

2015 Annual Report 2016-2020 Operating Plan



Managed by: Downtown West Allis, Inc.

A collaborative effort

Business Plan of Downtown West Allis Business Improvement District (DWABID)

This document forms the business plan of Downtown West Allis Business Improvement District, managed by Downtown West Allis, Inc. It will be used to document operations that show that our downtown is the hub that connects retail and service businesses with events, entertainment and residential opportunities. It is vibrant and progressive – serving visitors and community members who live, work, shop and play here.

A MAIN STREET COMMUNITY

DOWNTOWN *West Allis* BID

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A MAIN STREET COMMUNITY *A 501(C) NON-PROFIT CORPORATION*
BUILDING A POSITIVE IMAGE THAT ENCOURAGES CUSTOMER GROWTH AND
WELCOMES COMMUNITY INVOLVEMENT



Downtown West Allis Business Improvement District Boundaries

The geographic boundaries of the Downtown West Allis Business Improvement District (*DWA-BID*) are West Greenfield Avenue between 70th and 76th Streets. For the most part, it extends to the alleyways of the buildings on the north side of Greenfield Avenue and the alleyways of the buildings on the south side of Greenfield Avenue. The exception is 70th Street where our boundaries extend north to Madison Street and south to Orchard Street.

This area contains a large number of single and multi-story buildings. Most of the properties are in excess of 60 years old, with many over 80 years old. The *DWABID* is home to approximately 100 small and diverse retail/service businesses.

Boundaries of WEST ALLIS DOWNTOWN



- **Downtown West Allis, Inc. (DWA, Inc.)** is a Wisconsin non-stock nonprofit corporation holding tax exempt charitable status under IRS 501 (c) 3.
- DWA, Inc is an active Wisconsin Business Improvement District (BID) under Wisconsin stats. Chapter 66.1109.
- DWA, Inc. is a designated Wisconsin Main Street organization <http://wedc.org/mainstreet> in good standing.
- The organization works extensively to keep the district economically vibrant using various collaborative efforts.

Mission Statement

Our mission is “To build a positive image that encourages customer growth and welcomes community involvement.”

Vision Statement

We envision a revitalized Downtown West Allis that, drawing on its unique and genuine sense of place, fosters economic opportunity, creative endeavors, and community spirit.

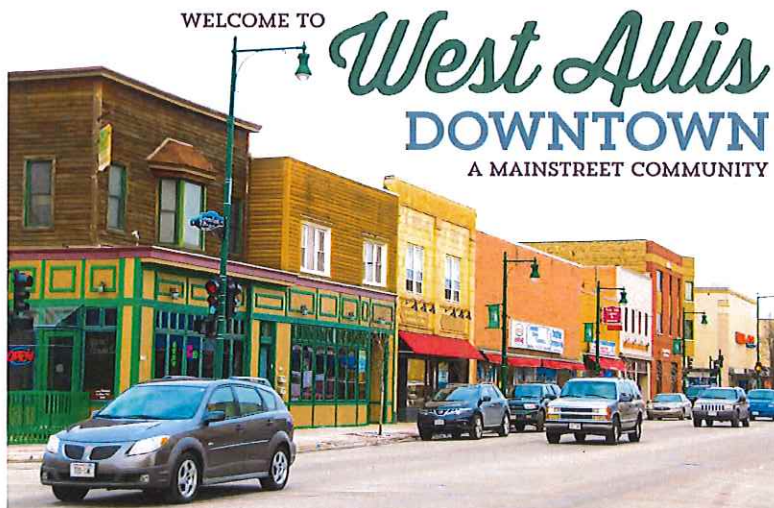
We envision a Downtown West Allis that enhances the quality of life for residents and visitors alike by offering a safe, clean and colorful setting and by providing a comfortable and attractive environment of accessible, pedestrian friendly streets.

We envision a Downtown West Allis that protects, preserves and promotes its heritage, historic assets, and wealth of fine architecture for the active enjoyment of current and future generations, and offers educational opportunities and enrichment to people of all ages, abilities and background.

We envision a Downtown West Allis that is conducive to business enterprises, employment opportunities and stores that offer special and distinctive merchandise and services with a personal touch that creates a pleasant shopping experience.

We envision a Downtown West Allis that celebrates and shares it’s ever evolving ethnic and cultural diversity by providing an urban setting and cultural experiences, diverse dining, entertainment and community festivals.

Our vision is achieved and maintained through a strong public-private partnership among local government, businesses, educational institutions, non-profit community based organizations, and the residents of West Allis. This partnership is devoted to constantly working together to make Downtown West Allis an attraction, an asset, and a success as both a business district and a thriving neighborhood.



2015 West Allis Strategic Planning Session



As part of its 25th anniversary since the formation of the Business Improvement District, and as a 15-year veteran of the Main Street program, the West Allis Downtown BID board met on August 21st to complete a strategic visioning process to help identify future growth opportunities for the organization.

PROCESS & BACKGROUND

The West Allis Downtown BID, founded in 1989, became a member of the Main Street program in 2001. This same year, organization leadership also created a separate not-for-profit entity to help engage local residents and stakeholders as well as to expand funding opportunities for the organization. Since taking this step to expand operations, the BID has achieved significant success in promoting Greenfield Avenue as a desirable business district.



Organization Accomplishments

Downtown West Allis achievements have included bricks and mortar projects as well as organizational and marketing initiatives designed to promote a positive business environment in the district. These efforts have resulted in strong occupancy (currently less than 3% vacant storefronts) as well as many measurable achievements including:

- Completed streetscape projects adding pedestrian amenities, banners and planters
- Advocacy for outdoor dining ordinance
- Direct assistance to 115 businesses
- Direct financial assistance of \$173,100 to property owners
- Renovation of 98 district properties
- Attracted \$10.1 million in private investment, a \$8:\$1 leverage ratio for public investments.
- Installed free WIFI and sound system to enhance downtown experience.
- Established downtown marketing campaigns including residential outreach and business promotions.
- Established multiple successful and long-standing events including Sale-A-Brations, Halloween Hunt, A La Carte, Lunch on the Avenue, Christmas on the Avenue and Classic Car Show
- Recruited an average of 800 volunteers annually for district activities and events.
- Ongoing marketing, design and relocation assistance for businesses on Greenfield Ave.
- Maintained clean and safe business district including graffiti abatement, security camera system, snow plowing, plantings, watering and street cleaning services.
- Received 6 state awards for event planning and property restorations.

Summary of Current Organization Mission & Work Plan

The Downtown West Allis BID has completed annual work planning based on the Main Street four point approach and in accordance with its mission and vision. The current organization vision and work plan initiatives are highlighted below.

⇒ **Vision:**

- Downtown West Allis will continue to offer its small town flavor. It will promote a quality image of the Milwaukee metropolitan area's hometown downtown where new energy and traditional values will meet to offer a genuine 'one of a kind' downtown experience.

⇒ **Mission:**

- Build a positive image that encourages customer growth and community involvement.

2015 Work Plan

In addition to continued execution and promotion of the successful events and initiatives profiled above, the 2015 Downtown West Allis work plan features several new items including:

- Host additional business educational classes (social media and event promotions)
- Host a volunteer picnic to recognize community partners
- Market and promote CDBG job creation fund opportunities
- Add security cameras in parking lots



Local Market Characteristics

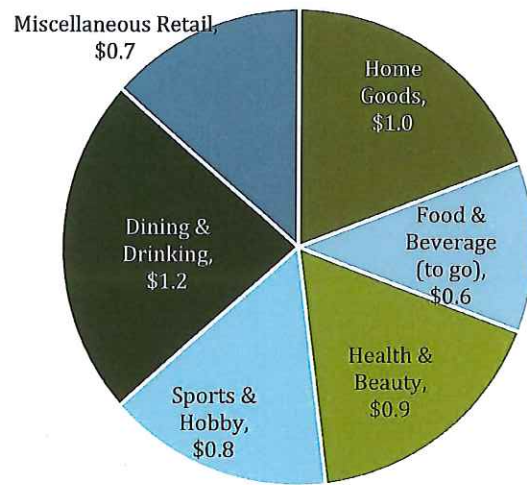
West Allis represents a highly desirable customer demographic. The relative density of residents, employees and local businesses, coupled with the strong job and population growth make it an attractive business destination for a variety of business types. These local market characteristics are highlighted below and are strikingly similar to other Milwaukee metro commercial districts such as Wauwatosa and Bayview which have experienced substantial success in attracting investment and business activity in recent years. A summary of the various economic elements which make up the West Allis market is highlighted on the following page.

DOWNTOWN
BID
at Work

Potential customers available to downtown merchants include the following:

- Employees
 - 143 downtown businesses with 875 employees
 - 42,682 daytime employees in the City
- Residents
 - 1,291 residents within four blocks of downtown
 - 60,134 City residents
 - 65,529 Trade Area residents
- Visitors
 - 14,450 event visitors
 - ~ 21,000 overnight visitors

District Annual Retail Consumer Activity (\$ in millions)



Based on the above, downtown West Allis represents 15% of the City's residents, 32% of its business population and 27% of workers, although the value of properties within the BID only represents 0.5% of the City's property tax base. Despite this small share of taxable property, values in the district have largely held steady, declining by only 7.3% since 2007, versus a 20.1% decline in overall property values for the City.

STRATEGIC PLAN RESULTS

Using the previously provided information on past achievements and market characteristics as a frame of reference, the group participated in three interactive activities designed to identify, prioritize and address opportunities and challenges facing downtown in the next 20 years which should be addressed by DBA and its partners.

These activities included; identifying additional projects or initiatives which have the potential to catalyze change in the district with additional funding and manpower, developing a 20-year vision for the community, and prioritizing vision items by identifying strategic objectives and which should be pursued over the next 1, 3 and 5 years, together with a system of measurement and tracking to evaluate progress on these goals. The outcomes from these activities are profiled in this section.



Opportunities for Improvement

Participants were asked to brainstorm ways that the organization would be able to expand its role in the district given greater resources. Because the BID has been working with a limited budget for a number of years, this initial activity was designed to help the organization think more broadly about what could be done in, to and with the district if additional resources were leveraged more effectively on behalf of the district.

Although these activities were designed as a kickoff activity to get the group thinking in terms of big picture opportunities, they also serve as a guide for future fundraising, crowd-funding or volunteer outreach initiatives. For many of the potential projects identified there may be other community partners or stakeholders that would be willing to commit time or dollars toward achieving one or more of these activities, and by creating a specific ask and willingness to spearhead the project, the BID may be able to achieve these objectives using available resources. In many instances, community development organizations find that it is far more effective to make a specific ask for financial contributions or volunteer time than to put out a generic help wanted ad. Individuals with talents or funds to donate are more likely to step forward if a specific project opportunity that matches their personal talents and objectives is presented. These types of specific asks also offer a limited scope and timeline which are more appealing to many segments of the population that do not have time to dedicate to meetings or other long-term commitments.

Participants were then assigned to small groups and assigned one of the four focus areas for a group strategy and planning session. Groups were given downtown maps, all of the group vision elements associated with the topic and any other relevant materials. Each group was tasked with identifying specific objectives and initiatives which they felt would help to achieve the identified goal for their assigned topic. For each recommended initiative, groups were also asked to identify a set of metrics which would be used to measure successful implementation, and to recommend 1, 3 and 5 year activities which would be required to sustain momentum toward the goal. Groups were given 30 minutes to complete this task. As a closing activity, groups reported their findings, and participants collectively refined the goals, objectives and action items for category to best communicate the objective and vision. The following pages highlight the recommendations from this strategic planning activity.

Summary of Participant 20-year Vision Statements by Category

Goal: Improve & Define Image of West Allis & Downtown

- Have an established image and identity for West Allis & Downtown (we have it all)
- Residents and outsiders have positive image of West Allis
- Perceived as safe and walkable downtown
- More pedestrians
- Video campaign to introduce businesses to residents
- Additional activity and programming of street & future community spaces
- Active community and business involvement in district
- Expanded BID district or membership

Goal: Improve Aesthetics and Physical Function of Greenfield Avenue

- Additional space for programming (bands, vendors, etc)
- Pedestrian friendly sidewalks and street crossings
- Clean and well-maintained streets & sidewalks
- Bike share green lanes
- Mid-block or pedestrian activated crosswalks
- More outside dining
- Banner across road to market events and/or archways as gateway features
- More pedestrian amenities (benches, light poles, pocket parks)
- Greater ability to close or narrow side streets to encourage neighborhood residents to walk/bike to downtown, shops on side streets
- Multi-purpose community space
- All facades improved & eye catching storefronts

Goal: Grow Economic Mix and Vitality of Greenfield Avenue

- Recruit boutique hotel
- Restore theater, add performing arts venue
- Promote arts and creativity options – create arts district
- Add residential options
- Add variety of shops (ice cream, clothing)
- Add restaurants and entertainment to create a cluster and destination
- More shopping, open later to create vibrancy
- More higher end shops
- Destination retailer
- Have businesses on a waiting list to move in

2016-2020 DWABID/DWA, Inc. Operating Plan

Goal: Improve and Define Downtown/West Allis Image

Objective: Have a recognizable West Allis brand that works with both internal and external audiences

Measurement and Tracking: Website hits, social media activity, event attendance, survey results

1-Year Activities:

- Create series of videos highlighting the West Allis experience – introducing business owners, highlighting neighborhood attractions, etc.
- Grow ‘friends of’ program to engage businesses outside the BID and raise additional funds.
- Expand outreach to residents, schools, community partners.

3-Year Activities:

- Expand joint marketing activities among district businesses.
- Have 100% buy-in from district businesses for branding and marketing activities.
- Explore potential to create a visitor center and launch targeted advertising.

5-Year Activities:

- Comprehensive advertising program in place.
- Establish a formal partnership with the City/Chamber to market the City and identify a point person for various initiatives.
- Expand the boundaries of the BID along Greenfield Ave.

Follow-up Comments & Recommendations: Several specific initiatives were discussed related to the above activities. The potential to leverage civic pride in recruiting and recognizing volunteers was discussed – the mugs have been incredibly popular – yard signs or Facebook profile images could be used similarly to recognize volunteers and grow engagement. Several other Main Street programs have used local talent to create videos similar to what is envisioned.



Goal: Aesthetics & Physical Function of Greenfield Ave.

Objectives:

1. Optimize physical design of street and public spaces to encourage safe and effective circulation of traffic, bikes, pedestrians and accommodate community space and outdoor dining.
2. Improve physical appearance of buildings through façade restorations and storefront design.
3. Add flexible and programmable community space.

Measurement and Tracking: Number of buildings restored, pedestrian traffic, perception of safety, number of accidents, number of events (hosted by other organizations)

1-Year Activities:

- Complete circulation study to determine limitations in current signal timing, bike lanes, bike racks, pedestrian environment, parking and wayfinding systems.
- Work with UWM Planning students to explore renovation and redevelopment options, potential locations for community space.
- Consider using existing underutilized spaces as pop-up parks or event venues to test design concepts in district.

3-Year Activities:

- Implement circulation and public space improvements to maximize traffic flow and space utilization in district.
- Continue to incentivize façade improvement, consider additional property enhancement incentives.
- Encourage other organizations to host events in downtown West Allis, including the ability to offer event facilitation services.

5-Year Activities (6-10 year completion):

- Complete recommendations from circulation and design studies.
- Successful renovation of high profile properties.

Follow-up Comments & Recommendations: Discussion around this goal identified a general consensus regarding what elements are not currently working in the community – perception of unsafe intersections, lack of pedestrian amenities in some areas and in areas connecting neighborhoods to downtown, need to evaluate public and private parking locations and utilization and the need for one or more community spaces to accommodate additional events, green space for pedestrians and other



types of gatherings, and identification of several individual buildings in need of renovation or rehab to attract new tenants. Although there was agreement on these fundamental issues limiting progress in certain areas, it was also recognized that further study is needed to identify the most effective and efficient means of addressing these limitations. Partnering with other organizations and/or hiring outside assistance to explore these issues is a critical first step in making progress toward this goal.



Goal: Grow Economic Mix and Vitality

Objective: Expand business mix to include greater variety of businesses, add destination businesses and entertainment attractions to encourage longer customer visits.

Measurement and Tracking: Visitor survey, district rental rates and property values, addition of entertainment businesses

1-Year Activities:

- Complete inventory of spaces and properties to identify new business opportunities and match spaces to targets.
- Identify short list of complementary businesses and target for recruitment (i.e. ice cream, deli, entertainment).
- Identify underutilized properties and conduct owner outreach to establish plan for renovation and/or leasing. Potentially identify private investors to purchase properties as needed.



3-Year Activities:

- Launch matching grant/loan program to rehabilitate or build properties to create spaces necessary to expand commercial and residential options in district.
- Identify underutilized parking lots or sites and promote redevelopment to include additional mixed-use and residential options.

5-Year Activities:

- Explore opportunity for BID to purchase and rehabilitate property to serve as an incubator for entrepreneurs and small retailers in the district.

Follow-up Comments & Recommendations: Discussion on this element focused on the fact that the currently low vacancy rate in the district will make it difficult to recruit additional complementary businesses in the immediate future. However, it was also identified that there are numerous underutilized properties which are used for non-commercial uses or which house businesses that are not actively using the entire commercial space effectively. Additionally, some buildings would need to be renovated in order to accommodate alternate uses, especially for any type of entertainment or performance space. Identifying these underutilized properties, talking to the owners and identifying several properties with willing owners which can be marketed for re-use, potentially together with incentive dollars will help move this initiative forward. In cases where current owners are not interested, able or willing to renovate but would consider selling, a pool of developers or local investors will need to be identified to help successfully transition these properties.



NEXT STEPS

The next steps to successfully translating the results of the visioning activity into action include organizational actions and partner outreach to finalize goals and objectives, and additional planning to identify specific benchmarks and financial outcomes necessary to demonstrate and achieve the desired results. In addition to the obvious budget and work plan implications of adopting a new strategy, Downtown West Allis BID will need to consider the following activities to help set the stage for future progress.

- Tweak bylaws to allow for inclusion of citizen representatives, youth representatives and other financial contributors.
- Continue to develop strategies to add volunteers, especially task-oriented volunteers to help with specific projects and outreach to new populations. Tap civic pride to engage and recognize individuals who contribute to the district in a variety of ways.
- Continue to engage elected officials and provide relevant information on business environment, organization initiatives and benchmark progress.
- Meet with City, Chamber and other partners to best coordinate efforts and identify point person and work process for joint projects (i.e. business recruitment, business loans, event calendar, etc.).
- Explore implications of new room tax ordinance to explore strategies for promoting West Allis and downtown as a business and shopping destination.

BENCHMARKING SUCCESS & TRACKING PROGRESS

Once Downtown West Allis has finalized a set of targeted objectives and activities, it will be important to effectively track and communicate progress on these measures over the long term. Because DWA already tracks and reports progress to local partners and the Wisconsin Main Street, this tool will increase opportunities for the organization to succinctly display its core areas of focus and accomplishments. The ability to demonstrate successful achievement of previously identified goals can also help the organization solicit additional funds and assistance from other organizations with similar missions. The list below illustrates a sample set of benchmarks which could be adopted by Downtown West Allis to illustrate its successes and visually explain the organization's purpose and mission. Ultimately, organization progress in these areas will be tracked and displayed in a graphic format on organization marketing materials such as annual reports and membership materials. Once these benchmark objectives are finalized, specific targets (numbers or percentages) will be established, along with stretch goals that can help solicit funds and support for larger district objectives.

- Increase in social media followers and engagement
- Increased event attendance
- Increase in pedestrian foot traffic
- Number of buildings improved
- Private investment dollars leveraged
- Number of property owners and businesses assisted
- Number of prospective businesses reached/engaged
- Number of net new businesses added
- Number of volunteer hours
- Increase in annual operating budget
- Addition of community gathering space in district
- Addition of new residential units in/adjacent to district



Downtown West Allis

Benchmark Performance Measurements 2016-2020



Downtown West Allis will continue to offer its small town flavor. It will promote a quality image of the Milwaukee metropolitan area's hometown downtown, where new energy and traditional values will meet to offer a genuine 'one of a kind' downtown experience.

Downtown West Allis works to build a positive image of the district that encourages customer growth and community involvement.

The following indicators highlight the strategic objectives that are part of Downtown West Allis's 5-year plan to enhance Greenfield Avenue.

Increase Private Investment



5-Year Goal

- Average of \$1m annually in private investment
- 15% of org. funding from individual & corporate donors

Improve District Image



- 50% of businesses utilize district brand
- 50% of visitors surveyed indicate positive image

Enhance District Aesthetics



- Establish gateway entrance features
- Complete renovation of 10 properties

Grow Economic Mix & Vitality



- 3 additional restaurant or entertainment venues
- 10% increase in total BID assessment

Expand Customer Base



- 33% increase in annual event attendance
- 100% increase in social media followers

Improve Physical Function of Greenfield Avenue



- 50% increase in pedestrian traffic
- Addition of community space



<u>2015 Board of Directors</u>	
Name-Title-Work Address	
Chet Parker – DWA-BID President The Wedding Centre 7140 W. Greenfield Avenue	Alex Geiger – DWABID Vice President Model Empire 7116 W. Greenfield Avenue
Douglas Persich, DWA, Inc. President West Allis Dental 7130 W. Greenfield Avenue	Tom Miller – DWA, Inc. Vice President Steakhouse 100 7244 W. Greenfield Avenue
Don Falk – Inc. & BID Secretary B & K Bar Supplies 7100 W. Greenfield Avenue	Timothy A. Klare – Inc. & BID Treasurer BMO Harris Bank 7000 W. Greenfield Avenue
Jackie Ellington DC Ellington Company 7412 W. Greenfield Avenue	Gloria Hawkins Hawkins Clock Center 7301 W. Greenfield Avenue
Jennifer Larson Anchor Bank 7401 W. Greenfield Avenue	Jim Mejchar Citizen 3200 S. 116 th Street
Patrick Schloss – Ex Officio City of West Allis 7525 W. Greenfield Avenue	

Summary

- With a proposed total budget of \$109,550 we request a special assessment of \$99,550.
- Assessment shall be Five & 37/100 DOLLARS (\$5.37) PER THOUSAND DOLLARS OF ASSESSED VALUATION OF EACH SUCH PROPERTY AS PROVIDED BY LAW.
- The Executive Director, Program Assistant and one street cleaner are employees of the Business Improvement District. Our office allows these individuals to carry out the day to day activities. We have a meeting room for our Board and Committee members, and their subcommittees giving them an access to a professional working atmosphere.
- Our Board and Committee members are volunteers within this organization. Each volunteer gives freely of their time and expertise. The Board of Directors votes for a President, Vice-President, Secretary and Treasurer at our December meeting. All members of the Downtown West Allis Business Improvement District are welcome and encouraged to attend meetings via the newsletter and in discussion with the Executive Director and Board Members.
- The Downtown West Allis Business Improvement District is a quasi-governmental, not-for profit, community coalition dedicated to an economically strong, safe, attractive and exciting downtown. Through our four major promotional events we seek to strengthen the retail, cultural, educational and residential life of the city center. Leadership is energized by using human and financial resources, from both within our downtown neighborhood and the greater community.

Assessment Method

Financing Method

The proposed expenditures contained in the *2016 Downtown West Allis BID Approved Budget*, attached to the Operating Plan, will be financed from funds collected from the BID special assessment. It is estimated that \$99,550 will be raised through special assessments. Any other funds, which may be made available to the BID for the purposes contained herein, shall be collected and expended as identified in the *2016 Downtown West Allis BID Approved Budget*.

Method of Assessment

All tax parcels within the Downtown West Allis Business Improvement District boundaries required to pay real estate taxes, with the exception of property used exclusively for manufacturing purposes, will be assessed. Real property used exclusively for residential purposes may not be assessed, as prescribed by the BID law. Property exempt from paying real estate taxes or owned by government agencies will not be assessed.

Allocation of Assessments

Special assessments under this 2016 Operating Plan are hereby levied against each tax parcel property within the District that has a separate Parcel Identification Number. The assessment is based on the assessed value of the parcels (land and improvements) as shown in the record of the City Assessor's office on January 1, 2016 except as otherwise identified. Assessment shall be Five & 37/100 DOLLARS (\$5.37) PER THOUSAND DOLLARS OF ASSESSED VALUATION OF EACH SUCH PROPERTY AS PROVIDED BY LAW.

Downtown West Allis Business Improvement District
Managed by: Downtown West Allis, Inc.
West Allis, WI
2016 PROPOSED BUDGET

	Proposed	% of Budget		Proposed	% of Budget
PROFESSIONAL SERVICES			DESIGN		
Executive Director's Salary	\$ 38,500.00	35.14%	STREETSCAPE - SAFETY		
Program Assistant's Salary	\$ 9,500.00	8.67%	Security Camera Project	\$ 2,000.00	1.83%
Professional Incentives	\$ 4,000.00	3.65%	Snow Removal	\$ 10,000.00	9.13%
Administrative Support	\$ 100.00	0.09%	STREETSCAPE - BEAUTIFICATION		
Professional Services (Accountant, Lawyer)	\$ 2,300.00	2.10%	Street Cleaning	\$ 5,700.00	5.20%
Payroll Tax Expense	\$ 4,100.00	3.74%	Maintenance Materials - Street Cleaning	\$ 500.00	0.46%
TOTAL PROFESSIONAL SERVICES	\$ 58,500.00	53.40%	Planters/Planter Maintenance	\$ 2,000.00	1.83%
SUPPORTING SERVICES			TOTAL DESIGN	\$ 20,200.00	18.44%
Website Renovations	\$ 150.00	0.14%	PROMOTIONS		
Dues, Subscriptions & Memberships	\$ 1,000.00	0.91%	Promotions General Expenses	\$ 500.00	0.46%
Telephone and Internet	\$ 3,700.00	3.38%	Christmas On The Avenue	\$ 500.00	0.46%
Rent - BID Office	\$ 4,800.00	4.38%	Halloween Hunt	\$ 500.00	0.46%
Supplies and Printing	\$ 2,000.00	1.83%	TOTAL PROMOTIONS	\$ 1,500.00	1.37%
Copier - Maintenance	\$ 200.00	0.18%	ECONOMIC DEVELOPMENT/ORGANIZATIONAL		
Web Hosting & Email Support	\$ 1,200.00	1.10%	Marketing Media (radio, DMV, TV, etc)	\$ 3,000.00	2.74%
Newsletter	\$ 500.00	0.46%	Marketing Materials (Brochures, rack cards, calendars, etc)	\$ 3,000.00	2.74%
Postage	\$ 500.00	0.46%	Recruitment Materials (brochures, flyers, etc)	\$ 500.00	0.46%
Insurance	\$ 2,500.00	2.28%	TOTAL ECONOMIC DEV./ORGANIZATIONAL	\$ 6,500.00	5.93%
Misc. Office Expenses	\$ 500.00	0.46%	ASSISTANCE PROGRAMS		
BOD Misc. Expenses (Grants, etc)	\$ 300.00	0.27%	Signage Assistance Program	\$ 2,500.00	2.28%
TOTAL SUPPORTING SERVICES	\$ 17,350.00	15.84%	AAGP (Advertising Assistance Grant)	\$ 2,000.00	1.83%
MAIN STREET PROGRAM			TOTAL ASSISTANCE PROGRAMS	\$ 4,500.00	4.11%
Education & Travel	\$ 1,000.00	0.91%	Total Expenses	\$ 109,550.00	
TOTAL MAIN STREET PROGRAM	\$ 1,000.00	0.91%	ASSESSED VALUE FOR 2016	\$ 18,541,200.00	
			PROPOSED SPECIAL ASSESSMENT LEVY	\$ 109,550.00	100.00%
			Less (City of West Allis)		
			Less (DWA, Inc.)	\$ 10,000.00	
			Total Income	\$ 99,550.00	
			ASSESSMENT PER \$1,000 OF ASSESSED	\$ 5.37	

9/4/15: Approved by: DWABID & DWA, Inc. Executive Boards

Assessment Collection

- The City of West Allis shall include the special assessment levied herein as a separate line on the real estate tax bill for each parcel. The City shall collect such assessment with the taxes as a special charge, and in the same manner as such taxes, and shall turn over all moneys so collected to the BID Board for distribution in accordance with the BID Operating Plan by the 15th day of the month following such collection.
- Any BID assessment collected by the City before or after the Operating Plan year for which the assessments were made shall be delivered to the BID Board by the 15th of the month following the month during which such sums were collected and are to be used by the BID Board in the same manner as if received during the applicable Operating Plan year. This provision is intended to govern BID assessments prepaid in December prior to the applicable Operating Plan year, as well as delinquent and late payment made after the Operating Plan year.
- The BID Board shall prepare and make available to the public and the City's Council annual reports describing the current status of the BID, including expenditures and revenues, at the time it submits its amended Operating Plan to the City for the following Operating Plan year. This report shall include an independent certified audit of the implementation of the Operating Plan, which shall be paid for out of the BID budget.
- The presentation of this proposed Operating Plan to the City shall be deemed a standing order of the Board under Wis. Stat. sec. 66.1109(4) to disburse the BID assessments in the manner provided herein.
- This section shall be sufficient instruction to the City to disburse the BID assessment, without necessity of an additional disbursement agreement, disbursement method or accounting method. Disbursements made under this Plan shall be shown in the City's budget as a line item. Other than as specified herein, the disbursement procedures shall follow standard City disbursement policy.

**Downtown West Allis Business Improvement District
2016 Time Table for Planned Expenditures**

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Total
Professional Services	\$ 6,348.00	\$ 4,324.00	\$ 4,351.00	\$ 4,349.00	\$ 4,374.00	\$ 6,351.00	\$ 4,350.00	\$ 4,875.00	\$ 4,351.00	\$ 4,350.00	\$ 4,325.00	\$ 6,351.00	\$ 66,660.00
Executive Director's Salary	\$ 3,208.00	\$ 3,208.00	\$ 3,209.00	\$ 3,208.00	\$ 3,208.00	\$ 3,209.00	\$ 3,208.00	\$ 3,208.00	\$ 3,209.00	\$ 3,208.00	\$ 3,208.00	\$ 3,209.00	\$ 38,500.00
Program Assistant's Salary	\$ 791.00	\$ 791.00	\$ 792.00	\$ 791.00	\$ 791.00	\$ 792.00	\$ 792.00	\$ 792.00	\$ 792.00	\$ 792.00	\$ 792.00	\$ 792.00	\$ 9,500.00
Professional Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
FICA, Unemploy. & Work Comp.	\$ 350.00	\$ 300.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 300.00	\$ 350.00	\$ 4,100.00
Professional Services	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ 2,300.00
Administrative Support	\$ -	\$ 25.00	\$ -	\$ -	\$ 25.00	\$ -	\$ -	\$ 25.00	\$ -	\$ -	\$ 25.00	\$ -	\$ 100.00
Supporting Services	\$ 2,175.00	\$ 925.00	\$ 950.00	\$ 950.00	\$ 875.00	\$ 3,500.00	\$ 1,875.00	\$ 950.00	\$ 950.00	\$ 950.00	\$ 875.00	\$ 3,175.00	\$ 17,650.00
Website Renovations	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ -	\$ 150.00
Dues, Subscriptions & Membership	\$ -	\$ 200.00	\$ -	\$ 200.00	\$ -	\$ 200.00	\$ -	\$ 200.00	\$ -	\$ 200.00	\$ -	\$ -	\$ 1,000.00
Telephone & Internet	\$ 300.00	\$ 300.00	\$ 300.00	\$ 325.00	\$ 300.00	\$ 300.00	\$ 325.00	\$ 300.00	\$ 325.00	\$ 300.00	\$ 300.00	\$ 325.00	\$ 3,700.00
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400.00
Supplies & Printing	\$ 150.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 100.00	\$ 2,050.00
Copier Maintenance	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ -	\$ 200.00
Webhosting & Email Support	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Newsletter	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ -	\$ 500.00
Postage	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 500.00
Insurance	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00
Misc. Office Supplies	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ 500.00
BOD Misc. Expense	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ 500.00
Design Committee	\$ 2,675.00	\$ 2,675.00	\$ 1,725.00	\$ 625.00	\$ 2,725.00	\$ 775.00	\$ 625.00	\$ 825.00	\$ 725.00	\$ 1,625.00	\$ 2,775.00	\$ 2,625.00	\$ 20,200.00
Maintenance Materials	\$ 50.00	\$ -	\$ 50.00	\$ -	\$ 50.00	\$ 150.00	\$ -	\$ -	\$ 50.00	\$ -	\$ 150.00	\$ -	\$ 500.00
Snow Removal	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 10,000.00
Security Camera (Maintenance)	\$ 150.00	\$ 200.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 2,000.00
Street Cleaning	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 5,700.00
Brick Planter (Maintenance)	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
Economic Development Committee	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 500.00
Recruitment Materials	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 500.00
Organizational Committee	\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00	\$ 650.00	\$ 450.00	\$ 450.00	\$ 550.00	\$ 450.00	\$ 450.00	\$ 550.00	\$ 550.00	\$ 6,000.00
Marketing Media	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,000.00
Marketing Material	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 400.00	\$ 200.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 200.00	\$ 300.00	\$ 400.00	\$ 3,000.00
Promotions Committee	\$ 250.00	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 250.00	\$ 50.00	\$ -	\$ -	\$ 1,300.00
General Expenses	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 500.00
Halloween Hunt	\$ 250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ 300.00
Christmas On The Avenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00
Assistance Programs	\$ 625.00	\$ -	\$ 400.00	\$ 200.00	\$ 625.00	\$ 400.00	\$ 200.00	\$ -	\$ 625.00	\$ 200.00	\$ 400.00	\$ 625.00	\$ 4,800.00
Signage Assistance	\$ 625.00	\$ -	\$ -	\$ -	\$ 625.00	\$ -	\$ -	\$ -	\$ 625.00	\$ -	\$ -	\$ -	\$ 2,500.00
Advertising Assistance (AAGP)	\$ 200.00	\$ -	\$ 400.00	\$ 200.00	\$ -	\$ 400.00	\$ 200.00	\$ -	\$ -	\$ 200.00	\$ 400.00	\$ -	\$ 2,000.00
Main Street Program	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ 1,000.00
Education & Travel	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ 1,000.00
TOTAL	\$ 11,899.00	\$ 8,374.00	\$ 7,976.00	\$ 6,374.00	\$ 8,674.00	\$ 11,326.00	\$ 7,100.00	\$ 8,800.00	\$ 7,228.00	\$ 7,425.00	\$ 8,325.00	\$ 13,551.00	\$ 109,650.00

City Role

The City of West Allis is committed to helping private property owners in the District promote its development. To this end, the City intends to play a significant role in the creation of the Business Improvement District and in implementation of the Operating Plan. In particular, the City will:

- Encourage the County and State governments to support the activities of the District.
- Monitor and when appropriate, apply for outside funds that could be used in support of the District.
- Collect assessments, maintain the funds, and disburse the funds of the District to the BID along with an identification of those BID assessments included in the disbursement.
- Obtain and review annual audits as required per Wis. Stat. sec. 66.1109(3) (c).
- Provide the BID Board through the Assessor’s Office on or before September 1 of each Operating Plan year with the official City records on assessed value for each Parcel Identification Number within the District, as of that date in each plan year, for purposes of calculating the BID assessments.
- Adopt this Operating Plan in the manner required by Wis. Stat. sec. 66.1109.

Required Statements

- The Business Improvement District law requires the Operating Plan to include several specific statements:
- Wis. Stat. sec. 66.1109(1)(f)1m: The District will contain property used exclusively for manufacturing purpose, as well as properties used in part for manufacturing. These properties will be assessed according to the formula contained herein because it is assumed that they will benefit from development in the District.
- Wis. Stat. sec. 66.1109(5)(a): Real property used exclusively for residential purposes and real property that is exempted from general property taxes under s. 70.11 may not be specially assessed.

Severability and Expansion

- This BID has been created under authority of Wis. Stat. sec. 66.1109.
- Should any court find any portion of the BID law or this Operating Plan invalid or unconstitutional, said decision will not invalidate or terminate the BID and this BID Operating Plan should be amended to conform to the law without the need to reestablish the Operating Plan.
- Should the State amend the statute to narrow or broaden the purposes of a Business Improvement District so as to, among other things, exclude or include as assessable properties of a certain class or classes of properties, then this BID Operating Plan may be amended by the Common Council of the City of West Allis as and when it conducts its annual budget approval without necessity to undertake any other act.
- All of the above is specifically authorized by Wis. Stat. sec. 66.1109(3) (b).
- If it is determined by a court or administrative body that a parcel of property not subject to general real estate taxes may not be included within the District, then such parcels shall be excluded from the definition of the District.

Legal Option

I hereby certify that the 2016 Operating Plan for the *Downtown West Allis Business Improvement District* is complete and complies with Section 66.1109(1) (f) of the Wisconsin Statutes.



10-12-15

Scott Post
Attorney
City of West Allis

Date

City