

Third Avenue Initiative Work plan DRAFT							Goals			
#	Action Item	Impact: Low / Med / High	Effort: Low / Med / High	Lead department	Timeline for completion	Notes	Safe and Secure Streets	Vibrant and Inviting Public Realm	Thriving business and residential community	Attractive Travel options
Continuing coordination with King County to mitigate the impact of the elimination of the RFA, both with regard to concerns about social equity and impacts on transit operations							X			X
1	Support the development and implementation of Metro's Pay on Entry Project	Low	Low	SDOT	Implementation begins in early 4Q 2012	Long term implementation will require additional SDOT staff time and/or funding for specific projects. Desired outcomes: 1) Completion of Metro's Pay on Entry plan with adoption by the County council; 2) Monitor specific plan outcomes annually and adjust as needed				
2	Identify RFA mitigation measures, and specifically the proposed use of the \$400K that the City has historically provided to the County for the RFA	Med	Med	SDOT	3Q 2012					
3	Participate in RFA Interagency Team	Low	Low	HSD, SDOT, MO	Through 3Q 2013					
4	Partner with Metro to add off-board fare payment infrastructure to all Third Ave bus stops	Med	Low	SDOT	Begin 4Q 2013; long term implementation					
Improving signage, lighting and/or other physical changes that improve visitors' feelings of safety and security							X	X		
5	Review previous design plan documents, and develop a prioritized list of signage and urban design actions that have yet to be accomplished (including the Transit Friendly Design Guidelines and the Third Ave Design Plan)	Med	Med	SDOT	3Q 2012	Implementation of identified projects is currently unfunded, but SDOT has two pending grant applications for this work. We will have an early read on the likelihood of the grants by the end of 2Q 2012, and if successful, grant funding would be available in 4Q 2012.				
6	Identify use of special \$350K appropriation for physical improvements	Med	Med	SDOT	3Q 2012	If the above grant applications are successful, SDOT plans to use the \$350K special appropriation as local match to leverage these grants. If grants are not received, SDOT will develop a list of alternative options and share with Council.				
7	Complete arterial streetlight outage patrol	Med	Med	SCL	2Q 2012	Funded through existing crew work				
8	Evaluate and prioritize potential streetscape and lighting improvements	Med	Med	SCL and SDOT	2014					
9	CURRENTLY UNFUNDED: Implement streetscape and lighting improvements identified above	High	High	SCL and SDOT	TBD contingent on funding	Some funding from the grants described above could be used for this work.				

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10	Develop the framework for an A-board signage program (and related legislation) that proposes specific actions to more consistently regulate A-board signs within the right-of-way			SDOT	4Q 2012					
11	Develop the framework for newspaper box program (and related legislation) that proposes specific actions to more consistently regulate newspaper boxes within the right-of-way			SDOT	2Q 2013					
12	Identify the feasibility of applying Metro Code of Conduct rules to transit waiting areas			SDOT		Preliminary research complete and feasibility determined—3Q				
Identifying and implementing proven evidence-based policing tactics in the corridor which support overall public safety goals, particularly in areas of high crime concentrations supported by data at particular block faces							X	X		
13	Identify the individuals who will be considered to be in the HIOP program	Med	Med	SPD and LAW	2Q 2012	Upon next arrest, their HIOP status will be considered in bail setting, charging and sentencing. The list and the criteria will be public information. This represents a "better practice" for preventing crime based on past practice of focusing resources and effort on individuals committing a disproportionate number of crimes in the community (i.e. Auto Theft Initiative and Repeat Burglar				
14	Reinstate the HIOP program	Med	Med	SPD	Program to begin no later than 3Q 2012.	We will evaluate through quarterly updates.				
	Focused and ongoing policing operations using evidence-based approaches which are data-driven relying on primarily West Precinct resources supported by Units in Special Operations, Investigations, and coordinated with Metro Transit Police.	High	High	SPD	2Q 2012 & ongoing	The initial goals within the 3rd Avenue area of operation are Part 1 and 2 crime reduction and 911 call reduction within a framework of operational flexibility that allows the West Precinct Commander to move resources, change tactics, and coordinate with support units and Metro Transit Police to leverage and enhance capabilities. While harder to quantify, fear reduction is a meaningful goal.				
	Outreach and engagement teams are part of King County's 10-year plan to end homelessness (2011-2013 work plan) and are being requested to partner with SPD to locate and serve identified homeless individuals within the 3rd Avenue area of operation.	Med.	Med	SPD/HSD	3Q 2012 & ongoing	This is a key component within the 3rd Avenue area of operation based on readily available clientele with a strong need for engagement (see inter-operability with Mobile Crisis Outreach below).				

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	Mobile Crisis Outreach Team	Med.	Med.	SPD/HSD	3Q 2012 & ongoing	Building on the pilot project in the East Precinct among SPD Patrol, SPD's Crisis Intervention Team and King County's Mobile Crisis Outreach Team, West Precinct Officers have begun referring persons with mental health and/or chronic inebriation issues to the on-call and mobile team for street referrals. These referrals will be early entrants into the Crisis Diversion Center at 16th S/S Lane				
	Youth Outreach	Med.	Med.	SPD/HSD	3Q 2012 & ongoing	SPD West Precinct has requested support from SYVPI Youth Outreach workers (Alive & Free) to jointly focus on identified areas of high crime concentrations where gang activity is overlayed. These workers were instrumental during 2011's Torchlight Parade in the 3rd Avenue area of				
Development of a pilot “hot spot” policing initiative with identifiable outcomes and strategies to track and reduce reported and on-view criminal activity within targeted zones within the Third Avenue Transit Corridor							X	X		
15	Continue existing work in areas of high crime concentration using data-driven efforts and proven evidence-based tactics.	High	High	SPD	Ongoing, with quarterly reports on crimes and calls for service in targeted areas.	Evidence-based approaches to areas of crime concentrations ("micro-places" such as block faces and/or intersections or corners) need to be tailored to the specific conditions present and the historical resistance traditional efforts have highlighted. Moreover, support from the KC Prosecutor's office and the judicial branch of city/county government will be critical in laying a foundation of crime prevention by precluding known offenders from accessing the area of operation.				
	Partner with George Mason University to identify micro hot spots	Med	Med	SPD	TBD: we are in discussion about deliverable deadlines	George Mason researchers will be responsible for evaluation.				
	Community Stakeholder work (our customers)	High	High	MO/SPD	2Q 2012 & ongoing	Community feedback on safety and the external factors that affect the feelings of safety (cleanliness, graffiti, vacant storefronts, etc.) will inform city department priorities. Operation flexibility and relentless follow-up will be key principles for success.				

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	Community Appearance Index	High	Med	SPD/City Auditor	2Q 2012 w/follow-up	Tool used to quantify a baseline rating for a number of physical appearance metrics, all of which have an impact on public safety, the community's feeling of safety and economic viability. Baseline indicators identify issues & items for repair, cleaning, removal, code enforcement, etc. by respective city departments with subject matter responsibility. Scorecard provided after 90 days with a follow-up index rating. External data sources will be considered, such as that collected by the MID and SPU.				
Integrating well-maintained transit waiting areas into the streetscape in a manner that serves transit operations and improves perceptions of public safety and security, while maintaining pedestrian access to neighboring businesses							X	X	X	X
16	Revisit the drafted Third Ave MOU with Metro and DSA; revise and implement. This will include a discussion on responsibilities for cleaning and maintenance of current shelters.	Med	Med	MO	In process; implementation timeline is TBD depending on discussions.	Progress to be discussed in the 2Q SLI response.				
17	Work with stakeholder group to identify any barriers to private contributions and volunteer efforts for Third Ave corridor improvements	Med	TBD	MO / External	2Q 2012	MO has consulted with Personnel to discuss any potential labor issues.				
18	Metro's RapidRide project includes modest upgrades to some bus stops between Main and Cedar	Low	Low	SDOT	Through 2013					
19	Metro's RapidRide Phase 2 to include more comprehensive upgrades to some Third Ave bus stops	Med	Low	SDOT	Post 2013					
20	Ensure that the design principles defined by the Transit Friendly Design Guidelines and the Third Ave Design plan are incorporated into all Third Ave bus stop upgrades	Low	Low	SDOT	Ongoing					

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21	Reconsider current restrictions for advertising on transit shelters and kiosks within the public right of way	High	High	DPD, KC Metro	DPD is briefing the Mayor on this issue in May. Next steps and timeline are TBD following the briefing.	This would allow the City to generate new revenue to fund streetscape and public safety improvements such as replacing existing metro shelters and other street furniture with more aesthetically pleasing options. Any change to the City's existing sign code requires both MO and Council support. If advertising is permitted, resources would be needed to market the opportunities to advertisers.				
Engaging adjacent building owners/businesses to coordinate and improve street edges and improve stewardship of sidewalks, building entrances and retail fronts							X	X	X	
22	Develop standards and expectations for canvassing organizations in the core area	Low	Low	OED	Complete	The Pike and Pine Business Association has developed a voluntary code of conduct outlining agreed upon procedures when soliciting donations from pedestrians				
23	MID organized the removal of two payphones in front of Melbourne Tower	Low	Low City effort	External	Complete	MID contacted Qwest who will removed them.				
24	MID is removing graffiti from pay stations	Med	Low City effort	External	2Q 2012	Done with SDOT's permission; 200 cleaned so far.				

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25	MID will do a streetlight inventory and report any outages to SCL	Med	Low City effort	External	4Q 2012					
Expanding existing efforts to remove trash and clean sidewalks on a daily basis								X		
26	Putting enhanced cleaning efforts out to bid using special appropriation	Med	Med	SPU	work began in May	"Perceived cleanliness" 'before' survey complete; enhanced cleaning contract underway with SPU that includes gum and graffiti removal				
Promoting increased and more vibrant retail activity								X	X	
27	Develop a recruitment strategy with DSA and enterpriseSeattle (relevant for all of the downtown core)	High	High	OED	4Q 2012	OED has entered into a contract with enterpriseSeattle and DSA to respond to inquiries and provide information to 80 prospects for the downtown core in 2012.				
28	Continue to encourage mobile food vending in the core area (relevant for all of the downtown core)	Medd	Med	OED	Ongoing					
29	Reach out to businesses (with DSA) to identify issues and solutions; provide technical assistance (relevant for all of the downtown core)	High	High	OED	4Q 2012	OED has entered into a contract to visit 80 professional services and retail businesses in the downtown core and provide 40 of them with direct assistance.				
30	Expand opportunities to bring special events to downtown, which stimulates retail corridors (relevant for all of the downtown core)	High	High	OED	OED providing recommendations to the Mayor / CBO in June. Next steps and timeline are TBD following this briefing.	OED will provide recommendations to develop a new special events permitting fee structure to close the gap between City expenses and revenues and encourage more dynamic special events throughout the city.				
31	Determine the level of resources (both staffing and non-personnel expenses) that would be needed to manage a busker program on Third Ave, and provide recommendations to the IDT on next steps.	Med	Low	DON	3Q 2012	A busker program organizes musicians to play at certain locations. Busker activities are permitted in the downtown core and do not require a street use permit. Management of the program involves coordination of the performers, and paying the performers a small stipend to ensure that they show up at the desired time/location.				

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Engaging low-income housing operators and social service providers in their efforts to maintain security and livability near their entrances, and to maximize service options to low/no-income individuals in the Third Ave core area							X	X	X	
32	Discuss Center City Initiative goals with housing operators during scheduled inspections	Low	Low	OH	2Q 2012					
33	Solicit feedback from housing operators on their efforts to maintain security and livability near entrances; consolidate next steps	Low	Med	OH	3Q 2012	Work with providers on outreach regarding individuals camping or sleeping in doorways and building entryways				
34	Augment existing project assessment work of OH staff, as follows: a) Increase frequency of inspections from every three years to annually ("walk-by" or "drive-by" inspections, following up conversations with site staff etc.); b) Re-inspect sites to assess progress on desired outcomes; c) Coordinate efforts and communicate expectations with co-funders including WSHFC, King County, State Commerce and WCRA; and d) Work with housing operators to develop their own strategies to improve public safety and site security; ensuring these strategies are fully implemented.	Med	High	OH	Ongoing, to begin 2Q 2012	All project owners will receive an Annual Report Review letter summarizing project performance, compliance status and a dashboard of performance measures (physical conditions, occupancy etc.).				
35	OH and SPD staff on the Third Ave Interdepartmental Team will work together to better inform housing owners/providers of the realistic expectations of SPD officers. The goal of this task is to ensure a mutual understanding of roles/responsibilities between housing owners/operators and law enforcement officers. Exploring this topic may help identify communication and intervention "best practices."	Low	Med	OH and SPD	Q4 2012	Including: "typical" or goal response times; SPD use and/or need of keys to properties; use of "Knock and Talk" interventions; communication of high 9-1-1 activity between SPD and property owners; and, police training relating to verbal de-escalation strategies with persons who are mentally ill/chemically addicted.				
36	Engage property managers and area residents in promoting the safety of their own communities: SPD to contact the five OH-funded properties in the core area to discuss their interest in attending/participating in resident community meetings addressing both personal safety and specific neighborhood crime problems.	Med	Med	OH and SPD	Q3 2012					
37	CURRENTLY UNFUNDED: Create a small grant pool for OH-funded projects to use for building improvements (such as security enhancements) which will mutually benefit residents, project owners and meet Center City Initiative goals.	High	High	OH	TBD contingent on funding	Property managers are interested but don't have the resources. OH estimates \$5K as a grant level, and there are 5 OH-funded properties in the core area. This could be launched with a pool of \$25K.				

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38	Meet with all contracted providers in the Third Ave core area	Low	Low	HSD	Complete	The only HSD service providers in the core area are SHARE's intake/admin offices (no shelter service) and Compass' Hammond House Women's Shelter.				
39	Convene providers, other internal and community partners to develop a coordinated City Center approach that addresses common issues and challenges, and to create a forum to partner with the neighborhood groups to discuss their specific concerns.	Med	High	HSD	Initial meetings complete. Expanded meetings to begin July 2012.	Initial meetings with Belltown and Pioneer Square Task Forces have been held. HSD will convene contracted and other providers and community partners, and neighborhood representatives to create a single, downtown-wide provider group to improve communications and collaboration with the neighborhood groups.				
40	HSD will include Good Neighbor Plan requirements in the RFI and other investment commitment processes. These will include agency policies that address neighborhood concerns, and identify opportunities for community and programs to support mutual success.	Med	High	HSD	2Q 2012	Non-profits may require resources to implement strategies in the Good Neighbor Agreement.				
41	Augment Quarterly Good Neighbor Agreement Reports with Quarterly Site Monitoring	Med	High	HSD	Ongoing, to begin 2Q 2012					
42	CURRENTLY UNFUNDED: Explore possible contracting for additional outreach workers, both for adults and youth in the Third Ave core area.	High	Low City effort	HSD	TBD contingent on funding	This component could include addressing issues like truancy and identifying/addressing needs of homeless or at-risk individuals on Third Avenue.				
Engaging stakeholders in city task force to assess community needs and partner in initiatives							X	X	X	
43	Solicit and incorporate interested parties in stakeholder participation	Low	Low	MO	Ongoing	Twenty-five people have indicated interest in involvement, including DSA, human service providers and others.				
44	Conduct regular stakeholder meetings; explore formalizing the group into a representative stakeholder advisory committee	Low	Low	MO	Ongoing	At June 14 stakeholders meeting, those present requested that meetings occur only as often as needed to report on work plan status, initiatives, and seek input at key decision-points.				
45	Conduct regular small-group check-ins	Med	Low	MO	Ongoing	Two to three meetings per month for the term of the project. Met with Human Services Coalition 4/9.				

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46	Jointly identify community initiatives that will be privately run with support from the city	Med	Med	MO	Ongoing	Ideas will be regularly solicited through small-group check-ins and regular stakeholder meetings				
47	Regularly communicate with stakeholders and the public on initiatives and progress	Med	Low	MO	Ongoing	Regular blogs will be written by MO staff and pushed out to stakeholder list.				
48	Work with external stakeholders that want to install cameras on their buildings (with private entities responsible for monitoring and maintenance)	Med	Low City effort	MO	Q3 2012	This is ongoing work; the Q3 timeline represents the deadline for providing initial information to external stakeholders on this issue.				
General Items										
49	Gather all baseline metrics data as specified on the Proposed Metrics chart	n/a	Varies by dept	DPD, OED, OH, SCL, SDOT, SPD, SPU	Q2 2012					
50	Gather follow-up metrics data and assess next steps	n/a	Varies by dept	DPD, OED, OH, SCL, SDOT, SPD, SPU	Q1 2013					
51	Utilize local graduate students to explore methods used in other cities	TBD	TBD	MO	TBD	Feasibility unknown at this time.				
52	Third Ave tours	n/a	Low	MO	Q2 2012					