



UDDA/UDPDA Executive Advisory Committee (EAC) Agenda

Tuesday, December 9, 2025, 11:30 AM – 1:05 PM

Via Zoom Only: <https://us02web.zoom.us/j/85979578163?pwd=gWbXIfpMa3RBF3j0FgXMp6PJh1PJHn.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 - Sheehan

- Review/approve draft September 16 EAC meeting minutes
- Review/approve - UDDA and UDPDA financials as of October 31, 2025
- Review only - draft October 1 UDDA and UDPDA meeting minutes; and draft October 29 UDPDA meeting minutes (note: Juliet will review Dec 4 UDPDA meeting minutes)
- Review only - draft January 7 UDPDA and UDDA board agendas

11:45 Finance and Grants Administration Updates - Sinisterra

- Grants Administration update
- Revenue analysis
- Next Steps: City TIF revenue disbursement changes

12:00 2026 Proposed Budgets and Work Plan Discussion - Sinisterra

12:15 201 W Main Ave Property Update - Sinisterra

12:20 U Vision 2044 and Next Generation Plan 2065 Updates – Sinisterra

- Health Equity Circle
- 400-Block

12:25 Presentation: Pro Forma Scenario Modeling - David Allen, Trestle Develop

12:45 CEO Job Review and EAC Feedback - Sheehan

1:05 Closing thoughts for 2025, next EAC is Jan 20, Happy Holidays, and adjourn - Sheehan

2026 UD Board Meetings (Catalyst Bldg, Room 309)

- January 7
- 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, September 16, 2025, 11:34 AM – 1:04 PM via Zoom only

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

EAC Members Present: Lois Bollenback (chaired meeting in Sheehan's absence), Steve MacDonald, Chuck Murphy, Juliet Sinisterra (CEO), Thomas Tellefson, and Dennis Wagner

EAC Members Absent: Colleen Fuchs, Greg Repetti, and Katy Sheehan

Others: Amanda Beck, Jeffrey Samson, and Alden Jones

Call to Order, Welcome, and Administration Updates

- Bollenback presided as chair (in Sheehan's absence) and called the meeting to order at 11:34 AM, and when a quorum was present, asked for a **MOTION to approve the May 20 and August 19 draft EAC meeting minutes** (Murphy), seconded (Wanger), and passed unanimously.
- Bollenback asked for but heard no changes to either the September 3, 2025, draft UDPDA and UDDA annual meeting minutes or the October 1 draft UDPDA and UDDA meeting agendas. In the future, Sinisterra plans to shift more agenda topics to the joint UDPDA/UDDA discussion session.
- Sinisterra mentioned a request from Spokane Public Schools for a UD support letter for the upcoming park levy and school bond. Members were in favor of this request.
- Bollenback mentioned previous conversations regarding 2025 Impact Award nominations and asked for a **MOTION to approve the (EAC's) recommendation to the board for a joint 2025 Impact Award to Thayne McCulloh and Ana Mari Cauce for their role in developing the UW/GU Health Partnership** (MacDonald), seconded (Murphy), and passed unanimously.
- Sinisterra mentioned that she has been invited by the Clean Energy Transition Institute and the 2050 Institute to participate in/attend SCALE 2030.
- Sinisterra noted that work on the **Employee Manual** is progressing, and that the document includes a proposed CEO performance evaluation process, as well as annual staff goal setting and evaluation forms. In addition to labor counsel, Tellefson and Williams-Heuter will assist in reviewing the document. The EAC will review it again in January, and the board is expected to approve it in February 2026.

Finance and Grants Administration

- Samson presented the UDDA and UDPDA **financials as of July 31, 2025**.
- Sinisterra described a recent email **spoofing/phishing/cyber fraud incident**—consisting of a request to change a vendor bank account—which resulted in \$5,785 being sent from the UDPDA to a compromised bank account. Numerica sent an ACH Dispute Form to the bank in question, but received a denial to return funds. As a result, the UDPDA implemented a new Vendor Change Form, filed a report with the SAO, and is working with IT provider Executech to mitigate future spoofing/phishing attempts.
- Sinisterra reported on a meeting with the Mayor and city staff about the city's recent notification that **construction sales tax revenue is included in sales tax numbers** (not in addition to it) and that **historical sales tax projections (TIF revenue) and payments to the UDPDA—in comparison to now reconciled data (2020-2023) from the Department of Revenue (DoR)**—have been overestimated/overpaid. Given the potential impact of this discovery (specifically, difficulty acquiring financing), Sinisterra presented a spreadsheet showing what was paid to the UDPDA, the new DoR numbers, and what the UDPDA may owe the city. She also referred to a board presentation by Gavin Cooley in March 2018, which led to



the board's decision to remove the cap and extend the cliff. In the future, Sinisterra has requested maintaining the previous (city) administration's calculations based on terms established in the Interlocal Agreement (OPR 2015-1056), clarifying the future data collection method and calculations, requiring a 12-month notice before any data collection method change, and looking to re-establish the previous TIF disbursement schedule before the 2020 Interlocal Agreement legislative changes (e.g., return to complete .0084%, sunset TIF cliff sooner in 2035, and reinstate the cap adjusted for inflation at \$979K for both sales and property tax).

U Vision 2044 and Next Generation 2065 Conceptual Plan

- **400-Block Updates**

Sinisterra showed the proposed schedule and capital stack for the Riverside Gateway Park and partial site control (three parcels) of the 400-Block. However, given the update above, Sinisterra said plans are on hold until the UDPDA's past and future TIF revenue is better understood. She said Avista can extend the PSA closing, but interest will continue to accrue.

- **201 W Main Avenue**

Sinisterra indicated that conversations are ongoing with Millennium NW about a PSA for the 201 W Main property and that an independent appraisal will be scheduled soon.

2026 Work Plan and Budget Preview and Discussion

- Sinisterra highlighted 2026 Work Plan projects that will include Riverside Gateway Park design and construction, 400-Block development, living infrastructure A&E for Sherman St/Main Ave/Cowley/Superior Streets, U Incubation Village pre-design study, First Ave angled parking pilot, banner implementation along Hamilton, web/communications/marketing investments, and housing revolving loan fund. She also showed the draft 2026 budgets for both organizations. Murphy asked staff to send budgets to the EAC for review prior to approval.

Presentation

- Per their UDPDA contract, the Measure Meant team presented on [ecologically informed development incentives](#). Measure Meant asked for feedback, and Murphy encouraged the team to draw on recommendations from past studies.

Bollenback asked for public comment, hearing none, she reminded the group of the October 1 UDPDA and UDDA board meetings, as well as the December 9 EAC meeting. She adjourned the meeting at 1:04 PM.

Date _____

Juliet Sinisterra, CEO for Greg Repetti, Secretary



UDPDA/UDDA Financial Summary

As of October 31, 2025

As of October 31, 2025, the UDPDA holds \$933,227 in cash across checking, money market, and the Spokane County Investment Pool, contributing to total assets of \$2.37M, which also includes fixed assets from 201 W Main and other designated reserves from Boxcar and Sprague underage proceeds. Total equity stands at \$2.37M, with retained earnings and fund balances offset by a (\$351,919) net asset deficit driven by year-to-date expenses outpacing revenue. Through October 2025, revenue totals \$473,746 against a \$1.49M budget due mainly to reduced sales and construction tax receipts following the City's proposed budget cuts, while expenses of \$825,666 remain below the \$1.25M budget. Key factors influencing variance include the anticipated 2025 property-tax revenue of \$289,296 and the \$199,506 SIP loan payment due in December. Near-term board focus includes reforecasting 2025–2026 financials to address the loss of sales tax revenue, protecting year-end liquidity, and advancing budget discussions with the City.

As of October 31, 2025, the UDDA holds \$272,171 in cash, \$22,805 in liabilities, and net assets of \$257,249 with sufficient liquidity to cover current obligations. Year-to-date revenue totals \$535,476 versus a \$717,586 budget, reflecting shortfalls in contributions and grants, while expenses are favorable at \$526,097 compared to the \$695,453 budget. Net position year-to-date is \$9,380, below the \$22,133 target, with year-end corporate contributions identified as a key risk.



University District Public Development Authority (UDPDA) Meeting Minutes

DRAFT

Wednesday, October 1, 2025, 3:33-4:50 PM, Catalyst Building Room 309 and Via Zoom

Board slide [deck](#), Zoom recording [link](#) (starting at timecode 15:32:54)

Board Members Present: Steve MacDonald, Chuck Murphy, Katy Sheehan (chair), Juliet Sinisterra (CEO), County Commissioner Amber Waldref (Zoom), and Council President Betsy Wilkerson (Zoom)

Board Members Absent: Greg Repetti

Call to Order, Welcome, and Administrative Actions

Chair Sheehan called the meeting to order at 3:33 PM (with both a quorum and 2/3 majority present) and asked for a **MOTION to approve the September 3, 2025, UDPDA meeting minutes and the UDPDA financials** as of July 31, 2025 (Murphy), seconded (Sinisterra), and passed unanimously.

UDPDA and City TIF Disbursements Update

Sinisterra provided a TIF historical timeline summary, tables showing the City's projected revenue and actual disbursements, and data from city staff that resulted in the UDPDA board in 2018 approving a change in sales tax percentage from .0084% to .0042%, moving the "cliff" from 2035 to 2039, and removing the \$650K cap. Subsequently, COVID hit, and the Department of Revenue (DoR) tax data became harder to secure, forcing the city to use a formula to estimate sales tax numbers.

Recently, accurate DoR numbers have become available, revealing significant annual TIF losses and the UDPDA's need to repay the city for the overestimated difference. In response, Sinisterra asked for board support on the following MOTION (Murphy) and seconded (Waldref) to address revisions to TIF revenue, ensuring that the UDPDA remains fiscally sound, maintains a stable revenue record for future lending, and adequately carries out its mission.

1. **Maintain 2024 and 2025 projected sales tax disbursements** as adopted in the UDPDA budget;
2. Restore the full **0.0084% Sales Tax TIF** allocation beginning retroactively in 2020;
3. Re-establish the **sunset date for TIF revenues in 2035**;
4. **Reinstate the revenue cap at \$979,000**, adjusted annually for inflation;
5. Negotiate appropriate and equitable **minimum payments from the City** to ensure coverage of all debt obligations and personnel costs during periods of economic crisis;
6. **Require a 12-month notice minimum** prior to the City implementing any changes to data collection methods and disbursement rates;
7. **Establish an annual repayment method** for any revenue owed to the City; and
8. Clarify that such repayments shall **not be defined as debt obligations** of the UDPDA

Discussion ensued, and the Mayor shared that the city has a \$13M deficit, partly due to sales tax projection losses inherited from previous administrations, and that it is not in a position to change PDA TIF levels or schedules.

Sinisterra indicated this would jeopardize the long-anticipated redevelopment of the 400-Block. A PSA is in place between the UDPDA and Avista Development to acquire two parcels in the block: 12 N Grant and 411 E Sprague Avenue for approximately \$2,068,437 (purchase price including closing costs and accrued interest). However, given the updated TIF status, the UDPDA may not be able to proceed with the PSA. If so, and if the parcels sell for less than \$2 million to another party, Sinisterra reminded the board that the UDPDA will be liable to Avista for the difference.

Returning to the MOTION, the board amended #5 to read "~~Negotiate~~ Identify appropriate and equitable minimum payments from the City *and the County* to ensure..." and the motion passed unanimously.



2026 Work Plan and Budget

Given the changing TIF status, Sinisterra canceled the proposed UDPDA 2026 budget and work plan motion and indicated that staff and the EAC would need to revisit both and report to the board at the next meeting.

201 West Main Update

At the September 3 meeting, the board authorized entering into a PSA with Millennium NW for the 201 W Main Ave property (to be reviewed by legal counsel and informed by an independent appraisal). Sinisterra noted that CBRE recently completed an appraisal, and Taudd Hume is reviewing the PSA. The next step requires board approval to surplus the property. Sheehan asked for the following **MOTION: The Board authorizes staff to move forward to surplus the 201 West Main property** (Wilkerson), seconded (Waldref), and passed unanimously. Sinisterra indicated that, alongside the surplus process, another UDPDA board meeting will be scheduled to conclude further details on the 201 W Main Ave sale.

JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

Retiring Board Member Recognition

Sheehan and the group paused to honor and thank outgoing board members for their UD board service and leadership:

- Thayne McCulloh 2011-2025
- Daryll DeWald 2018-2025
- Chuck Murphy 2020-2025
- Lindsey Myhre 2020-2025
- Katy Sheehan 2020-2025
- Greg Repetti 2023-2025

EAC Highlights and General Updates

Bollenback/Sinisterra provided the following EAC highlights and general updates:

- EAC recommended staff draft support letter for Parks & Schools Bond/Levy sent from UDDA
- UD Staff have developed a UDDA HR Employee Manual and UDDA and UDPDA Fiscal Policies and Procedures Manuals
 - Four EAC members and legal counsel will review
 - Recommendations presented to EAC in December
 - Present to both boards for approval in February
- Staff presented details for the review process for Employee Evaluations and Performance Reviews
- Routine updates on finance and grants, U Vision 2044, and Next Gen 2065 Plans
- Presentation given on draft 2026 Work Plan and Budgets
- Measure Meant presented their scope of work and process for evaluating UD Development Incentives
- 400-Block Update
 - Working with Trestle Development on In-House Proforma and Value Engineering (\$10K scope)
 - Trestle working with Boutsen on more refined construction costs
 - Looking to maximize revenue with events and possible onsite housing
 - Received draft events revenue analysis informed by Jennifer Evans Events and Visit Spokane
 - Kicking off Event Prospectus for Climbing Gym economic impact with Spokane Sports
- Sinisterra shared a photo of colorful new UD-branded banners installed along MLK Jr. Way
- Sinisterra shared the 2026 meeting calendar
- Samson asked for but did not receive any questions regarding the July 31, 2025, financials

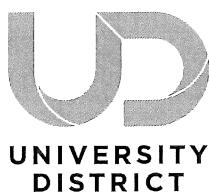


Higher Ed Partner Updates

- **Washington State University Health Sciences Spokane** – *staff not available to provide update*
- **Spokane Colleges** - Lori Hunt, Chief of Staff & Strategy, shared details regarding Spokane Colleges' new branding, swag, economic impact, and administrative departments' relocation. She also spoke to the “start here, transfer there” program with Whitworth, the Practical Nursing Program certificate, the SPEEA Grant to support SCC students’ childcare needs, the SCC Trades High School hands-on programs, the AI certificate program, and the new SFCC Fine Arts and Photography building.
- **Eastern Washington University** – Rob Sauders talked about EWU’s pivot to a “regional polytechnic” focus, emphasizing applied learning and building opportunities to prepare students for employment. EWU is aligning strategic planning, curriculum, and community engagement toward this goal.
- **Whitworth University** – *staff not available to provide an update*
- **Gonzaga University** – John Sklut, Sr Advisor to the President and Liaison for External and Government Affairs, spoke to Katia Passerini’s new role and shared *US News & World Report* cites GU as one of the nation’s “most innovative” universities. He also mentioned reapplying for [the Tech Hub](#) grant and highlighted these GU programs: [Doctor of Nurse Anesthesia Practice](#), [Woodley Institute for Civil Engagement and Humanistic Dialogue](#), [Institute for Informatics and Applied Technology](#), and [Center for Materials Research](#).
- **University of Washington** - Catherine Brazil recapped a recent visit and tour with new UW and GU presidents Robert J. Jones and Katia Passerini to the Regional Initiatives in Dental Education (RIDE) program on the newly renovated top floor of the UW/GU Health Partnership Building. She also mentioned the upcoming November 6 RIDE ribbon cutting and open house.

Sheehan asked for but did not hear any public comments and adjourned the meeting at 4:50 PM.

Juliet Sinisterra for Greg Repetti, Secretary



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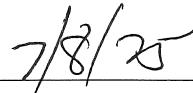
University District Public Development Authority (UDPDA)

Voucher Certification – June 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/, 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
6/13	1428	Rooted Commercial Landcare – 201 W Main	405.62
6/24	Xfer	University District Development Assoc per contract	32,065.50
6/2	ACH	Avista utility bill – south sub area lighting	589.73
6/4	ACH	Allied Fire and Security – 201 W Main	51.55
6/4	ACH	Tiny's Service and Maintenance – 201 W Main	119.79
6/6	ACH	GoJoe Patrol – 201 W Main	592.50
6/11	ACH	Tiny's Service and Maintenance – 201 W Main	707.85
6/11	ACH	Century Pacific per contract	3,600.00
6/11	ACH	Cascadia Partners – code audit per contract	7,985.00
6/11	ACH	Haley Aldrich - grant writing per contract	14,290.89
6/12	ACH	Cascadia Partners – CERB per contract	3,819.60
6/13	ACH	Intuit fee	54.00
6/17	ACH	Avista utility bill – 201 W Main	256.65
6/20	ACH	City utilities - 201 W Main	370.07
6/20	ACH	Witherspoon Brajcich McPhee	1,330.00
6/20	ACH	D&B Creative – CERB	5,100.00
6/25	ACH	Haley Aldrich - grant writing per contract	600.60
6/27	ACH	Kiemle Hagood – 201 W Main (May)	250.00
6/27	ACH	Kiemle Hagood – 201 W Main (June)	250.00
6/30	ACH	Numerica - monthly ACH processing fee	30.00


Jeffrey Samson, Director of Finance & Grants Administration


7/8/25

Date



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University District Public Development Authority (UDPDA) Voucher Certification – July 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/, 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
7/14	1429	Pro Mechanical – 201 W Main	283.66
7/22	Xfer	University District Development Assoc per contract	32,065.50
7/2	ACH	Avista utility bill – south sub area lighting	589.73
7/3	ACH	Kiemle Hagood – 201 W Main (July)	250.00
7/9	ACH	Rooted Landscaping – 201 W Main	304.25
7/9	ACH	GoJoe Patrol – 201 W Main	507.50
7/9	ACH	Tiny's Service and Maintenance – 201 W Main	707.85
7/9	ACH	Cascadia Partners – CERB per contract	1,590.00
7/9	ACH	Century Pacific per contract	3,937.50
7/9	ACH	Crossroads Resource Center - CERB per contract	16,136.32
7/10	ACH	Philadelphia Insurance	444.00
7/14	ACH	Cascadia Partners – code audit	3,612.00
7/14	ACH	Intuit fee	54.00
7/17	ACH	Avista utility bill – 201 W Main	272.29
7/18	ACH	City utilities - 201 W Main	463.13
7/23	ACH	Witherspoon Brajcich McPhee	945.00
7/23	ACH	D&B Creative – CERB	4,650.00
7/30	ACH	Kiemle Hagood – 201 W Main (July repair)	48.00
7/30	ACH	Hanover Insurance	4,233.87
7/30	ACH	Crossroads Resource Center - CERB	15,125.00
7/31	ACH	Cascadia Partners – code audit	2,500.00
7/31	ACH	Numerica - monthly ACH processing fee	30.00

Jeffrey Samson, Director of Finance & Grants Administration

8-5-2025

Date



University District Development Association (UDDA) Meeting Minutes

DRAFT

Wednesday, October 1, 2025, Joint UDDA/UDPDA Presentation/Discussion 4 PM-4:50 PM, UDDA Business Meeting 4:50 PM-5:05PM, Catalyst Building Room 309 and Via Zoom

Board slide [deck](#), Zoom recording [link](#) (business meeting at 16:49:17 time stamp)

Board Members Present: LaVerne Biel, Lois Bollenback, Catherine Brazil, Mayor Lisa Brown, Megan Hulsey, Chuck Murphy, Stacia Rasmussen, Marvo Reguindin, Rob Sauders, Katy Sheehan (chair), Juliet Sinisterra (CEO), John Sklut, Thomas Tellefson (Zoom), Dennis Wagner, County Commissioner Amber Waldref, Council President Betsy Wilkerson (Zoom), Erin Williams-Heuter (Zoom)

Others Present: Lori Hunt, Steve MacDonald, Jeffrey Samson

Board Members Absent: Kevin Brockbank, Emilie Cameron, Daryll DeWald, Colleen Fuchs, Brooke Kiener, Lindsey Myhre, Greg Repetti, Jonathan Teeters

JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

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Higher Ed Partner Updates

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Sheehan asked for but did not hear any public comments and adjourned the joint UDPDA/UDDA meeting at 4:50 PM.

Call to Order, Welcome, and Administrative Actions

Chair Sheehan called the UDDA business meeting to order at 4:50 PM and asked for a **MOTION to approve the September 3, 2025, UDDA meeting minutes and the UDDA financials** as of July 31, 2025, (Bollenback), seconded (Wanger), and passed unanimously.

2025 Impact Award

Sheehan asked for a **MOTION to approve 2025 Impact Award recipients Thayne McCulloh and Ana Mari Cauce for their outstanding leadership in establishing the UW/GU Health Partnership** (Hulsey), seconded (Wilkerson), and passed unanimously.

2026 Work Plan and Budget

Given the changing TIF status, Sinisterra canceled the proposed UDDA 2026 budget and work plan motion and indicated that staff and the EAC would need to revisit both and report to the board at the next meeting.

Sheehan reminded the group of the December 3 holiday dinner and adjourned the meeting at 5:05 PM.

Juliet Sinisterra for Greg Repetti, Secretary



University District Public Development Authority (UDPDA) Special Meeting Minutes DRAFT

Wednesday, October 29, 2025, 1:30-2:04 PM, Via Zoom only

Board [slide deck link](#)

Board Members Present: Steve MacDonald, Greg Repetti, Katy Sheehan (chair), Juliet Sinisterra (CEO), County Commissioner Amber Waldref, and Council President Betsy Wilkerson

Board Members Absent: Chuck Murphy

Others Present: Taudd Hume (UDPDA legal counsel), Lois Bollenback, Catherine Brazil, Pat Castaneda, Ryan Arnold, Jeffrey Samson, Alden Jones

Call to Order, Welcome

Chair Sheehan called the meeting to order at 1:31 PM and provided a summary of the agenda.

201 West Main Avenue Declaration of Surplus Property

Sinisterra shared a 201 West Main Avenue timeline, the property's legal description, and the Statutory Warranty Deed restrictions. She noted that before a potential property sale, timely public notices and legal steps must be taken with the City per statute. She informed the board that Taudd Hume is working closely with the city attorney on those steps and on an Amendment to the Covenants to clarify the definition of "economic development" in the deed restrictions to reflect that it may "include but not be limited to" housing but exclude surface parking. There was also the recommendation that the covenants automatically terminate so that neither the City nor the UDPDA remains connected to the property thereafter.

Sinisterra mentioned current leases affecting the property, as well as the Valbridge and CBRE property appraisals, and that the potential buyer accepted the former. She reminded the board that they approved moving forward with surplusing the property at the October 1 meeting and that a December 4 special meeting is scheduled to approve the plan to sell the property. Wilkerson indicated December 15 is the City Council's last 2025 meeting.

Sheehan asked for public comment but heard none. Before adjourning the public session, Sheehan read the following: "The board will adjourn into Executive Session per RCW 42.30.110, 1 (c) - To consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price. However, final action selling or leasing public property shall be taken in a meeting open to the public."

Sheehan resumed the public meeting at 2:03 PM and, pursuant to RCW 39.33, asked for a **MOTION to approve the surplus of the 201 West Main Avenue property and its potential sale** (Repetti), seconded by Wilkerson, and passed unanimously.

Sheehan then stated that a letter and board resolution would be sent to City staff and Council Members notifying them of the board's approval to surplus the property. She reminded the group of the December 4 special meeting to approve the sale of the property and that a Purchase and Sale Agreement (PSA) would be executed with a potential buyer thereafter. She also said that proceeds from the sale would be used to pay off the Sprague Avenue general obligation bond.

Sheehan asked for additional public comment and hearing none, adjourned the meeting at 2:04 PM.

Greg Repetti, Secretary



University District Public Development Authority (UDPDA)

Board of Directors' Meeting Agenda - DRAFT

Wednesday, January 7, 2026, 3:30 – 5:00 PM

Catalyst Building, Room 309, and via Zoom

<https://us02web.zoom.us/j/86750387107?pwd=WnRDckJrS2FGZULLbzNlWWliYTJ1dz09>

Meeting ID: 867 5038 7107; Passcode: 941652; Phone: +1 253 205 0468 US

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

- **Welcome new UDPDA members and officers**
- **Proposed MOTION – Consent Agenda Approvals**
 - Draft October 1, October 29, and December 4, 2025, UDPDA board meeting minutes
 - UDPDA financials as of November 30, 2025, including voucher certifications

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

3:35 December EAC Highlights – Bollenback

- Staffing updates
- Kardong Bridge panels
- Health Equity Circle

3:45 Finance and Grants Administration

- UDPDA and UDDA Financials: Comments, questions – *Hulsey*
- UDPDA and City TIF Disbursements Update – *Sinisterra*
- 2026 Work Plan and UDPDA Budget - *Sinisterra*
- Future Organization Budget Scenarios and Prioritization – *Sinisterra*
- **Proposed MOTION: The UDPDA Board approves the 2026 Work Plan and UDPDA Budget**

4:30 Next Generation Plan 2065 Updates – Sinisterra

- U Village Feasibility Study
- 400-Block Proforma Presentation: David Allen, Trestle Development

5:00 Public Comment and Adjourn UDPDA Meeting – Bollenback

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

- February 4
- 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, January 7, 2026

3:35-5:00 PM Joint UDDA/UDPDA; 5:05-5:20 PM UDDA Business Meeting

Catalyst Building, Room 309, and via Zoom

<https://us02web.zoom.us/j/86750387107?pwd=WnRDckJrS2FGZUllbzNlWWliYTJ1dz09>

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- **Proposed MOTION: The UDPDA Board approves the 2026 Work Plan and UDPDA Budget**

4:30 Next Generation Plan 2065 Updates – Sinisterra

- U Village Feasibility Study
- 400-Block Proforma Presentation: David Allen, Trestle Development

5:00 Public Comment and Adjourn UDPDA Meeting – Bollenback

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

- **Welcome new UDDA board members and officers**
- **Proposed MOTION – Consent Agenda Approvals**
 - Draft October 1, 2025, UDDA board meeting minutes
 - UDDA financials as of November 30, 2025, including voucher certifications

5:10 2026 Work Plan and UDDA Budget – Sinisterra

- Update and discussion
- **Proposed MOTION: The Board approves the 2026 Work Plan and UDDA Budget**

5:20 Adjourn, next meeting February 4 – Bollenback

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

- February 4
- 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

updated 12/2/2025

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	2.4.1, 3.1.1	U Incubation Village Pre-Design Study Completion and Community Partner Roundtables	\$55,705 (carryover) + \$18,000	Q1 2026	Q4 2026		Follow up from Feasibility Study. To include ongoing partner engagement, development proforma, and capital stack analysis.	
2	1.1.1, 1.1.2	District Living Infrastructure Framework and Development Guidelines Phase II	\$40,000	Q1 2026	Q2 2026		Builds on Phase I establishing district output map and plant research. Phase II to detail out plant species lists and soil specifications along with ongoing maintenance plan of nature based infrastructure throughout District.	
3	3.1.2	400-Block in partnership with Avista Development	\$20,000	Q1 2026	Q4 2026		Work plan to include release of P3 RFQ in partnership with Avista, working with New Market Tax Credits consultant, applying for grants and working with financing teams.	
3	3.1.4	Partnering with Downtown Spokane Partnership, SLIC, and Community Frameworks around development of a regional Housing Development Revolving Loan Fund	\$5,000	Q1 2026	Q4 2026		Work builds on UD June Housing Workshop Forum. Match funding for economic impact study in partnership with other PDAs and BIDs.	
4	2.4.1, 3.1.9	Host community partners discussion around possible people's choice grocer (retail food bank model) along Division Street	\$500	Q3 2026	Q3 2026		Bring together DSP, City Staff, Spokane Regional Health, and other food security groups to discuss developing healthy food alternative near 7-11 along Division.	
5	1.1.2, 1.1.4, 1.1.5, 1.1.7	Nature-Based Infrastructure and Complete Street Pre-Design (Superior/Springfield)	\$85,000	Q2 2026	Q4 2026		Pre-design costs to support future Transpiration Improvement Board Complete Streets grant; support Parks and Spokane River Forum Kayak Put-In.	
6	1.1.3, 1.1.8	District Thermal Energy Revenue Analysis	\$10,000	Q2 2026	Q4 2026		Will look at community-owned energy grids in the US and quantify potential revenue generation.	
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		Priority grants identified: State Parks Water and Conservation Fund (Riverside Gateway Park); TIB Complete Streets Construction Grant; Commerce Grants for District Thermal Energy; State Childcare Construction Grants.	
3	3.4	Banner implementation along Hamilton	\$15,000	Q2 2026	Q4 2026			
4	1.4	First Avenue Angled Parking Pilot in partnership with City	\$10,000	Q3 2026	Q4 2026		Work with City Parking staff to implement.	
6	1.1.1, 1.1.2	Pacific Avenue Ongoing Maintenance of Nature-Based Infrastructure (6 months)	\$8,000	Q3 2026	Q4 2026		UD Living Infrastructure Framework to inform.	
MARKETING & COMMUNICATIONS			BUDGETED	START	END	STATUS	UPDATE	
1	1.1.8, 2.2.2, 2.5.2, 3.1	Outreach Materials	\$3,500	Q2 2026	Q4 2026		400-Block cutsheet for legislative ask and outreach; Revolving Housing Loan Fund cutsheet; updated U Village and Housing Fund sheet	
1	1.1.8, 2.2.2, 2.5.2, 3.1	Juliet to develop a TED Talk	\$5,000	Q1 2026	Q3 2026		To promote UD Vision and district strategic nature-based infrastructure development. Work with TED Talk consultant.	
2	3.1.1	In House: Develop copy/text for marketing and communications materials; source photography	\$15,000	Q3 2026	Q4 2026			

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

UDPDA 2025	Approved Budget	Year End Est	UDPDA 2026	2026 PF	No Grants
REVENUE	\$1,485,693	\$778,898	REVENUE		\$2,376,743
County and Division Gateway Partners	\$50,000	\$52,000	County	\$50,000	
City Estimated Property Tax	\$205,011	\$289,296	City Estimated Property Tax	\$292,191	
City Estimated Sales Tax	\$681,545	\$344,268	City Estimated Sales Tax	\$381,255	
City Est Construct Sales Tax	\$79,437	\$0	201 West Main Property Sale, Pending	\$1,100,000	
City Est Construct Sales Tax Catch up (2020-2024)	\$350,000	\$0			
CERB Grant	\$75,000	\$47,134	CERB Grant (2025-26)	\$27,866	
County Bridge Loan	\$0				
UPDA Money Market to Purchase 411/12 N Grant Transfer	\$0				
Interest	\$12,000	\$13,500	Interest (lower overall balance)	\$4,000	
201 W Main Lease (Manzanita House and Parking Estimate)	\$32,700	\$32,700	201 W Main Lease (Manzanita House, parking lot lease) partial Jan; vacate Jan 4	\$400	
Carryover	\$0	\$0	Carryover/Reserves	\$521,031	
EXPENSE	\$1,346,879	\$1,189,972	EXPENSE		\$1,892,221
Community Planning	\$409,900	\$256,678	Community Planning (Architectural and Engineering)		\$230,505
U Village Matching Grant - Feasibility Study (2.4)	\$75,000		U Village Matching Grant - Feasibility Study (2.4) Remaining	\$55,705	
Cascadia Contract - Business Plan	\$23,767		U Village Pre-Design Study and Implementation Plan	\$18,000	
Ken Meter Contract	\$42,511		Housing Development Revolving Loan Fund (Econ Impact Analysis) Match	\$5,000	
D&B Creative Contract	\$28,500		District Energy Case Study and Revenue Analysis	\$10,000	
The Grain Shed	\$0				
Living Infrastructure Framework Phase I	\$92,400	\$92,400	Living Infrastructure Framework Phase I Remaining and Phase II	\$40,000	
400 Block Feasibility Study	\$0	\$15,000	400 Block Feasibility Remaining	\$13,800	
Division Gateway - Univ of Idaho	\$0	\$5,000			
Iron Bridge Kayak Put In Design Match (3.2.2)	\$22,500	\$22,500			
District Econ Dev Incentive Study & Code Audit (1.1.2/1.2.2)	\$40,000	\$27,000	District Econ Dev Incentive Study & Code Audit (1.1.2/1.2.2) Remaining	\$13,000	
Data Management - Grant Support and UD Eco Asset Tool Development	\$10,000	\$0			
Sherman Street Complete Street Design (20%) (1.1.1 / 1.1.4)	\$75,000	\$0	Nature Based Infra A&E Pre-Design (Superior/Springfield)	\$75,000	
Riverside/Sprague Parking Pilot (1.4)	\$10,000	\$0			
Pacific Avenue A&E (City Construction Support): 2024 Carryover (1.1.1)	\$85,000	\$0			
Economic Development	\$509,686	\$501,851	Economic Development		\$438,125
UDDA Service Contract	\$384,786	\$384,786	UDDA Service Contract		\$321,245
Legal/Ops: insur, public official bond, audit, etc.	\$15,000	\$17,450	Legal/Ops:non-400 Block legal, insur, audit	\$20,000	
Graphic Design - U Vision Booklet, Flyer; Banner printing	\$10,000	\$12,000	Graphic Design - 400 Block & Housing Fund Cutsheets & U Village	\$5,500	
Economic Report - CoStar; Advantage Spokane	\$4,200	\$1,300	Economic Report - CoStar	\$1,300	
Grant Writing - TIB Complete Streets; District Energy, Construction (CLT); Art	\$65,000	\$56,000	Grant Writing - State TIB, State Rec; Childcare; Our Town	\$30,000	
Avista public street lighting annual subscription	\$5,700	\$6,950	Avista public street lighting annual subscription	\$7,080	
400 Block: Wood 2024 Carryover	\$15,000	\$12,000	400 Block New Market Tax Credit Consultant	\$20,000	
Banner Implementation: MLK Way: Banners (3.4)	\$10,000	\$11,365	Banner Implementation: Hamilton (3.4)	\$15,000	
			First Avenue Angled Parking Pilot	\$10,000	
			Pacific Avenue Tree and NBI Maintenance (ongoing)	\$8,000	
Capital Expenditures including A&E Design/Property Development	\$55,000	\$59,150	Capital Expenditures incl A&E Design/Property Dev - PDA Owned Property		\$8,000
201 W Main Building Maintenance Costs	\$35,000	\$49,650	201 West Main Building Maintenance Costs (January and February)	\$4,000	
201 W Main and Pacific Ave Legal: Purchase and Sale Agreement	\$20,000	\$9,500	201 Legal: Property Sale	\$4,000	
Sprague Avenue Debt Servicing	\$372,293	\$372,293	Sprague Avenue Debt Payoff		\$1,215,591
	Net Income	\$138,814			
	Money Market/SCIP	-\$411,074		Net Income (To SCIP/MM)	\$484,522
	Net Funds	\$932,105		UDDA Money Market/SCIP	\$167,050
		\$521,031		TOTAL Funds	\$651,572

RED: Overages above approved budget

BLUE: Indicates budget approved previously

UDDA 2025		Budgeted	Yr End Est	UDDA 2026	2026 PF
REVENUE		\$735,897	\$712,399	REVENUE	\$446,466
Contrib (assumes \$20K Prov, MultiC)		\$130,000	\$100,000	Contributions	\$102,000
UDRA Management Proceeds		\$384,786	\$384,786	UDRA Management Proceeds	\$321,245
Grant Income: Commerce CBO Grant		\$200,000	\$200,000		
Grant Income: EPA Community Change		\$0	\$0		
Bouten holiday party sponsor		\$0	\$3,000	Interest	\$1,000
Interest		\$2,800	\$2,440	Estimated Carryover	\$22,221
Estimated Carryover		\$18,311	\$22,173		
EXPENSE		\$695,453	\$690,178	EXPENSE	\$446,465
Payroll Expenses		\$377,696	\$367,696	Payroll Expenses (Base and Taxes)	\$277,107
Jeffrey Close Out			\$26,099		
Personal Services Contracts		\$198,100	\$186,740	Personal Services Contracts	\$88,200
Financial Services (Tax return/Flores)		\$3,500	\$3,500	Financial Services	\$25,000
Management & Org Svcs		\$180,000	\$168,240	Management & Org Svcs	\$19,700
1099 Support (CEO Leadership Support)		\$0	\$0	1099 Support	\$0
Retreat Facilitation		\$2,500	\$500	Retreat Facilitation	\$3,000
South Sub Area BID Feasibility Study (match)		\$10,000	\$0	Grant Mgmt	\$5,000
Recruitment Firm		\$5,000	\$0	Software Subscriptions	\$600
400 Block Pre-Design, Financial Feas Study		\$162,500	\$162,500	Webinars	\$300
ChatGPT of Claude SW (comm copy/materials)		\$0	\$240	Educational Events/Conferences	\$3,800
Grant Application Management Software Training		\$0	\$0	Employee Training	\$2,000
Health Equity Circle Data Collection		\$0	\$5,000	SELCC Case Study Research	\$5,000
Legal Fees (incl labor counsel)		\$6,000	\$1,500	Legal Fees	\$3,000
Marketing/Advertising		\$7,100	\$8,500	Marketing/Advertising	\$19,500
Enewsletter/Social Marketing		\$3,600	\$5,000	Enewsletter/Social Marketing	\$3,500
Event Marketing		\$3,500	\$3,500	Event Marketing	\$1,000
Graphic Design, Web		\$1,500	\$5,000	Graphic Design, Web	\$21,000
Website Photography and Illustrations		\$0	\$2,000	Website Photography and Illustrations	\$18,000
Holiday Card		\$1,500	\$3,000	Holiday Card	\$3,000
Other Contractual Services		\$44,801	\$39,836	Other Contractual Services	\$39,716
Phone		\$1,800	\$2,400	Phone	\$2,740
Internet		\$3,300	\$5,300	Internet	\$5,100
Insurance (incl cyber and crime)		\$9,000	\$4,581	Insurance (incl cyber and crime)	\$5,500
Licenses and Permits		\$150	\$155	Licenses and Permits	\$155
Membership, Dues		\$500	\$1,750	Membership, Dues	\$2,345
Event fees and registrations		\$2,000	\$2,325	Event fees and registrations	\$1,225
Subscriptions, Periodicals		\$480	\$875	Subscriptions, Periodicals	\$700
Postage, Mailing		\$400	\$600	Postage, Mailing	\$575
Printing and Reproduction		\$2,500	\$1,250	Printing and Reproduction	\$1,500
Catering, Alcohol - retreat, holiday, lunches		\$6,500	\$5,600	Catering, Alcohol - retreat, holiday, lunches	\$5,250
Leased Buildings, Space		\$15,971	\$10,300	Leased Buildings, Space	\$9,976
Event rentals, Copier		\$1,200	\$2,400	Rentals, Copier, Lease	\$3,650
Rentals, Moving, Staff Parking		\$1,000	\$2,300	Staff Parking	\$1,000
Travel		\$8,900	\$2,207	Travel	\$4,800
In State Per Diem		\$1,000	\$200	In State Per Diem	\$600
In State Airfare		\$600	\$231	In State Airfare	\$800
Private Auto Mileage		\$600	\$125	Private Auto Mileage	\$200
Other Travel, Bus, etc		\$500	\$715	Other Travel, Bus, etc	\$500
Out of State Per Diem		\$2,000	\$364	Out of State Per Diem	\$1,500
Out of State Airfare		\$3,200	\$572	Out of State Airfare	\$1,200
Recruitment/relocation		\$1,000	\$0		
Supplies and Materials (new office workstations)		\$12,000	\$19,100	Supplies and Materials	\$3,000
Retirement and Benefits		\$53,956	\$48,500	Retirement and Benefits	\$33,642
Net Income		\$40,444	\$22,221	Est Net Income	\$0



CEO Evaluation Form Template

UNIVERSITY DISTRICT	Name, Title	Juliet Sinisterra, CEO
	Reviewer Name	Katy Sheehan
	Review Date	12/01/25
	Evaluation Period	Jan 1-Dec 31, 2025

1. Objectives and Performance Metrics

Please reference the attached 2025 Work Plan which captures the CEO's goals (per U Vision 2044 strategic plan numbers),

2. Competency and Skill Assessment

Competency	Weight (100%)	Attainment (%)	Comments
Job Knowledge	20%	20%	Juliet is very knowledgeable about the job. She has the background in planning as well as the relationships to understand the way systems change and move. I think that her planning and strategic thinking are exceptional.
Problem-Solving and Critical Thinking	20%	20%	Again, I think Juliet's planning and strategic thinking are great, I think that this year she's had to deal with a lot of curve balls when it came to the budget and changing circumstances and she dealt with them with great patience, professionalism and in a growth mindset.
Productivity and Efficiency	20%	18%	With very little support Juliet has gotten a vision together that the UD can be proud of and that will hopefully be something funders respond to which she understands very clearly. Her leveraging of community relationships and partnerships will be very important in this phase and she is very well equipped to manage that.
Communication and Collaboration	15%	14%	Juliet does a great job knowing the relationships that are pivot points. I do think that we need to be thinking about how we can do more partnerships like the parks and schools levy that was on the ballot and be part of those kinds of collaborations if possible.
Adaptability and Learning	15%	15%	So much learning and adaptability, for example I think that she is pivoting well with the budget issues that are coming up at the end of the year as well as understanding the grant landscape.
Leadership and Decision-Making (if applicable)	10%	9%	I think that she has done a good job bringing on new staff and seems to have created a good team atmosphere. I appreciate the way she onboards the board leadership before meetings.

TOTAL

96%

3. Employee Self-Assessment

Self-Evaluation Topic	Employee Comments
Describe your key achievements during this evaluation	The following 2025 Work Plan Goals were advanced and/or achieved by the CEO:
What challenges did you face, and how did you address them?	The announcement from the City in September regarding TIF funding changes was and will remain a significant challenge for the near- and long-term operational and programmatic effectiveness of the organization. Additional strategic conversations with the EAC and full board are needed to address this financial set-back. Additionally, I will continue to build partnerships with Avista and private developers around the 400 Block development regardless of UD land ownership. Relationships cultivated and built over time with private developer allowed for the potential sale of the 201 W Main property that will cover remaining SIP loan with the City.
What areas do you think you can improve?	Ongoing improvement in sourcing and applying for grants. Difficult year for grants with federal cuts and defunding along with increased competition at State and Philanthropic levels.
What support or resources would help you grow in your position or attain your goals?	Ongoing board member support, especially at the EAC and officer level, is critical to my success and overall objectives. As an organization, we need to be developing more private and institutional partners around shared financing at the community level.

4. EAC Member Assessment of Employee

Assessment Topic	Manager Comments
Key Strengths and Contributions	Juliet is very methodical and on task. She requires very little supervision but she is very collaborative so she is always bringing people into the conversation but also working in the background. I appreciate that she anticipates issues as well.
Performance Challenges and Improvement Areas	I think fundraising will be the big area of need for the coming year given the budget issues as well as where we are in the plan. This is a difficult climate to be doing this work but I think Juliet is well positioned to take it on.

Additional Feedback on Goal Attainment	I agree with her assessment growing institutional partnerships. Finding another institutional partner to further the plan would be a huge win.
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5. Management and Leadership Evaluation

Leadership Skill	Self Rating (1-5)	Reviewer Rating (1-5)	Comments
Performance Management	3	4	They do a lot with very little staff time. We have a lot of plans but we need to probably narrow them down to a few priority areas rather than to stay too spread thin.
Employee Development	4	5	This is a small staff, they do a great job working together.
Decision-Making	3	4	It would be nice to get more involvement from the EAC. This was the first year of this system which I liked and thought it was more productive than in the past. I think there is a lot of potential for it to go even further, especially as we move into the fundraising phase where those private/public partnerships might be leveraged in the EAC.
Resource Utilization	4	5	Juliet does a great job with the budget, even when there are curve balls thrown in.
Team Leadership and Collaboration	3	5	Team building seemed to be a priority this year, I feel like the small staff does a ton of work and seems to work together well.
TOTAL	17	23	

6. Professional Development Recommendations

Development Area	Suggested Training or Resources	Milestone or Checkpoints	Target Completion Date
Chuck suggested getting on other high level boards which I think would be really great as well.			
Fundraising			

7. Final Evaluation and Approval

Decision Satisfactory/Needs Improvement	Comments
Exceeds Expectation	Enter comments here

8. Overall Performance Rating

Overall Performance Grade (use drop down menu)	Rating (Score 1-10)	Key Comments
Excellent	10	Enter comments here

10

9. Approval Signatures

Employee Signature	
Date	
Reviewer Signature	
Date	MM/DD/YY

MURPHY COMMENTS

2. Competency and Skill Assessment

Competency	Weight	Attainment	Comments
Job Knowledge	20%	20%	Juliet not only has knowledge of the job, but also a wonderful vision for what the UDPDA could be in the future. The board leans heavily on her in this regard.
Problem-Solving and Critical Thinking	20%	18%	With limited staff to support her, Juliet must prioritize not only her goals, but how she allocates her time towards those goals. I think she spreads herself too thin at times and this impacts her effectiveness. That being said, I still believe that she does amazing work for the PDA.
Productivity and Efficiency	20%	18%	Given the lack of staff, she does a great job of covering all the bases. I am amazed that she and her team accomplish everything that is on their plate. At times, she may dig too deeply into subject matter when a more cursory view is all that is needed at the time. We have as an organization completed a lot of studies.
Communication and Collaboration	15%	15%	With the expanded EAC structure, I think she has improved her effectiveness in this area. She does a very good job of preparing materials for the EAC and the Board.
Adaptability and Learning	15%	13%	There are elements of her work and that of the Board that are evolving. Particularly in the area of future funding for the PDA, we aren't quite yet sure of the outcome and impact. This will prove very challenging for everyone. She will need support and direction of the Board on this.
Leadership and Decision-Making (if applicable)	10%	8%	Juliet is a very good leader for the organization. She is very task-oriented and does not require a lot of oversight on the part of the Board. She needs to lean heavily on the Board during this period of change in funding, to match organizational priorities to the resources available.
TOTAL	94%		

4. EAC Member Assessment of Employee

Assessment Topic

Key Strengths and Contributions	Juliet does not require a lot of oversight on the part of the Board. She has a good understanding of the job. She represents the PDA very well with a variety of public and private entities. Her planning background is of great asset.		
Performance Challenges/Improvement Areas	She sometimes spreads herself too thin working on too many initiatives. I am not sure how many hours a week she works, but I would not want her effectiveness to be limited by trying to accomplish too much.		
Additional Feedback on Goal Attainment	EAC Meetings and Board Meetings could be improved by allowing more time for discussion and input on topics. Too often the agenda is dominated by reports. Members need to be encouraged to engage, not just be in attendance.		

5. Management and Leadership Evaluation

Leadership Skill	Self Rating	Reviewer Rating	Comments
Performance Management			She does a good job of holding herself and her staff accountable. If anything, there are perhaps too many goals for the staff that the PDA has, and she is not shy about taking on new tasks. We are fortunate in this regard.
Employee Development	3	5	There is more limited opportunity for her to focus on development of her staff given the size of the staff. They all work closely together to get things done.
Decision-Making	4	4	The PDA has completed a lot of studies which I fear may not be well utilized. The challenge is to determine when an in depth study/report is needed versus something that is high-level only.
Resource Utilization	3	4	Juliet does a good job of managing to the approved budget.
Team Leadership and Collaboration	4	5	Board into more discussion of opportunities, allowing them to engage with her on the best solutions. There is a lot of talent on the Board that needs to be drawn out of the group.
TOTAL	17	22	

6. Professional Development Recommendations

Development Area	Serving on other high achieving Boards could be helpful in her work with the PDA		
Suggested Training	Developing closer relationships with the other regional PDAs could be helpful in learning from them.		

BOLLENBACK COMMENTS

Competency

I would give Juliet the highest rating in each of these categories.

Communication and Adaptability in particular.

She uses a variety of communication strategies to ensure board members are informed and able to provide feedback on U-District activities. She's proactive, attends many forums (public meetings and events) to advocate for the U-District and encourages/facilitates board member engagement and advocacy.

She has stayed abreast of, and pursued, a variety of grant funding opportunities. And, most recently, she quickly reacted to changes in the TIF revenue, developing strategies to continue the valued work of the U-District

Self Assessment

I think she under-stated her efforts at networking and supporting the activities of other groups (Division Gateway, participation in public meetings like Pacific Ave Greenway & WA State Transportation Commission visit to CoS). Juliet has been a community champion and is effective in building long-term relationships.

It would be helpful to see a proposed work plan for the upcoming year with professional development goals & potential training/resource needs

EAC Member Assessment

Key Strengths – Communication (as stated above), Thoughtful & Strategic Collaboration (as stated under self-assessment)

Performance Challenges – none that I'm aware of; she is a knowledgeable professional who seeks feedback regularly a regular basis.

Additional Feedback – Continue to develop clear agenda's and follow them. Sometimes it seems that we jump around or gloss over sections or are unclear about actions to be taken.

Management & Leadership

I don't know enough about the internal workings and administration of staff to provide feedback here.

Professional Development

I don't know enough about Juliet's CV to respond to this. However, a proposed work plan for 2026 would include professional development activities as determined between Juliet and the Board Chair.

My additional observations are:

Juliet provides exemplary leadership of the UDPDA/UDDA. She keeps members well informed, holds herself accountable in a highly independent environment and is committed to excellence.

Juliet manages the finances of the U-District under challenging situations and is conscientious of budget expenditures.

Juliet serves as the CEO and is a strong advocate for the U-District. She has been proactive in developing positive relationships and in furthering the goals of the PDA.

The UDPDA/UDDA/EAC should take necessary steps to ensure we continue with the strong leadership provided by Juliet.