

Building One Seattle

Mayor Bruce Harrell

Year One - 2022



City of Seattle

Opening Letter

Friends and neighbors,

When I took office in January, I committed to getting back to the basics of good governance and inspiring hope, confidence, and unity in City government and with the people we serve.

We began this year at the peak of COVID's Omicron wave in a city in need of healing - and in need of urgent action - to respond to a homelessness crisis, real safety concerns, a decimated downtown, and so much more. I pledged to work with you to change the narrative of our city, to reject attitudes of pessimism and cynicism, and to advance a **One Seattle** approach that invites dialogue and learning, collaboration and cooperation, innovation, and thoughtful change.

This vision for **One Seattle** is a guiding principle that is embedded in everything my administration has done this past year. In order to build the Seattle that we want to see, we first had to build relationships, build systems, build a team, and, most importantly, build trust. With a focus on energy and excellence, new ideas and neighborhood needs, we've sought to evolve beyond old ways and boost civic morale.

Our organizing principle is that we accomplish more when we work together toward common goals with shared values. I've seen this come to life firsthand at the *One Seattle Day of Service* in May, when over 4,000 community members joined together, rolled up their sleeves, and gave time to projects that make our city a better place. It is this passion for being part of the solution and community teamwork that is at the very core of our vision.

We also know we have more work ahead. We must continue to ensure effective long-term public safety, advance sustainable solutions to our region's homelessness and housing crises, build community resilience to the impacts of climate change, and drive an equitable economic recovery that uplifts all neighborhoods across our beautiful city.

I believe everyone has a role to play in this vision for **One Seattle** - each of us brings something to the table that makes our city stronger. I know we can inspire the best in each other, and if we continue to lead with optimism and kindness, treat each other with respect, and build on what we know works, we cannot fail at creating the Seattle we want to see. I look forward to continuing to build that city and future with you in 2023.

Thank you,



Bruce A. Harrell
Mayor of Seattle



Building One Seattle



Mayor Harrell's **One Seattle** approach requires:

Building Relationships - From Day One, Mayor Harrell set out to reinvigorate relationships between the City and Seattle's communities, businesses, nonprofits, and philanthropies. The mayor set a new tone and developed an effective working relationship with the City Council, worked hand in hand with Seattle Public Schools, and advanced shared efforts with county, state, and federal government partners.



Building Systems - The year began with a thorough review of which City systems and projects needed reimagining, rethinking, or didn't yet exist. With a focus on good governance and reducing silos, Mayor Harrell formed the Unified Care Team, founded the Housing Subcabinet, returned Parking Enforcement Officers to SPD, and reestablished our long-term commitment to City Hall Park.



Building a Team - Entering office with many interim department directors, Mayor Harrell built Seattle's most qualified and diverse Cabinet and Executive Team, elevating experienced acting directors to permanent status and thoughtfully seeking strong new leadership for departments and offices of Housing, Economic Development, Immigrant and Refugee Affairs, Transportation, Parks and Recreation, and Sustainability and Environment.



Trust is earned - Not through promises in days, but through progress over time. Seattle communities are seeing early results from these efforts to move forward in a new direction, and these steps will guide our path to **One Seattle**.



Taking Urgent Action

Mayor Harrell is leading a comprehensive approach to improve safety and reduce crime - swift emergency responses, support for victims and survivors, community partnerships, and innovative and long-term-solutions.

- Coordinated law enforcement efforts, like [Operation New Day](#), have led to meaningful felony arrests of offenders causing harm, and community collaborations have helped connect individuals to services and case management.
- Responding to SPD's historically low staffing levels, Mayor Harrell developed the [comprehensive recruitment and retention plan](#) to swiftly hire the right number of officers who reflect Seattle's values.
- The Seattle Fire Department became the first and only department in the state to earn a [Protection Class 1 Rating](#) - the most exemplary rating possible.
- SFD launched a third [Health One](#) unit to serve South Seattle and better connect individuals in need with appropriate care and services.
- Mayor Harrell [appointed](#) Chief Adrian Diaz permanent police chief following a nationwide search centering community voices, and [Director Gino Betts](#) was confirmed to lead the Office of Police Accountability.



Mayor Harrell with Chief Diaz at his appointment announcement.

- Mayor Harrell and Chief Diaz [issued an Executive Order](#) to improve investigations of sexual assault - addressing systemic issues and supporting survivors.
- The City implemented a new approach to [COVID-19 vaccinations](#) leveraging trusted community organizations and partners to better reach unvaccinated populations.
- In the [2023-2024](#) budget, the City increased the SFD recruitment class by 50%, returned Parking Enforcement Officers to SPD, and funded a pilot program for diversified 9-1-1 response.



Mayor Harrell speaking with SPD officer outside training facility.

\$1.8M

budgeted to improve
SPD recruitment

50%

increase in 2023 SFD
recruitment class

334K

COVID vaccine doses
by City since 2020

50%

of SPD recruits in 2022
were BIPOC

Taking Urgent Action

Mayor Harrell has acted with urgency and compassion to bring people indoors and ensure parks and sidewalks are open to the public. Homelessness is inherently linked to housing access, and the City is taking deliberate steps to increase affordable housing.

- Mayor Harrell formed the [Unified Care Team](#), bringing together for the first time all departments working on this issue with a collaborative, data-driven approach.

- Mayor Harrell supported the King County Regional Homelessness Authority's first year executing a regional strategy to end homelessness in Seattle. Our [budget invests more than \\$95 million](#) to fund shelter, outreach, and critical services for those living unhoused.

- 93% of parks and natural areas are open to the public for their intended use, a significant improvement from more than 80 closed or impacted by unauthorized encampments in 2021. [Woodland Park](#), the city's largest park-based encampment was resolved after extensive outreach and a record 89 referrals to housing and shelter.

- Mayor Harrell launched the [Homelessness Action Plan](#) and public-facing transparency portal, collecting, tracking, and sharing data to demonstrate the scale of the issue and how the City is responding.



Mayor Harrell announcing launch of Partnership for Zero with KCRHA.

- In partnership with KCRHA, King County, and HUD, the City launched the [Housing Command Center](#) - a centralized emergency operations system to swiftly house those living unsheltered.

- Mayor Harrell is advancing practical approaches to quickly create more housing, like [exempting affordable housing projects from design review](#). The budget includes the largest one-year investment in affordable housing in City history - approximately \$250 million.

2,200+

affordable housing units opened in 2022

93%

of parks and natural areas open to public

\$11M

in rental assistance for families in need

1,600+

referrals to help people indoors in 2022



Mayor Harrell helps volunteers build a tiny home.

Back to Basics

Mayor Harrell's first State of the City address highlighted the administration's focus on getting back to basics as a core competency for good governance. By serving the public - the entire public - and serving them well, the City can meet the immediate needs of residents and build long-term confidence in our civic institutions. Coming out of a long two years marked by emergency response to pandemic uncertainty and disarray, the City is emphasizing the essential services residents demand - from fixing potholes and clearing snow to supporting small businesses and improving utility services.

- The City [safely reopened the West Seattle Bridge](#) after over two years of closure and repairs. As Mayor Harrell said, "We can't be One Seattle without West Seattle, and we are overjoyed to be able to reunite West Seattle with the rest of the city."
- The City's [Parks District budget](#) funds the creation of new parks, reestablishes the Park Ranger program, and invests in delivering renovations and essential maintenance to Seattle's nearly 500 parks, keeping bathrooms open and addressing vandalism - ensuring our parks are clean, safe, and open to all.



Mayor Harrell hosts employee Welcome Back Bash at City Hall.

\$12M

for small businesses to recover and grow

30

downtown Seattle Restored activations

216

businesses supported with operating capital

\$7M

in neighborhood recovery grants

- Mayor Harrell and the Office of Economic Development expanded the [Seattle Restored Program](#), repurposing and activating over 50 vacant storefronts with retail, arts, and businesses to drive economic recovery, increase foot traffic, and create opportunity.
- The City created the [Storefront Repair Fund](#) to provide tangible financial support to small business owners following property damage.



Mayor Harrell meets vendors at the Capitol Hill Farmers Market.

Back to Basics

- Mayor Harrell recommitted to a Vision Zero goal of [ending traffic deaths and serious injuries](#) on city streets by 2030 - making investments to improve safety and transportation options for all residents - no matter how they choose to get around.

- The [One Seattle Graffiti Plan](#) will address the pandemic's 50% surge in graffiti. Mayor Harrell's holistic six-pronged strategy seeks to break the cycle of tagging and abatement and increase murals and public art across the city.

- Through activation, beautification, and public safety strategies, Mayor Harrell is revitalizing downtown, [welcoming office workers back](#), and working with a diverse array of stakeholders to envision a bold, thriving future for the City's central neighborhood.

- Mayor Harrell signed legislation to temporarily extend [free outdoor dining permits](#), and developed legislation to ensure these outdoor spaces are a permanent fixture in Seattle.

- Inviting visitors to Seattle from across the globe, Mayor Harrell proposed and [signed into law](#) legislation increasing travel and tourism promotion for the city.

- Mayor Harrell is advancing street improvements near schools and expanded school zone speed cameras, highlighted by SDOT's Safe Routes to School program, which [received a national award](#) for make commuting easier and safer for students walking, rolling, and biking to school.

- After national searches, Mayor Harrell nominated visionary leaders to run two of the City's biggest departments. [Greg Spotts](#) is the newest Seattle Department of Transportation Director and [AP Diaz](#) has been selected to lead the City's Parks and Recreation Department.



Mayor Harrell painting a mural on Veterans Day at Ballard VFW hall.

22K

potholes filled
by SDOT crews

26

new Park Rangers in
Parks District Budget

613K

square feet of
graffiti abated by SPU

82

new outdoor dining
and retail permits



Mayor Harrell talks to students at a Safe Routes to School event.

The Seattle We Want to See

At the core of Mayor Harrell's **One Seattle** vision is a belief that every resident should be able to thrive and reach their full potential - rooted in healthy communities with clean air and water and access to good jobs, education, and City support. Responding not only to the needs of today, but also looking forward - taking bold steps to address climate change and centering equity by elevating efforts that advance fairness and opportunity for all.

- Mayor Harrell's *One Seattle Climate Justice Agenda* prioritizes fostering a green economy and creating good jobs, ensuring a just transition off fossil fuels, and building community resilience to meet the scale of the climate crisis - [leaving no one behind](#).
- Seattle received [global recognition](#) for building a climate movement at the C40 Summit, as the City invested \$6.5 million in climate solutions and community resilience through the [2022 Green New Deal Opportunity Fund](#) and put forward over \$20 million more in the 2023 budget to reduce greenhouse gas emissions, incentivize electrification, and protect the city's urban forests and tree canopies.
- Mayor Harrell [issued an executive order](#) directing



Mayor Harrell re-opens the Pratt Park Spraypark in the Central District.

City departments to coordinate and advance actions equitably reducing transportation greenhouse gas emissions. The order contains 23 climate justice actions to accelerate emissions reductions by 82% by 2030.

- Seattle celebrated Earth Day with President Biden and Governor Inslee. President Biden [visited Seattle's Seward Park](#) to sign an Executive Order combating wildfires and deforestation. Governor Inslee [visited Miller Park](#) to celebrate the completion of the City's community center microgrid project.



Mayor Harrell celebrates Earth Day with President Biden in Seward Park.

12

new parks funded in
Parks District budget

\$26.5M

invested in Green New
Deal climate solutions

280

households converted
to electric heat pumps

23

climate actions to reduce
emissions 82% by 2030

The Seattle We Want to See

- Mayor Harrell announced an [expansion of the City's award-winning pre-school program](#) to increase access to early learning opportunities.
- Major improvements are transforming Seattle's central waterfront as we work to add 20 acres of parkland and connect communities with walking and biking safety features. We opened the Union Street Pedestrian Bridge, made environmental improvements and progress toward the Overlook Walk, Marion Pedestrian Bridge, Lenora Pedestrian Bridge, and Pier 58, and proposed establishing the [honorary street name Dzidzalich](#), recognizing the waterfront's tribal history.
- In response to the Supreme Court's Dobbs decision, Mayor Harrell [signed bills](#) to support abortion and reproductive healthcare access, confirming care is available in Seattle to all who seek it, including those from out of state.
- Mayor Harrell proposed and [signed legislation](#) to improve equity in the cannabis industry by ensuring those most harmed by the war on drugs can access new opportunities.
- The [City invested](#) \$4 million to fund mental health resources for Seattle students following the shooting at Ingraham High School and advocacy from students.



Mayor Harrell hands out free lunches to students in Beacon Hill.

- For the first time, Seattle celebrated Juneteenth and Indigenous Peoples' Day as official City holidays. Mayor Harrell, Seattle's second Black, first AAPI, and first biracial mayor, [wrote an op-ed](#) to celebrate Juneteenth.
- Seattle was awarded games for the [2026 FIFA World Cup](#) and meetings for the [2023 Asia-Pacific Economic Cooperation \(APEC\) Meetings](#), as we prepare to host the 2023 MLB All Star Game.

7

new Seattle Pre-School Program classrooms

\$7.4M

in fines returned to 25K workers in 2022

2.2M

words translated to improve accessibility

25%

of City purchasing to WMBE firms in 2022



Mayor Harrell signs abortion protections into law in Seattle.



Appendix I

Community and Public Engagement

Executive Orders

291

Community Engagement Events
Across 7 Council Districts

[Executive Order 2022-01](#): COVID-19 Civil
Emergency - Extensions of City Relief Measures

103

Press and Media-related
Engagements

[Executive Order 2022-02](#): COVID-19 Civil
Emergency Directing City departments to
Combat the Spread of COVID-19 and Limit the
Harm Caused to Residents

Legislative Snapshot

12

Department Directors
Confirmed by City Council

[Executive Order 2022-03](#): COVID-19 Civil
Emergency Extensions of City Eviction Moratoria

[Executive Order 2022-04](#): Providing Support
to the Ukrainian Community in Seattle and in
Ukraine

136

Pieces of Mayor Harrell-
Transmitted Legislation
Approved by Council

[Executive Order 2022-05](#): Directing the Seattle
Police Department to Assess Policies, Protocols,
and Practices Related to the Investigation of
Criminal Offenses and Implement Necessary
Solutions to Advance Justice and Serve the
Needs of Crime Survivors

119

of the 136 Pieces of Legislation
Adopted Unanimously (87.5%)

[Executive Order 2022-06](#): Re-Establishing the
Director of Labor Relations of SDHRs (Seattle
Department of Human Resources) Authority and
Responsibilities

210

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

[Executive Order 2022-07](#): One Seattle Climate
Justice Actions to Reduce Emissions from the
Transportation Sector

Appendix II

Select Statements and Press Releases

Quarter 1

[Mayor Harrell Announces New Vaccination Resources for Seattle Residents](#)

[Mayor Bruce Harrell to Issue New Executive Order and Extend Eviction Moratorium for 30 Days](#)

[Mayor Bruce Harrell Announces New COVID Testing Site and Expanded Options](#)

[Mayor Bruce Harrell: "We Will Not Tolerate Crime in Seattle"](#)

[Eviction Moratorium Will Expire at the End of February](#)

[City of Seattle Announces New Vaccination Strategies](#)

[Mayor Bruce Harrell Gives State of the City Address](#)

[Mayor Harrell and Law Enforcement Leaders Unite to Announce Early Results of Collaborative Efforts to Address Public Safety and Crime](#)

[Mayor Harrell Issues Executive Order to Support People of Ukraine](#)

[Mayor Harrell Signs Legislation to Extend Free Safe Start Outdoor Space Permits](#)

[Mayor Harrell and Office of Housing Announce \\$5.3 Million Investment to Provide Affordable Homes and Supportive Services on Beacon Hill](#)

[Seattle Preschool Program Expands with 7 New Classrooms for the 2022-23 School Year, Increasing Access to Early Learning Opportunities for Seattle Families](#)

[Join Mayor Harrell at the "Mayors' Concert for Ukraine and Refugees Worldwide" on April 4](#)

[Mayor Harrell Signs Seattle Tourism Improvement Area Legislation - Providing Economic Boost to the Region Through the Leisure Travel Industry](#)

Quarter 2

[Mayor Harrell, Councilmember Herbold, and Councilmember Nelson Align on Common Approach to Proposed Hiring Incentives Legislation](#)

[United Outreach Effort at Woodland Park Leads to Unprecedented Number of Referrals to Shelter and Services](#)

[Statement from Mayor Harrell on Federal Monitor's Report](#)

[Mayor Harrell Statement on Texas School Shooting](#)

[Mayor Harrell Releases One Seattle Homelessness Action Plan and Transparency Dashboard, Announces Acquisition of Dockside Apartments](#)

[Seattle to Light Up Orange in Recognition of Gun Violence Awareness Day](#)

[Mayor Harrell, Councilmember Herbold Highlight Accountability Improvements in Newly Passed Seattle Police Management Association Labor Agreement](#)

[Mayor Harrell Statement on SCOTUS Abortion Ruling](#)

Quarter 3

[Mayor Harrell Statement on Conclusion of Inquest into Death of Charleena Lyles](#)

[Mayor Bruce Harrell Shares Details of Comprehensive Police Recruitment and Retention Plan](#)

[City of Seattle Announces Cooling Centers and Resources Ahead of Heat Wave](#)

[Mayor Harrell Issues Executive Order to Support Sexual Assault Survivors and Conduct Assessment of Criminal Investigations and Regional Practices](#)

[Joint Statement from Mayor Bruce Harrell, Council President Debora Juarez, and Council Transportation Committee Chair Alex Pedersen on Sound Transit Board Adoption of Motion 2022-57](#)



Appendix II

Quarter 3 (continued)

[Mayor Harrell Announces New Transparency Portal for Residents to Track Seattle Rescue Plan Spending and Progress](#)

[Mayor Harrell Proclaims August 7 "Sue Bird Day"](#)

[The City of Seattle Announces \\$22 Million in New Affordable Housing Investments](#)

[Mayor Harrell Signs Suite of Legislation to Protect Reproductive Rights in Seattle](#)

[City of Seattle Continues Heat Response Improvements](#)

[Mayor Harrell Statement on Council Passage of the Comprehensive Police Recruitment and Retention Plan](#)

[Mayor Harrell Unveils Park District Budget Proposal to Keep Parks Clean, Open, and Accessible to All](#)

[City of Seattle will distribute meals to children at nearly 50 sites across the city starting Monday, September 12](#)

[Mayor Harrell Signs Suite of Legislation to Improve Equity in Cannabis Industry](#)

[Mayor Harrell Signs \\$6.5 Million in 2022 Green New Deal Opportunity Fund](#)

[Mayor Harrell Announces 2023-2024 Budget Proposal](#)

Quarter 4

[Seattle Launches Storefront Repair Fund to Support Small Businesses Impacted by Property Damage](#)

[City of Seattle Recognizes October as "Domestic Violence Awareness Month"](#)

[City of Seattle Recognizes Indigenous Peoples' Day](#)

[City of Seattle Forms Revenue Stabilization Work Group](#)

[Seattle COVID Emergency Proclamation to End After October 31](#)

Quarter 4 (continued)

[Seattle receives national recognition for Safe Routes to School work; Mayor Harrell commits to work even harder to improve traffic safety](#)

[Mayor Harrell Proposes Unified Care Team Investments to Make Neighborhoods and Public Spaces Clean and Accessible](#)

[Mayor Harrell and Executive Constantine announce new agreement on City Hall Park](#)

[Mayor Harrell Statement on Killing of D'Vonne Pickett, Jr.](#)

[Seattle's Green New Deal Wins Global Recognition and Award at the C40 World Mayors Summit](#)

[Mayor Harrell Details Proposed Efforts to Beautify City; Address Surge in Graffiti](#)

[Mayor Harrell proposes legislation to support swift affordable housing production; exempt affordable rental housing projects from design review](#)

[Mayor Harrell Appoints Advisory Panel on Sexual Assault and System Reform as Part of SPD Comprehensive Review](#)

[Mayor Harrell and Councilmember Mosqueda Advance Millions Toward Increased Mental Health Resources for Seattle Students](#)

[Mayor Harrell Statement on Council Passage of 2023-2024 Budget](#)

[Mayor Harrell Signs Executive Order Directing City Departments to Reduce Greenhouse Gas Emissions from the Transportation Sector](#)

[Mayor Harrell signs City of Seattle's 2023-2024 Budget into Law](#)

[Mayor Harrell, Council President Juarez propose honorary name "Dzidzilalich" for Alaskan Way](#)

[Seattle Center Director Robert Nellams to Retire After 40-Year Career in City Government](#)

