

## **Exhibit B**

### **Metropolitan Improvement District (MID) Business Plan, as of April 18, 2013**

This Exhibit B is the Metropolitan Improvement District (MID) Business Plan as of April 18, 2013. It describes the currently-anticipated services to be provided in the MID, including anticipated services in the Belltown area that was not part of the 2004 DBIA.

This is a working document that will evolve and change over time. Exact services will be decided by the Program Manager pursuant to Sections 5 and 17 of the ordinance introduced as C.B. 117736.

# Metropolitan Improvement District (MID) Business Plan

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## Overview

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### Introduction

Enacted by City Council and Mayor in August 1999, and renewed for 10 years in June of 2004, the Downtown Business Improvement Area, doing business as the Metropolitan Improvement District (MID), is funded by more than 800 Downtown property owners. The mission of the Metropolitan Improvement District (MID) is to provide comprehensive management tools and resources to enable downtown neighborhoods to collectively and efficiently address common problems and needs. By focusing on five primary needs — cleaning, public safety, marketing, economic development and transportation — the MID is dedicated to creating an atmosphere that will attract visitors, business and residents to Downtown Seattle. MID programs are intended to extend, enhance and fill gaps in existing municipal services. The Downtown Seattle Association (DSA) founded and manages MID operations.

The current MID legislation was due to expire in June 2014, but the MID Board decided to renew the MID a year early in order to respond to ratepayer desires for new programs and priorities. The MID Board set up a Renewal Committee in July of 2011. This business plan was prepared, revised, and reviewed by the Renewal Committee and the Ratepayer Board, and responds to the needs and issues identified by a broad range of ratepayers. This plan is supplemented by the Basic Services Agreement in the City ordinance, which specifies ongoing City service levels.

The Metropolitan Improvement District's staff, Ratepayers Advisory Board, and Ratepayers are dedicated to making Downtown Seattle a clean, safe and welcoming place for everyone. The MID has a strong record of accomplishment since 1999, and there is strong support from Ratepayers to continue and expand its program. The MID Ratepayer Advisory Board is pleased to submit the following 10-year plan to its Ratepayers and to the City of Seattle. If approved, the new MID would commence on July 1, 2013.

## Business Improvement Areas (BIA) Legislation

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The Downtown Seattle MID is governed pursuant to the Revised Code of the State of Washington, Chapter on "Parking and Business Improvement Areas", 35.87A." The law includes provisions that:

- Allows BIA's to finance services ranging from security to cleaning, marketing to parking management, planning to special events.
- Allows revenue for improvements and services to be raised from a special assessment based upon benefits received from improvements and services.
- Requires petition support from property owners and/or businesses representing more than 60% of the assessments to be paid.

A BIA is a private sector initiated mechanism to manage the Downtown environment. It is financed by an assessment on properties and/or businesses that is imposed by the City Council at the request of the ratepayers. A BIA assessment is similar to the "Common Area Maintenance" fees found in suburban shopping malls and office parks. These funds are used to improve specific areas through increased maintenance, additional safety initiatives, local promotion, special events, research and development, transportation and parking, and other activities selected and managed by the local BIA Board to benefit the district.

The goal of the BIA is to make the area an attractive, safe and exciting place to live, work, shop and play. These services are designed to maintain and improve the overall viability of Downtown resulting in higher property values and sales. The International Downtown Association estimates that more than 1,200 Business Improvement Areas (BIA's) currently operate in business districts throughout the United States and Canada.



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## BIA Approval Process & Timeline

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- |   |                   |
|---|-------------------|
| • Petitions to Renew & Expand the MID sent to ratepayers                            | November/December |
| • Collected Petitions delivered to City of Seattle                                  | January           |
| • Petition verification by the City Department of Finance & Administrative Services | February          |
| • City Council process, including one or more Public Hearings                       | March & April     |
| • Final Council Approval & Mayor’s Signature  | May               |
| • Renewed & Expanded MID Operations begin   | July 1, 2013      |

## DSA Strategic Plan Goals

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The Metropolitan Improvement District was formed by the Downtown Seattle Association in 1999 and is a very important tool to implement its strategic plan and achieve its mission: To Champion a Healthy, Vibrant Urban Core. In 2011 the DSA engaged over 500 Downtown stakeholders in developing a strategic plan. The key components of the Strategic Plan are below:

### **Economy**

Increase Economic Competitiveness by Attracting Jobs, Investment and Commerce

#### *DSA Strategic Initiatives:*

- Sector Based Job Growth
- Sustainable Downtown

### **Urban Environment**

CREATE A 24/7 URBAN EXPERIENCE THAT IS INVITING, CLEAN AND SAFE FOR EVERYONE

#### *DSA Strategic Initiatives:*

- Public Safety & Human Services
- Renew the Metropolitan Improvement District
- Family- & Kid-Friendly Urban Core

### **Transportation**

PROVIDE EFFECTIVE, SAFE & RELIABLE TRANSPORTATION OPTIONS TO, AND WITHIN, DOWNTOWN

#### *DSA Strategic Initiatives:*

- Construction of the Viaduct Replacement Tunnel
- Circulation Between Neighborhoods
- Multi-Modal Access

## MID Renewal Goals

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The MID Ratepayer Advisory Board developed the following goals for MID renewal:

- Keep the MID **Efficient** with resources; **Accountable** to ratepayers; and **Responsive** to changes
- Prioritize **Cleaning, Safety, and Parking** services in that order
- Limit budget increases to the **Consumer Price Index** (CPI) initially and over time (measured with consistent boundaries and independent of future new development)
- Expand MID Boundaries to include **Belltown** and additional parts of the **Pioneer Square Historic District**
- **Continue basic assessment formula** and **retain ratio** of assessment of total value to land area
- Simplify and adjust the assessment formula for **equity**

## MID Accomplishments

The MID keeps an extensive record of services performed in order to demonstrate benefits to Ratepayers, and to manage resources and employee productivity. Data for the 12 months 12/1/11-11/11/12 is shown below.

The MID also has **leveraged close to \$1,000,000** in additional resources since 2004. This includes sponsorship revenue for events; grants for our homelessness outreach; and grants from the City for graffiti removal, trash pickup, the Big Belly solar compacting trash cans and economic development research.

### MID Ambassador and MID and SPD Patrols Activity Reports 12/1/11-11/30/12

#### MID Neighborhood Cleaning Services

Alley Cleanings	539
Animal/Human Waste Removals	10,000
Graffiti Tag & Sticker Removals/Public Property	20,362
Graffiti Tag & Sticker Removals/Parking Pay Stations	2,654
Hypodermic Needle Collection/Disposal	1,580
Sidewalk & Street Gutter Trash Pick-up (33-gallon bags)	14,829
Sidewalk & Storm Drain Leaf Pick-up (33-gallon bags)	7,243
Sidewalk Pressure Washings	109
Trash Cans Emptied (3 <sup>rd</sup> Avenue between Stewart & University)	3,872

#### MID Visitor Hospitality Services

Visitor Welcome/Q&A Interactions	31,118
Visitor Directions Provided	216,662
Transit Information Provided	44,290
Pedestrian Security Escorts/Disability Assistance Provided	377

#### MID Human Services Outreach

Human Welfare Check-ins Conducted	4,647
Housing/Shelter Placement Assistance Provided	7
Social Service Referrals Provided	
Medical Referrals Provided	13
VA Service Referrals Provided	2
Case Manager Connections Provided	17
Family/Support Group Reconnections Provided	8
Public Area Sleeping Morning Wake-ups	7,079
Personal Items/Hygiene Kits Distributed	17
Identification Card/Birth Certificate Assistance	37
Employment Assistance Provided	7

#### MID Public Safety Services

911 SPD Assistance Calls	136
911 Medical Assistance Calls	61
911 Sobering Van Calls	97
Sit & Lie Ordinance/Pedestrian Interference Enforcement	8,351
Trespass Enforcement	13,383
Alley Patrols	27,391

#### MID-Funded Police Patrols

Supplemental Officer Patrols	2,040
Narcotic Searches	147
Narcotic Arrests	24
Felony Arrests	43
Human Welfare Check-ins Conducted	89
Sit & Lie Ordinance/Public Civility Enforcement	1,857
Dept. of Corrections Probation Interactions	94



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## MID Governance

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### MID Ratepayer Advisory Board

The MID has a Ratepayer Advisory Board that oversees operations and is actively engaged in day-to-day MID efforts. The Rate Payer Advisory Board is representative of the diverse range of Ratepayers and includes representation from each neighborhood, size and ratepayer type. Appointees may represent more than one category, but the final board composition must represent the geography of the MID and various Ratepayer types and sizes.

The Board representation categories include: the West Edge, Retail Core, Pioneer Square, Waterfront, Denny Triangle and Government/Finance neighborhoods; small, medium and large ratepayers; residential, both condominium and rental; and office, retail, parking, hotel and voluntary. Belltown will be added as a category for the new MID. The Ratepayer Board also has a Finance Committee that meets monthly, and two committees that meet as needed, Clean and Safe and Board Development.

2012/2013 Ratepayer Advisory Board members:

- Kathy O’Kelley - Hines — Board Chair, Board Development Committee
- Cary Clark – Argosy Cruises — Vice Chair, Board Development Committee
- Steve Van Til – Vulcan — Finance Committee Chair
- Janice Blair – Waterfront Landings — Clean & Safe Committee Chair
- Steven Baral – Melbourne Tower
- Dana Bollinger – Vance Corporation
- William Cohen – Washington Athletic Club
- Tina Davis – CBRE (Westlake Office Tower)
- Tim Holt – Washington Holdings
- Daniel Johnson – Washington State Convention Center
- Lita Johnson – Urban Renaissance Group
- Megan Karch – FareStart
- Matt King – YWCA
- Lyn Krizanich – Clise Properties, Newmark condominium resident
- Erik Lausund – Seattle Children’s Research Institute
- Sherry Lawson – General Growth Properties
- Joe McWilliams – Port of Seattle
- David Moseley – Washington State Ferries, Pioneer Square resident
- Jenne Neptune – Alexis Hotel
- Aiden Poile – Plymouth Housing Group
- Joe Polito – Touchstone Corp
- Jill Rinde – CBRE (Dexter Horton Building, 505 1<sup>st</sup> Ave Building, 83 S King)
- Peter Sill – Watermark Tower condominium resident
- Ryan Smith – Martin Smith Inc
- Broderick Smith – Urban Visions, Colonial Grand Pacific condominium resident
- John Speirs – KG Investment
- Betsy Sutherland – Bentall Kennedy
- Chris Wood – Cristalla condominium resident



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## Assessment Formula & Methodology

### Initial Assessments:

- Continue basic assessment formula; Retain 45%/55% value/land assessment ratio
- Limit the 2013 overall budget to a 2% increase over 2012 (constant boundaries)
- Simplify assessment ceilings by eliminating many ceilings and clarifying methodology
- Adjust Ceilings for CPI inflation: Total Value; Building Net Square Feet; Hotel Rooms
- Raise residential ceilings to a \$125/unit to reflect increased residential demands and more equitable contribution to budget
- Lower surface parking ceilings to 70¢/\$1,000 TAV to compensate for rezoning and return to a more equitable contribution to budget
- Clarify and simplify nonprofit assessment methodology – nonprofits will pay 25% of basic rate

### Annual Updates:

- Increase individual assessments up to 3% in the 2<sup>nd</sup> & 3<sup>rd</sup>, 5<sup>th</sup> & 6<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup>, & 10<sup>th</sup> years
- Capture assessment on new development each year
- During 3<sup>rd</sup> and 6<sup>th</sup> years, updated King County data will be gathered in order to determine assessments for the 4<sup>th</sup> and 7<sup>th</sup> years, respectively.
- For 4<sup>th</sup> and 7<sup>th</sup> year assessments, the Land Square Footage rate, and the ceilings for Total Value, Building Square Footage, Hotel Room, and Residential Unit rates shall be adjusted by an Inflationary Factor, which will be equal to the change in the annual Consumer Price Index for All Urban Consumers in Seattle – Tacoma – Bremerton (“CPI”), or three percent per year, whichever is less.

Assessment Formula & Ceiling Factors			
Formula	Rationale	Rate	Notes:
Assessment / \$1,000 TAV	Reflects differential benefit associated with different land uses, investment value of property within land uses, and economic activity.	\$0.37	Total Budget set to 2% over 2012; Ratio set to 45% Value to 55% Land Area
Assessment / Land Sq. Ft.	Reflects common level of service to all benefitting properties.	\$0.32	Total Budget set to 2% over 2012; Ratio set to 45% Value to 55% Land Area
Ceilings	Rationale & Calculation	Factor	
TAV Ceiling	Assures that properties are not unfairly assessed compared to benefits received. (Factor * King County Total Appraised Value / \$1000)	\$1.84 Per \$1,000 Total Appraised Value.	
Building Square Footage Ceiling	Limits assessments on small buildings due to limited rent-producing potential. (If FAR > 0.5, then Factor * Building New Square Feet)	\$0.17 Per Building Net Square Feet.	
Hotel Room Ceiling	Limits assessments on hotels -- value received relates to per room occupancy & revenue potential. (Factor * Number of Rooms)	\$80.00 Per Room.	
Residential Unit Ceiling	Limits assessments on residential units -- value received relates to per unit occupancy. (Factor * Number of Units)	\$125.00 Per Unit.	
Surface Parking TAV Ceiling	Limits assessments on surface parking to compensate for limited benefits. (Factor * King County Total Appraised Value / \$1000)	\$0.70 Per \$1,000 Total Appraised Value.	
Nonprofit Reduced Rate	Limits assessments on properties owned by nonprofits and occupied by charitable uses (Factor applied to occupied % of occupied use for charitable purposes; requires application & documentation process.)	25% Of Basic Formula.	



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## MID Services and Budget

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### Services Summary

#### 1. Clean Services

*Keep Downtown Clean*

- Daily sweeping, graffiti removal, alley cleaning, pressure washing
- Increased cleaning late afternoons, early evenings and weekends
- Increased leadership in public streetscape maintenance

#### 2. Safety Outreach and Hospitality Services

*Make Downtown Safe and Welcoming*

- Additional Strategic Police Teams to deal with open air drug dealing, illegal behavior
- Neighborhood Ambassador Teams focused on Human Services and Mental Health Outreach
- Seasonal Concierge in major Parks

#### 3. Marketing and Communications Services

*Promote and Market Downtown*

- Comprehensive Holiday & Summer marketing campaigns to increase pedestrian traffic
- New campaign to establish and promote reduced evening and weekend parking rates
- MID Ratepayer outreach and services benchmarking

#### 4. Businesses Development and Market Research Services

*Recruit and Retain Businesses and Jobs*

- In depth data collection and economic trends analysis
- Business retention & recruitment efforts
- New Retail Recruitment Program

#### 5. Transit, Bike and Parking Services

*Increase Access and Mobility for Visitors, Commuters and Residents*

- Discount Transit Pass sales and commute services for property owners and tenants
- Assistance designing bike facilities to attract tenants
- New parking management strategies to increase parking utilization and improve visitor parking access

#### 6. Management

*Excellent Program Management and Administration*

- Provide high-quality program administration and excellent customer service
- Effectively develop and implement service programs
- Provide financial and contract management services

### City Baseline Services

Note: This plan is supplemented by the *Statement of Principles* in the City ordinance, which specifies ongoing City service levels.

### Budget Summary

Program	Proposed 2013/2014 MID Budget	% Budget
Clean	\$3,115,754	41%
Safety, Outreach and Hospitality	\$2,127,832	28%
Marketing and Communications	\$987,922	13%
Business Development and Market Research	\$379,970	5%
Transit, Bike and Parking	\$227,982	3%
Management	\$759,940	10%
<b>TOTAL</b>	<b>\$7,599,400</b>	<b>100%</b>



## CLEAN SERVICES

### *Keep Downtown Clean*

#### **Daily cleaning services:**

- 6:00 a.m. - 9:00 p.m. T-F, 6:00 a.m. – 2:30 p.m. M
- 7:00 a.m. - 9:00 p.m. Saturday
- 7:00 a.m. - 3:30 p.m. Sunday
- Sweeping of sidewalks from building line to curb
- Curb detailing, removing all debris from curbs
- Removal of graffiti tags and stickers from light poles, mailboxes, parking signs
- Removal of all graffiti tags and repainting of all parking pay stations
- Sidewalk power washing service for ratepayers up to twice yearly
- Cleanup of trash and other debris left by encampments in the public right of way
- Check each alley for needed clean up and illegal dumping, focus on problem alleys
- Human/animal waste removal in public right of way
- Removal and composting of all leaves in fall season
- Provide 22 solar compacting trash cans on 3rd Avenue
- Supervise 3000+ hours of annual court ordered community service
- Additional focused cleaning in areas with high transit, evening and residential traffic
- Mechanized sweeping and cleaning to increase efficiency where appropriate

Note: The Clean program will seek to hire people with barriers to employment including felony records, homelessness and addictions

#### **Water Cleanup**

- Annual, seasonal cleanup of trash and debris in the water along the shoreline.

#### **Streetscape Management**

- Daily reporting and follow up on issues such as:
  - Graffiti on private property
  - Illegal encampments in the public right of way
  - Illegal dumping
  - Burned out street lights (annual survey)
  - Abandoned, broken or illegal newspaper boxes
  - Illegal signs in the right of way
  - Illegal food or merchandise vending
  - Public art and street furniture installations that need repair
  - Customer Service Specialist to resolve Ratepayer issues
- Our intent is to develop an electronic reporting system as budget allows to facilitate reporting, follow up and management



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**SAFETY, OUTREACH AND HOSPITALITY SERVICES**

*Make Downtown Safe and Welcoming*

***Additional Police Patrols***

The MID is increasing the investment in additional Police patrols from \$150,000 to \$300,000 per year. This equates to approximately 12, four person, six- hour Police patrols per month. Their focus will be on neighborhood hot spots including open air drug markets, illegal behavior and bar times.

***Neighborhood Ambassador Outreach Teams***

- o 7:30 a.m. – 9:30 p.m. M-F
- o 8:30 a.m. – 7:00 p.m. Saturday and Sunday
- o Teams in six Downtown zones on bike and on foot with Ambassadors and Human Services Outreach
- o Daily wake ups, welfare checks and services referrals to persons sleeping on the street
- o Address illegal behavior including sitting and lying in the public right of way, illegal vending, trespass, aggressive panhandling, urinating/defecating in public - engage Police when necessary
- o Frequent checks of alleys and other problem locations for illegal activity
- o Work with partners to clean up illegal encampments
- o Focused outreach to the most vulnerable and visible people sleeping outside or with mental illness with a goal of getting people off the street and into housing and treatment
- o Partner with SPD for special hot spot policing of problem areas
- o Partner with SPD Crime Prevention Coordinator on ratepayer education and safety issues
- o Partner with Union Gospel Mission to fund a full-time Downtown mental health professional
- o Customer service for visitors including directions and transit information

***Seasonal Concierge in Major Parks***

Provide Concierge Ambassadors in Information booths in Downtown parks from May thru October. Start with one Concierge Ambassador in 2014 and phase in one or two concierge/kiosk locations a year as MID revenue grows. The goal is to add Concierge services over time in 5 parks - Westlake, Occidental, Victor Steinbrueck, Bell Street and Waterfront. Parks Concierge will provide information to visitors and be the steward of quality of life in the Park, including the following activities:

- o Giving information on the location of businesses and attractions
- o Resource on bus schedules
- o Knowledge of daily events in Seattle
- o Assist Parks staff to set out tables and chairs and games
- o Work with Park Rangers and SPD to report illegal behavior
- o Work with Parks on the events schedule and advise on event set up and take down



## MARKETING AND COMMUNICATIONS

### *Promote and Market Downtown*

#### ***Comprehensive Holiday and Summer Marketing Campaigns***

*Summer in Seattle* and *Holidays in Seattle* (in partnership with the Seattle Convention and Visitors Bureau and Seattle Center) are focused on positioning Downtown as the region's preferred urban experience and increasing pedestrian traffic during these important retail/ tourist seasons through attractions & events (i.e. Out to Lunch Concert Series, Holiday Carousel), promotions and multi-media advertising campaigns.

#### ***Neighborhood Marketing Fund***

The MID Board will establish an annual neighborhood marketing reserve fund of at least \$50,000, for seed money for neighborhood marketing programs.

#### ***MID Ratepayer Outreach***

- Quarterly MID ratepayer newsletter/annual report
- MID Annual Ratepayer Meeting
- DowntownSeattle.com website (shared with DSA)
- Daily social media and blog posts
- Advertising in maps and visitor publications highlighting the MID Concierge Ambassadors as a source for Q&A and visitor tips while Downtown
- Advertising and public relations materials to increase awareness and build closer ties between the MID and its ratepayers (i.e. post-service door hangers)

#### ***Parking Campaign***

New Downtown-wide parking marketing campaign (including parking promotions). Would support new parking strategies developed with Commute Seattle and address survey findings that 65% of regional residents find parking to be the primary barrier for not coming Downtown. New parking strategies would leverage other City, State and Convention and Visitor Bureau transportation construction mitigation and marketing funds.

## **BUSINESS DEVELOPMENT AND MARKET RESEARCH**

### *Recruit and Retain Businesses and Jobs*

#### ***Data Collection and Economic Trends Analysis***

Continue to collect data to track Downtown’s competitiveness and provide information to brokers, developers, and policy makers. Increase the amount of policy analysis and research in areas that advance MID/DSA priorities and strategic initiatives (i.e. Downtown School Study, Demographics Report, Off-Street Parking Analysis).

#### ***Business Retention & Recruitment Efforts***

The MID and DSA have implemented a business retention program in partnership with the City Office of Economic Development. The program includes 80 or more one-on-one interviews annually with Downtown businesses of all sizes. Referrals are made to government agencies to problem resolve issues raised by participants.

Continue to partner with the Office of Economic Development and enterpriseSeattle on business recruitment. Respond to requests, provide information and work with potential businesses and investors to recruit them to Downtown Seattle.

#### ***New Retail Recruitment Program***

Partner with nationally successful retail recruitment training program to train existing staff to develop an aggressive retail recruitment program, focusing on small independent neighborhood retail to improve Downtown’s retail mix and increase retail market share. The program would:

- Develop a retail recruitment strategy
- Coordinate with local brokers and property owners
- Maintain prospect lists; schedule outreach visits
- Develop website to market Downtown’s retail advantages
- Maintain database of available retail spaces
- Develop online mapping program integrating demographic data, street-level retail and services, development projects, property ownership and other data

## **TRANSIT, BIKE AND PARKING SERVICES**

*Increase Access and Mobility for Visitors, Commuters and Residents*

### ***Transit and Bike Programs to Reduce Car Commutes, increase Downtown Circulation***

Continue to provide discount Transit Pass sales and commute services for property owners and tenants including:

- Transit pass product consultations to optimize tenant investments in commuter benefits
- One-stop-shop for commuter transportation; web site, newsletter, social media
- Tenant engagement seminars to educate tenants about transportation options and issues
- Transportation fairs and topical seminars for tenants and employees
- Quarterly best-practices transportation workshops for tenants
- Research: bi-annual commuter mode split trend study
- Assistance in designing bike facilities to attract tenants
- Bike facilities consultations and best-practices for property owners and tenants
- Bike encouragement events (i.e Bikes & Bagels and Biking and the Bottom Line
- Bike inventory updates and bike map outreach resources

### ***Parking Program to Improve Visitor Perceptions, Retail and Restaurant Competitiveness***

New program of outreach and engagement to property owners to develop new parking management strategies to increase parking utilization and improve visitor-parking access

- Engage property owners and parking operators in proven parking strategies that use variable rates (discounts) during off-peak times to attract more visitors and optimize unused parking capacity
- Develop pricing schemes/incentives that attract shoppers, particularly during evenings and weekends to overcome survey findings that 65% of regional residents find parking a barrier to coming Downtown
- Develop and manage a parking utilization database for analysis, optimization of underutilized space, and to inform marketing resource investments
- Coordinate and leverage city-managed parking programs to attract short-term and weekend parking markets
- Leverage potential with State/City tunnel construction mitigation dollars (\$30,000,000) by creating parking program that is viable by and beyond 2015

Note: funds for this program are leveraged 2:1 with City & County funds

## MANAGEMENT SERVICES

### *Excellent Program Management and Administration*

The Downtown Seattle Association (DSA) is the founder and management company for the MID. The DSA has managed the MID Program since 1999 and is committed to excellent customer service to Ratepayers. DSA would provide management services for the MID under a ten-year contract with the City of Seattle, which would be reviewed annually by the Ratepayer Advisory Board. Services include:

#### ***Provide high-quality program administration and excellent customer service***

- Provide staff assistance and guidance to the MID Ratepayers' Advisory Board to carry out the programs and activities financed through the MID assessments
- Provide the Board with organizational assistance, including setting meeting times, locations, and agendas; notifying all Ratepayers of all Board meetings, keeping minutes; and following through on recommended activities
- Develop and carry out the Board's work program, including specific products or activities, timelines, and budget for each major element
- Schedule, organize and execute an annual meeting of all Ratepayers and prepare an annual report
- Set program benchmarks based on Ratepayer Advisory Board priorities and keep Ratepayers informed of progress

#### ***Effectively develop and implement service programs***

- Actively seek and acquire national best practices nationally and keep Ratepayers informed of new and successful strategies
- Hire, train and manage high quality staff to implement the MID
- Establish contacts throughout the country with other BIA's, call on their expertise in designing and benchmarking MID programs
- Identify and develop partnerships, grants and other resource-leveraging opportunities. The DSA and the MID have established working partnerships with: The Office of Economic Development, Seattle Police Department, Seattle Public Utilities, Seattle Department of Transportation, enterpriseSeattle, County and Municipal Courts, Department of Neighborhoods, project LEAD and a wide range of emergency service providers

#### ***Provide financial and contract management services.***

- Staff the MID Finance Committee and provide timely and accurate financial reporting
- Negotiate and execute subcontracts for work according to the approved budget. Through strict contract management ensure that these services are provided in a high quality, cost effective and accountable manner
- Submit to City Council after approval of the Board, an annual statement of projects and activities, proposed program budgets, and a statement of assessment rates requested for financing subsequent program years



## Belltown Program Implementation

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The MID Ratepayer Board looks forward to working with the community to extend MID services to improve the economic viability and quality of life in Belltown. A fundamental principal of the MID is to deliver services in an equitable fashion throughout the district, but that does not mean that services are delivered the same way in every neighborhood. Close working relationships between ratepayers and the Ratepayer Board allows the MID to respond to each neighborhood's unique characteristics.

The MID Renewal Committee has been working with Belltown representatives and staff has been walking the neighborhood in order to learn about local needs and differences. The following ideas have been discussed and are incorporated into the initial services plan. The Ratepayer Board anticipates working with Belltown representatives to review and adjust services, especially in the first year.

### 1. Cleaning

- The MID will hire approximately 17 additional ambassadors to service Belltown and provide additional afternoon, evening and weekend cleaning throughout the MID.
- The MID intends to partner with the Millionair Club to deliver cleaning services in Belltown.
- The MID anticipates adjusting service hours to increase cleaning and human waste removal resources Friday, Saturday and Sunday mornings to respond to bar activity impacts.

### 2. Safety, Outreach and Hospitality Services

- The MID is doubling MID-wide police resources from \$150,000 to \$300,000 a year. This means about 12 - four person, six-hour Police patrols per month, focusing on neighborhood hot spots, including Belltown priorities of early morning open air drug dealing and illegal behavior at late-night bar times.
- Redesigned Safety Ambassador Program focuses on outreach and civility issues. Early morning wake ups for people sleeping in doorways, focus on civility hot spots, as well as identifying and working with chronically homeless and mentally ill people to get them into services.
- Hospitality services will be focused in parks, including stationing a Parks Concierge seasonally in the new Belltown Park to help manage and activate the park.

### 3. Marketing and Communications

- The MID will work with community groups to schedule summer concerts. Funding availability and neighborhood partners determine the number of concerts in each neighborhood.
- The Belltown Business Association will participate in the Holiday and Summer campaigns and the parking discount program, including collateral, events and media buys.
- Belltown will be eligible to apply for seed money for events through the MID marketing fund.

### 4. Business Development and Market Research

- Belltown businesses and property owners will have access to the extensive MID databases and market information.
- Belltown will benefit from the MID's new Retail Recruitment program, supporting local brokers and property owners in recruiting locally owned retail businesses to fill vacancies.

### 5. Transit, Bike and Parking Services

- Commute Seattle will extend its commute consulting services to Belltown property owners and tenants, promoting transportation options that are available to their employees.
- Belltown businesses and property owners will have access to Commute Seattle's expertise on the bottom line benefits of encouraging bike travel and bike facilities siting.
- Custom transit pass recommendations based on location, budget and sustainability goals.

### 6. Governance

- The MID Board would have slots for Belltown representatives. A Belltown subcommittee will review communications and services to Belltown during the first several years of operation.
- Opt Out protections - State law allows for City Council to reduce BIA boundaries with a hearing and Council vote at any time. The proposed MID ordinance specifies this process.



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