

Building One Seattle

Mayor Bruce Harrell
Year Three - 2024



City of Seattle

Opening Letter

Friends and neighbors,

As 2025 gets started, I'm proud to reflect on a year of meaningful progress — this past year has been one of action and results, guided by our **One Seattle** vision to unite around shared values and move our city forward.

That progress is a result of collaboration, innovation, and a shared vision for our future. We made groundbreaking investments to enhance public safety, support youth mental health, and address public health crises. We expanded the CARE Department's responder team citywide, tripled spending on lifesaving strategies to combat the opioid crisis — led the nation with fire department EMTs administering buprenorphine — and launched our Downtown Activation Team pilot for place-based activations, cleanings, and safety operations.

We delivered historic investments in affordable housing, continued to make progress helping people get on a pathway to recovery as we kept public spaces open, cut red tape to make building housing easier and cheaper, and presented a plan — and a vision — for a city where housing is more affordable, communities more livable, families are able to thrive.

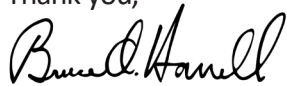
Our commitment to revitalizing downtown Seattle has brought life and vibrancy back to our city center, creating opportunities for residents, businesses, workers, and visitors. The opening of the new Overlook Walk demonstrates the dynamic, inviting, and people-focused city we are building and the promise of our reimagined Waterfront. As we look ahead to the 2026 FIFA World Cup, we're excited to welcome the world to Seattle, creating an interactive and exciting fan experience at Seattle Center and beyond, starting with the FIFA Club World Cup this summer.

Seattle voters took a bold step forward by overwhelmingly approving the 2024 Transportation Levy, a \$1.55 billion investment in a safe, reliable, and connected transportation system. From safer bridges to smoother roads, more sidewalks, and improved transit connections — this effort exemplifies the power of our **One Seattle** vision in action.

While there is still work ahead, this year proves that progress is possible when we come together. In 2025, we'll continue investing in public safety by improving response times, expanding options, and tackling the root causes of crime; addressing the opioid crisis and supporting youth mental health; creating new housing and helping those in crisis; and fostering thriving, connected communities with good jobs, vibrant arts, and a sustainable future. With our **One Seattle** vision guiding us, I'm excited for all we'll accomplish together in the year ahead.

Thank you for being part of this journey. I look forward to all that we will accomplish together in 2025.

Thank you,



Bruce A. Harrell

Mayor of Seattle

Working Together to Build One Seattle



Mayor Harrell announcing his 2025 budget.

Prevent & Reduce Crime

Keeping people safe is our top priority and we have seen significant progress through urgent actions and vital investments to rebuild police staffing and ensure our police and fire have the tools, the deterrents, and the authority needed to respond to current challenges.

- Mayor Harrell has prioritized a fully staffed police department to proactively address crime and respond to 9-1-1 calls, and in 2024 SPD achieved [net positive staffing](#) for the first time since 2019 and the most applicants since 2013. The City improved the hiring process to make it easier for candidates to apply, added lateral hiring incentives, used digital advertising and marketing to reach new recruits, and invested in officers with a [new contract](#).

- Mayor Harrell announced [\\$14.55 million in new investments](#) to strengthen and expand student safety and mental health supports for students and families. This investment strategy improves access for families and students to care and support for overall well being, and expands violence prevention, intervention, and interruption services on and around school campuses.

- Seattle is taking a comprehensive approach to gun violence, including investing in community-based services where gun violence is most concentrated. Mayor Harrell’s budget added \$4.3M to violence prevention services and supports regional efforts like the 100 Days of Action with King County and trafficking task forces with federal partners.



An example of the digital ads police recruitment ads driving applications.

- Mayor Harrell launched a [crime prevention technology package](#) to enhance public safety by leveraging new tools to support crime investigations with closed-circuit television cameras, automated license plate readers, and automated traffic enforcement cameras. These efforts will be coordinated through the Real Time Crime Center which will integrate multiple sources of information to help reduce crime, solve crimes, and hold

4,331

Police officer applications

\$103K

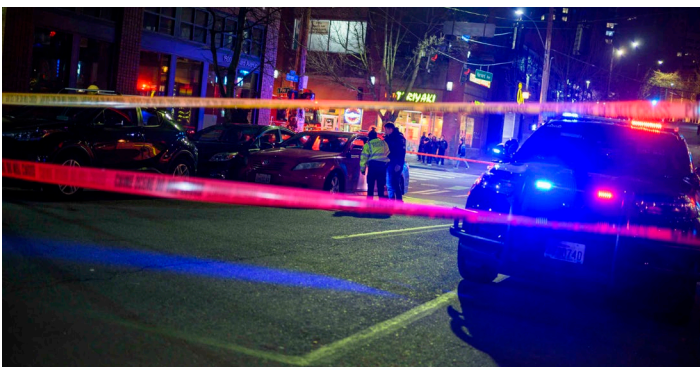
New officer salary after contract

\$2M

Crime prevention technology pilot

3

Locations for safety technology pilot



Creating a Safer Seattle

offenders accountable.

In the Safer Seattle forums held in spring and summer of 2024, community members directly shared their safety experiences and concerns with Mayor Harrell and City staff, which helped identify gaps and opportunities and informed the One Seattle Restoration Framework

- Mayor Harrell launched the Downtown Activation Team (DAT) pilot as part of the Restoration Framework and it delivered strong early results for public safety improvements. The cumulative projected impact in the Pike/Pine DAT treatment area is a 27% decrease in violent crime, an overall 14% decrease in emergency service calls, and a 30% decrease in emergency medical responses compared to last year. The initial DAT pilot area was expanded to include the Chinatown-International District and Little Saigon.

- Mayor Harrell signed [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. Vacant building fires increased from 2021-2023 but decreased in 2024 as at-risk buildings were addressed proactively under this legislation.

- Adequate jail capacity is critical to a robust and well-functioning justice system that combines best practices to deter criminal activity and provides health, treatment, and legal services for those in need. In 2024, the Mayor Harrell worked with King County to restore sufficient capacity to place misdemeanor detainees in the [King County Jail](#), and took steps to [expand the City's access to beds](#) with the South Correctional Entity (SCORE) regional facility.

- Seattle and the King County took major action against prolific graffiti taggers who directly caused nearly \$100,000 dollars of damage, with [34 felony charges](#) filed against 16 defendants. In Seattle, the cost of public graffiti remediation is more than \$6 million annually.



Mayor Harrell announcing the Executive Order to establish the DAT pilot as part of the City's comprehensive approach to safety.



Mayor Harrell at the first Creating a Safer Seattle community forum.

16%

Decrease in vacant building fires

\$10M

Focused emphasis patrols

34

Felony charges against prolific graffiti taggers

27%

Decrease in violent crime in DAT area



Diversified 9-1-1 Response

To improve our response to emergency calls, we need both more emergency responders and more types of responders. The One Seattle Restoration Framework recognizes that this work is not confined to one team or one department, it needs to be part of everything we do as we work to address the challenges we face through investments, innovations, and partnerships.

- Mayor Harrell announced the [expansion of the CARE Community Crisis Responder team](#), hiring 24 additional responders and supervisors in 2024 and answering calls citywide and seven days a week following the success of the dual dispatch pilot launched in October 2023. CARE responded to over 1,000 incidents in 2024, spending an average of 35 minutes on scene.

- Mayor Harrell’s budget added an additional 20 firefighter recruits, doubled the slots for paramedic students, and added an additional team to the Health 99 overdose response unit. The 2024 firefighter/EMT recruitment window had over 3,800 applicants and in December Seattle Fire Department (SFD) launched their first [lateral-entry recruitment process](#).

- The City is continuing to grow SFD’s mobile integrated health response programs and develop new innovations in care delivery that make it easier for people to get help. Programs like [Nurse Navigation](#), which has been proven to successfully divert people with non-life threatening emergencies to other medical resources, persevering emergency responders for when they’re needed most.



Mayor Harrell kicking off the 2024 firefighter recruitment window.



Mayor Harrell announcing the citywide CARE responder expansion.

- Mayor Harrell 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 – will, for the first time since at least 2008 work in parks outside of downtown, helping these locations be safe, welcoming, and accessible for all.

- Seattle Police Department employs many support and specialist roles who are not officers, and they play a vital role in public safety and ensuring officers can focus on where their skills and experience are needed most. Under Mayor Harrell, the City is expanding the roles of civilian employees, including investigative support staff, mental health professionals, and administrative functions.

- Seattle’s response to emergencies continues beyond the initial 9-1-1 call, and Mayor Harrell’s budget invested \$1M in additional resources for police investigative units and \$2M in support for survivors of sex trafficking.

1000+

Incidents addressed by CARE responders

\$2.7M

To add firefighter recruits and paramedic students

3,800

Applications for firefighters/EMTs.

725

Incidents de-escalated by Park Rangers

Healthy Communities

Mayor Harrell is advancing evidence-based approaches to build a healthier, safer future for our entire city. Seattle has emerged as a national leader in health-focused approaches to combat the fentanyl crisis and save lives, and the City continues to expand investments in youth mental health services to ensure young people have the support they need to thrive.

- Mayor Harrell announced a [\\$7 million investment](#) toward post-overdose treatment facilities to help open a new Opioid Recovery & Care Access Center and mobile treatment clinics, helping connect people with substance use disorder to treatment and recovery services.
- Building on the in the City's [comprehensive approach](#) to youth mental health, Mayor Harrell and Seattle Public Schools announced a [\\$14.55 million investment](#) to strengthen and expand student safety and mental health supports for the 2024-2025 school year. The investment includes funding for additional staff at school-based health centers, telehealth resources, and violence prevention and interruption services.
- Mayor Harrell announced a new [citywide partnership to expand free telehealth](#) and virtual therapy options for Seattle teens and young adults, helping them be healthy and succeed in school and life.



Mayor Harrell announcing an investment in ORCA Post Overdose Center.

- Mayor Harrell's budget [tripled spending](#) on addressing the opioid crisis, expanding access to treatment and creating more pathways to recovery for people suffering from addiction.
- Using opioid settlement funds, Mayor Harrell [invested \\$2.85 million](#) to provide dedicated detox and inpatient treatment beds at Valley Cities Recovery Place, serving up to 150 people each year.
- Seattle launched a [pilot program](#) that allows paramedics and firefighter/EMTs to administer buprenorphine, a medication that treats opioid use disorder, in the field non-fatal overdoses. The medication reduces withdrawal symptoms and allows outreach providers to engage the patient in a conversation about treatment.

1st

City in nation where EMTs administer buprenorphine

\$14.5M

In health-focused approaches to opioids

\$2.8M

In free medical, dental, and vision care

20%

Decrease in overdose deaths from 2023



Downtown Activation

In 2024, downtown Seattle saw significant improvements in revitalization, fueled by Mayor Harrell's [Downtown Activation Plan](#) – a comprehensive and ambitious roadmap designed to bring downtown Seattle into a new age. Building on early achievements in 2023, the city reached significant milestones, and made major investments in infrastructure improvements, public safety and public health initiatives, economic development initiatives and small business support, neighborhood activation, and the expansion of arts and culture programming to enhance safety, drive economic opportunity, and foster vibrant public spaces.

- As part of the Downtown Activation Plan to increase housing opportunities in the City's core, Mayor Harrell proposed [new legislation](#) to remove regulatory barriers for repurposing existing commercial property to residential uses and created a three-year [design review exemption](#) for residential, hotel, and other developments downtown.
- Mayor Harrell and city partners celebrated the completion of major construction on the Pioneer Square East-West Pedestrian Improvements project, improving connections for people walking and rolling through the heart of the Pioneer Square, other downtown Seattle neighborhoods and the new Waterfront Park.



Mayor Harrell celebrating the Lunar New Year at Hing Hay Park.

- Mayor Harrell joined community leaders and business owners in the Chinatown-International District to celebrate the installation of new canopy and café lighting fixtures at [Hing Hay Park](#). The lights help illuminate and activate the park, increasing safety and creating a unique cultural experience for residents, workers, and visitors.
- To address persistent public safety and public health challenges, Mayor Harrell and partners created the [Downtown Activation Team](#) (DAT) pilot to provide place-based activations, cleanings, and safety operations downtown.

89K

Average daily workers
in Downtown

96%

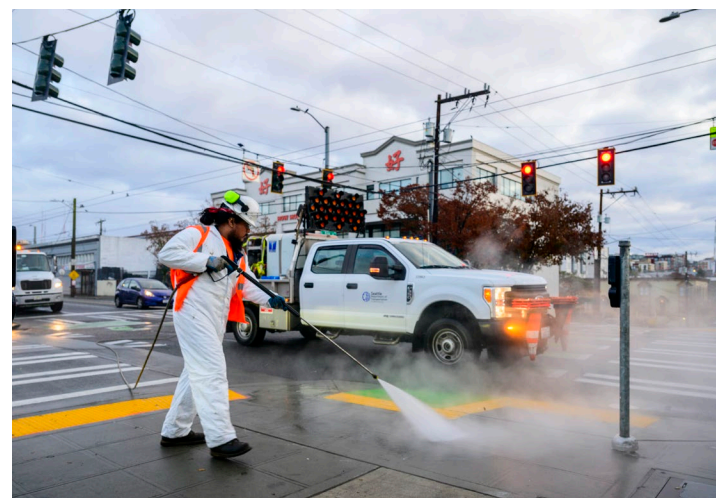
Of DAP action items
completed, 44/46

11M

Visitors to Downtown
this summer

1,000+

Graffiti tags removed
from Waterfront Park



DAT cleaning operations in the Little Saigon neighborhood.

Downtown Revitalization

Together, we are creating a tangibly more welcoming, robust downtown where families and friends can connect, visitors can explore, and everyone can enjoy exciting activities, cultural experiences, and thriving businesses.

- The Seattle FIFA World Cup 26™ Organizing Committee (SeattleFWC26) and Mayor Harrell announced that Seattle Center will host the official [Seattle Fan Celebration](#) for FIFA World Cup in 2026. Seattle was also selected to host six FIFA [Club World Cup](#) games in 2025.

- Mayor Harrell joined the Seattle Storm to celebrate the renaming of a city street to Sue Bird Ct, in honor of legendary Seattle Storm player Sue Bird.

- Mayor Harrell, city departments and industry leaders to support the launch of two new incubators downtown. To expand opportunities in the AI industry, the AI house, operated by Seattle-based startup AI2 Incubator, will provide physical space for AI related events, founders, investors, and non-profits to collaborate. The new M5 Creative building repurposed the former Cascade PBS space, and will host a mix of businesses including feature film and episodic series



Mayor Harrell announcing Seattle Center as the official host of fan celebrations for FIFA World Cup 2026.

productions, commercial filming productions, audio, and technology companies and organizations.

- Mayor Harrell joined civic, business, and community leaders to celebrate and officially open [Overlook Walk](#) — the first ever pedestrian connection between downtown and the waterfront, bridging the nearly 100 vertical foot gap between Pike Place Market and the new Park Promenade adjacent to Elliott Bay.



Above: Mayor Harrell cutting the ribbon to open Overlook Walk. Below: Thousands of visitors enjoying the new connection.

10.5M

Visitors to Seattle Center

0

encampments in Waterfront Park

1.2

Miles of new or improved protected bike lanes on Pike Pine

2.2M

Monorail passenger boardings, up 19%

More Places to Call Home

Mayor Harrell believes Seattle should be a place where every person can afford to call home. Over the last three years, City investments have opened over 5,000 new affordable housing units, with more in production.

Under the Unified Care Team's proven coordination model, Seattle continues to see a significant reduction in encampments and increase in shelter referrals, bringing people indoors while also keeping public spaces clean, open, and accessible.

- Mayor Harrell's [2025-2026 budget](#) made a historic \$342 million investment in affordable housing, and included \$3.2 million to keep 300 shelter beds open that were at risk of closure. The budget also expanded the service hours of the Unified Care Team to respond to encampments and keep public spaces accessible.
- Mayor Harrell proposed a bold new [redevelopment plan for Fort Lawton](#) underutilized land that will build 500 new units of affordable housing and preserves 22 acres of open space in Seattle's Magnolia neighborhood.
- Mayor Harrell convened mayors from across King County to advocate for a coordinated, statewide response to the migrant and asylum seeker crisis in Seattle and King County. This year, the City has utilized \$3.2 million in state funding to provide emergency housing for 211 individuals.



Mayor Harrell at the groundbreaking event for the Sloane apartment building on the former site of the Pink Elephant Car Wash.

- Mayor Harrell proposed the [One Seattle Comprehensive Plan Update](#) to prepare Seattle for future growth, increasing zoning capacity across the city for new housing and creating walkable neighborhoods close to amenities and transit.
- Mayor Harrell [signed legislation](#) to allow 900 new workforce housing units and artist lofts in Georgetown, and the City announced 430 new units of affordable housing at the [Mount Baker Redevelopment Site](#) that will be co-located with an innovative early learning campus.
- To increase housing diversity, Mayor Harrell proposed new legislation to [boost the production of accessory dwelling units](#) (ADUs) in residential zones and legislation to [increase the production of co-housing](#) and micro-apartment opportunities.



Mayor Harrell celebrating the opening of John Fox Place affordable housing.

\$342M

To fund affordable housing

1,248

Affordable rental units opened

330K

Housing zoning capacity in comp. plan

\$2.3M

Expand the Unified Care Team

Sustainable & Connected

Under Mayor Harrell's Climate Justice Agenda, Seattle continues to take action to meet the scale of the climate crisis and build a healthy future for all residents. Along with efforts to reduce greenhouse gas emissions and support a strong clean energy workforce, Seattle is building a safer, more reliable transportation system through bold new investments.

- Boosting the landmark Building Emissions Performance Standard ordinance passed by Mayor Harrell last year, the City received a [\\$17.2 million grant](#) to help decarbonize large buildings and fortify the city's green workforce.
- Mayor Harrell [proposed legislation](#) to make Seattle one of the first cruise ports in the nation to offer shore power at every berth, significantly reducing emissions and supporting a greener tourism industry.
- To strengthen Seattle's heat response plan, Mayor Harrell sought and celebrated a [\\$5.5 million grant](#) from FEMA to install air conditioning at five library branches, adding to the 20 branches that already have air conditioning.
- To boost transit access, Mayor Harrell celebrated the completion of the [Madison Rapid Ride G Line project](#). Seattle also received a [\\$64.2 million award](#) for the RapidRide J Line Project, which broke ground in October.

\$1.55B

Transportation Levy approved by voters

47

Actions to improve food security

4,500

Metric tons of GHG emission reductions from shore power

\$8K

Heat pump rebate for residents



Mayor Harrell signing legislation to send the Transportation Levy to voters.

- Mayor Harrell released the first-ever update to the [Food Action Plan](#), a roadmap for how the city will increase access to fresh, affordable, and culturally relevant foods over the next five years.
- To help more households transition to electric heat pumps, Mayor Harrell joined environmental leaders to announce that families can access [\\$8,000 instant rebates](#) funded by the City's Clean Heat Program and federal incentives.
- Seattle voters approved a [\\$1.55 billion transportation levy](#) which was proposed by Mayor Harrell and City leaders, helping maintain and modernize the city's aging infrastructure by building sidewalks, paving streets, repairing bridges, and improving connections to transit.
- Mayor Harrell's [2025-2026 budget](#) included funding to install Automated School Zone Cameras in 19 school zones to address dangerous speeding and support student safety.



Mayor Harrell planting trees at Japanese Cultural and Community Center of Washington.

Thriving Communities

In 2024, Mayor Harrell made significant progress on advancing Seattle’s economic landscape and cultural vitality. Rooted in the **One Seattle** vision, opportunities for small businesses were expanded, creative entrepreneurs were supported, and neighborhoods were infused with vibrant art and community events. Through investments and partnerships, Mayor Harrell reinforced his commitment to Seattle’s artistic culture and ensuring all residents can thrive.

- Mayor Harrell launched the Business Community Ownership Fund — a first-in-the-nation funding model that puts small business owners on a pathway to long-term control and ownership of their commercial spaces — and celebrated the opening of the first two participants, [La Union Studio](#) and [Marjorie](#).
- Mayor Bruce Harrell signed [an agreement with Korea](#) to facilitate investment and job creation with Korean [small and medium-sized enterprises and startups](#) in Seattle.
- Mayor Harrell joined community members and artists at the first ever [Belletown Mural Festival](#) to celebrate the unveiling and creation of 40 murals, part of the Office of Arts and Culture’s Hope Corps [Downtown Seattle Mural Project](#) that supports Seattle’s creative workforce.
- Mayor Harrell joined the [U.N. Environment Programme](#) and community partners to unveil two of the largest outdoor murals in North America in celebration of World Environment Day, where Seattle was recognized as the only U.S. “Role Model City” for urban ecosystem restoration.



Mayor Harrell participating in the Belletown Mural Festival.



Mayor Harrell celebrating the opening of Donna Moodie’s Marjorie’s Restaurant.

- Mayor Harrell signed the [Music Venue Zone Permit](#) legislation authorizing Seattle Department of Transportation to launch a Music Venue Zone Permit program. The program provides reliable parking and loading space for touring musicians and their crews at live music venues.
- Mayor Bruce Harrell joined National Minority Supplier Development Council CEO and President Ying McGuire to announce Seattle as the 2024 host city of their [Minority Business Economic Forum](#) that brought together 500 of the nation’s most influential corporate leaders, high-growth minority business enterprise founders, policymakers, academics, business, and community.

\$5M

Grant funding for 638 artists and orgs

15K+

SPS students in Creative Advantage

3,000+

Hours of free consulting to Seattle businesses & nonprofits

11

Seattle Restored businesses with long-term leases



Remembering Chandler Gayton

Chandler Gayton was a dedicated public servant, compassionate advocate for justice, and one of the most treasured leaders in our administration as a valued colleague and friend to everyone in the Mayor's Office. Chandler tragically passed away on July 20, 2024, and his loss was deeply felt by all who knew him. Our heartfelt sympathies and prayers are with his family and everyone who knew Chandler.

Born on December 5, 1990, Chandler's journey was shaped by his upbringing, education, and deep Seattle roots at John Hay Elementary, Lakeside Middle School, O'Dea High School, and the University of Washington's Evans School of Public Policy and Governance.

As a Public Safety Strategic Advisor in Mayor Bruce Harrell's office, Chandler worked tirelessly to enhance safety and address community concerns. His deep commitment to fostering equity and fairness resonated through his work and personal connections. Chandler's dedication extended beyond his professional role; he served on the boards of Homestead Community Land Trust and the O'Dea High School Alumni Board, mentored high school students, and contributed to organizations such as Treehouse for Kids and the Bellevue Police Department African American Citizen's Council.

Chandler embodied the spirit of the **One Seattle** vision, bringing authenticity, kindness, and a relentless drive to uplift those around him. His unshakable resolve, charisma, and altruism made him a cherished colleague, mentor, and friend, leaving an enduring legacy of service and compassion.

Chandler will be deeply missed by everyone at the Mayor's Office, his colleagues at the City, and the communities he was dedicated to serving.



Appendix

Community and Public Engagement

Executive Orders

209

Community Engagement Events
Across 7 Council Districts

85

Press and Media-related
Engagements

650+

Media inquiries received by the
Mayor's Office

Executive Order 2024-01: Addressing gun violence in schools and protecting youth through enhanced patrols, closer coordination with Seattle Public Schools on security, joint action with King County, investments in violence interruption and prevention and in safe passage programs, and advocacy for needed changes to state laws to reduce gun violence.

Executive Order 2024-02: Establishing the Downtown Activation Team and neighborhood-focused strategies to restore and sustain the vibrancy of Seattle through a coordinated and compassionate approach to clean areas, improve public safety, and enhance public spaces with art and cultural expression.

Legislative Snapshot

5

Department Directors
Confirmed by City Council

134

Pieces of Mayor Harrell-
Transmitted Legislation
Approved by Council

122

of the 134 Pieces of Legislation
Adopted Unanimously (91%)

283

of the Mayor's Board &
Commission Appointments/
Reappointments Approved

