

**Historic King Drive  
Business Improvement District  
(BID #8)**

**2013 Operating Plan**

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# **Year 21 Operating Plan**

## **I. Introduction**

In 1984, the Wisconsin Legislature created Sec. 66.1109 (formerly Sec. 66.608) of the Wisconsin Statutes (“BID Law”) enabling cities to establish Business Improvement Districts (BIDs) upon the petition of at least one-property owner within the proposed district. The purpose of the law is “... *to allow businesses within those districts to develop, to manage and promote the districts and to establish an assessment method to fund these activities.*” (1983 Wisconsin Act 184, Section 1, legislative declaration)

On September 17, 1992, the Common Council of the City of Milwaukee by Resolution File Number 920644, created Business Improvement District Number 8 (“Historic King Drive BID”, “BID”, or “District”) and adopted its initial operating plan.

The BID Law requires that a BID Board of Directors “...*shall annually consider and make changes to the operating plan. The Board shall then submit the operating plan to the local legislative body for its approval.*” The Board of Directors of Historic King Drive BID submits this 2012 Operating Plan in fulfillment of the statutory requirement (“Operating Plan”).

This Operating Plan proposes a continuation of activities described in the initial (July 1992) Historic King Drive BID Operating Plan (“Year 1 Operating Plan”). Therefore, it incorporates by reference the Year 1 Operating Plan as adopted by the Common Council of the City of Milwaukee. In the interest of brevity, this Operating Plan details the elements that are required by the BID Law and any proposed changes for 2013. It does not repeat the background information that is contained in the Year 1 Operating Plan nor does it include the Business Improvement District statute, original petitions or the City of Milwaukee Attorney’s Statement.

## **II. District Boundaries**

Boundaries of the Historic King Drive BID are shown on the map in Appendix A of this Operating Plan. A listing of the properties included in the Historic King Drive BID is provided in Appendix B. (Together Appendix A and B, “BID Boundary”)

## **III. Proposed Operating Plan**

### **A. Plan Objective**

The objective of the Historic King Drive Business Improvement District is to develop, redevelop, maintain, operate and promote the area of Historic King Drive that is within the BID Boundary.

### **B. Proposed Activities**

Principal activities to be engaged in by the District during its twenty-first year of operations are to include but not limited to operating a District office to promote new development and the increase value of present improvements by providing staffing, equipment, supplies and resources to:

- Respond to questions about available space for lease or purchase;
- Coordinate and support volunteers to promote private and public financing of District development activities;
- Coordinate business recruitment and business development;
- Provide informational materials regarding business and property opportunities;
- Encourage increased police protection and safety programs;
- Maintain maintenance program;
- Publish and distribute District information and promotional materials;
- Initiate publicity and media coverage of District activities;
- Promote the unique historical significance and commercial mix of the District;
- Encourage design-sensitive renovations of buildings in the District;
- Plan and coordinate special events;
- Review and implement elements of existing Redevelopment Plan;
- Actively review proposed new uses and renewals, and encourage uses that benefit the District and discourage uses that detract from the District.
- Marketing the district

The BID's activities may also include:

- Borrowing funds to pay for streetscape improvements and developing such improvements
- Borrowing funds to acquire, develop and own real property to be used for the benefit of the District

### C. Proposed 2013 Expenditures

#### **REVENUES**

BID Assessment	\$199,853.40
Fundraising/Contributions/Earned Income	\$0
CDBG Program Funds (CDGA)	\$50,000
Main Street Technical Assistance Funds	\$0
<b>TOTAL REVENUES</b>	<b>\$249,853.40</b>

#### **EXPENSES**

##### *Management*

Dues, Subscriptions & Library	\$600
Insurance (Gen. Liability, D&O, Volunteer)	\$5,200
Office Supplies	\$2,100
Postage	\$370
Personal Property Taxes	\$800
Audit	\$4,500
Bookkeeping & Accounting	\$10,500
Staff	\$110,000
Rent	\$11,800
Telephone & Internet	\$1,300
Utilities	\$1100
Miscellaneous	\$500

**TOTAL MANAGEMENT EXPENSES** \$148,770

##### *Main Street Activities*

Public Safety & Maintenance Initiatives \$35,000

Marketing Initiatives	\$50,000
<i>Business Owner / Home Owner Rebate</i>	\$5,000
<b>TOTAL EXPENSES</b>	<b>\$238,770</b>
<b>SURPLUS</b>	<b>\$11,083.40</b>

**D. Financing Method**

The proposed expenditures will be financed from funds collected from the BID Assessments (as defined by Section IV.A), voluntary private contributions and public grants. The estimated assessed value of BID-eligible properties within the District is \$213,139,800, almost \$1,159,800 higher than the previous year. Approximately \$199,853.40 or about 80 percent of the BID budget will be raised through BID Assessments. Approximately \$50,000 of the BID's budget will be raised through a separate contract with the Community Development Grants Administration.

The BID Board of Directors shall have the authority and responsibility to prioritize expenditures, and to revise the budget and activities as necessary.

**E. Organization of BID Board**

The District's Board of Directors shall be selected pursuant to the District's Bylaws. The Board's primary responsibility will be implementation of this Operating Plan. The Board may engage a third party to assist in the execution of these duties.

Pending Final Approval by the City Council of outstanding nominations and renewals, the current Historic King Drive BID Board of Directors is comprised as follows:

- Fletcher Crawford
- Bob Ferriday
- Dave Rotter
- Dan Zens
- Pamila Brown
- Welford Sanders
- Sam Denny
- Larry Roffers
- Jo Spear, Jr.
- LaMarr Franklin
- Luc Monsanto
- Michael Coakley
- Susan Kissinger

The Board of the Directors **shall be composed of no more than** fifteen members of whom **all but three shall be owners/owner-designated representatives of a BID assessed property or a commercial tenant of a BID assessed property.** The remaining **three (3)** board positions shall be representatives of community organizations which function within the environs of the District. Board members cannot be an elected municipal or governmental official unless the elected official **meets the criteria stated earlier in this section.**

**F. Relationship to other Entities**

The BID shall be a separate entity from any other entity (“Unaffiliated Entity”), notwithstanding the fact that members, officers, employees and directors may be shared. Such Unaffiliated Entities shall remain private organizations, not subject to the open meeting law, and not subject to the public record law. Such Unaffiliated Entities may contract with the BID to provide services to the BID in accordance with this Plan.

**IV. Method of Assessment & Rate**

**A. Assessment Rate and Method**

The principle behind the assessment methodology is that each parcel’s owner should pay for District development in proportion to the benefits derived. Obviously, not every parcel within the District will benefit equally, but it is assumed that development of the District will produce at least some minimum benefit for all parcels. Thus, a \$125 minimum assessment has been applied to taxable properties. Additionally, a cap of \$1,500 or maximum assessment per parcel is applied.

The use of a minimum and maximum value is designed to reflect the expected benefits to the area by the BID. Since most of the proposed BID activities are district-wide and not property specific, the proposed minimum assessment is designed to spread a level of cost to all properties within the District. Above this minimum level, it is believed that there will be some additional benefits received based upon the value of the property. However, these benefits are not necessarily directly proportional to value. Therefore, a cap of \$1,500 is proposed since no one large property stands to gain significantly more benefits than other properties.

BID-eligible properties are assessed in the following manner:

- An unimproved tax parcel is assessed at a rate of \$4 per \$1,000 of assessed value up to a maximum BID Assessment of \$1,500. No minimum assessment is applied to unimproved parcels.
- There is a \$125 minimum assessment on all BID-eligible improved tax parcels valued at \$10,000 or less.
- For improved tax parcels valued over \$10,000, the assessment is \$125 plus \$4/1,000 assessed value for the amount over \$10,000, up to a maximum of \$1,500.

The assessment assigned to each parcel based on this formula is herein referred to as “BID Assessment.” Any BID Assessments related to a previous year or years may not be contested. The assessed value used for the BID Assessment will be as shown on the attached list. Any BID Assessment related to this Operating Plan may only be contested prior to approval and adoption of this Operating Plan by the City Council.

## B. Excluded and Exempt Property

The BID Law requires explicit consideration of certain classes of property. In compliance with the law the following statements are provided.

1. The BID will assess properties to the maximum extent allowed by law, this includes without limitation, properties used in part or in whole for manufacturing, properties that are vacant, mercantile apartments, and all other properties that are used for any commercial gain. By way of example, and not limiting the foregoing, a property which is used exclusively by its owner and immediate family for their principle residence shall not be assessed. A property will be assessed, however, when any portion of the premises is either (a) leased or possession is otherwise given to a third party, or (b) is used for any other commercial purpose. If any other provision of this Operating Plan shall be in conflict with this paragraph, this paragraph shall prevail.

2. State Statute 66.1109(1) (f) lm: The district will contain property used exclusively for manufacturing purposes, as well as properties used in part for manufacturing. These properties will be assessed according to the method set forth in this Operating Plan because it is assumed that they will benefit from development in the District.

3. In accordance with the interpretation of the City Attorney regarding State Statute 66.1109(1) (b), property exempt from general real estate taxes has been excluded from the District, during the time of the exemption.

## C. Business Owner / Home Owner Rebate

As stated above, “property known to be exclusively residential” is excluded from the BID Assessment. The BID Boundaries include several businesses where the property owner is also the business owner, and also lives at the same property. If no adjustment is made, the property owner pays a BID assessment on his or her entire property, even the portion where he or she lives. In order not to place an undue burden on such Business Owners / Home Owners, the BID has set aside \$5,000 to offer as rebates to such owners. Applications for such rebate must be made by the Business Owner / Home Owner prior to June 1, 2013. The rebate shall be determined as follows. The applicant shall submit:

- (1) Evidence of the “Total Square Footage of Subject Building,” including any basement, but not including any roof area, nor the area of a residential garage. Sufficient evidence may include building plans or information from the City Assessor;
- (2) Evidence of the square footage used exclusively by the applicant and the applicants immediate family for residential purposes, not including any roof area, nor the area of a residential garage (“Residential Square Footage Occupied by Applicant”). Sufficient evidence may include pictures of the residential area and business area that correspond to the documentation submitted as part of (1) above; and
- (3) Evidence that the property is the applicant’s sole and primary residence. Sufficient evidence may include a Driver’s License that includes the subject property’s address.

The BID’s Board of Directors shall make a determination of whether the evidence submitted is sufficient. Applicants that have received such approval are “Approved Applicants.” The rebate given to the Approved Applicant shall be determined as follows. The “Individual Eligible Rebate” for each applicant shall be determined by the following equation: Assessment Paid by Applicant for the Subject Year \* (Residential Square Footage Occupied by Applicant / Total Square Footage

of Subject Building). Then, all of the applicants' Individual Eligible Rebates shall be summed together to determine the "Total Eligible Rebates". If the Total Eligible Rebates is less than \$5,000, each Approved Applicant shall receive a rebate in the amount of the applicant's Individual Eligible Rebate. If the Total Eligible Rebates is greater than \$5,000, then the "Percentage Rebate" shall be determined by taking \$5,000 divided by Total Eligible Rebates. Then each Approved Applicant shall receive a rebate in the amount of the applicant's Individual Eligible Rebate multiplied by the Percentage Rebate.

This rebate only applies to residents that own and live at the subject property, not to business owners that lease an apartment, nor to residents living at the property that are not also the owner of the subject property. The rebate may apply to residents that own the property under the name of a limited liability company or other form of ownership as long as the applicant can show that he or she is the 100% owner of such entity. The determinative date that the BID Board will consider whether a homeowner lived at the premises is January 1 of the subject year. No property owner shall be entitled to a rebate if he or she owes any outstanding taxes or other fees to the City of Milwaukee. A property owner that is current on installment payments shall not be considered to owe outstanding taxes, however, any rebate shall be paid directly to the city to be applied towards outstanding installments. Each applicant must submit a recertification every year to be considered for a rebate. This program will be considered annually by the BID Board and may or may not be a part of future Operating Plans. In no event shall the Individual Eligible Rebate given to an Applicant in any year exceed 50% of the Assessment Paid by Applicant for the subject property in that year.

#### **D. Assessments for Additional Services**

The BID may, but shall have no obligation, to provide certain maintenance on the sidewalk area in front of a private property. This maintenance may only include (a) weed removal; (b) excessive trash removal; (c) snow/ice removal and (d) graffiti removal. Prior to performing such maintenance the BID shall either (i) send notice by certified mail to owner of record, or (ii) post notice on the property. The notice shall give the owner 48 hours to resolve the maintenance problem. If the problem is not resolved the BID may, but shall have no obligation, to resolve such problem. In such cases that the BID does perform maintenance it may add to the relevant property's assessment in the subsequent year a fee of up to \$50 per hour. This increased assessment may cause a property's assessment to exceed the maximum assessment as stated in Section IV.A above. The aggregate additional assessment that may be added to a property's regular assessment in any operating year, shall be \$500.

### **V. Relationship to Milwaukee Comprehensive Plan and Orderly Development of the City.**

#### **A. City Plans**

In February 1978, the Common Council of the City of Milwaukee adopted a Preservation Policy as the policy basis for its Comprehensive Plan and as a guide for its planning, programming and budgeting decisions. The Common Council reaffirmed and expanded the Preservation Policy in Resolution File Number 881978, adopted January 24, 1989.

The Preservation Policy emphasizes maintaining Milwaukee's present housing, jobs, neighborhoods, services, and tax base rather than passively accepting loss of jobs and population,

or emphasizing massive new development. In its January 1989 reaffirmation of the policy, the Common Council gave new emphasis to forging new public and private partnerships as a means to accomplish preservation.

The district is a means of formalizing and funding the public-private partnership between the City and property owners in the Historic King Drive business area and for furthering preservation and redevelopment in this portion of the City of Milwaukee. Therefore, it is fully consistent with the City's Comprehensive Plan and Preservation Policy.

#### **B. City Role In District Operation**

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

1. Provide assistance as appropriate to the BID Board of Directors;
2. Monitor and, when appropriate, apply for outside funding which could be used in support of the District;
3. Collect BID assessments and maintain them in a segregated account; Disburse all funds of the District, no earlier than January 31, 2013 and no later than March 31, 2013. Disbursement of the full amount assessed by the District shall be made without reference to the amount of assessments collected by the City by the date of disbursement;
4. Receive annual audits as required per Wis. Stats. Sec. 66.1109(3)(c).
5. Provide the Board of Directors through the Tax Commissioner's office on or before June 30th of each plan year with the official City of Milwaukee records on the assessed value of each tax key number within the district as of January 1 of each plan year and provide an update immediately prior to preparation of tax bills for purpose of calculating the actual BID assessments for the following plan year; and
6. Encourage the State of Wisconsin, County of Milwaukee and other units of government to support the activities of the District.

The presentation of this Operating Plan to the City of Milwaukee shall be deemed a standing order of the Board of Directors under Sec. 66.60 8 (4) Wis. Stats. to disburse the BID assessments without necessity of an additional disbursement agreement, disbursement method or accounting method. Budget authority made under this plan shall be shown in the City's budget as a line item.

#### **VI. [Intentionally Omitted]**

#### **VII. Future Year Operating Plans**

##### **A. Phased Development**

It is anticipated that the BID will continue to revise and develop the Operating Plan annually, in response to changing development needs and opportunities in the District, in accordance with the purposes and objectives defined in the Year 1 Operating Plan.

Section 66.1109 (3) (a) of the BID law requires the BID Board and the City to annually review and make changes as appropriate in the Operating Plan. Therefore, while this document outlines in general terms the complete development program, it focuses upon Year Twenty-One activities, and information on specific assessed values, budget amounts and assessment amounts are based

on Year Twenty conditions. Greater detail about subsequent year's activities will be provided in the required annual Plan updates, and approval by the Common Council of such Plan updates shall be conclusive evidence of compliance with this Plan and the BID law.

In later years, the BID Operating Plan will continue to apply the assessment formula, as adjusted, to raise funds to meet the next annual budget. However, the method of assessing shall not be materially altered, except with the consent of the City of Milwaukee.

**B. Amendment, Severability and Expansion**

This BID has been created under authority of Section 66.1109 of the Statutes of the State of Wisconsin. Should any court find any portion of this Statute invalid or unconstitutional its decision will not invalidate or terminate the BID and this BID Plan shall be amended to conform to the law without need of reestablishment.

Should the legislature amend the Statute to narrow or broaden the process of a BID so as to exclude or include as assessable properties a certain class or classes of properties, then this BID Plan may be amended by the Common Council of the City of Milwaukee as and when it conducts its annual Operating Plan approval and without necessity to undertake any other act. This is specifically authorized under Section 66.1109(3)(b).

**VIII. Contracting with BID #8**

Any contracting with the BID shall be exempt from the requirements of Sec 62.15, Wis. Stats. because such contracts shall not be for the construction of improvements or provision of materials. If the BID does contract for the construction of improvements or provisions of material, it shall follow the requirements of such statutes to the extent applicable. Further, the annual accounting required under Sec 66.608 (3) (c) Wis. Stats., shall be deemed to fulfill the requirements of Sec 62.15 (14) Wis. Stats. The BID Board of Directors and the City of Milwaukee shall comply with the provisions of Sec. 66.60 before the City inserts assessments for this BID plan onto the tax bills for the parcels assessed thereunder, only to the extent required by law, to create a lien on the parcels assessed.

# **2012 Annual Report**

Since 2005, when the BID's Main Street Approach was adopted, the BID has seen the addition of more than a dozen net new businesses and over \$150,000,000 in development. This dramatic growth has resulted in new challenges: namely bringing the infrastructure, plans and other elements of the drive up to the high standards that commerce demands. In difficult economic times, these tasks are even more important. The BID's Board, Staff, Volunteers and Partners have risen to the challenge in dramatic fashion.

## **The Future of King Drive**

In 2011, the BID Board of Directors underwent a Strategic Planning process and came up with a clear mission, vision, and priorities for this district. The BID's mission is to attract and retain successful businesses. There is also a method in place to weigh proposed projects termed the rules of engagement. The recommendations that came out of the planning process continue to be evaluated and implemented.



## **The BID Committees**

The *BID* canceled the 2012 MLK Street Jam & BBQ for financial reasons. However, BID board members and staff have engaged in numerous other activities that have gained positive visibility for the BID.

The BID's existing Economic Redevelopment Plan identifies opportunities for growth and diversification of the King Drive economy. The Marketing Committee in collaboration with the full BID board of directors has deemed that marketing strategies and resources are necessary for economic development to flourish.

In 2012, the *Design Committee* began identifying and pursuing opportunities to engage local artists and arts-oriented organizations in utilizing vacant storefronts, vacant lots, and other public and private spaces to highlight local talent as well as bring positive attention to the district. This work will continue in 2013 as part of the district's overall marketing strategy.



The *Marketing Committee* continues to be a sponsor of summer events like Juneteenth Day, Garfield Ave Blues and Jazz Festival, and RedLine Milwaukee's Fall Art and Fashion event. The Marketing Committee plans to re-vamp the BID's website in the future and work closely with a Marketing resource to reignite economic development on N. Dr. Martin Luther King Drive. To this end, the committee has retained the services of a local marketing and branding consultant.

The *Maintenance & Public Safety* Committee continues to provide trash clean-up, gum removal and graffiti removal for the entire district. The committee, with the addition of a Public Safety Liaison and a partnership with the Milwaukee Police Department, namely Districts 1 and 5, has targeted its efforts bringing assaults down to zero in 2012 in the target area, and crime in the overall district down significantly in most major categories. In 2010, King Drive was nationally recognized and awarded money for its public safety efforts by MetLife and State Farm Insurance.

### **Planning for the Future**

Throughout 2012, the King Drive BID maintained its status as the district to watch. The Board of Directors for the King Drive Business Improvement District is looking forward to great strides in 2013, its Twenty-First anniversary.

Sincerely,

Jerome Knapp  
Executive Director  
Historic King Drive, BID #8