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
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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.

- **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://wedd.org/mainstreet](http://wedd.org/mainstreet) in good standing and has been accredited by National Main Street.
Mission Statement

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

Vision Statement

We envision a Downtown West Allis that is a gathering place for families, neighbors and visitors to enjoy hometown hospitality and West Allis pride through family activities and events.

We envision a Downtown West Allis that enhances the quality of life for residents and visitors alike by offering safe, inviting and pedestrian friendly streets.

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.

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.

Downtown West Allis
A Designated Main Street Community

Downtown West Allis has been designated as an accredited Main Street America™ program for meeting rigorous performance standards set by the National Main Street Center. Each year, the National Main Street Center and its Coordinating Program partners announce the list of accredited Main Street America programs in recognition of their exemplary commitment to preservation-based economic development and community revitalization through the Main Street Approach®.

The organization’s performance is annually evaluated by Wisconsin Main Street, which works in partnership with the National Main Street Center to identify the local programs that meet ten performance standards. Evaluation criteria determines the communities that are building comprehensive and sustainable revitalization efforts and include standards such as fostering strong public-private partnerships, securing an operating budget, tracking programmatic progress and actively preserving historic buildings.
Goal: Improve and Define Downtown/West Allis Image  
Objective: Have a recognizable West Allis brand that works with both internal and external audiences.

- Create a series of videos highlighting the West Allis experience – introducing business owners, highlighting neighborhood attractions, etc.
  - 2018: Working with the City of West Allis’s Communications Dept., in created two new “Behind the BID” videos for businesses in the Downtown and two outside of the Downtown boundaries. Videos included:
    - Model Empire
    - Yoga is Served
    - Peak Physique
    - Peanut Butter & Jelly Deli
  - 2019: Will continue to create short videos on each business and will market these through Facebook and other social media venues.
    Business scheduled for 2019 include:
    - 2 Men & A Truck
    - LuLa Mae
    - E5 Sports
    - Teresa’s Interior Design

- Grow ‘Friends of’ program to engage businesses outside the BID and raise additional funds.
  - 2018:
    - Working again with Thera-Dynamics Physical Training we purchased 2,000 tote bags that were given out at various events around the City.
    - We added the following businesses/organizations to our “Friends of” program:
      - Library Square
      - Lula Mae
      - Peak Physique
      - Baycom
  - 2019: We hope to add at least two more “Friends Of” to the list. They include:
    - Metro Realty Group
    - 2 Men & A Truck
• Expand outreach to residents, schools, community partners.
  • 2018:
    • Working with the Milwaukee County Volunteer Center to recruit new volunteers.
    • Joined the East Allis Association to expand our mission and recruit volunteers for events and projects.
    • Will continue to work with CrossPoint and Epikos churches in getting new volunteers.
  • 2019: Will work with the Fairview Neighborhood Association in projects north of our Downtown.

• Expand joint marketing activities among district businesses.
  • 2018:
    • Continued working with 102.9 The Hog on discounted advertising for area businesses as well as Country Life Magazine and WMSE 91.7
    • Developed West Allis Downtown coupon books that were distributed through area events, businesses, Hampton Inn & Suites and 2018 Harleyfest.
    • Started working with WI State Fair organization in collaborating marketing efforts.
    • Developed a working relationship with Milwaukee Magazine in discounted advertising.
    • Developed a working relationship with Travel Wisconsin by getting event flyers sent to other tourism locations.
  • 2019: Will reach out to MKELifestyle, ESPN Milwaukee and Metro Realty and develop marketing incentives.

• Have 100% buy-in from district businesses for branding and marketing activities.
  • 2018:
    • Helped eight Downtown businesses by supplementing marketing expenses through our Advertising Assistance Grant Program
    • Started a t-shirt campaign where we sold about twenty t-shirts with our logo.
  • 2019: Continue to help businesses with their Facebook ads, Instagram and Twitter, drawing more attention to the Downtown.

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.

- Implement circulation and public space improvements to maximize traffic flow and space utilization in district.
  - 2018:
    - Started fundraising for painted park benches within the Downtown.
    - Worked with Eden Garden & Pets in planting a variety of flowers in our flower planters.
  - 2019:
    - Reach out to sponsors, artists and residents to complete the Art Bench Project.
    - Continue working with Eden Garden & Pets in getting the most unique and coloring flowers.

- Continue to incentivize façade improvement, consider additional property enhancement incentives.
  - 2018:
    - Working with City of West Allis and WEDC on a façade improvement for the following buildings located at:
      - 7311 W. Greenfield Avenue
      - 7105 W. Greenfield Avenue
      - 7526/28 W. Greenfield Avenue
  - 2019: Reach out to one other property owners to do a façade improvements.

- Public Art - Recommendation: Business murals present an opportunity for public art that has the incentive of greater promotion for business owners.
  - 2018: Reaching out to property owners with potential artists and renderings.
  - 2019: Hope to have at least two properties contain mural art.
**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.

- **2018:**
  - Attracted the following businesses to the Downtown:
    - Yoga is Served
    - All State Insurance
    - E5 Sports
    - Laughing Grass
    - Teresa’s Interior Designs
    - Complete Weddings Events MKE
  - Continue to offer our business owners an opportunity to discuss issues and concerns with West Allis Police and Fire Departments.

- **2019:** Continue to work with property owners in getting rentable spaces filled and work with potential business owners in processing the steps to open a business in West Allis.
West Allis Downtown

In addition to continue the execution and promotion of the successful events and initiatives, the 2019 Downtown West Allis work plan will feature the following:

- Host activities within our boundaries that will provide a destination gathering place from inside and outside the community.
- Keep businesses as well as the overall Downtown in the forefront by working with other organizations and attending other events.

Halloween Hunt  Art on Avenue  Christmas On The Avenue  Wood & Wings  Classic Car Show  West Allis A la Carte  Shop Small Saturday  Wisconsin State Fair  West Allis Library Display  Fire Station #2 Open House  Spring Coloring Contest  Settler’s Weekend  Stein & Dine
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Work Address</th>
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<tr>
<td>Alex Geiger</td>
<td>DWA-BID President</td>
<td>Model Empire 7116 W. Greenfield Avenue</td>
</tr>
<tr>
<td>Jackie Ellington</td>
<td>DWABID Vice President</td>
<td>DC Ellington Company 7412 W. Greenfield Avenue</td>
</tr>
<tr>
<td>Douglas Persich</td>
<td>DWA, Inc. President</td>
<td>West Allis Dental 7130 W. Greenfield Avenue</td>
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<tr>
<td>Tom Miller</td>
<td>DWA, Inc. Vice President</td>
<td>Steakhouse 100 7244 W. Greenfield Avenue</td>
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<tr>
<td>Don Falk</td>
<td>Inc. &amp; BID Secretary</td>
<td>B &amp; K Bar Supplies 7100 W. Greenfield Avenue</td>
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<tr>
<td>Timothy A. Klare</td>
<td>Inc. &amp; BID Treasurer</td>
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<tr>
<td>Gloria Hawkins</td>
<td></td>
<td>Hawkins Clock Center 7301 W. Greenfield Avenue</td>
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<tr>
<td>Jim Mejchar</td>
<td>Citizen</td>
<td>3200 S. 116th Street</td>
</tr>
<tr>
<td>Chet Parker</td>
<td>Citizen</td>
<td>Kurt Potochich 1954 S. 73rd Street</td>
</tr>
<tr>
<td>Patrick Schloss</td>
<td>Ex Officio</td>
<td>City of West Allis 7525 W. Greenfield Avenue</td>
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**Summary**

- With a proposed total budget of $130,350.00 we request a special assessment of $98,473.80.
- Assessment shall be Five & 446/100 DOLLARS ($5.446) 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 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 November 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 2019 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 $98,473.80 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 2019 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 2019 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, 2019 except as otherwise identified. Assessment shall be Five & 446/100 DOLLARS ($5.446) PER THOUSAND DOLLARS OF ASSESSED VALUATION OF EACH SUCH PROPERTY AS PROVIDED BY LAW.

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<th>PROFESSIONAL SERVICES</th>
<th>2019 Budget</th>
<th>% of Budget</th>
<th>DESIGN</th>
<th>2019 Budget</th>
<th>% of Budget</th>
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<td>Executive Director’s Salary</td>
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<td>Professional Incentives</td>
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<td>Professional Services (Accountant, Lawyer)</td>
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<td>TOTAL PROFESSIONAL SERVICES</td>
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<th>ECONOMIC DEVELOPMENT/ORGANIZATIONAL</th>
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<td>Website Renovations</td>
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<td>Marketing Media (radio, DMV, TV, etc.)</td>
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<td>Dues, Subscriptions &amp; Memberships</td>
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<td>Marketing Materials (brochures, rack cards, calendars, etc.)</td>
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<td>Telephone and Internet</td>
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<td>Recruitment Materials (Crime prevention,unchooch, etc.)</td>
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<td>Web Hosting &amp; Email Support</td>
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<td>Education &amp; Travel</td>
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<td>DWABID Board of Directors: Approved 9/28/18</td>
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11
Kind, Number and Location of Expenditures

In 2019, the Business Improvement District will work on the implementation of the projects presented earlier in this report. All activities/projects will take place within the boundaries of the Downtown West Allis as stated on page 3 of this report.

In addition to the regular activities that provide a clean, safe and vibrant area, the BID must provide support to the businesses. With recent new business additions, there has been a focus on signage and marketing needs. The BID will, once again, offer both signage and marketing grants to our business owners.

Execution of and continued development of forward strategy based on the 2016-2020 Strategic Plan to:

- Be a collective voice in planning, policy and communications
- Work with City Administration and Elected Officials to identify and prioritize for incorporation into capital projects.
- Advocate for inclusion in future City capital budgets
- Foster relationships with elected officials and City Staff to maintain focus on capital improvement plans and encourage open dialogue between all entities.
- Work with City Traffic Engineering Department to develop plan for vehicle and pedestrian traffic flow.
- Meet with business and property owners on a regular basis to assess impact, provide information and seek feedback or input.
- Create and distribute regular and timely communication with information about district and local businesses.

Our Board of Directors is comprised of 13 members representing the following interests:

- 6 Business Owners/Occupants
- 2 Person-At-Large (West Allis resident)
- 2 Former Business Owners/Occupants
- 1 City of West Allis Representative (Ex-Officio)

In addition, it is recommended that the DWBID board be structured and operate as follows:

- **Board size** – minimum of five
- **Composition** – At least 60% shall be owners or occupants of property within the district. The board shall elect its Chairperson from among its members.
- **Term** – Appointments to the board shall be for a period of three years.
- **Compensation** – None
- **Meetings** – All meetings of the board shall be governed by the Wisconsin Open Meetings Law and held periodically.
- **Record Keeping** – Files and records of the board’s affairs shall be kept pursuant to public record requirements.
- **Staffing** – The board will staff and/or contract for staffing services pursuant to this Plan and subsequent modifications thereof.
- **Relationship** – The DWABID shall be a separate entity from any association or organization, notwithstanding the fact that members, officers and directors of each may be shared. Downtown West Allis, Inc. shall remain a private organization, not subject to the open meeting law, and not subject to the public record law except for its records generated in connection with the BID board. Downtown West Allis, Inc. has contracted with the DWABID to provide services to the DWA-BID, in accordance with this Plan.
- **Responsibilities** - Implement the Operating Plan, annually consider and make changes to the Operating Plan and Submit the Operating Plan to the Common Council for approval.
**Administrative Committee Objectives**
The Administrative Committee will focus on the following 2019 goals:
- To continue to **employ** a full-time Executive Director and Program Assistant.
- Maintain **partnerships** with the City of West Allis, West Allis Police, Fire, Health, Communications and Forestry Departments.
- Continue to maintain and improve the WestAllisDowntown.com website, The Downtowner newsletter, Twitter, Instagram and Facebook accounts.

**Promotion Committee Objectives**
The Promotions Committee will focus on the following 2019 goals:
- Maintain our **traditional family events**: West Allis Ala Carte, Wood & Wings, Classic Car Show, Halloween Hunt and Christmas on the Avenue.
- Promote DWABID by **participating in West Allis activities** such as: parades, National Night Out, Settlers Weekend and other community activities.
- Helping other organizations/businesses raise awareness through smaller monthly events.

**Design Committee Objectives**
The Design committee will focus on the following 2019 goals:
- **Maintain Brick Flower Planters and Street Level Planters**. We will continue to maintain the brick planters as well as adding new mulch to the tree beds.
- **Maintain Sidewalks through Snow Removal and Cleanup**. We will continue to keep our area clean by having the snow removed in the winter and the weeds and trash picked up on a weekly basis.
- **Sound System/WIFI/Cameras**. We will continue to work with the City of West Allis in finalizing the installation of the security cameras in the municipal parking lots.
- **Signage Assistance**. We will bring back our Signage Assistance Grant Program that will help fund façade signage or removal of old signage.

**Economic Restructuring Committee Objectives**
The Economic Development Committee will focus on the following 2019 goals:
- Work with Downtown West Allis property owners in recruiting businesses to fill vacancies.
- Work with the City of West Allis regarding façade improvements to buildings and try to complete one project each year.
- Utilize Main Street’s assistance in developing programs to strengthen small businesses through Shop Local and Small Business Saturday campaigns.

**Organization Committee Objectives**
The DWA-BID Marketing Committee will focus on the following 2019 goals:
- Increase **volunteer participation** and encourage community support through neighborhood associations and other community organizations.
  Improve **business to business communication** through our quarterly newsletter, periodic email blasts, meetings and outside marketing projects.
- Update the web page to keep the calendar of events most current. We will continue working on branding our area and spread the word about West Allis Downtown.
- Continue to reach out to the community through press releases in the West Allis NOW, DWA-Inc. Facebook and Twitter.
- **Advertising Assistance**. We will offer financial assistance to business owners for their promoting and marketing projects.
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 monies so collected to the BID Board for distribution in accordance with the BID Operating Plan by February 28, 2019.

- 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.

- 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.
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.
- 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 2019 Operating Plan for the Downtown West Allis Business Improvement District is complete and complies with Section 66.1109(1) (f) of the Wisconsin Statutes.

Please Print
City Attorney
City of West Allis

Signature
Date