

**BOARD MEETING AGENDA**

Tuesday, December 15, 2020

5:30 – 7:15 p.m.

**Virtual:**<https://zoom.us/j/359459577>

(669) 900.6833, 359459577#

(346) 248.7799, 359459577#

*Due to the extraordinary public health circumstances related to the ongoing COVID-19 (coronavirus) outbreak, participation in this meeting will be telephonic. All board members will participate remotely, as will any members of the public who wish to attend.*

5:30	Action	1. Call to Order – Mindy Au Agenda Approval  Public Comment – <i>public may sign up to address the board for up to 2 minutes on matters on this agenda</i>
5:35	Action / Approval	2. Consent Agenda <ul style="list-style-type: none"> <li>• Approve November 2020 Meeting Minutes</li> </ul> 3. Resolution on Funding Commitment Fee – Mike Omura 4. Resolution on Line of Credit - Vern Wood
5:50	Discussion	5. Staff Presentation <ul style="list-style-type: none"> <li>• Strategic Plan Update and Question – Maiko Winkler-Chin</li> <li>• January 2021 board meeting agenda items</li> </ul>
6:10	Discussion / Action	6. Board Business <ul style="list-style-type: none"> <li>• Finance Committee <ul style="list-style-type: none"> <li>○ 2021 SCIDpda Budget</li> <li>○ Resolution to Approve 2021 Budget</li> </ul> </li> <li>• Exec Committee <ul style="list-style-type: none"> <li>○ Election of 2021 Board officers and At-Large Position</li> <li>○ Reappointment of W. Lau, D. Della and E. Sun to Board</li> </ul> </li> <li>• Other Committee Reports</li> <li>• Other Business</li> </ul>
7:15	Action	7. Adjourn – Mindy Au

**Upcoming Dates:**

1/19 – SCIDpda Board Meeting, 5:30 pm

**\*\*Executive sessions may be held:**

- |  |   |
|--|---|
| <input type="checkbox"/> Lease or purchase of real estate if there's a likelihood that disclosure would increase the price | <input type="checkbox"/> Consideration of the minimum offering price for sale or lease of real estate if there's a likelihood that disclosure would decrease the price. |
| <input type="checkbox"/> Negotiations on the performance of a publicly bid contract  | <input type="checkbox"/> Complaints or charges brought against a public officer or employee   |
| <input type="checkbox"/> Qualifications of an application for public employment  | <input type="checkbox"/> Performance of a public employee   |
| <input type="checkbox"/> Agency enforcement actions (requires legal counsel present)                                       | <input type="checkbox"/> Current or potential litigation (requires legal counsel present)   |
| <input type="checkbox"/> Legal risks of current or proposed action (requires presence of legal counsel)                    |   |

The mission of the Seattle Chinatown International District Preservation and Development Authority (SCIDpda) is to *preserve, promote, and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood.*

## **Resolution 20-12-15-01**

### **RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND DEVELOPMENT AUTHORITY**

We, the Board of the Seattle Chinatown International District Preservation and Development Authority, via consent agenda:

- Approve November 2020 Meeting Minutes

\_\_\_\_\_  
Board President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Date

## **SCIDpda Board Meeting Minutes**

November 16, 2020

409 Maynard Avenue South – Plaza Level Conference Room

Seattle, WA 98104

Virtual:

<https://zoom.us/j/359459577>

(669) 900.6833, 359459577#

(346) 248.7799, 359459577#

The November 2020 SCIDpda board meeting was hosted virtually via a Zoom conference room. All attendees attended virtually, with exception to the staff members who attended in-person where the virtual call was hosted.

**Board Present (All via Phone Conference Call-in):** Aileen Balahadia, Casey Huang, David Della, Elliot Sun, Jen Reyes, Jerilyn Young, May Wu, Mindy Au, Miye Moriguchi, Phillip Sit, Scott Yasui, Tiernan Martin, Wayne Lau

**Staff Present:** Maiko Winkler-Chin, Vern Wood (in-person), Jamie Lee, Mike Omura, Janet Smith (in-person), Jody McCorkle, Julie Yuan

### **1. Call to Order**

The meeting was called to order by Mindy Au, Board Chair, at 5:35 p.m.

Public Comment – public may sign up to address the board for up to 2 minutes on matters on this agenda. There was no public comment made.

### **2. Board Action & Approval**

#### **Consent Agenda**

**Resolution 20-11-17-01:** We, the Seattle Chinatown International District Preservation and Development Authority Board of Directors, via consent agenda:

- Approve October 2020 Meeting Minutes
- Approve October 2020 Expenditure Report
- Accept November Management Report

**Moved:** Wayne Lau

**Seconded:** David Della

**Board Approved:** Aileen Balahadia, Casey Huang, David Della, Elliot Sun, Jen Reyes, May Wu, Mindy Au, Miye Moriguchi, Phillip Sit, Scott Yasui, Tiernan Martin, Wayne Lau

**Abstained:** Jerilyn Young

**Absent:** 0

### 3. Board Business

**Resolution 20-11-17-02:** We, the Seattle Chinatown International District Preservation and Development Authority Board of Directors, elect the following to the Board of Directors:

- Lisa Nitze
- Cindy Ju

**Moved:** Casey Huang

**Seconded:** Wayne Lau

**Board Approved:** Aileen Balahadia, Casey Huang, David Della, Elliot Sun, Jen Reyes, Jerilyn Young, May Wu, Mindy Au, Miye Moriguchi, Phillip Sit, Scott Yasui, Tiernan Martin, Wayne Lau

**Abstained:** 0

**Absent:** 0

Mindy explained there are two questions that the SCIDpda board should consider regarding advocacy.

1. Should we, as a board, take a less, more, or same of an active role in local advocacy that can benefit the CID or advance our mission?
2. When should we as a board consider taking a position on a policy/measure/initiative (versus staff)? What are the criteria we should consider in determining our position?

The board discussed the questions and mentioned talking to other boards to get some perspective.

The board discussed board member terms for the coming year.

Miye explained after a further look into the 501c3, the real estate committee and SCIDpda staff decided it was best not to form a 501c3 for the time being.

**Resolution 20-11-17-03:** We, the Seattle Chinatown International District Preservation and Development Authority Board of Directors (the Board), rescind Resolution 20-09-15-2, which approved the formation of a non-profit 501 (c) (3) corporation for the purposes of acting as partner for development of projects, because it is unnecessary to have such an entity at this time.

**Moved:** David Della

**Seconded:** Elliot Sun

**Board Approved:** Aileen Balahadia, Casey Huang, David Della, Elliot Sun, Jen Reyes, Jerilyn Young, May Wu, Mindy Au, Miye Moriguchi, Phillip Sit, Scott Yasui, Tiernan Martin, Wayne Lau

**Abstained:** 0

**Absent:** 0

#### **4. Board Committee Updates**

Miye and Mike briefed the board on information from this month's real estate committee meeting regarding some of SCIDpda's current projects.

Jamie briefed the board on staffing changes, changes to the operations of Hing Hay Coworks, and the community initiative's aim to support the neighborhood. Jamie also mentioned SCIDpda is actively collecting donations for the small business relief fund.

#### **5. Adjourn**

The meeting was adjourned by Mindy Au, Board Chair, at 6:30 p.m.

**Resolution 20-12-15-02**

**RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND  
DEVELOPMENT AUTHORITY**

We, the Governing body of the Seattle Chinatown International District Preservation and Development Authority ("SCIDpda"), authorize and approve the payment of a lender commitment fee for the Yesler Family Housing project. The fee required by Capital One's Freddie TEL loan, equals 2% of the proposed loan amount of \$31,197,000 (final amount to be determined at construction loan closing). SCIDpda would be responsible for 51% (\$318,209.40 with the proposed amount) and Community Roots Housing, co-General Partners, would be responsible for the remaining 49% (\$305,730.60). The fee will be held for up to 30 months after rate is locked with the lender (projected for January 2021), or until the project completes construction and meets occupancy/income stabilization requirements (projected for October 2022). At which point, the Commitment Fee will be paid back to the borrower. Further, we authorize the Executive Director to sign loan documents with respect to the foregoing on behalf of the agency.

\_\_\_\_\_  
Board President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Date

**Resolution 20-12-15-03**

**RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND  
DEVELOPMENT AUTHORITY**

We, the Governing body of the Seattle Chinatown International District Preservation and Development Authority ("SCIDpda"), authorize and approve the renewal of the line of credit between The Commerce Bank of Washington and SCIDpda in an amount up to \$500,000. The purpose of the credit line is to provide financing to bridge the timing gap between grants and contract payments received by borrower. Further, we authorize the Executive Director to sign loan documents with respect to the foregoing on behalf of the agency.

\_\_\_\_\_  
Board President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Date

# 2021 SCIDPDA Budget Presentation

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TO THE SCIDPDA BOARD

DECEMBER 15, 2020



# 2020 Summary Objectives & Strategies

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## ✓ **More housing units and options**

- Target affordable sites - North Lot, Yesler Family Housing
  - 117 units above 60% AMI – 17 above goal
  - 121 2+ bedroom units – 71 above goal

## ✓ **CID properties better serve the community**

- Assist in maintaining historic properties - worked with property owners on URM cost analysis, project complete EOY

## ✓ **More positive businesses**

- Foster stronger businesses through technical assistance
  - Provided financial assistance to over 200 businesses
  - Kept businesses informed in language of COVID 19 policies and resources
- Set commercial standards - created standards aligning with Mission/Vision; updating policies/procedures/protocols

## ✓ **Stronger community connections**

- Activate Public Spaces/Influence Public Safety-Related investments
  - Started lighting improvements in Kobe Terrace and planning for more;
  - Other Public Space projects paused due to COVID
- Increase Community Connections and Awareness
  - Distributed over 10K+ bags of groceries (so far) and meals to 18 properties
  - Assisted 100 families in accessing Seattle Public Schools supports
  - Chartered the Census CID Complete Count Committee
  - Ensured community received COVID-19 resources in language

# More 2020 Summary Objectives & Strategies

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## ✓ **PDA buildings financially sustainable**

- Fully lease PDA's commercial space shifted to keeping businesses in place
  - Obtained loan and interest deferrals with the City of Seattle and Washington State Department of Commerce
- Continued progress towards NNN goals

## ✓ **PDA's organizational sustainability strengthened**

- Broaden staff knowledge - hired key positions; joint trainings & cross training between departments; Policies & Procedures developed for Operations Departments and COVID
- Overall financial SCIDpda sustainability –
  - Making good progress towards compensation equity
  - 2020 fundraiser - went for the gold and got it!

# SCIDPDA 2020 Financial Highlights

## Forecast vs Budget

	Revenue \$000's	Expenses \$000's	NOI before Dep/Amort \$000's
2020 Forecast	\$8,635	\$6,646	\$1,989
2020 Budget	\$9,283	\$6,628	\$2,655
Variance			(\$666)

### Comparison of forecast to original 2020 budget

- ✓ Revenues \$648K behind than budget
  - \$352K less in Developer Fees
  - \$157k in Vacancy, Concessions and Bad Debt as Covid-19 progressed
  - \$234k less in Service Revenue
  - \$107k more Fundraising Income
- ✓ Expenses met budget target
  - Maintenance Recoveries received less than expected by \$93k
  - Janitorial Work Orders added \$52k more than plan due to Covid-19 cleaning protocols
  - Offset by savings in Salaries/Wages as the Maintenance Manager position was deferred to 2021 and other delays in new positions
- ✓ Net Operating Income Before Depreciation and Amortization (NOIbda) missed budget expectations by \$666k

# 2021 Overview

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- ✓ 2017; a year of revenue growth and debt consolidation
- ✓ 2018; prepared for future changes with continuing investments in Properties, Programs, and People
- ✓ 2019; built on the successes of the past few years for core competencies, and stretched past the neighborhood footprint
- ✓ 2020; was a year to circle the wagons as we faced Covid-19, BLM protests, eviction moratorium, small business restrictions, focusing on core business improvements
- ✓ 2021; continue our core focus as we emerge from the Pandemic crisis
  - Continue to build our bench as Property Operations and RE Development are major lines of business
  - Strategic plan development for 2022 - 2026
  - Begin construction on Yesler Family Housing and North Lot
  - Focus on residential services
  - Support and retain commercial businesses

# 2021 Financial Overview

## Budget vs 2020 Forecast

### Comparison of 2021 budget to the 2020 forecast

- ✓ Revenues increase \$183k
  - No Rent Concessions and collections of Bad Debt from rent deferrals
  - Lower Fundraising Income
  - Other Income jumps \$300k as Developer Fees planned for North Lot and SHA are received – revenue is offset by commitment fees of \$742k in reduced cash flow
- ✓ Expenses growing \$156k
  - Personnel changes with compensation and benefit increases
  - Consulting fees for Strategic Plan and Capital Needs Assessment
  - Increased maintenance costs with billing changes
  - Significant rate increases for Insurance
- ✓ NOIbda of \$2m is \$27k better than 2020

	Revenue \$000's	Expenses \$000's	NOI before Dep/Amort \$000's
2020 Forecast	\$8,635	\$6,646	\$1,989
2021 Budget	\$8,818	\$6,802	\$2,016
Change			<b>\$27</b>

# Community Initiatives

## Jamie Lee

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- ✓ Sustain fundraising events and sponsorships
- ✓ Reimagined HHC to recovery
- ✓ Continue to support business relief and recovery needs in the CID
- ✓ Assist Real Estate Development and Property Operations with outreach and lease-up on projects
- ✓ Neighborhood safety and beautification progress; including implementing recommendations from lighting study
- ✓ Support Property Operations in the development of a Resident Services pilot
- ✓ Continue to seek grants that support SCIDPDA





# Property Operations

## Jared Jonson

### ✓ Residential

- Impact of InterIm Transition
- New and Continued Programs in 2021
  - Resident Experience Survey for current and future support
  - Continued response to COVID-19 needs
  - Resident Services Pilot

### ✓ Commercial

- Retain Existing Tenants!
- Increased Focus on Commercial Business

### ✓ Maintenance

- New Hire planned
- Capital Needs Assessment
- Culture shift starting with Billing Accuracy and Accountability



# Real Estate Development

## Maiko Winkler-Chin

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- ✓ Yesler Family Housing – with Community Roots Housing (formerly Capitol Hill Housing)
  - 158 units – 140 affordable, 18 @ 80% AMI
  - Anticipated construction start in 1Q 2021
- ✓ North Lot – 2 phase project
  - 1<sup>st</sup> Phase – 160 affordable units, Childcare, Program of All Inclusive Care
    - Edge Developers development consultant
    - Construction may start 1Q 2021 - many moving targets
  - 2<sup>nd</sup> Phase – Programming, Income Restrictions TBD
- ✓ Project schedules and timelines have converged
- ✓ Risks
  - Cash is tied up in predevelopment – most should be paid back in 1st and 2nd Q 2021
  - Construction period is always high risk
- ✓ Rewards
  - Own 2 more properties, adding 316 units
  - Strengthens our capacity to serve our community





# Finance and Administrative Services

## Vern Wood

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- ✓ Complete five year Strategic Plan
  - Re-engage consultant to assist with process
  - Board and Staff to focus on development of plan
- ✓ Funding for development projects
  - Continue to loan funds for predevelopment projects
  - Assist with obtaining funds for Yesler construction
  - Secure funding for North Lot project
- ✓ Compensation and benefits
  - Continue salary increases and incentive opportunity
  - Continue SCIDpda contribution of 401a retirement plan



# SCIDPDA 2021 Budget Overview

by Business Segment

PDA Reporting Comparative 2021 Budget to 2020 Forecast

	PDA Admin 2021 Budget	Community Initiatives 2021 Budget	Residential Properties 2021 Budget	Commercial+ HHC Properties 2021 Budget	Property Mgmt/Maint 2021 Budget	Other Legal Entities 2021 Budget	Total SCIDPDA 2021 Budget	Total SCIDPDA 2020 Fcst	Variance Fav/(Unfav)	% Variance
<b>REVENUE</b>										
RENT INCOME										
Rent (net of vacancies)			2,259,124	2,579,489		1,281,457	6,120,070	6,074,400	45,670	1%
Concessions and Bad Debt			(3,044)	(26,976)		-	(30,020)	(119,992)	89,972	75%
NET RENT INCOME			2,256,080	2,552,513		1,281,457	6,090,050	5,954,408	135,642	2%
TOTAL OTHER RENTAL INCOME				212,170			212,170	212,057	113	0%
TOTAL SERVICE INCOME	127,957			17,808	1,314,072		1,459,837	1,461,633	(1,796)	0%
TOTAL OTHER INCOME	396,348		12,388	52,897			461,633	159,311	302,322	190%
TOTAL INTEREST INCOME	33,281		2,100	99,543		96	135,020	193,984	(58,964)	-30%
NET FUNDRAISING INCOME	253,000	156,368			50,000		459,368	653,413	(194,045)	-30%
<b>TOTAL REVENUE</b>	<b>810,586</b>	<b>156,368</b>	<b>2,270,568</b>	<b>2,934,931</b>	<b>1,364,072</b>	<b>1,281,553</b>	<b>8,818,078</b>	<b>8,634,806</b>	<b>183,272</b>	<b>2%</b>
<b>EXPENSES</b>										
ADMINISTRATIVE										
Rent Expense	49,596	9,000	172,997	744,426	8,820	405,818	1,390,657	1,383,821	(6,836)	0%
Salaries, Wages, & Training	993,112	222,074	138,983	50,601	1,236,264	190	2,641,224	2,582,465	(58,759)	-2%
Professional Fees & Other Admin	150,509	6,589	75,527	81,367	15,026		329,018	459,064	130,046	28%
TOTAL ADMINISTRATIVE	1,193,217	237,663	387,507	876,394	1,260,110	420,235	4,375,126	4,425,350	50,224	1%
TOTAL MANAGEMENT FEE	26,197	-	182,669	204,649	78,683		492,198	453,814	(38,384)	-8%
TOTAL MAINTENANCE	70,834		516,926	80,902	4,438		673,100	511,821	(161,279)	-32%
TOTAL UTILITIES	13,572		405,062	36,243	1,557		456,434	450,474	(5,960)	-1%
TOTAL TAXES	238	-	25,881	3,689	86		29,894	28,878	(1,016)	-4%
TOTAL INSURANCE	5,821		137,135	39,291	1,235		183,482	149,324	(34,158)	-23%
TOTAL PROGRAM EXPENSES	20,000	-					20,000	23,652	3,652	15%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,329,879</b>	<b>237,663</b>	<b>1,655,180</b>	<b>1,241,168</b>	<b>1,346,109</b>	<b>420,235</b>	<b>6,230,234</b>	<b>6,043,313</b>	<b>(186,921)</b>	<b>-3%</b>
TOTAL DEBT SERVICE & GROUND LEASE	-		149,441	201,403		229,702	580,546	612,013	31,467	5%
TOTAL OTHER EXPENSES	51,644		22,815	(86,306)		3,000	(8,847)	(9,430)	(583)	6%
<b>NET INCOME BEFORE DEPR &amp; AMORT</b>	<b>(570,937)</b>	<b>(81,295)</b>	<b>443,132</b>	<b>1,578,666</b>	<b>17,963</b>	<b>628,616</b>	<b>2,016,145</b>	<b>1,988,910</b>	<b>27,235</b>	<b>1%</b>
TOTAL DEPRECIATION & AMORTIZATION	35,552		459,442	665,606		386,044	1,546,644	1,553,234	6,590	0%
<b>NET INCOME</b>	<b>(606,489)</b>	<b>(81,295)</b>	<b>(16,310)</b>	<b>913,060</b>	<b>17,963</b>	<b>242,572</b>	<b>469,501</b>	<b>435,676</b>	<b>33,825</b>	<b>8%</b>



# SCIDPDA 2021 Budget Overview

## Additional Cash Flows

	PDA Admin	Community Initiatives	Residential Properties	Commercial+ HHC Properties	Property Mgmt/Maint	Other Legal Entities	Total SCIDPDA 2021 Budget
<b>NET INCOME</b>	<b>(606,489)</b>	<b>(81,295)</b>	<b>(16,310)</b>	<b>913,060</b>	<b>17,963</b>	<b>242,572</b>	<b>469,501</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
Operating Reserve Deposits			(7,984)	(100,000)			(107,984)
Operating Reserve Draws							-
Replacement Reserve Deposits	(16,256)		(50,316)	(92,393)		(27,980)	(186,945)
Replacement Reserve Draws			120,000	67,776		35,068	222,844
Building Improvements, Furniture & Equipment	(10,000)		(120,000)	(67,776)		(35,068)	(232,844)
Development Costs	(923,592)						(923,592)
<b>NET CASH PROVIDED (USED) FROM INVESTING</b>	<b>(949,848)</b>	<b>-</b>	<b>(58,300)</b>	<b>(192,393)</b>	<b>-</b>	<b>(27,980)</b>	<b>(1,228,521)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
Accrued Interest Not Paid			40,161				40,161
Note Receivable	54,896			100,000			154,896
Deposits/Commitment Fees	(742,000)						(742,000)
Pre-Development Funding Sources	923,592						923,592
Principal Payments on Notes Payable			(174,374)	(612,689)		(225,966)	(1,013,029)
<b>NET CASH PROVIDED (USED) FROM FINANCING</b>	<b>236,488</b>	<b>-</b>	<b>(134,213)</b>	<b>(512,689)</b>	<b>-</b>	<b>(225,966)</b>	<b>(636,380)</b>
Add: Depreciation and Amortization	35,552		459,442	665,606		386,044	1,546,644
<b>NET INCREASE (DECREASE) CASH (EQUIVALENTS)</b>	<b>(1,284,297)</b>	<b>(81,295)</b>	<b>250,619</b>	<b>873,584</b>	<b>17,963</b>	<b>374,670</b>	<b>151,244</b>

- ✓ Reserve payments
  - Payments to Operating and Replacement Reserves are \$295K offset by \$100k repayment from ICHS
- ✓ Capital costs
  - \$923k budgeted for RE Development expected to be reimbursed through pre-development funding sources
  - \$233K in building improvements funded by replacement reserves
- ✓ Financing
  - \$742k in commitment fees for development projects
  - \$1m in note and loan payments
- ✓ Net Cash Flow \$151k!

# SCIDPDA Wrap Up

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- ✓ From Response to Recovery!
- ✓ Resident and Tenant support and retention
- ✓ Billing accuracy and accountability programs
- ✓ Development projects moving forward rapidly and converging
- ✓ Advancing our Core Values – Collaboration, Equity, Integrity, Stewardship
- ✓ Focus on operational stability

# Appendix

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# SCIDPDA Budget Presentation

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- ✓ Strategic Plan Accomplishments and Vision
- ✓ 2020 Summary
- ✓ 2021 Overview
- ✓ Business Segments
  - Community Initiatives
  - Property Operations – Residential and Commercial
  - Real Estate Development
  - Finance and Administrative Services
- ✓ 2022-23 Overview
- ✓ Wrap Up

# Community Initiatives - 2021 Financial Highlights

	Revenue \$000's	Expenses \$000's	NOI before Dep/Amort \$000's
2020 Forecast	\$330	\$275	\$55
2021 Budget	\$156	\$238	(\$81)
Change			(\$136)

	CI Revenues % of SCIDPDA Revenues
2021 Budget	2%

## Comparison of 2020 forecast to 2021 budget

- ✓ Revenues decreasing \$173k, 53%
- ✓ Expenses also lower by \$37k, 14%
- ✓ NOIbda expected to drop \$136k
- ✓ 2021 Priorities
  - Strengthening community connections
  - Support small business recovery
- ✓ 2021 Risks
  - Grants
  - Contributions

# Residential Properties - 2021 Financial Highlights

	Revenue \$000's	Expenses \$000's	NOI before Dep/Amort \$000's
2020 Forecast	\$2,265	\$1,650	\$615
2021 Budget	\$2,271	\$1,827	\$443
Change			<b>(\$172)</b>

	Residential Revenues % of SCIDPDA Revenues	Residential Rent Income % of SCIDPDA Rent Income
2021 Budget	26%	37%

## Comparison of 2020 forecast to 2021 budget

- ✓ Revenues flat, Rent Income increasing \$26k
- ✓ Expenses growing \$177k, 11%
- ✓ NOIbda decreasing \$172k
- ✓ 2021 Priorities
  - Stability in Revenue streams and population
  - Capital Needs/Preventative Maintenance
  - Health & Safety of Residents and Staff
- ✓ 2021 Risks
  - Continued COVID-19 Impacts
  - Meet Vacancy Targets
  - Resident Services Pilot



# Commercial Properties\* - 2021 Financial Highlights

	Revenue \$000's	Expenses \$000's	NOI before Dep/Amort \$000's
2020 Forecast	\$2,802	\$1,443	\$1,359
2021 Budget	\$2,935	\$1,356	\$1,579
Change			<b>\$220</b>

	Commercial Revenues % of SCIDPDA Revenues	Commercial Rent Income % of SCIDPDA Rent Income
2021 Budget	33%	42%

## Comparison of 2020 forecast to 2021 budget

- ✓ Revenues grow \$133k, 5%
- ✓ Expenses decrease \$87k, 6%
- ✓ NOIbda increases \$220k, 16%
- ✓ 2021 Priorities
  - Keep existing Commercial Tenants in place
  - Management improvements
- ✓ 2021 Risks
  - Restaurants
  - Small non-profits
  - Rent Recovery – 12 month collection

\* Includes Hinghay CoWorks

# 2021 to 2023 Cumulative Growth

	Revenue \$000's	Expenses \$000's	NOI before Dep/Amort \$000's
2021 Budget	\$8,818	\$6,802	\$2,016
2022 Budget	\$8,985	\$7,081	\$1,904
2023 Budget	\$9,335	\$7,387	\$1,949
2021 - 23 Cumulative Change	<b>\$701</b>	<b>\$741</b>	<b>(\$40)</b>
Cumulative Growth Rate	8%	11%	-2%

- ✓ Revenue growth 2%-3% per year
- ✓ New property operations excluded from 2021-23 budget
- ✓ Expenses grow \$741k or 11% from 2020
  - Compensation increases include continued raises, 401a contributions, and other benefits growth
- ✓ NOIbda with 2% reduction over three years

# Total SCIDPDA Summary

## 2021 Budget vs 2020 Forecast

	Budget	Forecast	2020-2021	2020-2021
	2021	2020 9x3	Variance Fav/(Unfav)	Var %
<b>REVENUE</b>				
NET RENT INCOME	\$6,090,050	\$5,954,408	\$135,642	2%
TOTAL PARKING INCOME	\$212,170	\$212,057	\$113	0%
TOTAL SERVICE INCOME	\$1,459,837	\$1,461,633	(\$1,796)	0%
TOTAL OTHER INCOME	\$461,633	\$159,311	\$302,322	190%
TOTAL INTEREST INCOME	\$135,020	\$193,984	(\$58,964)	-30%
NET FUNDRAISING INCOME	\$459,368	\$653,413	(\$194,045)	-30%
<b>TOTAL REVENUE</b>	<b>\$8,818,078</b>	<b>\$8,634,806</b>	<b>\$183,272</b>	<b>2%</b>
<b>EXPENSES</b>				
Rent	\$1,390,657	\$1,383,821	(\$6,836)	0%
Salaries, Wages, Training	\$2,641,224	\$2,582,465	(\$58,759)	-2%
Professional Fees & Other Admin	\$343,245	\$459,064	\$115,819	25%
<b>TOTAL ADMINISTRATIVE</b>	<b>\$4,375,126</b>	<b>\$4,425,350</b>	<b>\$50,224</b>	<b>1%</b>
TOTAL MANAGEMENT FEE	\$492,198	\$453,814	(\$38,384)	-8%
TOTAL MAINTENANCE	\$673,100	\$511,821	(\$161,279)	-32%
TOTAL UTILITIES	\$456,434	\$450,474	(\$5,960)	-1%
TOTAL TAXES	\$29,894	\$28,878	(\$1,016)	-4%
TOTAL INSURANCE	\$183,482	\$149,324	(\$34,158)	-23%
TOTAL PROGRAM EXPENSES	\$20,000	\$23,652	\$3,652	15%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$6,230,234</b>	<b>\$6,043,313</b>	<b>(\$186,921)</b>	<b>-3%</b>
TOTAL DEBT SERVICE & GROUND L	\$580,546	\$612,013	\$31,467	5%
TOTAL OTHER EXPENSES	(\$8,847)	(\$9,430)	(\$583)	6%
<b>NI before Dep &amp; Amort</b>	<b>\$2,016,145</b>	<b>\$1,988,910</b>	<b>\$27,235</b>	<b>1%</b>

# Administration, RE Development, Fundraising

## 2021 Budget vs 2020 Forecast

	Budget	Forecast	2020-2021	2020-2021
	2021	2020 9x3	Variance Fav/(Unfav)	Var %
<b>REVENUE</b>				
NET RENT INCOME	\$0	\$0	\$0	0%
TOTAL PARKING INCOME	\$0	\$0	\$0	0%
TOTAL SERVICE INCOME	\$127,957	\$123,789	\$4,168	3%
TOTAL OTHER INCOME	\$396,348	\$102,828	\$293,520	285%
TOTAL INTEREST INCOME	\$33,281	\$70,845	(\$37,564)	-53%
NET FUNDRAISING INCOME	\$253,000	\$305,918	(\$52,918)	-17%
<b>TOTAL REVENUE</b>	<b>\$810,586</b>	<b>\$603,380</b>	<b>\$207,206</b>	<b>34%</b>
<b>EXPENSES</b>				
Rent	\$49,596	\$43,090	(\$6,506)	-15%
Salaries, Wages, Training	\$993,112	\$871,889	(\$121,223)	-14%
Professional Fees & Other Adm	\$150,509	\$292,875	\$142,366	49%
TOTAL ADMINISTRATIVE	\$1,193,217	\$1,207,854	\$14,637	1%
TOTAL MANAGEMENT FEE	\$26,197	(\$537)	(\$26,734)	4978%
TOTAL MAINTENANCE	\$70,834	\$68,962	(\$1,872)	-3%
TOTAL UTILITIES	\$13,572	\$14,105	\$533	4%
TOTAL TAXES	\$238	\$557	\$319	57%
TOTAL INSURANCE	\$5,821	\$11,705	\$5,884	50%
TOTAL PROGRAM EXPENSES	\$20,000	\$22,593	\$2,593	11%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,329,879</b>	<b>\$1,325,239</b>	<b>(\$4,640)</b>	<b>0%</b>
TOTAL DEBT SERVICE & GROUN	\$0	\$0	\$0	0%
TOTAL OTHER EXPENSES	\$51,644	\$61,358	\$9,714	16%
<b>NI before Dep &amp; Amort</b>	<b>(\$570,937)</b>	<b>(\$783,217)</b>	<b>\$212,280</b>	<b>27%</b>

- Revenue increase from Developer Fees
- Fundraising income declines to reflect a conservative estimate
- Professional Fees addition includes Strategic Plan development
- Salaries/Wages increasing 401a contributions, merit, and growth in benefits

# Community Initiatives

## 2021 Budget vs 2020 Forecast

	Budget 2021	Forecast 2020 9x3	2020-2021 Variance Fav/(Unfav)	2020- 2021 Var %
<b>REVENUE</b>				
NET RENT INCOME	\$0	\$0	\$0	0%
TOTAL PARKING INCOME	\$0	\$0	\$0	0%
TOTAL SERVICE INCOME	\$0	\$0	\$0	0%
TOTAL OTHER INCOME	\$0	\$1,101	(\$1,101)	-100%
TOTAL INTEREST INCOME	\$0	\$0	\$0	0%
NET FUNDRAISING INCOME	\$156,368	\$328,495	(\$172,127)	-52%
<b>TOTAL REVENUE</b>	<b>\$156,368</b>	<b>\$329,596</b>	<b>(\$173,228)</b>	<b>-53%</b>
<b>EXPENSES</b>				
Professional Fees & Consulting	\$4,383	\$4,497	\$114	3%
Rent	\$9,000	\$10,900	\$1,900	17%
Salaries, Wages, Training	\$222,074	\$251,641	\$29,567	12%
Other Admin	\$2,206	\$6,810	\$4,604	68%
<b>TOTAL ADMINISTRATIVE</b>	<b>\$237,663</b>	<b>\$273,848</b>	<b>\$36,185</b>	<b>13%</b>
TOTAL MANAGEMENT FEE	\$0	\$33	\$33	100%
TOTAL MAINTENANCE	\$0	\$0	\$0	0%
TOTAL UTILITIES	\$0	\$0	\$0	0%
TOTAL TAXES	\$0	\$21	\$21	100%
TOTAL INSURANCE	\$0	\$0	\$0	0%
TOTAL PROGRAM EXPENSES	\$0	\$1,059	\$1,059	100%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$237,663</b>	<b>\$274,961</b>	<b>\$37,298</b>	<b>14%</b>
TOTAL DEBT SERVICE & GROUND	\$0	\$0	\$0	0%
TOTAL OTHER EXPENSES	\$0	\$0	\$0	0%
<b>NI before Dep &amp; Amort</b>	<b>(\$81,295)</b>	<b>\$54,635</b>	<b>(\$135,930)</b>	<b>249%</b>
TOTAL DEPRECIATION & AMORT	\$0	\$0	\$0	0%
<b>NET INCOME</b>	<b>(\$81,295)</b>	<b>\$54,635</b>	<b>(\$135,930)</b>	<b>-249%</b>

- Fundraising income reflects conservative estimate for Private and Public Grants.
- Anticipate similar results @ \$148k for annual fundraiser in 2021 as experienced in 2020.
- Staff reorganization reduces Salaries/Wages with loss of 3 employees

# Residential Properties

## 2021 Budget vs 2020 Forecast

	Budget 2021	Forecast 2020 9x3	2020-2021 Variance Fav/(Unfav)	2020- 2021 Var %
<b>REVENUE</b>				
NET RENT INCOME	\$2,256,080	\$2,229,927	\$26,153	1%
TOTAL PARKING INCOME	\$0	\$0	\$0	0%
TOTAL SERVICE INCOME	\$0	\$0	\$0	0%
TOTAL OTHER INCOME	\$12,388	\$10,725	\$1,663	16%
TOTAL INTEREST INCOME	\$2,100	\$5,766	(\$3,666)	-64%
NET FUNDRAISING INCOME	\$0	\$19,000	(\$19,000)	-100%
<b>TOTAL REVENUE</b>	<b>\$2,270,568</b>	<b>\$2,265,418</b>	<b>\$5,150</b>	<b>0%</b>
<b>EXPENSES</b>				
Professional Fees & Consulting	\$48,611	\$31,498	(\$17,113)	-54%
Rent	\$172,997	\$172,997	\$0	0%
Salaries, Wages, Training	\$138,983	\$225,610	\$86,627	38%
Other Admin	\$26,916	\$26,049	(\$867)	-3%
<b>TOTAL ADMINISTRATIVE</b>	<b>\$387,507</b>	<b>\$456,154</b>	<b>\$68,647</b>	<b>15%</b>
TOTAL MANAGEMENT FEE	\$182,669	\$179,883	(\$2,786)	-2%
TOTAL MAINTENANCE	\$516,926	\$321,442	(\$195,484)	-61%
TOTAL UTILITIES	\$405,062	\$377,925	(\$27,137)	-7%
TOTAL TAXES	\$25,881	\$25,111	(\$770)	-3%
TOTAL INSURANCE	\$137,135	\$108,190	(\$28,945)	-27%
TOTAL PROGRAM EXPENSES	\$0	\$0	\$0	0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,655,180</b>	<b>\$1,468,705</b>	<b>(\$186,475)</b>	<b>-13%</b>
TOTAL DEBT SERVICE & GROUND I	\$149,441	\$159,040	\$9,599	6%
TOTAL OTHER EXPENSES	\$22,815	\$22,334	(\$481)	-2%
<b>NI before Dep &amp; Amort</b>	<b>\$443,132</b>	<b>\$615,339</b>	<b>(\$172,207)</b>	<b>28%</b>
TOTAL DEPRECIATION & AMORTIZ	\$459,442	\$459,882	(\$440)	0%
<b>NET INCOME</b>	<b>(\$16,310)</b>	<b>\$155,457</b>	<b>(\$171,767)</b>	<b>-110%</b>

- Bill Rates increased 4.7% from 2020 resulting in higher Maintenance costs, offset by the revenues gained in PDAMaint
- Moving all Building Assistants to PDAMaint for Work Order program
- Insurance and Utilities increases based on SPU, PSE, Waste Mgmt, Propel Insurance, etc. projections

# Commercial + HHC Properties

## 2021 Budget vs 2020 Forecast

	Budget 2021	Forecast 2020 9x3	2020-2021 Variance Fav/(Unfav)	2020- 2021 Var %
<b>REVENUE</b>				
NET RENT INCOME	\$2,552,513	\$2,410,481	\$142,032	6%
TOTAL PARKING INCOME	\$212,170	\$212,057	\$113	0%
TOTAL SERVICE INCOME	\$17,808	\$17,541	\$267	2%
TOTAL OTHER INCOME	\$52,897	\$44,657	\$8,240	18%
TOTAL INTEREST INCOME	\$99,543	\$117,110	(\$17,567)	-15%
NET FUNDRAISING INCOME	\$0	\$0	\$0	0%
<b>TOTAL REVENUE</b>	<b>\$2,934,931</b>	<b>\$2,801,846</b>	<b>\$133,085</b>	<b>5%</b>
<b>EXPENSES</b>				
Professional Fees & Consulting	\$48,658	\$30,492	(\$18,166)	-60%
Rent	\$744,426	\$742,200	(\$2,226)	0%
Salaries, Wages, Training	\$50,601	\$118,816	\$68,215	57%
Other Admin	\$32,709	\$37,646	\$4,937	13%
TOTAL ADMINISTRATIVE	\$876,394	\$929,154	\$52,760	6%
TOTAL MANAGEMENT FEE	\$204,649	\$191,206	(\$13,443)	-7%
TOTAL MAINTENANCE	\$80,902	\$116,635	\$35,733	31%
TOTAL UTILITIES	\$36,243	\$56,850	\$20,607	36%
TOTAL TAXES	\$3,689	\$3,089	(\$600)	-19%
TOTAL INSURANCE	\$39,291	\$28,131	(\$11,160)	-40%
TOTAL PROGRAM EXPENSES	\$0	\$0	\$0	0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,241,168</b>	<b>\$1,325,065</b>	<b>\$83,897</b>	<b>6%</b>
TOTAL DEBT SERVICE & GROUND	\$201,403	\$214,258	\$12,855	6%
TOTAL OTHER EXPENSES	(\$86,306)	(\$96,122)	(\$9,816)	10%
<b>NI before Dep &amp; Amort</b>	<b>\$1,578,666</b>	<b>\$1,358,645</b>	<b>\$220,021</b>	<b>16%</b>
TOTAL DEPRECIATION & AMORT	\$665,606	\$668,368	(\$2,762)	0%
<b>NI before Dep &amp; Amort</b>	<b>\$913,060</b>	<b>\$690,277</b>	<b>\$222,783</b>	<b>32%</b>

- Revenues growing from reductions in concessions and bad debt which were \$133k in 2020 compared to \$27k in 2021
- Triple Net (NNN) reconciliations for accurate billing reduces variability in maintenance, utilities, taxes, and insurance, however utilities are anticipated to grow ranging 2-10% in 2021

# Property Management & Maintenance

## 2021 Budget vs 2020 Forecast

	Budget 2021	Forecast 2020 9x3	2020-2021 Variance Fav/(Unfav)	2020-2021 Var %
<b>REVENUE</b>				
NET RENT INCOME	\$0	\$0	\$0	0%
TOTAL PARKING INCOME	\$0	\$0	\$0	0%
TOTAL SERVICE INCOME	\$1,314,072	\$1,320,303	(\$6,231)	0%
TOTAL OTHER INCOME	\$0	\$0	\$0	0%
TOTAL INTEREST INCOME	\$0	\$0	\$0	0%
NET FUNDRAISING INCOME	\$50,000	\$0	\$50,000	0%
<b>TOTAL REVENUE</b>	<b>\$1,364,072</b>	<b>\$1,320,303</b>	<b>\$43,769</b>	<b>3%</b>
<b>EXPENSES</b>				
Professional Fees & Consulting	\$0	\$0	\$0	0%
Rent	\$8,820	\$8,820	\$0	0%
Salaries, Wages, Training	\$1,236,264	\$1,114,279	(\$121,985)	-11%
Other Admin	\$15,026	\$15,296	\$270	2%
<b>TOTAL ADMINISTRATIVE</b>	<b>\$1,260,110</b>	<b>\$1,138,395</b>	<b>(\$121,715)</b>	<b>-11%</b>
TOTAL MANAGEMENT FEE	\$78,683	\$83,229	\$4,546	5%
TOTAL MAINTENANCE	\$4,438	\$4,782	\$344	7%
TOTAL UTILITIES	\$1,557	\$1,594	\$37	2%
TOTAL TAXES	\$86	\$100	\$14	14%
TOTAL INSURANCE	\$1,235	\$1,298	\$63	5%
TOTAL PROGRAM EXPENSES	\$0	\$0	\$0	0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,346,109</b>	<b>\$1,229,398</b>	<b>(\$116,711)</b>	<b>-9%</b>
TOTAL DEBT SERVICE & GROUND	\$0	\$0	\$0	0%
TOTAL OTHER EXPENSES	\$0	\$0	\$0	0%
<b>NI before Dep &amp; Amort</b>	<b>\$17,963</b>	<b>\$90,905</b>	<b>(\$72,942)</b>	<b>-80%</b>
TOTAL DEPRECIATION & AMORT	\$0	\$0	\$0	0%
<b>NET INCOME</b>	<b>\$17,963</b>	<b>\$90,905</b>	<b>(\$72,942)</b>	<b>-80%</b>

- Enterprise Grant of \$50k to fund the Resident Services Coordinator new hire
- Salaries/Wages increases as Building Assistants shift from Residential Properties to PDAMaint for new Work Order Program
- InterIm transition full year in 2021



# Other Legal Entities

## 2021 Budget vs 2020 Forecast

	Budget 2021	Forecast 2020 9x3	2020-2021 Variance Fav/(Unfav)	2020- 2021 Var %
<b>REVENUE</b>				
NET RENT INCOME	\$1,281,457	\$1,314,000	(\$32,543)	-2%
TOTAL PARKING INCOME	\$0	\$0	\$0	0%
TOTAL SERVICE INCOME	\$0	\$0	\$0	0%
TOTAL OTHER INCOME	\$0	\$0	\$0	0%
TOTAL INTEREST INCOME	\$96	\$263	(\$167)	-63%
NET FUNDRAISING INCOME	\$0	\$0	\$0	0%
<b>TOTAL REVENUE</b>	<b>\$1,281,553</b>	<b>\$1,314,263</b>	<b>(\$32,710)</b>	<b>-2%</b>
<b>EXPENSES</b>				
Professional Fees & Consulting	\$14,227	\$13,900	(\$327)	-2%
Rent	\$405,818	\$405,814	(\$4)	0%
Salaries, Wages, Training	\$190	\$230	\$40	17%
Other Admin	\$0	\$0	\$0	0%
<b>TOTAL ADMINISTRATIVE</b>	<b>\$420,235</b>	<b>\$419,944</b>	<b>(\$291)</b>	<b>0%</b>
TOTAL MANAGEMENT FEE	\$0	\$0	\$0	0%
TOTAL MAINTENANCE	\$0	\$0	\$0	0%
TOTAL UTILITIES	\$0	\$0	\$0	0%
TOTAL TAXES	\$0	\$0	\$0	0%
TOTAL INSURANCE	\$0	\$0	\$0	0%
TOTAL PROGRAM EXPENSES	\$0	\$0	\$0	0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$420,235</b>	<b>\$419,944</b>	<b>(\$291)</b>	<b>0%</b>
TOTAL DEBT SERVICE & GROUND	\$229,702	\$238,715	\$9,013	4%
TOTAL OTHER EXPENSES	\$3,000	\$3,000	\$0	0%
<b>NI before Dep &amp; Amort</b>	<b>\$628,616</b>	<b>\$652,604</b>	<b>(\$23,988)</b>	<b>-4%</b>
TOTAL DEPRECIATION & AMORT	\$386,044	\$389,428	(\$3,384)	-1%
<b>NET INCOME</b>	<b>\$242,572</b>	<b>\$263,176</b>	<b>(\$20,604)</b>	<b>-8%</b>

- Contains BHCondo, Bhqalib, IDVS2Condo, NCHotel, and NHMaster legal entities

# Capital Projects – Pre CNA Report

	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Highlights
Administrative	\$1,850,669	\$933,593	\$378,000	\$0	\$0	NL Construction and Design Fees, 2021: New Server
Bush	\$0	\$18,116	\$450,000	\$0	\$320,000	2021: Submeter Installations, 2022: Roof Replacement, 2024: Plaza E-panel, painting exterior
IDVS1	\$0	\$21,731	\$750,000	\$0	\$0	2021: Submeters Installation, 2022: Deck Replacement, Roof Replacement
IDVS2	\$0	\$164,045	\$188,750	\$18,000	\$18,000	2021: Submeter Installations, Security/Lighting Updates, Hallway painting & lighting, 2022: Hallway Flooring, Window Caulking, 2023: Roof, 2024: Intercom
New Central	\$8,158	\$113,500	\$113,500	\$20,000	\$0	2020: LED Retrofit, 2021: Submeters Installations, Security Updates, 2022: Repaint Windows, Residential Hallway painting, Security Updates, 2023: Signage
Total	\$1,858,827	\$1,161,437	\$1,880,250	\$338,000	\$338,000	

New CNA Coming in 2021

## **Resolution 20-12-15-04**

### **RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND DEVELOPMENT AUTHORITY**

We, the Board of the Seattle Chinatown International District Preservation and Development Authority, approve the 2021 Budget.

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Board President

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Date

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Board Secretary

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Date

## Resolution 20-12-15-05

### RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND DEVELOPMENT AUTHORITY

We, the Board of the Seattle Chinatown International District Preservation and Development Authority (SCIDpda), approve the following individuals be reappointed to the SCIDpda Board:

- Elliot Sun, currently completing the remainder of a term and thus starting his first official term;
- Wayne Lau, starting his 3<sup>rd</sup> term
- David Della, starting his 2<sup>nd</sup> term

\_\_\_\_\_  
Board President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Date