



GEORGETOWN PUBLIC SAFETY TASK FORCE

FINAL REPORT — JULY 31, 2018



BROADVIEW
PLANNING *prepared by Broadview Planning*



Executive Summary

In late 2017, the Seattle City Council issued a Statement of Legislative Intent (SLI) 213-1-A-1-2018 directing the City's Department of Neighborhoods to form the Georgetown Public Safety Task Force in order to develop a community response to address neighborhood issues of public safety and vitality. Building on similar Public Safety Task Force models, the goals for Georgetown's Task Force were two-fold:

1. Identify strategies for a new model of neighborhood policing, which will build on the micro-policing plans and community policing plans.
2. Identify strategies for a culturally and linguistically responsive, and replicable, data-driven approach to improving the City's relations to and effectiveness with the Georgetown neighborhood.



RAILROADS: Seattle – photo by GD Taber

This Task Force was required to complete their work plan and final report within a four-month timeframe. Charged with delivering substantive results in an ambitious time period, the Task Force used multiple engagement approaches to work collaboratively and develop the following priority recommendations:

1. Additional time, support, and resources to develop Task Force goals, priorities, and future organizational structure.
2. Funding for a salaried position for a Georgetown Public Safety Advocate who will be responsible for driving Georgetown's public safety and vitality agenda.
3. Funding to develop a joint working group with the Seattle Police Department to develop innovative and replicable community policing strategies.
4. Resources to conduct a zoning study to identify best practices for adjacent residential/commercial/industrial zoning compatibility; and innovative strategies for addressing the need for more, and different, housing types that balance the City's dire need for affordable housing and Georgetown's unique character.



George, Duwamish tribe member, June 25, 1920

Task Force members feel strongly that they have the community capacity and willingness to tackle public safety and vitality on a community level – what's required is a commitment for ongoing resources and support from the City of Seattle in order to hone an equitable, and replicable, process to address public safety and vitality issues in Georgetown and across other Seattle neighborhoods.

The remainder of this report provides an overview of the Task Force's planning process, as well as recommendations for next steps, including funding requests needed to carry on this important work so that Georgetown remains a vibrant, safe, and creative place to live, work, and play.

Introduction

In late 2017, the Seattle City Council issued a Statement of Legislative Intent (SLI) 213-1-A-1-2018 directing the City's Department of Neighborhoods to convene a Public Safety Task Force in Georgetown (Appendix A). The purpose of the Task Force was to develop a community response to address issues of public safety and vitality in the neighborhood. Building on similar Public Safety Task Force models in South Park and Chinatown/International District, the goals for Georgetown's Task Force were two-fold:

1. Identify strategies for a new model of neighborhood policing, which will build on the micropolicing plans and community policing plans initiated by former Police Chief Kathleen O'Toole. The strategies should be replicable in other neighborhoods throughout the City, while flexible enough to reflect the unique situations or dynamics of other diverse neighborhoods.
2. Identify strategies for a culturally and linguistically responsive data-driven approach to improving the City's relations to and effectiveness with the Georgetown neighborhood, which will also inform the City's engagement with all other neighborhoods.

The Georgetown Task Force was required to complete the planning process and final report within a four-month timeframe. This report provides an overview of the Task Force's planning process, as well as recommendations for next steps, including funding requests needed to carry on this important work so that Georgetown remains a vibrant, safe, and creative place to live, work, and play.

The Neighborhood

Snapshot of Georgetown

Georgetown is a neighborhood in south Seattle nestled between Interstate 5 to the east, the Duwamish Waterway to the west, S. Hudson Street to the north, and Boeing Field to the south. Annexed by the City of Seattle in 1910, Georgetown is one of Seattle's oldest neighborhoods and its proximity to the Georgetown Manufacturing and Industrial Center (MIC) defines many of the community's opportunities and challenges.

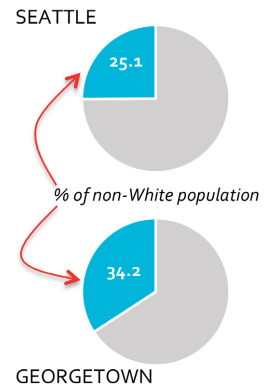


*Honk Fest West 2013, Georgetown
photo by Joe Mabel*

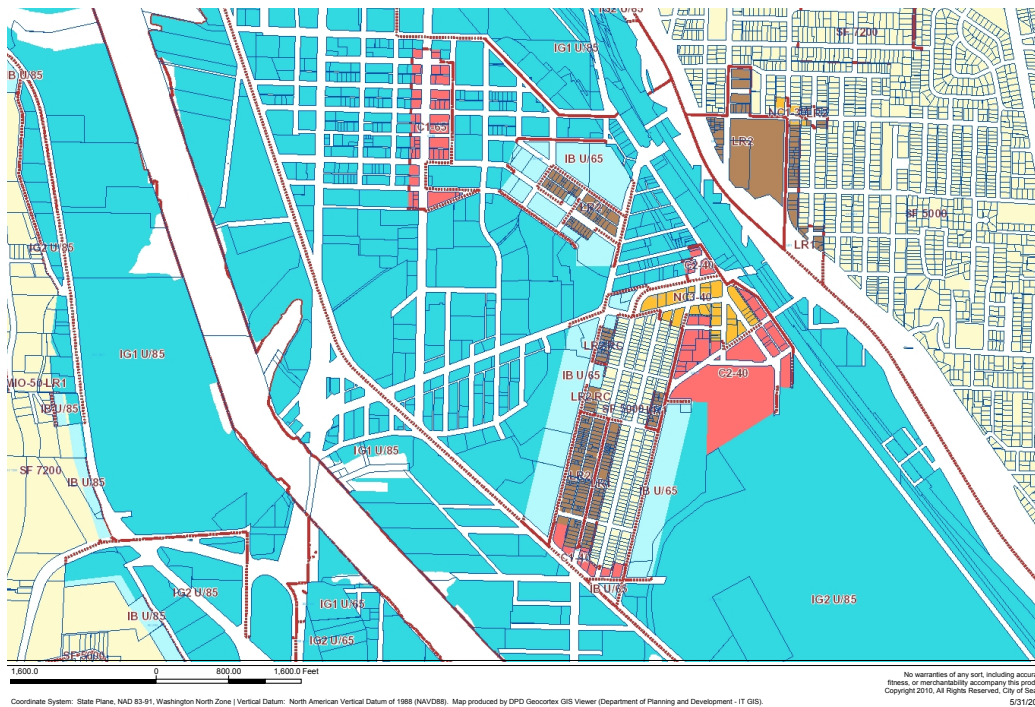
Task Force members described Georgetown as a place with grit, creativity, and a “do-it-yourself” mentality. The neighborhood is unique in its diversity of land use, modes of transportation, and people – industrial, commercial, and residential land use exist side-by-side, as does a dynamic mix of manufacturers, artists, business owners, entrepreneurs, and residents. Goods and people move through Georgetown at a dizzying pace via plane, train, automobile, bicycle, and on foot. The people who make up the community are hardworking and creative; they come to Georgetown from different backgrounds and bring diverse energies; and they are united by the common objective of making Georgetown an even better place to live and work.

Demographics

Georgetown is more racially and ethnically diverse than Seattle generally, with more than one-third (34.2%) non-White residents and nearly one-fifth (17%) Hispanic/Latino residents (compared to 25.1% and 6.6% in Seattle, respectively). However, significantly fewer residents speak a language other than English at home (6.5% in Georgetown; 21.7% in Seattle).



DPD GIS Map of Current Zoning



Legend

- Parcel outlines
- Zoning Class by Parcel
 - C1; C1; C2
 - SM; SMR; SMI
 - NC1; NC2; NC3; NC3; NC1; NC2; NC3
 - HR; MR/RC; MR; MRI
 - SF 5000; SF 7200; SF 9600
 - RSL
 - LR2; LR3; LR1; LR2; LR3
 - DH1; DH2; DOC1; DOC2; DMC; DMR
 - IDM; IDR; PMM; PSM
 - IB; IC
 - IG1; IG2
 - MPC
 - MIO
 - Check zoning map
 - Zoning - lines and labels

1: 9,600



Median household income in Georgetown is less than two-thirds what it is in Seattle. Eighty percent of elementary students who live in Georgetown participate in free and reduced-price lunch programs, more than double that of Seattle (36.8%). The renter-owner split is similar to that seen in Seattle broadly (55.4% renter/44.6% owner in Georgetown; 53.8% renter/46.2% owner in Seattle), but homeowners in Georgetown are significantly more cost-burdened to make their housing payments than Seattle homeowners (45% of Georgetown homeowners spend 35% or more of their income on their house payments, compared to 23% of Seattle homeowners).¹

Residents in Georgetown are more susceptible to the negative environmental effects caused by the proximity to the Manufacturing and Industrial District. In a 2013 report, a total of 15 indicators were input into a formula to calculate cumulative health impact scores for ten representative zip codes in Seattle. The highest cumulative impact score was the Beacon Hill/Georgetown/South Park neighborhood zip code 98108.² Based on this data, "the Duwamish Valley can firmly be characterized as an area with disproportionate health impacts and environmental injustices where more actions, projects, and investment is needed to address health inequities" (CHIA, 2013). These findings were further substantiated by data culled together in the Duwamish Valley Action Plan (DVAP), published in July 2018.

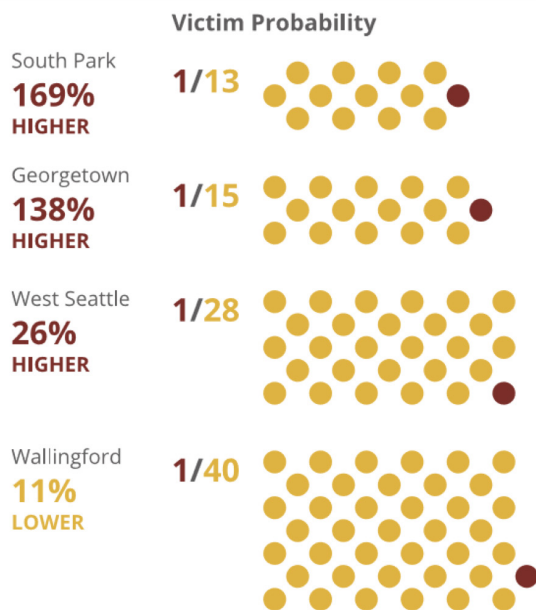
¹ Census Bureau, 2013-2016 American Census Bureau, www.census.gov

² It is important to note that analysis by zip codes may obscure even greater impacts in Georgetown. Thus, the demographic data in this report are taken at the Census tract level.

Some notable transit, transportation, pedestrian, and biking indicators are noted in the table below:

Transit/transportation/access indicator	Georgetown	Seattle
Public Space Access Score	80	73
Percent of households within 5-minute walk of a public space	99	53
Proportion of residents' commute trips to work made by walking	8	10
Proportion of residents' commute trips to work made by bicycle	4	4
Proportion of residents' commute trips to work made by public transportation	27	22
Proportions of households without a vehicle	20	16
Proportion of working residents with 30 minutes or longer commute	49	42

Crime Rate— compared to national average



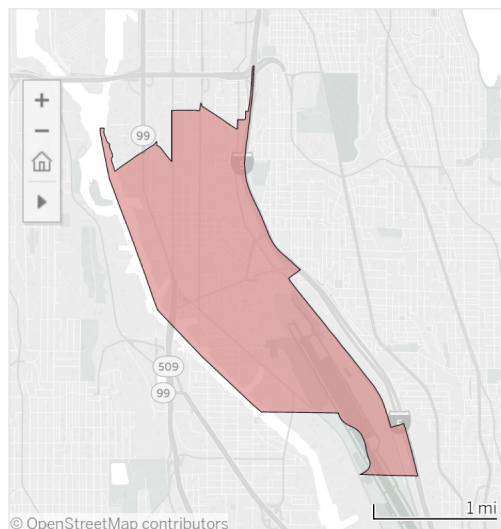
In terms of crime and safety, Georgetown's crime rate is 138% compared to the national average; a Georgetown resident's probability of being a victim of a crime is 1/15.

Numbers of crimes by category for Georgetown and Seattle through May 2018 are noted below:

Precinct(s): All MCPP(s): GEORGETOWN
Crime Category: All Crime Description: All

Crime Group	Crime Category	2018
Person Crime	Rape	1
	Robbery	10
	Aggravated Assault	11
	Total	22
Property Crime	Burglary	50
	Larceny-Theft	148
	Motor Vehicle Theft	37
	Total	235
Grand Total		257

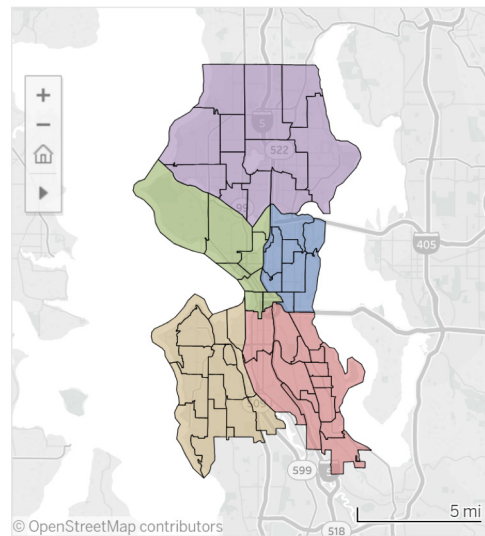
2018 Crime Data for SOUTH Precinct(s) GEORGETOWN
MCPP(s)



Precinct(s): All MCPP(s): All
 Crime Category: All Crime Description: All

Crime Group	Crime Category	2018
Person Crime	Homicide	11
	Rape	93
	Robbery	661
	Aggravated Assault	1,027
	Total	1,792
Property Crime	Arson	51
	Burglary	3,345
	Larceny-Theft	10,521
	Motor Vehicle Theft	1,581
	Total	15,498
Grand Total		17,290

2018 Crime Data for All Precinct(s) All MCPP(s)

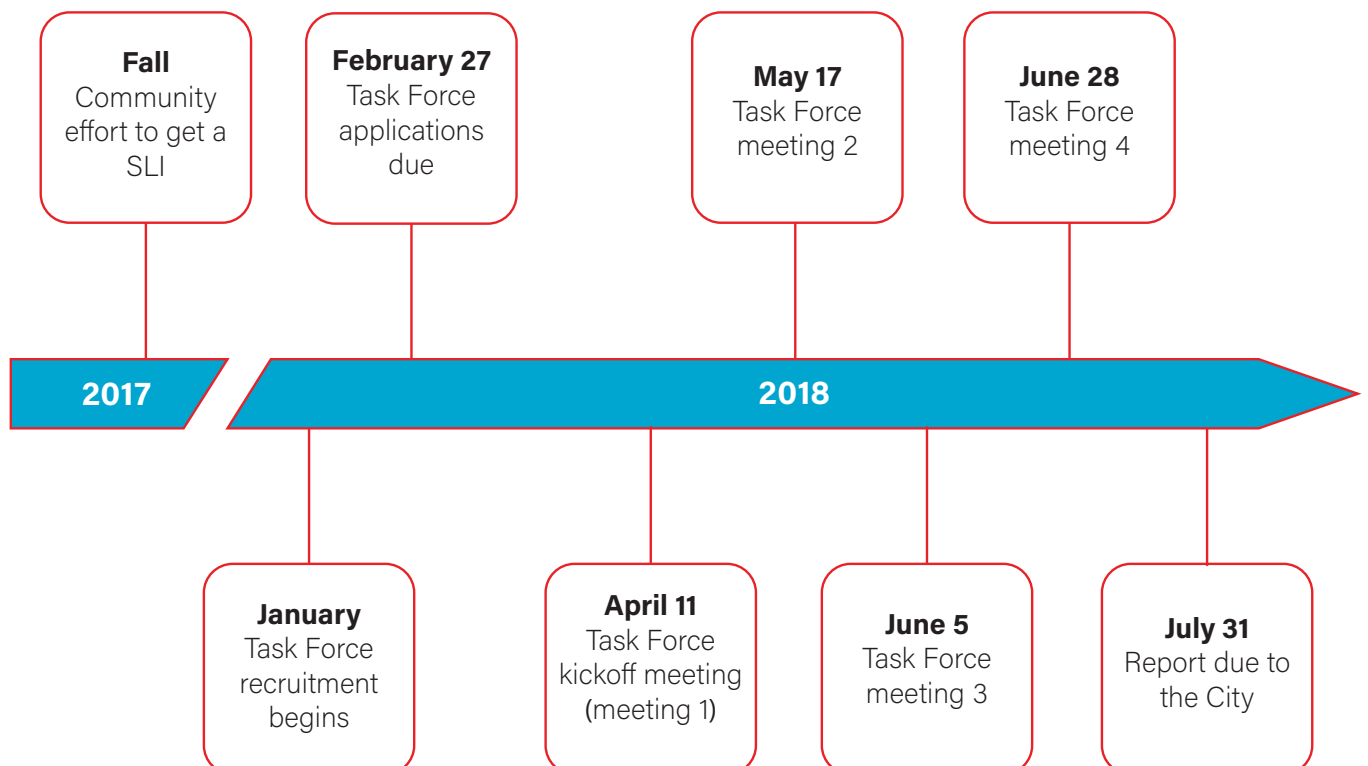


The Process

Spurred by the 2017 SLI, the Task Force was convened to develop a suite of recommendations for improving Georgetown's public safety and vitality. The Task Force was asked to identify strategies for a culturally and linguistically responsive data-driven approach to:

- Address public safety and policing issues.
- Develop neighborhood vitality metrics.
- Improve the City's relationship to and effectiveness with the Georgetown neighborhood.

Project Timeline



Recruiting Task Force Members

The City of Seattle recruited Georgetown community members to participate in this planning process. Youth, renters, employees, property owners, and community-based organizations serving the Georgetown Neighborhood were encouraged to apply. Fourteen community members responded to the call for applications, and all were asked to serve on the Task Force (Appendix B lists members of the Task Force).

Elements of the Task Force Work Plan

Charged with a heroic agenda in an incredibly short time period, the Task Force used several engagement approaches to lay the groundwork for the long-term success of this endeavor. The Task Force met four times as a facilitated group and twice independently, and they participated in two online surveys (Appendix C for Task Force Meeting Agendas). Cooperation and shared sense of purpose were critical to the group's success, and working together quickly and collaboratively the Task Force completed the following key elements of this report:

1. Over the course of previous planning processes, neighborhood boundaries have been inconsistent and varied over time. For the purposes of this project, the Task Force defined neighborhood boundaries presented in the following Georgetown Neighborhood Boundary Map:



2. Defined “public safety” and “vitality” within the context of this process.

To move forward with a shared vision and approach to tackling community issues, it was important to agree on definitions of two key terms that can mean wildly different things to different people – public safety and vitality. While these fundamental concepts were called out in the SLI creating the Task Force, the terms were poorly defined.

The complete list of the Task Force’s ideas for defining public safety and vitality can be found in Appendix D, and the resulting definitions are:

Public Safety: *An individual’s physical, mental, and emotional health is secure and protected from harm. Residents and visitors feel safe from threats of violence, harassment, and crime. People are protected from unhealthy environments that are not only free from crime, but are toxin-free, with clean, healthy air, water, and soil.*



Georgetown Carnival

Community Vitality: *A thriving neighborhood that supports a wide range of community services, residential needs, and business activities. The neighborhood feels safe for all, and boasts active and lively public spaces, walkable and bikeable streets, and a strong sense of place. Public health and environmental health are priorities. Relationships between residents and businesses are positive and strong, and support an ongoing community dialog for planning the neighborhood’s future growth.*

3. Developed a shared vision for public safety and vitality in Georgetown.

Once neighborhood boundaries were set and key terms were defined, the Task Force was eager to develop a shared vision. A vision is a clear, mutually agreed-upon picture of success that provides motivation, and a desire for action. A good vision identifies direction and purpose, inspires enthusiasm, and is easily understood and communicated.

The complete list of the Task Force’s ideas for a shared vision can be found in Appendix E, and the resulting five-year vision is:

Vision: *Five years from now Georgetown is a safe, healthy neighborhood that supports both a range of options for housing and thriving business. The neighborhood supports community services, a grocery store, clean air, an abundant tree canopy, and walkable/bikeable streets. Crime has decreased, and residents and business are working together to continue to maintain the unique spirit of the neighborhood.*

4. Developed a shared understanding of public safety and vitality concerns and potential solutions.

The Task Force identified seven major problem areas that are at the root of the public safety and vitality challenges in Georgetown:

- **Motels:** The short-term nature of motels attracts people who are not invested in the well-being of the community; to some, they seem to have a lack of respect for Georgetown. The motels sometimes function as affordable housing options but are not a fair or sustainable way to house people who need it. This has led to issues related to drugs, prostitution, littering, and criminal activity. These problems are long-standing and consistent, and often exacerbated by the displacement caused by the City’s homeless encampment eviction policy.

- **RVs:** RVs have a negative environmental, economic, and social impact on Georgetown. Like motels, RVs attract a transient population that seems to lack respect for Georgetown, and overly burden the community's limited police resources. Negative environmental impacts of RVs include air pollution (when RVs are left running) and illegal dumping on sidewalks, streets, and down storm drains, which is a major public health concern. The scattered presence of RVs creates a perception, and sometimes reality, that the area is unsafe, which negatively affects the local economy. There is little positive engagement and interaction between residents and RV dwellers. RVs often block public sidewalks and bike lanes, which makes Georgetown less safe for bicyclists and pedestrians.



RVs in Georgetown in 2016

- **Property Crime:** Property crime in Georgetown includes theft, car prowling, and graffiti. Breaking and entering is especially problematic during the summer months, and residents experience theft from their yards, homes, sheds, cars, mailboxes, and porches. Car prowling is a major issue in the business district and residential areas. Georgetown's unique industrial environment and location makes it an easy target for theft and resale of scrap metal and other materials.
- **Access to City Resources:** Many Georgetown residents do not feel represented, heard, or recognized by City government and think that the collective voice of the industrial land owners is prioritized over residents. Georgetown does not have as many residents as more-densely populated neighborhoods in Seattle, and residents perceive that the only relationship the City has with Georgetown is based, and valued, on matters related to industrial land use. Corporate industrial interests overshadow the interests of residents and small, non-industrial businesses.
- **Community Vitality + Activate Public Spaces:** Vitality in Georgetown is hindered by the lack of urban amenities, noisy atmosphere, pollution, and auto-centric design. Georgetown does not have a supermarket, community center, public school, or library. The noise and pollution radiating from trucks, trains, and airplanes, as well as impacts from unsanctioned homeless encampments encourage a rapid population turnover. Local bars create additional noise, and the recycling facility and shipping facility augment pollution. The noise, pollution, and lack of public amenities encourage rapid resident turnover, and therefore a lack of community. Georgetown has a high volume of trucks and freight traffic that contribute to noise and air pollution and creates unsafe conditions for bicyclists and pedestrians. The current zoning does not easily allow for mixed-use development, multi-unit housing, or a walkable streetscape with sidewalks, bicycle lanes, or a tree canopy.
- **Policing Strategies:** Given the current lack of police staff and resources, the residents of Georgetown feel that the Seattle Police Department (SPD) is unable to deal with the volume of crime, and that SPD's attention is dominated by dealing with issues related to RVs. Additionally, there is the perception that SPD resources are diverted to other high-crime areas. Residents frequently do not report crimes because they perceive that there's poor response time for non-emergencies and inadequate follow-up by SPD. There's also a lack of transparency about community policing strategies, and how adjustments in policing are made based on crime data.
- **Zoning Strategies:** The current zoning throughout Georgetown is outdated and does not reflect the unique nature of the proximity to, and interplay of, industrial and residential land uses. In many instances, there is a discrepancy between a property's current use and the underlying zoning designation.

While this report focuses on the priority recommendations, Appendix F contains a complete list of the Task Forces' potential solutions to address these issues.

5. Evaluated metrics for measuring success.

Developing metrics that resonate with the Georgetown Task Force and the broader community will be a critical step in ensuring that City and community efforts improve safety, vitality, health, and quality of life in Georgetown. Metrics provide a concrete way to track progress over time, and goals that are measured are more likely to be achieved.

The Task Force was introduced to a robust set of potential metrics related to public safety and vitality, that including data sources. Appendix G is the complete list of potential metrics, and the Task Force is currently evaluating this extensive list to agree on a holistic set of quantitative and qualitative metrics to track that are specific to Georgetown. Examples of potential metrics include:

Title	Source	Indicator	Purpose
Sidewalk Completeness	Seattle Department of Transportation (SDOT)	Percentage of block faces within a quarter mile missing a sidewalk (excluding those SDOT has not identified should be improved)	Indicates City investment in pedestrian safety.
Pedestrian Safety	SDOT	Number of pedestrian accidents and fatalities	Indicates third party measures of safety.
Bicyclist Safety	SDOT	Number of bicycle accidents and fatalities	Indicates third party measures of safety.
Household Income	American Community Survey (ACS)	% of population whose income is below 200% of poverty level	Indicates financial pressure on households.
Proximity to Civic Infrastructure	ReferenceUSA	Location within a certain distance of a public or private school (0.25 mi), community center or library (0.25 mi), or park at least 0.25 acre (distance varies based on park size)	Indicates proximity to services which correlates with collective efficacy.
Proximity to Core Businesses	Seattle Office of Economic Development (OED)	Location within a certain distance of a supermarket/grocery with fresh fruits and vegetables (0.5 mi), pharmacy (0.25 mi), and restaurant/café/diner (0.25 mi)	Indicates proximity to services which correlates with collective efficacy.

Each of these metrics offers a snapshot of Georgetown. Taken together, they tell the story of the neighborhood. When shared transparently and authentically with community members and other stakeholders, metrics tracked over time can pull the neighborhood closer to its vision of safety and vitality.

6. Discussed options for ongoing organizational stability and accountability.

A framework is a useful way to develop a strategy, organize work toward a common goal, measure progress, and be accountable to the community and each other. This process is premised on a framework³ that favors a common agenda (including a collective understanding of the challenges and how to address them), shared measurement, and alignment of effort across multiple organizations, city departments, the Task Force, and other community stakeholders.

7. Developed community priorities and recommendations for the City.

Through an online survey, Task Force members prioritized problem areas and narrowed their set of recommendations into priority actions. The priorities were chosen based on the urgency of issues and the solutions they felt could be implemented in the short-term, as well as mid-term solutions requiring additional resource allocation in the 2019 budget.

Task Force Recommendations

With the July 2018 release of the Duwamish Valley Action Plan (DVAP) and by convening public safety task forces in both South Park and Georgetown, the City of Seattle has signaled the importance of investing in public safety and vitality as key drivers of community development. Task Force members recognize that the DVAP was a good first step towards addressing issues of public safety and vitality in Georgetown, but the effort needs to be ongoing, consistent, and community-driven.

The Task Forces feels strongly that they have the community capacity and willingness to tackle public safety and vitality on a community level - they just need the resources. Therefore, to leverage the City of Seattle's investment in developing a process to address public safety and vitality in Georgetown that is both equitable and replicable, the Task Force requests additional funding for the following four priority strategies:

1. Additional time, support, and resources to develop Task Force goals, priorities, and organizational structure. By the end of 2018, the Task Force will:
 - a. Convene monthly to decide on specific goals, metrics, and develop an accountability plan to measure the long-term progress towards reaching their community vision.
 - b. Agree on a job description for a Georgetown Public Safety Advocate.
 - c. Conduct an outreach process to vet the Task Force's vision, goals, and metrics with the broader Georgetown community.
 - d. Set up the organizational structure for the next iteration of the Task Force.
2. Funding for a salaried position for a Georgetown Public Safety Advocate that will be responsible for driving the Georgetown's public safety and vitality agenda.
3. Develop a joint working group with the Seattle Police Department to develop innovative and replicable community policing strategies, such as pilot programs for Risk Terrain Modeling and improved policing strategies for RVs and motels.
4. Resources to conduct a zoning study to identify existing conditions and uses in Georgetown; identify best practices for adjacent residential/commercial/industrial zoning compatibility; and innovative strategies for addressing the need for more and different housing types that balance the City's dire need for affordable housing and Georgetown's unique character.



Georgetown resident and Public Safety Taskforce member, Jesse Moore, leads a pedestrian safety walk with City leaders in 2017.

In addition to funding and resource requests above, the Task Force is excited to bring other City departments to the table to ensure a thoughtful and concerted approach to tackling issues of public safety and vitality. This includes but is not limited to:

- *Office of Planning and Community Development*
- *Office of Arts & Culture*
- *Offices of Sustainability and Environment*
- *Department of Neighborhoods*
- *Office of Economic Development*
- *Office of Housing*
- *Human Services Department*



Georgetown City Hall, 1910 Courtesy Seattle Municipal Archives (11931)

Next Steps

As residents of Georgetown, the Task Force is motivated to continue developing an equitable and replicable process to promote public safety and vitality in our neighborhood. Eager to move forward with next steps, the Task Force will be diving into several substantial action items through the second half of 2018 alone:

- Submit this final report to the City by 7/31/2018.
- Engage in conversations with elected officials and City departments about Task Force priority recommendations, as well as other opportunities and challenges in Georgetown as detailed throughout this report (through Q3).
- Ensure we are working toward a common agenda by conducting broader community outreach and gathering wide community support for this report (through Q3).
- Identify Georgetown vitality and public safety goals; agree on a specific set of metrics that are most applicable to the goals identified; and designate accountable agents (in Q4 2018).
- Develop an accountability and management plan (in Q4 2018). Appendix H was presented by a member of the Task Force as an example of the elements of an accountability and management plan.

Pending funding decisions and additional resource allocations, the Task Force's agenda for 2019 is shaping up to be as aggressive.

APPENDIX A

STATEMENT OF LEGISLATIVE INTENT

(SLI) 213-1-A-1-2018)

2018 Seattle City Council Statement of Legislative Intent

Ready for Notebook

Tab	Action	Option	Version
213	1	A	1

Budget Action Title: Creation of Georgetown Public Safety Task Force

Ongoing: No

Primary Sponsor: Harrell, Bruce

Councilmembers: González; Harris-Talley; O'Brien

Staff Analyst: Amy Tsai

Date		Total	SB	KH	LG	BH	LH	RJ	DJ	MO	KS
	Yes										
	No										
	Abstain										
	Absent										

Statement of Legislative Intent:

The Council requests that the Executive convene a Public Safety Task Force of Georgetown residents to formulate and report to Council recommendations regarding the public safety and vitality of that neighborhood. It is the Council's understanding that the written report of the Special Task Force would, as a general matter, accomplish the following:

1. Identify strategies for a new model of neighborhood policing, which will build on the micro-policing plans and community policing plans initiated by Police Chief Katherine O'Toole. The strategies should be replicable in other neighborhoods throughout the City, while flexible enough to reflect the unique situations or dynamics of other diverse neighborhoods; and
2. Identify strategies for a culturally and linguistically responsive data-driven approach to improving the City's relations to and effectiveness with the Georgetown neighborhood, which will also inform the City's engagement with all other neighborhoods.

By January 31, 2018, a list of potential Public Safety Task Force participants should be identified by the Education, Equity, and Governance Committee and subsequently be provided to the Executive for consideration. The participants could include, for example, youth and adult residents of Georgetown, community-based organizations serving the Georgetown neighborhood or with expertise in the quality of life and public safety issues facing Georgetown residents, the Seattle Police Department, the Department of Neighborhoods, and representatives from the Council and Mayor's Office.

By June 1, 2018, the Executive should provide the Council with a written report that identifies innovative strategies that address the following areas:

1. Public safety and policing issues that will focus on:

- a. Challenges for public safety services associated with Georgetown's unique geographic characteristics, including distance from the Southeast Precinct and its impacts on police visibility, proactive policing, and 911 service responsiveness;
 - b. Strategies to increase police visibility and positive engagement with the neighborhood and community;
 - c. Strategies to engage youth in this neighborhood population; and
 - d. Strategies for applying data-driven approaches to improving public safety that is culturally and linguistically responsive to Georgetown residents.
2. Development of neighborhood vitality metrics that include:
- a. Identification of baseline data around crime and social, health and housing services in the neighborhood;
 - b. Developing baseline data and metrics for economic development;
 - c. Strategies for addressing deficiencies, if any, in availability of neighborhood vitality metrics, such as baseline data around crime, social, health, housing services, and economic development;
 - d. Community resiliency investments, whether programmatic, capital, or staffing; and
 - e. Strategies to improve the City's responsiveness to neighborhood concerns in a culturally and linguistically responsive way.

Background:

Georgetown is a neighborhood geographically bounded on the north by the mainlines of the BNSF Railway and Union Pacific Railroad, beyond which is the Industrial District; on the west by the Duwamish River, across which is South Park; on the east by Interstate 5, beyond which is Beacon Hill; and on the south by Boeing Field.

The close proximity to the industrial district is a feature that defines some of the community issues and challenges facing Georgetown. An EPA-funded study in 2013 has shown that residents in Georgetown and the 98108 ZIP code are more susceptible to the negative environmental effects caused by the proximity to the industrial district.

Georgetown has about 1,280 residents. The neighborhood includes 16 percent Latinos; 11 percent Asian-Pacific Islanders; and 65 percent White/Caucasian. In comparison, the racial makeup of Seattle is 6 percent Latino, 9.3 percent Asian-Pacific Islander, and 67 percent Caucasian.

Responsible Council Committee(s): Education, Equity and Governance Committee

Date Due to Council: June 1, 2018

APPENDIX B
TASK FORCE MEMBER LIST

Georgetown Public Safety Task Force Members

John Bennett, Bennett Properties & Georgetown Merchants Association

Clint Berquist, Resident & Georgetown Community Council Director

Sherrell Ehlers, Resident

Brandon Ezola, General Manager – Allied Universal Security

Sam Farrazaino, Owner – Equinox Studios

Patty Foley, Owner – Eventopolis

Sara Hansen-Lund, Resident

Dane Hofbauer, Resident

Jesse Moore, Resident & Georgetown Community Council Director

Courtney O'Toole, Resident & Founder – Nicklesville Georgetown Village

Andrew Rinke, Resident

Joanne Tilley, Resident

Sandra Sutton, Manager – Seattle Design Center

City Staff: Tom Van Bronkhorst – Department of Neighborhoods

APPENDIX C

MEETING AGENDAS



Seattle Neighborhoods

Georgetown Public Safety Task Force

Kickoff Meeting

April 11, 2018

6:00-8:00pm

Georgetown Old City Hall

6200 13th Ave S

Task Force Objectives

This Public Safety Task Force will work together collaboratively to create recommendations for improving the public safety and vitality of the Georgetown neighborhood. Through this process Task Force members will identify strategies for a culturally and linguistically responsive data-driven approach to:

- Address Public safety and policing issues.
- Develop neighborhood vitality metrics.
- Improve the City's relations to and effectiveness with the Georgetown neighborhood.

Agenda

6:00	Welcome + Introductions	All
6:15	Meeting Details - Purpose + expectations - Process + final report - Agenda review - Ground rules	Andrea + Tom
6:30	Community Vitality + Public Safety - Group exercise + discussion	All
7:30	Process Planning - What tools are needed to inform decisions? - Final report - Meeting schedule - Contact information - Defining success	Andrea
8:00	Adjourn	

Guidance from the City's Statement of Legislative Intent:

1. Public safety and policing issues that will focus on:

- a) Challenges for public safety services associated with Georgetown's unique geographic characteristics, including distance from the Southeast Precinct and its impacts on police visibility, proactive policing, and 911 service responsiveness;
- b) Strategies to increase police visibility and positive engagement with the neighborhood and community;
- c) Strategies to engage youth in this neighborhood population; and
- d) Strategies for applying data-driven approaches to improving public safety that is culturally and linguistically responsive to Georgetown residents.

2. Development of neighborhood vitality metrics that include:

- a) Identification of baseline data around crime and social, health and housing services in the neighborhood;
- b) Developing baseline data and metrics for economic development;
- c) Strategies for addressing deficiencies, if any, in availability of neighborhood vitality metrics, such as baseline data around crime, social, health, housing services, and economic development;
- d) Community resiliency investments, whether programmatic, capital, or staffing; and
- e) Strategies to improve the City's responsiveness to neighborhood concerns in a culturally and linguistically responsive way.



Seattle
Neighborhoods

Georgetown Public Safety Task Force

2nd Meeting

May 17, 2018, 6:00-8:00pm

Georgetown Old City Hall (6200 13th Ave S)

Task Force Objectives

This Public Safety Task Force will work together collaboratively to create recommendations for improving the public safety and vitality of the Georgetown neighborhood. Through this process Task Force members will identify strategies for a culturally and linguistically responsive data-driven approach to:

- Address Public safety and policing issues.
- Develop neighborhood vitality metrics.
- Improve the City's relations to and effectiveness with the Georgetown neighborhood.

Agenda

6:00	Welcome + Introductions - Agenda review - Review ground rules - Review roles (Taskforce, DON, BVP)	Andrea
6:15	Process Details - Timeline - Deliverables + community expectations - Feedback on ID + South Park reports: what works, what doesn't	Tom
6:30	Public Safety Topics - Policing Strategies - Building a better relationship with the city/accessing power and resources. - Motels - RVs, Property Crime or cleaning/activation - Group exercise + discussion	All
7:45	Process Planning - Meeting schedule + project timeline - Contact information/group listserv	Andrea
8:00	Adjourn	



Seattle Neighborhoods

Georgetown Public Safety Task Force

3rd Meeting

June 5, 2018, 6:00-8:00pm

Georgetown Old City Hall (6200 13th Ave S)

Task Force Objectives

This Public Safety Task Force will work together collaboratively to create recommendations for improving the public safety and vitality of the Georgetown neighborhood. Through this process Task Force members will identify strategies for a culturally and linguistically responsive data-driven approach to:

- Address Public safety and policing issues.
- Develop neighborhood vitality metrics.
- Improve the City's relations to and effectiveness with the Georgetown neighborhood.

Agenda

6:00	Welcome + Introductions - Agenda review - Meeting notes + action items - Review topics from 2nd meeting: RVs, Property Crime, Motels (and what happens next)	Andrea
6:15	Public Safety Topics - Policing strategies - Building a better relationship with the city/accessing power and resources. - Activating public space - Livability/vitality	Group Discussion
7:30	Planning for Meeting #4 - Review livability metrics - Homework: prioritizing, developing vision and definitions for public safety + vitality - Final report	Andrea + Tom
8:00	Adjourn	



Seattle Neighborhoods

Georgetown Public Safety Task Force

4th Meeting

June 28, 2018, 6:00-8:00pm

Georgetown Old City Hall (6200 13th Ave S)

Task Force Objectives

This Public Safety Task Force will work together collaboratively to create recommendations for improving the public safety and vitality of the Georgetown neighborhood. Through this process Task Force members will identify strategies for a culturally and linguistically responsive data-driven approach to:

- Address Public safety and policing issues.
- Develop neighborhood vitality metrics.
- Improve the City's relations to and effectiveness with the Georgetown neighborhood.

Agenda

6:00	Welcome + Introductions - Agenda review - Recap Meeting #3 - Feedback from interim meeting	Andrea
6:10	Duwamish Valley Action Plan - Overview - Connection to G'town PSTF work	Tom + Andrea
6:25	Public Safety Topics - Policing strategies	Group Discussion
6:45	Recap + Final Report Outline	Andrea
7:00	PSTF Next Incarnation + Accountability - What's next for the PSTF? - Defining accountability - Working together to advance priorities	Andrea + Tom Joanne
7:30	Recommendations + Priorities - Community Outreach - Advocating at City Hall	Group Discussion
7:50	Timeline + Next Steps - Final report due July 31 - Draft July 13 - Comments back July 23	Andrea + Tom

APPENDIX D

VITALITY + PUBLIC SAFETY DEFINITIONS

How do you define public safety?

- I define public safety as feeling safe and wanted to be actively engaged with my neighbors and the community. Public safety includes not only crime prevention, but also having a walkable community, with general amenities (e.g. supermarket), with open-space and landscaping to recharge, and fresh air and water.
- Residents and visitors are safe from theft, violence, harassment, other crime, drug dealing and paraphernalia, and have safe transportation passage (walking, biking, driving) and free from toxic contaminants (clean air, water, etc.)
- All people living, working or visiting a community feel that their person and property are safe from theft, harm, unhealthy environments, and hate. People of any age and background feel safe to choose the form of transportation they prefer and can travel in the public right of way without fear. Agreed upon laws of are respected and upheld.
- Public safety encompasses the health, well-being, and comfort of a citizenry. It is a broad topic that ranges from the federal government's obligation of sovereign defense to the local governments who ensure the safety of public environments via building and health codes. Obviously, criminal activity is a component of public safety, but it is only a piece of the puzzle and individuals who feel safe and secure in their environment are less likely to commit crimes against other persons in the first place.
- safe for people to walk, bike or hang out without fear of assault or harm
- By not having to worry about my personal space being invaded by people looking to take my property or do physical harm.
- Being able to live and thrive in comfort and contentment with a sense of well being and a lack of stressors from your environment and community. Being protected from crime, danger, and disaster and the results of those
- Not experiencing threats, intimidation, and prowling while walking down the street in front of my house. Knowing the neighbors as opposed to having an anonymous vagrant population who are pardoned from obeying the same police and parking rules that I must obey and who live and conduct "business" activities in front of or next door to my home or business but from a non running vehicle parked for weeks or longer in one location only to move a few blocks away and return. I do t feel safe since the past few years we have had vagrant neighbors who are empowered to defecate and urinate on my yard, build barricades and random piles of garbage on the public street, planting strip, and parking strips and are living outside the law.
- A person's physical, mental, and emotional well being in relation to public space and the environment.

How do you define neighborhood vitality and/or livability?

- The residents and visitors' ability and desire to spend time outside their homes, utilized shared space, and access public resources and transportation.
- Community with neighbors.
- Neighborhood vitality is a measure of the quality of life and experience in the community. How much the community is thriving and celebrating itself and the greater community. How vibrant the neighborhood is and how much the people are taking advantage of the resources present and investing in the future.
- An active space with a lot of positive engagement by members of the diverse community.
- lively, family-friendly, welcoming to all.
- Neighborhood vitality requires a synergistic relationship between business and residents. Businesses support the community and the community supports business. There are residents and business owners committed to the community, allowing wealth, health, and relationships to endure and grow. A livable neighborhood is walk-able without the fear of stepping on a hypodermic needle or of being mugged, harassed, or raped. It has the services nearby (preferably within walking distance), such as a grocery store, community center, police station, library, etc., that contribute to the neighborhood's vitality. Residents can allow their children spend time outside without fear of the effects of noise and air pollution.
- No single interest group dominates how a neighborhood is planned and built, vital livable communities grow and change through dialog, consensus and sharing of power. Public spaces are active with legal activities. There is a sheltered gathering space where community gathers around different interests and meet one another. There is a range of housing options for all incomes. Easy access to groceries, services, public transportation, and

cultural/art events. Clean air, water and soil. Low environmental stress. Availability of beautiful outdoor natural space.

- Public safety (as mentioned above), with a range of vibrant business conducive to community and visitor needs (not just bars) but fresh fruits and vegetables, reflective of the uniqueness of G-town and locally owned (not chain). Increased density, with people "out and about", with ample community engagement and events.
- Having a walkable community, with general amenities (e.g. supermarket), with open-space and landscaping to recharge, and fresh air and water. An engaged community that is not overly stressed due to too many issues to deal with (e.g. excessive crime, airport noise, Duwamish cleanup, many cleanup sites, food desert, diesel particulates, low tree canopy cover, displacement, lack of community resources (library/community center). Having a similar life expectancy to the rest of Seattle. Having adequate buffers to industry. Having safe routes to ride bikes to various places within the city. Having a community center of some kind.

APPENDIX E

VISION

Thinking about public safety and neighborhood vitality and/or livability, complete this sentence: "In five years, Georgetown will..."

- have adjacent land uses that are complementary to the residential core (e.g. live work industry, supermarket) and has adequate buffers.
- Have sustained significantly reduced crime, cleaner air, connected and safe transportation options, more tree and green canopy, engaged community and be true to its spirit.
- be easier to walk and bike to and from, have a thriving city sanctioned arts district, a 20% increase in population, active safe public spaces, have more full time police officers assigned, have an average 40% decrease in all types of crime, a 30% increase in tree canopy, an average 25% reduction in poor air quality days, have a single contiguous area of residential and commercial zoning and/or non-industrial land use, and has other residential and non-industrial business uses distributed throughout the neighborhood.
- ...be considered one of the most desirable neighborhoods of Seattle in which to live, work and play.
- In five years, Georgetown will have clean air, a grocery store, traffic calming solutions, and community services for all, but especially for the disadvantaged. It will have zoning that allows and encourages businesses that benefit our residents as well as housing codes that discourage speculators and unscrupulous developers.
- Be a safer, more cohesive, healthy, and vibrant thriving community of engaged residents, workers, merchants, industry, and visitors.
- The neighborhood has become a dumping ground for a multitude of city problems (environmental, social, etc.). In five years, key folks will either be here continuing the fight, or they will just move to places where they won't have to fight as much and the neighborhood will revert back to what it was a couple decades ago.
- ...be considered one of the most desirable neighborhoods of Seattle in which to live, work and play.
- Georgetown will be growing in residents, visitors, and businesses and will be able to support that growth with civic essentials (grocery, pharmacy, library, Laundromat, gym), multi-unit housing, and safer streets with sidewalks and lighting. I would also hope Georgetown isn't a health risk area due to industrial pollution.

APPENDIX F

PROBLEM STATEMENTS + SOLUTION TABLES

Problem Statements and Solutions

Motels

Problem Statement: The short-term nature of motels attracts people who are not invested in the well being of the community; to some, they seem to have a lack respect for Georgetown. The motels sometimes function as affordable housing options but are not a fair or sustainable way to house people who need it. This has led to issues related to drugs, prostitution, littering, and criminal activity. These problems are long-standing and consistent.

Potential Solutions to Address Motel Issues
Build more affordable housing in Georgetown and Seattle as a whole.
Sanction motels as legitimate affordable housing.
Force nuisance property abatement.
Enforce noise violations.
Increase social service resources to people living in motels.
Inspire motel owners to sell buildings to a non-profit and repurpose as a homeless shelter with adequate resources.

RVs

Problem Statement: RVs have a negative environmental, economic, and social impact on Georgetown. Like motels, RVs attract a transient population that seems to lack respect for Georgetown, and overly burden the community's limited police resources. Negative environmental impacts of RVs include air pollution (when RVs are left running) and illegal dumping on sidewalks, streets, and down storm drains, which is a major public health concern. The scattered presence of RVs creates a perception, and sometimes reality, that the area is unsafe, which negatively affects the local economy. There is little positive engagement and interaction between residents and RV dwellers. RVs often block public sidewalks and bike lanes, which makes Georgetown less safe for bicyclists and pedestrians.

Potential Solutions to Address RV Issues
Inspire more community investment from industrial lands' business owners.
Enforce current RV laws. Enforcement must be combined with community services.
Require paid parking on streets except for zoned residents and workers.
Develop and enforce safety requirements for RVs.
Develop a more equitable share of RVs and Tiny House Encampments across the City.
Develop sanctioned lots for RVs with regulatory enforcement for noncompliance. Sanctioned RV lots must include basic sanitation services, running water, and a communal dumpster. Sanctioned RV lots should be located near a grocery store, library, laundromat, RV mechanic, and employment opportunities.
Encourage positive community engagement between residents and RV dwellers to improve community relations.

Property Crime

Problem Statement: Property crime in Georgetown includes theft, car prowling, and graffiti. Breaking and entering is especially problematic during the summer months, and residents experience theft from their yards, homes, sheds, cars, mailboxes, and porches. Car prowling is a major issue in the business district. Georgetown's unique industrial environment and location makes it an easy target for theft and resale of scrap metal and other materials.

Potential Solutions to Address Property Crime Issues
Increase police patrol, especially between 3:00-5:00 pm.
Incorporate Georgetown into a different precinct (South Park) to increase number of officers.
Introduce a mobile police precinct, as in Alki.
Build a publicly-owned community building, such as a library or community center.
Conduct a public lighting assessment in order to improve lighting, especially in alleyways.
Enforce cleanup for graffiti.
Change Georgetown's reputation as a place easy to commit crime through more documented arrests/sting operations/prosecution.
Strengthen the relationship with the Seattle Manufacturing Industrial Council (MIC).

Policing Strategies

Problem Statement: Given the current lack of police staff and resources, the residents of Georgetown feel that the Seattle Police Department (SPD) is unable to deal with the volume of crime, and that SPD's attention is dominated by dealing with issues related to RVs, and there is the perception that SPD resources are diverted to other high-crime areas. Residents frequently do not report crimes because they perceive that there's poor response time for non-emergencies and inadequate follow-up by SPD. There's also a lack of transparency about community policing strategies, and how adjustments in policing are made based on crime data.

Potential Solutions to Address Policing Strategies
Increase police officers to Georgetown.
Set consistent expectations for community police officers.
Develop a neighborhood blog to track crime, similar to the West Seattle Blog.
Research options to change precincts.
Cut Ocean Sector in half, and give Georgetown their own dedicated Officer.
Consider land-use as a factor when assigning patrol officers to geographies.
Track a crime-related metric monthly (or consistently) to help develop a compelling narrative and advocate for solutions.
Create a system for community members to submit evidence online.
Create a community listserv for police to use to increase transparency and improve communication about policing strategies and the data that supports each strategy.
Develop a feedback loop on policy strategies – e.g. Did officers on bicycle make a difference?
Police should have a quick briefing before shift changes to pass down information and improve communication and overall awareness within the department. Send this out with a hit list so all officers can read before their shift.
Create a pilot program for Risk Terrain Modeling (RTM) software in Georgetown.
Find examples/case studies involving industrial/hotel areas where cities have cracked down on crime and what strategies they have taken.
Establish a forum for community and police dialogues so community members can express their expectations and ask them for their solutions.
Educate community members about how to communicate with the police and why reporting crime is important. For example: • Find It/Fix It Training • Non-emergency vs emergency training
Continue Neighborhood walks with officers and promote through the Georgetown Community Council.
Find new opportunities to develop community partnerships with the police.

Community Vitality + Activating Public Space

Problem Statement: Vitality in Georgetown is hindered by the lack of urban amenities, noisy atmosphere, pollution, and auto-centric design. Georgetown does not have a supermarket, community center, or library. The noise and pollution radiating from trucks, trains, and airplanes, as well as impacts from homeless encampments encourage a rapid population turnover. Local bars create additional noise, and the recycling facility and shipping facility augment pollution. The noise and pollution encourage rapid resident turnover, and therefore a lack of community. Georgetown has a high volume of trucks and freight traffic that contribute to noise and air pollution and creates unsafe conditions for bicyclists and pedestrians. The current zoning does not easily allow for mixed-use development, multi-unit housing, or a walkable streetscape with sidewalks, bicycle lanes, and a tree canopy.

Potential Solutions to Address Vitality Issues
Update building codes to require triple-pane windows for buildings within a certain distance from an airport.
Allow commercial uses on roads other than main arterials.
Improve connections to the Design Center, focusing on bikes and pedestrians.
Increase connectivity throughout the neighborhood and between industrial and residential zones.
Secure funding to activate and improve vacant park land.
Implement bike/pedestrian master plan in Georgetown.
Create minimum design standards for neighborhoods (walkability, food access, etc.).
Enforce air quality regulations.
Create/expand Georgetown tourism campaign.
Implement designated greenways.
Advocate for Puget Sound Regional Council Tier 1 bike system.
Increase bike routes to Boeing.
Enforce noise ordinances.
Enforce landscaping requirements for industrial lands.
Support and find funding for Arts District.
Develop minimum design standards for neighborhoods that create healthy, vibrant communities.
Develop a community outreach plan for the final report and vet recommendations with the community. Target businesses, residents, and the Design Center.
Develop a Design Center master plan to improve community connections, walkability, and bikeability.
Develop a forum for ongoing communication between the Georgetown Merchant Association and residents.
Develop policies that encourage businesses to stay open later.
Increase performance spaces, both public and private.

Zoning Strategies

Problem Statement: The current zoning throughout Georgetown is outdated and does not reflect the unique nature of the proximity to, and interplay of, Industrial and Residential land uses. In many instances there is a discrepancy a property's current use and the underlying zoning designation.

Potential Solutions to Address Zoning Issues
Conduct an Industrial Land Survey/Study to get a broader interpretation of allowed uses.
Rezone to Georgetown to create a more interesting buffer area between industrial and residential land uses.
Conduct a zoning analysis to examine the benefits of Neighborhood Commercial versus Commercial.
Redesign industrial zones to be more inviting through pedestrian-oriented streetscapes (trees, sidewalks, etc.).
Change zoning to allow for a more diverse array of housing choices.
Expand definition of uses allowed in industrial lands, instead of changing zoning.
Explore the opportunities to change from heavy industrial to light industrial (IC, IB) zoning.
Explore opportunities to develop zoning overlay districts: such as Artists Space, Live/Work or Makers Space.
Ask OPCD to finish their study of land use zoning.
Develop an Urban Village Strategy for Georgetown.

Accessing City Resources

Problem Statement: Many Georgetown residents do not feel represented, heard, or recognized by City government and that the collective voice of the industrial land owners is prioritized over residents. Georgetown does not have as many residents as more-densely populated neighborhoods in Seattle, and residents perceive that the only relationship the City has with Georgetown is based, and valued, on matters related to industrial land use. Corporate industrial interests overshadow the interests of residents and small, non-industrial businesses. Residents hear claims from City Council that they do not hear from Georgetown residents, which contributes to frustration.

Potential Solutions to Address Issues with Accessing City Resources

Educate community members on how to advocate for Georgetown's needs. For example, which representatives to call or write.

Improve relationships and communication loop with SDOT.

Send PSTF members to Seattle's People's Academy for Community Engagement (PACE) training and fund if necessary.

Make a list/cheat sheet of city departments accessible to residents.

Develop a collaborative mindset that residents and industry can work together.

Hire a Georgetown project coordinator in the City of Seattle.

Bring the Duwamish Action Team to the table (OSE + OPCD).

Find ways to better collaborate and advocate with South Park neighborhood.

Change Participatory Budgeting (Your Voice, Your Choice) to be based on a percentage, not just raw population numbers. It is difficult to compete with other neighborhoods for funding based on population numbers without a percentage.

Find nonprofits to provide mentorship for how to advocate for resources and build relationships with the City.

APPENDIX G

METRICS SPREADSHEET

Georgetown Vitality Index: A Catalogue of Measures

The following catalogue of measures offers a set of indicators and potential data sources as a first effort toward developing a robust Georgetown Vitality Index that can identify opportunities, set priorities, and assess progress for the neighborhood.

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
Crime + Safety	Seattle Police Department (SPD) crime dashboard	Number of 911 calls per 1000 residents	Indicates third party measures of safety.
Crime + Safety	SPD crime dashboard	Number of property crimes per 1000 residents	Indicates third party measures of safety.
Crime + Safety	SPD crime dashboard	Number of crimes against persons per 1000 residents	Indicates third party measures of safety.
Crime + Safety	SPD crime dashboard	Number of bias crimes and/or incidents	Indicates third party measures of safety.
Crime + Safety	SPD use of force dashboard	Number of use of force incidents.	Indicates third party measures of safety; indicates institutional support for safety which correlates with collective efficacy.
Pedestrian Safety	Seattle Department of Transportation (SDOT)	Number of pedestrian accidents and fatalities	Indicates third party measures of safety.
Bicyclist Safety	SDOT	Number of bicycle accidents and fatalities	Indicates third party measures of safety.
Hit and Run	SPD crime dashboard	Number of hit and run accidents	Indicates third party measures of safety.
Safety: Relative Standing	Key Informant/Resident Outreach/Community Survey	"Relative to other places in Seattle, do you think Georgetown is more safe, less safe, or about the same?"	Indicates perceptions of safety which correlates with collective efficacy.
Safety: Improvement	Key Informant/Resident	"Over the last few years, do you think Georgetown has been getting safer, getting less	Indicates perceptions of trend in community safety; indicates

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
	Outreach/Community Survey	safe, or staying about the same?"	expectations of improvement which correlates with collective efficacy.
Personal Safety	Key Informant/Resident Outreach/Community Survey	"How safe do you feel walking alone after dark?"	Indicates perceptions of safety which correlates with collective efficacy.
Personal Safety	Key Informant/Resident Outreach/Community Survey	"Do you feel like the police are around when you need them?"	Indicates perceptions of institutional support for safety which correlates with collective efficacy.
Youth	Census	% of population which is 15-24	Indicates potential needs in services and supports.
Youth	Census	% of population which is 15-24 as a ratio of the Seattle average	Indicates potential needs in services and supports.
Children	Census	% of population which is under 15	Indicates potential needs in services and supports.
Children	Census	% of population which is under 15 as a ratio of the Seattle average	Indicates potential needs in services and supports.
Seniors	Census	% of population which is over 64	Indicates potential needs in services and supports.
Seniors	Census	% of population which is over 64 as a ratio of the Seattle average	Indicates potential needs in services and supports.
Immigration	Census	% of population arrived in last 10 years	Indicates potential needs in services and supports; indicates possible areas of social fragmentation or clustering;

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
			indicates potential barriers to resources.
Immigration	Census	% of population arrived in last 10 years as a ratio of the Seattle average	Indicates potential needs in services and supports; indicates possible areas of social fragmentation or clustering; indicates potential barriers to resources.
Home Language	Census	% of population without English as a home language	Indicates potential needs in services and supports; indicates possible areas of social fragmentation or clustering; indicates potential barriers to resources.
Home Language	Census	% of population without English as a home language as a ratio of the Seattle average	Indicates potential needs in services and supports; indicates possible areas of social fragmentation or clustering; indicates potential barriers to resources.
First Language	Census	% of population which speaks a language other than English, ranked each being more than 5% of the population	Indicates potential barriers to resources; indicates possible enclaves as basis for social clustering; indicates opportunities for City and other agencies/organizations to increase vitality.
First Language	Census	% of population which speaks a language other than English, ranked each being more than 5% of the population as a ratio of the Seattle average	Indicates potential barriers to resources; indicates possible enclaves as basis for social clustering; indicates opportunities for City and other agencies/organizations to increase

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
			vitality.
Linguistic Isolation	American Community Survey (ACS)	% of households in which no one 14 or older speaks English only or speaks English “very well”	Indicates potential barriers to resources; indicates possible enclaves as basis for social clustering; indicates opportunities for City and other agencies/organizations to increase vitality.
Linguistic Isolation	ACS	% of households in which no one 14 or older speaks English only or speaks English “very well” as a ratio of the Seattle average	Indicates potential barriers to resources; indicates possible enclaves as basis for social clustering; indicates opportunities for City and other agencies/organizations to increase vitality.
Recent Mobility	ACS	% moving in one year (use city average as a benchmark for average stability)	Indicates possible causes of social fragmentation.
Long Term Mobility	ACS	% moving in 5 years (use city average as a benchmark for average stability)	Indicates possible causes of social fragmentation; indicates persistence of problem.
Displacement	Seattle Office of Planning & Community Development (OPCD)	% change in share of people of color from 2010 baseline	Indicates possible causes of social fragmentation; indicates gentrification; tempers analysis of other metrics.
Displacement	OPCD	% change in share of people of color from 1990 baseline	Indicates possible causes of social fragmentation; indicates gentrification; tempers analysis of other metrics.

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
People of Color	Census	% of the population that is a race other than Non-Hispanic White	Indicates diversity of community; indicates pressures of economic and/or racial segregation; indicates gentrification risk.
People of Color	Census	% of the population that is a race other than Non-Hispanic White as a ratio of the Seattle average	Indicates diversity of community; indicates pressures of economic and/or racial segregation; indicates gentrification risk.
Educational Attainment	ACS	% of population 25 years or older who lack a Bachelor's degree	Indicates educational opportunities; indicates access to resources.
Educational Attainment	ACS	% of population 25 years or older who lack a Bachelor's degree as a ratio of the Seattle average	Indicates educational opportunities; indicates access to resources.
Housing Tendency	Census	% of households that are renters	Indicates range of housing options; indicates level of ownership which correlates well with low mobility.
Housing Tendency	Census	% of households that are renters as a ratio of the Seattle average	Indicates range of housing options; indicates level of ownership which correlates well with low mobility.
Property Appreciation	Census, ACS	Change in median home value from 2010 baseline	Indicates economic vitality of neighborhood; indicates economic pressures; indicates gentrification risk; indicates age-in-place challenges.

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
Property Appreciation	Census, ACS	Change in median home value from 2010 baseline, compared to Seattle average	Indicates economic vitality of neighborhood; indicates economic pressures; indicates gentrification risk; indicates age-in-place challenges.
Household Income	ACS	Median household income	Indicates resources available to households.
Household Income	ACS	% of population whose income is below 200% of poverty level	Indicates financial pressure on households.
Median Rent	Dupre + Scott	Ratio of rent per net rentable square foot by tract to the Seattle average for rent per net rentable square foot	Indicates financial pressure on low-income households; indicates pressure on available rental housing stock.
Affordable Housing	Seattle Office of Housing (OH)	Number of affordable housing units per 1000 residents	Indicates financial pressure on low-income households; indicates pressure on available rental housing stock.
Housing Cost-Burdened	Consolidating Housing Affordability Strategy (based on ACS)	% of households with income below 80% AMI that are cost burdened (more than 30% of income on housing)	Indicates stress on housing and pressure on incomes; indicates economic vulnerability and source of stress on residents.
Severely Housing Cost-Burdened	Consolidating Housing Affordability Strategy (based on ACS)	% of households with income below 80% AMI that are cost burdened (more than 50% of income on housing)	Indicates stress on housing and pressure on incomes; indicates economic vulnerability and source of stress on residents.
Condition of Housing	OH	Number of complaints filed; number of non-	Indicates poor housing quality, may reflect to low incomes; indicates poor

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
Stock		compliant findings	housing quality, may promote higher mobility; indicates economic vulnerability and source of stress on residents; indicates poor housing conditions contributing to sense of physical disorder and adversely affecting collective efficacy.
Proximity to Transit	King County Metro General Transit Feed Specification	Number of unique transit trips within a quarter-mile walking distance	Indicates proximity to services which correlates with collective efficacy.
Proximity to Civic Infrastructure	ReferenceUSA	Location within a certain distance of a public or private school (0.25 mi), community center or library (0.25 mi), or park at least 0.25 acre (distance varies based on park size)	Indicates proximity to services which correlates with collective efficacy.
Proximity to Core Businesses	Seattle Office of Economic Development (OED)	Location within a certain distance of a supermarket/grocery with fresh fruits and vegetables (0.5 mi), pharmacy (0.25 mi), and restaurant/café/diner (0.25 mi)	Indicates proximity to services which correlates with collective efficacy.
Proximity to Employment	Puget Sound Regional Council 2013 Covered Employment Estimates	Number of (by Census block) jobs accessible in 30 minutes by transit	Indicates proximity to employment which correlates with collective efficacy.
Proximity to Job Center	OED	Travel time to designated King County Urban Centers and Manufacturing/Industrial Centers	Indicates proximity to employment which correlates with collective efficacy.
Business Turnover	OED	1-year rate of business closures as a % of citywide rate	Indicates short term economic growth; indicates perceived success of community which correlates to

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
			collective efficacy.
Business Growth	OED	1-year growth in number of businesses as a % of the city average	Indicates short term economic growth; indicates perceived success of community which correlates to collective efficacy.
Business Growth	OED	5-year growth in number of businesses as a % of city average	Indicates long term economic growth; indicates perceived success of community which correlates to collective efficacy.
Employment Rate	Census	Employment rate for people over 25 as a % of the city average	Indicates access to employment; indicates access to resources.
Youth Employment	Census	Unemployment rate 15-25 as a % of the city average	Indicates economic pressures on individual groups.
Barriers to Women's Employment	Census	Rate of women providing more than 30 hours of unpaid childcare per week as a % of city average	Indicates barriers to work for women.
Child care	Key Informant/Resident Outreach/Community Survey	"How often do you need childcare?"	Indicates volume of need.
Child care	Key Informant/Resident Outreach/Community Survey	"Who do you turn to for childcare?"	Indicates awareness of and access to services, including informal ones.
Child care	Key Informant/Resident Outreach/Community Survey	"Are you satisfied with the childcare you are able to get?"	Indicates comfort/perceived quality/perceived appropriateness of services.

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
Child care	Key Informant/Resident Outreach/Community Survey	"On a scale of 1 to 5, how burdensome is the cost of childcare for your family?"	Indicates cost burden and economic stressors, as well as availability of affordable childcare.
Proximity to a Location that Sells Produce	Reference USE, Washington State Farmers Market Association	Location near a supermarket, produce stand, or farmers market, measured by walking distance	Indicates proximity to services which correlates with collective efficacy.
Proximity to a Health Care Facility	Seattle - King County Public Health	Location near a health care facility, measured by walking distance	Indicates proximity to services which correlates with collective efficacy.
Proximity to High-Income Neighborhood	King County GIS	Census blocks that have (a) a median household income less than 80% AMI that (b) about a block where median household income is greater than 120% AMI	Indicates economic isolation and/or risk of displacement.
Development Capacity	ACS	Parcels that allow residential uses identified as likely to redevelop in City development capacity model	Indicates opportunities for growth and development and/or risk of displacement.
Sidewalk Completeness	SDOT	Percentage of block faces within a quarter mile missing a sidewalk (excluding those SDOT has not identified should be improved)	Indicates City investment in pedestrian safety.
Neighborhood Connectedness	Key Informant/Resident Outreach/Community Survey	"Are there people or organizations in Georgetown you can count on to help solve community problems or conflicts?"	Indicates level of social organization, activity, and contact; indicates information flow over social networks.
Neighborhood Connectedness	Key Informant/Resident Outreach/Community Survey	"How many times in the last year have you attended community events in Georgetown?"	Indicates level of social organization, activity, and contact; indicates information flow over social networks.

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
Neighborhood Connectedness	Key Informant/Resident Outreach/Community Survey	"Are there groups or organizations outside Georgetown that you participate in?"	Indicates social engagement with networks that go beyond the neighborhood.
Mutual Protection	Key Informant/Resident Outreach/Community Survey	"How strongly do you agree or disagree with the following statement: In Georgetown, when someone is not at home, their neighbors will watch over their property."	Indicates confidence in shared objectives and support of neighbors.
Cordial Relationships	Key Informant/Resident Outreach/Community Survey	"In the average week, how often do you talk to one of your neighbors?"	Indicates social connection to neighbors.
Challenges	Key Informant/Resident Outreach/Community Survey	"In your opinion, what are the particular challenges this area faces?"	Indicates social connection to neighbors.
Equity	Key Informant/Resident Outreach/Community Survey	"Does anyone or any group in Georgetown face more challenges than others?"	Indicates social connection to neighbors.
Assets	Key Informant/Resident Outreach/Community Survey	"What are the strengths of Georgetown? What works well here? What makes it feel like home?"	Indicates social connection to neighbors.
Littered Public Places	Systematic Social Observation/Walking Audit	Average incidence of clusters of litter in a defined space on a block	Indicator of perceived physical disorder (which can correlate to perceived low levels of safety and low levels of collective efficacy).
Damage to Public Spaces	Systematic Social Observation/Walking Audit	Average number of instances of vandalism, including broken signs, broken windows, and other visible signs of damage to property on any given block	Indicator of perceived physical disorder (which can correlate to perceived low levels of safety and low levels of collective efficacy).

<u>Title</u>	<u>Source</u>	<u>Indicator</u>	<u>Purpose</u>
Safe Public Spaces	Systematic Social Observation/Walking Audit	% of windows larger than 18 inches square protected by, grates during the day, on commercial strips	Indicator of perception of social disorder or low levels of safety (which can correlate to perceived low levels of safety and low levels of collective efficacy).
Payday Lending	Systematic Social Observation/Walking Audit	Number of payday lending outlets or pawn shops	Indicator of economic vulnerability or perceived social disorder (which can correlate to perceived low levels of safety and low levels of collective efficacy).
Motels	Systematic Social Observation/Walking Audit	Number of motels	Indicator of perceived social disorder (which can correlate to perceived low levels of safety and low levels of collective efficacy).
RVs	Systematic Social Observation/Walking Audit	Number of RVs on streets	Indicator of economic vulnerability or perceived social disorder (which can correlate to perceived low levels of safety and low levels of collective efficacy).

APPENDIX H
ACCOUNTABILITY +
MANAGEMENT PLAN SLIDES

Key Elements of a Management Plan

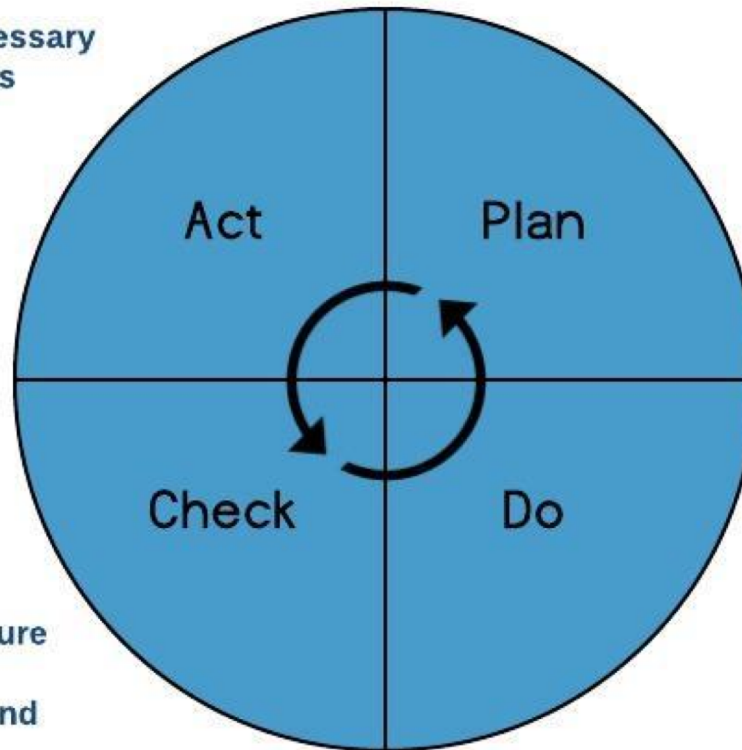
- The items in the plan are supported by actions and owners to achieve the targets
- The items in the plan have metrics
- The metrics have targets and measure if performance is on track or off track
- There is an ongoing schedule to review the plan with stakeholders (framework of accountability)
- There is an ongoing process step to adjust the plan, based upon metrics
- To the greatest extent possible, review and adjustment of the plan should be integrated into existing meetings/forums
- **Keep it simple, visual, disciplined and accountable**

Plan-Do-Check-Act (PDCA)

Plan-Do-Check-Act

- Evaluate
- Modify where necessary to fix any problems identified

- Monitor and measure changes
- Record changes and findings



- Establish and agree improvement goals
- Understand current process
- Identify the baseline from which to measure any improvements

- Implement actions
- Design measures and implementation plan

Stoplight Status

- Provides an easy visual means to status each item in the plan.
Green = Plan on track to target. Yellow = Plan starting to trend off target. Red = Plan off target or no plan.

Plan Item/Goal	June	July	August	September	October	November	December	Comments
Decrease property crime by 20% by Dec 2018	Y	Y	R	Y	G	G		
Additional lighting in XYZ	Y	Y	G	G	G	G		
Example	Y	Y	Y	Y	Y	R		
Example	Y	R	R	R	Y	Y		
Example	G	G	G	G	G	G		
Example	G	Y	R	R	G	G		

Notional Example of a Single Item in the Georgetown Plan

- **Goal** - Reduce property crime by 20% by December 2018
- **Metric** – SPD micro policing data
- **Action Plan**

Action 1: Increase bike patrols to 3X per week

- Owner: SPD Lt. Jones
- Due date: June 2018
- Metric: 3X per week achieved

Action 2: Increase Block Watch participation by 20%

Owner: Patty O'Star (community member)

Due date: August 2018

Metric: 20% increase from April 2018 baseline of 300 residents

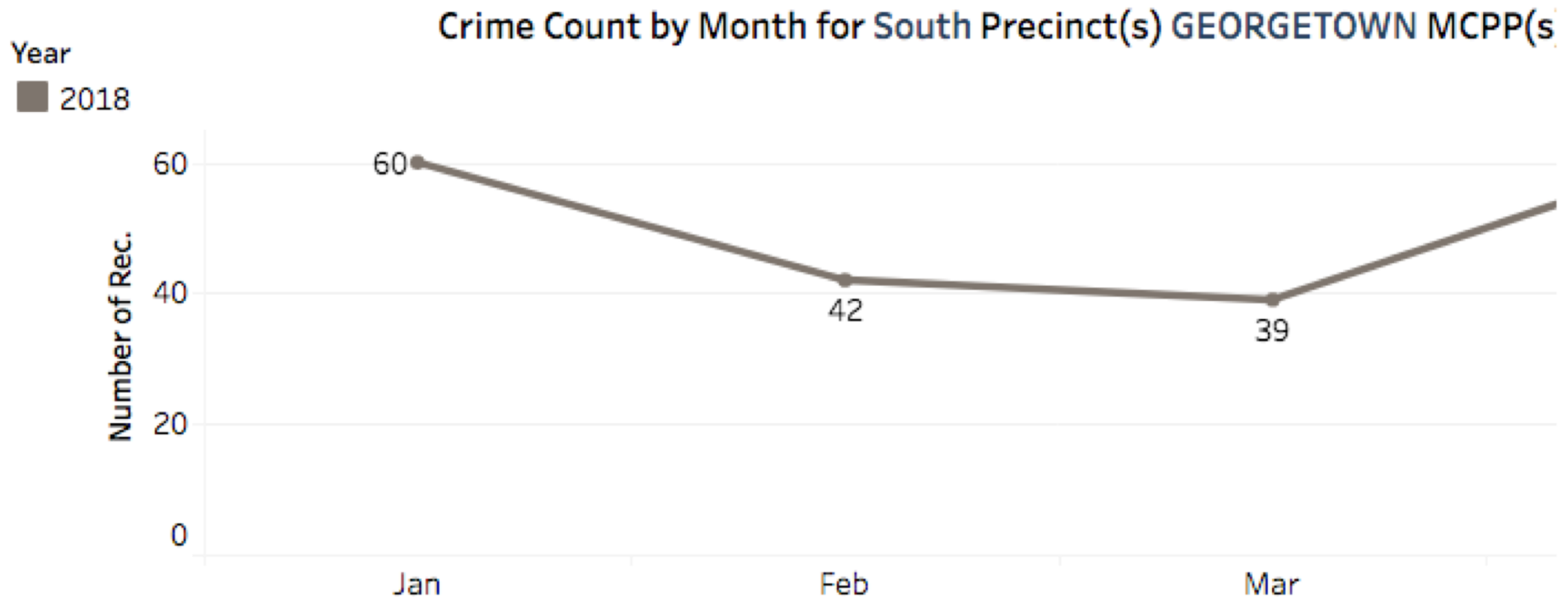
Example of Metric

Precinct(s): **South** MCPP(s): **GEORGETOWN**

Crime Category: **All** Crime Description: **All**

Crime Group	Crime Category	2018
Person Crime	Rape	1
	Robbery	6
	Aggravated Assault	4
	Total	11
Property Crime	Burglary	43
	Larceny-Theft	116
	Motor Vehicle Theft	32
	Total	191
Grand Total		202

Example of Metric



Crime data is refreshed on a monthly basis. Crime counts are based on the primary offense within a single incident, and do not represent the number of victims, or ass (Methodology). Crime data is dynamic and will change based on reporting and investigative updates.

To extract data, click on a data field and select view data, or select download at the bottom of the page.

Click reset at the bottom of the page to go back to default view.

Target of 20% reduction needs to be added to the metric.