



## UDDA/UDPDA Executive Advisory Committee (EAC) Agenda

**Tuesday, January 20, 2026, 11:30 AM – 1:00 PM**

**Via Zoom Only:** <https://us02web.zoom.us/j/85979578163?pwd=gWbXlfpMa3RBF3j0FgXmp6PJh1PJHn.1>

Meeting ID: 859 7957 8163 Passcode: 602201

One tap mobile +12532158782,,85979578163#,,,,\*602201# US (Tacoma)

Dial by your location +1 253 215 8782 US (Tacoma)

### **11:30 Welcome and Administration – Vice Chair Wagner (for Bollenback)**

- Welcome 2026 EAC members
- Discuss/approve draft December 9, 2025, EAC meeting minutes
- Discuss/approve - UDDA and UDPDA financials as of December 31, 2025
- Discuss only – draft UDPDA and UDDA January 7 board meeting minutes
- Discuss only - draft February 4 UDPDA and UDDA board agendas
- Marketing and Communications Manager position update

### **11:40 Finance and Grants Administration Updates**

- Preview 2025 Year-End Treasurer's Report (present to Board in February) - *Hulsey*
- Grants administration update – *Sinisterra*
- Revenue update and analysis – *Sinisterra and Hume*
- SAO Accountability Audit (UDPDA) 2022, 2023, and 2024 in early January

### **12:00 U Vision 2044 and Next Generation Plan 2065 Updates – Sinisterra**

- 201 W Main Property update
- 400-Block RFP

### **12:10 Presentation: Living Infrastructure - Claudia Browne and Susan Sherrod, Biohabitats**

### **12:40 Presentation: Website – Kristie Severn, Seve7n Design & Illustration**

### **1:00 Next EAC is Feb 17, and adjourn - Wagner**

### **2026 UD Board Meetings (Catalyst Bldg, Room 309)**

- February 4
- March 4
- May 6
- June 3 retreat (location TBD)
- September 2 annual meeting
- October 14
- December 2 holiday party and 2026 Impact Award presentation



## UDDA/UDPDA EAC Meeting Minutes - DRAFT

**Tuesday, December 9, 2025, 11:33 AM – 1:18 PM via Zoom only**

Zoom meeting recording [link](#); CEO's PowerPoint presentation [link](#)

**EAC Members Present:** Lois Bollenback, Colleen Fuchs, Steve MacDonald, Greg Repetti, Katy Sheehan, Juliet Sinisterra (CEO), Thomas Tellefson, and Dennis Wagner

**EAC Members Absent:** Chuck Murphy

**Others:** Alden Jones

### Call to Order, Welcome, and Administration Updates

- Sheehan called the meeting to order at 11:33 AM, and when a quorum was present, asked for a **MOTION to approve the September 16 updated draft EAC meeting minutes** (MacDonald), seconded (Tellefson), and passed unanimously. She also **moved to approve the financials as of October 31, 2025** (Bollenback), seconded by Fuchs, and passed unanimously.
- Sheehan asked for comments on the draft October 1 UDPDA and UDDA meeting minutes and the draft October 29 UDPDA special meeting minutes, but heard none. Sheehan noted that due to the timing considerations, Sinisterra will review the December 4 UDPDA special meeting minutes for the board packet.

### Finance and Grants Administration

- Sinisterra shared that due to City TIF revenue estimates vs Department of Revenue adjustments (for 2020-2023), the UDDA and UDPDA 2026 Budgets and Work Plan needed to be revised (see the next section). She walked the committee through grant updates and potential revenue sources. Bollenback stressed the importance of small revenue sources. There was a brief discussion about alignment with other regional PDAs to ensure stability, and Sinisterra said she would connect with them. New Market Tax Credits were also mentioned. MacDonald encouraged this, noted the highly competitive application process, the UD should be thinking about a bringing on a consultant in early 2026, and suggested a one-year delay in pursuing a formal application.
- Additionally, the UDDA had to lay off Jeffrey Samson, Director of Finance & Grants Administration. His last day was on December 4, 2025, and he will receive a severance package and a payout of accrued vacation leave.

### 2026 Work Plan and Budget Preview and Discussion

- Sinisterra noted that a shift in strategy and direction is needed due to the City's TIF revenue modifications. She reminded the committee of the U Vision 2044 goals and talked about key budgetary changes for the UDPDA and UDDA.
- Sinisterra is scheduling a meeting with the Mayor and city staff (and some UD board members) to discuss recent TIF developments in greater detail and implications for the future.

### U Vision 2044 and Next Generation 2065 Conceptual Plan

- **201 W Main Avenue** – The UDPDA board approved the surplus (October 29) and sale (December 4) of the property, and City Council will discuss the draft Amendment of the Covenants in early January. The board also approved the sale proceeds going toward paying off the Sprague Avenue General Obligation Bond with the City. The buyer, Millennium NW LLC, plans to combine the property with the adjacent Cruz Boots parcel and build 143 units of market-rate housing.



- **Health Equity Circle (HEC)** – Sinisterra shared the impressive HEC data collection results. The UDDA provided \$5K in funding for the program, and since June 2025, HEC has started 28 people on Buprenorphine.
- **400-Block Updates** - UDPDA received a formal expiration of the option from Avista Development (ADC). Staff presented a pro forma study to ADC, and ADC remains open to an updated agreement and to the shared release of a possible RFP in early 2026 for a P3 development.

#### **Presentation: Pro Forma Scenario Modeling by Trestle Development**

- David Allen with Trestle gave [a presentation](#), “400-Block Proforma Feasibility Study,” to the committee. Sinisterra noted that Trestle’s work will help determine if releasing a (P3) RFP for the 400-Block is feasible. Trestle will also present to the full board on January 7.

#### **CEO Job Review and EAC Feedback**

Sinisterra reminded the group that EAC (not the board) conducts the annual CEO performance evaluation process. She also spoke about bonuses, and she welcomed EAC feedback. Sheehan noted that she, Lois, and Chuck reviewed Sinisterra (included in the EAC packet), resulting in very high marks, notwithstanding some big curveballs at the end of the year. Sheehan praised Sinisterra’s patience, steadiness, leadership, and planning skills. Bollenback highlighted Sinisterra’s organization, the exceptional quality of consultant outcomes she manages, and her ability to deliver the best financial options. All agreed that Juliet brings benefit not only to the district, but also to the city at large. Leveraging partnerships was a recommendation of future focus. Sinisterra appreciated the feedback. Bollenback mentioned including definitions of 1-5 scores. She also asked if this year’s process was a “pilot” and if bonuses are addressed in her employment agreement and/or the draft employee handbook. Sinisterra said it’s a living process and that it’s not spelled out in agreement. Bollenback talked about bonuses vs merit adjustments tied to performance milestones based on revenue-producing activity, rather than a “hit or miss” or conflating with COLA. Sinisterra suggested the employee manual clarify: a merit raise based on performance, a COLA adjustment (not performance-based), and a potential bonus tied to a milestone. At this point, Sinisterra and Jones left the meeting, leaving Bollenback and Sheehan to finish their discussion and adjourn the meeting, and the recording stopped.

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Juliet Sinisterra, CEO for Greg Repetti, Secretary

Date \_\_\_\_\_



## UDDA – Financial/Treasurer’s Report

**As of December 31, 2025**

*Accrual Basis*

	(Current Month)	(Previous Month)
<b>CURRENT ASSETS</b>		
Total Checking/Money Market	268,946	269,828
Accounts Receivable	5,000	5,000
Other Assets - QBO Tax Holding	3,235	4,466
<b>Total Assets</b>	<b>277,181</b>	<b>279,294</b>
<b>LIABILITIES</b>		
Accounts Payable	0	0
Credit Card Payable	4,278	2,438
Payroll Liabilities <i>(includes VL accrual)</i>	8,499	16,554
<b>Total Liabilities</b>	<b>12,777</b>	<b>18,992</b>

### NOTES:

- The UDDA ended 2025 \$17,189 underspent vis-à-vis the pro forma vs. the actual budget.
- On the expense side, we underspent in most categories (payroll, retirement and benefits, personal services contracts, and travel).
- On the revenue side, our annual contributions were lower than anticipated, as was grant income due to some Commerce payments received in late 2024.

# UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

## Statement of Financial Position

As of December 31, 2025

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
10126 UDDA NUM Checking	100,850.51
10127 UDDA NUM MM	168,096.24
<b>Total Bank Accounts</b>	<b>\$268,946.75</b>
Accounts Receivable	
12100 Accounts Receivable	5,000.00
12101 Other Receivable	0.00
<b>Total Accounts Receivable</b>	<b>\$5,000.00</b>
Other Current Assets	
12000 Undeposited Funds	0.00
12001 *Undeposited Funds	0.00
13100 Prepaid Insurance	0.00
QuickBooks Tax Holding Account	3,234.67
<b>Total Other Current Assets</b>	<b>\$3,234.67</b>
<b>Total Current Assets</b>	<b>\$277,181.42</b>
<b>TOTAL ASSETS</b>	<b>\$277,181.42</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
20200 Accounts Payable	0.00
<b>Total Accounts Payable</b>	<b>\$0.00</b>
Credit Cards	
20502 Numerica Visa	4,278.04
<b>Total Credit Cards</b>	<b>\$4,278.04</b>
Other Current Liabilities	
21000 Other Current Liability	0.00
21001 Accrued Expense	0.00

# UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

## Statement of Financial Position

As of December 31, 2025

	TOTAL
<b>Total 21000 Other Current Liability</b>	<b>0.00</b>
21100 Direct Deposit Liabilities	0.00
24000 Payroll Liabilities	977.77
24110 Federal Income Tax Withheld	2,804.26
24125 FICA & Med Payable	0.00
24160 State Unemployment Payable	-559.41
24161 State Fam Med Lv EE pd by Co	0.00
24162 FSA Contrib EE	165.00
24163 FSA Contrib ER	190.00
24170 Federal Unemployment	126.00
24220 Industrial Insurance	646.20
24225 Simple IRA EE	0.00
24226 Simple IRA ER	0.00
24227 Accrued Vacation Leave	4,163.91
ID Income Tax	45.00
WA Cares Fund	-58.96
<b>Total 24000 Payroll Liabilities</b>	<b>8,499.77</b>
Direct Deposit Payable	0.00
FSA Contrib ER	0.00
<b>Total Other Current Liabilities</b>	<b>\$8,499.77</b>
<b>Total Current Liabilities</b>	<b>\$12,777.81</b>
<b>Total Liabilities</b>	<b>\$12,777.81</b>
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	17,189.06
<b>Total Equity</b>	<b>\$264,403.61</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$277,181.42</b>

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	609.21	700.03	618.26	699.99	627.38	699.99	629.74	699.99	\$2,484.59	\$2,800.00
43400 Direct Public Support									\$0.00	\$0.00
43410 Institutional/Corp contrib	65,300.00	90,000.00	20,100.00	20,000.00	15,000.00	20,000.00	8,000.00	0.00	\$108,400.00	\$130,000.00
<b>Total 43400 Direct Public Support</b>	<b>65,300.00</b>	<b>90,000.00</b>	<b>20,100.00</b>	<b>20,000.00</b>	<b>15,000.00</b>	<b>20,000.00</b>	<b>8,000.00</b>	<b>0.00</b>	<b>\$108,400.00</b>	<b>\$130,000.00</b>
46500 Grant Income									\$0.00	\$0.00
46510 Grant - Restricted	87,142.67	96,676.70	20,205.70	69,993.30	5,006.22	18,188.00		0.00	\$112,354.59	\$184,858.00
<b>Total 46500 Grant Income</b>	<b>87,142.67</b>	<b>96,676.70</b>	<b>20,205.70</b>	<b>69,993.30</b>	<b>5,006.22</b>	<b>18,188.00</b>		<b>0.00</b>	<b>\$112,354.59</b>	<b>\$184,858.00</b>
46700 Other Income									\$0.00	\$0.00
47005 UDRA Management Proceeds	96,196.50	96,196.50	96,196.50	96,196.50	96,196.50	96,196.50	96,196.50	96,196.50	\$384,786.00	\$384,786.00
<b>Total 46700 Other Income</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>96,196.50</b>	<b>\$384,786.00</b>	<b>\$384,786.00</b>
47200 Program Income									\$0.00	\$0.00
47240 Programs, Event Sponsorships					0.00				\$0.00	\$0.00
<b>Total 47200 Program Income</b>					<b>0.00</b>				<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Revenue</b>	<b>\$249,248.38</b>	<b>\$283,573.23</b>	<b>\$137,120.46</b>	<b>\$186,889.79</b>	<b>\$116,830.10</b>	<b>\$135,084.49</b>	<b>\$104,826.24</b>	<b>\$96,896.49</b>	<b>\$608,025.18</b>	<b>\$702,444.00</b>
GROSS PROFIT	<b>\$249,248.38</b>	<b>\$283,573.23</b>	<b>\$137,120.46</b>	<b>\$186,889.79</b>	<b>\$116,830.10</b>	<b>\$135,084.49</b>	<b>\$104,826.24</b>	<b>\$96,896.49</b>	<b>\$608,025.18</b>	<b>\$702,444.00</b>
Expenditures										
60100 Payroll Expenses									\$0.00	\$0.00
60101 Salaries, Wages	68,172.44	88,506.00	85,505.76	85,506.00	85,505.76	85,506.00	84,578.07	85,506.00	\$323,762.03	\$345,024.00
60105 Vacation Leave Accrual	5,014.94	2,769.00	1,634.34	2,769.00	3,308.56	2,765.00	-10,546.15	2,769.00	\$ -588.31	\$11,072.00
60110 Payroll Taxes	5,955.08	5,400.00	7,434.63	5,400.00	7,418.15	5,400.00	6,592.78	5,400.00	\$27,400.64	\$21,600.00
<b>Total 60100 Payroll Expenses</b>	<b>79,142.46</b>	<b>96,675.00</b>	<b>94,574.73</b>	<b>93,675.00</b>	<b>96,232.47</b>	<b>93,671.00</b>	<b>80,624.70</b>	<b>93,675.00</b>	<b>\$350,574.36</b>	<b>\$377,696.00</b>
60200 Personal Services Contracts									\$0.00	\$0.00
60202 Financial, Prof Services	469.58	300.00	390.00	300.00	418.06	325.00	2,476.82	2,575.00	\$3,754.46	\$3,500.00
60203 Management & Organization Svcs	85,764.25	43,750.03	15,436.26	43,749.99	5,833.90	43,749.99	5,020.00	43,749.99	\$112,054.41	\$175,000.00
60205 Legal Fees	85.00	1,500.00	75.00	1,500.00	255.00	1,500.00	90.00	1,500.00	\$505.00	\$6,000.00
60231 Marketing/Advertising	4,373.46	1,775.06	772.24	1,774.98	749.52	1,774.98	790.74	1,774.98	\$6,685.96	\$7,100.00
60232 Graphic Design, Web	2,475.00	375.00		375.00	4,470.00	375.00	-1,470.00	375.00	\$5,475.00	\$1,500.00
60234 Recruiting Services		0.00		5,000.00		0.00		0.00	\$0.00	\$5,000.00
<b>Total 60200 Personal Services Contracts</b>	<b>93,167.29</b>	<b>47,700.09</b>	<b>16,673.50</b>	<b>52,699.97</b>	<b>11,726.48</b>	<b>47,724.97</b>	<b>6,907.56</b>	<b>49,974.97</b>	<b>\$128,474.83</b>	<b>\$198,100.00</b>
60300 Other Contractual Services									\$0.00	\$0.00
60303 Cell Phone Charges	450.00	450.00	675.00	450.00	675.00	450.00	600.00	450.00	\$2,400.00	\$1,800.00
60314 Internet IT Svcs Domain Reg	1,405.11	825.00	1,339.35	825.00	1,607.18	825.00	562.70	825.00	\$4,914.34	\$3,300.00
60324 Insurance D&O, etc.	390.93	2,250.00	390.96	2,250.00	2,147.00	2,250.00		2,250.00	\$2,928.89	\$9,000.00
60325 Insurance Other					1,653.00				\$1,653.00	\$0.00
60329 Licenses and Permits	130.50	37.50		37.50		37.50	25.00	37.50	\$155.50	\$150.00
60330 Memberships, Dues	250.00	125.06	500.00	124.98	895.00	124.98	87.40	124.98	\$1,732.40	\$500.00
60334 Reg, Conferences, Sponsorships	650.00	500.06	1,080.00	499.98	405.00	499.98	125.00	499.98	\$2,260.00	\$2,000.00
60336 Subscriptions, Periodicals	441.61	120.00	283.95	120.00	71.08	120.00	53.31	120.00	\$849.95	\$480.00
60353 Postage, Mailing Services	97.13	100.03	8.55	99.99		99.99	794.67	99.99	\$900.35	\$400.00
60358 Printing & Reproduction		625.03	289.56	624.99		624.99	477.07	624.99	\$766.63	\$2,500.00
60377 Catering, Meals	99.79	1,625.06	861.43	1,624.98	454.20	1,624.98	4,817.33	1,624.98	\$6,232.75	\$6,500.00
60380 Leased Buildings, Space	4,551.02	3,992.36	1,611.00	3,992.88	1,716.50	3,992.88	2,416.50	3,992.88	\$10,295.02	\$15,971.00
60381 Rentals, Copier Lease	51.18	300.00	135.66	300.00	64.21	300.00	100.07	300.00	\$351.12	\$1,200.00
60389 Rentals, Other Events, Park	500.00	250.03	1,725.86	249.99		249.99	1,595.29	249.99	\$3,821.15	\$1,000.00
<b>Total 60300 Other Contractual Services</b>	<b>9,017.27</b>	<b>11,200.13</b>	<b>8,901.32</b>	<b>11,200.29</b>	<b>9,688.17</b>	<b>11,200.29</b>	<b>11,654.34</b>	<b>11,200.29</b>	<b>\$39,261.10</b>	<b>\$44,801.00</b>
60400 Travel									\$0.00	\$0.00
60410 In-state Per Diem		250.03		249.99		249.99	179.22	249.99	\$179.22	\$1,000.00
60411 In-state Air Fare		0.00	231.36	600.00		0.00		0.00	\$231.36	\$600.00
60412 Private Auto Mileage	7.15	150.00		150.00	35.84	150.00	68.52	150.00	\$111.51	\$600.00
60416 Other Travel - bus, etc.	129.04	125.06	366.02	124.98	119.96	124.98	109.16	124.98	\$724.18	\$500.00
60420 Out of state Per Diem		500.06	363.50	499.98		499.98		499.98	\$363.50	\$2,000.00
60421 Out of state Air Fare	533.48	800.06	38.99	799.98		799.98		799.98	\$572.47	\$3,200.00
60440 Recruitment Related		0.00		500.00		500.00		0.00	\$0.00	\$1,000.00
<b>Total 60400 Travel</b>	<b>669.67</b>	<b>1,825.21</b>	<b>999.87</b>	<b>2,924.93</b>	<b>155.80</b>	<b>2,324.93</b>	<b>356.90</b>	<b>1,824.93</b>	<b>\$2,182.24</b>	<b>\$8,900.00</b>
60500 Supplies & Materials									\$0.00	\$0.00
60501 Food	28.00	25.00	144.54	80.00		25.00	45.98	70.00	\$218.52	\$200.00
60525 Recognition and Awards		0.00		0.00	687.62	0.00	529.50	1,000.00	\$1,217.12	\$1,000.00
60540 Non-cap Equip Furn <\$5K	2,539.34	2,400.00	4,037.97	2,000.00		0.00		0.00	\$6,577.31	\$4,400.00
60545 Prewritten SW (QB 365 Acrobat)	2,307.86	1,350.00	2,067.03	1,350.00	2,509.44	1,350.00	2,921.55	1,350.00	\$9,805.88	\$5,400.00
60564 Office Supplies	102.29	600.00	1,988.90	200.00	53.78	50.00	515.32	150.00	\$2,660.29	\$1,000.00
<b>Total 60500 Supplies &amp; Materials</b>	<b>4,977.49</b>	<b>4,375.00</b>	<b>8,238.44</b>	<b>3,630.00</b>	<b>3,250.84</b>	<b>1,425.00</b>	<b>4,012.35</b>	<b>2,570.00</b>	<b>\$20,479.12</b>	<b>\$12,000.00</b>
60700 Retirement & Benefits									\$0.00	\$0.00
60702 PFML	332.28	855.00	421.71	855.00	451.66	855.00	473.52	855.00	\$1,679.17	\$3,420.00
60705 Retirement Employer Contrib	1,001.18	1,955.00	2,785.58	2,565.00	2,934.48	2,565.00	1,354.43	2,565.00	\$8,075.67	\$9,650.00
60707 Life Insurance Employer Paid	524.79	1,065.00		0.00		0.00		0.00	\$524.79	\$1,065.00
60709 Disability Insurance	767.10	1,150.00	1,149.76	1,500.00	1,165.71	1,500.00	1,165.71	1,500.00	\$4,248.28	\$5,650.00
60710 Health Insurance Plans	7,349.96	5,187.00	4,626.40	7,303.00	9,252.80	7,503.00	6,939.60	7,503.00	\$28,168.76	\$27,496.00
60711 FSA Employer Contrib	975.00	1,275.00	985.00	1,800.00	3,382.80	1,800.00	1,825.00	1,800.00	\$7,167.80	\$6,675.00
<b>Total 60700 Retirement &amp; Benefits</b>	<b>10,950.31</b>	<b>11,487.00</b>	<b>9,968.45</b>	<b>14,023.00</b>	<b>17,187.45</b>	<b>14,223.00</b>	<b>11,758.26</b>	<b>14,223.00</b>	<b>\$49,864.47</b>	<b>\$53,956.00</b>
<b>Total Expenditures</b>	<b>\$197,924.49</b>	<b>\$173,262.43</b>	<b>\$139,356.31</b>	<b>\$178,153.19</b>	<b>\$138,241.21</b>	<b>\$170,569.19</b>	<b>\$115,314.11</b>	<b>\$173,468.19</b>	<b>\$590,836.12</b>	<b>\$695,453.00</b>
NET OPERATING REVENUE	<b>\$51,323.89</b>	<b>\$110,310.80</b>	<b>\$ -2,235.85</b>	<b>\$8,736.60</b>	<b>\$ -21,411.11</b>	<b>\$ -35,484.70</b>	<b>\$ -10,487.87</b>	<b>\$ -76,571.70</b>	<b>\$17,189.06</b>	<b>\$6,991.00</b>
NET REVENUE	<b>\$51,323.89</b>	<b>\$110,310.80</b>	<b>\$ -2,235.85</b>	<b>\$8,736.60</b>	<b>\$ -21,411.11</b>	<b>\$ -35,484.70</b>	<b>\$ -10,487.87</b>	<b>\$ -76,571.70</b>	<b>\$17,189.06</b>	<b>\$6,991.00</b>



## UDPDA – Financial/Treasurer’s Report

As of December 31, 2025

Hybrid Cash-Accrual Basis

	(Current Month)	(Previous Month)
<b>CURRENT ASSETS</b>		
Total Checking/Savings	660,181	738,694
Accounts Receivable (2025 Property Tax)	289,296	0
Fixed Assets		
201 W Main (CBRE updated appraisal Dec)**	620,000	515,930
Other Assets (Restricted Use)		
Boxcar Proceeds	592,183	592,183
Sprague Ave underage (includes Riverside sidewalk work)	272,192	272,192
<b>Total Assets</b>	<b>2,433,852</b>	2,118,999
<b>LIABILITIES</b>		
Accounts Payable	109,892	122,410
Other - Sprague Ave General Obligation Bond (Bal due 2026)	1,215,590	199,506
Long Term Liability – Estimated ADC 400-Block Responsibility	1,484,431	0
<b>Total Liabilities</b>	<b>2,809,913</b>	2,299,571

### NOTES:

- The UDPDA ended 2025 (\$684,965) vis-à-vis the pro forma vs. the actual budget.
- On the revenue side, the shortfall was due primarily to invoicing but not receiving the City’s 2025 property tax payment; the City revising Q3 and Q4 sales tax payments; and the City indicating construction sales tax would not be forthcoming.
- \*\* Millennium NW LLC has signed a PSA with the UDPDA to acquire the 201 W Main property for \$1.1M. The board approved using the sale proceeds to pay down the Sprague Avenue General Obligation Bond.
- On the expense side—and taking into account board-approved budget reallocations—we underspent in Community Planning but overspent in Property Development and Economic Development. The former due to ongoing maintenance and legal costs at 201 W Main, and the latter due in part to unanticipated legal and fraud-related costs.
- Due to the uncertainty around the TIF reconciliation conversations with the City, the UDPDA has been unable to secure commercial debt, thereby jeopardizing the purchase of the two 400-Block parcels from Avista Development Corp (ADC). Per an RPAA with ADC, the UDPDA would be responsible for ADC’s total costs plus interest at \$2,084,431, less an estimated sale price of \$600K.



# UDPDA Balance Sheet

## University District Public Development Authority

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
<b>Assets</b>	
Current Assets	
Bank Accounts	
10128 NUM Checking UDPDA	14,512.62
10129 NUM MM UDPDA	342,334.71
10130 Spokane County Investment Pool	303,334.38
<b>Total for Bank Accounts</b>	<b>\$660,181.71</b>
Accounts Receivable	
11000 Accounts Receivable	289,296.00
<b>Total for Accounts Receivable</b>	<b>\$289,296.00</b>
Other Current Assets	
12000 Undeposited Funds	0.00
<b>Total for Other Current Assets</b>	<b>\$0.00</b>
<b>Total for Current Assets</b>	<b>\$949,477.71</b>
Fixed Assets	
12005 Fixed Asset	620,000.00
<b>Total for Fixed Assets</b>	<b>\$620,000.00</b>
Other Assets	
12006 Other Asset	864,375.17
<b>Total for Other Assets</b>	<b>\$864,375.17</b>
<b>Total for Assets</b>	<b>\$2,433,852.88</b>
<b>Liabilities and Equity</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	109,892.60
<b>Total for Accounts Payable</b>	<b>\$109,892.60</b>
Credit Cards	
21200 NUM Visa CC UDPDA	0.00
<b>Total for Credit Cards</b>	<b>\$0.00</b>
Other Current Liabilities	
<b>Total for Current Liabilities</b>	<b>\$109,892.60</b>
Long-term Liabilities	
10150 City of Spo General Bond Oblig	1,215,590.00
10151 ADC 400-Block	1,484,431.00
<b>Total for Long-term Liabilities</b>	<b>\$2,700,021.00</b>
<b>Total for Liabilities</b>	<b>\$2,809,913.60</b>

# UDPDA Balance Sheet

University District Public Development Authority

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Equity	
32000 Retained Earnings	1,320,339.89
Net Income	-480,754.78
30000 Opening Balance Equity	-2,700,021.00
32001 201 W Main	620,000.00
32002 Boxcar Proceeds	592,183.17
32003 Sprague Underage	272,192.00
<b>Total for Equity</b>	<b>-\$376,060.72</b>
<b>Total for Liabilities and Equity</b>	<b>\$2,433,852.88</b>

# University District Public Development Authority

Budget vs. Actuals: FY\_2025 - FY25 P&L

January - December 2025

	TOTAL	
	ACTUAL	BUDGET
Income		
3000000 REVENUES		
3300000 INTERGOV REVENUES		
3340000 STATE GRANTS		
3340690 State Grant Other State Agency	47,133.55	75,000.00
<b>Total 3340000 STATE GRANTS</b>	<b>47,133.55</b>	<b>75,000.00</b>
3370000 LOCAL GRANTS ENTITLMNT OTHER		
3370001 Local Grants Entitlements	52,000.00	50,000.00
3371000 Property Tax		205,011.00
3372000 Sales Tax	344,268.38	681,545.00
3373000 Construction Sales Tax		429,437.00
<b>Total 3370000 LOCAL GRANTS ENTITLMNT OTHER</b>	<b>396,268.38</b>	<b>1,365,993.00</b>
<b>Total 3300000 INTERGOV REVENUES</b>	<b>443,401.93</b>	<b>1,440,993.00</b>
3600000 MISC REVENUES		
3610000 INTEREST, OTHER EARNINGS		
3611000 Investment Earnings	15,768.19	12,000.00
<b>Total 3610000 INTEREST, OTHER EARNINGS</b>	<b>15,768.19</b>	<b>12,000.00</b>
3620000 RENTS AND LEASES	39,055.01	32,700.00
<b>Total 3600000 MISC REVENUES</b>	<b>54,823.20</b>	<b>44,700.00</b>
<b>Total 3000000 REVENUES</b>	<b>498,225.13</b>	<b>1,485,693.00</b>
<b>Total Income</b>	<b>\$498,225.13</b>	<b>\$1,485,693.00</b>
GROSS PROFIT	<b>\$498,225.13</b>	<b>\$1,485,693.00</b>
Expenses		
5000000 EXPENDITURES		
5580000 CMTY PLANNING ECON DEV		
5586000 Planning		
5586040 Planning Services	217,782.52	409,900.00
<b>Total 5586000 Planning</b>	<b>217,782.52</b>	<b>409,900.00</b>
5587000 Economic Development		
5587040 Econ Dev Services	525,682.58	509,686.00
<b>Total 5587000 Economic Development</b>	<b>525,682.58</b>	<b>509,686.00</b>
<b>Total 5580000 CMTY PLANNING ECON DEV</b>	<b>743,465.10</b>	<b>919,586.00</b>
5590000 PROPERTY DEVELOPMENT		
5593000 Prop Dev Depr Amor Xfer Out		
5593040 Prop Dev Services	67,432.29	55,000.00
<b>Total 5593000 Prop Dev Depr Amor Xfer Out</b>	<b>67,432.29</b>	<b>55,000.00</b>
<b>Total 5590000 PROPERTY DEVELOPMENT</b>	<b>67,432.29</b>	<b>55,000.00</b>
5900000 DBT EXP, CAP OUTLAYS, OTHR DECR		
5910000 REDEMPTION OF DEBT	354,373.05	354,373.05
5920000 INTEREST OTHR DBT SVC COST	17,919.95	17,919.95
<b>Total 5900000 DBT EXP, CAP OUTLAYS, OTHR DECR</b>	<b>372,293.00</b>	<b>372,293.00</b>

# University District Public Development Authority

Budget vs. Actuals: FY\_2025 - FY25 P&L

January - December 2025

	TOTAL	
	ACTUAL	BUDGET
<b>Total 5000000 EXPENDITURES</b>	<b>1,183,190.39</b>	<b>1,346,879.00</b>
Unapplied Cash Bill Payment Expense	0.00	
<b>Total Expenses</b>	<b>\$1,183,190.39</b>	<b>\$1,346,879.00</b>
NET OPERATING INCOME	<b>\$ -684,965.26</b>	<b>\$138,814.00</b>
NET INCOME	<b>\$ -684,965.26</b>	<b>\$138,814.00</b>



## University District Public Development Authority (UDPDA) Meeting Minutes - DRAFT

**Wednesday, January 7, 2026, 3:31-4:30 PM, Catalyst Building Room 309 and Via Zoom**

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

**Board Members Present:** Lois Bollenback (chair), Megan Hulsey, Steve MacDonald, Juliet Sinisterra (CEO), Dennis Wagner, County Commissioner Amber Waldref, and Council President Betsy Wilkerson

### Call to Order, Welcome, and Administrative Actions

Chair Bollenback called the meeting to order at 3:31 PM and asked for a **MOTION to approve the October 1, October 29, and December 4, 2025, UDPDA meeting minutes and the UDPDA financials** as of November 30, 2025 (Wilkerson), seconded (MacDonald), and passed unanimously.

### *JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members*

Bollenback welcomed new board members and officers and provided the following **EAC Highlights**:

- The Director of Finance and Grants Administration position has been eliminated due to budget constraints. Samson was provided with a severance package.
- The Health Equity Circle (HEC) team (who presented at the June 2025 board retreat and who is funded by a \$5K UDDA contract) reported that since June, 28 people have entered treatment. HEC is also sharing its data with the city. Teeters suggested the team present again in the spring.

### Finance and Grants Administration

#### UDPDA and City TIF Disbursements Update

As reported at the October 1 board meeting, the City shared a TIF reconciliation—in light of certified 2020-2023 numbers from the Department of Revenue—that negatively impacts future UDPDA revenue, impedes the organization's ability to carry commercial debt, and jeopardizes the progress of long-planned development projects. City and UDPDA staff met on January 5 to discuss, and the next step is for the UDPDA (with input from legal counsel) to send a letter to the city with follow-up questions to better understand the legal basis for the City's TIF repayment request.

#### 2026 Proposed Work Plan and Budget

Given the changing TIF status, Sinisterra walked the group through the proposed 2026 budget and work plan, noting key changes, including an overall 43% reduction in spending and the payoff of the \$1.2M Sprague Avenue General Obligation Bond with proceeds from the anticipated sale of 201 W Main Avenue. After some discussion, Bollenback asked for a **MOTION to approve the proposed 2026 Work Plan and Budget** (Waldref), seconded (Wilkerson), and passed unanimously.

### Next Generation Plan 2065 Updates

- **201 West Main Update** - An executed PSA is in place with Millennium NW LLC, and the City Council is scheduled to review/approve the Amendment of Covenants for the property at their January 26 meeting. Millennium intends to combine the property with the Cruz Boots parcel and build 143 units of market-rate housing.
- **Kardong Bridge Panels** – Place-based, artisan-fabricated steel panels have been installed on the bridge.
- **400-Block Updates and Trestle Presentation** – Although a formal expiration of the option for two parcels was received from Avista Development (ADC)—and UDPDA remains financially responsible should the property sell for less than \$2.2M to a third party—ADC remains open to an updated agreement that would allow the release of an RFP for a new public-private partnership (P3) development. Next steps include releasing the RFP in February, hiring a New Market Tax Credit consultant, and applying for a Dept of Commerce pre-design grant based on development proforma changes researched by Trestle Development. David Allen, with Trestle



Development, presented a [slide deck](#) illustrating alternative building/construction scenarios (such as reducing square footage and adding underground parking, or adding apartments or retail) to minimize the previous pro forma's \$15M funding gap. Sinisterra noted that the RFP will ask prospective P3 partners to refine the pro forma and eliminate/add building features that pencil out.

Bollenback asked for but did not hear any public comments and adjourned the meeting at 4:30 PM.

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Dennis Wagner, Vice Chair and Secretary



## University District Public Development Authority (UDPDA) Voucher Certification – October 2025 Close

Per the Office of the Washington State Auditor and the BARS Voucher Certification and Approval Process set forth here [https://www.sao.wa.gov/bars\\_cash/accounting/expenditures/voucher-certification-and-approval/](https://www.sao.wa.gov/bars_cash/accounting/expenditures/voucher-certification-and-approval/), I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim. **The following voucher/warrants/electronic payments were approved for payment and cleared the UDPDA bank account:**

Date	Voucher Warrant #	Description	Amount
10/23	Xfer	University District Development Assoc per contract	32,065.50
10/31	Xfer	Spokane County Investment Pool (SCIP) service fee	7.66
10/2	ACH	Avista utility bill – south sub area lighting	595.67
10/6	ACH	Kiemle Hagood – 201 W Main (Oct)	250.00
10/6	ACH	Measure Meant per contract	4,000.00
10/7	ACH	Go Joe – 201 W Main	525.00
10/7	ACH	Century Pacific per contract	787.50
10/8	ACH	Rooted Landcare – 201 W Main	249.98
10/8	ACH	Grid Mark Sign Co – banner install	2,348.81
10/10	ACH	Jennifer Evans Events – per contract	8,800.00
10/14	ACH	Tiny's Service and Maintenance – 201 W Main	707.85
10/14	ACH	Cascadia Partners per CERB contract	7127.50
10/16	ACH	The Olympian – public hearing notice	203.54
10/14	ACH	Intuit fee	54.00
10/16	ACH	Witherspoon Brajcich McPhee legal counsel	4,795.00
10/20	ACH	Avista – 201 W Main	386.74
10/20	ACH	City of Spokane – 201 W Main utilities	424.03
10/22	ACH	The Olympian – 2 <sup>nd</sup> public hearing notice	203.54
10/29	ACH	Biohabitats - per contract	7,250.00
10/29	ACH	Haley Aldrich – per contract	8,740.75
10/31	ACH	Avista – south sub area lighting	595.67
10/31	ACH	Numerica - monthly ACH processing fee	30.00
10/21	Check 1433	WA State Auditor – for fraud investigation	695.50

Jeffrey Samson, Director of Finance & Grants Administration

11-12-2025

Date



## University District Public Development Authority (UDPDA) Voucher Certification – November 2025 Close

Per the Office of the Washington State Auditor and the BARS Voucher Certification and Approval Process set forth here [https://www.sao.wa.gov/bars\\_cash/accounting/expenditures/voucher-certification-and-approval/](https://www.sao.wa.gov/bars_cash/accounting/expenditures/voucher-certification-and-approval/), I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim. **The following voucher/warrants/electronic payments were approved for payment and cleared the UDPDA bank account:**

Date	Voucher Warrant #	Description	Amount
11/24	Xfer	University District Development Assoc per contract	32,065.50
11/30	Xfer	Spokane County Investment Pool (SCIP) service fee	7.43
11/07	ACH	Rooted Landcare – 201 W Main	331.81
11/12	ACH	Kiemle Hagood – 201 W Main	250.00
11/13	ACH	Intuit service fee	54.00
11/14	ACH	Kiemle Hagood – 201 W Main	36.55
11/14	ACH	Go Joe – 201 W Main	591.87
11/17	ACH	Avista – 201 W Main	360.69
11/19	ACH	City of Spokane – 201 W Main utilities	395.76
11/20	ACH	Witherspoon Brajcich McPhee legal counsel	8,977.50
11/20	ACH	Biohabitats - per contract	28,504.56
11/21	ACH	Legacy – public notices for 201 W Main sale	360.58
11/21	ACH	Tiny's Service and Maintenance – 201 W Main	762.30
11/30	ACH	Numerica - monthly ACH processing fee	30.00
11/19	Check 1432	Allied Fire and Security – 201 W Main Ave	200.66

  
Juliet Sinisterra, CEO

  
Date





## University District Development Association (UDDA) Meeting Minutes - DRAFT

**Wednesday, January 7, 2026, 3:35-4:48 PM, Catalyst Building Room 309 and Via Zoom**

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

**Board Members Present:** Karlee Agee, Ryan Arnold (Zoom), LaVerne Biel (Zoom), Lois Bollenback (chair), Catherine Brazil (Zoom), Kevin Brockbank, Mayor Lisa Brown (Zoom), Emilie Cameron, Pat Castaneda (Zoom), Colleen Fuchs, Megan Hulsey, Alex Jackson (Zoom), Stacia Rasmussen, Marvo Reguindin, Rob Sauders, John Sklut (Zoom), Angela Swenseid, Jonathan Teeters, Thomas Tellefson, Dennis Wagner, County Commissioner Amber Waldref, and Council President Betsy Wilkerson

**Board Members Absent:** Brooke Kiener, Adam Swinyard, Erin Williams-Hueter

**Others Present:** Steve MacDonald, Juliet Sinisterra, Alden Jones, David Allen, Taudd Hume (Zoom)

### **JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members**

Bollenback welcomed new board members and officers and provided the following **EAC Highlights**:

- The Director of Finance and Grants Administration position has been eliminated due to budget constraints. Samson was provided with a severance package.
- The Health Equity Circle (HEC) team (who presented at the June 2025 board retreat and who is funded by a \$5K UDDA contract) reported that since June, 28 people have entered treatment. HEC is also sharing its data with the city. Teeters suggested the team present again in the spring.

### **Finance and Grants Administration**

#### **UDPDA and City TIF Disbursements Update**

As reported at the October 1 board meeting, the City shared a TIF reconciliation—in light of certified 2020-2023 numbers from the Department of Revenue—that negatively impacts future UDPDA revenue, impedes the organization's ability to carry commercial debt, and jeopardizes the progress of long-planned development projects. City and UDPDA staff met on January 5 to discuss, and the next step is for the UDPDA (with input from legal counsel) to send a letter to the city with follow-up questions to better understand the legal basis for the City's TIF repayment request.

#### **2026 Proposed Work Plan and Budget**

Given the changing TIF status, Sinisterra walked the group through the proposed 2026 budget and work plan, noting key changes, including an overall 43% reduction in spending and the payoff of the \$1.2M Sprague Avenue General Obligation Bond with proceeds from the anticipated sale of 201 W Main Avenue. After some discussion, Bollenback asked for a **MOTION to approve the proposed 2026 Work Plan and Budget** (Waldref), seconded (Wilkerson), and passed unanimously.

### **Next Generation Plan 2065 Updates**

- **201 West Main Update** - An executed PSA is in place with Millennium NW LLC, and the City Council is scheduled to review/approve the Amendment of Covenants for the property at their January 26 meeting. Millennium intends to combine the property with the Cruz Boots parcel and build 143 units of market-rate housing.
- **Kardong Bridge Panels** – Place-based, artisan-fabricated steel panels have been installed on the bridge.
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(such as reducing square footage and adding underground parking, or adding apartments or retail) to minimize the previous pro forma's \$15M funding gap. Sinisterra noted that the RFP will ask prospective P3 partners to refine the pro forma and eliminate/add building features that pencil out.

Bollenback asked for but did not hear any public comments and adjourned the UDPDA meeting at 4:30 PM.

#### ***END JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members***

#### **Call to Order, Welcome, and Administrative Actions**

Chair Bollenback called the meeting to order at 4:30 PM and asked for a **MOTION to approve the October 1, 2025, UDDA meeting minutes and the UDDA financials** as of November 30, 2025 (Wilkerson), seconded (Teeters), and passed unanimously.

#### **2026 Proposed UDDA Work Plan and Budget**

Sinisterra walked the group through the proposed 2026 budget and work plan, noting an overall 30% reduction in spending and staffing changes, including a new Marketing & Communications Manager, Alden's retirement, and a transition to 1099 bookkeeping. After some discussion re a planned website update, website analytics, and audience research, Bollenback asked for a **MOTION to approve the proposed 2026 Work Plan and UDDA Budget** (Waldref), seconded (Wilkerson), and passed unanimously.

Sinisterra mentioned the great turnout and success of the 2025 holiday dinner party and Impact Award presentation and thanked Alden for planning and executing the event.

Bollenback adjourned the meeting at 4:48 PM.

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Dennis Wagner, Vice Chair and Secretary



## University District Public Development Authority (UDPDA)

### Board of Directors' Meeting Agenda - DRAFT

**Wednesday, February 4, 2026, 3:30 – 5:05 PM**

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

#### **3:30 Welcome, Call to Order, Administrative Actions – Bollenback**

- **Proposed MOTION – Consent Agenda Approvals**
  - Draft January 7, 2026, UDPDA board meeting minutes
  - UDPDA financials as of December 31, 2025, including voucher certifications

#### **3:35 UDPDA Finance and Grants Administration**

- Treasurer's Report - *Hulsey*
- TIF Revenue Update - *Sinisterra*
- Grants Administration Update - *Sinisterra*

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

#### **3:55 January EAC Highlights – Wagner**

#### **4:00 Next Generation Plan 2065 Updates – Sinisterra**

- 201 W Main Update
- 400-Block Update

#### **4:10 Presentation: Pacific Avenue Greenway – Jonathan Adams, City of Spokane**

#### **4:25 Presentation: The Community School – Cindy McMahon, Principal**

#### **4:45 Presentation: Innovation High School – Sara Kennedy, Superintendent**

#### **5:05 *Public Comment and Adjourn UDPDA Meeting* – Bollenback**

#### **2026 UDPDA Board Meetings (3:30 PM at Catalyst Building, Room 309)**

- March 4
- May 6
- Sept 2 annual meeting
- Oct 14
- Dec 2 – holiday event and Impact Award presentation



## University District Development Association (UDDA)

### Board of Directors' Meeting Agenda - DRAFT

**Wednesday, February 4, 2026**

**3:55-5:05 PM Joint UDDA/UDPDA; 5:05-5:25 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)*

**3:55 January EAC Highlights – Wagner**

**4:00 Next Generation Plan 2065 Updates – Sinisterra**

- 201 W Main Update
- 400-Block Update

**4:10 Presentation: Pacific Avenue Greenway – Jonathan Adams, City of Spokane**

**4:25 Presentation: The Community School – Cindy McMahon, Principal**

**4:45 Presentation: Innovation High School – Sara Kennedy, Superintendent**

**5:05 *Public Comment and Adjourn UDPDA Meeting – Bollenback***

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

- **Proposed MOTION – Consent Agenda Approvals**
  - Draft January 7, 2026, UDDA board meeting minutes
  - Treasurer's Report - *Hulsey*

**5:10 30-Second Updates – Bollenback**

**5:25 Adjourn, next meeting March 4 – Bollenback**

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

- 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



*An invitation to apply for the position of UDDA*  
**Marketing/Communications Manager and Office Administrator**  
Version: January 13, 2026



The University District (UD) consists of two organizations: the University District Development Association (UDDA), a Washington non-profit corporation and the University District Public Development Authority (UDPDA) a Washington quasi-municipal corporation. They share a common mission, core values, and strategic goals, achieved through complementary and interconnected purposes and roles. Please visit [www.spokaneudistrict.org](http://www.spokaneudistrict.org) for additional information.

### **Mission**

The University District is a place where business and education grow together to create a collaborative, healthy, and prosperous region. The University District uses its unique connectivity to create shared community wellness, equity, environmental health, and vibrancy by developing the infrastructure and programming that enable a globally recognized hub of education, innovation, research, and health care.

### **Background**

As an innovative life sciences and energy district, the UD seeks to be a national leader in how an ecological and racially just framework can inform urban design and development that preserves the long-term health of the district's inhabitants and the entire ecosystem, responds to the Earth's ecological limits, and serves as a "living lab" for the district's six higher education institutions.

### **Role Summary**

The Marketing/Communications and Office Administrator ("Manager") reports to the CEO of the UDDA. The ideal candidate for this position would have at least three years in a communications leadership role, five years of cumulative marketing and communications experience, and possess the essential responsibilities and qualifications outlined in this document.

Under the supervision of the CEO, the Manager is responsible for three key areas:

- marketing and communications
- board of directors' and board committee administration
- general office and CEO support

The following duties and responsibilities are not an exhaustive list of all activities, as the CEO may assign additional tasks in the normal course of business.

### **Marketing and Communications (70%)**

- As directed by the CEO, implement marketing and communications activities for both entities.

- With direction from the CEO, develop, implement, and track the execution of a **strategic marketing plan** that aligns with the [U Vision 2044](#) and [Next Generation Conceptual Plan 2065](#).
- With direction from the CEO, develop, implement, and track the marketing and communication tasks within the **annual Work Plan and Budget** that align with the [U Vision 2044](#) and [Next Generation Conceptual Plan 2065](#).
- **Marketing Collateral and Visual Branding**
  - Design a variety of marketing materials, including brochures, flyers, signage, event graphics, and advertisements.
  - Collaborate with the CEO on visual content for internal newsletters, external campaigns, and website updates.
  - Create event and sponsorship graphics such as banners, trade show displays, and presentation visuals.
  - Assist with light photography, photo editing, and digital asset organization.
  - Maintain consistent visual identity across all company materials.
- **Digital and Social Media**
  - Manage online brand presence and visual storytelling.
  - Partner with the CEO to plan and create social media content that aligns with the UD's communications strategy.
  - Design and post visual content for LinkedIn, Instagram, Facebook, and other channels.
  - Monitor engagement and support analytics tracking.
  - Interact and engage with clients, partners, community members, and employees online in an appropriate and engaging manner, including monitoring platforms 24/7 for issues and crises, as necessary.
- As directed by the CEO, coordinate and manage **vendor and consultant relations**.
- As needed, **present at UD board and committee** meetings about marketing and communications plans, activities, and progress.
- **As directed by the CEO**, conduct UD tours, write speeches, create PowerPoint presentations, provide public statements, etc.
- Maintain **relationships with the press** and respond to media queries. Write press releases and backgrounders, organize press conferences, etc.
- Maintain **relationships with university and city partners**; cross-promote relevant stories and events in the UD.
- Monitor **city, county, community, and stakeholder landscape** and identify new opportunities to communicate vision and programs.
- **Coordinate live and virtual UD meetings, board retreats, and annual events**: recruit and manage speakers; coordinate schedules, logistics, and catering; oversee printed materials and advertising; assist with presentation details as needed, etc.
- Manage UD **mailing lists** for projects such as e-newsletters, e-surveys, holiday cards, etc.
- Monitor local and national news; contextualize and **synthesize issues that matter to the CEO** such as pioneering urban systems in energy, infrastructure, mobility, sustainability, green economy, etc.
- Maintain **marketing and communications files** for both organizations.
- Maintain and update **UD Design Standards** as needed.
- **Undertake special projects** as directed by the CEO or as outlined in the annual Work Plan. For example:
  - marketing campaign to promote the UD as a national ecodistrict, energy innovation hub, and a life sciences nexus for talent development and retention;
  - lead infrastructure and new building groundbreaking and completion celebrations;
  - partner on a future coordinated Health & Wellness Festival in the District;
  - develop a UD Small Business directory and marketing campaign to increase patronage and awareness;



- translate compelling documents such as [“A People’s History”](#) into Instagram posts, a bound volume, a flat panel history exhibit, a timeline, etc.
- Host VIP visitors and guests as needed.
- As applicable, lead and manage marketing and communications support staff and interns.

### Board of Directors’ and Board Committee Administration (20%)

Duties and responsibilities include the following:

- Coordinate the **hosting** (meeting location, AV needs, etc.), **scheduling** (annual calendar including topics and speakers), and notification of all UDDA and UDPDA **board, committee, and ad hoc meetings**, including annual board retreat and holiday party.
- Prepare and distribute advance **board and committee meeting materials** and draft slide decks. Print copies for in-person meetings. Publish advance meeting portfolios to the website.
- Draft board and committee **meeting minutes** and publish to the website when approved.
- Ensure the UDPDA board remains compliant with [OPMA](#) standards.
- Manage **board recruitment process** and schedule. Write announcements, post them on the web, set up the application portal, and track incoming applications.
- Schedule summer **Nominating Committee** meeting(s) to review board applicants, distribute info to Nominating Committee, create scoresheet, and collate responses.
- Notify successful applicants, schedule **new member onboarding** and orientation, collect headshots and bios, and send out pertinent meeting invites.
- Develop **board surveys** as needed and tabulate results for the CEO.
- Draft, maintain, and track **board correspondence and policy documents**.
- Maintain spreadsheet with **board term expirations and officer positions**. Order board gifts for retiring members. Write copy as needed for retirement presentations. Post photos on the website.

### General Office, CEO Support (10%)

- **Assist the CEO:** scheduling, correspondence, project implementation, etc. Provide status reports and follow up on action items to ensure resolution and completion.
- Oversee all **organizational files and records**. Manage file retention and destruction schedules in accordance with state [Public Records Act](#) guidelines.
- Participate in the **short- and long-range organization planning** to sync with the annual Work Plan, including requests for equipment, space, training, and technology.
- Perform **HR functions** as directed by the CEO for a small 2-person office. Assist with the recruiting process, interviews, onboarding, terminations, etc.
- **Maintain office facility** and serve as a contact for the building coordinator and security services. Order and maintain supplies, furnishings, and equipment. Manage all aspects of office relocation, if required.

### Minimum Qualifications

- Bachelor’s degree in marketing, communications, public relations, journalism, or a related field.
- Minimum of five (5) cumulative years of experience in marketing, communications, public relations, journalism, or related field.
- Minimum of three (3) years of experience in a communications leadership role.
- Minimum of three (3) years of experience in an office manager or executive assistant role is a plus.

### Role Qualifications

- Leadership role developing and implementing a marketing and communications strategic plan with local, regional, and national components.
- Leadership experience directing design and developing content for projects such as printed or digital publications, social media platforms, branded materials, etc.

- Leadership role organizing and running a press conference or media event (creating a media kit, composing a run of show, etc.)
- Leadership role in web analytics research, data collection, tracking, interpretation, and application.
- Experience with software and digital tools that support marketing and communications, such as Adobe Creative Suite, PowerPoint, WordPress, Survey Monkey, Eventbrite, etc.
- Provide a media-related writing sample to showcase writing skills.
- Exceptional writing skills. Knowledge, and use of proofreading marks, AP Stylebook.
- Exceptional verbal and relational skills, ability to listen, be curious, synthesize feedback, build trust, and educate an audience.
- Strong organizational and time-management skills with the flexibility to switch between tasks and responsibilities quickly, adapting to immediate needs.
- Strong understanding of day-to-day operations, with the ability to streamline processes and maximize productivity.
- Ability to work independently without direct supervision, maintaining productivity and focusing on tasks with a high level of personal responsibility for outcomes.
- Experience in non-profit and local government sectors is desirable.

### University District Work Environment

The UD office is situated just east of downtown Spokane in the vibrant Main Avenue neighborhood. The position may involve local travel and attendance at meetings and community events. This is considered a hybrid (remote and in-office) position, with details coordinated with CEO approval.

### Estimated Salary Range

\$90,000 to \$100,000, plus a full benefits and retirement package. Estimated start date in early April.

### How to Apply

Please submit a cover letter and résumé via email to [info@spokaneudistrict.org](mailto:info@spokaneudistrict.org) by February 13 at 9 AM Pacific. Please put your “last name – M&C Manager” in the subject line.

*The UDDA is an Equal Opportunity Employer and will offer a competitive salary and benefits.*

*The Americans with Disabilities Act and federal regulations regarding its applicability to the UD's services, programs, or activities are available upon request. Accommodation requests for people with disabilities can be made by contacting [info@spokaneudistrict.org](mailto:info@spokaneudistrict.org) or (509) 255- 8038.*

*The provisions of this document do not constitute a contract, express or implied, and any provisions contained herein may be modified or revoked without notice.*





To: Matt Boston, Alex Scott  
From: Juliet Sinisterra, CEO  
Cc: 2026 UDPDA Board Members; Katy Sheehan, 2025 UDPDA Board Chair  
Date: January 12, 2026  
Re: **UDPDA and City TIF Revenue Reconciliation**

Dear Matt,

I wanted to thank you for meeting with Katy, Chuck, Lois, and me via Zoom on January 5<sup>th</sup>. We appreciate your willingness to engage in these productive discussions and work toward a mutually beneficial resolution regarding the TIF revenue reconciliation.

Upon further reflection, we find ourselves unable to adequately articulate the revenue reconciliation problem, the PDA's role in the creation of that problem, and/or the correct scope of an adequate solution. So, in terms of next steps, it would be helpful to have some additional information from the City.

Pursuant to the UDPDA Charter and state law, our board has a fiduciary obligation to safeguard funds. As such, and to facilitate a complete discussion with our board, could you address the following questions:

1. What are the facts surrounding the source of the revenue problem? In other words, how and when was the revenue shortfall discovered? And what created the revenue shortfall? More details around this issue will help us define the problem for our board.
2. What is the basis for the City's position that the UDPDA has a legal obligation to repay revenue previously sent by the City and spent by the UDPDA? More details around this issue will assist the board in understanding its obligations.

As the City has two board seats on the UDPDA's governing board, we can imagine that the City appreciates our need to address these issues more comprehensively. Moreover, as you know, the UDPDA is subject to state audit requirements and laws governing the transfer of public funds. Understanding how those statutory and audit obligations intersect with the City's expectations is essential for us to evaluate available options and ensure compliance with all applicable legal and fiduciary standards.

Thank you for your consideration and response to our questions. We appreciate your continued engagement as we work toward a responsible and mutually acceptable path forward.

Sincerely,

Juliet Sinisterra, CEO

updated 1/14/2026  
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		Met with Avista Development in January. They support the UD releasing a P3 RFP in February as a next step	Feb RFP Release
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		Revising contracts to better support economic analysis around Maker Hubs. Follow up from Feasibility Study. To include ongoing partner engagement, development proforma, and capital stack analysis.	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 presentation to EAC	Final 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 District Living Infrastructre framework prior to releasing RFP for pre-design	EO 2026
5	1.1.2	UD Ecological Development Tool: Feasibility Testing for Software Development			\$15,000	Q1 2026	Q3 2026		Working with IntelliText to develop baseline conceptual model to test software development feasibility. Potential UDDA revenue source in future.	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		Working to get April meeting scheduled	
7	1.4	Conduct parking layout study for South Sub-Area in legislated blocks			\$15,000	Q2 2026	Q3 2026		Will start in Q2	
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		Met with grant team on January 13 to kick off work	Varies
3	3.4	Banner implementation along Hamilton			\$15,000	Q2 2026	Q4 2026		Will start in Q2	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		Invited City Engineering and Planning staff to Biohabitats EAC presentation	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 document			\$15,750	Q2 2026	Q4 2026		Funding for 3 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		Sinisterra taking a 1/2 day public speaking class at GU in February	Apply in Summer
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