



City of Seattle  
Edward B. Murray, Mayor

**Remarks as Prepared for Delivery**  
**Seattle Mayor Edward B. Murray**  
*September 26, 2016*

Council President Harrell, members of the Seattle City Council, City Attorney Holmes, Presiding Judge Donahue, department directors, and the people of Seattle.

In my Inaugural Address, I stated: “Seattle is a place that believes deeply in the idea that only through inclusiveness and collaboration can we solve our greatest challenges.”

As a high-tech city of nearly 700,000 people and one of the fastest-growing cities in America, our greatest challenges are challenges of affordability, livability and opportunity.

Cutting across all these challenges is the challenge of equity – racial equity in particular.

During our three years together, we have addressed these challenges directly, inclusively and collaboratively.

We have shown how Seattle progressives can do more than argue over minor differences in ideology; we have shown how progressives can work together to pass big measures.

We led the nation and committed to a \$15-per-hour minimum wage – and this week we will join San Francisco in leading the nation again by guaranteeing secure and predictable schedules for hourly employees.

We created a national model through our Housing Affordability and Livability Agenda and showed cities how growth can pay for affordable housing.

We doubled our affordable housing levy to provide 2,100 units of affordable housing and emergency rental assistance to at least 4,500 families, preventing thousands of households from falling into homelessness – which, combined with HALA, is as robust an affordable housing program as any in this city’s history.

We established an Office of Labor Standards to enforce our labor laws protecting workers rights – and my budget this year more than doubles resources for the office to fully perform its mission.

We created a cabinet-level education department, and took the historic step of creating a City-funded preschool program for three- and four-year olds that will become universal.

We launched our Youth Employment Initiative and over the last 3 years employed roughly 5,000 youth.

We created the Office of Planning and Community Development and established a Capital Cabinet to address livability challenges and respond to long-standing equity issues.

We made the largest increase in bus service in the city of Seattle since Metro Transit was created in the 1970s.

We made record infrastructure investments in our parks and community centers, in our sidewalks, roads and bridges, and in our bike facilities and transit corridors.

And we made sure through our Priority Hire program that when the City invests in infrastructure it invests in local workers.

We made the Office of Immigrants and Refugee Affairs more than six times larger to welcome new Seattlites and connect them to job training programs.

We committed to gender equity – and this budget provides funding to implement the workforce equity plan approved by Council earlier this year to address workplace issues of gender and race.

It is quite the list.

And we have achieved all of this together, *with* the community. Frankly, we have asked a lot from the community.

Five times in two years we have asked voters to help Seattle be a city that invests in affordability, livability, equity and opportunity.

And five times the voters have said yes.

Our task now is not just to show that progressives can work together to think big ideas, but to show how progressives can govern effectively to implement these ideas and get real results.

And so today I present a budget investing in good governance and innovation – not as isolated pockets of excellence but as our method of operations across City government.

What do I mean by good governance? A City that uses data, best practices and common sense to deliver services efficiently and maximize performance.

What do I mean by innovation? A City that applies creativity and new ways of doing things to its basic obligations, long-standing challenges or emergent needs to generate the most effective outcomes.

If 2014 was the year of the minimum wage, 2015 the year of housing affordability, and 2016 is the year of education, it is my intention to make 2017 the year of good governance and to bring to fruition the many innovations and best practices we have established during our time together.

The City of Seattle has already built a national reputation for excellence in governing.

Recently, *Governing Magazine* took note of the more equitable and inclusive effort at community engagement we announced earlier this summer, which my budget funds by investing in outreach to underserved communities – including immigrants and refugees, people with disabilities, people of color, youth and seniors.

It is because of cutting-edge work like this that I believe we are fully justified in striving to be the best-performing city in America.

We have a great story to tell, and while this story may not make the headlines, the incremental but important changes we are making every day, are, over time, transforming City government in four key ways:

- First, for **more transparency and accountability**, we launched the Open Budget portal in 2015, giving the public a window to view budget decisions of City government and track them over time.  
To show the results the City is buying, last year we included a number of performance measures in the budget for the first time – and this year we add even more.

Last year we launched dashboards that show the public the performance of City departments, and a dashboard for the public to track whether our transportation levy investments are being completed on time and on budget.

In the next year, we will launch dashboards to track the investments of our parks, housing and preschool levies.

- Second, for **increased efficiency**, this budget consolidates dozens of disparate technology functions across our City departments into a single, efficient IT department for the first time in this City’s history.

This has reduced redundancy by integrating our permitting systems for our fire, transportation and construction departments into a single platform, and by developing single platforms across multiple departments for project management and for customer service.

This means that employees are trained in a single system instead of many.

- Third, for **better financial management**, we are aligning our departments’ accounting practices with a unified set of standards.

And, we are doing so as part of our performance efforts to give us a better understanding of outcomes and impacts for more holistic budgeting.

- Fourth, for **better management through the use of data**, in 2014 we implemented SeaStat in the Seattle Police Department, using shared data to monitor crime, map patterns, track response times, and make adjustments as needed.

Over the next 15 months, we will replicate the SeaStat model throughout other City departments.

Called Performance Seattle, this management approach will involve similar, regular data-driven cabinet discussions focusing on departmental lines of business in a coherent and comprehensive manner.

A great example of this is our utility discount program, which trims roughly \$100 per month from the bills of thousands of low-income households.

In 1995, there were 14,000 enrollments in this program. In 2014 there were *still* 14,000 enrollments.

By improving coordination between three departments, broadening the policy and investing in a robust marketing effort, in just over two years we have doubled enrollments to over 28,000 city households, saving low-income families an estimated \$30 million each year.

Another example of what I mean by good governance can be found in the Seattle Fire Department's low-risk call program.

The Fire Department receives approximately 70 calls per day that pose no immediate risk to health, life or property, but which render engines, ladders, and medic units unavailable for true medical emergencies, fires and rescues.

By getting better real-time data and better analysis of the data, the Fire Department is now able to identify individuals or locations that are the source of a high number these non-emergency calls and connect them with more appropriate services.

Investing in prevention, by getting people the right service without a 911 call, serves individuals better, frees our first responders for emergencies and saves the City money.

Ultimately, good governance is about the return on our investment of Seattle's tax dollars.

And because our tax revenues are part of the economic picture we must consider as we construct the budget, I want to make a few brief comments about Seattle's economy.

In fact, the economic picture is very similar to the picture I described in my last budget speech – and the warning remains the same.

Seattle's economic engine continues to run hot. Revenue growth has outpaced even our bullish 2016 forecast.

This budget does propose some increased spending, in part because we identify new revenue to pay for it.

But on the whole, this budget recognizes that Seattle's torrid pace of economic growth is not sustainable. It would be risky to believe otherwise.

Without the rapid growth in construction we have experienced since the end of the Great Recession, we would have \$35 million less per year to spend on critical City services.

This figure highlights the financial risk that the dependence on construction has created for the City budget.

My budget assumes construction will begin to slow in 2017 and avoids making too many major new long-term commitments.

Instead, it directs significant revenues into our two reserve funds as a hedge against a sharp economic decline or a natural disaster, helping to preserve the programs we have created together.

At the end of the biennium, our general fund reserves will reach \$115 million – a historic high.

This budget invests in the sustainability of our community by making significant commitments to the environment.

On Earth Day, I announced the Seattle Equity & Environment Agenda.

As a first step this budget funds the expansion of the Good Food Bag program to provide low cost bags of fresh fruits and vegetables to low-income families involved in the Seattle Preschool Program.

We are also focusing on the significant social, economic and environmental inequities facing communities along the contaminated Duwamish Waterway.

Last spring, I announced the City's Drive Clean Seattle initiative to promote transportation electrification, starting with a greener fleet for the City of Seattle and providing electric vehicle infrastructure for Seattle residents.

Because Seattle City Light provides carbon-neutral electricity, each gallon of gasoline that is replaced with electricity is nearly a 100 percent reduction in carbon emissions.

My budget funds 20 new public fast-charging stations, 150 stations for City vehicles, and a residential charging pilot that will serve 200 residents in single and multi-family housing.

Transportation is the single largest source of carbon emissions in our state.

Which is why perhaps the most important investments we have made together to improve the livability of this city – our 2014 bus transit initiative and last year's Move Seattle levy – are also among the most important steps we are taking to reduce our greenhouse emissions.

Before the bus transit initiative, 25 percent of households were within walking distance of a bus that came every 12 minutes or less.

Today that number is 72 percent, and this budget continues expanding service and making transit even more accessible.

This budget also funds the long-awaited Center City Connector Streetcar, leveraging a \$75 million commitment in President Obama's budget.

The Connector links our two streetcars into a single network, providing continuous service from South Lake Union, into Belltown and Pike Place Market, through the downtown core, then into Chinatown/ID, up First Hill and on to Capitol Hill.

When complete, daily streetcar ridership will grow from 6,000 to more than 24,000.

Another long-sought after project in this budget, funded by Move Seattle dollars, is the bridge at South Lander Street for cars, transit, pedestrians and bikes – which recently received a \$45 million grant from the federal government, bringing this project one step closer to reality.

We also fund a dedicated incident response team to clear our streets quickly after a collision, so that no overturned fish truck, no matter how full of frozen salmon, will shut down a major corridor for an entire day in the city of Seattle again.

This budget makes good on Move Seattle's promise to build more sidewalks, creating safer routes to schools and parks in needed areas such as Lake City.

It funds the implementation of our Pedestrian Master Plan and reinforces our commitment to Vision Zero.

After the recent completion of the protected Westlake bike lane, I look forward to more bike facilities coming on line as my budget funds the implementation of the Bike Master Plan.

As part of our commitment to getting livability right, we are making smart, accountable and equitable investments with funding from the Seattle Parks District to take our parks and community centers to a new level.

Earlier this month, Parks and Recreation Superintendent Jesus Aguirre and I announced a new strategic investment plan to reduce barriers at our City community centers, making sure they and the programming they provide are accessible to low-income kids, seniors on fixed incomes and anyone who might otherwise have limited recreation options.

My budget funds an expansion of community center hours, staffing and programming to underserved communities – and even provides free programming at five community centers: Bitter Lake, Garfield, Rainier Beach, Van Asselt, and South Park.

We make scholarships for low-income families and individuals easier to attain, and eliminate drop-in fees for activities such as fitness centers, toddler gyms and drop-in basketball.

And to keep up with tremendous demand in Seattle athletic fields, we:

- make new investments,
- upgrade facilities at both Brighton and Soundview playfields, and
- work in partnership with the School District to identify other potential investments.

The efforts by the City and the Downtown Seattle Association to activate Westlake and Occidental parks have been nothing less than transformative.

This year, my budget expands the Urban Parks Activation Partnership to extend the collaboration for five more years.

Additionally, we will build on this success through other collaborations at Hing Hay, Kobe Terrace, Donnie Chin International Childrens Park, Bell Street, Cascade and Freeway parks.

My budget also invests in our continuing work with the Seattle Public Schools and other community partners to re-envision Seattle Center.

As part of our commitment to livability, we are also investing in increased access to the arts and culture like never before.

In my State of the City speech, I announced that the City was pursuing opening new public space for artists on the empty upper floor of King Street Station – my budget funds this effort.

We are creating an annual capital fund for cultural institutions, made possible by a promise I made to dedicate 100 percent of admissions tax revenue to the arts by 2018.

As part of this program, today I am announcing a new cultural anti-displacement grant to help preserve and expand historical cultural spaces in our city.

In the Office of Planning and Community Development, we are creating a new grant to fund the next round of equitable development projects, and providing seed money to leverage more outside funding for equitable development projects in neighborhoods such as Chinatown/ID and Little Saigon, the Central District and the Rainier Valley.

In my State of the City address, I called for an updating of our antiquated and insufficient 911 response system.

My budget:

- invests in critical system upgrades,
- delivers 40 new employees to our call centers, and

- improves the coordination between dispatch and patrol to help ensure that when you call 911, you are not placed on hold and help is on the way.

We are also making smart investments in fire prevention.

Thousands of people in Seattle work or live in buildings that extend well above the reach of fire fighters' aerial ladders.

In 2017, the Seattle Fire Department will implement a new high-rise inspection program, reassigning this work from on-duty emergency crews to a dedicated team of inspectors.

This new team will work together with building managers to ensure fire code compliance and improved safety.

I want to take a moment to speak about public safety not simply in a budget context but in the national context as well.

As has once again been demonstrated in Charlotte and Tulsa with the shooting deaths of Keith Lamont Scott and Terence Crutcher, these are profoundly difficult times in the history of our nation and of our city regarding the issue of race and policing.

Our city and our nation are yet again filled with anger and pain, and a renewed sense of frustration and mistrust many feel towards the police.

This City, of course, is undertaking its own historic process of reforming our police department and its relationship with our communities – particularly communities of color.

In July, I said:

“As a white man, I stand as an ally with the black community.

“But I cannot pretend to know their experience.

“I cannot know the experience of black men and women everywhere, who live everyday with the fear that one small action on their part could make them the next victim.

“I cannot know the experience of raising a black child in our society, and the daily worry that today might be the day they do not come home because they were taken by a bullet.”

Every week I hear these fears from members of the black community – but I also hear their resilience and determination.

What I do know is that white Americans have work to do.

We, the beneficiaries of hundreds of years of structural inequality, must recognize our privilege and work with others to construct a more just society.

Black lives matter.

And my administration is committed to addressing disparities in education, youth employment, the criminal justice system, and more.

As I said on the night of the Ferguson grand jury verdict, we cannot let the gulf of mistrust between communities of color and the police continue to divide us and continue to cause more anger and pain and fear.

Which is why we must get police reform right in Seattle.

We hear and we support calls from cities like Ferguson, Charlotte, and Tulsa for the Justice Department to come and bring change to their police departments.

But the Justice Department is already here in Seattle and we are making change.

I am committed to working with the Justice Department, the federal courts, and our community police commission – and I urge cities around the nation to do the same.

With their help, we will ensure constitutional policing for all.

We will meet the public safety needs of a growing city.

This includes ensuring that our patrol officers can do true, proactive community policing.

In my State of the City address I increased my original goal of 100 new officers to 200 new officers— and my budget puts us on track to have that number fully trained and in service by early 2020.

I believe this is entirely consistent with our efforts toward police reform. Indeed, it is required.

We need more officers to have the time to respond to 911 calls, and at the same time to build relationships – and trust – in our communities.

And it is imperative that Chief O’Toole be able to manage the department through the reform process – regardless of lawsuits or failed guild contracts.

This budget commits the resources necessary to meet the requirements of the federal court.

And we *are* meeting these requirements, thanks to the dedicated work by the men and women of the Seattle Police Department and the people of this community.

We have successfully met eight of nine initial assessments toward full compliance, and have trained our officers in nation-leading methods for crisis intervention, de-escalation and bias-free policing.

To ensure that progress continues, we are reforming our police accountability system to make permanent the civilian oversight of police.

In the coming weeks we will announce our accountability legislation, which will create an Inspector General, a new office of police accountability managed and supervised entirely by civilians, and make our community police commission permanent and the strongest in our City’s history.

The Justice Department requires that police reform includes better use of technology, including a data analytics platform to serve as an early warning system to detect concerning trends in officer conduct – which my budget invests in launching in 2017.

Last year’s budget committed to equipping every patrol officer with a body camera, which research tells us leads to de-escalation and increased civility on both sides of the camera.

This year's budget invests in the technology infrastructure necessary to support the terabytes of data that will be produced once the cameras are in operation.

As we work to get police reform right, I have come to understand how a precinct building in this city could become a potent symbol embodying the divisions of these difficult times.

We must of course address the issue of race and policing.

But we also must have a police department prepared to respond to and thoroughly investigate domestic violence and rape.

We must have a police department prepared to appropriately respond to a mass shooting, like we had two years ago at Seattle Pacific University, or like we saw only three nights ago just north of us.

These goals are not in opposition.

We need not choose between reforming the police relationships with the community and having sufficient resources to respond to and investigate crime.

We are obligated to do both. And we will.

As I have said in every major speech I have given as mayor, race remains the greatest challenge facing our nation and our city today.

Everything we have accomplished thus far together – from the minimum wage and pre-k to transit funding and police reform – all of these efforts represent our collective action to reduce the institutional barriers of racism.

Still, there is more we can and must do, particularly for our African American youth.

We know that nationally, African American youth unemployment is roughly double the unemployment rate for white youth.

In Seattle, we know that 36 percent of African American students do not graduate on time or at all.

And of course, there are many other equally unacceptable numbers I could reference to show – not how our children fail in our institutions – but how our institutions fail our children.

At our Education Summit earlier this year, I said that too many of our students are not getting the opportunities they deserve, and the responsibility lies with the adults.

And we heard from one student named Ahlaam Ibraahim who said, “I think the solution is that the Seattle School District and the City of Seattle work together to fix our education system.”

The City of Seattle and Seattle Public Schools have taken this message to heart.

Historically, we have partnered under the Families & Education levy.

During my administration, we have broadened our partnership through the Seattle Preschool Program, which this past summer finished its successful first year in 15 classrooms serving 280 students– 75 percent of whom were students of color.

This month begins the second year of the Seattle Preschool Program’s steady ramp-up, doubling the number of children served from last September to this one.

By 2018, this budget is projected to more than triple the number of classrooms and nearly quadruple the number of children served since the program’s inception.

The City and the District also collaborate on the Creative Advantage arts education program, which is expanded in this year’s budget in the hope that one day we will have arts education in every Seattle school building.

These are substantive partnerships.

But this year, the City and the District, along with partners in business, philanthropy, higher education and community-based organizations – many of whom are here today – are embarking on what is perhaps our most ambitious partnership yet: our Education Summit effort.

The City, with the District and other partners, hosted 20 community and online conversations leading up to the Education Summit this past April with more than 2,000 participants.

I am grateful for the commitment of Superintendent Larry Nyland, Board President Betty Patu and the entire School Board, who have been strong partners through this process.

We heard loud and clear at the Education Summit and our community conversations that we must bring more focus to equity and race in graduation rates and other outcomes.

The first deliverable of the Education Summit will be a set of goals and a vision that targets the needs of African American and other historically underserved students of color in Seattle.

We are funding four items in this budget that address the Education Summit's vision of equity and race.

The "My Brother's Keeper" mentoring program for African-American male students at Aki Kurose Middle School has been a great success – my budget expands it to five additional middle schools.

In the City-funded "innovation model," we partner with three middle schools to close disparities around attendance, behavior and curriculum. This year we are expanding it on a piloted basis to a high school.

We are broadening our summer learning programs by an additional 200 slots, with a new focus on programs offering culturally specific curriculum.

And we are making investments to ensure that students who have graduated from high school remain engaged during the summer and do not fall through the cracks and fail to enroll in college.

These are just but the first steps to come from our Education Summit.

And in the coming months, I will be announcing a full action plan based on the recommendations from this process.

We also heard during the Education Summit that we need to address the similarly striking disparities in health and wellness outcomes, involvement in the criminal justice system, and positive connections with adults and the community.

Our city cannot achieve its full potential when so many of our youth of color are disconnected from opportunities for wellness, safety and success.

Today, I am announcing the creation of a Youth Opportunity Cabinet that will ensure coordination and alignment across the numerous City departments that serve and invest in our young people every day.

Many of our existing youth programs are good programs, but have mixed records on measurable results.

My Youth Opportunity Cabinet will help ensure that our City investments work to support every young person in Seattle to be able to:

- Graduate from Seattle Public Schools and attain a post-secondary credential,
- Obtain meaningful employment,
- Be safe and free of involvement in the criminal justice system,
- Achieve physical and emotional well-being, and
- Have a positive connection with a caring adult in their community.

Making our City work for all means we need a targeted approach to address the racial disparities across all of these goals.

My Youth Opportunity Cabinet builds on the momentum of both the 2015 Youth Summit and this year's Education Summit, recognizing that the voice and wisdom of our young people is one of the most powerful gifts we have.

My budget makes substantial steps toward these goals, including investing in the Career Bridge program to help formerly incarcerated young adults successfully re-enter the workforce.

And, in a personal mission of my own, we make additional investments in youth jobs and a renewed approach that will take to new heights how the City partners with the private sector to hire youth.

We also support our new strategy for the Seattle Youth Violence Prevention Initiative, moving it towards a more outcomes-focused, systemic approach to preventing and intervening in violence.

This year will mark the second of a three-year plan reinvesting in proven models, with a potential impact as important as our systems reform on homelessness.

As I mentioned at the start of this speech, we as a City are facing many of our major challenges head-on.

But there is a challenge that threatens to overwhelm all these worthy efforts – and that challenge is the national tragedy of homelessness.

Earlier this month, I announced *Pathways Home*, my action plan for reducing the number of unsheltered people on our streets.

Fundamentally, this plan is about making our response to homelessness more compassionate, and ensuring that we provide much needed help and care for as many people suffering from the trauma of homelessness as possible.

Before I talk about this plan, however, I would like to remind all of us of the magnitude and complexity of the challenge we are facing.

Again, homelessness is a national tragedy with national causes that require a national response.

And this single word – homelessness – masks the complexity and the fact that it is the symptom of a series of economic and social diseases...

...thirty years of federal cuts to affordable housing...

...the collapse of our mental health system...

...the worst heroin epidemic in our nation's history...

...other levels of governments' failure to fund needed addiction treatment...

...the aftermath of the Great Recession...

...and the rising cost of housing across this nation.

The crisis we see on our streets and sidewalks, in our parks and greenbelts is what income inequality looks like.

It is what a disappearing middle class looks like.

It is what decades of disinvestment from our social safety net looks like.

These are not problems brought about by the City of Seattle alone and they will not be solved by the City of Seattle alone.

But there is much the City can do – and there is much the City is already doing.

We have declared a state of emergency, which we had expected to bring in state and federal aid as in the case of a natural disaster.

And while little help has arrived, we will continue to fund the state of emergency, and continue to urge our state and federal partners to live up to their obligations to address this crisis.

We have made record investments in services, expanding shelter capacity, providing safe spaces for people living unsheltered, bringing services to the street and in stable housing.

In my time as mayor, we together have increased our investment in our homeless service delivery system, already one of the most robust in the country, by 40 percent.

Even still, there are more people living on our streets than ever.

Our region housed nearly 7,000 people in 2015, yet more became or returned to homelessness that year.

We must do better when so many lives are at stake.

For too long, too much of the debate, energy and resources in this city have been focused on short-term crisis response.

We continue to invest in more shelter capacity rather than ways to move people out of shelters and into permanent housing.

This is partly because we have not created a true system.

Currently, the City funds 180 largely disconnected contracts spread out among 60 different service providers – a collection of programs that has grown over time but has not evolved into an integrated system focused on finding solutions to a person’s homelessness.

This is something the City of Seattle *can* take action to change.

*Pathways Home* is my plan to transform our collection of investments into an integrated crisis response system that exits people from homelessness into permanent housing – and my budget invests an additional \$12 million to implement this plan.

We need to ensure that we provide each person with every opportunity to avoid becoming homeless.

And then, if a person becomes homeless, we need everything from our street outreach to our emergency shelters to our permanent housing programs working together to end that person’s homelessness quickly.

*Pathways Home* embodies the principles of good governance – measuring outcomes, making data-driven decisions, investing in best practices and getting results – results that mean people are housed and their homelessness has ended.

First, my budget continues to invest in diversion for families at risk of becoming homeless and for more rapid rehousing of families without shelter – moving indoors by the end of next year the 500 families with children currently known to be living outside on the streets of our city.

Second, *Pathways Home* establishes common lists with the names of individuals seeking assistance to be shared among all providers, so the entire system can begin to better understand each individual’s needs and redirect investments toward customized solutions.

Third, *Pathways Home* prioritizes emergency shelters for those who have no other option but to sleep outside, codifying in contracts that shelters be used not as a first option but as a last resort, while reducing barriers to shelters, such as prohibitions on pets, partners or possessions, or clean and sober requirements.

Fourth, *Pathways Home* institutes accountability measures to ensure that the City is paying for services that:

- identify the specific needs of people experiencing homelessness,
- address their needs properly and,
- ultimately, exit them from homelessness.

This means competitively bidding our service contracts – something that has not happened in over a decade.

Our new approach is exemplified by the Navigation Center pilot program funded in my budget: a low-barrier, 24-hour shelter that includes round-the-clock case management, health services, a place to store belongings, and benefit and housing programs– all in one location.

I want to point out that the ineffectiveness of the City’s current system only undercuts the selfless, dedicated work that our service providers perform each and every day.

We need your help, and we look forward to working with you on the implementation of *Pathways Home*.

But let me say what is not helpful.

Recently, a state senator from outside Seattle paid our city a visit and claimed that Seattle needs, quote “adult supervision” unquote, around the issue of homelessness.

I know state senators. I like state senators. I used to be a state senator. But I do not remember ever seeing a state senator go into another jurisdiction and tell them what to do, much less say they need adult supervision.

This city, this Council, and this Mayor may not fully agree with each other on this issue, and at times the issue is messy and at times we are frustrated with each other.

But Senator, this city, this Council, this Mayor are doing serious work to address a humanitarian crisis that all of us, including you, are responsible for.

We need the state and federal government to step up to their responsibility and fund mental health treatment.

We need the state and federal government to step up and expand affordable housing capacity.

We need the state and federal government to step up to increase funding for addiction treatment.

The City of Seattle may not be able to end homelessness by itself, but the wealth and knowledge absolutely exists in this country to end homelessness in this city and in this nation.

We in these chambers and in this community have already come together to face numerous challenges, pass progressive measures and implement significant best practices and innovations.

I look forward to continuing our work in the coming year and building on all the progress we have made together.

Thank you.