

Creating a Safe Seattle for Everyone

Mayor Bruce A. Harrell's One Seattle Restoration Framework

Executive Summary

Keeping people safe is our top priority and we have seen significant progress through urgent actions and vital investments to rebuild our police department, launch a third public safety department focused on behavioral and mental health, create more ways for people in crisis to get help, and more.

Safety touches virtually every City program, service, and department, and no single policy or program can solve these challenges on their own.

The One Seattle Restoration Framework is our comprehensive approach for a safer city. It is grounded in feedback from community and research-based best practices. It recognizes that this work isn't confined to one team or one department, it needs to be part of everything we do. To reach our goal of safety for everyone in every neighborhood we need to address the very real challenges we face through investments, innovations, and partnerships.

This framework lays out six strategies for the future tied to specific tactics and actions that the City has already started or will launch in the coming months. It connects what we've done with where we're going and will evolve as we learn and iterate. These strategies are to:

1. **Reduce Gun Violence** citywide, starting with a focus on neighborhoods with the highest rates of shooting deaths and shots fired.
2. **Prevent and Reduce High-Impact Crime** by ensuring our police and fire departments have the tools, deterrents, and authority needed to respond to today's challenges.
3. **Respond to 9-1-1 Calls Effectively and Efficiently** by building sufficient public safety responder staffing, expanding civilian support and diversified response options to dispatch the proper resources to address the specific needs of the incident.
4. **Confront the Opioid Crisis with a Public Health and Safety Approach** by reducing fatal and non-fatal overdoses and improving overdose data and information to better track numbers, locations, types, and trends to better inform our approach.
5. **Activate and Enhance Neighborhoods** by fostering welcoming communities with restorations and cleanings, helping people travel safely, and activating Downtown as the heart of Seattle.
6. **Tackle the Root Causes and Impacts of Violence** through investments in community to build safety, youth mental health, coordination and expansion of outreach services, improved affordable housing options, and increased access to healthy food.

To truly achieve our goal that everyone in every neighborhood is safe and feels secure, we need a comprehensive and holistic approach. A **One Seattle** approach.

Strategies for Creating a Safe Seattle for Everyone

1. Reduce Gun Violence

- a. Strengthening Community-Based Gun Violence Reduction Programs
- b. Addressing Concentrated Gun Violence
- c. Coordinating a Regional Approach to Reduce Gun Violence
- d. Demanding State and Federal Actions to Regulate Dangerous Weapons

2. Prevent and Reduce High-Impact Crime

- a. Investing in Crime Prevention Technology
- b. Piloting Place-Based Strategies to Disrupt Neighborhood Crime
- c. Ensuring Available and Appropriate Incarceration Options
- d. Reducing Fires and Other Risks in Derelict or Vacant Buildings

3. Respond to 9-11 Calls Effectively and Efficiently

- a. Investing to Fully Staff the Police Department
- b. Expanding Diversified Response Options
- c. Improving Police investigations and Support for Survivors of Violence
- d. Leverage Civilian in Non-Emergency and Support Roles

4. Confront the Opioid Crisis with a Public Health and Safety Approach

- a. Directing Seattle's Public Health Dollars to Prioritize Substance Abuse
- b. Addressing Overdoses with New Staff, Training, and Recovery Facilities
- c. Expanding Access to Treatment by Meeting People Where They Are
- d. Improving Overdose Data and Information Through a New Mapping Tool

5. Activate and Enhance Neighborhoods

- a. Piloting the Downtown Activation Team
- b. Investing in Transportation Safety, Maintenance, and Modernization
- c. Boosting Transit Safety with Security, Station improvements, and Rider Supports
- d. Enhancing Neighborhoods with Support for Businesses and Activations

6. Tackle Root Causes and Impacts of Violence

- a. Investing in Youth Mental Health Treatment and Supports
- b. Helping People in Need Access Resources and Support Services
- c. Strengthening Affordable Housing by Improving Safety and Expanding Options
- d. Reducing Food Insecurity by Ensuring Equitable Access to Healthy Options

Introduction

Since day one, our top priority has been and continues to be keeping people safe – and thanks to our collaborative efforts we have seen significant progress over the last three years. We've taken a holistic approach to safety and made vital investments to rebuild our police department, launched a third public safety department focused on behavioral and mental health, created more ways for people in crisis to get help, and more. But what we have learned through experience and from listening to the data and community is that public safety touches virtually every City program, service, and department. And that no single policy or program can solve public safety on its own.

To truly achieve our goal that everyone in every neighborhood is safe and feels secure, we need a comprehensive and holistic approach. A ***One Seattle*** approach.

In the community safety forums earlier this year, we heard concerns about gun violence and serious crimes. We received questions about how to help neighbors in need and what it means for families to feel safe on our streets and in our schools, for visitors to feel welcome in parks and in downtown, and for people to have access to opportunities so they can achieve their full potential. We heard that things may be getting better, but there is still work to do.

Safety starts with preventing crime and timely and appropriate emergency responses, but it also means addressing root causes and impacts. To truly achieve a prosperous and vibrant community where everyone can live, work, play, and thrive, we need to look at the bigger picture.

The One Seattle Restoration Framework is our comprehensive approach for a safer city. It is based on the feedback from our safety forums, stakeholder engagement, lessons from our Unified Care Team, and research-based best practices. It recognizes that this work isn't confined to one team or one department, it needs to be part of everything we do. It sets our north star as safety for everyone in every neighborhood and charts an actionable path to address the very real challenges we face through investments, innovations, and partnerships.

From Day One of the Harrell Administration, improving emergency response has been an essential first priority. This Restoration Framework lays out the vision for the approach we have put into action over the last three years and details the mayor's holistic safety vision – how we connect that work with upstream investments to address root causes of violence, focused place-based activations, and support for everyone to access opportunities and achieve their full potential.

It connects the work we've been doing, the partners we're working with, and the vision for where we go next. This framework is intended to be the start of an open, transparent, and ongoing conversation with community.

One Seattle Restoration Framework Strategies

1. Reduce Gun Violence

Goal

To reduce gun violence citywide, starting with a focus on neighborhoods with the highest rates of shooting deaths and shots fired.

Actions

To tackle gun violence effectively, we need a comprehensive approach that involves community support, law enforcement, and collaboration. The Seattle Police Department is dedicated to analyzing firearm incidents to direct resources effectively and enforce firearm laws, solve crimes of gun violence, and hold offenders accountable.

Building strong partnerships at local and regional levels enhances our ability to address gun-related issues collectively, and by advocating for sensible gun legislation we can make progress to keep guns out of the wrong hands. By investing in community-based programs, we empower local stakeholders and offer holistic solutions to those most affected by violence.

As part of our strategy to reduce gun violence, the City is:

A. Strengthening Community-Based Gun Violence Reduction Programs

We believe that those closest to the problem often hold the solutions. This includes community members, medical professionals, school workers, and service providers.

Directed interventions provide research-based, holistic, and culturally competent responses to the epidemic of gun violence, particularly involving youth. The City has focused investments where gun violence is most concentrated, medical facilities where the victims of gun violence are cared for, and at our schools.

- Community-Based Interventions
The City is strengthening and scaling up its investments in community-based solutions, providing onsite critical incident response and de-escalation in areas with high levels of gun violence, as well as resource navigation, mentorship, case management, and safe passages around schools.
- Hospital Based Violence Interventions
Connecting with victims of gun violence and their families in the hospital immediately after a shooting is a crucial intervention point that can interrupt the cycle of violence and help to minimize future shootings. The City is investing in programming at Harborview Medical Center connecting victims and their families to hospital-based resources and community providers who offer trauma-informed therapy, financial

services, housing, substance abuse treatment, and workforce development. This year, the City will expand the program to gunshot victims of all ages based on the latest data, it previously only served ages 12-24.

- School-Based Interventions

The City is partnering with Seattle Public Schools and King County. We are launching a [three-part strategy](#) — **school-based measures, violence intervention and community partnerships, and law enforcement support** — to promote school safety, reduce school violence, and support student mental health. Focused interventions are being piloted at 11 high schools and middle schools with the highest rates of violence in and around their campuses. Focused interventions are being piloted at 11 high schools and middle schools with the highest rates of violence in and around their campuses.

B. Addressing Concentrated Gun Violence

The Seattle Police Department (SPD) is focusing the work of the Gun Violence Reduction Unit on analyzing shots fired and other information related to firearm incidents to identify trends in certain impacted neighborhoods throughout our city. This work will be furthered by collecting and coordinating information on all guns confiscated or recovered with the National Integrated Ballistic Information Network. This data and analysis provide the best information of where to target and deploy law enforcement resources for investigation and subsequent prosecution. The unit is continuously involved in taskforce investigative work with regional and federal law enforcement to charge firearm trafficking investigations.

The City is investing funding to support the Regional Domestic Violence Firearms Enforcement Unit. Continued funding supports direct enforcement of Washington State laws of firearm surrender and extreme risk circumstances involving firearms. This work allows for courts to be provided information related to firearm access and supports law enforcements immediate efforts to sure court orders related to firearm surrender and extreme risk protection orders are followed. SPD is a partner and directly involved with this regional effort.

C. Coordinating a Regional Approach to Reduce Gun Violence

Fundamental to addressing and reducing gun-related offenses are collaborative partnerships with community, regional, and federal stakeholders. The City is working on expanding and strengthening these partnerships.

- Improving Local Collaboration

One key strategy for addressing gun violence and illegal firearms is partnerships across government agencies and community partners, such as the City-County collaboration on 100 Days of Action against gun violence. Mayor Harrell joined King County Executive Dow Constantine to expand and invest in existing community resources, interagency cooperation, and investigation by sharing data to further understand the connections between connected gun violence cases.

- Expanding Regional Partnerships

Gun violence is not a local problem – it extends beyond jurisdictions across our region and state. The City is actively supporting cooperation between Seattle police and federal partners such as the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) and the Federal Bureau of Investigation (FBI) on joint task force investigations. In 2025, the City will issue an updated report on gun trace data as part of a renewed and expanded partnership with ATF. Through this collaboration and data-sharing, the City will be able to review and research case level data to track where firearms used to commit crimes come from, how they were trafficked into the community, and what other crimes they may be connected to. This will help identify where proactive interventions can make the most difference in disrupting illegal access to guns, gun violence, and related crimes.

D. Demanding State and Federal Actions to Regulate Dangerous Weapons

The City cannot solve the epidemic of gun violence on its own. To make meaningful progress, changes must be made at the state and federal levels. While Washington leads the nation on several laws, we can and must do more to change laws so Seattle can enact the common-sense regulations needed to keep us families safe.

The City will develop a coalition to champion changes in state law to support supply-side interventions which address the proliferation of dangerous firearms in Seattle and surrounding cities. These needed changes include removing statewide preemption laws, establishing a permit-to-purchase system, increasing requirements for gun owner safety and training, and allowing cities the freedom to implement firearm regulations, such as restricting firearms in parks, community centers, and other sensitive locations.

2. Prevent and Reduce High-Impact Crime

Goal

To address crime across Seattle by ensuring our police and fire departments have the tools, the deterrents, and the authority needed to respond to current challenges.

Actions

The City is taking action to enhance public safety by leveraging technology and community partnerships. We'll implement cutting-edge tools to support crime investigations while respecting privacy, make quality of life improvements in neighborhoods, and focus on disrupting where crime is concentrated. We'll ensure there is sufficient jail capacity to get dangerous criminals off the street and act as a deterrent, sufficient treatment and support options, and be proactive in addressing unsafe situations like abandoned buildings which pose a fire risk. Together, these efforts are creating a safer environment and enhance community well-being.

As part of our strategy to prevent and reduce high-impact crime, the City is:

A. Investing in Crime Prevention Technology

The City announced a new [crime prevention technology pilot](#) that will use closed-circuit television (CCTV) cameras and automated license plate readers to enhance evidence collection, identification of offenders, and increase case clearance rates. These technology systems will only be used in public places, such as sidewalks, streets, and parks to mitigate privacy concerns.

SPD shall further reemphasize and increase staff at the Real Time Crime Center (RTCC) to improve its effectiveness in reducing crime, solving cases, and holding offenders accountable. The primary function of the RTCC is to integrate the multiple sources of information available to police officers, including 9-1-1 calls for service, CCTV video footage, license plate readers, and police databases to coordinate field responses, real-time information sharing, and post-incident investigative support.

Additionally, the City will work towards expanding the use of automated cameras for non-criminal traffic enforcement to detect violations that create safety risk, such as red light, speeding, bus lane, around school zones, and other violations. Automated enforcement cameras will be placed based on safety and equity analyses and in compliance with State law, such as locations with high vehicle or pedestrian collision rates or excessive speeding.

B. Piloting Place-Based Strategies to Disrupt Neighborhood Crime

To reduce persistent neighborhood concentrations of crime, the City is increasing place-based prevention efforts to disrupt crime using research-based strategies like increased police presence, changing the physical environment by enhancing lighting and cleaning, building community human service capacity to address root causes, all designed to increase safety and draw more people to the area. This includes public and private partnerships with neighborhood residents, business owners, and workers to establish consistent guardianship of the focus areas for continued crime disruption. In 2024, the City has launched a new place-based effort focused on the Little Saigon neighborhood in partnership with community.

C. Ensuring Available and Appropriate Incarceration Options

The City partnered with King County to build sufficient capacity for misdemeanor detainees in the King County Jail, as well as expand as needed the City's access to beds with the South Correctional Entity (SCORE) regional facility in Des Moines, Washington as necessary.

Adequate jail capacity is critical to ensuring a robust and well-functioning system that combines best practices to deter criminal activity and provides an array of options to provide access to health, treatment, and legal services for those in need. The City will continue to contract for medical and drug treatment for incarcerated individuals, improve jail release planning to decrease the likelihood of recidivism, and fund effective reentry programs.

D. Reducing Fires and Other Risks in Derelict or Vacant Buildings

To reduce neighborhood conditions that lead to safety risks, the City enacted [emergency legislation](#) to allow the Fire Chief to order the abatement, including in some cases demolition,

of dangerous vacant buildings where fires and criminal activity occur. Fires related to vacant buildings have increased in recent years, with 77 fires in vacant buildings in 2021, 91 in 2022, and 130 in 2023. This legislation has also expanded the fire department's building monitoring and inspections authority around public nuisance buildings. The City is actively working to identify and address these risks.

3. Respond to 9-1-1 Calls Effectively and Efficiently

Goal

To keep people safe by building sufficient public safety responder staffing to quickly respond to 9-1-1 calls and expanding civilian support and response options to dispatch the proper resources to address the specific needs of the incident.

Actions

To improve our response to emergency calls, we must address staffing needs across our public safety response departments and create more flexibility for non-police responses. Delivering effective public safety is a core charter responsibility of the City and we believe that every person has an absolute right to safety.

As we work to meet our goal of seven-minute response times to priority one calls, we need both more emergency responders and more types of responders. Our actions involve increasing police officer staffing and ensuring it reflects our community like our commitment to increase female recruits, as well as building civilian staffing within SPD to perform more administrative and non-emergency functions.

As part of our strategy to respond to 9-1-1 calls effectively and efficiently, the City is:

A. Investing to Fully Staff the Police Department

Seattle needs a fully staffed and trained police department to respond to 9-1-1 calls in a timely and effective manner. Staffing levels are at historical lows in Seattle and in many major U.S. cities. Increased and improved staffing will allow SPD to maintain the peace of the city, meet the demand for police services, effectively investigate reported crimes, and hold offenders accountable.

The City is striving to increase its number of sworn officers and recruit members of the police service who reflect the diversity of Seattle's community. Since 2022, the City has made significant strides in recruitment, with an average of 15 qualified applicants per day in summer 2024 compared to less than 6 per day in 2022. We must build on this success and develop innovative and effective recruitment strategies to improve staffing levels, including updating the current officer [recruitment and retention plan](#) based on data of what works. We are also continuing to pursue our 30x30 initiative to bolster the participation of women in law enforcement to 30 percent of sworn capacity by the year 2030.

The City is taking steps to improve the morale and wellness of existing officers. This includes investing in on-staff mental-health professional and a focused wellness unit, reducing officer stress and work burdens, and making other quality-of-life changes that will improve working conditions. Improved morale and wellness will improve officer retention rates and create the type of workplace that attracts recruits. Ultimately, our employees are our best recruiters.

B. Expanding Diversified Response Options

The City is continuing to expand its diversified response continuum to send the appropriate resources to each specific call. A robust diversified response ecosystem will reduce the burden on officers, improve outcomes of low-acuity behavioral health calls, and allow for a tailored response to each incident that seeks to meet an individual's underlying needs while still addressing the public safety impact.

The City is expanding the CARE Department Community Crisis Responders, increasing the deployment of Park Rangers to all of Seattle's parks, and continuing to fund existing and new Seattle Fire Department (SFD) services providing emergency and casework-focused responses to medical issues, addiction, and overdose.

- CARE Community Crisis Responders
The City is increasing CARE staffing to 24 responders and [expand coverage citywide, seven days a week](#). The City is using dispatch and response data to further assess whether there are additional calls that Community Crisis Responders can respond to that match their skillsets and do not need police resources. An analysis of 9-1-1 calls from 2023 found approximately 8,000 calls which could be appropriate for the Community Crisis Responders under expansion plans. We believe that there are many more calls that would be appropriate for a dispatched or on-viewed response.
- Park Rangers
The City has significantly increased Park Rangers staff and, in 2025, will deploy this diversified response citywide. Park Rangers – including the 15 new employees hired in 2024 (for a total of 28, includes 4 Senior Park Rangers and 1 Supervisor) – will, for the first time since 2008, work in parks outside of downtown helping these locations be safe, welcoming, and accessible for all. As of October, Park Rangers have contacted 47,523 people at 242 park locations citywide in 2024 and recorded 330 interactions with folks to de-escalate an incident that otherwise would have required a 9-1-1 call.
- Fire Department
The City is continuing to grow SFD's mobile integrated health response programs, including Health One and overdose treatment and prevention efforts. SFD is also continuing to develop new innovations in care delivery that make it easier for people to get help and reduce the burden on first responders, including through programs like the [Nurse Navigation program](#), which can help people calling 9-1-1 who need assistance but may not need an emergency response.

C. Improving Police Investigations and Support for Survivors of Violence

SPD is focused on sufficient staffing within investigative units, ensuring detectives are fully trained and resourced, and improving the policies and procedures governing investigations, including trauma-informed investigation techniques, particularly for victims of gender-based violence. This will enable officers to respond to cases more effectively and to treat victims and survivors using an empathetic and trauma-informed approach. These training courses are designed to raise reporting rates, improve investigations, increase the number of cases referred for prosecution and charged, and further support victims and survivors.

SPD is also investing in new training opportunities, tools that increase access to crime reporting, including [Seek then Speak](#), an online tool to support and empower survivors of sexual assault and assist them in the reporting process through a trauma-informed self-guided interview process, and other efforts to improve investigations – including advocate-led case reviews.

D. Leveraging Civilians in Non-Emergency and Support Roles

SPD employs many support and specialist roles who are not law enforcement officers, and these roles can play a vital role in creating public safety and ensuring officers can focus on situations where their skills and experience are needed most.

The City is expanding and increasing the roles of civilian SPD employees, including investigative support staff, mental health professionals, and administrative and non-emergent response functions. SPD has a track record of successful civilianization with data analysts, human resources personnel, victim support, and other functions. Among the functions that SPD will explore civilianizing are recruitment, automated traffic camera review, training, administrative support for detectives, and media relations.

4. Confront Opioid Crisis with a Public Health and Safety Approach

Goal

To reduce fatal and non-fatal overdoses and improve overdose data and information to better track numbers, locations, types, and trends to better inform our approach.

Actions

The City is reprioritizing its public health investments on programs that address our biggest needs, focus on initiatives that reduce fatal and non-fatal overdoses – including expanded first-response teams, increased low-barrier treatment options, and specialized treatment facilities, and improving available data and information.

At the same time, we must address the supply of lethal drugs entering our community by working with federal and local partners to investigate and apprehend traffickers and firearms related to drug trafficking. The City will continue to focus investigative resources and partner with other law-enforcement agencies to address trafficking operations and hold individuals who bring dangerous drugs into our community accountable.

As part of our strategy to address the opioid crisis, the City is:

A. Directing Seattle's Public Health Dollars to Prioritize Substance Abuse

Based on a comprehensive multi-year literature review and data analysis, the City is reprioritizing its public health strategy and investments to address our most significant needs. Focusing on promising best practices, the City is nearly tripling its investments on programs and strategies addressing the synthetic opioid crisis. This will ensure that we are leveraging what works and supporting our comprehensive approach to health and safety.

B. Addressing Overdoses by Adding Staff, Staff Training, and Recovery Facilities

The City is working to identify system gaps and areas of need and invest in programs that improve the response to overdoses and provide low-barrier access to medication

- Seattle Fire Department's Overdose Response Team Expansion
The City will expand its overdose response team to a broader geographic area and create an additional team to conduct patient follow-up and recovery system navigation.
- Buprenorphine Delivery
Seattle is the [first city in the nation](#) with a program for firefighters/emergency medical technicians (EMTs) to administer the medicine in the field, SFD paramedics [began administering the drug earlier this year](#). This medication temporarily stabilizes patients and provides short-term relief from withdrawal symptoms to allow the teams to better engage in conversations around treatment, recovery, and social services.
- Post Overdose Stabilization Center
The City is investing in DESC's Opioid Recovery & Care Access (ORCA) Center which will open in 2025. This a post-overdose stabilization center is for individuals who have experienced an overdose, or any medical emergency related to substance use. The facility will offer both rapid initiation of medications for opioid use disorder and direct referral to other treatment options. Navigation support services will assist individuals as they leave the facility.

C. Expanding Access to Treatment by Meeting People Where They Are

We are increasing access to medication and treatment with more service availability and more types of services. This includes reducing barriers, better-connecting individuals with care, and essential people-centered programs.

- Mobile Treatment Delivery
The City is funding Evergreen Treatment Services to expand the range of its Treatment in Motion (TIM) program, such that it now provides service both in Belltown and Pioneer Square. For those with opioid use disorder, TIM provides medical treatment, counseling, and nurse consultation services from a mobile base of operations, as well as

transport to that base for those with limited mobility. Continued funding in 2025 will allow TIM to grow the number of clients it serves in the Pioneer Square area.

- Drug Treatment Programs

The City is expanding access to on-demand, voluntary, and affordable drug treatment programs, including a contingency management pilot program for individuals with substance use disorders. The City will also explore increasing in-patient and out-patient drug treatment beds, including secure withdrawal management services with Valley Cities Recovery place and other medical providers.

- System Mapping and Coordination

The City, in partnership with community stakeholders, will complete mapping the diversion and treatment systems for public use and possession. This will include the identification of existing gaps and recommendations for systemic improvements.

D. Improving Overdose Data and Information Through a New Mapping Tool

The City is implementing a new tool – the Overdose Detection Mapping Application Program – to assist SPD and other law enforcement partners in tracking fatal and non-fatal overdoses, detecting trends, and building investigative and service-oriented responses. Currently, the City has limited data into non-fatal overdoses, which limits the effectiveness of our response.

This tool will assist SFD and CARE to mobilize responses based on data alerts to sudden increases in overdoses or trends over time. This is important to provide the right public health and public safety response in real time.

5. Activate and Enhance Neighborhoods

Goal

To achieve our goal of all residents feeling safe in their neighborhood by fostering welcoming communities, helping people travel safely, and activating Downtown as the heart of Seattle.

Actions

The City is advancing initiatives to make our neighborhoods more vibrant, transportation and transit systems safer, and public spaces more welcoming. This strategy includes actions ranging from major infrastructure investments to improved bus stop lighting and focused graffiti removal, recognizing the key role our physical environment has in safety.

Our approach, and the early success of the Downtown Activation Team in enhancing and activating Third Avenue, shows the potential to address safety and resource issues with compassion and coordination. Investments in neighborhood beautification will boost business corridors, ensuring our communities are not only safer but also more appealing places to live and work.

As part of our strategy to activate and enhance neighborhoods, the City is:

A. Piloting the Downtown Activation Team

The City has launched the Downtown Activation Team, a multi-departmental team modeled after Seattle's successful Unified Care Team program. The Downtown Activation Team provides a systematic, efficient, responsive, and sustainable approach to public safety issues that restores the vibrancy of our neighborhoods and business districts. A DAT pilot is already underway on Third Avenue with early signs of significant progress.

This team provides a compassionate, coordinated, and place-based response to public safety challenges by addressing underlying resource needs, providing regional partner coordination and outreach, and implementing short- and long-term environmental changes, such as street closures, graffiti abatement, cleaning, light installation, and activation.

B. Investing in Transportation Safety, Maintenance, and Modernization

This November, Seattle voters approved a \$1.55 billion Transportation Levy proposal that will make targeted and community-requested investments in core infrastructure, transit connections, and improved operations and accessibility. The levy would reduce traffic collisions, severe injuries, and fatalities by making our streets, sidewalks, intersections, and crossings safer for all travelers regardless of how they get around. It would connect people safely to transit hubs, including Link Light rail stations and bus stops, as well as reducing delays on bus routes. The levy would continue work to expand curb ramps so people walking and rolling can safely get to where they to go, the protected bike lane network, and safe connections to schools. It would also invest in technology like installing and upgrading traffic signals to help keep people moving and support traffic operations during large events and for trips in and out of the port.

C. Boosting Transit Safety with Increased Security, Station improvements, and Rider Supports

The City is working closely with Sound Transit and King County Metro to implement strategic measures such as increased security presence, improved lighting at transit stops, and community outreach programs aimed at addressing concerns and fostering a secure environment. Our coordinated efforts will prioritize the needs of vulnerable populations, ensuring that everyone, from daily commuters to occasional riders and visitors, feels comfortable and confident while using public transportation in Seattle.

The City is investing in King County Metro's Transit Ambassador program. Ambassadors provide in-person assistance, wayfinding, and general support to transit riders. They serve to improve the rider experience by answering questions, directing passengers, and offering information about the transit system.

D. Enhancing Neighborhoods with Support for Businesses and Public Private Partnerships

The City is making investments that improve the visual appeal of commercial areas and keep neighborhood business corridors activated through both programs and policy. These programs

support the retention of existing businesses, offer opportunities for new businesses, and promote safety by encouraging foot traffic and keeping commercial spaces in good repair.

The City will also continue to work with neighborhood business organizations who are key partners in deploying clean and safe activities that are responsive to, and informed by, the communities they operate in.

6. Tackle the Root Causes and Impacts of Violence

Goal

To address root causes of harm and violence through investments in community safety programs, preventative interventions, and the mobilization of City and community resources.

Actions

The City is investing in community programs to enhance safety and reduce crime by addressing basic needs and helping those in crisis. Violence does not happen in a vacuum, and even as we work to hold individuals accountable for criminal activity, we must also acknowledge the context, challenges, and contributing factors.

That starts with a commitment to our young people and a focus on improving their mental health in partnership with Seattle Public Schools. It means expanding successful community partnerships around violence interruption and law enforcement diversion. It means creating more housing options and more services within them, as well as better and more widely available food options.

As part of our strategy to address the root causes and impacts of violence, the City is:

A. Investing in Youth Mental Health

The City is improving youth mental health through investments in prevention, early intervention, and treatment. In June 2024, Mayor Bruce Harrell announced [a new investment strategy](#) to support a coordinated approach to youth mental health and safety where families and students have easy access to care and upstream support for overall wellbeing.

Seattle Public Schools is partnering with the City of Seattle in these efforts and making investments to further protect student safety by adding staffing capacity, evolving operations, and upgrading school infrastructure.

The City spoke with over 150 students, parents, mental health experts, and more to identify areas where the City is uniquely positioned to leverage existing youth programming, convene partners across sectors, and support community-level solutions. The City's "[Student-Led Approach to Mental Health Services](#)" recommends a multi-tiered approach to holistically support student mental health and wellbeing. Based on research and community feedback, the Mayor has proposed the following investments:

- Prevention

Evidence shows that effective upstream prevention and early interventions can prevent severe mental illnesses from developing. Mayor Harrell’s strategy funds the ongoing [Reach Out Seattle](#) initiative, to destigmatize youth mental health challenges and offer free, evidence-based, training and resources to help young people in distress.

The City’s youth mental health survey found that many students weren’t aware of existing resources available at school or in the community. A new Youth Connector platform co-designed with students will consolidate resources and make them more accessible. The City will also offer youth enrichment opportunities through Teen Life Centers and Late-Night Programs to foster safe, welcoming places for teens to learn, socialize, and grow, as well as expanding outdoor enrichment opportunities to address the nature deficit at the City-owned Red Barn Ranch

- Early Intervention

Identifying at-risk students early and connecting them to care and services is critically important to preventing students from falling through the cracks. Along with the Reach Out Seattle initiative, Mayor Harrell’s strategy includes investments to expand universal screening in Seattle Public High Schools to proactively check on student mental health, substance abuse, and other dimensions of youth well-being, connecting students with care when needed.

- Treatment

There is a large need for immediate and ongoing mental health therapy for students. Mayor Harrell’s investment strategy includes hiring additional mental health clinicians and mental health coordinators positions at all 21 middle and high school school-based health centers, which are operated in partnership with Public Health – Seattle & King County. It also includes funding to expand access to free telehealth therapy services to over 2,000 students, improving capacity in the youth mental health system and improving representation of providers.

- Student Safety

Investment in proven interventions to protect students from violence when walking to and from school, support students who are most at risk of being impacted by gun violence, expand case management to support students and families directly impacted by violence, and establish a family resource fund to offer assistance to address behavioral challenges associated with unmet basic needs. These interventions will be offered at 11 focus schools.

B. Helping People in Need Access Housing and Support Services

The vibrancy and health of our neighborhoods and business districts are key to the overall well-being of the region. The City is investing in focused outreach strategies and support systems

that address public health and safety. Individuals in need of housing and behavioral health support will be provided access to resources and, as appropriate, law enforcement diversion options.

- Diversion Programs

The City is investing in Purpose Dignity Action's (PDA) Let Everyone Advance with Dignity (LEAD) program, a post-arrest/pre-booking diversion program allowing law enforcement and the community to refer individuals for case management and legal assistance. Police officer referrals are given the highest priority. In 2025, the City will work with LEAD to build out and coordinate participant enhanced shelter and service options and to integrate LEAD, Community Assisted Response and Engagement (CARE) Department, and SPD databases to improve client services.

- Third Avenue Project/We Deliver Care

The City is continuing its partnership with We Deliver Care to address public safety concerns via the Third Avenue Project. WDC engages individuals involved in illicit activities, connects them to services, responds to overdoses, and addresses community concerns.

C. Strengthening Affordable Housing by Improving Safety and Expanding Options

In addition to updating the City's Comprehensive Plan in 2024, the City is pursuing administrative and legislative housing policies and process improvements. These include executive orders, early and/or expanded implementation of State-required land use reforms, and completing projects in progress. Studies have demonstrated that the availability and development of housing reduces crime, assists with reentry, and lower recidivism after release from jail, and contributes to improved overall health outcomes.

- Improving Safety and Security in Affordable and Permanent Supportive Housing

Based on a survey of affordable and permanent supportive housing providers by the Office of Innovation and Performance and a review of crime and 9-1-1 data, we know that safety and security present issues in many City-owned and funded buildings. We will identify ways to work with housing providers to improve these unsafe conditions, as well as advocate for ongoing funding sources to support costs for operations and increased on-site security, mental health, and substance abuse services.

- Creating Housing Options that Address Public Safety Needs

The City is funding housing that addresses our existing public safety needs. This will include housing options for high-barrier individuals with co-occurring mental illness and substance abuse disorders and who are involved with the criminal legal system. This will ensure that these individuals are receiving wrap-around services and intensive case work, while reducing the impact on neighborhoods and communities. This will build on

our existing Co-LEAD housing services.

D. Reducing Food Insecurity by Ensuring Equitable Access to Healthy Options

We know that reducing food insecurity leads to higher perceptions of neighborhood safety and social cohesion. Access to food also results in lower police-recorded violent crime rates.

The City announced an updated [Food Action Plan](#) designed to address food insecurity and who has access to land and waterways needed to produce and harvest food. It recognizes that access to healthy food options is essential for everyone and centers on the question of what an equitable, sustainable, and resilient food system looks like. The plan recognizes that there are persistent economic, racial, and environmental inequities across our food system, defines forty-seven actions for the City to take in the coming years, and will meaningfully address food insecurity in our community. This is crucial to building public safety, as studies have shown that food insecurity is a risk factor for increased rates of violence, including gun-related incidents.

Measurement

We are establishing key performance indicators related to the above strategies and tactics and develop dashboards for the public to track our progress and create accountability. The City's Innovation & Performance team will lead evaluative efforts to ensure we make data-driven decisions and deliver results.

The metrics and data visualizations will change as we learn, iterate, and improve towards achieving desired outcomes and collect and connect data better.

As we look to the future, we see potential for additional metrics and tracking around actions like gun seizures, connecting residents to support services, more detailed information on emergency responses and calls, investments in technology, and enforcement of laws which deter dangerous behavior.