project forward next year.
- Biohabitats has completed the **Living Infrastructure Guidelines**, which will be reviewed by the EAC over the next few months and are anticipated to come before the Board in February. The guidelines will help inform future UD investments in infrastructure, parks, open space, shoreline restoration, and projects such as Riverside Gateway Park.
- The **Next Gen planning** process identified improved access to healthy foods as a community priority. In response, the UD is partnering with Catholic Charities on a \$15,000 architectural study of two buildings near House of Charity for a grocery-store-style food bank. The concept would incorporate fresh produce from Catholic Charities' Food for All program, with Second Harvest also identified as a potential partner

4:05 Higher Ed and SPS Annual Updates

- **Washington State University** – Jeff Haney - *Senior Vice Provost for Health Sciences*
Haney provided an update on WSU Spokane's evolving leadership structure and health sciences priorities, with a continued focus on building and retaining Washington's healthcare workforce, particularly in rural and underserved communities. Highlights included development of a rural nursing pathway; the new primary care clinic at Logan Elementary; rebounding pharmacy enrollment; expansion of rural pharmacy and medical residency programs; and strong in-state retention of residency graduates. WSU is also working directly with clinical partners to connect graduates with Washington employment opportunities and continues to invest in clinical practice, simulation, Native Health Sciences and student support. Haney also highlighted federal Rural Health Transformation funding as a significant opportunity to expand healthcare access and address rural health disparities.
- **Whitworth University** – Dale Hammond - *Director of External Relations & The Whitworth Foundation*
Hammond shared updates on enrollment, academic programs, facilities and financial pressures affecting Whitworth and higher education more broadly. Approximately 35% of the incoming class is from Spokane, while changes to state and federal financial aid are affecting enrollment and affordability. Key initiatives include NSF-supported STEM programming for lower-income students, the first full academic year in Whitworth's new engineering building and development of a new direct-admit BSN program at the former Whitworth elementary building, expected to begin with approximately 30 students and eventually grow to roughly 80 graduates annually. Whitworth is also continuing its Cost Clarity initiative, expanding arts programming through its new MFA program and hosting a Democracy and Discourse series focused on civil discourse and community engagement.
- **Spokane Colleges** – Kevin Brockbank - *Chancellor/CEO*
Brockbank highlighted Spokane Colleges' role in regional workforce and economic development, serving approximately 20,000 students and employing 2,000 people across a six-county service area. Enrollment is generally stabilizing and trending upward, with strength in Running Start, healthcare, allied health, manufacturing, IT and skilled trades, while English language, adult basic education and international enrollment remain areas of concern. Major 2026–27 priorities include aligning SCC and SFCC under a "two campuses, one community" approach, improving fiscal sustainability, reviewing academic programs and advancing the Trades High School partnership with Spokane Public Schools. Brockbank also highlighted a developing partnership with Gonzaga designed to create stronger two-way pathways for students between Spokane Colleges and the university.
- **Spokane Public Schools** – Adam Swinyard *Superintendent*
Swinyard focused heavily on Spokane Public Schools' response-to and long-term recovery from the

Spokane Complex Fire, which destroyed the homes of approximately 190 district students. The district established emergency childcare, helped convene more than 100 community organizations, supported the creation of SpokaneCommunityResources.org and partnered in operating the Disaster Assistance Center at Shadle Park. Swinyard emphasized that longer-term concerns include housing instability, underinsurance, family displacement, student trauma and needs that may emerge months after the immediate crisis. He also highlighted district priorities around student belonging, expanded extracurricular opportunities, common assessments and career-connected learning, as well as Together Spokane investments in schools, parks and athletic facilities. Spokane Public Schools' graduation rate is approximately 91–92%, with the district increasingly focused not only on graduation but also on ensuring students leave school prepared for employment, higher education and other postsecondary opportunities.

5:00 Public Comment and Adjourn UDPDA Meeting – Wagner

(End Joint Session, begin UDDA Business Meeting)

UDDA Meeting Call to Order, Welcome, and Administrative Actions

Vice Chair Wagner called the UDDA business meeting to order at 5:00 PM (with both quorum and two-thirds majority present) and requested a **MOTION to approve the UDDA** draft March 4 and May 6, 2026, UDDA board meeting minutes and UDDA financials as of July 31, 2026 (Wilkerson), seconded (Huley), and passed unanimously.

Finance and Grants Administration

UDDA Financial Policies and Procedures Manual Update – *Sinisterra*

Juliet Sinisterra presented a proposed revision to the UDDA Financial Policies and Procedures Manual to correct language regarding procurement approval authority and align the policy with the UDPDA. The revision provides that if a proposed procurement is not included in the Board-approved annual budget and the contract amount exceeds \$25,000, Board approval is required.

Vice Chair Wagner asked for a **MOTION to approve the revision to the UDDA Financial Policies and Procedures Manual** (Wilkerson), seconded (Teeters), and passed unanimously.

Nominating Committee (NC) Update and Board Vote on UDPDA/UDDA 2027 positions

Wagner Shared the following Nominating Committee (*Brown, Wilkerson, Fuchs, Biel, Cameron, Sinisterra*) recommendations and asked for a **MOTION to approve the 2027 UD EAC** (Waldref), seconded (Wilkerson), and passed unanimously:

- Jonathan Teeters (returning)
- LaVerne Biel (returning)
- Erin Williams Heuter (returning)
- Thomas Tellefson (returning)
- Steve MacDonald (returning)
- Emilie Cameron
- Alex Jackson
- Marvo Reguindin
- Angela Swenseid

2027 EAC Officers

The proposed 2027 EAC officers were presented, including Erin Williams Heuter as Chair, Thomas Tellefson as Vice Chair/Secretary and Angela Swenseid as Treasurer. Wagner then asked for a **MOTION to approve 2027 UDPDA officers** (Wilkerson), seconded (Waldref), and passed unanimously:

2027 UDDA Representatives to UDPDA

The proposed 2027 move of two UDDA reps to the 2027 UDPDA Board. Wagner asked for a **MOTION to approve;**

Position 1: UDDA board rep (currently Hulsey) Angela Swenseid - (Wilkerson), seconded (Waldref), and passed unanimously

Position 2: UDDA board-selected rep (currently Wagner) Thomas Tellefson - (Wilkerson), seconded (Waldref), and passed unanimously:

30 Second Member and Partner Updates

Brazil - University of Washington

UW's first game is this week in Seattle vs. WSU!

Waldref - Spokane County Commissioner

The County continues to focus on Spokane Complex Fire recovery, including immediate assistance and development of systems to support longer-term recovery and resource navigation. Additional priorities include addressing the County budget deficit, data center & zoning, completion of the 20-year growth update, assisting fire-affected property owners with permitting and environmental requirements, development of the County's legislative agenda and seeking capital funding for PFAS filtration on the West Plains and other regional projects.

Williams-Hueter HSSA

Erin shared that HSSA announced that its Access to Care funding opportunity is currently accepting applications.

Wagner - Numerica

Dennis reported ongoing efforts to financially and otherwise support individuals affected by the Spokane Complex Fire, emphasizing that recovery needs will continue well beyond the immediate response period.

Fuchs - Joya

Collen reported that approximately 25% of the families it serves in affected west and north areas were evacuated during the Spokane Complex Fire, with two families losing their homes. The organization continues supporting affected families and employees while preparing for potential funding pressures. Joya is serving a growing number of children through early intervention services and announced an experiential fundraising event on October 2, designed to introduce attendees to its programs and specialists.

MultiCare – Alex Jackson

Alex noted that healthcare organizations are navigating significant state-level financial and policy challenges that could affect healthcare access in Eastern Washington.

Tellefson - McKinstry

Thomas reported continued expansion of the organization's Spokane-area manufacturing operations, including construction of a second manufacturing facility, additional leased manufacturing space and planned office expansion. The organization now has approximately 500,000 square feet of manufacturing space in Spokane County, with workforce development and access to skilled trades talent remaining key priorities.

Beil - Sprague Union District/ESBA

The Sprague Union District announced completion of the new Sprague Union Commons at the former CSO tank site behind Zips. The public space includes a pickleball court and open plaza. A community dinner celebrating the project is scheduled for September 17 from 5:30–7:30 p.m.

Teeters - Waters Meeting Foundation

Johnathan shared the ongoing support for families affected by the Spokane Complex Fire, including households experiencing smoke damage and immigrant, tribal and rural families. Resource navigation remains a significant challenge, particularly for rural residents whose recovery needs may not align with available programs. The organization is developing a longer-term plan to assist families over the next six months.

Eastern Washington University – Max Baca

Baca introduced himself as Eastern Washington University's new representative and briefly reflected on wildfire recovery based on previous experience with similar disasters in New Mexico. EWU's fall term is underway, with updates including the first home football game, construction of a new residence hall, planned demolition of Dryden Hall later in September and completion of improvements to the track facility.

Stacia Rasmussen - Greater Spokane Inc.

Rasmussen reported that GSI is collaborating with regional business organizations to collect information about businesses affected by the Spokane Complex Fire and identify opportunities for assistance. Partners include Downtown Spokane Partnership, Greater Spokane Valley Chamber, Visit Spokane, West Plains Chamber and other regional organizations. Rasmussen also announced the State of the County luncheon scheduled for September 24.

Closing / Adjournment

Board members, incoming officers and EAC members were thanked for their service and participation. The next meeting and the year-end holiday gathering were noted.

The September 2, 2026 UDDA Board of Directors Meeting was adjourned at 5:15 p.m.

2026 UD Board Meetings (3:30 PM at Catalyst Building, Room 172)

- Oct 14
- Dec 2 – holiday event and Impact Award presentation, location TBD





UDDA – Financial/Treasurer’s Report

As of August 31, 2026

Accrual Basis

	(Current Month)	(Previous Month)
CURRENT ASSETS		
Total Numerica Checking	82,673.84	86,777.90
Total SCTU Money Market	169,105.89	169,105.89
Accounts Receivable (<i>annual contrib, UDPDA revenue</i>)	96,600.00	96,600.00
Other Assets - QBO Tax Holding	3,055.66	2,690.94
Total Assets	351,435.39	355,174.73
LIABILITIES		
Accounts Payable	8,077.60	8,077.60
Credit Card Payable	7,859.41	5,659.56
Payroll Liabilities (<i>no longer includes VL accrual</i>)	3,771.34	5,328.25
Total Liabilities	19,708.35	19,065.41

NOTES:

- August actual net operating revenue for the month is (\$4,382.28). This is \$5,015.59 better than anticipated Proforma for the month.

Approved:

Juliet Sinisterra, CEO

Megan Hulse, Treasurer



Juliet Sinisterra

Approved on 10/6/2026 3:01 PM PDT



Megan Hulsey

Approved on 10/5/2026 11:05 AM PDT

UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

Statement of Financial Position
As of Aug 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
10126 UDDA NUM Checking	82,673.84
10129 UDDA STCU MM	169,105.89
Total for Bank Accounts	\$251,779.73
Accounts Receivable	\$96,600.00
Other Current Assets	
QuickBooks Tax Holding Account	3,055.66
Total for Other Current Assets	\$3,055.66
Total for Current Assets	\$351,435.39
Total for Assets	\$351,435.39
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	\$8,077.60
Credit Cards	\$7,859.41
Other Current Liabilities	
24000 Payroll Liabilities	\$3,771.34
Total for Other Current Liabilities	\$3,771.34
Total for Current Liabilities	\$19,708.35
Total for Liabilities	\$19,708.35
Equity	
30000 Opening Balance Equity	2,143.63
30001 Reserve	78,842.62
32000 Unrestricted Net Assets	183,417.36
Net Revenue	67,323.43
Total for Equity	\$331,727.04
Total for Liabilities and Equity	\$351,435.39

Budget vs. Actuals_Budget_FY26_P&L_Report
August 2026

	TOTAL			
	Actual	Budget	Over budget by	Percent of budget
Revenue				
43210 Interest Income		83.33	-83.33	0.0 %
46700 Other Income				
47005 UDRA Management Proceeds	28,775.41	28,775.41	0.00	100.0 %
Total for 46700 Other Income	\$28,775.41	\$28,775.41	\$0.00	100.0 %
Total for Revenue	\$28,775.41	\$28,858.74	-\$83.33	99.71 %
Gross Profit	\$28,775.41	\$28,858.74	-\$83.33	99.71 %
Expenditures				
60100 Payroll Expenses	\$22,096.40	\$23,100.00	-\$1,003.60	95.66 %
60200 Personal Services Contracts				
60202 Financial, Prof Services	1,021.47	3,500.00	-2,478.53	29.18 %
60203 Management & Organization Svcs	494.55	2,025.00	-1,530.45	24.42 %
60205 Legal Fees		250.00	-250.00	0.0 %
60231 Marketing/Advertising	218.20	1,458.33	-1,240.13	14.96 %
60232 Graphic Design, Web	1,190.00	3,533.33	-2,343.33	33.68 %
Total for 60200 Personal Services Contracts	\$2,924.22	\$10,766.66	-\$7,842.44	27.16 %
60300 Other Contractual Services				
60303 Cell Phone Charges	150.00	150.00	0.00	100.0 %
60314 Internet IT Svcs Domain Reg	213.41	425.00	-211.59	50.21 %
60330 Memberships, Dues		207.91	-207.91	0.0 %
60334 Reg, Conferences, Sponsorships		93.75	-93.75	0.0 %
60336 Subscriptions, Periodicals	128.17	58.33	69.84	219.73 %
60353 Postage, Mailing Services		70.00	-70.00	0.0 %
60369 Outside Svcs, Other	5,000.00		5,000.00	
60377 Catering, Meals	158.52	59.54	98.98	266.24 %
60380 Leased Buildings, Space	827.42	840.00	-12.58	98.5 %
60381 Rentals, Copier Lease	2.76		2.76	
60389 Rentals, Other Events, Park		90.00	-90.00	0.0 %
Total for 60300 Other Contractual Services	\$6,480.28	\$1,994.53	\$4,485.75	324.9 %
60400 Travel	\$70.96	\$10.00	\$60.96	709.6 %
60500 Supplies & Materials	\$424.57	\$135.42	\$289.15	313.52 %
60700 Retirement & Benefits	\$1,161.26	\$2,250.00	-\$1,088.74	51.61 %
Total for Expenditures	\$33,157.69	\$38,256.61	-\$5,098.92	86.67 %
Net Operating Revenue	-\$4,382.28	-\$9,397.87	\$5,015.59	46.63 %
Net Revenue	-\$4,382.28	-\$9,397.87	\$5,015.59	46.63 %

Budget vs. Actuals_Budget_FY26_P&L__Report
January-August, 2026

	TOTAL			
	Actual	Budget	Over budget by	Percent of budget
Revenue				
43210 Interest Income	1,188.51	666.68	521.83	178.27 %
43400 Direct Public Support				
43410 Institutional/Corp contrib	103,200.00	102,000.00	1,200.00	101.18 %
Total for 43400 Direct Public Support	\$103,200.00	\$102,000.00	\$1,200.00	101.18 %
46500 Grant Income				
46510 Grant - Restricted	69,000.00		69,000.00	
Total for 46500 Grant Income	\$69,000.00		\$69,000.00	
46700 Other Income				
47005 UDRA Management Proceeds	230,203.28	230,203.28	0.00	100.0 %
Total for 46700 Other Income	\$230,203.28	\$230,203.28	\$0.00	100.0 %
Total for Revenue	\$403,591.79	\$332,869.96	\$70,721.83	121.25 %
Gross Profit	\$403,591.79	\$332,869.96	\$70,721.83	121.25 %
Expenditures				
60100 Payroll Expenses	\$208,898.41	\$193,270.00	\$15,628.41	108.09 %
60200 Personal Services Contracts				
60202 Financial, Prof Services	11,451.03	14,500.00	-3,048.97	78.97 %
60203 Management & Organization Svcs	28,134.75	16,200.00	11,934.75	173.67 %
60205 Legal Fees	6,285.00	2,000.00	4,285.00	314.25 %
60221 Performing Artists	1,500.00		1,500.00	
60231 Marketing/Advertising	14,545.45	11,666.68	2,878.77	124.68 %
60232 Graphic Design, Web	16,620.85	28,266.68	-11,645.83	58.8 %
60295 Misc Professional Services	383.00		383.00	
Total for 60200 Personal Services Contracts	\$78,920.08	\$72,633.36	\$6,286.72	108.66 %
60300 Other Contractual Services				
60303 Cell Phone Charges	1,484.61	2,140.00	-655.39	69.37 %
60314 Internet IT Svcs Domain Reg	2,638.65	3,400.00	-761.35	77.61 %
60324 Insurance D&O, etc.	2,211.00	3,000.00	-789.00	73.7 %
60325 Insurance Other	1,754.00	2,500.00	-746.00	70.16 %
60329 Licenses and Permits	142.59	130.00	12.59	109.68 %
60330 Memberships, Dues		1,663.36	-1,663.36	0.0 %
60334 Reg, Conferences, Sponsorships	1,578.81	850.00	728.81	185.74 %
60336 Subscriptions, Periodicals	729.65	466.68	262.97	156.35 %
60353 Postage, Mailing Services	78.00	175.00	-97.00	44.57 %
60358 Printing & Reproduction		600.00	-600.00	0.0 %
60369 Outside Svcs, Other	5,000.00		5,000.00	
60377 Catering, Meals	2,496.40	1,129.78	1,366.62	220.96 %
60380 Leased Buildings, Space	6,592.46	6,616.00	-23.54	99.64 %
60381 Rentals, Copier Lease	249.80		249.80	
60389 Rentals, Other Events, Park		2,290.00	-2,290.00	0.0 %
Total for 60300 Other Contractual Services	\$24,955.97	\$24,960.82	-\$4.85	99.98 %

Budget vs. Actuals_Budget_FY26_P&L__Report
January-August, 2026

	TOTAL			
	Actual	Budget	Over budget by	Percent of budget
60400 Travel	\$2,632.44	\$3,720.00	-\$1,087.56	70.76 %
60500 Supplies & Materials	\$3,470.30	\$1,108.36	\$2,361.94	313.1 %
60700 Retirement & Benefits	\$17,391.16	\$23,868.00	-\$6,476.84	72.86 %
Total for Expenditures	\$336,268.36	\$319,560.54	\$16,707.82	105.23 %
Net Operating Revenue	\$67,323.43	\$13,309.42	\$54,014.01	505.83 %
Net Revenue	\$67,323.43	\$13,309.42	\$54,014.01	505.83 %



Juliet Sinisterra

Approved on 10/6/2026 3:02 PM PDT



Megan Hulsey

Approved on 10/5/2026 11:05 AM PDT

update2027 priorities: Support catalytic investments (Nature-based infrastructure and U Incubation Village) and marketing.

University District - 2027 Work Plan Tracking								
Strategic Plan		Community Development	Budgeted	Start	End	Status	Update	Key Dates
1	3.2.4	Create design guidelines for restoration projects along the Spokane River in the UD	\$20,000	Q1 2027	Q2 2027		Builds on Living Infrastructure guidelines and identifies needed river restoration projects in the UD for legislative ask	
2		Commerce District Thermal Energy Network Project Managment	\$0	Q1 2027	Q2 2027			
3	1.1.2, 1.1.4, 1.1.5, 1.1.7	Nature-Based Infrastructure and Complete Street Scoping Study (District Scale investment)	Looking to grant funding	Q1 2027	Q4 2027		On Hold due to City disbursements less than budgeted for 2026	
4	2.4.1, 3.1.1	U Incubation Village Pre-Design	Looking to grant funding	Q1 2027	Q2 2027		On Hold due to City disbursements less than budgeted for 2026	
5	1.1.1	Riverside Gateway Park Development	\$900,000 (approx City held funds for development)	Q1 2027	Q2 2027		Look to partner with Avista Development and McKinstry around joint response to City issued RFP for P3 infrastructure investment.	
6	2.1	Potential matching dollars for updated GSI-led UD Tripp Umbach study	\$10,000	Q1 2027	Q4 2027			
7	3.1.4	Supporting work of SLIHC and Spokane Alliance where needed around development of regional Housing Production Fund	\$25,000	Q1 2027	Q4 2027		Two \$25K matches over 2 years to research a public housing fund for Spokane.	
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.	\$20,000	Q1 2027	Q4 2027		Priority areas to include NBI Complete Street District Infrastructure scoping study; River/Shoreline Restoration project per conversations with Senator Ricelli and community partners; Additional CERB Planning grant as outcome of District Thermal Network study	
2	2.4.1, 3.1.1	New Market Tax Credit Consultant for either 400 Block or U Incubation Village	\$20,000 (potential NMTC consultant)	Q1 2027	Q4 2027			
3	3.4	Install branding UD garbage cans in South Sub-Area and Banner repair as needed	\$16,000	Q1 2027	Q4 2027		Budget for additional cans in UD south sub-area in 2027	
4	1.4	Support City in First Avenue Parking Angled Parking Pilot	\$0	Q1 2027	Q4 2027		Based on 2026 UD Ardurra Parking Layout study	
Marketing & Communications			Budgeted	Start	End	Status	Update	
1	Overarching	UD Website Redesign and Programming	\$40,000 (+\$5K carryover)	Q1 2027	Q3 2027			
2	Overarching	Outreach and applications to present district work at conferences	\$12,000	Q1 2027	Q4 2027			
3	Overarching	Coordinated social media campaign and software to quantify	\$10,000	Q1 2027	Q4 2027			
4	1.1, 3.2	TEND Market testing and related graphics	\$23,500	Q1 2027	Q3 2027			
Notes: Black: Focus Area; Blue: Dependent on Others								

UDDA 2026			2026 PF	YE 2026 Estimate	UDDA 2027		
REVENUE			\$486,995	\$472,970	REVENUE		\$532,750
Contributions			\$123,500	\$95,200	Contributions		\$99,800
UDRA Management Proceeds			\$345,305	\$345,305	UDRA Management Proceeds		\$366,798
CESP Grant (UDPDA Subcontract) est for 2026				\$30,865	CESP Grant (UDPDA Subcontract) est for 2027		\$45,634
Interest			\$1,000	\$1,600	Interest		\$1,800
Carryover			\$17,190		Budget Carryover		\$18,718
EXPENSE			\$486,995	\$454,252	EXPENSE		\$532,750
Payroll Expenses (Base and Taxes)			\$290,344	\$307,784	Payroll Expenses (Base and Taxes)		\$280,189
Personal Services Contracts			\$117,200	\$114,236	Personal Services Contracts		\$114,236
Financial Services			\$30,000	\$20,000	Financial Services		\$42,000
Management & Org Svcs			\$24,300	\$39,706	Management & Org Svcs		\$60,602
1099 Support			\$0	\$8,000	1099 Support		\$8,000
Retreat Facilitation			\$3,000	\$1,500	Retreat Facilitation		\$3,500
Consultants (Development and Grant Mgmt)			\$15,000	\$15,300	Consultants (Development and Grant Mgmt)		\$20,000
Software Subscriptions			\$1,000	\$9,606	Software Subscriptions		\$20,102
Webinars			\$300	\$0	IT Svcs Domain Reg		\$2,500
IT Svcs Domain Reg			\$1,500	\$0	Employee Training		\$6,500
Educational Events/Conferences			\$3,500	\$2,800			
Employee Training				\$2,800			
Legal Fees			\$3,000	\$8,000	Legal Fees		\$4,000
Marketing/Advertising			\$17,500	\$18,530	Marketing/Advertising		\$9,500
Enewsletter/Social Marketing			\$3,500	\$2,500	Enewsletter/Social Marketing		\$2,500
Event Marketing/Sponsorships			\$2,000	\$1,500	Event Marketing/Sponsorships		\$2,000
TED Talk Development and Graphics			\$12,000	\$4,530	Innovative Urbanism Lecture		\$5,000
DH Study (Carryover)			\$0	\$10,000			
Graphic Design, Web			\$42,400	\$28,000	Graphic Design, Web		\$51,850
Website Photography and Illustrations			\$25,000	\$10,000	Website Photography and Illustrations		\$45,000
Holiday Card			\$3,000	\$3,000	Holiday Card		\$3,350
UD Development Initiative Branding			\$14,400	\$15,000	TEND Branding Outreach Flyer		\$3,500
Other Contractual Services			\$41,596	\$32,457	Other Contractual Services		\$36,035
Phone			\$2,740	\$2,400	Phone		\$2,400
Internet			\$5,100	\$0	Internet		\$0

Insurance (incl cyber and crime)				\$5,500		\$3,811		Insurance (incl cyber and crime)				\$4,000
Licenses and Permits				\$155		300		Licenses and Permits				\$300
Membership, Dues				\$2,475		\$1,695		Membership, Dues, Contributions				\$2,895
Event fees and registrations				\$1,225		\$3,000		Event Fees, Registrations and Conferences				\$4,100
Subscriptions, Periodicals				\$700		\$700		Subscriptions, Periodicals				\$340
Postage, Mailing				\$575		\$575		Postage, Mailing				\$650
Printing and Reproduction				\$1,500		\$1,500		Printing and Reproduction				\$1,800
Catering, Alcohol - retreat, holiday, lunches				\$7,000		\$8,000		Catering, Alcohol - retreat, holiday, lunches				\$8,500
Leased Buildings, Space				\$9,976		\$9,976		Leased Buildings, Space				\$10,500
Rentals, Copier, Lease				\$3,650		\$500		Rentals, Copier, Lease				\$550
Staff Parking				\$1,000		\$0						
Travel					\$4,800	\$1,447		Travel				\$12,900
In State Per Diem				\$600		\$100		In State Per Diem				\$600
In State Airfare				\$800		\$447		In State Airfare				\$800
Private Auto Mileage				\$200		\$100		Private Auto Mileage				\$200
Other Travel, Bus, etc				\$500		\$800		Other Travel, Bus, etc				\$800
Out of State Per Diem				\$1,500		\$0		Out of State Per Diem				\$4,500
Out of State Airfare				\$1,200		\$0		Out of State Airfare				\$6,000
Supplies and Materials					\$1,953	\$3,000	Supplies and Materials				\$3,500	
Retirement and Benefits					\$31,102	\$26,731	Retirement and Benefits				\$32,174	
Est Net Income				\$0		\$18,718	Est Net Income				\$0	
							STCU Money Market				\$169,106	