



City of Seattle
Office of City Auditor

MEMORANDUM

Date: June 8, 2016

To: City Council President Bruce Harrell
City Councilmember Tim Burgess, Chair, Affordable Housing, Neighborhoods, and Finance
Committee
City Councilmember Sally Bagshaw, District 7

From: David G. Jones, City Auditor

RE: Audit of Services the Metropolitan Improvement District Provides in Belltown

When the Seattle City Council approved the reauthorization of the Metropolitan Improvement District (MID) and its expansion into Belltown in May 2013,¹ they included a performance audit requirement in the authorizing legislation, Ordinance 124175. Per this ordinance, the audit's primary purpose was to assess whether, three years after implementation, the Belltown area has received the general types and levels of services described in the MID Business Plan.² To fulfill this requirement, we conducted our audit between February and April 2016 in accordance with Generally Accepted Government Auditing Standards. The period we reviewed was from July 2013 through April 2016, the first 3 years of the MID's 10-year Business Plan.

Background

Washington State law (RCW 35.87A010) allows local governments to establish Business Improvement Areas (BIAs). BIAs are funding mechanisms for business district revitalization and management. BIAs generate funds from assessments on businesses and properties within their boundaries and use these funds to provide services for the mutual benefit of the businesses and properties being assessed (ratepayers). Counties, cities, and towns may establish BIAs if they receive a petition from at least 60 percent of the ratepayers within the proposed area and the proposal describes the purposes for which funds will be expended. The City of Seattle currently has nine BIAs in place,³ including the MID.

The MID was established and authorized in 2004 and then reauthorized and expanded in 2013 (see Exhibit I below for a map of the MID's current boundaries). The MID's April 18, 2013 Business Plan calls for it to provide six categories of services: 1) Clean; 2) Safety, Outreach, and Hospitality; 3) Marketing and Communications; 4) Business Development and Market Research; 5) Transit, Bike, and Parking; and

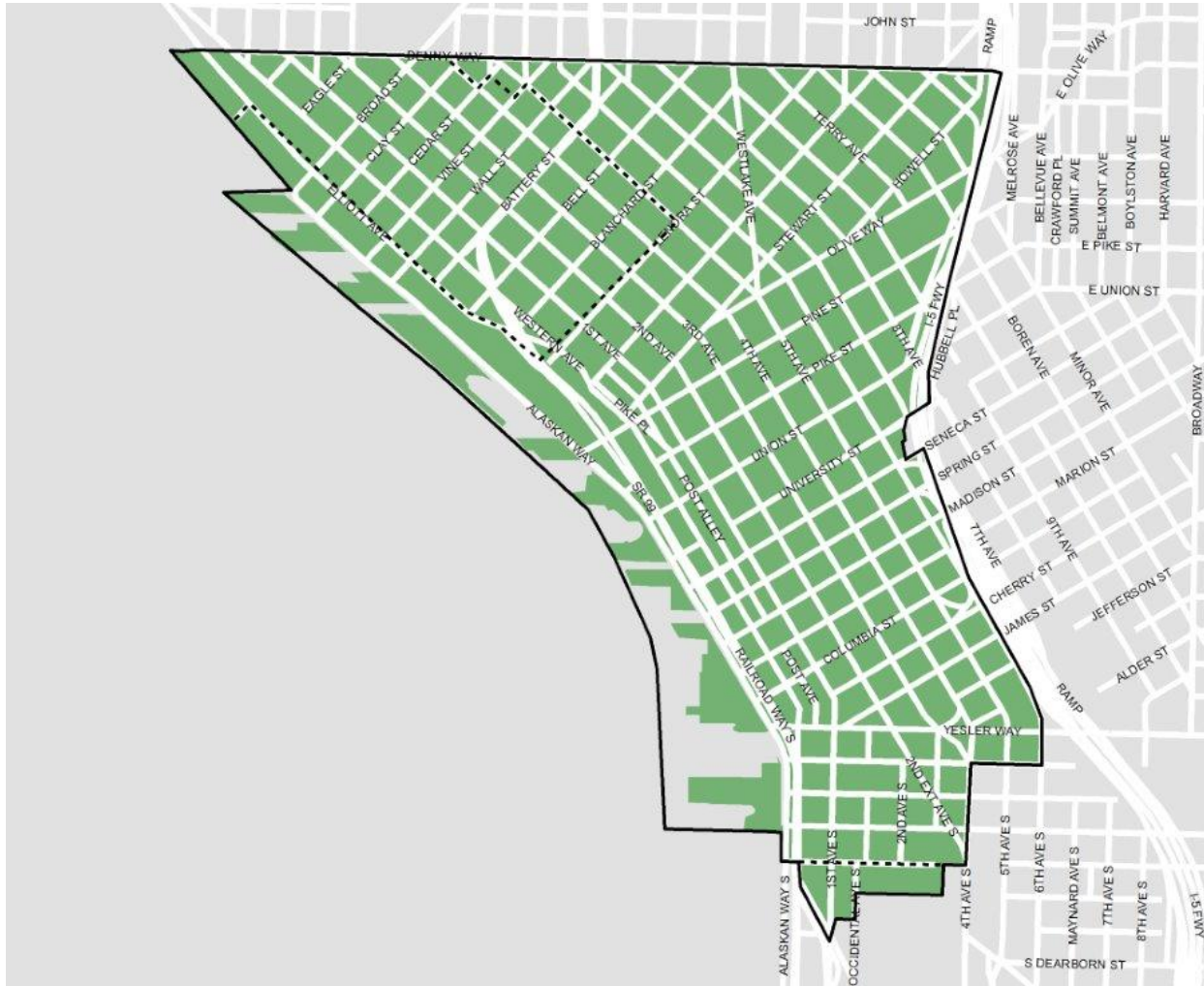
¹ The City Council approved the ordinance in May 2013, but the new MID did not go into effect until July 1, 2013. The City contracts with the Downtown Seattle Association (DSA) to serve as the MID Program Manager.

² The ordinance references the MID's April 18, 2013 Business Plan, which was attached to the ordinance as Exhibit B.

³ These include: Broadway/Capitol Hill, Chinatown/International District, Columbia City, Downtown Metropolitan Improvement District (MID) Seattle Tourism Improvement Area, Pioneer Square, University District, West Seattle, and SODO.

6) Management. Detailed information about the MID's services can be found on their website at <http://www.downtownseattle.com/mid/>.

Exhibit I. Map of the Metropolitan Improvement District's Boundaries



Note: The dotted line marks the areas where the MID expanded in 2013.

Source: MID website

What We Did

To identify the specific services the MID is required to provide in Belltown, we started with the 16 services listed in the Belltown Program Implementation Plan, which is part of the MID's 2013 Business Plan (see Appendix A). We then reviewed the services listed in the MID's overall business plan and added an additional 18 items which, based on our professional judgment, also pertained to Belltown but did not duplicate the first 16 items. This left us with a list of 34 required services (see Appendix B for a list of these services). To determine whether these services had been provided, we obtained copies of relevant documentation (e.g., staff schedules, contracts), requested and reviewed MID output data, interviewed MID managers and staff, observed MID operations, and interviewed City of Seattle (City) and community stakeholders.

Due to the lack of baseline data and the difficulty of establishing a causal effect between the MID's activities and the levels of cleanliness, safety, and economic health in Belltown, we did not attempt to measure the impacts (outcomes) of the MID's programs. Rather, we assessed whether the MID is providing the required services listed in Appendix B.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

What We Found

We found that the MID has provided 33 of the 34 services we tested. It has plans to provide the remaining service. Below, we provide a brief description of the types of services included in each of the six categories, with an emphasis on those provided to the Belltown neighborhood. We also include one recommendation.

1. Clean Services

As of January 2016, the MID had a crew of 51⁴ Clean Ambassadors. These ambassadors are out on Seattle streets seven days a week, working in nine teams. Their job is to sweep sidewalks and curbs, remove trash and other debris left in the right-of-way by public encampments, empty trashcans, and remove graffiti tags on public property. Morning shifts start at 6:00 a.m. (7:00 a.m. on weekends) and afternoon shifts run until 9:00 p.m. during peak season. We observed a morning weekday Clean Ambassador perform his duties and documented that he completed all the tasks described above. We also noted that he focused cleaning in areas of high transit and pedestrian activity.

We observed another MID ambassador using a Green Clean Machine to sweep and vacuum the sidewalk. Clean Ambassadors report hazardous waste (human or animal waste or hypodermic needles) to the MID dispatcher who sends Clean Team Supervisors to remove it. Clean Ambassadors record the work they do (e.g., number of garbage cans emptied or graffiti tags removed) on daily reports that are entered into a database by the MID dispatcher. In addition to daily cleaning, the MID also removes and composts leaves in the fall and offers sidewalk power washing to ratepayers upon request up to twice yearly.

In addition to employing Clean Ambassadors, the MID supervises court ordered community service workers and hires permanent and temporary workers from the Millionair Club to accomplish the cleaning work. All the Belltown stakeholders with whom we spoke said that, in their opinion, the streets are much cleaner since the advent of the MID's clean services.

⁴ The Belltown Implementation Plan required the MID to hire 17 additional Clean Ambassadors. The crew size of 51 reflects an increase of 22 Clean Ambassadors from January 2013.

Exhibit II. Clean Ambassador Using a Green Clean Machine



2. Safety, Outreach, and Hospitality

The MID also provides daily Safety and Outreach Ambassadors. The Safety Ambassadors work in teams and operate Monday through Friday, with one ten-hour shift on the weekends. Most Safety Ambassadors ride bicycles, although there is generally at least one that walks his or her assigned route.

At the beginning of each shift, Safety Ambassadors are alerted to major events happening in the city that day. Then, each team is assigned one or more sectors (subsections of the MID) to patrol. The Safety Ambassador's job is to conduct daily wake-ups of persons sleeping in doorways⁵ and in the public right-of-way, do welfare checks, and provide service referrals for people living on the streets. They also address illegal behavior such as illegal vending, trespass, or aggressive panhandling; check alleys and other areas for illegal activity; and provide hospitality services (directions, transit information) to visitors. Based on our observations, Safety Ambassadors rely on their relationships with the people living on the street to be effective. Additionally, they have received mental health training and follow strict protocols to ensure their own safety. For example, Safety Ambassadors always work in teams, carry radios, and know who to call for back-up and when to do so.

In addition to its Safety teams, the MID also has an Outreach team that works to connect the homeless and mentally ill with services (e.g., housing, treatment, employment and other basic needs). This team regularly patrols the streets within the MID's boundaries, checking on the welfare of people living on the streets. Based on our observations, one of the strengths of this team is that they take the time to develop relationships with the people they encounter. Consequently, when individuals are ready to

⁵ MID Ambassadors told us that, per City requirements, they only approach people in doorways when the business has posted a Condition of Entry sign. For more information of the City of Seattle's Criminal Trespass Program see <http://www.seattle.gov/police/prevention/business/trespass.htm>

accept case management and other services, the MID can step in to refer them to the appropriate service provider.

To support its Safety and Outreach teams and provide additional street presence within the MID, the MID also contracts with the Seattle Police Department (SPD) for supplemental police bicycle patrols (“emphasis patrols”) within the MID’s boundaries.⁶ Bicycle patrols allow SPD to better patrol the large area that encompasses the MID boundaries. The Belltown Program Implementation Plan states that these emphasis patrols should focus on neighborhood crime or disorder hot spots, including Belltown early morning open air drug dealing and illegal behavior at late-night bar times. However, SPD officials told us that the late night shift in Belltown is already adequately covered by regular SPD patrols. Also, SPD reported that it has proven difficult to get SPD bicycle patrol volunteers for the evening hours from the pool of available day shift personnel. As a result, the MID-funded officer patrols work approximately eleven daytime shifts per month, with four officers on each shift. Shifts vary between four and eight hours in length. The schedules vary based on personnel availability and the MID’s needs. The Safety Ambassadors we observed said that the MID-funded SPD patrols are very helpful to them because the patrols respond immediately to their calls for assistance.

Additionally, a long-standing MID manager told us that for many years he has worked closely with the SPD West Precinct sergeant who creates the monthly schedules for MID-funded patrols. Through his ongoing communication with this sergeant, the MID provides SPD with feedback on problem areas and individuals. This information assists the MID-funded SPD patrols to effectively focus their efforts. This same manager said that, in the past, he also worked closely with the West Precinct’s Crime Prevention Coordinator and continues to do so as needed. In general, the MID manager said that the MID is satisfied with its working relationship with SPD and the police services they receive.

To further enhance public safety, the Belltown Program Implementation Plan calls for the MID to station a Parks concierge seasonally in Bell Street Park. This occurred in 2014. In 2015, the MID partnered with the City of Seattle to take on a greater role programming and activating Westlake and Occidental Parks through a park activation pilot program. The MID Business Plan allows for flexibility in the organization’s ability to effectively respond to changes in City policy, such as the Parks Department’s new public space activation strategy in 2015, in order to benefit MID ratepayers. Additionally, the Belltown Program Implementation Plan states that “the Ratepayer Board anticipates working with Belltown representatives to review and adjust services, especially in the first year.” Because of these adjustments to the MID’s Business Plan, which were approved by the MID Ratepayer’s Advisory Board, park concierges were not stationed in Bell Street Park in 2015.

In 2016, the DSA/MID is partnering with Friends of Bell Street Park on a grant that would provide concierges Bell Street Park. MID officials told us that there are also plans for the MID to hire a part-time Park Ambassador in 2016.

3. Marketing and Communications

Since 2013, the MID has helped Belltown neighborhood businesses and residents in the following ways:

1. Including them in the Holidays in Seattle and Summer in Seattle marketing campaigns;
2. Tracking peak hour pedestrian counts and sharing them on the DSA/MID website;

⁶ For example, in 2015, the MID paid \$301,868 to SPD for additional patrols.

3. Piloting four evening concerts in Bell Street Park in 2014 and advertising 12 evening performances by local musicians in Bell Street Park in 2015;
4. Creating a Belltown Visitors Guide; and
5. Awarding over \$15,000 to Belltown from the MID marketing fund for holiday carolers, lighting, Belltown Crush, Belltown Sparkles, and an Art Walk Singer.

The MID communicates with ratepayers about MID activities through public-facing social media accounts (the DSA Facebook page and the #downtownseattle on twitter) as well as the DSA/MID website and a biannual hard copy newsletter sent to all MID ratepayers.

To reach out to Belltown ratepayers, the MID also initially formed a Belltown Implementation Committee. This was disbanded in February 2014 due to declining attendance. Ongoing MID efforts to reach out to Belltown include: 1) quarterly presentations at Belltown Community Council meetings, 2) monthly presentations at the Belltown Business Association Board meetings, and 3) Belltown representation on the MID Ratepayer's Advisory Board. According to two long-time Belltown stakeholders, given turnover in businesses and residents since the initial implementation of the MID in 2013, the MID may want to consider renewing its outreach efforts to Belltown businesses and residents to ensure that they are aware of all the services available to them.

4. Business Development and Market Research

To assist downtown businesses, including those in Belltown, the MID's website contains links to reports created by their parent organization, the Downtown Seattle Association (DSA). These include the annual State of Downtown Economic Report, a current Development Guide Summary, the DSA Economic Dashboard, and reports that cover the downtown housing market, employment, retail market, and visitor industry (see <http://www.downtownseattle.com/mid/programs/business-development-market-research/>). According to the MID, Belltown organizations have used some of this data in grant applications and have also made custom requests for data, such as queries of the Esri⁷ Community Analyst database.

Additionally, the City of Seattle's Office of Economic Development (OED) contracts with the MID to provide outreach, problem solving assistance, and business retention services to downtown businesses. The MID provided 21 referrals and met with 16 different Belltown businesses since 2013. The MID also partnered with enterpriseSeattle⁸ to address issues of business retention and recruitment.

One service the Belltown community has not yet received is participation in the MID's new Retail Recruitment program. According to the MID, this program takes a comprehensive look at downtown Seattle from the perspective of the retail industry, identifies key challenges and opportunities, and, based on this analysis, develops and implements a new retail strategy. The goal of this new DSA/MID retail strategy is to "create a vibrant, unique and engaging environment superior to the competition found in nearby retail destinations." While the initial focus of this program was to strengthen the pedestrian connection between Pike Place Market and Melrose Market (along the Pike-Pine corridor

⁷ ESRI Community Analyst is an online subscription-based tool for accessing custom demographic and economic data via a map interface.

⁸ enterpriseSeattle, formerly known as the Economic Development Council of Seattle and King County, is an economic development partnership whose mission is to build a competitive, world-class economy in King County and its 39 cities.

downtown), now that the program is two years old, the MID intends to study and recruit businesses in other retail neighborhoods, including Belltown.

Recommendation 1: The DSA/MID should ensure that Belltown neighborhood is included in the Retail Recruitment program.

5. Transit, Bike, and Parking Services

The MID provides transit, bike, and parking services to MID ratepayers through a partner organization, Commute Seattle. The mission of Commute Seattle is to help commuters, residents, and visitors drive less by improving access and mobility downtown. They do this through advocacy, training, and consulting with businesses to help create a transit-supportive business culture. According to Commute Seattle, they have provided the following services to the Belltown neighborhood:

1. Transit pass consultations through the Commute Trip Reduction (CTR) program, including 13 consultations with 7 different Belltown companies.
2. A direct mail campaign that resulted in the sale of 198 ORCA business passports⁹ to employees of businesses located in Belltown and 11 ORCA contracts with Belltown businesses.
3. A transportation fair, held August 27, 2013 at 5th Avenue and Bell Street.
4. A bicycle amenity survey of private properties in downtown Seattle to assess bicycle parking adequacy, security, locker and shower availability. For this survey, Commute Seattle visited 308 Belltown buildings and inventoried 156 of them.
5. Presentation of the parking program to the Belltown Business Association.

Additionally, although no Belltown parking garages have participated in Commute Seattle's downtown parking program (<http://downtownseattle.com/parking/index.html>) to date, Commute Seattle officials reported to us that their program is open to all interested property managers and building owners in Belltown. Under this program, property owners agree to charge a set, discounted price for evening and weekend parking in exchange for a marketing campaign that packages a common brand, pricing, and visitor experience.

Finally, the Belltown Program Implementation Plan also requires that Commute Seattle provide custom transit pass recommendations to businesses based on the businesses' location, budget, and sustainability goals. As noted in #2 above, Commute Seattle has provided these services to Belltown businesses through the ORCA passport program and Commute Trip Reduction (CTR) services.

6. Management

We found that the MID Ratepayer Advisory Board (RAB) includes Belltown ratepayers. Specifically, according to the February 2016 MID RAB Roster, six out of 32 RAB members are from the Belltown neighborhood and two additional members have property in Belltown.

⁹ An Orca business passport is an annual all-inclusive transit pass that is only available through employers.

Regarding the Belltown Program Implementation Plan requirement that the MID inform Belltown ratepayers of the Opt Out protections guaranteed them under Washington State law, we found that ratepayers were notified of this option during the MID renewal process.

Conclusion and MID Response to Audit

We found that the Belltown area is receiving the general types and levels of services described in the MID's April 18, 2013 Business Plan, including the services outlined in the Belltown Program Implementation Plan that is part of the MID Business Plan.

The President and CEO of the DSA reviewed a draft of this report and concurs with its findings (see Appendix C for a copy of the DSA's response).

Attachments:

Appendix A: Exhibit B from Ordinance 124175 (MID business plan)

Appendix B: List of MID required services

Appendix C: MID response to this memo

Appendix A

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

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

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

- | | |
|---|-------------------|
| • 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

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

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**



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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 rd 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

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 1st 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

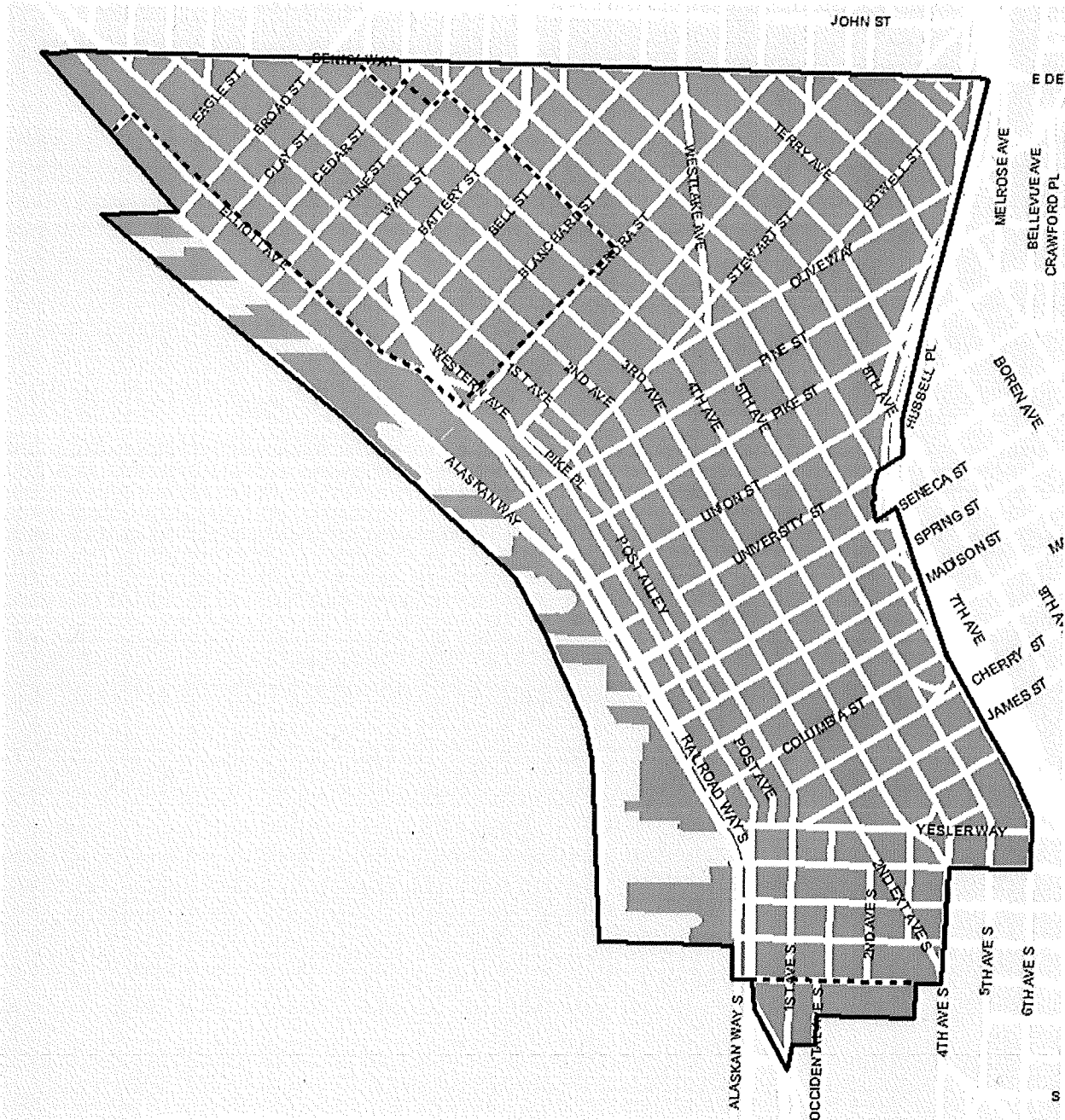


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Boundaries

EXHIBIT A. Proposed Metropolitan Improvement District – Service Area



The renewed and expanded Metropolitan Improvement District will cover the area generally between Elliott Bay and Interstate-5, and between Denny Way and the sports stadiums to the south.



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 2nd & 3rd, 5th & 6th, 8th, 9th, & 10th years
- Capture assessment on new development each year
- During 3rd and 6th years, updated King County data will be gathered in order to determine assessments for the 4th and 7th years, respectively.
- For 4th and 7th 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

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% |
| TOTAL | \$7,599,400 | 100% |



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CLEAN SERVICES

Keep Downtown Clean

Daily cleaning services:

- o 6:00 a.m. - 9:00 p.m. T-F, 6:00 a.m. - 2:30 p.m. M
- o 7:00 a.m. - 9:00 p.m. Saturday
- o 7:00 a.m. - 3:30 p.m. Sunday
- o Sweeping of sidewalks from building line to curb
- o Curb detailing, removing all debris from curbs
- o Removal of graffiti tags and stickers from light poles, mailboxes, parking signs
- o Removal of all graffiti tags and repainting of all parking pay stations
- o Sidewalk power washing service for ratepayers up to twice yearly
- o Cleanup of trash and other debris left by encampments in the public right of way
- o Check each alley for needed clean up and illegal dumping, focus on problem alleys
- o Human/animal waste removal in public right of way
- o Removal and composting of all leaves in fall season
- o Provide 22 solar compacting trash cans on 3rd Avenue
- o Supervise 3000+ hours of annual court ordered community service
- o Additional focused cleaning in areas with high transit, evening and residential traffic
- o 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:
 - o Graffiti on private property
 - o Illegal encampments in the public right of way
 - o Illegal dumping
 - o Burned out street lights (annual survey)
 - o Abandoned, broken or illegal newspaper boxes
 - o Illegal signs in the right of way
 - o Illegal food or merchandise vending
 - o Public art and street furniture installations that need repair
 - o 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

- 7:30 a.m. – 9:30 p.m. M-F
- 8:30 a.m. – 7:00 p.m. Saturday and Sunday
- Teams in six Downtown zones on bike and on foot with Ambassadors and Human Services Outreach
- Daily wake ups, welfare checks and services referrals to persons sleeping on the street
- 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
- Frequent checks of alleys and other problem locations for illegal activity
- Work with partners to clean up illegal encampments
- 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
- Partner with SPD for special hot spot policing of problem areas
- Partner with SPD Crime Prevention Coordinator on ratepayer education and safety issues
- Partner with Union Gospel Mission to fund a full-time Downtown mental health professional
- 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:

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

- o Quarterly MID ratepayer newsletter/annual report
- o MID Annual Ratepayer Meeting
- o DowntownSeattle.com website (shared with DSA)
- o Daily social media and blog posts
- o Advertising in maps and visitor publications highlighting the MID Concierge Ambassadors as a source for Q&A and visitor tips while Downtown
- o 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:

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

- o 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
- o 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
- o Develop and manage a parking utilization database for analysis, optimization of underutilized space, and to inform marketing resource investments
- o Coordinate and leverage city-managed parking programs to attract short-term and weekend parking markets
- o 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



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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

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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Appendix B. Thirty-four services the Metropolitan Improvement District agreed to provide in their April 18, 2013 Business Plan, by category

Clean Services

1. Hire 17 additional Clean Ambassadors
2. Provide additional afternoon, evening and weekend cleaning throughout the MID
3. Partner with the Millionair Club to deliver cleaning services in Belltown
4. Adjust service hours to increase cleaning and human waste removal on Friday, Saturday and Sunday mornings
5. Daily cleaning services, including:
 - a. Sweeping sidewalks and curbs
 - b. Removing debris, including after human encampments and human and animal waste removal
 - c. Removing graffiti tags on public property
 - d. Removing graffiti and repainting parking pay stations
6. Additional, focused cleaning in high transit, evening and residential areas
7. Sidewalk power washing up to twice yearly
8. Remove and compost leaves in the fall
9. Supervise court ordered service
10. Use mechanized sweeping and cleaning to increase efficiency
11. Conduct daily reporting

Safety, Outreach and Hospitality

12. Dedicate \$300,000 per year to MID-wide police resources
13. (12) 4 person, 6 hour shifts per month, focusing on neighborhood hot spots, including Belltown early morning open air drug dealing and illegal behavior at late-night bar times
14. Redesign the Safety Ambassador program to focus on outreach and civility issues
15. Focus hospitality services in parks, including a seasonal Parks Concierge in Belltown Park
16. Work with partners to clean up illegal encampments
17. Focus outreach to the most vulnerable and visible people living outside or with mental illness
18. Partner with SPD Crime Prevention Coordinator on ratepayer education and safety issues
19. Partner with Union Gospel Mission to fund a downtown mental health professional

Marketing and Communications

20. Work with community groups to schedule summer concerts
21. Include the Belltown Business Association in Holiday and Summer campaigns
22. Ensure that Belltown is eligible to apply for seed money for events through the MID marketing fund
23. Conduct outreach to MID ratepayers
24. New downtown-wide parking marketing campaign

Business Development and Market Research

1. Ensure that Belltown businesses and property owners have access to MID databases and market information
2. Ensure that Belltown benefits from the MID's new Retail Recruitment Program
3. Continue to collect data and conduct economic trend analysis
4. Continue to partner with the Office of Economic Development and enterpriseSeattle

Transit, Bike and Parking Services

1. Ensure that Belltown property owners and tenants have access to Commute Seattle's consulting services
2. Ensure that Belltown property owners have access to Commute Seattle's expertise on the benefits of bike travel and bike facilities
3. Ensure that Belltown ratepayers have access to custom transit pass recommendations
4. Implement new program to engage property owners in new parking management strategies

Management

1. Ensure Belltown ratepayers are represented on the MID Ratepayer Advisory Board
2. Ensure that Belltown ratepayers are aware of their Opt Out protections under Washington State law



Appendix C

*Our Mission
To champion a healthy, vibrant urban core*

Downtown Seattle Association

- Officers
- Mark Barbieri
Chair
- Richard Stevenson
Vice Chair
- Karen Chang
Treasurer
- Charles Riley Jr.
General Counsel
- Jon Scholes
President & CEO
- Board of Directors
- Zahoor Ahmed
- Bill Bain
- Marilyn Boss
- Rita Brogan
- Patrick Callahan
- Cary Clark
- Dan Dixon
- David Douglass
- Ben Franz-Knight
- Patrick Gordon
- Dan Greenshields
- Bernie Griffin
- Ada Healey
- James Hendricks, PhD
- Mark Houtchens
- Paul Ishii
- Gerry Johnson
- Greg Johnson
- William Justen
- Megan Karch
- Quentin Kuhrau
- Paul Lambros
- Erik Lausund
- Ken Lederman
- Jane Lewis
- Jon Magnusson
- Leslie Martin
- Tomoko Matsuno
- Jack McCullough
- Joe McWilliams
- Norma Miller
- Carla Murray
- Jim Neal
- Carol Nelson
- Roger Nyhus
- Kathy O'Kelley
- Denny Onslow
- Natalie Price
- Fred Rivera
- Charles Royer
- Rita Ryder
- Craig Schafer
- John Schoettler
- Monica Smith
- H. Martin Smith
- Tony Stewart
- Beth Takekawa
- Todd Timberlake
- Bart Waldman
- William Weisfield
- Roy Whitehead
- Kathryn Williams
- Donald Wise
- Emeritus
- Herbert Bridge
- A.M. Clise
- Mike Flynn
- Joshua Green III
- Matt Griffin
- Yogi Hutsen
- Stephen Koehler
- Blake Nordstrom
- Jane Rakay Nelson
- Richard Redman
- J. Michael Rona
- H. Jon Runstad
- Judith Runstad
- Frederic Weiss

May 5, 2016

Thank you for providing an opportunity to review and respond to the draft audit of services in Belltown funded by the Metropolitan Improvement District (MID) and managed by the Downtown Seattle Association (DSA). We greatly appreciate the work done by the City Auditor's Office and the opportunity to provide comment.

Enacted by City Council and Mayor in August of 1999, and renewed for 10 years in May 2013, the Metropolitan Improvement District is a critical tool for keeping Downtown Seattle clean, vibrant and economically strong. The mission of the 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 provides private investment to create an atmosphere that will attract visitors, business and residents to Downtown Seattle.

During the renewal process, the MID boundary was expanded to include Belltown. As part of the renewal ordinance, the City Council requested a performance audit be conducted after the first three years of the MID's 10-year business plan to review services provided in the Belltown neighborhood. Since 2013, the MID has worked closely with Belltown ratepayers and neighborhood stakeholders to shape and deliver services.

The MID concurs with the City Auditor's findings that Belltown has received the general types and level of service as proposed in the MID Business Plan, and believes the report does an excellent job of highlighting the MID's work in Belltown, and throughout the district.

Thank you again for the opportunity to provide comment.

Jon Scholes
President & CEO
Downtown Seattle Association

