



SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, June 13, 2023

9:30 AM

Council Chamber, City Hall
600 4th Avenue
Seattle, WA 98104

Lisa Herbold, Chair
Andrew J. Lewis, Vice-Chair
Teresa Mosqueda, Member
Sara Nelson, Member
Alex Pedersen, Member

Chair Info: 206-684-8801; Lisa.Herbold@seattle.gov

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SEATTLE CITY COUNCIL
Public Safety and Human Services Committee
Agenda
June 13, 2023 - 9:30 AM

Meeting Location:

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

Committee Website:

<http://www.seattle.gov/council/committees/public-safety-and-human-services>

This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Details on how to provide Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at <http://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin two hours before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

In-Person Public Comment - Register to speak on the Public Comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

Submit written comments to Councilmember Herbold at Lisa.Herbold@seattle.gov

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

(20 minutes)

D. Items of Business

1. Community Police Commission (CPC) Proposed Amendments to Accountability Ordinance

Supporting Documents:

[CPC Co-Chairs Letter](#)

[Requested changes to the 2017 Police Accountability Ordinance 125315](#)

[Presentation](#)

[Draft Council Bill](#)

Briefing and Discussion (30 minutes)

Presenters: Joel Merkel, Co-Chair and Cali Ellis, Interim Executive Director, Community Police Commission

2. [Res 32094](#) A RESOLUTION concerning wage equity for non-profit human services workers; expressing the City Council's intent to consider increasing human services contracts to support wage equity in collaboration with other funders; and requesting information and action from the Executive to advance human services workers wage equity.

Supporting Documents:

[Summary and Fiscal Note](#)

[Central Staff Memo](#)

[Presentation](#)

Briefing, Discussion and Possible Vote (30 minutes)

Presenters: Jen LaBrecque and Karina Bull, Council Central Staff

3. **Office of Emergency Management Heat and Smoke Preparedness Plan**

Supporting Documents:

[Presentation](#)

[Draft Heat and Wildfire Smoke Annex](#)

Briefing and Discussion (30 minutes)

Presenter: Curry Mayer, Director, Office of Emergency Management

E. Adjournment



Legislation Text

File #: Inf 2279, **Version:** 1

Community Police Commission (CPC) Proposed Amendments to Accountability Ordinance

Seattle Community Police Commission

May 9, 2023

VIA EMAIL

Dear Councilmember Lisa Herbold,

We are writing to share with you the Seattle Community Police Commission's requests for amendments to the Seattle Police Accountability Ordinance, 125315.

While the City of Seattle and Seattle Police Department (SPD) have made significant progress on addressing unconstitutional policing practices that led to the inception of the Consent Decree in 2012, the work of police oversight and accountability is never finished. The City and SPD must continue addressing racial disparities in policing, use of force in crowd control, and police misconduct accountability structures in the next SPOG contract, among other problems.

With the City and SPD seeking to come out from under the 2012 Consent Decree, from which the Seattle Community Police Commission (CPC) was created, a strong and effective community-based police oversight and accountability system is even more critical to addressing these problems and long-term accountability.

Nearly six years ago, on June 1, 2017, the City adopted the landmark Police Accountability Ordinance 125315. Importantly, the Ordinance strengthened the independence of the Seattle Community Police Commission and made it a permanent entity within Seattle's Police Accountability system alongside the Office of Police Accountability and the Office of the Inspector General.

While the Ordinance is not perfect, we believe the Police Accountability System established under the Ordinance is a national model for community-based police accountability. Having operated under the Ordinance for nearly six-years, the CPC has recently reviewed the Ordinance with consideration toward further strengthening the CPC and the Police Accountability System. To that end, the CPC voted unanimously at its May 3, 2023, public meeting to request that the City adopt changes to the Ordinance as described in the attached document.

We are grateful for your partnership in this work, and look forward to working with you to update the 2017 Police Accountability Ordinance to improve and strengthen community-based police oversight and accountability in Seattle.

Sincerely,



Reverend Patricia Hunter, Co-Chair



Reverend Harriett Walden, Co-Chair



Joel Merkel, Co-Chair

CC:

Councilmember Andrew J. Lewis
Councilmember Teresa Mosqueda
Councilmember Sara Nelson
Councilmember Alex Pedersen
Mayor Bruce Harrell
Tim Burgess
Andrew Myerberg
OPA Director Gino Betts, Jr.
Inspector General Lisa Judge
Chief Adrien Diaz

CPC’s requested changes to the 2017 Police Accountability Ordinance

May 3, 2023

2017 Police Accountability Ordinance (125315)

Requested Change	Purpose / Rationale
<p>Create the position of “Deputy Director” within the CPC staff</p> <p>Add a section to the Ordinance that creates the “Deputy Director” position on the CPC staff</p>	<p>The CPC’s Executive Director’s duties and responsibilities are significant. The CPC could better fulfill its obligations under the Ordinance and serve the community if it had a Deputy Director that the ED could delegate duties and powers to when necessary. Establishing a Deputy Director is also essential to ensuring the uninterrupted operation of the CPC in certain circumstances, for example when the ED is absent or unavailable.</p> <p>Additionally, the 2017 Accountability Ordinance assigns a Deputy Director to both the OIG and OPA, but not the CPC. §3.29.100(B), §3.29.200(C). Adding a Deputy Director position to the CPC will ensure greater parity among the accountability partners.</p> <p>The Deputy ED position should be a new/additional FTE to existing CPC staff positions.</p>
<p>Clarify CPC’s role in reviewing changes to the SPD policy manual</p> <p>Add to § 3.29.410(c) "or the creation of new policy" after the word "revisions".</p>	<p>§3.29.410(c) provides that the CPC provide input on any “revisions” to the SPD policy manual. While it seems obvious that the City Council originally intended give the CPC the authority to review <u>all</u> revisions to the SPD policy manual – both changes to existing policy and additions of new policy – SPD may interpret the existing language to apply only to revisions of existing policy. The added language makes clear that the CPC has the</p>

	<p>authority to provide input on new policies as well.</p>
<p>Establish qualifications for the CPC Executive Director</p> <p>Add a section that establishes qualifications for the CPC Executive Director on par with the qualifications for the OPA and OIG Directors.</p>	<p>The 2017 Accountability Ordinance establishes qualifications for both the OPA and OIG Directors, but not for the CPC Executive Director. See §3.29.110, §3.29.220. Adding a new section that establishes qualifications for the CPC ED, which borrows the same language from the OPA and OIG sections, will strengthen the role of the ED, clarify the expectations of the ED, and bring the CPC into greater parity with the OPA and OIG.</p>
<p>Improve the process by which the CPC may remove its Executive Director for cause</p> <p>Requested new process:</p> <p>The Co-Chairs may remove the Executive Director for cause only after first consulting with HR and then with the Commission during an Executive Session.</p> <p>If the ED objects to removal, the ED may request an opportunity to respond and be heard during an Executive Session.</p> <p>If any Commissioner objects to removal, they may request a vote of the Commission to retain the ED. A majority vote of the currently appointed commissioners is necessary to retain the ED.</p>	<p>Under the 2017 Accountability Ordinance, the CPC may remove its Executive Director only for cause after a vote of a majority of its appointed commissioners. §3.29.320(C).</p> <p>The current process creates some tension with the Co-Chairs responsibility as the ED’s supervisor. The requested removal process helps avoid requiring commissioners to act in a supervisory capacity except in an instance where the commissioners act as a check on the Co-Chairs’ removal authority. Additionally, the requested process improves privacy considerations for the ED related to HR matters</p>
<p>Clarifying Co-Chair supervision of the ED</p> <p>Clarifies that the Executive Director shall discharge his/her authorities and responsibilities in consultation with and under the supervision of the Co-Chairs.</p>	<p>The CPC Bylaws state that the “Co-Chairs shall serve as the primary supervisor for the Executive Director. The 2017 Accountability Ordinance outlines the CPC ED’s authorities and responsibilities in §3.29.320(D). The CPC’s structure as an independent City</p>

	<p>department was modeled initially after the Seattle Ethics and Elections Commission (EEC). The EEC's authorizing ordinance makes clear that its ED discharges its functions “under the supervision of the Commission.” §3.70.160.</p> <p>The proposed change adds the EEC’s language “in consultation with and under the supervision of the Co-Chairs” to the section that outlines the ED’s authorities and responsibilities. This change will make the CPC more consistent with the EEC’s supervisory structure, improve the Co-Chairs ability to discharge their supervisory and stewardship responsibilities over the ED and the Commission, and increase the ED’s accountability to the Commission and the public.</p>
<p>Reduce the size of the Commission from 21 to 15</p> <p>Each appointing authority should 5 positions to appoint.</p> <p>The SPMA position should move to the Mayor’s Office to ensure the CPC has at least 2 community at large appointments.</p> <p>No Commissioner should be removed from the Commission as part of reducing the number to 15. To the extent the CPC has more than 15 current commissioners, or that one appointing authority has more than 5 current appointees, the Ordinance amendments shall provide for the sunseting of two Commissioner positions.</p>	<p>In 2012, Ordinance 124021 established the CPC with 15 members. In March 2017, the CPC proposed increasing its size to 19, arguing:</p> <p><i>“The CPC believes that four more members will help it (a) better represent a sufficient range of diverse community views and expertise about the issues the CPC is responsible for overseeing, and (b) have adequate capacity to fulfill the expanded obligations of this working commission.”</i></p> <p>The May 2017 Accountability Ordinance increased the size of the CPC to 21. In July 2017, the LGBTQ Commission, Human Rights Commission, and Commission for People with Disabilities increased from 15 to 21 members. The final 2017 Accountability Ordinance increased the CPC size to 21. In the years since, the increased size has not resulted in better representation of community viewpoints or increased ability to</p>

	<p>meet the obligations of the Accountability Ordinance. Rather, the increased size has led to increased challenges.</p> <p>Increasing the number of commissioners has not resulted in increased output or better outcomes. Returning the Commission size to 15 will enable it to return to greater productivity, community engagement, and responsiveness.</p>
<p>Clarify authority to remove Commissioners for cause</p> <p>Clarify that the CPC may remove CPC appointed commissioners for cause by a 2/3 vote of its membership without a subsequent confirmation vote from City Council.</p>	<p>The 2017 Accountability Ordinance states that the “to strengthen the independence of the CPC, Commissioners may be removed from office by the appointing authority only for cause.” §3.29.350(F). However, the same section also states that “a majority vote of the full Council is require to confirm the removal of any Commissioner.”</p> <p>These provisions are in conflict. While the City Council should retain the authority to remove a Mayoral or City Council appointed commissioner for cause, the CPC should have the authority to remove its own appointed commissioners for cause without a confirmation vote from the City Council. This will not only strengthen the independence of the CPC, but will clarify the original intent of the provision granting authority to the CPC for removing CPC appointed commissioners.</p>
<p>§ 3.29.010 – Purpose – Enhancing and sustaining effective police oversight</p> <p>Delete the below quoted language to clarify that it is the CPC’s role to engage with community in a holistic way to understand their concerns and to work with community to recommend changes to SPD policies and practices based on those concerns, and not</p>	<p>The existing language around CPC’s role being “<u>to help ensure public confidence in the effectiveness and professionalism of SPD</u>” is misleading because only SPD can do that (i.e. earn the trust and confidence of the public). The onus should not be on CPC.</p> <p>The CPC’s job is to engage with community in a holistic way to understand their concerns and to work with community to recommend</p>

<p>“to help ensure public confidence in the effectiveness and professionalism of SPD”</p> <p>Remove the <u>underlined</u> Ordinance language below:</p> <p>“Oversight of SPD shall be comprised of a Community Police Commission (CPC) to help ensure <u>public confidence in the effectiveness and professionalism of SPD and the</u> responsiveness of the police accountability system to public concerns by engaging the community to develop recommendations on the police accountability system and provide a community-based perspective on law enforcement-related policies, practices, and services affecting public trust; all for the purpose of ensuring constitutional, accountable, effective, and respectful policing.”</p>	<p>changes to SPD policies and practices based on those concerns.</p> <p>The current language makes it sound like the CPC is there to ameliorate the image of the SPD, rather than to provide community-based accountability. This language (quoted above) should be removed.</p>
<p>§ 3.29.360 – CPC Authority and Responsibility</p> <p>Subsection B currently requires the CPC to assign at least one Commissioner to represent each City Council district and regularly engage the people of that Council district and report back to the CPC on community issues on law enforcement.</p> <p>This requirement should be stricken.</p>	<p>This responsibility is significant and beyond what volunteer Commissioners have the capacity to do. This language / responsibility should be stricken. In general, the CPC’s community engagement should be driven by the Community Engagement Workgroup and staff. Each Commissioner should put forth their best efforts toward community engagement which should focus on communities that historically have been impacted by policing, and not geographic or political boundary lines.</p>

[Ordinance 124543](#) [Commissioner Stipends]

Proposed Change	Purpose / Rationale
<p>Commissioner stipends</p> <p>Add a specific requirement that commissioner stipends be predicated on attendance at meetings and participation in CPC workgroups.</p>	<p>City Ordinance 124543 (2014) authorized monthly stipends of \$550 be paid to CPC commissioners.</p> <p>Currently, the legal requirement that commissioners attend meetings and participate in the work of the CPC in order to receive a stipend is arguably vague. Commissioner stipends are intended to offset the financial burden incurred as a result of participating in CPC business, such as missing time at work. Stipends should only be paid when a commissioner attends and participates in CPC business as required by the CPC Bylaws.</p>
<p>Co-Chair stipends</p> <p>Establish a Co-Chair level stipend.</p>	<p>Despite the CPC Co-Chairs additional responsibilities as outlined in the 2017 Accountability Ordinance and CPC Bylaws, City Ordinance 124543 (2014) does not provide the Co-Chairs with an additional stipend beyond their Commissioner stipend.</p> <p>An additional Co-Chair stipend will recognize the Co-Chairs additional responsibilities and expectations as required by the 2017 Accountability Ordinance and the CPC Bylaws.</p>

CPC
Recommended
Improvements
to the 2017
Police
Accountability
Ordinance

Joel C. Merkel, Jr.

Co-Chair

Seattle Community Police
Commission

Dr. Cali Ellis

Interim Executive Director

Seattle Community Police
Commission

June 13, 2023

Seattle City Council

Public Safety Human Services
Committee

Seattle
Community
Police Commission



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Seattle Community Police Commission



- Established by MOU in July 2012 pursuant to the USDOJ & City of Seattle Consent Decree
- Originally comprised of 15 members of the community
- Made permanent and independent by 2017 Police Accountability Ordinance
 - City Ordinance 125315, signed into law on June 1, 2017
- Increased size of the Commission from 15 to 21 members

Seattle
Community
Police Commission

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Seattle Community Police Commission



Structure



21 Commissioners

Three appointing authorities: Mayor, City Council, CPC
Each appointee must be confirmed by City Council
Three year terms



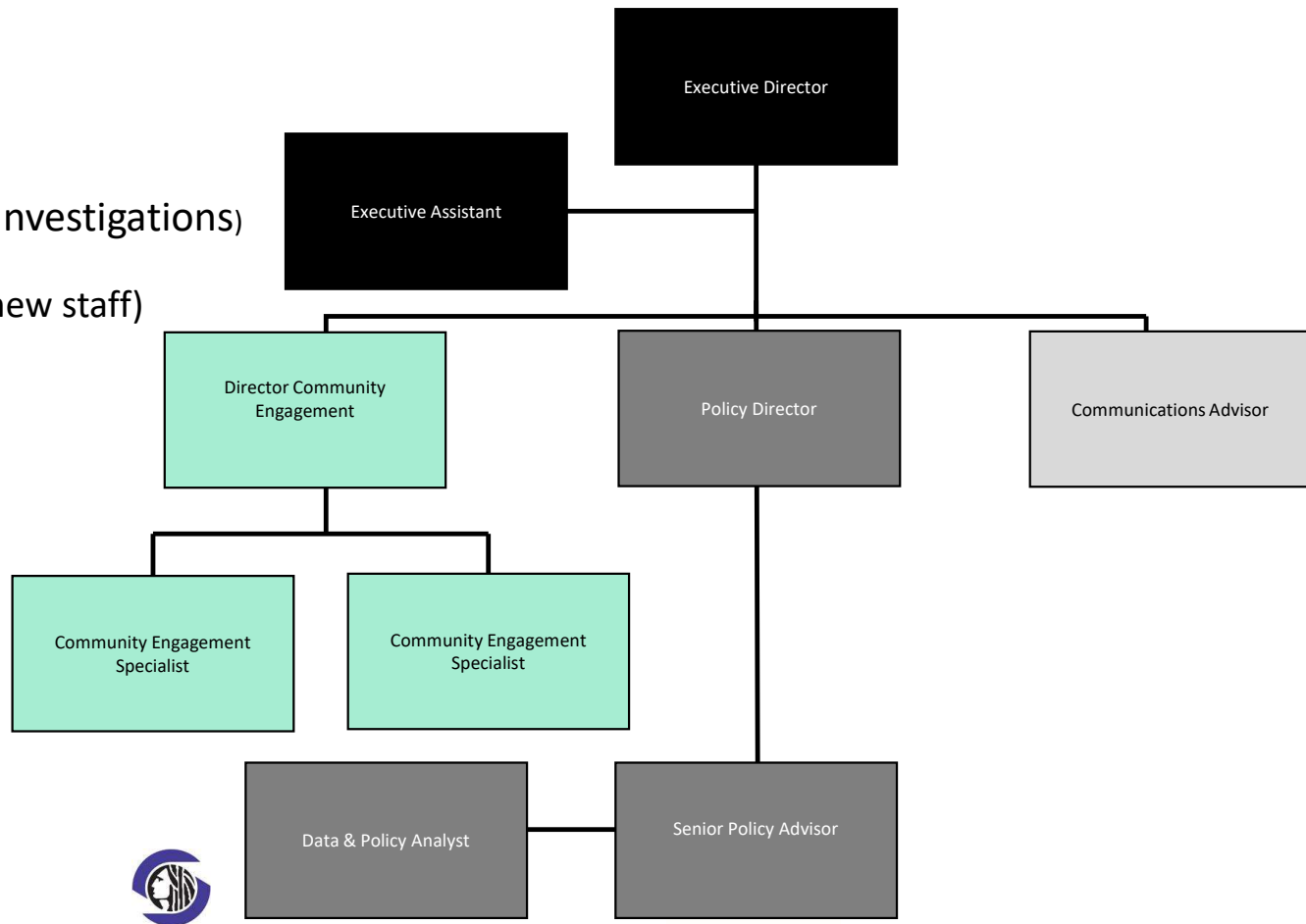
Staff



Executive Director
Policy
Community Engagement
Communications

CPC is the Smallest of the Oversight Partners

- **CPC:** 9 FTE
- **OPA:** ~28 (14 in investigations)
- **OIG:** ~21 (hiring new staff)



Seattle Community Police Commission



Seattle Community Police Commission

Section
3.29.01

2017 Police
Accountability
Ordinance

CPC's Mission:

“to help ensure public confidence in the ... responsiveness of the police accountability system to public concerns by engaging the community to develop recommendations on the police accountability system and provide a community-based perspective on law enforcement related policies, practices, and services affecting public trust; all for the purpose of ensuring constitutional, accountable, effective, and respectful policing.”



Seattle
Community
Police Commission

Seattle Community Police Commission

New Co-Chairs elected June, 2022

- Joel C. Merkel, Jr.
- Rev. Patricia Hunter
- Rev. Harriet Walden



Seattle Community Police Commission

Engagement on Ordinance Revisions – beginning in August 2022

- Co-Charing the Commission
- Supervising the Executive Director
- Engaging with Community and Accountability Partners
- Prior Co-chairs
- Prior Commissioners
- Other City Commissions
- Mayor's Office
- Monitor's Office
- Public Commission Discussion and Unanimous vote – May 3, 2023



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Recommended Ordinance Improvements

Proposed Change

Establish a new FTE position of “Deputy Director” within the CPC staff

- Executive Director may delegate responsibilities to the Deputy Director
- Enable the Commission and Executive Director to better serve the Community
- Bring CPC into parity with OPA and OIG (both have Deputy Director Positions)



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Recommended Ordinance Improvements

Proposed Change

Establish qualifications for the CPC Executive Director

- Current Ordinance is silent on CPC Executive Director Qualifications
- Bring CPC into parity with OPA and OIG (both have Executive Director minimum qualifications)



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Recommended Ordinance Improvements

Proposed Change

Improve the Process for Removing an Executive Director

- Current process creates tension with Co-chairs responsibility as the E.D.'s supervisor and increases the likelihood that private HR matters are discussed in public
- Proposed process allows the E.D. to be heard before Commissioners, and a Commissioner objecting to removal may request a public vote



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Recommended Ordinance Improvements

Proposed Change

Return the size of the Commission from 21 to 15

- In 2012, Ordinance 124021 established CPC with 15 members
- In 2017, City Council expanded the CPC to 21 members



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Recommended Ordinance Improvements

Proposed Change

Clarify CPC authority to remove Commissioners “for cause”

- “For cause” is defined in CPC bylaws
- Improves CPC independence by clarifying that CPC may remove CPC appointed Commissioners without confirmation from City Council



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Recommended Ordinance Improvements

Proposed Change

Clarifying CPC's mission

- **Remove** from current law that CPC shall ensure "*public confidence in the effectiveness and professionalism of SPD.*"



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Recommended Ordinance Improvements

Proposed Change

Removing Council District Assignment for Commissioners

- This responsibility is beyond what volunteer commissioners can do
- Community engagement on policing should focus on communities impacted by policing, not geographic or political boundary lines



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Recommended Ordinance Improvements

Proposed Change

Commissioner Stipends

- City Ordinance 124543 (2014) authorized monthly stipends to be paid to CPC Commissioners
- Proposed change connects payment of stipends to participation in CPC work
- Proposed change creates a Co-Chair stipend



Community Police Commission

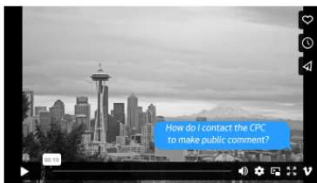
About Us Our Work Take Action News Meetings Community Engagement

The screenshot shows the homepage of the Community Police Commission website. The header includes navigation links: About Us, Our Work, Take Action, News, Meetings, and Community Engagement. The main content area features a large blue banner with a city skyline and the text "Community Engagement". Below this, there is a "Join the CPC" button and a tweet from Seattle CPC (@SeaCPC) dated June 7, mentioning CPC staffer Mergitu Argo. To the right, there is a "Community Police Commission Bi-Monthly Public Meeting" announcement for June 21, 6:30-9:00 PM. Below that is a "Popular Pages" list with five items: 1. CPC Updates, 2. Recommendations Tracker, 3. Police Accountability Tracker, 4. CPC Community Engagement, and 5. Join the CPC. Further right is a "Contact Us" section with phone, email, and address information, and a "Follow Us" section with social media icons for Twitter, Facebook, and LinkedIn. At the bottom right, there is a "Recommendation Tracker" button.

Learn More about the CPC

- <https://www.seattle.gov/community-police-commission>

Meet Our Community Engagement Team



Recent CPC Activity



The screenshot shows a Twitter thread from Seattle CPC (@SeaCPC). The top tweet is dated June 7 and says: "CPC staffer Mergitu Argo joined thousands of Americans across the U.S. who showed up in orange June 2-4 to build community to end gun violence. #WearOrange". Below the text is a video thumbnail showing people at an event with the text "CPC's Mergitu Argo at the wear orange to end gun violence event over the weekend". The second tweet is also dated June 7 and says: "The Community Engagement Team is sparking @ The African American Community Advisory Council with CPC Co-Chair Rev. Harriet Walden and OIG's Bessie Scott. @SeaOIG @SeamsPD". Below the text is a photo of three people holding a sign that says "African American Community Advisory Council".

CITY OF SEATTLE

ORDINANCE _____

COUNCIL BILL _____

..title

AN ORDINANCE relating to civilian and community oversight of the police; clarifying the role, governance and operating procedures of the Community Police Commission, reducing its size and geographic appointment requirements, giving it authority to remove members and Executive Director for cause, and amending its stipend provisions; establishing qualifications and procedures for the Commission’s Executive Director and creating a Deputy Director; amending Sections 3.29.010, 3.29.320, 3.29.330, 3.29.340, 3.29.350, 3.29.360, and 3.29.400 of the Seattle Municipal Code; and repealing Ordinance 124543.

..body

WHEREAS, the Community Police Commission (CPC) was created by federal consent decree in 2012 and charged with a significant oversight function that is intended to serve as a community voice for the entire City; and

WHEREAS, the CPC should include diverse voices that best represent Seattleites, and allows them to share responsibility for their governance, and such representation may not be realized if Commissioners must be appointed by District; and

WHEREAS, organizational performance is dependent on effective leadership and the CPC must ensure that it has in its Executive Director a proven leader with a background in development, community engagement, criminal legal system and police reform issues; and

WHEREAS, the CPC has entrusted its Co-Chairs with providing strategic direction and guidance to its Executive Director, who will perform best under the singular direction, authority and supervision of the CPC Co-Chairs; and

WHEREAS, the number of CPC Commissioners has increased from 15 members as authorized in 2012 in Ordinance 124021 to 21 Commissioners as authorized in 2017 in the

1 Accountability Ordinance (Ordinance 125315), and in the years since, the increased size
2 has not resulted in better representation of community viewpoints or increased ability to
3 meet the obligations of the Accountability Ordinance. Rather, the increased size has led
4 to increased challenges in providing effective oversight; and

5 WHEREAS, the CPC has in 2023 undergone a comprehensive and transparent process to
6 strengthen its organizational structure, to ensure uninterrupted operation of the CPC,
7 improve accountability of Commissioners to the Co-Chairs, Mayor and Council; and

8 WHEREAS, the CPC on May 17, 2023 adopted amendments to its bylaws to reflect changes that
9 will allow it to better fulfill its obligations under its authorizing legislation and the
10 Accountability Ordinance, Ordinance 125315;

11 NOW, THEREFORE,

12 **BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

13 Section 1. Section 3.29.010 of the Seattle Municipal Code, enacted by Ordinance 125315,
14 is amended as follows:

15 **3.29.010 Purpose – Enhancing and sustaining effective police oversight**

16 * * *

17 B. Oversight of SPD shall be comprised of an Office of Police Accountability (OPA) to
18 help ensure the actions of SPD employees are constitutional and in compliance with federal,
19 state, local laws, and with City and SPD policies, and to promote respectful and effective
20 policing, by initiating, receiving, classifying, investigating, and making findings related to
21 complaints of misconduct; an Office of Inspector General for Public Safety (OIG) to help ensure
22 the fairness and integrity of the police system as a whole in its delivery of law enforcement
23 services by providing civilian auditing of the management, practices, and policies of SPD and

1 OPA and oversee ongoing fidelity to organizational reforms implemented pursuant to the goals
2 of the 2012 federal Consent Decree in *United States of America v. City of Seattle*, 12 Civ. 1282
3 (JLR); and a Community Police Commission (CPC) to help ensure public confidence in the
4 ~~((effectiveness and professionalism of SPD and the))~~ responsiveness of the police accountability
5 system to public concerns by engaging the community to develop recommendations on the
6 police accountability system and provide a community-based perspective on law enforcement-
7 related policies, practices, and services affecting public trust; all for the purpose of ensuring
8 constitutional, accountable, effective, and respectful policing.

9 * * *

10 Section 2. Section 3.29.320 of the Seattle Municipal Code, enacted by Ordinance 125315,
11 is amended as follows:

12 **3.29.320 Office of the Community Police Commission – Executive Director**

13 A. ~~((The term of the current CPC Executive Director (Executive Director) appointed
14 pursuant to Subchapter IX of Chapter 3.14 shall expire on December 31, 2018. The current
15 Executive Director may be reappointed to subsequent terms consistent with the requirements of
16 this Chapter 3.29.))~~ There shall be a CPC Executive Director responsible for carrying out the
17 duties set forth in this Subchapter III. There shall be a CPC Deputy Director with powers and
18 duties as the CPC Executive Director may delegate.

19 B. Executive Director – Qualifications

20 1. The CPC Executive Director shall be a civilian with a background in
21 development, community engagement, criminal legal system and police reform issues. The CPC
22 Executive Director shall have a demonstrated ability to lead and manage staff in the CPC’s
23 initiatives to oversee SPD and in recommending policies and practices to support constitutional

1 policing, ongoing system effectiveness, and community responsiveness. The CPC Executive
2 Director shall not have been formerly employed by SPD. The CPC Executive Director should
3 also have the following additional qualifications and characteristics:

4 a. A reputation for integrity and professionalism, and the ability to
5 maintain a high standard of integrity and professionalism in the office;

6 b. A commitment to the need for and responsibilities of law enforcement,
7 community caretaking, and the need to protect the constitutional rights of all affected parties;

8 c. A commitment to the statements of purpose and policies in this Chapter
9 3.29;

10 d. A history of leadership experience;

11 e. The ability to relate, communicate, and engage effectively with all who
12 have a stake in policing, including but not limited to, the general public, complainants,
13 disenfranchised communities, SPD employees, and relevant City and other officials including the
14 Mayor, Council, City Attorney, Inspector General, and OPA Director;

15 f. An understanding of the City's ethnic and socioeconomic diversity and
16 proven experience working with and valuing the perspectives of diverse groups and individuals;
17 and

18 g. The ability to carry out the duties of the CPC Executive Director in a
19 manner that reflects sound judgment, independence, fairness, and objectivity in an environment
20 where controversy is common.

21 ((B-)) C. Executive Director – Appointment

22 1. There shall be an Executive Director, appointed by CPC using merit-based
23 criteria. The position of Executive Director shall be exempt from the classified civil service.

1 ((~~The Executive Director shall not have been formerly employed by SPD.~~)) The term of the
2 Executive Director position is six years.

3 2. Each Executive Director’s initial appointment is subject to confirmation by the
4 Council. Reappointment of an Executive Director to successive terms by CPC is not subject to
5 Council confirmation. If an individual who previously served as Executive Director is again
6 appointed after a different individual was confirmed as the Executive Director by the Council
7 that new appointment is subject to Council confirmation as an initial appointment.

8 3. If an individual is reappointed to a successive term as Executive Director within
9 60 days prior to or 60 days after the expiration of that individual’s term, the ensuing term begins
10 on the date the prior term expired. If an individual is reappointed to a successive term as
11 Executive Director more than 60 days prior to or 60 days after the expiration of the individual’s
12 term, the new term begins on the date of reappointment unless CPC chooses, at the time of
13 reappointment, to make the new term begin on the date the prior term expires or expired.

14 4. Each appointment shall be made whenever possible sufficiently prior to
15 expiration of the latest incumbent’s term of office, permitting Council action to approve or
16 disapprove an appointment at least 60 days before the expiration of the present term, so as to
17 have seamless transition without a gap in leadership.

18 5. In the event of a vacancy, CPC shall designate an interim Executive Director
19 within ten days of the first day of the vacancy.

20 ~~((C.))~~ D. The CPC Co-Chairs may remove the Executive Director only for cause ((upon a
21 majority vote of its membership.)) after consultation with the Seattle Department of Human
22 Resources, and with the CPC during an executive session of a CPC meeting. If the Executive
23 Director objects to removal, the Executive Director may request the opportunity to be heard

1 before the CPC during a subsequent executive session. After the executive session in which the
2 Executive Director objects to removal, any commissioner may request a vote during open session
3 to retain the Executive Director; a majority vote of the currently appointed commissioners is
4 required to retain the Executive Director.

5 ~~((D-))~~ E. The Executive Director, in consultation with and under supervision of the Co-
6 Chairs, shall have the authority and responsibility to:

7 1. Oversee and manage the functions of the Office of the CPC to advance the
8 mission of the Office and perform other duties as CPC may prescribe;

9 2. Hire, supervise, and discharge employees of the Office of the CPC. Employees
10 of the Office of the CPC shall collectively have the requisite credentials, skills, and abilities to
11 fulfill the duties and obligations of CPC set forth in this Chapter 3.29. No employee of the Office
12 of the CPC shall have been formerly employed by SPD;

13 3. Manage the preparation of CPC's proposed budget, authorize necessary
14 expenditures, and enter into contracts for professional and other services in accordance with the
15 adopted budget, develop and manage programs, and undertake authorized activities;

16 4. Execute, administer, modify, and enforce such agreements and instruments as
17 the Executive Director shall deem necessary to implement programs and carry out the
18 responsibilities, functions, and activities of the Office; apply for grants and donations for
19 Commission programs; and solicit and use volunteer services;

20 5. Represent, together with Commissioners, CPC in providing testimony and
21 expertise to City departments and offices, commissions, and other organizations pertaining to
22 issues of constitutional policing; and

1 6. Exercise such other and further powers and duties as prescribed by this Chapter

2 3.29.

3 Section 3. Section 3.29.330 of the Seattle Municipal Code, enacted by Ordinance 125315,
4 is amended as follows:

5 **3.29.330 Community Police Commission – Independence**

6 A. CPC is self-governing and functionally independent. CPC may adopt bylaws to govern
7 its own activities.

8 ~~((B. The CPC Executive Director shall have authority for the hiring, supervision, and
9 discharge of all employees of the Office of the CPC. No employee of the Office of the CPC shall
10 have been formerly employed by SPD as a sworn officer.~~

11 ~~€))~~ B. The City shall provide staff and resources that it deems sufficient to enable CPC
12 to perform all of its responsibilities specified in this Chapter 3.29. The CPC Executive Director
13 shall submit an annual budget request to the Mayor. The Office of the CPC budget shall be
14 appropriated in a Budget Control Level that is independent of any other City department. CPC
15 Commissioners and the CPC Executive Director may advocate for resources directly to
16 Councilmembers or the Council during the budget process and throughout the year.

17 ~~((D:))~~ C. Without the necessity of making a public disclosure request, CPC may request
18 and shall timely receive from other City departments and offices, including SPD, information
19 relevant to its duties under this Chapter 3.29 that would be disclosed if requested under the
20 Public Records Act.

21 Section 4. Section 3.29.340 of the Seattle Municipal Code, enacted by Ordinance 125315,
22 is amended as follows:

23 **3.29.340 Community Police Commission – Qualifications**

1 C. (~~Commissioners in position numbers 1, 4, 7, 10, 13, 16, and 19 shall be appointed,~~
2 ~~and where applicable, reappointed by the Mayor. Commissioners in position numbers 2, 5, 8, 11,~~
3 ~~14, 17, and 20 shall be appointed, and where applicable, reappointed by the Council.~~
4 ~~Commissioners in position numbers 3, 6, 9, 12, 15, 18, and 21 shall be appointed, and where~~
5 ~~applicable, reappointed by CPC. Position number 3 shall be designated for the public defense~~
6 ~~representative; position number 6 shall be designated for the civil liberties law representative;~~
7 ~~position number 15 shall be designated for the SPOG representative; and position number 18~~
8 ~~shall be designated for the SPMA representative.~~

9 ~~D.))~~ All CPC Commissioners shall be eligible to serve a maximum of three three-year
10 terms, with each term commencing on January 1, except for the first term under this Section
11 3.29.350 which will begin at the time of their confirmation following enactment of (~~Council Bill~~
12 ~~118969)) Ordinance 125315. All terms shall be staggered so that no more than (~~seven~~) five
13 Commissioners' terms expire in any given year. If a Commissioner assumes office prior to the
14 expiration of the term of the Commissioner's predecessor, the Commissioner may complete that
15 term and then be reappointed for up to three three-year subsequent terms.~~

16 (~~E.))~~ D. Each appointment and reappointment shall be made whenever possible
17 sufficiently prior to the expiration of the incumbent's term of office or the effective date of an
18 incumbent's resignation, to permit Council action to approve or disapprove the appointment or
19 reappointment, at least 45 days before the vacancy, so as to avoid undue vacancy. All
20 appointments to fill positions due to resignations without notice shall be made as soon as
21 reasonably possible, but should be made no later than 90 days after the effective date of the
22 resignation of the incumbent. A Commissioner whose term is ending may continue on an interim
23 basis until a successor has been confirmed by the Council.

1 ~~((F.))~~ E. To strengthen the independence of CPC, Commissioners may be removed from
2 office by their appointing authority only for cause. By a ~~((three-quarters))~~ two-thirds vote of its
3 membership, CPC may ~~((approve removal of Commissioners appointed by CPC))~~ remove a
4 CPC-appointed Commissioner for cause or recommend removal of a Mayor- or Council-
5 appointed Commissioner for cause. For a Mayor-appointed Commissioner whose removal is
6 recommended by CPC, the Mayor must agree in writing with the recommendation for removal
7 before the City Council may vote to confirm the removal. ~~((A))~~ For a Mayor- or Council-
8 appointed Commissioner, majority vote of the ~~((full))~~ City Council is required to confirm the
9 removal ~~((of any Commissioner))~~.

10 ~~((G. Commissioners shall be compensated, if at all, as provided by ordinance.))~~ F. A non-
11 Co-Chair Commissioner performing the duties of a Commissioner may request a stipend of \$550
12 per month. The purpose of the stipend is to compensate for the financial burden of performing
13 the duties of a commissioner. A Co-Chair fully performing the duties of a Co-Chair and the
14 duties of a Commissioner may request a stipend of \$1,500 per month. Any request shall be made
15 to the Executive Director. Any stipend shall be provided only for months of service occurring
16 after the month in which the request is granted.

17 Section 6. This section transitions the Community Police Commission from 21 members
18 to 15.

19 A. As of the effective date of this ordinance, all vacant positions are eliminated.

20 B. As amended by this ordinance, Seattle Municipal Code subsection 3.29.350.A creates
21 a Commission with four members who have specialized qualifications under Seattle Municipal
22 Code subsection 3.29.340.D and 11 general members. If a position becomes vacant, and filling it

1 would cause the Commission to have more than 11 general members, instead that position is
2 eliminated.

3 C. Appointment packets do not need to use position numbers except as necessary to
4 specify whether the appointment is to replace a member whose term has ended.

5 D. Once the Commission is reduced to no more than 11 general members:

6 1. If an appointing authority is responsible for appointing more than five
7 Commissioners overall and another appointing authority is responsible for appointing fewer than
8 five, the next general member position appointment or reappointment under the former's
9 responsibility will transfer to the latter's responsibility. This process shall be repeated as
10 necessary until each appointing authority has five active members, pursuant to Seattle Municipal
11 Code subsection 3.29.350.A as amended by this ordinance.

12 2. Appointing authorities may create short or long terms as necessary until terms
13 are staggered pursuant to Seattle Municipal Code subsection 3.29.350.C as amended by this
14 ordinance.

15 Section 7. Section 3.29.360 of the Seattle Municipal Code, enacted by Ordinance 125315,
16 is amended as follows:

17 **3.29.360 Community Police Commission – Authority and responsibility**

18 CPC shall have the authority and responsibility to:

19  * * *

20 B. ~~((Assign at least one Commissioner to represent each Council district.))~~ Each
21 Commissioner ~~((representing a Council district))~~ shall; ~~((live, work, or))~~ have significant
22 professional or civic ties in ~~((that district))~~ Seattle; demonstrate a deep understanding of
23 neighborhood-level issues; actively engage ~~((the people within the Council district))~~ with the

1 community on a regular basis; and regularly report back to CPC on community (~~issues on~~) and
2 law enforcement (~~in the Council district~~) issues in Seattle.

3 * * *

4 Section 8. Section 3.29.400 of the Seattle Municipal Code, enacted by Ordinance 125315,
5 is amended as follows:

6 **3.29.400 Reporting of potential misconduct and police accountability issues**

7 * * *

8 B. The Inspector General and CPC (~~Co-Chairs~~) Executive Director, or their designees,
9 shall present a mid-year report to the public safety committee on the status of recommendations
10 issued by OPA, OIG, and CPC, including those which involve the City's budget, state legislative
11 agenda, and collective bargaining agenda. The report shall include whether follow-through was
12 timely and effectively addressed needed improvements. The Chief and OPA Director, or their
13 designees, shall participate in the presentation, as well as a Mayor's Office representative as
14 appropriate.

15 * * *

16 Section 9. Ordinance 124543, relating to Community Police Commission stipends, is
17 repealed.



1 Section 10. This ordinance shall take effect and be in force 30 days after its approval by
2 the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it
3 shall take effect as provided by Seattle Municipal Code Section 1.04.020.

4 Passed by the City Council the _____ day of _____, 2023,
5 and signed by me in open session in authentication of its passage this _____ day of
6 _____, 2023.

7 _____
8 President _____ of the City Council

9 Approved / returned unsigned / vetoed this _____ day of _____, 2023.

10 _____
11 Bruce A. Harrell, Mayor

12 Filed by me this _____ day of _____, 2023.

13 _____
14 Anne Frantilla, Interim City Clerk

15 (Seal)



Legislation Text

File #: Res 32094, **Version:** 1

CITY OF SEATTLE

RESOLUTION _____

A RESOLUTION concerning wage equity for non-profit human services workers; expressing the City Council's intent to consider increasing human services contracts to support wage equity in collaboration with other funders; and requesting information and action from the Executive to advance human services workers wage equity.

WHEREAS, the Human Services Department (HSD) connects people with resources and solutions during times of need; and

WHEREAS, HSD contracts with more than 170 community-based partners that work together to build the infrastructure to provide services that strengthen Seattle's communities and achieve the vision of a just and thriving society; and

WHEREAS, partnerships with community-based organizations allow HSD to serve thousands of vulnerable neighbors every year, including to prepare youth for success, support affordability and livability, support safe communities, address homelessness, promote public health, and promote healthy aging; and

WHEREAS, non-profit and government leaders connect low wages to problems with hiring and retaining employees to perform crucial human services work; and

WHEREAS, the Seattle Human Services Coalition (SHSC) states that it is increasingly difficult for human services workers to live in our communities and stay in human services jobs due to low wages, resulting in high turnover, extreme difficulty in recruiting, additional recruitment and training costs, soaring costs in overtime, lost productivity, and the disruption of relationships between providers and program participants which are essential for successful outcomes; and

WHEREAS, the Five Year Plan for the King County Regional Housing Authority (Authority) states that an

informal survey of the five largest homelessness services providers revealed 300 vacant positions and that low wages paid to direct service staff are believed to be one of the most substantial reasons for the vacancies; and

WHEREAS, providers also reported to the Authority that recruitment and retention problems impact their ability to spend down contracted funds; and

WHEREAS, the Seattle Office of Housing reports that permanent supportive housing providers are seeing much higher rates of unfilled positions compared to all industries at a national and state level; and

WHEREAS, staffing shortages at non-profit organizations have been severe enough to restrict the City's capacity to open new housing units, including those serving people exiting homelessness; and

WHEREAS, in November 2015 the Mayor issued a Proclamation of Civil Emergency related to homelessness and the City must prioritize helping people experiencing homelessness to become housing-ready and moving them into temporary or permanent housing; and

WHEREAS, in 2019, the City enacted Ordinance 125865 establishing Seattle Municipal Code Section 3.20.060 to require annual inflationary adjustments for HSD-administered human services contracts to reflect actual operating costs (including wages), unless explicitly prohibited by or otherwise incompatible with requirements of the funding source, because the City found that human services agencies have challenges maintaining services due to vacancies, turnover rates, low wages, and increasing costs; and

WHEREAS, in the 2022 Adopted Budget, Council included \$600,000 to HSD for a study analyzing the comparable worth of human services jobs as compared to jobs in different fields that require similar skills, education and difficulty; and

WHEREAS, HSD contracted with the University of Washington to conduct a Wage Equity Study for non-profit human services workers; and

WHEREAS, beginning in August 2022 and continuing through February 2023, the University of Washington project team met regularly with a steering committee convened by the Seattle Human Services

Coalition, which included City stakeholders, leaders of Seattle and King County-based non-profit agencies that provide a range of human services, and local and national policy experts; and

WHEREAS, the University of Washington published the Wage Equity Study in February 2023; and

WHEREAS, the Wage Equity Study found that holding constant worker characteristics such as education level or age, median annual pay for human services workers in the non-profit sector is 37 percent lower than in non-care industries; and closing a 37 percent wage equity gap would require a 59 percent increase in wages; and

WHEREAS, the Wage Equity Study found that workers who leave the human services industry for a job in a different industry see a net pay increase of seven percent a year later (relative to workers who stay in human services) after accounting for observable worker and employer characteristics; and

WHEREAS, the Wage Equity Study included a job evaluation that demonstrated that the gaps revealed in the market analysis between human services workers and workers in other industries do not reflect lower pay because human services work is easier, less skilled, or less demanding than other jobs; and

WHEREAS, the Wage Equity Study found that just under half (48 percent) of human services workers in King County were employed in the non-profit sector and much of this work is performed under contracts with local, county, and state governments to deliver services to residents; and

WHEREAS, the Wage Equity Study found that women are over-represented in the human services industry, making up almost 80 percent of human services workers, and Black/African American workers are almost three times as likely to work in human services as they are to work in non-care industries; and

WHEREAS, the Wage Equity Study found that today's human services workers face lower wages because industry wages have carried forward historic gender and racial discrimination, including discrimination associated with cultural devaluation of skills and commitments of people of color that shows up in lower wages; and

WHEREAS, since 2022 the SHSC has convened a Wage Equity Funding Roundtable with the goal of bringing

public and private human services funders and providers together to collaboratively chart a path toward wage equity and includes representatives from HSD, King County Department of Community and Human Services, large philanthropic organizations such as Ballmer Group, Gates Foundation, Seattle Foundation and United Way and several small and midsize foundations; and

WHEREAS, King County's Best Starts for Kids Levy is providing \$5 million per year through 2027 to fund a Childcare Workforce Demonstration Project to increase the wages for 1,400 low-wage childcare workers and study the impacts of these wage boosts; and

WHEREAS, King County's proposed Veterans, Seniors, and Human Services Levy would require, if approved by King County voters, that the implementation plan identify and describe the levy strategies to stabilize the nonprofit regional health and human services workforce; and

WHEREAS, King County's Crisis Care Center (CCC) Levy has assumed operating CCC staff wages would be funded at 20 percent above the current average staff wage at King County's only comparable crisis facility and also assumes an additional \$20 million to invest in strategies such as subsidizing staff insurance costs, funding costs of certifications, or subsidizing caregiver costs like childcare or eldercare for staff; and

WHEREAS, the Seattle Office of Housing released a \$25 million Request for Interest for 2023 to pay for workforce stabilization, maintenance, and operating expenses in existing permanent supportive housing buildings; and

WHEREAS, the proposed 2023 Seattle Housing Levy would, if approved by Seattle voters, include \$122 million to pay for operating, maintenance and services expenses, including workforce stabilization, in new and existing permanent supportive housing buildings and the Executive has proposed \$282 million in Jumpstart Funding between 2024-2030 for the same purpose; and

WHEREAS, the 2023-2025 State Operating Budget increased homeless service provider contracts by \$45 million, a 6.5 percent increase, and prioritized the funds for stabilization of the homeless service

provider workforce; and

WHEREAS, the 2023-2025 State Operating Budget provided a 15 percent Medicaid rate increase for behavioral health providers to help address many of the state’s current behavioral health workforce issues; and

WHEREAS, the 2024 Endorsed Budget includes appropriations of \$209 million to HSD for human services contracts and reflects an inflationary adjustment of 6.7 percent; and

WHEREAS, approximately 80 to 100 percent of HSD-administered human services contracts are for human services worker wages; and

WHEREAS, the Council recognizes the following principles: when human services workers are paid well below the market rate for jobs with similar worth or value it becomes increasingly hard for such workers to live in Seattle’s communities and stay in human services jobs; pay inequities contribute to high turnover rates that in turn disrupt the relationships between human services workers and participants that are essential for successful outcomes; and equitable pay helps maintain a stable workforce and ensure that necessary services remain available to communities; NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE THAT:

Section 1. The Council acknowledges its inherent responsibility to make a meaningful contribution towards achieving wage equity for non-profit human services workers, who perform critical and essential work serving Seattle’s most vulnerable populations.

Section 2. The Council recognizes the short-term and long-term recommendations contained in the University of Washington’s (UW) Wage Equity Study, without committing itself to all of them.

A. The Wage Equity Study recommends that by 2025 non-profit human services organizations and their governmental and non-governmental funders should increase human services workers’ wages by at least seven percent beginning in the next one to two years. This amount represents a starting point for the minimum increase needed immediately to reduce the number of workers leaving human services posts for significantly

higher-paying jobs in other industries. Additionally, these same entities should make adjustments for inflation separate from wage equity adjustments, build in future inflation adjustments, maintain or improve non-wage benefits and job characteristics throughout the wage equity increase process and consider wage increases as a necessary part of ongoing racial and gender equity work in the City and King County.

B. The Wage Equity Study recommended that by 2030 there be substantial wage increases for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries, that a salary grade system and minimum pay standards based on job characteristics be established and that public contracts be used to further wage equity.

Section 3. The Council recognizes that fully addressing the wage equity gap will take a combined effort from all funders, including Seattle, King County, Washington State, the federal government, and private philanthropy.

A. The Council requests that the Executive continue to participate in the Seattle Human Services Coalition's convening of public and private funders to develop strategies for addressing wage equity across all funding streams, with the goal of partner funders committing to wage equity goals by September 26, 2023, to assist Council's consideration of City funding contributions during 2024 budget deliberations, to the extent that sufficient revenues are available after considering revenue forecasts; and

B. The Council requests that the Executive work collaboratively with Council, external partners, and other jurisdictions to focus workforce investments on increasing worker wages, including those in the Crisis Care Center Levy, proposed Seattle Housing Levy, and proposed Veterans, Seniors, and Human Services Levy.

Section 4. The Council intends to consider recommendations to increase funding for contracts administered by the Human Services Department (HSD) by seven percent by 2025, including pass-through contracts to the King County Regional Homelessness Authority, for purposes of addressing the UW Wage Equity Study recommendation to take immediate action to reduce the wage equity gap for non-profit human services workers, to the extent sufficient revenues are available for this purpose.

Section 5. The Council may consider wage equity increases to HSD-administered contracts in 2026 and beyond to make additional progress on achieving wage equity.

Section 6. The Council intends to consider any wage equity increases to HSD-administered contracts to be in addition to inflationary adjustments required under Seattle Municipal Code (SMC) Section 3.20.060.

Section 7. The Council may consider additional actions for addressing the wage gap for human services workers upon reviewing HSD's response to Statement of Legislative Intent (SLI) HSD-300-A-002-2003, which is due on June 20, 2023. This SLI requested HSD to report on the impacts of the required annual inflationary adjustments under SMC 3.20.060, recommendations for changes, if any, to regulations requiring annual inflationary adjustments, recommendations for strategies to address the staffing shortage among human services providers; and recommendations for potential funding sources to increase human services wages for workers.

Section 8. The Council intends that any increase to contracts administered by HSD for purposes of wage equity would be used to increase worker wages. Therefore, the Council requests that HSD develop a plan for incorporating wage equity into the evaluation of Requests for Proposals received by HSD, executed contracts, reporting and annual contract monitoring.

Section 9. The Council understands that other City departments may administer human services contracts and requests those departments to consider wage equity increases and inflationary adjustments when renewing or renegotiating human services contracts. The Council requests that the City Budget Office work in collaboration with Central Staff, the Department of Early Learning, the Office of Labor Standards, the Department of Neighborhoods, the Office of Immigrant and Refugee Affairs, and any other departments that administer human services contracts to:

- A. Determine other contracts that meet the criteria for human services work, using SMC 3.20.050 as a starting point for determining the criteria for a human services contract;
- B. Determine the total number and amount of those contracts; and
- C. Submit a report with this information to the Council's committee overseeing human services by April

1, 2024.

Section 10. The Council recognizes that given the current economic forecast identifying funding for wage equity increases may require other policy and spending trade-offs.

Adopted by the City Council the _____ day of _____, 2023, and signed by me in open session in authentication of its adoption this _____ day of _____, 2023.

President _____ of the City Council

Filed by me this _____ day of _____, 2023.

Anne Frantilla, Interim City Clerk

(Seal)

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact:	CBO Contact:
LEG	Jennifer LaBrecque	N/A

** Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.*

1. BILL SUMMARY

Legislation Title: A RESOLUTION concerning wage equity for non-profit human services workers; expressing the City Council’s intent to consider increasing human services contracts to support wage equity in collaboration with other funders; and requesting information and action from the Executive to advance human services workers wage equity.

Summary and Background of the Legislation:

Wage Equity Study:

In February 2023, the University of Washington’s (UW) School of Social Work published a Wage Equity Study, commissioned by the Human Services Department (HSD). The study consisted of two separate parts. The first part was a market analysis, which compared pay for human services workers and workers in other industries using local, state and federal quantitative employment data while controlling for observable worker characteristics such as age and education level. The second part was a job evaluation, which compared a subset of specific human services jobs to jobs in other industries using in-depth questionnaires and interviews. The job evaluation was a complement to the market analysis in order to determine if any differences in pay were attributable to the underlying nature of human services work as compared to other industries.

The market analysis found that there is a 37 percent wage gap between non-profit human service workers and workers in non-care industries, which it would take a 59 percent wage increase to close. It also found that workers who leave the human services industry for jobs in other industries see a net pay increase of 7 percent a year later. The job evaluation found that the gaps revealed in the market analysis between human services workers and workers in other industries do not reflect lower pay because human services work is easier, less skilled, or less demanding than other jobs.

Wage Equity Resolution

This Resolution would state the Council’s acknowledgement of its responsibility to make a meaningful contribution toward achieving wage equity for non-profit human services workers by:

1. Recognizing the short-term and long- term recommendations in the UW Wage Equity Study, which include a recommendation to increase human services worker wages by at least 7 percent by 2025 and to substantially increase wages for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries by 2030.

2. Collaborating with private and public funders to make joint progress on wage equity.
3. Intending to consider recommendations to increase to HSD-administered contracts of 7 percent by 2025 and additional increases in 2026 and beyond, with wage equity adjustments to be in addition to inflationary adjustments.
4. Considering additional actions upon reviewing HSD’s response to Statement of Legislative Intent (SLI) HSD-300-A-002-2003, which is due on June 20, 2023.
5. Requesting a plan from HSD on how the department would incorporate wage equity into the application evaluation and contracting process, in order to help ensure that increases in contracts for purposes of wage equity were used to increase worker wages.
6. Requesting that the Executive consider wage equity increases for human service contracts administered by departments outside of HSD and provide a report with information on those contracts.

2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project? Yes No

If yes, please fill out the table below and attach a new (if creating a project) or marked-up (if amending) CIP Page to the Council Bill. Please include the spending plan as part of the attached CIP Page. If no, please delete the table.

Project Name:	Project I.D.:	Project Location:	Start Date:	End Date:	Total Project Cost Through 2028:

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget? Yes No

If there are no changes to appropriations, revenues, or positions, please delete the table below.

Appropriation change (\$):	General Fund \$		Other \$	
	2023	2024	2023	2024
Estimated revenue change (\$):	Revenue to General Fund		Revenue to Other Funds	
	2023	2024	2023	2024
Positions affected:	No. of Positions		Total FTE Change	
	2023	2024	2023	2024

Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs?

The Resolution states Council’s intent to consider increasing HSD-administered contracts by 7 percent by 2025 and to consider additional wage equity between 2026-2030 for purposes of advancing wage equity, both of which were recommendations in the UW Wage Equity Study. If the City were to provide a wage equity increase of 3.5 percent in 2024 and 3.5 percent in 2025 the total cumulative cost would be \$22.88 million (\$7.34 million in 2024 and \$15.54 million in 2025.) Costs impacts in 2026 and beyond would depend on the size of the wage equity increase.

Are there financial costs or other impacts of *not* implementing the legislation?

Low wages in the non-profit human services sector have multiple impacts, including high levels of staff vacancies and turnover, increased recruiting and retention costs, difficulty in expending contracted funds and providing services and disruption of relationships between workers and program participants which are essential for successful outcomes. These challenges can impede the City’s ability to effectively provide human services for the City’s most vulnerable communities and address critical issues, such as reducing homelessness. Increasing wages would increase the ability of providers to effectively deliver services.

4. OTHER IMPLICATIONS

a. Does this legislation affect any departments besides the originating department?

The Resolution requests collaboration with the Executive and specific deliverables from HSD and the City Budget Office, including requests that:

- HSD provide a plan on how the department would incorporate wage equity into the evaluation and contracting process,.
- The Executive continue to participate in the Seattle Human Services Coalition convening of public and private funders to develop strategies for addressing wage equity.
- The Executive work with Council to focus workforce investments on increasing worker wages, including those in the Crisis Care Center Levy, proposed Seattle Housing Levy and proposed Veterans, Seniors, and Human Services Levy.
- The City Budget Office consider wage equity increases for human services contracts administered outside of HSD and provide a report with information on those contracts.

b. Is a public hearing required for this legislation?

No

c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

No

d. Does this legislation affect a piece of property?

No

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?

Raising wages of human services workers would disproportionately benefit Black workers and women who are overrepresented in this industry. Women comprise almost 80 percent of workers in human services. Black workers are almost three times as likely to work in human services as they are to work in non-care industries. Today's human services workers face lower wages because industry wages have carried forward historic gender and racial discrimination. Workers of color have historically experienced and still experience discrimination in employment that constricts their opportunities and reduces their bargaining power. Discrimination is also associated with a cultural devaluation of skills and commitments of people of color that shows up in lower wages. While the City cannot address wage equity issues alone – given that most non-profit human services organizations have multiple funding sources – it can help contribute its share towards addressing this issue and provide leadership in this area.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

No

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

No

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)?

The long-term goals of this Resolution are to increase human services worker wages, which would result in lower vacancies and less staff turnover and allow organizations to more effectively provide human services to Seattle's vulnerable populations. Under the resolution, Council would intend to consider increasing HSD-administered contracts by 7 percent by 2025 for purposes of wage equity.

Summary Attachments (if any):

June 6, 2023

MEMORANDUM

To: Public Safety and Human Services Committee
From: Jennifer LaBrecque and Karina Bull, Legislative Analysts
Subject: Resolution 32094 - Human Services Workers Wage Equity

On June 13, 2023, the Public Safety and Human Services Committee will discuss and possibly vote on [Resolution \(RES\) 32094](#) that would express City Council's (Council's) commitment to supporting wage equity for human services workers by considering increases to human services contracts and collaborating with other public and private funders. The RES follows the February 2023 publication of the University of Washington's (UW) Wage Equity Study for Human Services Workers. That study found a 37 percent wage gap between non-profit human services workers and workers in other industries despite evidence that human services work is not easier, less skilled, or less demanding than other jobs.

The Committee received briefings from the UW research team on their findings on [March 14, 2023](#) and from Central Staff on draft RES language on [April 25, 2023](#).

This memo (1) provides background on the impact of low wages on the human services field in Seattle; (2) summarizes the UW Wage Equity Study; (3) summarizes the RES; (4) discusses policy considerations; and (5) presents next steps.

Background

Multiple public and private entities report that low wages in the non-profit human services sector create negative impacts for staff recruitment and retention, impeding the City of Seattle's (City's) ability to effectively provide human services for the City's most vulnerable communities and address critical issues, such as reducing homelessness. Examples include:

- According to the King County Regional Housing Authority's (Authority), service providers report that staffing vacancies impact their ability to provide services, including their ability to successfully utilize all contracted funds. Low wages, paired with secondary trauma, contribute to staff burnout and turnover. Based on an informal April 2022 Authority survey of service providers, the five largest homelessness service providers in King County had more than 300 vacant positions.¹
- The Office of Housing reports that wages for many staff in Permanent Supportive Housing (PSH) buildings are well below median income and that PSH providers are seeing much higher rates of unfilled staff positions compared to national and state averages.² Staffing shortages at non-profit organizations have been severe enough to restrict the City's capacity to open new housing units, including those serving people exiting homelessness³.

¹ [Revised-Five-Year-Plan-5.12.pdf \(kcrha.org\)](#)

² [OH presentation at the April 25, 2023 Select Committee on 2023 Housing Levy](#)

³ [Seattle homelessness nonprofits struggle to hire, complicating plans to expand shelters and housing | The Seattle Times](#)

- The 2021 King County Nonprofit Wage & Benefits Survey Report found that wages for nonprofit employees providing services such as shelter provision and violence prevention are at levels that make it difficult to sustain a career.⁴

UW Wage Equity Study

In the 2022 Adopted Budget, Council added \$600,000 to the Human Services Department (HSD) for a study analyzing the comparable worth of human services jobs as compared to jobs in different fields that require similar skills, education, and difficulty. At the conclusion of a competitive RFP process, HSD contracted with the University of Washington (UW) School of Social Work to conduct this study. In February 2023, UW published a Wage Equity Study⁵ comprised of a market analysis and job evaluation.

The market analysis found a 37 percent wage gap between non-profit human service workers and workers in non-care industries, which would take a 59 percent wage increase to close.⁶ It also found that workers who leave the human services industry for jobs in other industries see a net pay increase of seven percent a year later. The job evaluation found that the gaps revealed in the market analysis between human services workers and workers in other industries do not reflect lower pay because human services work is easier, less skilled, or less demanding than other jobs.

The Wage Equity Study included short and long-term recommendations for closing the wage gap for human services workers. By 2025, the study recommended that non-profit human services organizations, with the support of their funders, should increase human services workers' wages by at least seven percent, as a starting point to immediately reduce the number of workers leaving human services posts for higher-paying jobs in other industries. The study also recommended that any wage equity increases should be separate from inflationary increases. By 2030, the study recommended substantial wage increases for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries.

⁴ [King County Nonprofit Wage & Benefits Survey \(501commons.org\)](https://www.kingcounty.gov/501commons.org)

⁵ [Wage Equity Study | School of Social Work \(uw.edu\)](https://www.uw.edu/school-of-social-work/wage-equity-study)

⁶ For purposes of the UW Wage Equity Study and this Resolution, wages refers only to earnings and not to other forms of compensation such as benefits.

Resolution Summary

The RES would state the Council's acknowledgement of its responsibility to make a meaningful contribution toward achieving wage equity for non-profit human services workers by:

- Recognizing the short-term and long-term recommendations in the UW Wage Equity Study without committing to all of them;
- Collaborating with private and public funders to make joint progress on wage equity;
- Intending to consider recommendations to increase the total amount of HSD-administered contracts by seven percent by 2025 for purposes of wage equity and possibly consider additional increases in 2026 and beyond;
- Making wage equity adjustments separate and in addition to inflationary adjustments currently required by City law under [SMC 3.20.060](#);
- Considering additional actions upon reviewing HSD's response to [Statement of Legislative Intent \(SLI\) HSD-300-A-002-2023](#), which is due on June 20, 2023⁷;
- Requesting a plan from HSD on how the department would incorporate wage equity into their review of Request for Proposal responses and their contracting process, to help ensure that increases in contracts for purposes of wage equity is used to increase worker wages; and
- Requesting that the Executive consider wage equity increases for human services contracts administered by departments outside of HSD and provide a report with information on those contracts, using [SMC 3.20.050](#) as a starting place for developing criteria for what constitutes a human services contract.⁸

⁷ This SLI requested HSD to report on the impacts of the required annual inflationary adjustments under SMC 3.20.060, recommendations for changes, if any, to regulations requiring annual inflationary adjustments, recommendations for strategies to address the staffing shortage among human services providers; and recommendations for potential funding sources to increase human services wages for workers.

⁸ The SMC does not contain a specific definition of for human services. However, SMC 3.20.050 does provide some context, as it says that HSD shall make investments in human services program that provide the following six desired results: 1) All youth living in Seattle successfully transition to adulthood 2) All people living in Seattle are able to meet their basic needs 3) All people living in Seattle are sheltered 4) All people living in Seattle experience moderate to optimum health conditions 5) All people living in Seattle are free from violence 6) All older adults living in King County experience stable health and are able to age in place

Assessment of UW Study Methodology

The recommendations in the UW Wage Equity Study could have significant budget implications for the City, as the study identifies significant wage gaps between human service workers and workers in other industries and recommends that funders, such as the City of Seattle, increase contracts to close that wage gap. This section is intended to provide an assessment of the overall soundness of the study, given that this RES draws heavily from the study and will likely be a significant part of City budget deliberations in 2024 and possibly future years as well. The study had two components – a market analysis and a job evaluation.

The market analysis is the most critical component of the study because it was the portion that demonstrated the quantitative wage gaps on which future budget considerations could be based – namely that there is a 37 percent wage gap between non-profit human services workers and workers in non-care industries, and that workers who switch from the human services industry to other industries have an hourly wage increase of seven percent. – *Overall, Central Staff finds that the market analysis was sound because it used credible data and had a solid methodology that accounted for a range of other factors that could have influenced wages.*

The job evaluation component was intended to be complementary to the market analysis by determining if human services worker wages were lower because of the underlying nature of human services worker (e.g., less demanding or less skilled work). The job evaluation had some weaknesses in terms of sample size and representation of job types. – *However, it is not clear that a larger and more representative sample would have changed the results given how consistent the job evaluation findings were with the market analysis.*

Additionally, the job evaluation utilized a tool to measure how difficult a job was. Researchers intentionally selected a tool that accounts for traditionally undervalued job demands such as emotional demands and responsibility for people. Because human service wages reflect historical devaluation of the work done by women and people of color there is a logic to selecting a tool that accounts for traditionally undervalued job demands. Researchers could have also chosen to use a tool with a more mainstream approach to valuing work, such as one that focused on required education levels. – *In short, there is no neutral way to assign values to work and policy makers must decide if they agree with the selected approach or not.*

Market analysis used credible data and controlled for the appropriate variables.

The market analysis first provided descriptive statistics on the median wages of workers in human services versus workers in other industries, using data from the US Census Bureau's American Community Survey. The descriptive statistics showed that human services workers earn less than workers in other industries. However, a simple comparison of median income between these two groups of workers is not sufficient as there might be other factors which would explain lower wages for human services workers. For example, workers in human services may tend to be younger than workers in other industries. Therefore, the study also included a multi-variate analysis to determine if the observed wage gap still existed once other observable

workers' characteristics – including age, education level and number of hours worked - were taken into account. The multi-variate analysis found that there was a 37 percent wage gap between non-profit human services workers and workers in other industries even when accounting for those other observable worker characteristics.

Researchers also conducted a job-switching analysis using earning records from the Washington State Employment Security Department to see what happened when workers switched from the human services industry to another industry. One benefit of this approach is that it allowed researchers to account for non-observable worker characteristics such as dedication or work habits, since these were held constant. The study also conducted a multi-variate analysis to control for other factors that might have led to a change in wages upon switching jobs – such as number of hours worked and employer size. The multi-variate analysis found that workers who switch from the human services industry to other industries had an hourly wage increase of seven percent as compared to the reference category of those staying at the same job not in human services.

Job evaluation used a measurement tool that accounts for traditionally undervalued job demands.

The job evaluation component required researchers to select a tool that would allow them to measure and compare what is essentially a subjective experience – the “difficulty” of a job. It is a standard practice to use a tool to measure an inherently subjective experience; one example is the tool used by primary care providers to screen for depression. Researchers selected the National Joint Council Scheme (NJCS) because it was transparent and provided a strong framework for making subjective conclusions. There may also have been other valid tools or approaches to utilize for the job evaluation. Because the NJCS tool accounted for job demands that can be devalued in traditional job assessments, such as emotional demands and responsibility for people, it produced results that could be perceived as unexpected. For example, the study found that a job as a teaching assistant had a higher score than a job as a public sector project manager.⁹ Whether or not selection of this tool was a valid choice depends on one's perspective on how such demands should be valued relative to other factors such as education.

Job evaluation utilized a small sample size and lacked full representation.

The job evaluation sample size was small, comprised of twelve workers in non-profit human services and ten workers in other industries. The small sample size is a limitation of the research because it was not representative of all human services jobs and only included some common positions. Additionally, selection of the comparator jobs was not comprehensive and was largely conducted by using networks and connections of the researchers and Seattle Human Services Coalition's (SHSC's) Pay Equity Analysis Steering Committee¹⁰ for the study. The job evaluation

⁹ Jobs were scored on 13 factors falling into the categories of knowledge, skills, demands, responsibility, working conditions and initiative/independence.

¹⁰ The Steering Committee was comprised of City stakeholders, Seattle and King County non-profit leaders, and local and national policy experts.

was not used to calculate a numeric wage gap, although median wages were provided in the job evaluation results for illustrative purposes and showed that human services workers are paid less for jobs with similar score. – *It is not clear that a larger and more representative sample would have changed the results given how consistent the job evaluation findings were with the market analysis.*

Policy Considerations

Ensuring that contract increases for wage equity actually result in increased worker wages.

The City does not have data about whether inflationary adjustments under SMC 3.20.060, which are required for any contracts renewed or renegotiated after August 2019, have resulted in increases to worker wages. Under SMC 3.20.060, inflationary adjustment increases to HSD contracts are strongly encouraged to be used for increasing worker wages but are not required to be used for this purpose. HSD has indicated that they have informally communicated to organizations during the contracting process that inflationary increases should not be used to increase deliverables. However, HSD does not have any formal system of ensuring that inflationary increases raise worker wages.

The RES requests that HSD develop a formal plan for integrating wage equity into the evaluation of Request for Proposal responses and the contracting process. The quality of the plan and its consistency of implementation would ultimately impact its success at ensuring contract increases are used for the purpose of raising worker wages. If not successful, other steps may be necessary.

Comprehensive commitment needed from public and private funders.

Most non-profit human service providers receive funding for many public and private sources, so increasing one contract, such as an HSD-administered contract, is unlikely to substantially increase wages across the organization. One full-time position can be funded through multiple different grants, both public and private. Similarly, different lines of business within the same organization can have multiple fund sources. Difficult equity questions are raised if an organization has funds to raise wages for some staff but not others performing similar types of work.

While wage equity efforts among a variety of funders are underway, there is still a significant amount of progress that would need to be made to achieve wage equity. Recently, the State, County, and City have all taken steps to address human services worker wages (See Attachment A.) Those efforts are at various levels of certainty and implementation. For example, the City's plan to increase the wages of workers in PSH buildings is dependent upon both passage of the Seattle Housing Levy and continued dedication of JumpStart/Payroll Expense Tax funds for that purpose, along with continued monitoring that funds are being used to increase PSH worker wages instead of addressing other needs such as operating and maintenance expenses. In another example, the Senior, Veterans and Human Services Levy (SVHSL) does not contain a

specific amount for higher worker wages and given recent concerns about the reduced buying power of the VSHSL Levy,¹¹ it may be difficult to fund new efforts such as wage equity. Since 2002, SHSC has convened a Funding Roundtable with the goal of bringing public and private human services funders and providers together to collaboratively chart a path toward wage equity.¹²

Racial Equity Impacts

Raising wages of human services workers would disproportionately benefit Black workers and women who are overrepresented in this industry. Women comprise almost 80 percent of workers in human services.¹³ Black workers are almost three times as likely to work in human services as they are to work in non-care industries.¹⁴ Today's human services workers face lower wages because industry wages have carried forward historic gender and racial discrimination.¹⁵ Workers of color have historically experienced and still experience discrimination in employment that constricts their opportunities and reduces their bargaining power. Discrimination is also associated with a cultural devaluation of skills and commitments of people of color that shows up in lower wages. While the City cannot address wage equity issues alone – given that most non-profit human services organizations have multiple funding sources – the adoption of this RES could demonstrate the City's commitment toward closing the wage gap and establish leadership in this area.

Process for Applying Wage Equity Increase

As noted earlier in this memo, SMC 3.20.060 requires an annual inflationary adjustment to HSD-administered contracts. There are three options for applying a wage equity increase in addition to the inflationary adjustment: (1) apply the wage equity increase *before* the inflationary adjustment; (2) apply the wage equity increase *after* the inflationary adjustment; or (3) apply the wage equity increase and inflationary adjustment *concurrently*.

Applying the wage equity increase after the inflationary adjustment or concurrently with the inflationary adjustment would immediately undermine the impact of the wage equity increase, since the wage equity increase would not reflect any inflationary boost. As such, the financial analysis discussed in the next section assumes that the wage equity increase is applied *before* the inflationary adjustment.¹⁶

¹¹ [King County levy renewal may not cover affordable-housing costs | Crosscut](#)

¹² Members include representatives from HSD, King County Department of Community and Human Services, large philanthropic organizations such as Ballmer Group, Gates Foundation, Seattle Foundation and United Way and several small and midsize foundations.

¹³ American Community Survey Data (2005-2019)

¹⁴ American Community Survey Data (2005-2019)

¹⁵ [Wage Equity Study | School of Social Work \(uw.edu\)](#)

¹⁶ For a more detailed discussion of how the wage equity increase was applied see Central Staff's presentation at the [April 25th PSHS Committee meeting](#)

Financial Impacts

The RES states Council’s intent to consider increasing HSD-administered contracts by seven percent by 2025 and to consider additional wage equity measures between 2026-2030, both of which were recommendations in the UW Wage Equity Study.

Table 1 shows the cost of HSD-administered contracts under SMC 3.20.060, which requires that the City provide annual inflationary adjustments for HSD-administered human services. Table 1 also shows the cost under one potential scenario to achieve a seven percent wage equity increase by 2025, which is an increase of 3.5 percent in 2024 and 3.5 percent in 2025. The total additional cost, above what would be required under current law, would be \$7.34 million in 2024 and \$15.54 million in 2025. Costs impacts in 2026 and beyond would depend on the size of the wage equity increase.

Wage equity increases to HSD-administered contracts would be funded solely through the General Fund (GF). While the City currently has a balanced 2024 endorsed GF budget, projections as of May 2023 show that there will be a \$222 million budget deficit beginning in 2025. Because of this deficit, funding for wage equity could require reduced spending in other areas or new revenue sources.

Table 1. Estimated Cost of HSD-Administered Contracts Under One Potential Scenario of a 3.5% increase in 2024 and 3.5% increase in 2025 (\$ in 000s)

	2024 (Endorsed)	2025 (Projected)
Total cost / current law ¹⁷	\$209,744,288	\$218,134,060
Total Cost / wage equity scenario (3.5% increase in 2024 & 2025)	\$217,085,338	\$233,670,658
Estimated increased cost due to wage equity proposal	\$7,341,050	\$15,536,598

Next Steps

The Public Safety and Human Services Committee will meet on June 13, 2023, for discussion and a possible vote on the RES.

Attachments

- A. Examples of Wage Equity Efforts

cc: Esther Handy, Director
Aly Pennucci, Deputy Director
Greg Doss, Lead Analyst

¹⁷ Assumes inflationary rate of 6.7 percent in 2024 and 4 percent in 2025.

Attachment A - Examples of Wage Equity Efforts

State, local, and regional efforts related to increasing human services wages.

- King County's Best Starts for Kids Levy is providing \$5 million per year through 2027 to fund a Childcare Workforce Demonstration Project to increase the wages for 1,400 low-wage childcare workers and study the impacts of these wage boosts.
- King County's proposed Veterans, Seniors, and Human Services Levy (VSHSL) would require that the implementation plan identify and describe the levy strategies to stabilize the nonprofit regional health and human services workforce.
- King County's Crisis Care Center (CCC) Levy has assumed operating CCC staff wages would be funded at 20 percent above the current average staff wage at King County's only comparable crisis facility and also assumes an additional \$20 million to invest in strategies such as subsidizing staff insurance costs, funding costs of certifications, or subsidizing caregiver costs like childcare or eldercare for staff.
- The City of Seattle Office of Housing released a \$25 million Request for Interest for 2023 to pay for workforce stabilization, maintenance, and operating expenses in existing permanent supportive housing buildings.
- The proposed 2023 Seattle Housing Levy would, if approved by Seattle voters, include \$122 million to pay for operating, maintenance and services expenses, including workforce stabilization, in new and existing permanent supportive housing buildings and the Executive has proposed \$282 million in Jumpstart Funding between 2024-2030 for the same purpose.
- The 2023-2025 State Operating Budget increased homeless service provider contracts by \$45 million, a 6.5 percent increase, and prioritized the funds for stabilization of the homeless service provider workforce; and provided a 15 percent Medicaid rate increase for behavioral health providers to help address many of the state's current behavioral health workforce issues.
- Since 2002, the Seattle Human Services Coalition has convened a Funding Roundtable with the goal of bringing public and private human services funders and providers together to collaboratively chart a path toward wage equity and includes representatives from the City's Human Services Department, King County Department of Community and Human Services, large philanthropic organizations such as Ballmer Group, Gates Foundation, Seattle Foundation and United Way and several small and midsize foundations.



SEATTLE CITY COUNCIL
CENTRAL STAFF

Wage Equity Resolution for Non-Profit Human Services Workers

JENNIFER LABRECQUE & KARINA BULL, ANALYSTS

PUBLIC SAFETY AND HUMAN SERVICES COMMITTEE

JUNE 13, 2023

Agenda

- Previous Public Safety & Human Services (PSHS) presentations
- Wage Equity Resolution
- Changes in Wage Equity Resolution since April 25th PSHS Committee
- Assessment of UW Wage Equity Study Methodology
- Policy Considerations
- Next Steps

Previous PSHS Committee Presentations

March 14, 2023: University of Washington School of Social Work presented the Wage Equity Study for Non-Profit Human Services Workers

April 25, 2023: Central Staff presented a draft of the Wage Equity Resolution for Non-Profit Human Services Workers

Wage Equity Resolution Components

- #1.** Recognize UW Wage Equity Study recommendations without committing to all of them
- #2.** Collaborate with private and public funders to make joint progress on wage equity
- #3.** Consider increases to Human Services Department (HSD) administered contracts for purposes of wage equity, including a 7% increase by 2025
- #4.** Request a plan from HSD to ensure that human services contract increases are used to increase worker wages
- #5.** Request that the Executive consider wage equity increases for human services contracts administered by departments outside of HSD and provide a report with information on those contracts

Substantiative changes since draft discussed on 4/25

1. Added whereas clauses to acknowledge human services workforce stabilization actions during the 2023 state legislative session
2. Requested that the Executive continue participating in the Seattle Human Service Coalition's Funding Roundtable, with the goal of partner funders committing to wage equity goals by September 2023, rather than having the Executive or Council convene a new group.
3. Removed language saying that the Council intends to consider using savings achieved from lower than projected inflationary adjustments for wage equity
4. Requested a less detailed plan from the Human Services Department to ensure contract increases for purposes of wage equity would be used to increase wages
5. Added language that the Council may consider contract increases for purposes of wage equity to the extent that sufficient resources are available and acknowledges that wage equity increases may require other policy and spending trade-offs

Assessment of UW Wage Equity Study Methodology

- The study had two components - a market analysis that identified a 37% wage gap between non-profit human service workers and workers in non-care industries; and a job analysis to determine if human services worker wages were lower because of the underlying nature of the work
- Overall, Central Staff finds that the market analysis, the most critical component of the study, was sound because it used credible data and had a solid methodology that accounted for a range of other factors that could have influenced wages
- The job evaluation had some weaknesses in terms of sample size and representation of job types. However, it is not clear that a larger and more representative sample would have changed the results given how consistent the job evaluation findings were with the market analysis.
- The job evaluation utilized a tool to measure job difficulty; that tool accounted for traditionally undervalued job demands Researchers could have also chosen to use a tool with a more mainstream approach to valuing work. There is no neutral way to assign values to work and policy makers must decide if they agree with the selected approach or not.

Policy Considerations

#1. Ensuring higher worker wages *(Slide 7)*

#2. Comprehensive funder commitment *(Slide 8)*

#3. Racial equity Impacts *(Slide 9)*

#4. Process for applying wage equity increases *(Slide 10)*

#5. Financial Impacts *(Slide 11)*

Policy Consideration #1 – Ensuring Higher Worker Wages

- City does not have data about whether inflationary adjustments under SMC 3.20.060, which are required for HSD contracts renewed or renegotiated after August 2019, have resulted in increases to worker wages.
- Impact of wage equity increases on worker wages will depend partly upon quality of the plan requested from HSD's plan and consistency of implementation
- If not successful, other steps may be necessary

Policy Consideration #2 - Commitment from other Public & Private Funders

- Unilateral action from the City will not achieve wage equity
- Current state and county efforts are promising but are at various levels of certainty and implementation
- Resolution calls for funder coordination including through the funding roundtable and requests the Executive and Council to work together collaboratively to monitor other funder efforts

Policy Consideration #3 - Racial Equity Impacts

- Raising wages of human services workers would benefit Black workers and women who are overrepresented in this industry.

Policy Consideration #4 - Process for Applying Wage Equity Increases

- Financial analysis assumes that the wage equity increase is applied *before* the inflationary adjustment.
- Applying the wage equity increase after the inflationary adjustment or concurrently with the inflationary adjustment would immediately undermine the impact of the wage equity increase, since the wage equity increase would not reflect any inflationary boost.

Policy Consideration #5 - Financial Impacts

- Wage equity increases to HSD-administered contracts would be funded solely through the General Fund (GF).
- While the City currently has a balanced 2024 endorsed GF budget, projections as of May 2023 show that there will be a \$222 million budget deficit beginning in 2025.
- Because of this deficit, funding for wage equity could require reduced spending in other areas or new revenue sources.

Table 1. Estimated Cost of HSD-Administered Contracts Under One Potential Scenario of a 3.5% increase in 2024 and in 2025

	2024 (Endorsed) (\$ in 000s)	2025 (Projected) (\$ in 000s)
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Total Cost / wage equity scenario (3.5% increase in 2024 & 2025)	\$217,085,338	\$233,670,658
Estimated increased cost due to wage equity proposal	\$7,341,050	\$15,536,598

Next Steps

- June 13 PSHS Committee Meeting – possible vote.
- If passed by PSHS Committee on June 13, the resolution would go to June 20 City Council meeting for a vote.

Questions?



Legislation Text

File #: Inf 2280, **Version:** 1

Office of Emergency Management Heat and Smoke Preparedness Plan

Extreme Heat and Smoke Preparedness

Public Safety and Human Services Committee

Seattle Office of Emergency Management



City of Seattle

Extreme Heat & Wildfire Smoke Incident Operations Plan

- Annex to the city's Comprehensive Emergency Management Plan (CEMP)
- Purpose - to enable a coordinated multidisciplinary, multi-departmental, and multijurisdictional response during heat and smoke events.
- Applicable to all City of Seattle (City) Departments
- Provides information to all partners that support or depend on City response.

Plan Scope

- It aligns with the processes and structures described in the CEMP
- Provides additional detail on how the City would coordinate response response to heat and smoke events
- Includes actions for actions needed to heat related hazards in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA)
 - Examples; power outages, infrastructure and structural failures, fire.
- Can be adapted to meet specific conditions at the time of response.

Limitations

- City Departments will make every reasonable effort to respond to extreme heat, wildfire smoke, and related hazards.
- Seattle's infrastructure is unprepared for extreme heat and wildfire smoke
 - More than half of Seattle homes do not have air conditioning or filtration systems
 - Historical architecture trends prioritized heat retention over cooling
 - Building owners assessing need and capability to install cooling and HVAC systems – changes require significant time and resources.
 - City has limited options for cooled spaces where it can direct people to go for relief from heat and poor air quality.
 - Some community members (elderly especially) are reluctant to use cooling centers

Seattle Hazard Identification & Vulnerability Analysis (SHIVA)

- The consequences of Extreme heat and wildfire smoke fall into three categories: Health, Transportation and Infrastructure Hazards, and Weather and Climate Hazards.
- Many consequences are associated with each type.
- Annex identifies actions in all three categories.

OEM is Plan Coordinator

- Primary Departments

- HSD
- SDPR
- SPU
- MO Communications
- SDOT
- FAS
- SCL

- Support Depts/Agencies

- PHSKC
- SPL
- SFD
- SPD
- ITD
- City Animal Shelter
- SDHR
- Seattle Center
- OIRA
- SPS
- KC Metro
- OED



Extreme Heat Response Strategies

- Seattle City Light (SCL) monitors power system load and conditions during extreme heat events to ensure system failures are detected and resolved as quickly as possible.
- SDOT engages in extreme heat mitigation and responds to impacts on critical infrastructure.
 - SDOT focuses on water-cooling and inspecting designated roadways and bridges to a defined service level.
 - The SDOT Extreme Heat Readiness and Response Plan details this response.
- City worker safety: Departments may modify, reschedule, or cancel planned outdoor work during periods of extreme heat.

Extreme Heat Response Strategies

- The City works with a number of partners to provide cooling locations. Identified cooling center strategies include:
 - Existing, open, public spaces with air-conditioning like libraries, community centers, and the Seattle Center Armory
 - Air-conditioned spaces that are not typically open to the public, but could be made available during extreme heat
 - Through SPR, SHA, and others, provide temporary cooling (portable air-conditioners) to existing spaces where vulnerable populations gather, such as senior centers
 - Promotion of commercial spaces with air-conditioning that are open to the public
 - Public messaging will leverage a wide variety of methods and platforms including media briefings, alert Seattle and leveraging existing networks .

Response Strategies For Smoke

- During an extended, severe wildfire smoke event, the City may work with regional response partners to identify open indoor spaces with adequate air filtration systems and establish clean air spaces for the public.
- City departments may curtail outdoor work in accordance with their current plans and procedures
- The Washington State Department of Labor & Industries (L&I) is in the rulemaking process for permanent Wildfire Smoke rules.

Action Steps: Monitoring

- Several departments including OEM continuously monitor forecasts
- Typically there is 2-5 day advance notice of approaching hot weather or smoke.
- When those forecasts begin to indicate hot weather and/or poor air quality, OEM:
 - Will share that information with stakeholders using existing EOC email distribution groups.
 - Consider the need for a situation assessment conference call.

Action Steps: Coordination Conference Call

- Conference calls will include key city departments along with Public Health and KCRHA. These calls will:
 - Review the latest weather forecasts from the NWS and/or smoke forecasts from the Puget Sound Clean Air Agency
 - Determine the current state of preparedness of the City
 - Assess potential impacts to city serves and the community including vulnerable populations.
 - Through a unity of effort, determine what actions the City needs to take.
 - Consider whether to activate the EOC –or– identify event-specific triggers for an activation

Action Steps: Coordinating Using MS Teams

- In smaller events City departments and key stakeholders will coordinate using the MS Teams platform.
- Use of MS Teams will be combined with regular check-in via conference calls.

Action Steps: Activation of the EOC

When the EOC is activated, key objectives include:

1. Collect information on the impact to City services, infrastructure and the community with emphasis on how vulnerable populations are effected.
2. Determine what actions city departments and the community need to take.
3. Assess the need for additional cooling and/or smoke free locations for the public.
4. Ensure that the community is kept informed through regular communications through traditional and social media.

City of Seattle Heat and Smoke Website

- [Seattle.gov/heat](https://seattle.gov/heat)

[Summer Heat Safety | seattle.gov](https://seattle.gov/heat)

Summary

- Plan based on input from internal and external stakeholders
- Includes input from community groups from focus groups
- Coordinated efforts of multiple city departments
- Response actions focused by city department work and needs of the community for each incident.
- Seattle OEM focus is to ensure unity of effort when managing the consequences from heat and smoke.

EXTREME HEAT AND WILDFIRE SMOKE – INCIDENT OPERATIONS PLAN

CEMP – ANNEX IV DOCUMENTATION



Updated 5/17/2023

This Incident Operations Plan is part of Annex IV of the
Comprehensive Emergency Management Plan (CEMP)

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1. STAKEHOLDERS

Table 1: Coordinating Agency

PLAN COORDINATOR	
Seattle Office of Emergency Management	

Table 2: Primary Agencies

PRIMARY AGENCIES	
Seattle Human Services Department	Seattle Department of Transportation
Seattle Department of Parks and Recreation	Facilities and Administrative Services
Seattle Public Utilities	Seattle City Light
Mayor’s Office - Director of Communications and/or Mayor Representative	

Table 3: Support Agencies

CITY OF SEATTLE AND KING COUNTY	
Public Health - Seattle & King County	King County Regional Homelessness Authority
Seattle Public Library	Seattle Center
Seattle Animal Shelter	Office of Immigrant and Refugee Affairs
Seattle Fire Department	Seattle Public Schools
Seattle Information Technology	King County Metro
Seattle Police Department	Office of Economic Development
Seattle Department of Human Resources	

2. INTRODUCTION

2.1 Purpose

The purpose of this Incident Operations Annex is to enable a coordinated multidisciplinary, multi-departmental, and multijurisdictional response during heat and smoke events. It applies to all City of Seattle (City) Departments and provides information to all partners that support or depend on the City response.

2.2 Scope

This annex is part of the Seattle Comprehensive Emergency Management Plan (CEMP) and applies to all City departments. It aligns with the processes and structures described in the CEMP, while providing additional detail on how the City would coordinate its response to heat and smoke events, as well as associated hazards detailed in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) including power outages, infrastructure and structural failures, and fire.

It should be adapted as needed to meet conditions at the time of response. For additional detail on specific functional efforts, see the CEMP's various Emergency Support Function Annexes.

2.3 Authority

See City of Seattle CEMP—Introduction.

2.4 Limitations

The City will endeavor to make every reasonable effort to respond to extreme heat, wildfire smoke, and related hazards. However, Seattle's infrastructure is unprepared for extreme heat and wildfire smoke—more than half of Seattle homes do not have air conditioning or filtration systems, and historical regional architecture trends prioritized heat retention over passive cooling.

As extreme heat and wildfire smoke become a more regular seasonal occurrence, both public and private building owners are assessing the need and capability to install cooling and HVAC systems, but the structural renovations required will require significant time and resources. In the meantime, the City is limited in its options of cooled spaces where it can direct people to go for relief from heat and poor air quality. The guidelines in this plan cannot guarantee that a perfect response to this type of event will be practical or possible.

3. SITUATION

3.1 Emergency Conditions and Hazards

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies the City’s hazards and examines their consequences to inform decisions about how best to prepare for them. It provides information regarding potential impacts of hazards to the people, economy, and built and natural environments of the city. The list of all natural and human hazards includes Emerging Threat, Biological Hazards, Geophysical Hazards, Health Hazards, Intentional Hazards, Transportation and Infrastructure Hazards, and Weather and Climate Hazards.

Three of these hazard types are associated with extreme heat and wildfire smoke: Health Hazards, Transportation and Infrastructure Hazards, and Weather and Climate Hazards. Each of the three hazard types may be associated with one or more of the following impacts:

- Increased rates of general illness and mortality
- Heat-related illness, including heat stress, heat exhaustion, heat stroke, and dehydration
- Elevated risk of cardiovascular disease and other health conditions
- Damage to infrastructure
- Loss of electricity
- Food spoilage and health impacts from loss of refrigeration
- Excess and overwhelming demand on emergency medical services and health systems
- Increase response times for emergency services
- Reduction of city services, especially outdoors or in spaces without air-conditioning
- Insufficient protection from heat/smoke within existing housing and/or commercial structures
- Overheated vehicles, buses, and other transportation modes
- Drowning and other water safety issues
- Disproportionate impacts to vulnerable populations
- Health impacts to animals (wild and domesticated)

Extreme Heat

In 2021, Seattle, one of the least air-conditioned cities in the country, experienced record-breaking temperatures — 102°F on June 26, and 104°F on June 27, and 108°F on June 28. This three-day stretch of an oppressive Pacific Northwest heat wave was the first of its kind for Seattle, which previously had recorded only four days total with 100-degree temperatures since 1894.

The impacts of extreme heat were felt across the City. Pavement on I-5 buckled under the immense heat, creating rutting and potholes, particularly in high-traffic areas. Local and online retail stores ran out of box fans, portable air conditioners, and other cooling tools. Hospital emergency rooms and health services became overwhelmed. The Centers for Disease Control and Prevention (CDC) found that emergency department visits across the Pacific Northwest during the 2021 heat wave were 69 times higher than during the same period in 2019¹. The King County Medical Examiner estimated that extreme

¹ Schramm PJ, Vaidyanathan A, Radhakrishnan L, Gates A, Hartnett K, Breyse P. Heat-Related Emergency Department Visits During the Northwestern Heat Wave — United States, June 2021. MMWR Morb Mortal Wkly Rep 2021;70:1020–1021. DOI: <http://dx.doi.org/10.15585/mmwr.mm7029e1>

temperatures during the heatwave caused at least six deaths in Seattle and over 30 deaths throughout King County.

Extreme heat also caused significant environmental impacts to local wildlife and natural resources. In West Seattle, nearly 100 birds were killed or burned while trying to escape their rooftop nesting area. The heat also harmed or killed millions of wild and farmed fish and invertebrates along Washington’s coastlines. The Washington State Department of Health urged people not to eat raw oysters and other shellfish from the region due to the risk of bacterial contamination.

Extreme heat events spanning multiple days with little or no cooling overnight can compound these impacts. Extended heat events with limited cooling, even overnight when temperatures are typically much lower than daytime highs, cumulative stress on people and the systems they rely on.

Wildfire Smoke

Seattle has seen an increase in duration, frequency, and severity of wildfire smoke events since 2015. In 2017, 2018, 2020, 2022 smoke caused by fires in locations ranging from British Columbia to California poured into Seattle and the larger Puget Sound region. Due to the Puget Sound region’s geographic placement between two mountain ranges, smoke and other air pollutants can stagnate in the area and worsen air quality for days, even weeks, after smoke initially arrives. On September 19th, 2022, Seattle had the worst air quality in the world; the Air Quality Index (AQI) was measured at 277 (Very Unhealthy) due to smoke from the Bolt Creek fire in the eastern Cascade Range.

3.1.1 Health Hazards

Extreme Heat

Occasional summer temperatures over 90°F occur in Seattle, while temperatures rarely reached 100°F or higher prior to 2021. These events have increased in frequency and are often concurrent with wildfire smoke events. On June 28, 2021, Seattle experienced its hottest temperatures on record (108°F). The extreme heat caused a significant increase in heat-related illness and emergency room visits at local hospitals.

All populations are at risk of experiencing the impacts of extreme heat. These impacts can affect people, their service animals, and their pets. Vulnerable populations are more at-risk of experiencing health impacts from extreme heat. Vulnerable populations include:

- Older adults (greatest risk at age 65+ with increased risk beginning at 45+)
- Infants and children
- People who are pregnant
- People with chronic medical conditions, including cardiovascular disease and diabetes
- People who work and engage in strenuous physical activity outdoors, including first responders and athletes
- People with high social vulnerabilities due to factors like income, environmental health, housing quality and/or stability, language access barriers, and transportation instability
- People experiencing homelessness

Potential health impacts include increased risk of illness, injury, or mortality due to:

- Dehydration
- Hyperthermia (cramps, rash, stress reactions)
- Heat exhaustion
- Heat stroke
- Cardiac arrest and heart attack
- Severe respiratory distress
- Ischemic stroke
- Organ failure
- Death

Additional impacts may be caused by environmental conditions and damage to infrastructure. These impacts include spoiled food and medicine due to power outages, lack of access to public safety information due to power outages, increased risk of drowning and outdoor recreational accidents, increased risk of injury due to burns or smoke inhalation, and delayed access to medical care due to infrastructure impacts and hospital capacity issues.

Wildfire Smoke

Exposure to smoke can cause short and long-term health impacts to the entire population but can be particularly harmful to people with respiratory and cardiovascular conditions, older adults, children, pregnant people, and people living unsheltered. Short-term impacts include:

- Irritation of the eyes and respiratory tract
- Coughing, difficulty breathing, and other respiratory problems
- Increased risk of bronchitis, exacerbation of asthma, and worsening of chronic respiratory conditions
- Increased risk of cardiovascular issues, including heart attack, heart failure, and stroke

Long-term and cumulative exposure to wildfire smoke has only been studied in wildland fire fighters, however long-term exposure to air pollution is a well-established risk factor for developing or worsening respiratory and cardiovascular disease, certain types of cancer, and premature death.

3.1.2 Transportation and Infrastructure Hazards

Extreme Heat

During the June 2021 heat wave, road temperature sensors, traditionally used to monitor cold temperatures, recorded readings as high as 121°F in the Puget Sound region. Sound Transit slowed light rail trains, citing the extreme heat and impacts to tracks. The Seattle Department of Transportation sprayed steel drawbridges with water to keep them cool and prevent steel expansion, which can damage bridge opening and closing mechanisms.

Residential and commercial buildings in Seattle were built for cooler weather and designed to retain heat. More than half of all homes in Seattle do not have or cannot afford to install in-home environmental controls like air-conditioning and heat pumps. Many City-owned buildings that could be

used as refuge from the extreme heat lack air-conditioning or have aging air-conditioning systems that cannot meet demand in extreme heat.

Possible impacts from extreme heat include:

- Power outages (utilities, Wi-Fi, cooling units, refrigeration, power dependent medical or mobility equipment)
- Damage to pavement, roadways, and railways (thermal expansion of train tracks, bridge joints and paved surfaces, deterioration of steel, asphalt, coats, and sealants)
- Traffic congestion due to damage to roads and bridges
- Increased response time for emergency services
- Interruption, reduction, or cancellation of public and/or private transportation services, supply chain delivery and government services such as solid waste pickup, municipal court cases
- Inability to access to necessary medical, food & water, hygiene and sanitation or government services
- Health risks to people working outdoors or in spaces without adequate cooling, including city workers and first responders

Wildfire Smoke

The City's buildings and homes were built for mild weather patterns and stable, healthy air quality. More than half of all homes in Seattle do not have or cannot afford air purifying technologies. Physical transportation activities like biking and walking expose people to smoke and cascading health impacts, so people may choose other modes of transportation during wildfire events.

Transportation and infrastructure impacts from wildfire smoke may include:

- Increased public transportation ridership as pedestrians and cyclists seek transit alternatives with less impact from smoke
- Public transportation being used as shelter for better air quality
- Reduced visibility on roadways, increasing pedestrian, bicycle, or vehicle accidents
- Reduced public-facing infrastructure operations due to smoke-related illness or closures
- Interruption, reduction, or cancellation of public and/or private transportation services, supply chain delivery and government services such as solid waste pickup, municipal court cases
- Inability to access to necessary medical, food & water, hygiene and sanitation or government services
- Increased response time for emergency services
- Health risks to people working outdoors or in spaces without adequate air filtration, including city workers and first responders

3.1.3 Weather and Climate Hazards

Extreme Heat

The frequency and intensity of extreme heat events in Seattle are increasing. A combination of factors, stemming from or compounded by climate change, play a significant role in this increase. The Seattle

Hazard Identification and Vulnerability Analysis (SHIVA) highlights the current and projected impacts of climate change in the Puget Sound region.

Weather and climate impacts related to extreme heat may include:

- Disproportionate impacts on vulnerable populations, particularly groups with socioeconomic and health-based vulnerabilities
- Higher snow lines and earlier snowmelt, reducing availability from local water sources
- Loss of habitat, injury, or death of native flora and fauna that are not adapted for extreme heat
- Economic losses due to high cost of public and private infrastructure heat mitigation and adaptation

Wildfire Smoke

The frequency and intensity of wildfires and related smoke events are increasing across the west. A combination of factors, stemming from or compounded by climate change, play a significant role in this increase. Wildfires as far away as California and British Columbia can send smoke into the Puget Sound region. Seattle’s wildfire vulnerability is linked to the wildfire vulnerability of western North America. As fires burn hotter, longer, and more frequently, Seattle will continue to see more frequent and severe wildfire smoke events.

Weather and climate impacts related to wildfires and smoke may include:

- Disproportionate impacts on vulnerable populations, particularly groups with socioeconomic and health-based vulnerabilities
- Concurrent heat and smoke events may result in closure of spaces that provide relief from the heat (outdoor pools and beaches) due to air quality concerns
- Economic losses due to high cost of public and private infrastructure heat mitigation and adaptation
- Economic losses due to cancellation of outdoor events and reduced summer tourism
- Loss of habitat, injury, or death of native flora and fauna that are not adapted for prolonged smoke events

3.2 Planning Assumptions

The City of Seattle CEMP Introduction contains a common set of assumptions that apply to this plan. In addition to those, the following assumptions are specific to the Extreme Heat and Wildfire Smoke Annex:

- Extreme weather incidents that trigger coordination under this plan might occur several times a year.
- Extreme heat and wildfire smoke forecasts provide sufficient warning of an oncoming heat wave or air quality impact to initiate response prior to the arrival of the event.
- The time of year, day of the week, time of day, and weather conditions can affect the seriousness of an incident and the City’s ability to respond.
- City employees could be impacted by an incident disrupting their home and work environments.
- The City’s five 24/7 operational departments are prepared and have sufficient resources to adequately handle response to common incidents.
- The City does not have the facilities nor the resources to directly provide cooled space and filtered air to all residents.
- While extreme weather forecasts are enormously helpful in planning and response, they are not 100% accurate.
- Despite extensive public messaging, many members of the community are unable to access or act on warnings to prepare for a heat or smoke event.
- Transportation access may limit people’s ability to access cooling spaces and/or bring larger cooling devices like portable air conditioners to their home. Traveling to and from cooling centers, particularly on foot, bike, or public transportation, increases exposure to extreme heat and risk of health impacts.

3.3 Weather and Air Quality Forecasts

The Seattle Department of Transportation (SDOT), Seattle Public Utilities (SPU), Seattle City Light (SCL), and the Seattle Office of Emergency Management (OEM) closely monitor the National Weather Service (NWS) forecasts.

The NWS may host one or more weather briefings with local jurisdictions to discuss weather forecasts in detail and provide an opportunity for responders to ask questions. Seattle OEM, SDOT, SPU, SCL, and other affected departments participate in these briefings. The NWS may issue a weather outlook, advisory, watch, or warning as a weather system approaches. A weather outlook gives notification of the potential for a significant weather event two to five days in advance.

Extreme Heat

The NWS issues multiple products related to heat, including forecasts, watches, advisories, and warnings by location. However, heat affects everyone – even people in the same location – differently. The NWS has developed the HeatRisk prototype to better address heat risk to individuals and communities. The NWS HeatRisk forecast provides a quick view of the risk posed by extreme heat over the upcoming seven days. HeatRisk is portrayed in a numeric and color scale and provides one value each day that indicates the approximate level of heat risk concern for any location, along with identifying the groups who are most at risk.

Value	Meaning	Who/What is at Risk?	Common in King County?
0	Level of heat poses little to no risk	No elevated risk	Very common
1 Minor	Heat of this type is tolerated by most ; however, there is a low risk for sensitive groups to experience health effects	Primarily those who are extremely sensitive to heat	Very common
2 Moderate	Moderate risk for members of heat sensitive groups to experience health effects Some risk for the general population who are exposed to the sun and are active For those without air conditioning, living spaces can become uncomfortable during the day , but should cool below dangerous levels at night	Primarily heat sensitive groups, especially those without effective cooling or hydration Some transportation and utilities sectors	Fairly common for most locations
3 Major	High risk for much of the population who are 1) exposed to the sun and active, or 2) are in a heat sensitive group Dangerous to anyone without proper hydration or adequate cooling Poor air quality is possible Power interruptions may occur as electrical demand increases for cooling	Much of the population, especially those who are heat sensitive and anyone without effective cooling or hydration Most transportation and utilities sectors	Uncommon for most locations
4 Extreme	Very high risk for entire population Very dangerous to anyone without proper hydration or adequate cooling. This is a multi-day extreme heat event. Prolonged heat is dangerous to anyone not prepared. Poor air quality is likely Power outages are increasingly likely as electrical demands for cooling may reach critical levels	Entire population is at risk For heat sensitive groups, especially people without effective cooling, this level of heat can be deadly Most transportation and utilities sectors	Rare in most locations

Figure 1 Public Health – Seattle & King County “Overview of HeatRisk Values”

HeatRisk values are supplemental to the agency’s official NWS heat forecast products and are meant to provide continuously available heat risk guidance for people and agencies who need to take actions at stages that may be below current NWS heat product levels. The NWS Experimental HeatRisk values and forecast are tied to the Centers for Disease Control (CDC) heat and heat-health thresholds, are location specific, and reflects factors including:

- Daily maximum temperatures
- Daily minimum temperatures
- Heat event duration
- Local climatology
- Time of year

The following table describes actions recommended by Public Health – Seattle & King County (PHSKC) when HeatRisk reaches levels 2-4. Recommendations and considerations build on lower HeatRisk Value recommendations.

NWS HeatRisk Value	Public Health Recommendations
<p>2 MODERATE</p>	<p style="text-align: center;">INITIATE EARLY WARNING, PUBLIC MESSAGING, AND RESPONSE ACTIVITIES</p> <ul style="list-style-type: none"> • Recommend sharing information about available cooling locations for general population can go to access air conditioning or cooling features such as water recreation facilities or other public places • Recommend dissemination of key public health heat safety messaging and risk communications to at-risk populations, including those experiencing homelessness, older adults, children, and outdoor workers • Consider limiting strenuous outdoor activities during the hottest period of the day • Consider cancelation and/or rescheduling of outdoor children’s activities, day-camps, athletic practice, and games taking place during the hottest period of the day or consider moving them indoors where temperatures are cooler • Consider distribution of water and other cooling supplies for at-risk communities and populations • Consider activation of daytime cooling centers for unsheltered individuals • Consider undertaking preparation activities required to meet recommendations of higher HeatRisk levels, if forecast indicates increase in risk and temperatures • Monitor NWS HeatRisk
<p>3 MAJOR</p>	<p style="text-align: center;">RECOMMEND ACTIVATION OF COOLING CENTERS & REDUCTION IN OUTDOOR ACTIVITIES</p> <ul style="list-style-type: none"> • Continue outreach efforts to reach at-risk populations with risk communications, cooling supplies, and water resources • Recommend activation of daytime cooling centers for unsheltered individuals • Recommend activation of daytime cooling centers for general population • Recommend temporary suspension of strenuous outdoor activities during hottest times of the day • Recommend cancelation and/or rescheduling of outdoor children’s activities, day-camps, athletic practice, and games • Recommend conducting wellness checks on elders and people living with disabilities to ensure access to air conditioning or cooling centers • Consider expanding hours of operation for cooling centers for unsheltered individuals to accommodate overnight use • If school is in session, consider capabilities of schools to maintain cooler indoor air temperatures <p>Public Health will recommend closure if indoor temperatures cannot be maintained reasonably free of excessive heat (WAC § 246-366-080)</p>
<p>4 EXTREME</p>	<p style="text-align: center;">RECOMMEND CANCELATION OF OUTDOOR EVENTS AND ACTIVITIES</p> <ul style="list-style-type: none"> • Recommend expanding hours of operation for cooling centers to accommodate overnight

Figure 2 NWS HeatRisk PHSKC Recommendations Table

Wildfire Smoke

Wildfire smoke forecasts and air quality forecasts are issued by a variety of agencies, including the Puget Sound Clean Air Agency (PSCAA), Washington Department of Ecology, and Washington Department of Natural Resources, and the federal Environmental Protection Agency (EPA). These agencies also offer real-time air quality data. Departments monitor air quality forecasts and conditions before and during wildfire smoke events.

The EPA Air Quality Index (AQI) provides an indicator of the risk posed by wildfire smoke and other events that impact air quality. AQI is portrayed in numeric and color. AQI provides one value that indicates the approximate level of poor air quality concern for a location and identifies groups who are most at risk. AQI values are meant to provide continuously available air quality guidance for emergency managers, public health leaders, and vulnerable or sensitive populations.

To determine the following recommended thresholds during wildfire smoke events, Public Health uses the AQI specific to particulate matter – also referred to as “particle pollution.” Wildfire smoke events and their impacts on air quality can be highly dynamic, and sudden changes in forecast conditions may occur. The following guidance and recommendations are intended to aid partners in the coordination of response efforts during a wildfire smoke event.

The following table provides recommended actions to take when AQI values reach unhealthy levels. Recommendations and considerations at each level build on lower-level AQI recommendations.

Air Quality Index	Who Needs to Be Concerned?	What Should People Do?
Good (0-50)		It's a great day to be active outside.
Moderate (51-100)	Some people who may be unusually sensitive to particle pollution.	Unusually sensitive people: Consider reducing prolonged or heavy exertion. Watch for symptoms such as coughing or shortness of breath. These are signs to take it easier. Everyone else: It's a good day to be active outside.
Unhealthy for Sensitive Groups (101-150)	Sensitive groups include people with heart or lung disease, older adults, children, and teenagers.	Sensitive groups: Reduce prolonged or heavy exertion. It's OK to be active outside but take more breaks and do less intense activities. Watch for symptoms such as coughing or shortness of breath. People with asthma should follow their asthma action plans and keep quick relief medicine handy. If you have heart disease: Symptoms such as palpitations, shortness of breath, or unusual fatigue may indicate a serious problem. If you have any of these, contact your health care provider.

Unhealthy (151-200)	Everyone	<p>Sensitive groups: <i>Avoid</i> prolonged or heavy exertion. Consider moving activities indoors or rescheduling.</p> <p>Everyone else: <i>Reduce</i> prolonged or heavy exertion. Take more breaks during outdoor activities.</p>
Very Unhealthy (201-300)	Everyone	<p>Sensitive groups: <i>Avoid all</i> physical activity outdoors. Move activities indoors or reschedule to a time when air quality is better.</p> <p>Everyone else: <i>Avoid</i> prolonged or heavy exertion. Consider moving activities indoors or rescheduling to a time when air quality is better.</p>
Hazardous (301-500)	Everyone	<p>Everyone: <i>Avoid all</i> physical activity outdoors.</p> <p>Sensitive groups: Remain indoors and keep activity levels low. Follow tips for keeping particle levels low indoors.</p>

Figure 3 EPA Air Quality Guide for Particle Pollution

3.4 Mitigation & Preparedness Activities

Recognizing the City’s vulnerability to more frequent and more extreme weather events, City staff routinely engage in planning and activities to increase community preparedness and reduce their overall vulnerability. OEM, other City Departments, and regional partners develop City-wide, departmental, function-specific, and regional response mitigation and recovery plans and procedures.

Increasing healthy tree canopy levels, particularly in areas with few or no mature trees, has been shown to dramatically decrease heat island effects and increase healthy air quality for communities. Preventing the loss of existing tree canopy and improving tree canopy coverage is an ongoing mitigation effort within the City of Seattle. More information can be found here:

<https://www.seattle.gov/trees/management/canopy-cover>.

Ongoing training of City staff and partners on their various response functions and performing exercises is critical in validating and refining plans and training. Additionally, securing grant funding to upgrade the climate resilience of infrastructure, including improving the capability for priority climate-controlled City facilities, is critical in ensuring that our plans support the needs of people in the city during extreme heat or wildfire smoke events.

The City is taking steps to ensure that residents and community members are prepared. OEM provides emergency preparedness training to hundreds of community members each year. The goal of OEM’s outreach and education is to increase people’s ability to remain self-sufficient and effectively work with their neighbors during a hazard event. OEM works with Community Safety Ambassadors who serve as bi-lingual cultural ambassadors and community trainers, to better engage with many of the City’s ethnic communities through language and culture, building trust as well as awareness of natural hazards and personal preparedness. The organized effort afforded by community-led response efforts can be helpful to community-wide response by providing a framework for sharing information and resources and addressing community needs. More information about the City’s community preparedness efforts can

be found at: <http://www.seattle.gov/emergency-management/prepare>.

City and King County activities include partnering with the Office of Planning and Community Development (OCPD), Office of Sustainability and Environment (OSE), Seattle Parks and Recreation (SPR), Seattle Public Utilities (SPU), Seattle Department of Transportation (SDOT) and Public Health Seattle-King County (PHSKC). Current and ongoing mitigation efforts include:

Agency	Heat Mitigation Programs and Projects
OCPD	<ul style="list-style-type: none"> • Updating of the Climate Resilience Policy for Comprehensive Plan to include climate resilience. • Conducting SPR Natural Area restoration in forested natural areas due Dec 2024. • Installing cooling technology at community-facilities in South Park and Georgetown to create Resilience Hubs.
OSE	<ul style="list-style-type: none"> • Planting trees and other vegetation in industrial areas of South Park and Georgetown.
SPR	<ul style="list-style-type: none"> • Planting trees in developed Parks throughout the city to increase tree canopies and provide more shade as part of the Green Seattle Partnership Plan.
SPU	<ul style="list-style-type: none"> • Restoring habitat in riparian corridors; including planting and vegetation management. • Planting trees in residential yards and along streets by providing free trees, technical support, and water bags to residents through Trees for Neighborhoods program.
SDOT	<ul style="list-style-type: none"> • Providing guidance during construction, projects, and development that impact trees and preserving tree canopy through Landscape Architect and Arborist Offices. • Planting and maintaining 300+ trees per year in Right of Ways.
PHSKC	<ul style="list-style-type: none"> • June 2022: Released updated Extreme Heat Plan, in partnership with National Weather Service (NWS), to include new NWS heat and cold thresholds for the Greater Seattle Area.

4. CONCEPT OF OPERATIONS

4.1 Incident Planning

When there is sufficient notice of an incident with the potential to cause significant impacts, the current OEM Staff Duty Officer (SDO), OEM Operations Coordinator, OEM Deputy Director, and members of the Disaster Management Committee and Strategic Work Group review available information and determine a course of action.

The decision on what action to take is based on the entirety of the circumstances, such as:

- Weather forecast and anticipated impacts
- Previous experiences with similar weather events
- Scheduled public events taking place during the weather event
- Anticipated services needed and resource availability for service delivery
- Recommendations from those City departments likely to have a role in the response

Action	Details
Take No Action	Departments manage the incident without activation of the EOC. The OEM SDO is available 24/7 to provide assistance to departments.
Incident Monitoring	The OEM SDO monitors the incident in coordination with PHSKC and affected departments. The OEM SDO keeps the OEM Director and Deputy Director fully briefed on the situation. If needed, the OEM SDO can share situation reports and forecasts with stakeholders using existing EOC email distribution groups.
Coordination Call	OEM will assess the need for an extreme heat and/or wildfire smoke conference call whenever they receive notification of potentially extreme heat or unhealthy air quality that creates a life-safety impact. The assessment will involve OEM staff assessing forecasts and potential impacts with PHSKC and representatives from key departments to determine any need for further activities or activations.
Planning Meeting	The OEM Director may convene a planning meeting to develop a City Consolidated Action Plan (CAP) and determine when the EOC will be activated and what Emergency Support Functions (ESF) will be involved. Triggers for a planning meeting may include (but are not limited to): <ul style="list-style-type: none"> • A request by a City department • A recommendation by PHSKC • An “Extreme Heat Advisory” issued by the National Weather Service • 90°F temperatures sustained for 2-days or more days/nights continuously, without interruption • HeatRisk forecast of Moderate or higher • Unhealthy air quality forecast

4.2 Citywide Incident Planning

A citywide planning meeting is conducted as soon as possible, after the initial weather or smoke forecast, to provide sufficient time to prepare for response. Seattle OEM convenes and facilitates this meeting. The goal of the meeting is to:

- Determine the current state of preparedness of the City
- Assess possible impacts to special events and City services
- Consider whether to activate the EOC –or– identify event-specific triggers for an activation

For extreme heat and wildfire smoke events, the following departments participate in the planning meeting. This list may be modified based on the type of hazard and other impacts and factors.

Mayor’s Office - Director of Communications and/or Mayor Representative	Seattle Department of Finance and Administrative Services
Seattle Department of Human Resources	Seattle Public Utilities
Seattle Human Services Department	Seattle Department of Transportation
Seattle Parks and Recreation	Seattle Information Technology
Seattle Animal Shelter	Seattle Fire Department
Seattle Center	Seattle Police Department
Seattle Public Library	Public Health- Seattle & King County
Seattle Public Schools	King County Regional Homelessness Authority
Seattle City Light	King County Metro Transit
Seattle Office of Economic Development	Sound Transit

If the decision is made to activate the EOC, OEM will develop a Consolidated Action Plan (CAP) with objectives and strategies that will govern the response to the event.

4.2.1 Response

4.3.1 EOC Activation

The City EOC is activated to provide citywide coordination and support for response operations during extreme heat and wildfire smoke. Typically, the EOC will activate shortly before the event arrives and remain open through the duration of the event. City EOC hours of operation are tailored to meet operational needs.

A CAP is used to coordinate operations throughout the City. Updates on response activities and situational awareness are regularly shared with all EOC stakeholders through Snapshot and Situation Reports. An Essential Elements of Information (EEI) list guides departments in what information to report to the EOC during an activation and when those reports should be provided. WebEOC, a secure, internet-based emergency information platform, is used for sharing information, resource requests, and

updates with all City departments. MS Teams, a secure platform used by departments within the Office suite of products, is also used for informal communication and document sharing.

Virtual Response Coordination

Response to some extreme heat events may not necessitate in-person activation of the EOC. In these cases, coordination calls will be held ahead of and during the extreme heat event through the city's MS Teams platform. An event-specific Team may be set up within MS Teams for longer duration heat events that require significant or complex coordination among city departments and partner agencies. MS Teams standard functions (chat, posts, file sharing, teleconferencing) can be used to report EEs, submit or request incident updates, coordinate public information, and other coordination outside of scheduled coordination calls

4.3.2 Lead Agency Transition

As extreme heat and/or wildfire smoke hazards change with weather conditions or when life-safety priorities necessitate, lead agency assignment will be transitioned to the appropriate responding agency as indicated in the CEMP and approved by the responding department's representatives in the EOC or conference call during periods of non-EOC activation.

4.3.3 Vulnerable Populations

Extreme heat and wildfire smoke impacts air quality and increases the risk of related illness throughout communities. Increased vulnerability to heat and smoke stems from a variety of factors including age, socioeconomic status, housing status, language fluency, existing health conditions, and ability to reduce exposure to extreme heat and smoke. The ESF 6 and ESF 8 leads are responsible for assessing each event and identifying potential impacts to vulnerable populations. Information sharing, ongoing situation assessment, and response activities are coordinated with the ESF 6 departments and agencies, including HSD, SPL, SPR, Office of Housing, Seattle Animal Shelter, KCRHA, and Crisis Connections (2-1-1), along with ESF 5, ESF 7 and ESF 8.

Homelessness Emergency Response Plan

Many governmental and non-profit programs provide daily basic needs services to people experiencing homelessness. During inclement weather and poor air quality, it is essential that the delivery of critical life-safety services for unsheltered people is maintained, and when needed, augmented. KCRHA's *Homelessness Emergency Response Plan: Protocols for Operating Short-term Emergency Shelter During Extreme Weather or Public Health Emergencies* describes what steps are taken during the extreme heat and cold, and wildfire smoke to provide shelter, food and water or personal protective equipment (PPE) for this specific population. For extended periods of extreme temperatures and poor air quality that present a substantial threat to life or health, shelter capacity is temporarily increased using facilities not typically used as shelters. During a disaster (weather-related or not) activities that support unsheltered people will be linked with the overall City response as described in the CEMP.

Utility Outages

To minimize the impacts to vulnerable populations and critical services during extreme heat and smoke, electrical, water, gas outages will be promptly reported to the Seattle EOC and Public Health Seattle & King County (PHSKC). The EOC will coordinate support for impacted community members, such as

opening cooling centers or overnight shelters and internal and external messaging. During extreme heat and smoke conditions, scheduled power and water shutoffs due to non-payment may be placed on hold. Stress on municipal electrical infrastructure may create unintended loss of utilities and cooling and air purifying technologies.

Mobility Impacts

Conditions that prevent people from obtaining critical services, supplies or access to cooling and air quality technologies can create life-threatening situations, particularly over an extended period. The Seattle EOC will monitor for these conditions, which can include, but are not limited to:

- Hazardous driving conditions for non-emergency vehicles
- Cancellation of public transportation including Access buses
- Unsafe conditions for pedestrians, cyclists, and people waiting outside for transit
- People who use mobility devices, have access and functional needs, or are otherwise unable to safely navigate extreme conditions losing access to transit and mobility services

4.3.4 Extreme Heat Response Strategies

The impacts from extreme heat may lead to significant public health consequences that can persist for extended periods of time. Understanding the adverse health impacts of extreme heat exposure is relevant to a broad range of communities in the City. Long-term direct and indirect exposure to extreme temperatures has harmful impacts on human health. The increase in hotter temperatures, more often and for longer periods has led to an uptick in research on a broad range of health outcomes, including visits to hospital emergency departments, hospitalizations, medication prescribing, and emergency ambulance dispatches. Some people may experience immediate health impacts while others may experience health impacts that manifest days or weeks later, depending on the underlying health conditions. It has also impacted the way jurisdictions respond to it to protect people. Certain groups are more susceptible to the effects of extreme heat than others. These groups represent a significant percentage of our total population.

Extreme heat generally impacts large geographic areas that span multiple jurisdictions. OEM supports the response efforts of City departments and external partner agencies, including SDOT, SPU, HSD, SPR, SPL, KCRHA and PHSKC to address immediate community needs and maintain city services. The ability of responsible agencies to effectively coordinate public messaging about extreme heat, along with protective health recommendations, benefits the public which may otherwise remain uninformed or confused by conflicting messages.

Homelessness

As outlined in the KCRHA Homelessness Emergency Response Plan and the Interagency MOU for Shelter Operations for people experiencing homelessness during Severe Weather Events, multiple City departments support KCRHA as the lead entity for developing the response. KCRHA will coordinate outreach to people living unsheltered during periods of extreme temperatures and may request the activation of additional shelters for the people experiencing homelessness, including shelters in City-owned spaces. KCRHA, FAS, HSD, SPR and Seattle Center will coordinate opening cooling centers and/or overnight cooling shelters as needed and provide transportation from encampments to shelter. The Crisis Connections (2-1-1) website provides a comprehensive list of extreme weather shelters in operation throughout the region.

Medical Care Access

A regional transportation plan for medically vulnerable individuals who require uninterrupted access to outpatient care, such as chemotherapy or dialysis, may be activated if regular transportation options are not available. This is a limited service intended to support the most urgent medical needs not otherwise addressed by emergency medical service providers.

In the Seattle EOC, ESF 1, ESF 6 and ESF 8 monitor public and private transportation providers to medically vulnerable populations to determine if services are being disrupted due to heat-related impacts. ESF 8 and the Northwest Healthcare Response Network (NWHRN) also request healthcare providers reschedule appointments and identify those individuals that must receive their routine healthcare without delay or interruption. In addition, Public Health – Seattle & King County can request assistance in maintaining access to critical facilities and services, such as the Puget Sound Blood Center.

Infrastructure

Extreme heat can have significant impacts on infrastructure, particularly electrical infrastructure. Loss of power has cascading effects on individuals, communities, service providers, and the emergency medical system. Seattle City Light (SCL) monitors power system load and conditions during extreme heat events to ensure system failures are detected and resolved as quickly as possible. The ESF 12 – Energy Annex details how SCL and partners respond to emergencies impacting the electrical power systems serving Seattle.

Transportation

SDOT engages in extreme heat mitigation and responds to impacts on critical infrastructure. The SDOT Extreme Heat Readiness and Response Plan details this response. The response to extreme heat hinges on the ability of SDOT and other transportation agencies in the region to keep roadways and transit systems in functional condition.

SDOT focuses on water-cooling and inspecting designated roadways and bridges to a defined service level. SDOT crews or SPD officers close streets or bridges as needed if there are infrastructure impacts due to heat. Closed streets are displayed on a map which is available on the City website. SDOT has a special emphasis team that can respond to road-related emergency requests from SPD and SFD.

City Worker Safety

City staff working outdoors as part of their regular duties or emergency response may experience impacts from extreme heat. In accordance with the Washington State Department of Labor & Industries (L&I) Accident Prevention Program requirements and Outdoor Heat Exposure rules, departments should monitor weather conditions and forecasts. Departments should ensure staff have access to adequate protection from heat and medical services if they experience heat-related illness.

Current L&I Outdoor Heat Exposure rules include requirements to:

- Provide annual training to employees and supervisors on symptoms of outdoor heat exposure and policies in place to prevent heat-related illness.
- Provide enough drinking water for employees and an opportunity to drink it on days when temperatures require preventive measures.
- Respond appropriately to any employee with symptoms of heat-related illness.

In addition to current requirements, L&I recommends employers:

- Provide adequate shade (or alternative cooling methods) at all times, to allow for access to prevent or respond to heat illness.
- Encourage and allow workers to take paid, preventative cool down rest periods so they don't overheat; and, when temperatures are 90°F or hotter, require workers to take additional paid, cool down rest periods of at least 10 minutes every 2 hours. Longer and more frequent breaks are indicated if temperatures continue to rise to 100°F.
- Make sure supervisors and employees always have a way to communicate with each other so they can promptly report heat illness and get medical assistance, if needed.

Departments may consider modifying, rescheduling, or canceling planned outdoor work during periods of extreme heat. Managers should also monitor indoor worksite temperatures during periods of extreme heat and provide workers adequate rest and access to water.

Cooling Centers

Seattle is one of the least air-conditioned cities in the United States. During a period of extreme heat, when indicated by PHSKC guidance, the City may establish cooling centers as a space of refuge from the heat.

Cooling center options to consider include:

- Existing, open, public spaces with air-conditioning like libraries, community centers, and the Seattle Center Armory
- Air-conditioned spaces that are not typically open to the public, but could be made available during extreme heat
- Provide temporary cooling (portable air-conditioners) to existing spaces where vulnerable populations gather, such as senior centers
- Overnight cooling centers for people experiencing homelessness or lacking adequate cooling at home
- Promotion of commercial spaces with air-conditioning that are open to the public

Once established, utilization of cooling centers is likely to start low and increase over the course of the heat event as awareness of cooling center locations increases and heat impacts accumulate over time. Libraries and spaces with overnight availability tend to see higher utilization than other spaces. Low utilization of a cooling center early in a heat wave should not be seen as indicative of potential cooling center usage through the duration of a heat wave. Cooling centers should meet basic needs of people seeking refuge from the heat, including access to drinking water.

Public Messaging

Public messaging should leverage a wide variety of methods and platforms. Messaging strategies should focus on methods that reach all communities, including vulnerable groups like people with chronic health conditions, children, outdoor workers, and people who spend time outdoors. Messaging strategies should also include ways to reach people who may not engage with mainstream communications and media, including immigrant communities, people whose primary language is not English, and people experiencing homelessness. Messaging for extreme heat should include:

- Emergency alerts through AlertSeattle
- In-language, accessible messaging
- Warning signs of heat-related illness
- Reminder to check on vulnerable community members and family
- Locations of cooling centers, cooling events, air-conditioned libraries, shelters, commercial cooling spaces, and cool drinking water
- Dangers of leaving children and pets inside a hot car
- Transportation access for medically vulnerable individuals and people with mobility issues
- Where to find information about the condition of roadways and weather reports
- Drowning and other recreational risk prevention

The City maintains a hazard information page for extreme heat events. This webpage includes preparedness tips, information about how the city responds to extreme heat, and additional heat resources. During an extreme heat event, this page changes to an emergency template that includes information for current conditions and available resources and services. The page can be promoted in public messaging as a central hub for city services related to the hazard. The Citywide Extreme Heat Page can be found at seattle.gov/heat.

Plans, strategies, and methods for public information sharing are detailed in the ESF 15 External Affairs Annex. Plans, strategies, and methods for emergency alerts are detailed in the Alert & Warning Support Operations Plan.

4.3.5 Wildfire Smoke Response Strategies

Wildfires pose immediate danger to lives and property, but poor air quality due to wildfire smoke and ash may lead to significant public health consequences that can persist for extended periods of time. Understanding the adverse health impacts of wildfire smoke is relevant to a broad range of communities in the City, including local and state public health officials, officials responsible for air quality monitoring and management, environmental scientists, and healthcare providers.

Wildfire smoke contains many contaminants known to have harmful impacts on human health. The recent increase in fire activity has led to an uptick in research on a broad range of health outcomes, including visits to hospital emergency departments, hospitalizations, medication prescribing, and emergency ambulance dispatches. Some people may experience immediate health impacts while others

may experience health impacts that manifest days or weeks later, depending on the underlying sensitivity.

Certain groups are more susceptible to the effects of wildfire smoke, including seniors, young children, and those with pre-existing cardiovascular concerns. These groups represent a significant percentage of our total population.

Wildfire smoke can impact large geographic areas that span multiple health jurisdictions and air districts. The ability of responsible agencies to effectively coordinate public messaging about current and forecasted air quality, along with protective health recommendations, benefits the public who may otherwise remain uninformed or confused by conflicting messages.

Homelessness

As outlined in the KCRHA *Homelessness Emergency Response Plan* and the Interagency MOU for Shelter Operations for people experiencing homelessness during Severe Weather Events, multiple City departments support KCRHA as the lead entity for developing the response. KCHRA will coordinate outreach to people living unsheltered during periods of extreme wildfire smoke and may activate additional shelters for the people experiencing homelessness. KCRHA may also coordinate with Public Health – Seattle & King County to distribute Personal Protective Equipment (PPE) such as N95 masks.

KCRHA, HSD, FAS, SPR and Seattle Center will coordinate opening clean air centers as needed and provide transportation from encampments to these sites. The Crisis Connections (2-1-1) website provides a comprehensive list of shelters, including air quality shelters, in operation throughout the region.

Medical Care Access

A regional transportation plan for medically vulnerable individuals who require uninterrupted access to outpatient care, such as chemotherapy or dialysis, may be activated if regular transportation options are not available. This is a limited service intended to support the most urgent medical needs not otherwise addressed by emergency medical service providers.

In the Seattle EOC, ESF 1, ESF 6 and ESF 8 monitor public and private transportation providers to medically vulnerable populations to determine if services are being disrupted due to wildfire smoke-related impacts. ESF 8 and the Northwest Healthcare Response Network (NWHRN) also request healthcare providers reschedule appointments and identify those individuals that must receive their routine healthcare without delay or interruption. In addition, Public Health – Seattle & King County can request assistance in maintaining access to critical facilities and services, such as the Puget Sound Blood Center.

Infrastructure

Indoor air filtration is one of the primary ways to reduce smoke exposure, and most air filtration systems are reliant on a steady supply of electrical power. Conditions during smoke events, such as wildfires or concurrent heat waves, may impact electrical infrastructure that serves Seattle. Seattle City Light (SCL) monitors power system load and conditions to ensure system failures are detected and resolved as quickly as possible. The ESF 12 – Energy Annex details how SCL and partners respond to emergencies impacting the electrical power systems serving Seattle.

City Worker Safety

City staff working outdoors as part of their regular duties or emergency response may experience impacts from wildfire smoke. The Washington State Department of Labor & Industries (L&I) is in the rulemaking process for permanent Wildfire Smoke rules. In 2022, L&I issued emergency wildfire smoke rules to ensure worker safety, outlined in the table below.

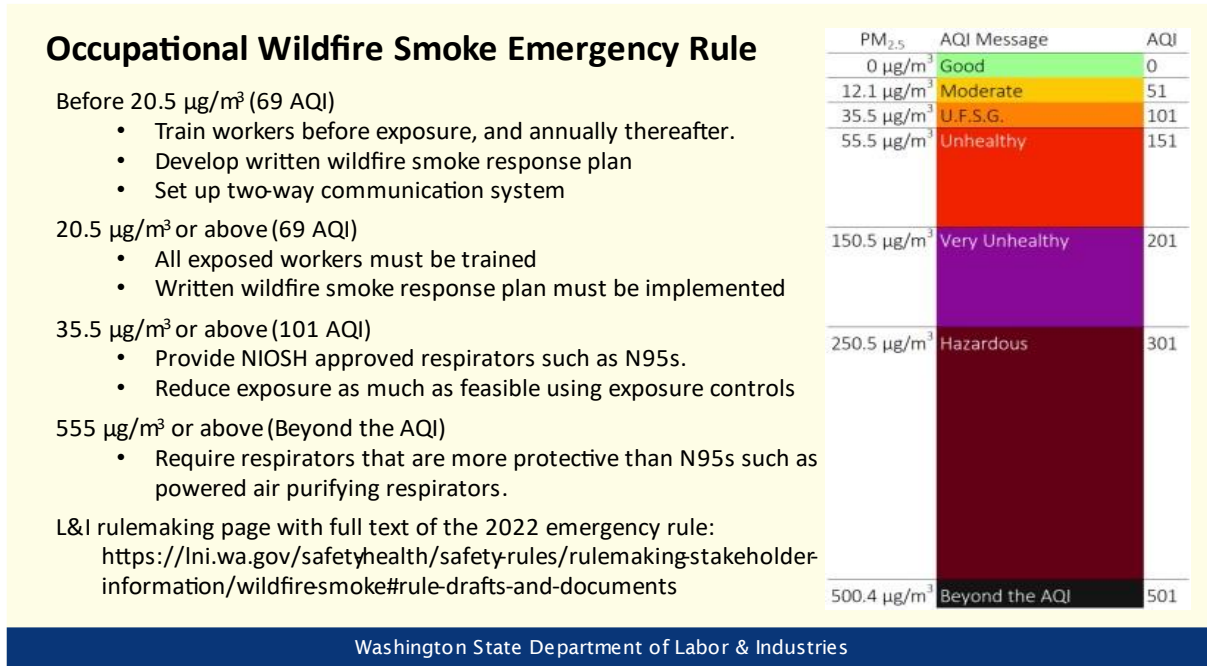


Figure 4 2022 L&I Wildfire Smoke Emergency Rule (Expired)

In the absence of current emergency or permanent wildfire smoke rules from L&I, departments should act in accordance with current worker safety and accident prevention plans, monitor smoke and air quality conditions during wildfire smoke events, communicate air quality conditions and personal protective actions to workers, and ensure workers have access to adequate Personal Protective Equipment (PPE) for current and forecasted conditions. Departments may consider modifying, rescheduling, or canceling planned outdoor work during periods of significant wildfire smoke and poor air quality.

Clear Air Spaces

Most community members can reduce their exposure to wildfire smoke by avoiding outdoor activity at home, work, and in other public spaces. However, some members of the community lack access to adequate shelter or indoor spaces to reduce their exposure to smoke. During an extended, severe wildfire smoke event, the City may work with regional response partners to identify open indoor spaces with adequate air filtration systems and establish clean air spaces for the public.

Public Messaging

Public messaging should leverage a wide variety of methods and platforms. Messaging strategies should focus on methods that reach all communities, including vulnerable groups like people with chronic

health conditions, children, outdoor workers, and people who spend time outdoors. Messaging strategies should also include ways to reach people who may not engage with mainstream communications and media, including immigrant communities, people whose primary language is not English, and people experiencing homelessness. Messaging for wildfire smoke may include:

- Emergency alerts through AlertSeattle
- In-language, accessible messaging
- Health impacts of smoke exposure
- How to reduce risk of exposure to wildfire smoke
- Reminder to check on vulnerable community members and family
- Locations of clean air spaces and/or shelters
- Transportation access for medically vulnerable individuals and people with mobility issues

The City maintains a hazard information page for wildfire smoke events. This webpage includes preparedness tips, information about how the city responds to wildfire smoke, and additional smoke-related resources. During a significant wildfire smoke event, this page changes to an emergency template that includes information for current conditions and available resources and services. The page can be promoted in public messaging as a central hub for city services related to the hazard. The Citywide Wildfire Smoke Page can be found at seattle.gov/smoke.

Plans, strategies, and methods for public information sharing are detailed in the ESF 15 External Affairs Annex. Plans, strategies, and methods for emergency alerts are detailed in the Alert & Warning Support Operations Plan.

4.4 Direction and Control

4.4.1 All Departments

Preliminary Planning and Preparation

- Departments will prepare resources for a response to extreme heat and wildfire smoke, including planning for transportation needs, temporary cooling or clean air centers, and life-safety supplies for distribution during outreach
- During this time departments will conduct internal department planning — upstaffing, providing support to outdoor workers during heat — to mitigate the impacts of extreme heat and smoke to service delivery, critical infrastructure, and key resources
- When requested, departments will also participate with Seattle OEM and other City Departments in Citywide planning for a response.
- Departments will notify OEM if Department Operations Centers will be activated for a heat or smoke event, when they will be activated and at what level of activation, and what support is needed from the EOC
- Follow the guidance provided by the Seattle EOC, and in coordination with the Mayor’s office, provide employees with updates on activation preparations, as needed.
- Coordinate pre-incident City public messaging as defined in initial planning meeting.

Response

When the EOC is activated, all departments will coordinate:

- With the Mayor’s office on any messaging to inform and direct City employees
 - Employee messaging, leave policies and modifying departmental hours of operation are to be shared with City Department Directors for implementation and dissemination among their staff
 - City Department Directors have the discretion to adjust or modify messaging to personnel, including hours of operations, or services, based on their mission
- Public messaging through the Joint Information Center (JIC)
- Policy issues through the EOC Director
- Access to WebEOC to share information, map current cooling center locations, and to submit resource requests

When the EOC is activated or virtual response coordination is needed, all departments will notify:

- EOC and SDOT when road conditions deteriorate and significantly hinder response operations or delivery of services
- Emergency road hazards requests routing in support of critical operations to SDOT
- Closely monitor supply levels and usage rate of vehicle parts, fluids, and attachments
- EOC when Department Operations Center activates
- EOC of any curtailment of public-facing services and actions taken to reduce staff exposure to heat and smoke
- EOC of any fatality or significant injury related to the heat
- EOC Logistics Section well before critical supplies run low or are expended

4.4.2 ESF 1 Transportation (Department of Transportation)

Initial Planning and Preparation

- Provide Seattle OEM with the best estimate of potential impacts to the Transportation Department service delivery and impacts to public transit in Seattle and region.
- Provide the best estimate possible, based on forecasts and available resources, of potential impacts to transportation network and update according to the Essential Elements of Information strategy.
- Determine the need to request a King County Metro Transit Liaison to SDOT’s Traffic Operations Center.
- Closely coordinate preparations with King County Metro Transit, Sound Transit and other transportation agencies in the region based on weather forecasts.
- In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding transit services.

Response

- Closely coordinate operations with:
 - King County Roads Division, Washington State Department of Transportation, other transportation agencies in the region, King County Metro Transit, Sound Transit, and other transit agencies to support transit operations
 - Seattle City Light to determine priority of handling downed power lines so key transportation routes can be reopened in a timely manner
 - Human Services Department and other agencies under ESF 6 to monitor and address impacts to transportation systems that support vulnerable populations
- Notify and rapidly address:
 - Seattle EOC of any changes in King County Metro service levels
 - Requests for emergency street clearing from the Police Department, Fire Department, Public Health Seattle and King County or others
 - Regular and frequent updates to the City EOC on road conditions, the status of storm operations and problems encountered
 - Updates on the status of rail, intercity bus service, taxi, marine and air transportation providers, particularly those that serve vulnerable populations
- Maintain and update:
 - Online mapping system
 - Master Street Closure List

4.4.3 ESF 2 – Communications (Seattle Information Technology)

Initial Planning and Preparation

Review and update list of vendors and communications contacts for use during extreme heat EOC activations.

Response

- Monitor all communication modes (radio, telephone, networks/servers, etc.) for impacts
- Provide Seattle OEM an analysis, based on current weather forecasts, of potential impacts to communications capabilities
- As needed, activate Department Operations Center to coordinate internal operations and with other departments.
- As needed, support department communications if existing communications methods and capabilities are impacted by power outages
- As needed, activate the emergency templates on the City’s Seattle.gov website and relevant hazard pages

4.4.4 ESF 3 – Public Works and Engineering (Seattle Public Utilities)

Initial Planning and Preparation

Review and update list of vendors and communications contacts for use during extreme heat EOC activations.

Response

- Monitor all communication modes (radio, telephone, networks/servers, etc.) for impacts to utility services.
- Provide Seattle OEM an analysis, based on current weather forecasts, of potential impacts to water, wastewater, and solid waste service delivery.
- In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding potential service interruptions.
- As needed, activate Department Operations Center to coordinate internal operations and with other departments.
- Notify the City EOC and Public Health Seattle and King County of significant water or sewer service outages, outages known to impact a health care facility or if solid waste pick up or transfer station operations will be impacted.
- Be prepared to provide equipment and crews to assist with heat-damaged infrastructure in support of SDOT or SCL operations.

4.4.5 ESF 4, 9, 10 Firefighting, Search and Rescue, Oil and Hazardous Materials (Seattle Fire Department)

Initial Planning and Preparation

- Provide Seattle OEM an analysis, based on current weather forecasts, of potential impacts to Fire Department service delivery.
- Coordinate with PHSKC on public messaging regarding heat-related illness and environmental hazards to humans.

Response

- As needed, activate Department Operations Center to coordinate internal operations and with other departments.
- Immediately notify the EOC of developing critical incidents with a potential for cascading impacts.
- Maintain capability to respond to calls for service and notify the EOC if trends develop which indicate emergency calls for service may be significantly delayed.
- Monitor and inform the EOC of trends in heat-related EMS calls.
- Coordinate Health One participation with emergency transportation of individuals experiencing homelessness to cooling centers and/or clean air spaces.

4.4.6 ESF 5 (Emergency Management)

Initial Planning and Preparation

- In coordination with the Mayor’s Office and SDHR, define City public and employee messaging strategy.
- Facilitate the City initial planning meeting.
- Host the National Weather Service weather briefing at the City EOC and notify City departments of the briefing forecast.
- Coordinate development and distribution of the City Consolidated Action Plan and Essential Elements of Information guide.
- Monitor and notify, as needed, City department and regional partners about the potential for extreme heat.
- Provide regular updates, as needed, to City departments on the weather forecast, potential impacts, heat preparation activities and anticipated response operations.
- Configure WebEOC (Base and Sub-Incidents) or MS Teams space (for coordination-level events).

Response

- Assign OEM Staff Duty Officers to general staff positions in the EOC.
- Develop and distribute:
 - Snapshot and Situation Reports
 - Consolidated Action Plans
- Coordinate:
 - Response mapping
 - Situational awareness with King County Office of Emergency Management
 - Public and employee messaging through the Joint Information Center
 - Auxiliary Communication Service operations
 - Seattle Public Schools with any school closures or modification to hours of operation
- Update Essential Elements of Information guide, as needed

4.4.7 ESF 6 Mass Care, Housing and Human Services (Seattle Human Services Department)

Initial Planning and Preparation

- Provide OEM an analysis, based on current weather forecasts, of potential impacts to vulnerable populations, of coordinated efforts by HSD and KCRHA, community-serving agencies and ESF 6 City departments' services (HSD, SPR, SPL, Seattle Center, DON, Seattle Animal Shelter, OIRA, DEEL, and Office of Housing).
- In coordination with City pre-incident public messaging strategy, help develop and disseminate public messaging regarding cooling centers/shelters and other related topics.
- Develop and maintain list of locations and capacities of current and potential cooling centers and shelters.

Response

- Coordinate with city departments and partner agencies to establish:
 - Enhanced targeted outreach
 - Life-safety supplies distribution
 - Monitor systems that support vulnerable populations and notify the EOC of developing issues
 - Cooling centers and/or air quality shelters, including those that accept pets
 - Other mass care support as needed
- Monitor mobility issues and transportation systems that support vulnerable populations and notify the EOC of developing issues.
- Monitor ESF 6 and community-serving agencies' ability to continue providing services.
- Continue assessing and reporting impacts on vulnerable populations to the EOC
- Coordinate with city departments and partner agencies to establish and/or enhance the following community services:
 - Emergency cooling centers and public air-conditioned sites
 - Overnight emergency shelter, as needed, in coordination with KCRHA and ESF 6 partners
 - Wading pools, spray parks, and beaches with lifeguards, beyond normal seasonal operations
 - Share information to the public on cooling center locations and hours, including which sites will allow pets

4.4.8 ESF 7 Resource Support (Facilities and Administrative Services)

Initial Planning and Preparation

- Review and update department fleet coordinators list and review vehicle rental procedures and contracts.
- Review emergency contracting and purchasing guidelines and policies.
- Review and update inventory of extreme heat supplies such as coolant fluid for vehicles, drinking water, protective clothing, extreme heat emergency kit.
- Ensure emergency generators are ready and City vendor contracts in place for repair and refueling.
- Ensure Finance and Administrative Services supported facilities have sufficient extreme heat supplies as outlined in the plan.
- Ensure City Contracts for generators, fuel delivery, equipment/vehicles rentals, towing, and lodging are in place.
- Assist departments with preparing vehicles and facilities.
- Notify SDHR of potential staffing resource requests from departments.

Response

- Closely monitor reports from departments on burn rate of key supplies and arrange for resupply as needed.
- Notify departments of any adjusted hours of operation for vehicle maintenance shops.
- Coordinate extreme heat shelter staffing resource requests with SDHR.

4.4.9 ESF 8 Public Health and Medical Services (Public Health Seattle and King County)

Initial Planning and Preparations

- Provide recommendations based on current weather forecast, of protective actions for vulnerable individuals.
- Provide recommendations to Seattle OEM based on current weather forecasts, of potential impacts to healthcare community and service providers.
- In coordination with City pre-incident public messaging strategy, lead the development and dissemination of heat-hazards warning messages.
- Develop and distribute other relevant heat-related health alerts according to public information strategy.

Response

- Activate Health and Medical Area Command, as needed, to coordinate internal operations and with other jurisdictions and departments.
- In coordination with Northwest Healthcare Response Network, monitor emergency room services, blood banks, dialysis centers and other critical healthcare services for potential disruption and notify EOC.
- Rapidly evaluate impact of utility services interruptions on affected health care providers:
 - Monitor Seattle City Light System Status website
 - Immediately notify the EOC of developing critical incidents with a potential for cascading impacts.
- Closely monitor and report number of heat-related cases:
 - Notify Seattle Joint Information Center
 - Address, and if needed, route to the EOC for assistance, requests for non-medical logistical support from health care providers.
- Coordinate messaging through the Seattle Joint Information Center with County Health Department as lead for messaging related to heat-related health hazards.
- Monitor providers of public and private transportation to medically vulnerable populations and health care providers to determine if essential medical services are being impacted.

4.4.10 ESF 12 (Seattle City Light)

Initial Planning and Preparation

- Provide Seattle OEM an analysis, based on the weather forecast, of potential impacts to electrical service delivery.
- In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding power outages.

Response

- Activate Department Operations Center, as needed, to coordinate internal operations and with other departments.
- Notify the EOC, PHSKC and KCEOC of significant interruptions to electrical service delivery.
- Prepare to provide crews and equipment to assist with impaired roadways in support of SDOT operations.

4.4.11 ESF 13 (Seattle Police Department)

Initial Planning and Preparation

- Provide Seattle OEM an analysis, based on current weather forecasts, of potential impacts to Seattle Police Department (SPD) service delivery.

Response

- Activate the SPD Department Operations Center, as needed, to coordinate internal operations and with other departments
- Maintain capability to respond emergency calls for service
- Immediately notify the EOC of developing critical incidents with a potential for cascading impacts
- Notify City EOC if trends develop which indicate emergency calls for service may be significantly delayed
- Coordinate Community Safety Officer participation with emergency transportation of individuals experiencing homelessness to cooling centers.

4.4.12 ESF 15: Public Information

Initial Planning and Preparation

- Prior to activation, assign a lead PIO to coordinate pre-event messaging and serve as a point of contact for media inquiries
- Brief department PIOs on the situation
- Develop a JIC staffing plan consisting of City department PIOs and any necessary partner agencies
- Participate in planning meetings to develop the event response plan
- Coordinate with regional partners from King County and the State as necessary
- Brief the EOC Director on the plan for JIC operations
- Finalize and circulate any pre-event messaging to internal and external stakeholders including the media through the lead PIO

Response

The JIC, staffed by PIOs from City departments, is the primary site and source of public information to the community using a variety of communications channels. Leveraging their combined expertise, the PIO team provides timely, accurate, and comprehensive information to the public. PIOs can use several outgoing communications channels to reach external audiences, including, but not limited to news releases Seattle Channel the City’s public website, social media, AlertSeattle and the alerts.seattle.gov blog, Wireless Emergency Alerts, regional communications channels and distribution lists, and public information phone lines.

Public messaging activities include:

- Develop and disseminate the City’s public messaging
- Coordinate and integrate public messaging and strategy with other response operations and regional counterparts
- Refining messaging, as needed, with the Mayor’s Office and EOC Representatives based upon real conditions and impacts
- Brief EOC staff on how the City’s messages are being received by the community
- Monitor broadcast and social media sources
- Coordinate with the Mayor’s office and key department representatives to ensure coverage for on camera or phone media interviews
- Contribute to the development of EOC Snapshot and Situation Reports.
- Maintain contact with:
 - Mainstream media (TV, radio, newspapers)
 - Digital media (social, blogs)
 - Mayor’s Office of Immigrant and Refugee Affairs (OIRA) sourced ethnic media sources with local, regional, and international organizations

- Ensure that key messages, especially those pertaining to life-safety issues, are translated and disseminated in Tier 1 and Tier 2 languages.
- Ensure City’s Inclusive Outreach and Public Engagement policy for emergency information is distributed to as broad a base as possible using:
 - OIRA
 - PHSKC Community Communications Network (CCN)
 - American Sign Language (ASL) interpreters, for any emergency news conference

5. RESOURCE REQUIREMENTS

Problems that cannot be solved in the field become the responsibility of EOC responders.

5.1 *Logistical Support*

OEM maintains the City’s EOC at 105 5th Avenue South. The EOC is a fully functioning site that can accommodate up to 150 responders at any given time. OEM has agreements in place with the University of Washington, Gates Foundation, and the Seattle Colleges system for alternate City EOC locations.

Resource needs that cannot be met within a department or existing city resources should be elevated to the EOC Logistics Section when the EOC is activated. Logistics support plans are outlined in the ESF 7 Logistics & Resources Annex.

5.2 *Communications and Data*

Seattle OEM maintains the following communications systems:

- Telephones (City network, “hot and ring-down” lines, & cell phones)
- Satellite Phone
- Ring-down telephone circuits
- All-City Intercom
- Pagers
- Printers
- Fax Machine
- 800 MHz Radios
- Washington State EMD SATCOM Unit
- Back-up Command and Control radio
- Internet Packet Radio
- LoBand, HF VHF and UHF radios
- Electronic Data systems (servers/desktops)
- National Warning System (NAWAS) telephone
- Video Conferencing Systems
- WebEOC
- AlertSeattle

5.3 *Resource Management*

Resource tracking, requesting, ordering, management, and demobilization plans and guidelines are detailed in ESF 7 Logistics and Resources.

5.3.1 *Ordering Specialized Resources*

Departments will obtain specialized resources using established department procedures, agreements, and existing contracted vendors. When specialized resources require logistical support such as fuel, equipment, or food, the ordering department must immediately notify the EOC Logistics Section.

When a special resource cannot be obtained, the department will complete a City Resource Request in WebEOC Resource Tracker or fill out a 213RR. The department will work with the EOC Logistics Section

to order specialized resources, either through a subject matter expert embedded within the Logistics Section or through close coordination to ensure the order’s accuracy.

Hospitals and other health care providers are responsible for ordering their own medical supplies, with Health and Medical Area Command (HMAC) assistance as needed. On behalf of the medical community, HMAC serves as the single point of ordering for County, State and Federal government resources and works in concert with Northwest Hospital Response Network (NWHRN). Logistical support for mutual aid medical teams will be the responsibility of HMAC. Local Emergency Operations Centers, including Seattle, are responsible for non-medical resource requests from healthcare providers.

5.3.2 Ordering Regional Shared Resources

The City will seek resources from other jurisdictions when shortfalls cannot be met internally. The EOC Logistics Section will push requests up to the King County Emergency Operations Center. The EOC Operations Section will prioritize these resources requests according to the incident priorities. The Logistics Section will clearly communicate these priorities to King County.

5.3.3 Facilities

Departments with facilities that cannot be used due to extreme heat, smoke and air quality, or other adverse conditions should look first to the alternative sites delineated in their departmental Continuity of Operations (COOP) plans. If these alternatives sites are also unsuitable, the department should provide a needs assessment to the EOC Logistics Section, who will coordinate with FAS.

Washington State Department of Labor & Industries (L&I) issued new rules on June 1, 2022 (WAC 296-62-095) regarding occupational heat exposure hazards for employees who work outdoors and are exposed to extreme heat. L&I also issued emergency wildfire smoke rules to ensure worker safety in 2022 (WAC 296-62-085), which have expired as of this plan’s promulgation. These guidelines are aligned with proposed permanent wildfire smoke rules which are currently undergoing evaluation and approval. Details on L&I rules for heat and smoke are available in Sections 4.3.4 (Extreme Heat Response Coordination) and 4.3.5 (Wildfire Smoke Response Coordination) of this plan under City Worker Safety.

The Finance and Administrative Services (FAS) Department Operations Center (DOC) will work with the requesting departments to evaluate appropriate facilities, acquisition and lease management. It is important for departments to pre-identify facilities to the extent possible. The EOC will work with the FAS DOC to prioritize facility requests, if needed.

When a department requires additional facilities to support a surge in operations (example: mutual aid strike teams, task forces, contracted service providers, staging areas, and command posts), they should submit a City Resource Request that describes the type of facility needed, intended use of the facility, number of occupants etc., to the EOC Logistics Section. The EOC Logistics Section will coordinate the identification and assignment of additional facilities.

5.5 Movement Coordination

Moving resources into and around the City will require the unprecedented reorganization of current transportation capacity to create delivery capabilities and authorities. Early in the incident, the EOC Logistics Section will evaluate conditions of the City’s resource providers and transportation in all parts

of the City. As the incident progresses, this work will expand to explore supply chain impacts on the community at large, beyond the City’s providers.

Conditions will vary greatly, plans in different sections of the city may vary greatly, but all will share the goal of reestablishing the delivery of resources to the people who need them. The EOC Logistics Section will work closely with SDOT and other ESF #1 partners to assess the status of the infrastructure and explore multi-modal alternatives.

The EOC Logistics Section, with support from partner agencies, vendors, and services will facilitate the delivery of resources into and around the city to include:

- Assisting to secure helipad access and other aircraft staging
- Coordinating with Defense for Civil Authorities (DSCA) capabilities involving resources via the US Department of Defense
- Coordinating with the County and the State to move freight through adjacent impacted areas following credentialing protocols
- Coordinating with marine resources, to assist with the movement of resources
- Arranging security for transportation of inbound resources

5.5 Internet

WebEOC and MS Teams are the primary tools for coordinating, communicating, and documenting information during extreme heat and wildfire smoke events. Both platforms are internet reliant. If the internet is unavailable, the EOC will default to pencil and paper backups. The Seattle EOC maintains an email account for general disaster response which is monitored by the Emergency Operations Center Planning Section. The JIC will develop disaster-related messaging for the City’s public-facing website.

5.6 Mapping

Mapping in support of disaster operations will be coordinated through the EOC Planning Section. Requests for maps will be directed to the Planning Section. The Planning Section will prioritize critical information by incorporating into initial EOC situation maps during an incident, which include:

- Location of cooling centers and emergency shelters
- Other concurrent major incidents (e.g., major fires)
- Status of major bridges; status of freeway
- Closed or evacuated hospitals

Incident-specific information will be combined with maps of known vulnerabilities within the City, both geophysical and social in nature, to help inform ESF 6 Mass Care decision making. Maps that will inform situational awareness, and will be distributed to EOC responders include:

- King County Urban Heat Island Mapping
- National Weather Service Heat Risk forecast maps
- National Shelter System - Human Services Branch and the American Red Cross use the National Shelter System database to share shelter information. FEMA publishes an ArcGIS map of open shelters from the database.

Departments will provide departmental maps to the EOC Planning Section. The EOC Planning Section will ensure that maps generated by other jurisdictions are reviewed before adoption by the City and that

maps are reviewed by the JIC prior to public release. Social Media maps must be verified before use. The EOC Planning Section will monitor social media for operational information. The JIC will monitor social media maps for public information.

5.7 Reports

The EOC Consolidated Action Plan (CAP) and the Essential Elements of Information (EEI) strategy for incidents defines how the EOC shares information. Multiple reports are used to compile the CAP:

- **Snapshot** - Common Operating Picture; issued at one to two hours cycles; update on known damage and impacts to services; can be viewed using handheld devices; and is sent to a wide audience of government and partners in the region.
- **Situation** - Common Operating Picture; generally issued twice during each 12-hour operational period; comprehensive overview of the situation and response operations; and is sent to wide audience of government and partners in the region.
- **Press Release** - Issued frequently during the disaster by the JIC; and Individual departments may also issue press releases in coordination with the JIC.

6. ADMINISTRATION

This document is an external plan as defined by the City of Seattle Emergency Management Program Planning Policy and follows the maintenance process, which includes a method and schedule for evaluation and revision, as described therein.

Table 4. Record of Changes

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY

7. REFERENCES

City of Seattle Comprehensive Emergency Management Plan

Emergency Operations Plan (EOP)

EOP Annexes:

- ESF 6: Mass Care, Housing, and Human Services
- ESF 6: Mass Care, Housing, and Human Services Sheltering Appendix
- ESF 7: Logistics & Resources
- ESF 12: Energy
- ESF 15: External Affairs
- Incident Support Plan – Alert and Warning

Seattle Hazard Identification and Vulnerability Analysis (SHIVA)

King County Comprehensive Emergency Management Plan

KCRHA Homelessness Emergency Response Plan: Protocols for Operating Short-term Emergency Shelter During Extreme Weather or Public Health Emergencies

King County Extreme Heat Mitigation Strategy

National Weather Service HeatRisk Prototype Overview

Environmental Protection Agency Air Quality Index

WAC 296-62-095 Outdoor heat exposure

WAC 296-62-085 Wildfire smoke

8. PROMULGATION

Insert Promulgation Documentation