



# Meeting Agenda

## City Council

City Hall  
601 4th Avenue E  
Olympia, WA 98501

Information: 360.753.8244

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**Tuesday, February 4, 2020**

**5:30 PM**

**Council Chambers**

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### Study Session

**1. ROLL CALL**

**2. BUSINESS ITEM**

- 2.A**     [20-0107](#)     Proposed Downtown Improvement District (DID) Operating Plan and Process

**Attachments:**     [Operating Plan](#)  
                              [PBIA letter](#)  
                              [DID & PBIA Compared](#)  
                              [Process Timeline](#)

**3. ADJOURNMENT**

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## City Council

### Proposed Downtown Improvement District (DID) Operating Plan and Process

**Agenda Date:** 2/4/2020  
**Agenda Item Number:** 2.A  
**File Number:**20-0107

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**Type:** study session **Version:** 1 **Status:** Study Session

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#### **Title**

Proposed Downtown Improvement District (DID) Operating Plan and Process

#### **Recommended Action**

##### **Committee Recommendation:**

The Parking Business and Improvement Area (PBIA) Advisory Board voted on January 8, 2020, to endorse the creation of a property-owner funded Downtown Improvement District, as presented, and to provide a formal letter to Council reflecting this endorsement that also includes statements from board members who oppose the endorsement.

##### **City Manager Recommendation:**

Receive a briefing on the proposed Downtown Improvement District (DID) operating plan and process.

#### **Report**

##### **Issue:**

Whether to receive a briefing on the proposed DID Operating Plan and process.

##### **Staff Contact:**

Amy Buckler, Strategic Projects Manager, Community Planning & Development,  
360-570-5847

##### **Presenter(s):**

Amy Buckler, Strategic Projects Manager  
Todd Cutts, Executive Director, Olympia Downtown Alliance  
Matt DeBord, Timberland Bank  
Ron Thomas, Thomas Architecture Studios  
Danielle Ruse, PBIA Board Chair  
Jeff Barrett, PBIA Board Vice Chair

##### **Background and Analysis:**

Downtown property owners are exploring the notion of a Downtown Improvement District (DID), which would be an improvement area in downtown Olympia funded through a property-owner-based

fee assessment. The Olympia Downtown Alliance is facilitating this process.

In spring of 2019, the Downtown Alliance formed a DID Steering Committee made up of downtown business and property owners; Councilmember Jessica Bateman and Ms. Buckler participated as non-voting members. At the same time, the Alliance also started outreach with the downtown community. They discussed an initial proposal with the Parking Business and Improvement Area (PBIA) Advisory Board on May 7 and June 26, and with City Council on Aug 13. The Downtown Alliance and City also held a joint public information meeting on Sept 16.

In the Fall, a work group comprised of Mayor Cheryl Selby, Councilmember Lisa Parshley, Mr. Cutts, two members of the DID Steering Committee and City staff met four times to gain clarity on the proposal, discuss questions/concerns and lay out a process for bringing it forward to the City Council.

### Legal Structure

Improvement districts are authorized under Washington State law by RCW 35.87A. The City's current business-based improvement district, the Parking and Business Improvement Area (PBIA), is authorized under the same law.

An improvement district is established by ordinance following a public hearing by the local government legislative authority. The process may be initiated by petition, in this case by property owners representing more than 60 percent of the total assessments in the district.

The legislative authority (in this case, the City Council) has sole discretion as to how the revenue derived from the special assessments is to be used. However, the Council may appoint an advisory board (Operating Plan's Board of Directors) to make recommendations as to its use, and may contract with a chamber of commerce or other similar local business association (proposed Olympia Downtown Alliance) to administer operation of the improvement area.

### Operating Plan

The DID Steering Committee has prepared the attached DID Operating Plan. At the study session, Mr. Cutts will review the elements of the Plan, including changes that have been made since last presented to City Council. These include:

- A smaller boundary (e.g., several blocks in the southeast were removed);
- A smaller budget (due primarily to boundary changes);
- New assessment rates;
- Modified service descriptions; and
- The Make-up of the Board of Directors.

### Services

State law establishes a scope of authorized purposes for the funds. Within that, the Operating Plan describes two main service categories: 1) Beautification and Hospitality, which would include cleaning, ambassadorial services and other initiatives that enhance cleanliness, safety and appearance of downtown; and 2) Assisting Small Businesses, including marketing, events, special projects and small business training.

The intent is to augment, rather than replace, existing City services. The Downtown Alliance has been in conversation with City staff about how services could be coordinated if the DID were

approved. For example, DID cleaning services would include regular power washing of sidewalks, a service not provided by the Clean Team.

Mr. Cutts will review the services in more detail at the study session.

#### Board of Directors

The DID ordinance would include the general make-up of the Board of Directors, as described in the Operating Plan. This includes 10 property owners, five business owners and two non-voting members (a City representative and a downtown resident.) Three of the business owner seats are set aside for business owners only, while the other two seats are open to be filled by a business owner who also owns property. Two property and three business owner seats must be for a business/property less than 5,000 sq. ft.

The initial Board of Directors will be submitted to the City Council at the time of petition. From there, the proposed method for selecting specific members is that the DID Board (or committee) would make a recommendation to the City, with the City Council having delegated approval authority to the City Manager.

The primary role of the Board of Directors is to formulate the annual work program and budget. This would be voted on by ratepayers at an annual meeting and then forwarded to the City for approval, with the City Council having delegated approval authority to the City Manager.

Board of Director meetings would be noticed and open to the public.

#### Administration

The proposal is for the City to contract with the Olympia Downtown Alliance to manage day-to-day operations. This would include, for example, project implementation steps, managing Board meetings and administration of cleaning/ambassadorial service contracts. The Alliance would also provide the annual assessment roster to the City for billing. Annual fees would be collected by the City and dispersed to the Alliance per the contracted arrangement.

Once collected, the funds are considered public funds and go into a special account. Administration of funds must comply with all applicable provisions of law, including non-discrimination policies, competitive bids, constitutional prohibition relating to gifting of public funds, and state auditor policies and procedures. The revenue and expenditures of the DID would be subject to audit by the State Auditor's Office each year.

#### Relationship to PBIA

While it is legal to have both a property-owner-based assessment (DID) and a business-based assessment (PBIA) in the same area, it is understood that the downtown community would be unlikely to welcome two assessments.

The intent is, if the City ultimately adopts an ordinance establishing the DID, then the City would follow up that action with an ordinance disestablishing the PBIA. The work group agreed that this intention should be made clear up front.

The PBIA Advisory Board acknowledged this intent and voted 5-2 to endorse the DID. Their

recommendation letter is attached.

Also attached is a table comparing elements of the current PBIA to the proposed DID.

Option for City to opt in to be discussed at Finance Committee

Should the DID be established, public sector entities would not be obliged to pay an assessment; however, they may opt into the district.

The \$600,000 budget in the Operating Plan assumes the City of Olympia opting into the district for approximately \$37,000 annually. The City Council has not yet determined whether it would opt in. A discussion about options and a recommendation by the Council Finance Committee is planned for February 19.

Process and timeline

A process outline is attached.

Following the Feb. 19 Finance Committee meeting and recommendation, but prior to the start of the petition drive, Mayor Selby and Councilmember Parshley have agreed to bring forward a non-binding resolution to the City Council. The resolution would state support for the effort to propose a DID, what the assessments would be used for, whether or not City would opt into the district, and the intention to disestablish the PBIA if the DID were ultimately adopted.

**Neighborhood/Community Interests (if known):**

The proposed DID is a topic of conversation among the downtown community, with some in support and others not. The PBIA advisory board's recommendation letter captures many of the business owner sentiments.

**Options:**

None at this time; briefing only

**Financial Impact:**

The initial DID budget projection is about \$600,000, which assumes the City will opt into the district for approximately \$37,000 annually.

Disestablishment of the PBIA would impact the budget for the Downtown Ambassadors as PBIA annually allocates \$43,500 toward the program.

**Attachments:**

DID Operating Plan  
PBIA Recommendation Letter  
Comparison of PBIA to DID  
Process Timeline



## **Downtown Olympia Downtown Improvement District Operational Plan**

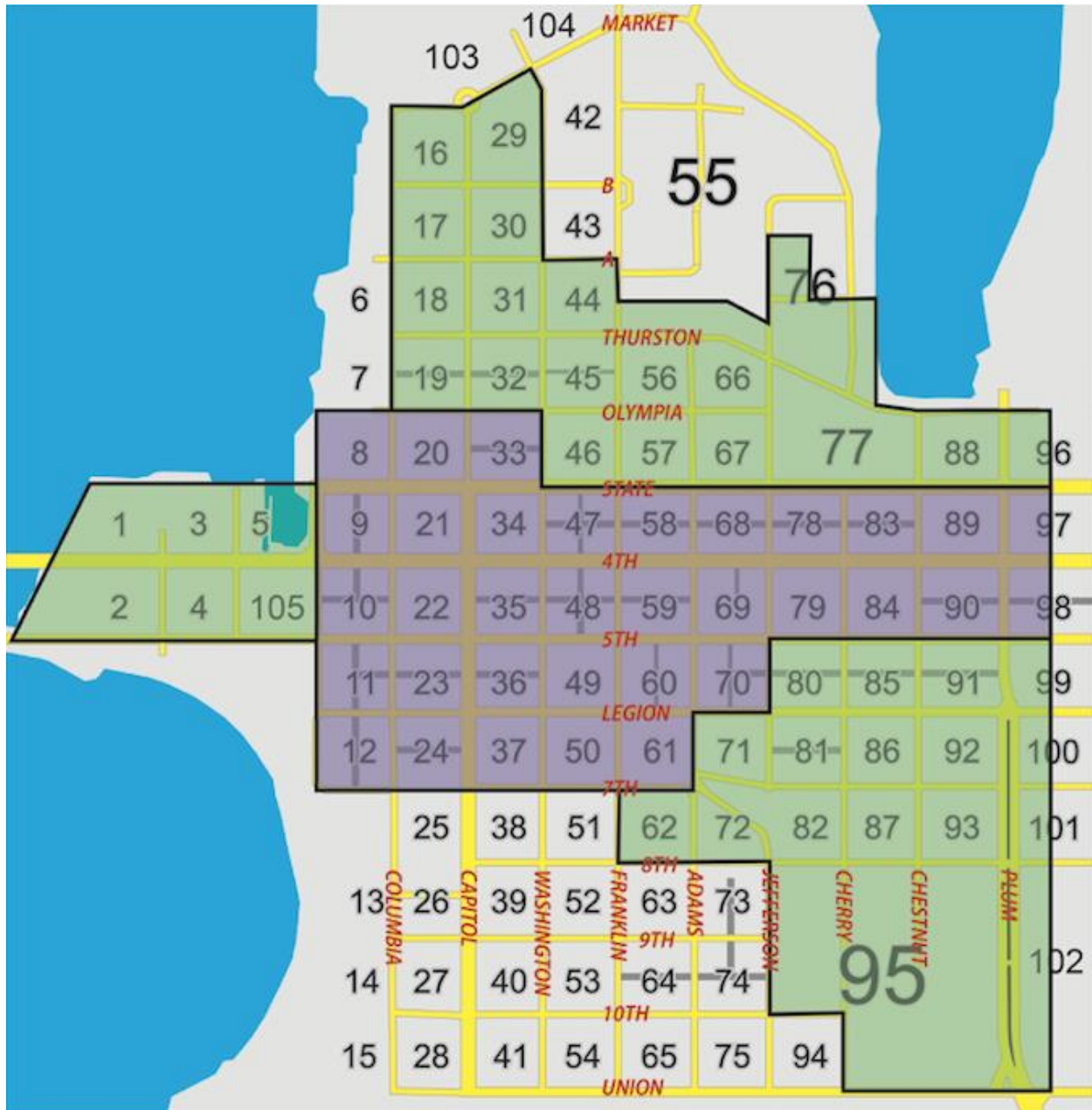
### **DID Objectives**

The Olympia Downtown Improvement District (DID) is intended to be a private sector led and managed district improvement program pursuant to Revised Code of Washington (RCW) Chapter 35.87A with the following objectives:

- Provide advocacy, leadership, and services that improve the downtown experience and quality of life, such as enhancing cleanliness, supporting a safe and welcoming environment, activating and beautifying public spaces, and advancing economic development.
- Help support small businesses to grow and prosper in downtown.
- Attract new investment that creates jobs, businesses and housing.
- Enhance property values, increase sales and occupancies.
- Offer accountability to ratepayers through a governance structure comprised of a majority of affected property and business owners.
- Create a mechanism for championing and sustaining downtown improvement efforts for the long term.

## DID Boundaries

The Downtown Olympia DID will encompass a large area of the downtown bounded roughly by Market Street NE to the north, West Bay and Capitol Lake to the west, Union Avenue SE to the south and Plum Street and East Bay to the east. A map of the proposed district is attached.



## Estimated Operating Budget

For the initial year of DID operation, an annual operating budget of \$600,000 is projected. A summary Year 1 budget is provided below:

<b>Beautification &amp; Hospitality Services</b> (appx 400 hours of weekly deployment + ops manager + equipment)	\$425,000
<b>Assisting Small Businesses</b>	\$80,000
<b>Management</b>	\$95,000
<b>TOTAL</b>	<b>\$600,000</b>

## DID Services

The DID will support enhanced services and improvements as determined by an annual work program developed by the DID board of directors. Initial service and improvement options will fit within the following general categories:

### Beautification & Hospitality Services

- Contract and/or direct services for enhanced maintenance that may include cohesive and consistent public sidewalk sweeping, scrubbing, and power washing, litter, snow, leaf, and graffiti removal, and landscaping maintenance (including tree pruning and weed removal) to make the downtown experience consistently clean and inviting for residents, workers, and visitors. This work will occur in a complimentary and coordinated fashion with the City's existing Clean Team and the efforts of both the Public Works and Parks Departments.
- Contract and/or direct services for a hospitality/safety ambassador program. Ambassador services include: offering information, directions, assistance, and escorts to downtown visitors, workers, and residents; outreach for downtown's street dependent population; and management of nuisance issues in close coordination with the City's Ambassadors, Crisis Response Unit, and local law enforcement.
- Other initiatives that enhance the cleanliness, safety, and overall appearance of downtown Olympia.

### Assisting Small Business

This funding is intended to support small businesses with coordinated marketing efforts, special events, special projects and small business training. This will allow the DID board of directors to adapt to changing market dynamics in downtown, and to capitalize on market and/or project opportunities as they arise. Projects may include:

- Retail, dining, and living promotions to attract consumers to small businesses and encourage new residential and amenity development in downtown.
- Special events production and promotion to attract residents and visitors to experience downtown and drive sales in small businesses.
- Strategic programming and animation to activate and reimagine underutilized public spaces.
- Beautification and capital improvements, including street furniture, banners, wayfinding signage and gateways, lighting, landscaping, and cosmetic improvements to make downtown more welcoming, walkable, and attractive.



- Holiday décor and seasonal promotions to attract consumers and increase sales during Christmas, Thanksgiving, and other peak shopping and dining periods.
- Quick-hitting high-impact trainings to small business owners in designed to help business succeed.

### **Management & Administration**

- Administrative support, including contract with the Olympia Downtown Alliance (i.e. office, services, audit, etc.), DID program insurance, bookkeeping, and administrative support to ensure that DID initiatives are managed effectively and maximize accountability to ratepayers.
- Strategic planning and professional development to make sure that DID “best practices” are employed in Olympia.
- Reserve for delinquencies, operations and repayment of start-up costs.

### **Estimated Annual Costs**

The DID operating budget is distributed on a cost allocation basis to a database that contains assessed value and lot characteristics (i.e., linear frontage). According to RCW Chapter 35.87A, assessments can be constructed based on “any reasonable factor relating to the benefit received.”

Based on national best practices and to distribute service benefits in the most fair and equitable manner, two assessment variables are proposed:

- Assessed Value, which is the most common assessment variable for DIDs nationwide, provides a measure of benefit allocated to the value of the property as determined by the county assessor.
- Frontage, which is measured by all linear feet along a lot, acknowledges the benefit from clean and safe services that will be largely experienced at the street and/or sidewalk level.

50% of the assessment is allocated to assessed value, and 50% to lot frontage. Estimated annual assessments for properties are as follows:

#### ***Lot Frontage + Assessed Value Methodology***

<b>Annual Rates</b>	<b>Core</b>	<b>Non-Core</b>
<b>Commercial Rate</b>	\$7.606/linear foot + \$0.00104 AV	\$3.803/linear foot + \$0.00052 AV
<b>Residential Rate</b>	\$5.705/linear foot + \$0.00078 AV	\$2.85/linear foot + \$0.00039
<b>Exempts/Non-Profit</b>	\$3.80/linear foot + \$0.00052 AV	\$1.90/linear foot + \$0.00026

Assessment considerations:

- Residential properties are charged at 75% of full assessment rates since they will not experience the same benefits as commercial properties (i.e. commercial leases, retail sales, etc.)
- Non-profits, including properties with subsidized affordable housing, are charged at 50% of full assessment rates since they will not experience the same benefits as commercial or residential properties (i.e. value appreciation, commercial leases, retail sales, etc.)

The “core” of downtown pays twice the rate as the “non-core” of downtown due to a higher frequency of services and benefits expected in the core.

## **City Services**

The City of Olympia has documented a base level of pre-DID City services and transmitted this to the DID Steering Committee. The DID will not replace any pre-existing general City services. This does not pre-empt the City from reducing these existing services should financial constraints impact the City budget.

## **Impact on Existing PBIA**

The existing Property and Business Improvement Area (PBIA) Board of Directors has taken a formal position (5-2 vote, one abstention) to support the DID. This position was taken with the assumption that if the DID is implemented, the Council would consider an action to disband the existing PBIA business-assessment district.

## **Collection & Enforcement**

The City of Olympia (local authority as referenced in RCW Chapter 35.87A) will provide billing and collection services for the DID.

## **Term of the District**

The DID will be established with an initial term of 10 years. In Year 5, the DID will undergo a formal evaluation to determine that the services and assessment methods are consistent with the needs of the district. Any adjustments may be considered at that time. To extend the DID beyond the initial 10-year term, a new operating plan will need to be developed and property owner petition process consistent with RCW Chapter 35.87A undertaken to affirm support for the district.

## **Annual Assessment Adjustments**

Consistent with RCW Chapter 35.87A, changes in the assessment rate may only be made by ordinance adopted after a hearing before the legislative authority. However, to ensure a consistent level of services and benefits, the adopting ordinance will allow for assessment rates to be adjusted annually by an inflationary factor. Annual assessments may increase no more than 5% per year consistent with the increase in consumer price index (CPI) and/or increases in program costs. The determination of annual adjustments in assessment rates in accordance with above will be subject to the DID Board’s review and recommendation to the Olympia City Manager as part of annual budget development. The revenue and expenditures of the DID shall be subject to an independent audit by the State Auditor’s Office each year.

## **Boundary Adjustments**

Consistent with RCW Chapter 35.87A, modification, expansion or reduction of boundaries may only be made once per year by ordinance adopted after a hearing before the legislative authority.

## District Formation

DID formation requires petition support from property owners representing more than 60% of the total assessments to be paid in the district. Petitions are submitted to the City of Olympia, a public hearing is held, and the DID is established by an ordinance of the Olympia City Council.

## District Governance

The DID will be governed by a board of directors comprised of property and business owners representing a wide variety of geographic sub-districts and use-types within downtown. This will include 15 voting board members and 2 non-voting board members.

Profile	Area	Sector	Size	Property Owner	Voting/Non-Voting
Property	Core	Open	Open	Yes	Voting
Property	Core	Open	Open	Yes	Voting
Property	Core	Open	Open	Yes	Voting
Property	Core	Open	Less than 5,000 SF	Yes	Voting
Property	Core	Owner occupied	Open	Yes	Voting
Property	Non-Core	Open	Open	Yes	Voting
Property	Non-Core	Open	Open	Yes	Voting
Property	Non-Core	Open	Open	Yes	Voting
Property	Non-Core	Open	Less than 5,000 SF	Yes	Voting
Property	Non-Core	Owner occupied	Open	Yes	Voting
Business	Core	Open	Less than 5,000 SF	Open	Voting
Business	Core	Open	Open	Open	Voting
Business	Core	Open	Less than 5,000 SF	No	Voting
Business	Non-Core	Open	Open	No	Voting
Business	Non-Core	Open	Less than 5,000 SF	No	Voting
City	N/A	Government	N/A	N/A	Non-voting
Resident	N/A	Resident	N/A	No	Non-voting

Board members will serve staggered 3-year terms and can serve a maximum of two successive terms. The initial board of directors, including terms of service, will be submitted to the City Council as part of the petition requesting formation of the DID from property owners. When vacancies on the DID board occur, the Executive Committee of the DID will serve as a Nominating Committee, seeking interest from DID ratepayers for board service. Nominations will be sent to the Olympia City Manager for appointment.

## **Management Structure**

The DID will usher in a management model that is commonly found in peer cities to Olympia throughout the nation. The organizational elements include:

- The city will appoint an advisory board (DID Board of Directors) to make recommendations for its use, as well as contract with a non-profit (the Olympia Downtown Alliance) to administer operation of the DID and any funds derived. The recommended annual work plan and budget, as well as nominations for the Board of Directors, will be forwarded to the Olympia City Manager for approval. Administration of funds must comply with all applicable provisions of law, including non-discrimination policies, competitive bids, constitutional prohibition relating to gifting of public funds, and state auditor policies and procedures.
- The Downtown DID will be an assessment district that finances the services specified within this plan. It will be governed by a board of directors as specified above. The DID board will establish an annual work program, budget, assessment rates, and monitor delivery of services.
- The non-profit, Olympia Downtown Alliance (ODA) will serve as the district management corporation for the DID. All staff and overhead will be housed in the ODA. This structure will allow the DID to leverage ODA's existing staff and services, and will establish a unified and cohesive approach to the management, marketing, and maintenance of downtown Olympia.

To ensure coordination across both organizations the chair of the DID board of directors will also sit on the board of ODA.



January 8, 2020

Olympia City Council  
Olympia City Hall  
601 4<sup>th</sup> Ave East  
Olympia, WA 98501

**SUBJECT:** Proposed Downtown Improvement District

Dear Mayor Selby and City Councilmembers,

The Parking Business & Improvement Area (PBIA) Board is pleased to provide its recommendation on the proposed Downtown Improvement District (DID). The Olympia Downtown Alliance (ODA) and members of the DID Steering Committee briefed the PBIA on the proposal on May 7 and June 26, 2019 and January 8, 2020.

At our January 8<sup>th</sup> board meeting, the board formally endorsed the establishment of the proposed DID, by a vote of 5-2. The motion read "that the PBIA endorse the creation of a property-owner funded Downtown Improvement District as has been presented and that the board provide a formal letter to council reflecting both this endorsement and also including statements from board members who oppose this endorsement."

We believe that the addition of this funding will improve the overall experience of visiting, living, and doing business in downtown Olympia. We make this endorsement with the understanding that the new fees will likely find their way to businesses either directly via triple-net (NNN) leases, or indirectly over time through flat-rate lease increases. These new self-imposed taxes should be in addition to existing downtown City programs. The City of Olympia has committed to, at a minimum, maintain existing downtown programs such as the Downtown Ambassadors, the Clean Team, holiday snowflake lights, and ally pressure washing. Finally, if the DID is implemented, the PBIA Board believes that the existing business-targeted PBIA tax should be terminated.

**Yea:** Danielle Ruse, Jeff Barrett, Janis Dean, Jeremy Williamson, Nathan Rocker

**Nay:** Jacob David, Lyndsay Galariada

**Abstention:** Johnny Atlas (it was their first PBIA board meeting)

**Following is a summary of comments from boardmembers who endorsed the DID:**

- It's a great time for this to happen. We hear a lot of concerns from the public about where our city is at right now but also recognize the potential and the positive things happening.
- The DID will do the same types of things as PBIA but with more resources.
- We've been discussing creating a property-owner based assessment for a long time now because the way we assess our businesses is challenging for the City and our business owners.
- The current DID proposal does focus on service areas that are important, but other needed beautification, such as visible decoration, holiday lighting, a new lighting scheme and green spaces are

not represented. We need these things in addition to power washing, because they help create more wellness and respect in general.

- No disrespect to the City, but it works through a bureaucratic process. While that results in good things, it also means there is much less room for nimble action and experimentation. The proposed public/private structure will be a benefit and be more nimble.
- I've been skeptical up until fairly recently because I've seen disadvantages regarding increases in rent or change in district character. But the DID steering committee has addressed many of the concerns that we've brought up, like shifting the board make up. This shows you are listening and are concerned with some of the equity issues and for small business, which is really positive.
- I would like to see more specifics about implementation. How will we see downtown change? What specifically is the help for small businesses?
- I like the make-up of the Board of Directors; didn't seem to be any heavy weight.
- Downtown is brimming with ideas, but always short of cash. The DID can organically grow if it's successful.
- I've loved being on the PBIA Board, but we are strapped by money and process. It takes too long and we don't have enough money. The DID will be able to provide more services for downtown.
- There is so much good activity in downtown; it outweighs the bad. I'm looking forward to success.

**Following is a summary of comments from boardmembers who opposed the endorsement:**

- The presentation noted improvement districts throughout Washington, but failed to note the PBIA, which is our current improvement district. A key difference is that our PBIA is public with money collected by the city, distributed through city council, and a board of business owners makes the decisions. I am fundamentally opposed to privatizing public funding so I can't support the DID.
- The problems of downtown need to be thought of as the problems of Olympia. Focusing on a small group of property or small business owners as the solution is not enough. The entire city needs to come together to make downtown better, even if that means everyone pays for it.
- The business owner voice is still underrepresented in the DID proposal. We're taking away their voice putting them with property owners, who are the more monied people in town.
- I've gone back and forth, and while I appreciate the process, not including the whole city in the solution helps create a divide that is already there.
- Hopefully there will be enough oversight and involvement from a variety of sources that it will be what everyone hopes it will be.

Enclosed are additional comments from an individual Boardmember.

The PBIA would like to thank the City Council for providing us the opportunity to weigh in on this decision.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Danielle Ruse', with a long, flowing horizontal line extending to the right.

Danielle Ruse, PBIA Chair

PBIA:ab

Enclosures

## Amy Buckler

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**From:** Jeffrey Barrett  
**Sent:** Wednesday, January 8, 2020 8:57 PM  
**To:** Amy Buckler; Max DeJarnatt  
**Subject:** Jeff's additional statement for PBIA's DID letter

Hi, I'm not sure how you'll be organizing these additional statement from board members, but here's one from me regarding the city-wide business advisory committee.

- While the PBIA business targeted tax should be eliminated upon the DID tax establishment, I believe that both council and city staff benefit from the advisory role that the PBIA board has played regarding downtown business issues. If the PBIA is dis-established, a new city-wide business advisory committee should be created to continue this channel of communication with council and staff. I'd suggest that there should be specific membership requirements for this board, whether based on economic impact (Capitol Auto Mall), geographic regions (West Olympia, Eastside), and/or cultural and economic centers (downtown, Capitol Mall). Also, in addition to a council member, the city's Economic Development Director should participate on this business advisory committee.

Thanks,  
Jeff

## Comparison of Existing PBIA and Proposed DID

	PBIA	DID
<b>Ratepayers</b>	Business owners; approx. 500	Property owners; approx. 200
<b>Basis for assessment</b>	Zone, Business type, # of employees	Zone, assessed value, street frontage
<b>Est. annual budget</b>	\$100,000	\$600,000
<b>Programs/Services</b>	Parking Improvements Clean & Safe Civic Beautification & Signs Business Recruitment & Retention Commercial Marketing	Beautification & Hospitality Assisting Small Businesses
<b>Advisory board make-up</b>	15 ratepayers (or designee), 5 per zone	10 property owners, 5 business owners, 2 ex-officio
<b>Advisory Board selection</b>	Recruited by PBIA Board members and voted on by ratepayers	Recommended by DID Board of Directors, approved by City Manager
<b>Annual work plan &amp; budget approval</b>	PBIA Advisory Board makes recommendation to City Council, Council approves as part of annual budget	DID Board of Directors makes recommendation, voted on by ratepayers, then forwarded to City Manager for approval
<b>Day to day management</b>	City	Downtown Alliance (under contract with City)
<b>Billing</b>	City staff identify new/closed businesses and provide list to Admin Services; City bills 1x/year	Downtown Alliance provides list to City; City bills in 1 or 2 installments/year
<b>Collections</b>	Administered by City	Administered by City

*Both PBIA and the DID are examples of improvement districts authorized under RCW35.87A*



DRAFT DID TIMELINE-1/26/20 (subject to change)

[illegible]