



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

Wednesday, February 5, 2024, 3:45 – 5:30

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

<https://us02web.zoom.us/j/86750387107?pwd=WnRDckJrS2FGZUllbzNIWWliYTJlcz09>

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

(Joint discussion: UDPDA and UDDA Board Members)

3:45 U Vision 2044 Activation Updates and Scorecard Highlights – Sinisterra

- U Incubation Village Planning Study – CERB contracts
- 201 West Main – renewed developer interest
- Commerce CME UD Childcare Study – survey underway
- University of Idaho Urban Design Studio - Division Gateway Extension project with DSP and SBA partners
- 400-Block ROFO extension, Verizon cell tower

4:05 Presentations

- Next Generation Conceptual Plan 2065 and Next Steps – *Sinisterra*
- Mithun 400-Block Phase 1B completion – *Mithun team*

4:50 400-Block Next Steps and Q&A

5:00 Adjourn UDPDA Meeting

5:00 UDDA Meeting Starts: Welcome, Call to Order, Admin Actions – Sheehan

- **Welcome new members and officers; verify quorum**
- **New board meeting structure**
- **Draft January 21 EAC minutes as FYI**
- **Proposed MOTION** – Consent Agenda
 - Draft October 2, 2024, UDDA board meeting minutes
 - UDDA financials as of December 31, 2024
- EPA Community Change Grant submission: Nov 19
- Dir of Finance & Grants Administration: Jeffrey Samson starts March 3
- Tonight: Sinisterra presentation, GU Institute for Climate, Water, and the Environment
- Feb 26: Innovative Urbanism Series by Mithun

5:10 30-Second Updates – Sheehan

5:30 Adjourn – Sheehan

2025 UD Board Meetings (Catalyst Bldg, Room 309)

- March 5, April 9, May 7, June 4 retreat (location TBD), Sept 3 annual meeting, Oct 1, Dec 10 holiday party and 2025 Impact Award presentation

University District - 2025 Work Plan Tracking							
STRATEGIC PLAN	COMMUNITY DEVELOPMENT		BUDGETED	START	END	STATUS	UPDATE
1	3.1.2	400-Block: Review feasibility and pre-design study and pursue financing for purchase if approved. Money budgeted for negotiation support. Budget includes Legal costs as well.	\$162,500	Q1 2025	Q2 2025		Mithun presented to site partner on December 17 and will present to EAC in January around financing strategies. Avista agreed to extend ROFO through June 22, 2025. Met with Verizon, they are revisiting potential to relocate cell tower at roof line.
2	3.1.1	Conduct feasibility study for U Incubation Village project. \$75,000 funded via CERB.	\$150,000	Q1 2025	Q3 2025		Gathering three smaller proposals for the Food Processing Center Feasibility Study; Folk Market Market and Needs Assessment and Worker Owned Cooperative research. Submitted workplan and preliminary consultants to CERB on 1/16.
3	1.1.2; 1.2.2	Per U Vision 2044, conduct code audit of City Code within the UDRA; conduct developer feedback processes such as focus groups and best practices around development incentives nationwide.	\$40,000	Q2 2025	Q4 2025		Researching best way to structure RFQ. Looking to expand Cascadia contract on their Innovation District best practices to include financing.
4	Overarching	Host community partner lunches around UD Housing Development; District Energy Strategies, and Life Sciences Marketing	\$0	Q2 2025	Q4 2025		Looking to host this spring.
5	3.1.5	Support continued development of a future Spokane Environmental Learning and Cultural Center (SELCC) on WSU campus.	\$0	Q1 2025	Q4 2025		SELCC submitting for 501c3 status, reviewing grants and establishing committees.
6	3.1.3	Support Community-Minded Enterprises around implementation of Commerce UD Childcare study.	\$0	Q1 2025	Q3 2025		Monthly meetings with sub-committee started. Survey to be distributed in early February.
7	3.4	Match to South Sub-area businesses toward feasibility of BID formation.	\$10,000	Q1 2025	Q4 2025		Met with Gavin Cooley from SBA in regard to study. He is going back to his Board to see about a match.
ECONOMIC & ASSET DEVELOPMENT			BUDGETED	START	END	STATUS	UPDATE
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. Pursue State TIB in August 2025.	\$65,000	Q1 2025	Q4 2025		Met with grant writing team. Prioritized key areas of focus: infrastructure, parks/open space and 400 Block.
2	Overarching	Database and business platform completion for demographic, environmental, and energy/water use data for District.	\$10,000	Q1 2025	Q3 2025		Met with Urbanova and meeting with Biohabitats. Looking to establish small scope.
3	Overarching	Support the City Economic Development Team around developing support strategies in partnership with the County around the City-County PDA Interlocal Agreement.	\$0	Q1 2025	Q4 2025		Waiting to hear from City staff on next steps. GFC waiver was eliminated.
University District - 2025 Work Plan Tracking							
PROPERTY & INFRASTRUCTURE DEVELOPMENT			BUDGETED	START	END	STATUS	UPDATE
1	3.1.2	400-Block: Legal support for land acquisition if approved by Board. (Wood and Hume)	\$20,000	Q1 2025	Q2 2025		Including Steven and Taudd in conversations and strategy.
2	1.1.4	Sherman Street Complete Street Design for TIB grant application prep.	\$75,000	Q1 2025	Q3 2025		Grant team to meet with Andrew Beagle from TIB prior to release of grant.
3	1.4	Riverside and Sprague Parking Pilot in partnership with City	\$10,000	Q3 2025	Q4 2025		Studying with Mithun and City staff potential to develop pocket park and Riverside as park in 2025.
4	3.4	Banner implementation along MLK Way.	\$10,000	Q2 2025	Q4 2025		Not started
5		Evaluate selling 201 West Main property.	\$0	Q2 2025	Q4 2025		Looking to extend RFP released from last year. There is additional interest in studying the site.
6	3.2.2	Iron Bridge Kayak Put In (Phase II) match for design and implementation of kayak put-in north of NoLi in partnership with Spokane River Forum, Trout Unlimited, State Parks, and the Centennial Trail.	\$22,500	Q3 2025	2026		Moving Forward with Spokane River Forum as lead
7	1.1.1	Support City Staff in Pacific Ave design as a complete street. Provide UDPDA committed construction dollars to this effort.	\$85,000	Q3 2025	Q3 2025		City hosting public open house on January 23 at Uptic Studios in the South UD
MARKETING & COMMUNICATIONS			BUDGETED	START	END	STATUS	UPDATE
1	3.1.1	Develop District marketing materials around U Vision District Conceptual Plan and related initiatives.	\$10,000	Q1 2025	Q4 2025		Met with graphic designer. Getting copy for the materials by the EO of Feb for the Vision Booklet

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



For Immediate Release

Contact: Juliet Sinisterra, CEO, University District; Tel: (509) 255-8093, info@spokaneudistrict.org

UNIVERSITY DISTRICT APPOINTS NEW 2025 BOARD MEMBERS

SPOKANE, Wash., January 27, 2025—The University District Development Association (UDDA) is pleased to announce four new board members for 2025. See this link for additional information about the UDDA board, including existing directors and officers.



Neil Christopher Apeles, Chief Nursing Officer, Providence Sacred Heart Medical Center & Children's Hospital

Neil Christopher joined Providence Health and Services in 2010, serving at Providence Saint Joseph Medical Center and Providence Tarzana Medical Center (both in CA). He held several leadership positions in Providence's CA ministries, including Director of Education, Research and Clinical Practice, Assistant Chief Nursing Officer, and Chief Nursing Officer. While at Providence Sacred Heart in Spokane, Neil Christopher has served as Director of Acute Care Services and, most recently, Executive Director of Nursing before assuming the CNO role. He has led

important initiatives such as the creation of the student Certified Nursing Assistant Training Program and the General Care Unit at the main hospital, and he has overseen large-scale deployments of clinical resources. Neil Christopher earned his BS in Nursing from the University of Southern California and a Master of Science in Nursing from Mount Saint Mary's University. He is currently a Doctor of Philosophy in Nursing student at WSU, and his research focuses on factors that increase workload intensity and acuity. He holds multiple board certifications, including Nurse Executive Advanced, Nursing Professional Development, and Public Health. Neil Christopher remains active in several professional organizations and serves as the governance chair for Sigma Theta Tau, Delta Chi Chapter. He has served two terms as the vice-chair and chair of the Content Expert Panel for the American Nurses Credentialing Center's Nurse Executive Advanced Board certification exam.



Megan Hulsey, Business Lender, VP, Craft3

Megan joined Craft3, a regional Community Development Financial Institution, in 2019 as a Business Lender in the Eastern Washington market and works with established businesses and startup companies to help them access capital to grow. Founded in 1994, Craft3 is a regional nonprofit that makes loans in Oregon and Washington that strengthen the resilience of businesses, families, and nonprofits, including those without access to traditional financing. Before joining Craft3, Megan was deeply involved in the region's startup ecosystem, directing the programs and entrepreneur development at StartUp Spokane, a

program of Greater Spokane Incorporated. Megan provided coaching and development assistance to entrepreneurs, existing business owners, and start-up companies. She was instrumental in developing an innovative pre-seed investment fund called Mind to Market and ran her own consulting company for early-stage businesses seeking venture capital. As a lender, Megan continues to build bridges between various financial institutions, government entities, non-profits, business owners, and large companies to create a support network to help the region become a medical innovation and high-tech manufacturing hub.



Marvo Reguindin, Executive Director, AHANA

Marvo Reguindin is the executive director of the Multi-Ethnic Business Association, better known as AHANA, an acronym for Asian, Hispanic, African, and Native American. In this role, he keeps AHANA's mission alive by securing service contract grants, overseeing staff and building operations, and representing AHANA on state and local committees that work towards equity and equality for BIPOC and other underrepresented and underserved businesses. He serves as an advisory council co-chair for the Department of Commerce Small Business Resiliency Network and sits on the executive committee of the Spokane Inclusive Diversity Council. He also owns a small business that provides

association management and marketing services primarily for non-profit organizations. His company has worked with the Alaska Psychological Association, Human Rights Spokane, Washington State Psychological Association, East Spokane Business Association, Inland Northwest Business Alliance (an LGBTQ+ business chamber), and AHANA. His business is certified by the Office of Minority and Woman Business Enterprises. He also has been an adjunct graphic design instructor at Gonzaga University's School of Business.



Thomas Tellefson, Sr VP of Data Center Innovations and INW Construction, McKinstry Co., LLC

Tom has been with McKinstry for almost 20 years and has a wealth of experience in the construction industry. He leads a team of professionals dedicated to advancing solutions in integrated design, manufacturing, building, operations, maintenance, and construction technologies. His leadership and strategic vision have been instrumental in driving innovation and efficiency within the company. Tom has a degree in business economics from Seattle University. He served on the University District's Development Committee for several years. Tom is passionate about giving back and lifting up the Spokane community.

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



UDDA/UDPDA Executive Action Committee (EAC) Meeting Minutes - DRAFT

Tuesday, January 21, 2025, 11:30 AM – 1 PM via Zoom, [recording link here](#)

Committee Members Present: Lois Bollenback, Colleen Fuchs, Chuck Murphy (treasurer), Greg Repetti (vice chair/secretary), Katy Sheehan (chair), Juliet Sinisterra (CEO), Thomas Tellefson, and Dennis Wagner

Committee Members Absent: Neil Christopher Apeles, Steve MacDonald

Presenters and Others: Mithun and EcoNorthwest team members, Jeffrey Samson, Steven Wood, Taudd Hume, Mark Gustafson, Alden Jones, Amanda Beck

Call to Order, Welcome, and Administration

- Sheehan called the meeting to order at 11:33 AM and welcomed new board/EAC members. She reminded the group that EAC meetings will likely have a quorum of UDPDA board members and, therefore, will follow OPMA rules and procedures.
- Sheehan welcomed Jeffrey Samson, the new UD Director of Finance and Grants Administration, who will be starting on March 3, 2025.
- Sinisterra provided other administrative updates:
 - EPA Community Change grant was submitted on November 9, and staff is working with Haley Aldrich's grant writing team on 2025 priorities.
 - The UD employee manual was reviewed by our labor attorney for errors and omissions. The next step is to include greater detail about staff evaluations, key performance indicators, and compensation.
 - The 2025 Scorecard was presented, and Murphy suggested adding a key date column.
 - 2025 board meeting agendas will feature a new "sandwich" consisting of a joint/overlapping UDPDA/UDDA discussion/presentation session. Staff will send out one board calendar invite but will call attention to the fluctuating start time of the joint session.
 - Vice chair Repetti was selected to present the EAC report during upcoming board meetings.

Finance Report

Murphy showed the year-end financials for the UDDA and UDPDA, describing proforma vs actual discrepancies. In general, there were no surprises, and both accounts have more than adequate reserves. Tellefson asked about investment strategies. UDPDA can participate in SCIP, but the interest rate is lower than the Numerica money market. Samson will be tasked to research further once onboard.

U Vision 2044 Activation Updates

Sinisterra shared the following U Vision 2044 Updates:

- Mithun's [Next Generation Conceptual Plan 2065](#) is complete and Sinisterra will present to the board in February. She is also talking to the City about the possibility of a formal adoption process of the Plan.
- Staff is working on contracts related to the **U Incubation Village Feasibility Study**.
- The UD, DSP, and SBA are partnering with faculty and staff from the University of Idaho Urban Design Studio on a **Division Gateway Extension** project.
- The UD and various stakeholders are providing input to Community Minded Enterprises on a **childcare survey** to be released in early February as part of the Department of Commerce grant.



- The **400-Block** ROFO deadline has been extended to June 22, 2025. Staff continues discussions with Verizon around the relocation of the cell tower. Considerations are also underway for Riverside Park, which would potentially involve closing Riverside between Sherman and Grant. Mithun and EcoNW team presentations to follow.

Presentations

- As a refresher and by way of introduction to the 400-Block presentation, Sinisterra highlighted details from the Cascadia Partners' Urban Components R&D Study (2022-2023) relating to two development scenarios ("business as usual" and an "amenitized alternative").
- Mithun and EcoNW teams provided an in-depth presentation on [400-Block Sprague Avenue Phase 1B Concept Design Progress](#), including the preferred concept program, façade development, cost analysis, and financial feasibility analysis. Comments from the board included:
 - Drop off space for daycare.
 - Outdoor covered space.
 - Connection to the other side of the south landing of Gateway Bridge.

Sheehan asked for public comment; hearing none, she thanked Mithun and EcoNW and adjourned the meeting at 1:03 PM.

Greg Repetti, Secretary

Date _____



University District Development Association (UDDA) Meeting Minutes - DRAFT

Wednesday, October 2, 2024, from 5:05 – 5:23 PM, Catalyst Building, Room 309, and Via Zoom

Board Members Present: LaVerne Biel, Lois Bollenback, Bill Bouten, Catherine Brazil (Zoom), Emilie Cameron (served as chair), Daryll DeWald, Teresa Dugger (via Zoom), Colleen Fuchs, Chuck Murphy, Stacia Rasmussen, Greg Repetti, Robert Sauders, Katy Sheehan, John Sklut, Dennis Wagner, County Commissioner Amber Waldref, and Erin Williams-Hueter

Board Members Absent: Kevin Brockbank, Mayor Lisa Brown, Brooke Kiener, Lindsey Myhre, Jonathan Teeters, Council President Betsy Wilkerson

Others in Attendance: Juliet Sinisterra, Alden Jones, Steve MacDonald (Zoom), Chris Wright, some remaining Mithun team members

Call to Order, Welcome, and Administrative Actions

- Vice-chair Cameron served as chair and called the meeting to order, thanked EWU for hosting, and asked for a **MOTION to approve the UDDA draft September 4, 2024, annual meeting minutes and the UDDA financials as of August 31, 2024**, (DeWald), seconded (Repetti), and passed unanimously.
- Muphy gave the second Treasurer's Report noting no significant changes from the previous report: income is trailing due to decreased corporate revenue; expenses are on track just out of sequence due to invoicing timing.
- Sinisterra provided a grants update noting grants applied for, received, and pending and asked for a **MOTION to approve the transfer of the Mithun 400-Block Phase 1B contract to the UDDA** per Commerce CBO granting funding requirements (Repetti) and seconded (Waldref) and passed unanimously.
- Sinisterra mentioned that staff will circulate a feedback survey to the board this fall. She also provided a Workplan scorecard update.
- Cameron noted that all 2025 UDDA meetings will be held at Catalyst Room 309.
- Cameron shared the EC's recommendation for the 2024 Impact Award recipient. Cameron asked for a **MOTION to approve Scott Morris as the 2024 Impact Award recipient** (Murphy) and seconded (Cameron) and passed unanimously. The award will be presented to Scott at the December holiday party.
- Sinisterra recognized and thanked outgoing board members Teresa Dugger and Bill Bouten for their years of service and leadership to the UD and presented them with a framed gift. She also thanked Chuck Murphy (Development Committee chair) and Dennis Wagner (Business Committee chair) for their leadership and presented them with gift cards.

2025 Proposed Work Plan and Budget

Sinisterra reminded the board of the Guiding Principles for our work:

1. Create district **prosperity** by investing in collaborative, healthy, vibrant, diverse, and equitable initiatives.
2. Act as **stewards** regarding public investments ("but for us").
3. Support **learning** at the individual, organizational, and community levels.
4. Increase **access and opportunity** for structurally disadvantaged populations.
5. Cultivate systems that support **interdependence between all living systems** including people, the environment, and community health.
6. Create a **globally recognized** district.

She walked the board through the 2025 Work Plan and Budget which focus on the following three priorities:



- supporting catalytic investments and development (400-Block and U Incubation Village);
- district beautification and marketing; and
- investing in infrastructure, open space, parking, and public safety.

Sinisterra presented two budget options (A and B) depending on grant outcomes. She also shared a future org chart (anticipated grant funding would allow for three new UDDA positions) and a 2025 Work Plan tracking sheet.

Sinisterra asked for approval of Budget A (which includes the \$200K Commerce CBO grant and allows for a new Director of Finance and Grants Administration hire) as the \$20M EPA grant result (accounted for in Budget B) will not be known until spring 2025, at which time the board can revisit the budget. Cameron asked for a **MOTION to approve the 2025 work plan and budget** (Waldref) and seconded (Wagner) and passed unanimously.

Development Committee Updates

The DC held its last meeting on September 10, listening to and discussing Mithun's pre-design options for the 400-Block. The DC also learned about the \$200K Commerce CBO grant for 400-Block pre-design (Phase 1B), as well as the \$75K CERB grant for the U Incubation Village planning and feasibility study. Sinisterra also showed initial banner design concepts for utility poles along MLK Jr Way and received very favorable comments.

Business Committee Updates

Wagner reported the September meeting was canceled and replaced by a final fall gathering at Liberty Ciderworks.

Cameron reminded the group of the upcoming holiday party and the February 5, 2025, meeting and adjourned the session at 5:23 PM.

Emilie Cameron, Vice Chair

Date:

University District Development Association
Balance Sheet
As of December 31, 2024

3:13 PM
01/06/25
Accrual Basis

	<u>Dec 31, 24</u>
ASSETS	
Current Assets	
Checking/Savings	
10126 · UDDA NUM Checking	40,024.77
10127 · UDDA NUM MM	165,611.65
Total Checking/Savings	<u>205,636.42</u>
Accounts Receivable	
12100 · Accounts Receivable	28,542.50
Total Accounts Receivable	<u>28,542.50</u>
Total Current Assets	<u>234,178.92</u>
TOTAL ASSETS	<u>234,178.92</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
20502 · Numerica Visa	3,088.00
Total Credit Cards	<u>3,088.00</u>
Other Current Liabilities	
24000 · Payroll Liabilities	
24160 · State Unemployment Payable	-290.58
24161 · State Fam Med Lv EE pd by Co	-11.39
24162 · FSA Contrib EE	640.44
24163 · FSA Contrib ER	333.32
24225 · Simple IRA EE	661.43
24226 · Simple IRA ER	661.43
24227 · Accrued Vacation Leave	4,752.22
24000 · Payroll Liabilities - Other	199.63
Total 24000 · Payroll Liabilities	<u>6,946.50</u>
Total Other Current Liabilities	<u>6,946.50</u>
Total Current Liabilities	<u>10,034.50</u>
Total Liabilities	10,034.50
Equity	
30000 · Opening Balance Equity	2,143.63
30001 · Reserve	78,842.62
32000 · Unrestricted Net Assets	146,524.39
Net Income	-3,366.22
Total Equity	<u>224,144.42</u>
TOTAL LIABILITIES & EQUITY	<u>234,178.92</u>

University District Development Association Profit & Loss Budget Performance

December 2024

	Dec 24	Budget	Jan - Dec 24	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
43400 · Direct Public Support					
43410 · Institutional/Corp contrib	0.00	20,500.00	103,500.00	146,500.00	146,500.00
Total 43400 · Direct Public Support	0.00	20,500.00	103,500.00	146,500.00	146,500.00
46500 · Grant Income					
46510 · Grant - Restricted	44,077.50	44,077.50	44,077.50	44,077.50	44,077.50
Total 46500 · Grant Income	44,077.50	44,077.50	44,077.50	44,077.50	44,077.50
46700 · Other Income					
47005 · UDRA Management Proceeds	20,577.00	20,577.00	246,924.00	246,924.00	246,924.00
47020 · Rental Income	0.00	500.00	4,300.00	6,000.00	6,000.00
Total 46700 · Other Income	20,577.00	21,077.00	251,224.00	252,924.00	252,924.00
Total Income	64,654.50	85,654.50	398,801.50	443,501.50	443,501.50
Expense					
60100 · Payroll Expenses					
60101 · Salaries, Wages	27,939.45	17,462.00	225,958.21	209,544.00	209,544.00
60105 · Vacation Leave Accrual	933.48	608.00	403.00	7,309.00	7,309.00
60110 · Payroll Taxes	2,111.87	1,668.00	18,098.52	20,016.00	20,016.00
Total 60100 · Payroll Expenses	30,984.80	19,738.00	244,793.21	236,869.00	236,869.00
60200 · Personal Services Contracts					
60202 · Financial, Prof Services	100.00	140.00	3,489.00	3,500.00	3,500.00
60203 · Management & Organization Svcs	44,077.50	10,000.00	63,255.00	58,000.00	58,000.00
60205 · Legal Fees	0.00	100.00	8,860.00	3,000.00	3,000.00
60231 · Marketing/Advertising	2,046.60	80.00	6,153.67	15,600.00	15,600.00
60232 · Graphic Design, Web	31.62	0.00	1,429.44	2,550.00	2,550.00
60253 · Employee Training	0.00	0.00	0.00	200.00	200.00
Total 60200 · Personal Services Contracts	46,255.72	10,320.00	83,187.11	82,850.00	82,850.00
60300 · Other Contractual Services					
60303 · Cell Phone Charges	75.00	75.00	900.00	975.00	975.00
60314 · Internet IT Svcs Domain Reg	186.99	216.66	2,332.80	2,600.00	2,600.00
60324 · Insurance D&O	0.00	0.00	2,085.00	2,120.00	2,120.00
60325 · Insurance Other	0.00	0.00	1,580.00	1,680.00	1,680.00
60329 · Licenses and Permits	0.00	100.00	120.50	175.00	175.00
60330 · Memberships, Dues	179.00	0.00	2,079.00	2,555.00	2,555.00
60334 · Reg, Conferences, Sponsorships	0.00	0.00	2,176.42	650.00	650.00
60336 · Subscriptions, Periodicals	17.77	12.99	553.29	350.00	350.00
60353 · Postage, Mailing Services	69.96	0.00	465.48	325.00	325.00
60358 · Printing & Reproduction	648.55	0.00	673.57	1,000.00	1,000.00
60377 · Catering, Meals	738.87	1,890.00	3,942.80	5,500.00	5,500.00
60380 · Leased Buildings, Space	1,330.96	1,336.66	15,971.52	16,040.00	16,040.00
60381 · Rentals, Copier Lease	96.14	62.50	1,725.60	750.00	750.00
60389 · Rentals, Other Events, Park	0.00	0.00	499.46	850.00	850.00
Total 60300 · Other Contractual Services	3,343.24	3,693.81	35,105.44	35,570.00	35,570.00
60400 · Travel					
60410 · In-state Per Diem	0.00	0.00	0.00	400.00	400.00
60411 · In-state Air Fare	0.00	0.00	256.96	0.00	0.00
60412 · Private Auto Mileage	18.49	0.00	756.82	100.00	100.00
60416 · Other Travel - bus, etc.	91.55	0.00	540.51	300.00	300.00
60420 · Out of state Per Diem	312.42	0.00	1,194.08	0.00	0.00
60421 · Out of state Air Fare	401.97	0.00	822.92	700.00	700.00
Total 60400 · Travel	824.43	0.00	3,571.29	1,500.00	1,500.00
60500 · Supplies & Materials					
60501 · Food	14.97	0.00	145.57	150.86	150.86
60525 · Recognition and Awards	0.00	244.26	909.39	1,055.75	1,055.75
60545 · Prewritten SW (QB 365 Acrobat)	345.66	226.94	4,462.46	4,053.49	4,053.49
60564 · Office Supplies	0.00	63.87	3,163.78	1,739.90	1,739.90
Total 60500 · Supplies & Materials	360.63	535.07	8,758.45	7,000.00	7,000.00
60700 · Retirement & Benefits					
60702 · PFML	0.00	125.79	1,169.06	503.16	503.16
60705 · Retirement Employer Contrib	661.43	414.00	5,208.83	4,968.00	4,968.00
60707 · Life Insurance Employer Paid	0.00	0.00	524.79	532.60	532.60
60709 · Disability Insurance	255.70	221.70	2,796.40	2,660.40	2,660.40
60710 · Health Insurance Plans	0.00	1,278.00	15,507.84	15,336.00	15,336.00
60711 · FSA Employer Contrib	333.32	333.32	3,999.84	3,999.84	3,999.84
Total 60700 · Retirement & Benefits	1,250.45	2,372.81	29,206.76	28,000.00	28,000.00
Total Expense	83,019.27	36,659.69	404,622.26	391,789.00	391,789.00
Net Ordinary Income	-18,364.77	48,994.81	-5,820.76	51,712.50	51,712.50
Other Income/Expense					
Other Income					
43200 · Interest & Investments					
43210 · Interest-Savings, Short-term CD	0.00	150.00	2,036.42	1,800.00	1,800.00

University District Development Association Profit & Loss Budget Performance

December 2024

	<u>Dec 24</u>	<u>Budget</u>	<u>Jan - Dec 24</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Total 43200 - Interest & Investments	209.32	150.00	2,454.54	1,800.00	1,800.00
Total Other Income	209.32	150.00	2,454.54	1,800.00	1,800.00
Net Other Income	209.32	150.00	2,454.54	1,800.00	1,800.00
Net Income	<u>-18,155.45</u>	<u>49,144.81</u>	<u>-3,366.22</u>	<u>53,512.50</u>	<u>53,512.50</u>

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Experienced, innovated, strategic and self-motivated Accounting, Finance, and Grant Administration professional with an awesome interpersonal communication skills and proven record as a thought-partner for the executive and leadership team leveraging his years of experience, skills, knowledge, and expertise making significant contributions to the success of the organization.

Summary

- I have over 15 years of progressive leadership experiences in Accounting, Budgeting and Financial Planning, Cash Flow Analysis, Risk Management, and Grant & Contract Management working with private, non-profit, and government entities.
- Directed and managed annual budget (over \$850M) including federal, state, and local government revenue and helped organizations saved up to \$500,000 in operational cost by leading the Value Stream Analysis and implement cloud-based ERP and Grants Management software for efficiency and automation.
- Oversaw internal and external strategy deployment, contract and vendor relations, and worked with the Executive team to ensure efficient and transparent financial and administration processes.
- Oversaw the day-to-day financial management activities including Accounts Payable, Accounts Receivable, Cash Management, and Payroll
- Performed monitoring, active forecasting, and financial analysis for future revenue and expenditures to establish cost structure and determine budgeting level for program, projects, and operations
- Prepared and presented financial statements and financial performance reports, including financial projections and development of financial performance dashboards, to the executive management team and board of directors
- Performed system evaluation and implementation of new accounting system including change management to improve processes, staff efficiency, streamline and reduce redundancy in the accounting and financial management cycle
- Skilled at developing innovative solutions for capacity building, fund-development, cost allocation methodology, grant and contract compliance, and financial analysis using technology
- Facilitated value stream analysis on organizational workflows and processes to establish new standard work, create and update policies and procedures, and train and develop new leaders
- Strong interpersonal communication skills, and natural leader with organizational understanding of operational system
- Proven leadership capabilities managing and supervising multiple departments as Deputy CFAO for over 70 staff members (including directors, managers, and supervisors)

Work History

Thrive International (www.thriveinternational.org)

May 2024 - Present

Director of Finance

- Helping the organization build their Finance department from the grounds up by creating infrastructure and alignment of financial system with organizational structure, hiring and training of staff, develop policies and procedures, and implementation of financial applications (QB online, Bill.com, etc.) to address team efficiency, timeliness, and accuracy.
- Leads the organization's budgeting process through collaboration with directors and management teams, create and develop budget templates, and provide guidance and training to program leads on how to manage budget.
- Oversee the day-to-day financial management, grant management, and accounting activities of the department including Accounts Payable, Accounts/Grants Receivable, account reconciliation, and financial performance reporting to the Board of Directors.

Los Angeles Homeless Services Authority (www.lahsa.org)

Oct 2020 - Apr 2024

Deputy Chief Financial & Administrative Officer (DCFAO)

- Provides organizational, strategic, and technical leadership including and implement various initiatives to elevate LAHSA's role as a System Administrator
- Provides excellent leadership to the Accounting & Finance Department, Contracts & Procurement Department, Grants Management & Compliance Dept, Risk Management Department, and Asset Management Department
- Serve as a trusted leader and authoritative source on finance, administrative, and operations issues relating to grants and contract administration, fiscal management, on strategies, programs, initiatives, funding sources and compliance, and technical resources to promote efficient, effective, and judicious administration and utilization of public funding.
- Provides oversight of financial and contract management operations and reporting
- Leads the organization's annual budgeting process (over \$800M) working with 17 department directors.
- Represents LAHSA's executive team and management interest in the negotiations with the collective bargaining units, maintains clear communication and relationships with the union representatives and represented staff.
- Provides leadership to multiple departments under the Finance & Administration Department by proactively leading change, championing continuous process improvement, efficiency, and effectiveness of current workflows and operations.

Samson Consulting, LLC (www.samsonconsultingllc.com)

Feb 2019 - Present

Owner/CEO

- Provides interim CFO, Finance Director, Accounting & Financial Management services to small-medium size business organizations and helped saved over \$100,000 in operating expenditures by implementing efficient workflow and automation leveraging on limited resources and technology.
- Oversees day-to-day and month-end accounting process including bookkeeping and account reconciliations in accordance to US GAAP
- Oversees, coordinates, and prepares annual budget and financial forecasting
- Prepares monthly financial statements for the executive team, managers, and stakeholders.
- Accounting and Financial Management software integration and implementation (Quickbooks, Sage Intacct, Abila MIP, Workday, Salesforce Platform, eGMS, etc.)

Los Angeles Homeless Services Authority (www.lahsa.org)

Sep 2017 - Jan 2019

Director of Finance, Finance Administration & Budget Unit

- Directed and managed the agency's annual budget (\$300M) and reports on monthly financial performance to executive board members, program directors, and department managers
- Managed and implemented new accounting and billing software (cloud-based)
- Oversaw the day-to-day financial activities of the organization (Cash/Banking, AP, AR, Payroll), Contract Management (including budget review, reimbursements processing, invoicing)

National Immigration Law Center (www.nilc.org)

Oct 2015 - Aug 2017

Director of Finance

- Prepared the annual budget for the organization in collaboration with department directors
- Prepared monthly department, programs, and grants financial report and analysis for department directors and program managers.
- Performed system evaluation and implementation of expense reporting software (Concur)

Bienvenidos Children Center (www.bienvenidos.org)

Jul 2011 - Oct 2015

Director of Finance

- Prepared of agency's annual budget and provided monthly analysis and projections on financial performance of the organization.
- Implemented and maintained agency's Financial Planning and Analysis tool (PowerPlan) and prepared rolling forecast and cash flow analysis by gathering data from different departments and continually adjusting the forecast with actuals
- Provided technical and analytical support to management and participated in the agency's short and long-term strategic planning including merger/acquisition planning, valuation, and exit strategy.

First 5 LA (www.first5la.org)

Apr 2008 - Jun 2011

Staff Accountant II

- Prepared of agency's annual budget and provided monthly analysis and projections on financial performance of the organization.
- Prepared monthly bank and credit card reconciliations, and financial statements reports for the board in timely manner
- Managed Accounts Payable and Accounts Receivable, created a weekly schedule of invoicing and billing to ensure expenses are booked and revenue are tracked and recognized in the period in which they incurred.

Alzheimer's Association - Los Angeles (www.alz.org)

Nov 2005 - Mar 2008

Staff Accountant I

- Prepared monthly bank and credit card reconciliations, and financial statements reports for the board in timely manner
- Managed Accounts Payable and Accounts Receivable, created a weekly schedule of invoicing and billing to ensure expenses are booked and revenue are tracked and recognized in the period in which they incurred.
- Record daily cash receipts and responsible for daily bank deposits.

Education & Certification

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| • Bachelor's Degree in Accounting, Polytechnic University of the Philippines | April 1992 |
| • Performance Auditing, University of California - Los Angeles | March 2015 |
| • HBX CORE (Financial & Data Analysis) - Harvard Business School (online) | December 2018 |
| • Certified Management Accountant (CMA) Candidate | Jan 2023- Present |

Software & Technical Skills

- Productivity: Microsoft Office Suite (Excel, Access, Word, and PowerPoint) - advanced skills
- Reporting and Dashboard: Microsoft Power BI Pro, Tableau
- Implemented Financial & Accounting Software (NetSuite, Blackbaud, Abila MIP Fund Accounting, Sage MAS 200 ERP, Adaptive Insights, Quickbooks, Bill.com)