MID REIMAGINATION
Overview

• Reimagination & Renewal
  PROCESS & TIMELINE

• Current Situation

• Vision & Plan for Services

• Renewal Business Plan & Strategy

• Next Steps
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa Nitze, Nitze-Stagen</td>
<td>(MID Board Chair)</td>
</tr>
<tr>
<td>Ed Leigh</td>
<td>Equity Residential</td>
</tr>
<tr>
<td>Andy Bench</td>
<td>Wright Runstad</td>
</tr>
<tr>
<td>Valerie Heide Mudra</td>
<td>Belltown Resident</td>
</tr>
<tr>
<td>Cary Clark</td>
<td>Argosy Cruises</td>
</tr>
<tr>
<td>Ben Grace</td>
<td>Amazon</td>
</tr>
<tr>
<td>Yi Zhao</td>
<td>Plymouth</td>
</tr>
<tr>
<td>Rebecca Uusitalo</td>
<td>Urban Renaissance Group</td>
</tr>
<tr>
<td>Ross Peyton</td>
<td>Unimark Construction</td>
</tr>
<tr>
<td>Sung Kim</td>
<td>Belltown Resident</td>
</tr>
</tbody>
</table>
### DSA / Metropolitan Improvement District

#### Reimagination & Reauthorization: 2022-23

<table>
<thead>
<tr>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN '23</th>
<th>FEB '23</th>
<th>MAR '23</th>
<th>APR '23</th>
<th>MAY '23</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reimagination</strong></td>
<td><strong>Reauthorization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP, Process &amp; Goals</td>
<td>LEADERSHIP, visions for Renewal Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP, Situational Analysis</td>
<td>LEADERSHIP, Renewal Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SERVICES TRIAL</strong></td>
<td><strong>PETITIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MID Board</td>
<td>MID Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JAN 25: Process &amp; Timelines</td>
<td>MAR 29: Services Trial &amp; Renewal Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iterative Planning: Budget &amp; Assessment Scenarios</td>
<td>Services Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratepayer Analysis</td>
<td>Ratepayer Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MID &amp; DSA Boards</td>
<td><strong>MEDIA &amp; RATEPAYER CAMPAIGN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval of Final Service &amp; Business Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Ratepayer Updates**

- Focus Groups
- Interviews
- Best Practices Research
- Staff Surveys

---

**Council Actions**

- Council Process
- Council Package & Ordinance
- Council Briefings

---

**Final Proposal**

**Petition Launch**

- Petitions to City
- Council Process
- Council Action & Renewal

---

**Downtown Seattle Association**

**Metropolitan Improvement District**
Overview

• Reimagination & Renewal
• Current Situation
• Vision & Plan for Services
• Renewal Business Plan & Strategy
• Next Steps
Stakeholder Engagement

• Staff survey
• 1:1 interviews with
  • Select MID ratepayers
  • DSA staff
  • DSA/MID board members
• Focus group with 15 largest ratepayers
• Focus group with ambassador teams and managers
• Focus group with large national peer organization CEOs
Common Themes

• Safety & Security are of upmost importance
• A need for clarifying roles and responsibilities of MID & the City
• Considerations of boundaries and rates
• Challenges and strategies for returning Downtown
• Desire to improve and optimize services mix
• A need for improved internal and external communication
• Adaptive, nimble and dedicated staff, needing organizational support
Overview

• Reimagination & Renewal
  PROCESS & TIMELINE

• Current Situation

• Vision & Plan for Services

• Renewal Business Plan & Strategy

• Next Steps
Services Vision

• Safety & Security
• Downtown Homelessness
• Cleaning Operations
• Changing Nature of Post-Pandemic Public Realm & Pedestrian Volumes
• Measuring Impact

BDS
Safety & Security

- Significantly increase security hours
- Deploy several daily “zone” coverage
- Reduce overnight coverage mobile patrol stops
- Continue to work with SPD emphasis shifts

Budget Impact:
Additional private security spend, $1,211K vs. 21/22 Budget
• Eliminate in-house outreach team

• Partner closely with the Regional Homelessness Authority

• Establish a strong working relationship between RHA Peer Navigators and MID Safety / Hospitality Ambassadors

• Maintain case management and housing support for MID employees

**Budget Impact**

Outreach expense reduced by $740K vs 21/22 Budget
Cleaning & Operations

• Increase entry-level wage to $20/hr
• Right-size the Clean Team (ahead of the historic average)
• Invest in additional mechanization to increase mobilization
• Expand the duties of trike operators

Budget Impact:
• Right-sizing team, eliminating unfilled positions saves $698K vs 21/22
• Wage increase adds $623K
• New equipment, parking storage capital expense, $296K
Public Realm

- Increase entry level wage to $20/hour for Public Realm Ambassadors
- Combine teams for greater staffing flexibility & resiliency
- Refocus Ambassador duties to address issues of disorder
- Extend light-layer activations to additional public spaces

**Budget Impact:**
- Combining teams & eliminating unfilled positions saves $352K vs 21/22 budget
- Wage increase adds $170K
Measuring Impact

We will deploy a new method for measuring and reporting on impact and conditions within the MID based on the following framework:

1. **Activity Metrics**
   - ✓ Track our output over time relative to hours staffed
   - ✓ Identify KPIs for additional security, added mobilization

2. **Customer perception**
   - ✓ Regular public perception survey, measuring public realm conditions

3. **Reality of the environment**
   - ✓ Monitor crime, unsheltered population, tents, etc.
Overview

• Reimagination & Renewal PROCESS & TIMELINE

• Current Situation

• Vision & Plan for Services

• Renewal Business Plan & Strategy

• Next Steps
BDS

SERVICES TRIAL

ITERATIVE PLANNING:
√ Ratepayer Analysis
√ Budget & Assessment Scenarios
√ Services Planning
√ Ratepayer Communication

MID & DSA Boards
Approval of Final Service & Business Plan

Final Proposal
Petition Launch

RATEPAYER UPDATES
Overview

• Reimagination & Renewal
  PROCESS & TIMELINE

• Current Situation

• Vision & Plan for Services

• Renewal Business Plan & Strategy

• Next Steps
  ✓ Services Roll-out
  ✓ Iterative Planning
  ✓ Ratepayer Communication
  ✓ Final Proposal